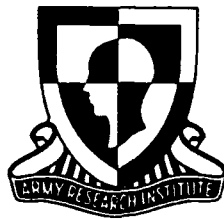


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U.S. Army Research Institute
for the Behavioral and Social Sciences

Research Report 1626

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Special Forces Recruiting: An Overview of Current Procedures and Issues

Ann M. Herd
Western New England College

Martha L. Teplitzky
U.S. Army Research Institute

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September 1992

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U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES

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13. ABSTRACT (Maximum 200 words) The research examines the Special Forces (SF) recruiting process, from setting and allocating the mission to processing and scheduling applicants for the Special Forces Assessment and Selection (SFAS) program. Data were obtained through interviews and surveys of SF recruiters and interviews of key staff members at the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) and the Total Army Personnel Command (PERSCOM). Descriptions of the components of the recruiter's job and the steps of the missioning process provide background and context for ARI's larger SF recruiting research project. In addition, the issues and suggestions raised by SF recruiters will help guide efforts to streamline and improve the overall system.				
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FOREWORD

The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) has established long-term, collaborative research relationships with both the U.S. Army Recruiting Command (USAREC) at Fort Sheridan, Illinois, and the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) at Fort Bragg, North Carolina. This research serves both sponsors as part of a larger project on Special Forces (SF) personnel development.

The focus on recruiting was suggested by ARI's comprehensive research needs assessment and the staff and commander of USAJFKSWCS. SF recruiters have a challenging and critical mission; their ability to recruit the right kinds and number of soldiers for Special Forces Assessment and Selection (SFAS) has a large impact on the quality and strength of the force.

This report describes the organizational structure and missioning process underlying SF recruiting and takes an indepth look at the SF recruiter's job. Candid discussions by SF recruiters reveal a strong desire to perform their jobs effectively and efficiently. The suggestions offered by these recruiters for improving the system are included in the final section of this report and should provide a useful perspective on recruiting issues for both of the organizations they serve.


EDGAR M. JOHNSON
Technical Director

ACKNOWLEDGMENTS

Many people contributed to this report. The authors particularly wish to thank all the recruiters and staff involved in Special Forces recruiting in the Special Missions Division of the U.S. Army Recruiting Command. Special thanks go to MAJ Gary Koenig, MSG Bass, MSG Larry Roush, MSG Prince, SFC William Shiflett, and SFC David Gonzales for the time they devoted to this project and their help in coordinating data collection efforts. Special acknowledgment also goes to MAJ Mark Reardon of the U.S. Total Army Personnel Command for his assistance in clarifying various stages of the missioning process. Staff in the Special Operations Proponency Office of the Special Warfare Center and School at Fort Bragg were also very supportive and accommodating.

SPECIAL FORCES RECRUITING: AN OVERVIEW OF CURRENT PROCEDURES AND ISSUES

EXECUTIVE SUMMARY

Requirement:

The job of the Special Forces (SF) recruiter is a challenging one. SF manpower requirements have been increasing while the Army as a whole, and thus the pool of eligible recruits, is shrinking. Efficient, effective recruiting practices and policies are critical to efforts to meet SF manpower and quality requirements. The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) has undertaken an analysis of SF recruiting based on the results of a recent assessment of research needs related to SF personnel development and research priorities established by high-level staff at the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS).

Procedure:

Interviews, surveys, and reviews of existing documentation were used to gather information about the processes and tasks involved in SF recruiting. Eight SF recruiters from four different recruiting stations were interviewed in depth, and all SF recruiters completed surveys and participated in informal discussions with researchers. In addition, interviews were conducted with staff at the U.S. Army Recruiting Command (USAREC), the U.S. Total Army Personnel Command (PERSCOM), and the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS).

Findings:

The Special Missions Division of USAREC has devoted important sources to the task of recruiting active-duty enlisted soldiers into Special Forces. The 20 recruiters selected for the job are of the highest caliber, with proven records of success in regular recruiting. The recruiter's job focuses on generating interest in SF and helping applicants complete the SF application process. Overall, recruiters are very successful. Nevertheless, they identified several problem areas: multiple organizational attachments and complicated reporting requirements; inadequate information on SF and a lack of guidance on the kinds of information USAJFKSWCS wants recruiters to disseminate to applicants; difficulties associated with prerequisite testing, and concerns

about the fairness and consistency of standards applied in Special Forces Assessment and Selection (SFAS).

Personnel across all organizations involved in SF recruiting (USAREC, USAJFKSWCS, and PERSCOM) also expressed concerns about the way SF recruiting missions are calculated. Recent missions have produced more SFAS graduates than the training system can accommodate. As a result, manpower analysts are reexamining and proposing adjustments to current and future accession missions.

Utilization of Findings:

This report provides the context and background for ARI's larger program of research on SF recruiting, assessment, and selection. The report also serves as a reference for staff at USAREC and USAJFKSWCS responsible for monitoring and managing the recruiting process. Recruiter suggestions and recommendations for improving the efficiency and effectiveness of the current system support many recently implemented changes and highlight issues that planners and decision makers need to address in the future.

SPECIAL FORCES RECRUITING: AN OVERVIEW OF CURRENT PROCEDURES AND ISSUES

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**SPECIAL FORCES RECRUITING:
AN OVERVIEW OF CURRENT PROCEDURES AND ISSUES**

Introduction

Background

In 1991, the Army Research Institute (ARI) completed an analysis of the Special Forces personnel development process for the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). The purpose of this analysis (Brooks, 1991) was to provide an assessment of the research needs of USAJFKSWCS and an organizing framework for ARI's Special Forces (SF) research program. SF recruiting was identified by the needs assessment and Special Warfare Center staff as an area where the application of systematic research methods could provide decision makers with particularly useful information.

Research on SF recruiting is especially timely right now because of steadily increasing manpower requirements. In 1990, the U.S. Army Recruiting Command (USAREC) fielded an expanded, highly capable SF recruiting team to fill the recently activated 3rd Special Forces Group. As recruiters try to recruit ever-increasing numbers of candidates for Special Forces Assessment and Selection (SFAS), downsizing efforts in the Army at large are shrinking the pool of SF eligible soldiers. The smaller market combined with strict SFAS prerequisites make the job of the SF recruiter especially challenging. Efficient and effective recruiting practices are critical to efforts to meet SF manpower and quality requirements.

Purpose

ARI's research on SF recruiting is part of a larger research program aimed at facilitating efforts to identify, recruit, assess and select the kinds of soldiers required to perform the demanding and increasingly important missions of special operations forces.

The purpose of this report is to provide information on the processes and practices involved in recruiting active duty enlisted soldiers into SF. The specific focus of the report is on the missioning process, the SF recruiter's job, and recruiter suggestions concerning ways the overall system might be improved. The report provides the background and context for further recruiting related research and highlights procedures and structural issues USAREC and USAJFKSWCS may want to examine.

A second report in the series on SF recruiting summarizes survey data on the factors that influence soldiers' decisions to

join SF (Herd & Teplitzky, in preparation). A third, forthcoming report describes issues and outcomes associated with the prior service enlisted recruiting program implemented in January of 1991 (Brady, Brooks, & Teplitzky, in preparation). Another report, requested by the Office of the Deputy Chief of Staff for Personnel (ODCSPER) examines minority representation in SF and the impact of the various SF eligibility criteria on the SF recruiting market (Teplitzky, in preparation). To date, ARI's recruiting-related research concentrates on enlisted soldiers; the SF officer and warrant officer recruiting programs managed by USAJFKSWCS have not been examined.

Method

Interviews, surveys, and reviews of existing documentation were used to gather information about the processes and tasks involved in SF recruiting. Eight SF recruiters from four different recruiting stations were interviewed in depth, and all SF recruiters completed surveys and participated in informal discussions with researchers. In addition, interviews were conducted with staff at USAREC, the U.S. Total Army Personnel Command (PERSCOM), and USAJFKSWCS.

Organization of the Report

The first section of the report provides information on the organization and structure of USAREC's Special Missions Division, the division responsible for SF enlisted recruiting. Next, the steps involved in setting the SF recruiting mission are outlined. Following this section, the various components of the SF recruiter's job are discussed. The fourth section of the report includes a summary of SF recruiters' perceptions of their jobs and SF in general, as well as reports of recruiters' interactions with applicants. The report concludes with a discussion of issues and recommendations.

Special Forces Recruiting Organizational Structure

Since October 1990, the Special Missions Division within the Recruiting Operations Directorate at USAREC has been responsible for recruiting active duty enlisted soldiers into SF. For three years prior to 1990, the Special Missions Division shared this responsibility with retention Non-Commissioned Officers (NCOs) affiliated with PERSCOM. The Special Warfare Center (or USAJFKSWCS) at Ft. Bragg managed SF enlisted recruiting prior to 1987 and still manages officer and warrant officer recruiting for SF.

The organizational chart for USAREC's Special Missions Division is shown in Figure 1. The Special Missions Division is responsible for several other functions and special programs (e.g., technical warrant officer recruiting) in addition to SF recruiting. The unit responsible for Career Management Field (CMF) 18, or SF recruiting, is staffed by one officer (the officer-in-charge or OIC), a senior NCO (the NCOIC), and an operations sergeant. Although currently located at Ft. Sheridan, IL, USAREC HQ is scheduled to move to Ft. Knox, KY by the end of FY92.

Figure 2 shows the current organization of the SF in-service recruiting team. This structure is relatively new. In 1990, the size of the SF recruiting force doubled and recruiting stations were established in six locations. In 1991, two new stations (Ft. Hood and Ft. Drum) were added, and the market for one former station (Korea) was redistributed. The seven current SF recruiting stations are located at Heidelberg, Ft. Drum, Ft. Bragg, Ft. Campbell, Ft. Benning, Ft. Hood, and Ft. Lewis. The total number of recruiters at each station ranges from one (at Ft. Drum) to five (at Heidelberg).

Although recruiting stations report directly to the Special Missions Division at USAREC, each station is attached to a regular recruiting brigade and supported by a regular recruiting battalion. The market for each SF recruiting station is based on the geographical boundaries of the recruiting brigade to which it is attached. The anticipated advantages of this decentralized structure include greater opportunities for field recruiters to develop close relationships with the soldiers, units, and chains of command in their market area.

SF recruiters are formally assigned to USAREC, however, they actually serve USAJFKSWCS. Recruiters are charged with identifying, pre-screening, and processing active duty enlisted candidates for the Special Forces Assessment and Selection (SFAS) program conducted by USAJFKSWCS at Ft. Bragg, NC. The Special Operations Proponency Office within the Special Warfare Center plays an important role in SF recruiting, providing guidance on manpower requirements, desired and required attributes for SF applicants, and program feedback. The two SF recruiting liaison NCOs at Ft. Bragg work closely with the Special Operations Proponency Office, tracking SFAS candidates and participating on panels that assign SF Military Occupational Specialties (MOS) to SFAS graduates. More generally, the SF liaison NCOs serve as the important links between USAREC and USAJFKSWCS.

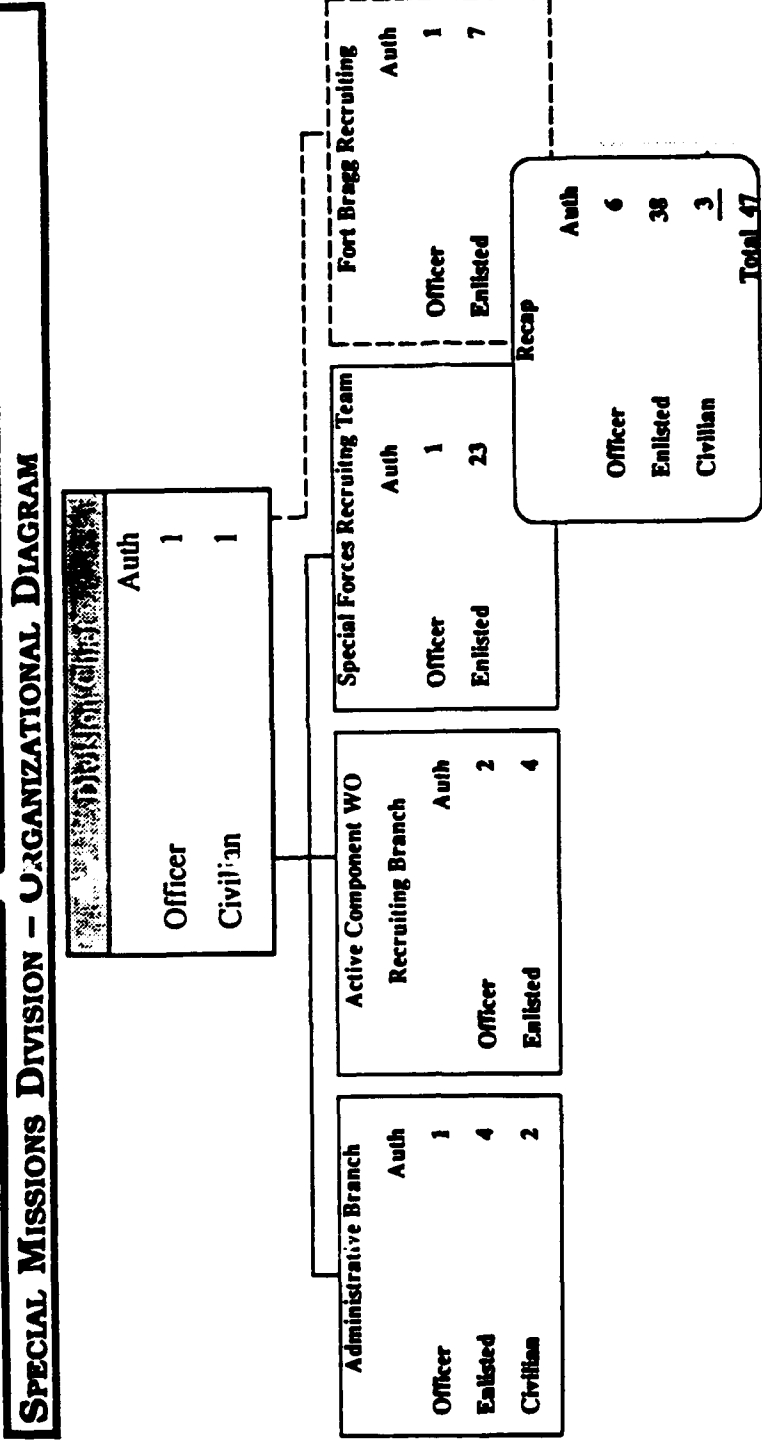


Figure 1. Special Missions Division: Organizational diagram

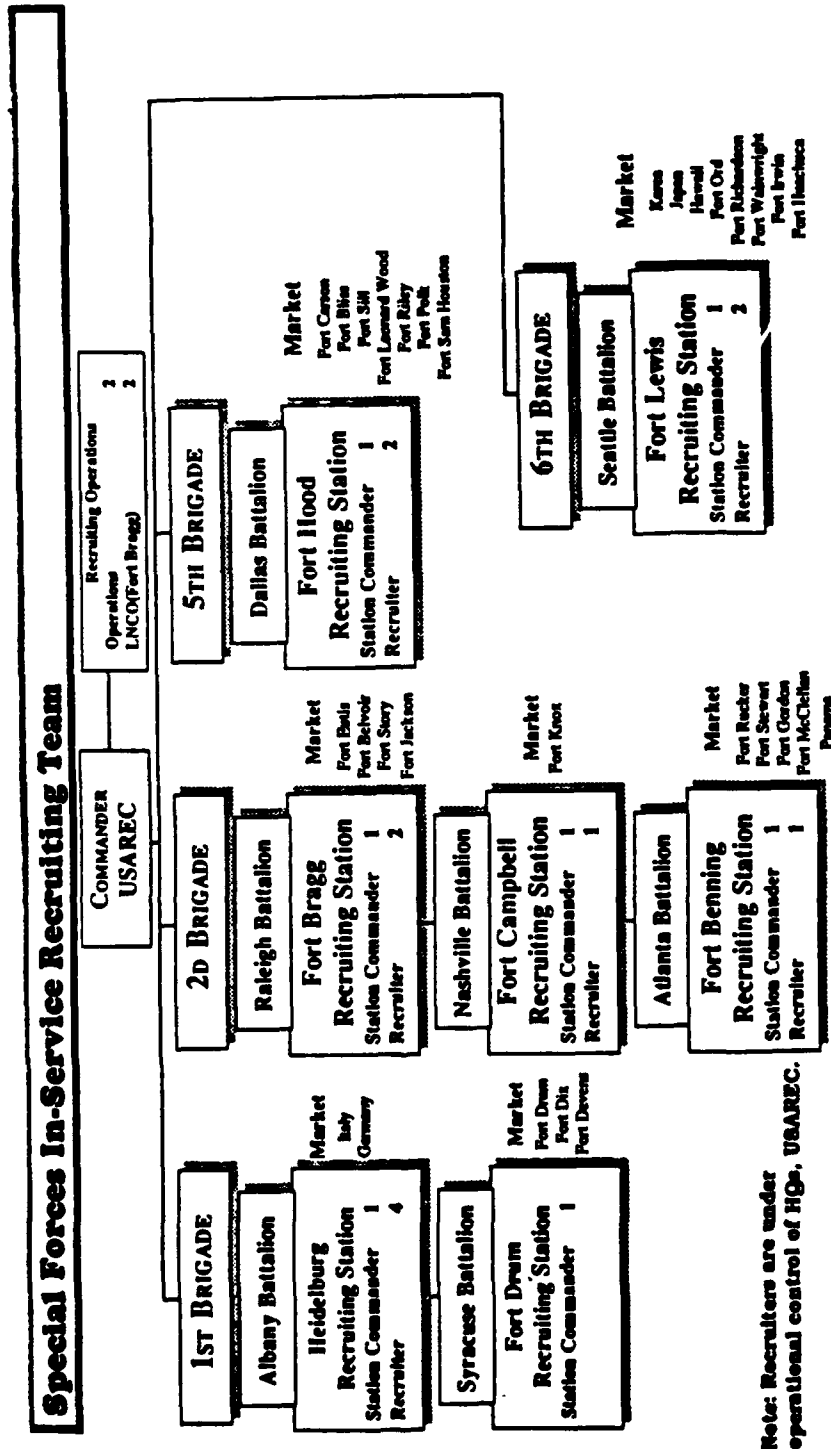


Figure 2. Special Forces In-Service Recruiting Team organization

The SF Recruiting Mission

Setting the Mission

The main objective of SF recruiters is to send a certain number of active duty enlisted soldiers to each of the eight or nine SFAS classes conducted each year. The recruiter's goal, in terms of the number of new candidates he must recruit, is called the mission.

The process of determining the SF recruiting mission takes place in several stages and requires coordination across a number of different agencies. The objective of the missioning process is to determine the number of SFAS candidates needed each year to reach and maintain authorized strength levels in SF.

The SF recruiting mission for FY91 (2035 candidates for SFAS) was quite high relative to earlier years (e.g., under 1400 for FY88) in order to provide the soldiers required to fill newly activated battalions of the 3rd Special Forces Group. As of December, 1991, 239 of the 4345 authorized slots for SF enlisted soldiers had not been filled (CMF 18 Laydown, March 1992). High missions and successful recruiting efforts are projected to reduce the shortfall to 114 by the end of FY92, despite an increase in the number of authorized slots to 4433. PERSCOM analysts expect that sustainment levels will be reached in most SF MOS by the end of FY93, resulting in substantially reduced recruiting missions.

The first stage of the missioning process involves projecting manpower requirements for the current, or execution year, and the next two fiscal years. Staff within the Training Plans Branch and the Personnel Plans Branches of the Office of the Deputy Chief of Staff for Plans and Analysis (ODCSPLANS) within PERSCOM are responsible for these projections. Increases or decreases in authorized strength levels and timetables for activating new units are used in determining manpower requirements.

To calculate how many accessions will be required to meet projected manpower requirements, analysts need to estimate and factor in SFAS select rates, SFQC attrition rates, and regular annual turnover in the active duty enlisted force. PERSCOM's most recent projections of future operating strength in SF were based on a 50% SFAS select rate, and SFQC attrition rates of 22% and 27%, respectively for the 18B and 18C MOS, 25% and 18% for the Advanced International Morse Code and Ft. Bragg phases of training for MOS 18E, and 36% and 20% for the Ft. Sam Houston and Ft. Bragg phases of the 18D training program (CMF 18 Laydown, March, 1992). Recycle and retraining rates also have to be factored into these course attrition rates, resulting in an overall projected SFQC attrition rate of about 20%.

Figure 3 presents the CMF 18 accession model used by USAREC and USAJFKSWCS in FY91. USAREC's final mission was to provide 2035 viable recruits for SFAS. This mission had been reduced from an earlier requirement of 2264 new accessions. Based on an estimated SFAS select rate of 47% (the actual FY91 active duty enlisted select rate), the mission was expected to produce 958 SFAS graduates and eventually yield 712 SF qualified soldiers. In other words, the model assumes that almost three new recruits are needed to fill one authorized slot in SF.

The average SFQC attrition rate assumed in the model is about 25%, however, projections for the individual MOS reflect the different attrition rates across the four MOS. The FY91 CMF 18 accession model projected that attrition would run as high as 52% for MOS 18D (medical) and as low as 10% for MOS 18B (weapons).

The MOS training attrition estimates used in this accession model are slightly higher than the attrition estimates PERSCOM used to project future operating strength in the March, 1992 CMF 18 Laydown. It is difficult, at this point, to determine which SFQC attrition rates are most appropriate. One problem is that soldiers are frequently recycled in the SFQC, therefore, class attrition rates are higher than individual attrition rates. Recycling also makes it difficult to project how long trainees in the different MOS will take to graduate. Some trainees will graduate and thus be counted toward authorized strength levels in as little as four months, while other trainees may take well over a year to complete training, or ultimately graduate in a different MOS from the one they were originally assigned. The primary source of SFQC attrition data, the Army Training Requirements and Resources System (ATRRS) database, is not designed to reliably track individual attrition or long-term training outcomes under these conditions.

Typically, ATRRS attrition rates are computed by dividing the number of SFQC graduates in a quarter by the number of new inputs (i.e., students in the class for the first time) in that quarter and subtracting from one. This can result in quarterly attrition estimates that rise and fall as a function of recycle rates and the number of classes that start and end in a particular quarter. For example, if five classes start, but only four classes end in a particular quarter, there will be few graduates relative to the number of new students and it will appear that attrition for that quarter is very high. On the other hand, attrition rates will look very low if there are a large number of recycles in a quarter, because these students will inflate the number of graduates, but not the number of new inputs.

The traditional SFQC attrition estimates derived from ATRRS may also be problematic because reservists and SF qualified soldiers cross-training in a different MOS are typically included in the analysis. The results may not accurately reflect

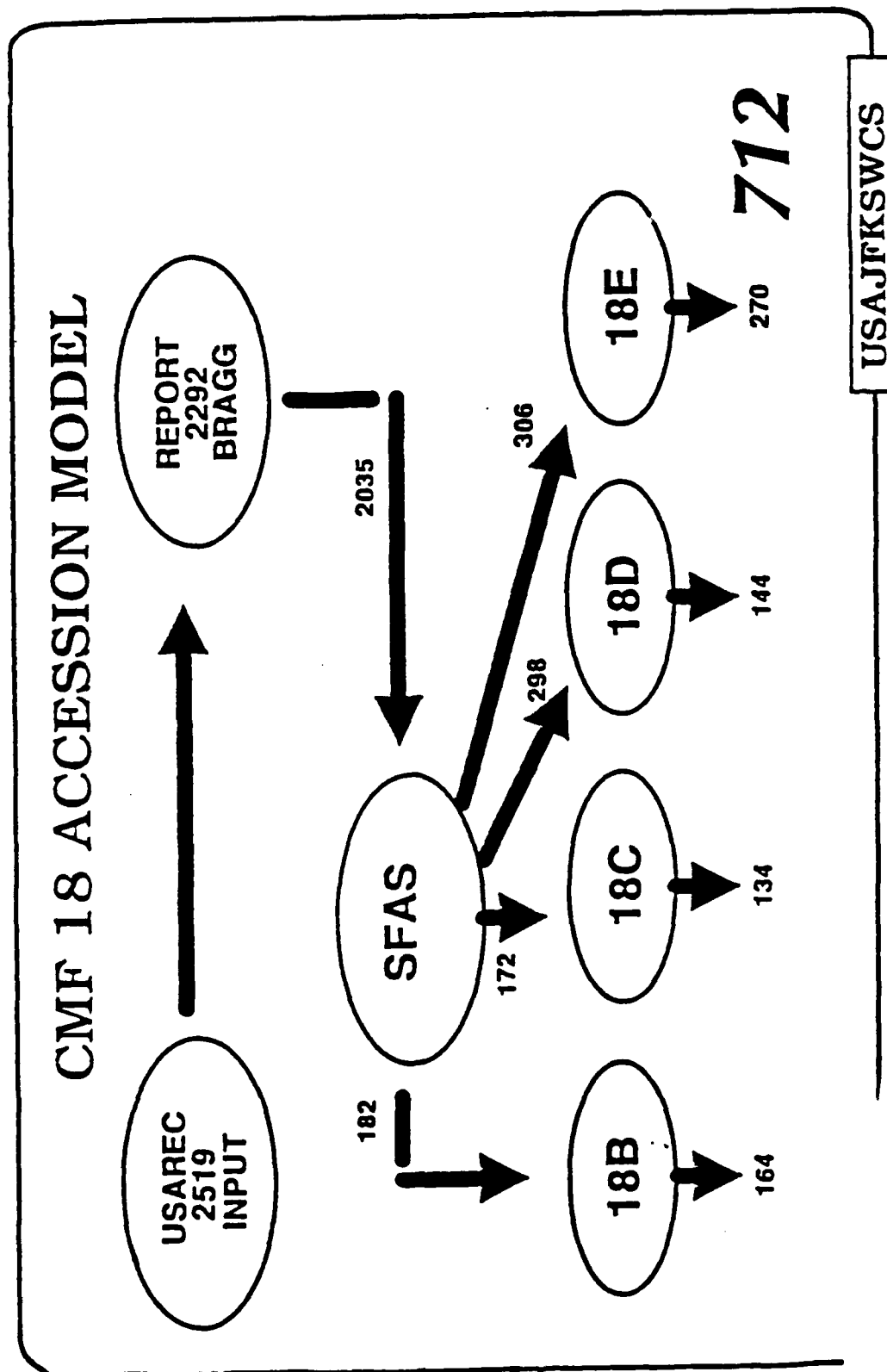


Figure 3. CMF 18 accession model--FY 91

attrition for active duty, non-SF qualified enlisted soldiers. At a more general level, SFAS and SFQC attrition rates are likely to fluctuate in unpredictable ways as world events like Desert Shield/Storm, and new personnel policies (e.g., separation incentives, and Retention Control Points) affect the number and quality of applicants volunteering for SF.

In summary, it is very difficult to accurately project accession requirements and the optimal SF recruiting mission for a particular fiscal year. Stable estimates of SFQC attrition rates for individuals in the different MOS are not readily available, and the accuracy of the assumptions used in making projections typically cannot be checked for several years. This uncertainty contributes to a tendency to overestimate manpower requirements. It is widely assumed that it is better to overestimate than underestimate the number of accessions needed because these estimates are used to calculate SFAS and SFQC training budgets.

Coordinating and Adjusting the Mission

Once estimates of the required number of new accessions have been calculated, a tentative SF recruiting mission is sent to the Director of Military Personnel Management (DMPM) and the Enlisted Accessions Division within PERSCOM. The DMPM then sends the projected mission requirements to USAREC, and USAREC coordinates with PERSCOM to adjust and confirm the official mission for the execution and budget years.

A critical factor in determining and adjusting the mission is the number of SFQC training seats authorized by the Structural Manning Decision Review (SMDR). The Training Plans Branch in PERSCOM is the point-of-contact for the SMDR, and both PERSCOM and the U.S. Army Training and Doctrine Command (TRADOC) have input into the review. The SMDR is critical in the mission setting process because it sets the boundary conditions for the budget/training resources allocated for training. A mission requiring more SFQC training seats or resources than allocated by the SMDR cannot be effectively supported.

Just recently, the importance of linking the SF recruiting mission to the SMDR has become clearly apparent. By early FY92, the high missions and successful recruiting had created a large backlog of SFAS graduates waiting to attend the SFQC. In fact, by March of 1992, candidates in some MOS were having to wait up to ten months for a training slot (see Figure 4).

In an effort to address this problem, the DCSPLANS Personnel Plans Branch for CMF 18 examined the authorized strength levels and the SF recruiting missions for FY91 through FY93 in relation to the number of SMDR authorized training seats (see Table 1).

CMF 18 STATUS

SFAS

ACCESSION MOS	PROGRAM GUIDANCE	FY 92 PROJECTION*	DELTA	SFQC QUEUE
18B(WPNS)	102%	92%	-10%	8 months
18C(EN)	102%	109%	+7%	6 months
18D(MED)	102%	84%	-18%	10 months
18E(COMMO)	102%	108%	+6%	8 months
All 18 ACC MOS	102%	98%	-4%	8 months

* In the pipeline, already.

FY 92: 6 SFQC/MOS/YEAR

FY 93: 5 SFQC/MOS/YEAR

SFQC Queue is getting longer due to SFQC Training Seats

Figure 4. SFQC queue for CMF 18

Table 1

**Recruiting Missions, Training Seats, and Authorized
Strength Levels for CMF 18**

	FY91	FY92	FY93
Authorized Strength	4110	4393	4583
USAREC Recruiting Mission	2035	2264	2532
Authorized SFQC Seats	1138	878	933
Mission/SMDR ratio	1.78	1.99	2.71

Source: PERSCOM DCSPLANS, Feb, 1992

As Table 1 indicates, the recruiting mission increased in FY92 and FY93 to keep pace with higher authorized strength levels. At the same time, however, the number of SFQC training seats dropped substantially. MAJ Reardon in the Personnel Plans Branch observed that if USAREC were to achieve their original FY92 mission, the SFQC backlog would be greatly exacerbated, possibly to the point where the wait for training could exceed the one-year time period for which SFAS selection is valid.

To avoid continued overproduction in SFAS, the Personnel Plans Branch recommended substantial reductions in the FY92 and FY93 SF recruiting missions. To arrive at the new mission, the average mission to SMDR training seats ratio for FY91 through FY93 was calculated. This average ratio (2.24) was then multiplied by the number of training seats available in FY92 (878) and FY93 (933) to produce revised missions of 1966 new recruits for FY92 and 2089 for FY93. The adjustment process may not be over, however. USAJFKSWCS recently proposed a further reduction in the FY93 recruiting mission (to 1900) and reductions in the FY94 and FY95 missions (to 1600) because even with the lower FY92 mission, the queue for SFQC training seats is growing.

Allocating the Mission to SF Recruiters

Once the SF accession mission is calculated and confirmed, it is given to the Special Missions Division Headquarters at USAREC as the official recruiting mission for the fiscal year. The second stage of the missioning process begins when the SF recruiting team Officer-in-Charge (OIC) calculates the mission for each SF recruiting station, for each SFAS class (see Figure 5 for an illustration).

In-Service Recruiting Missioning -- How?									
SP Station	Potential Market Total	Factor(%)	Total	Proportion Factor(%)	Station Mission	Input Mission	Pre-Req Failures	Station Mission	Write Rate
Edinburgh	37,678	21.7	204	24.3	23.8	53	1.26	67	17
PL Drum	5,384	3.3	39	4.7	4	9	1.00	9	9
PL Bunting	13,425	10.3	83	9.9	10.1	23	1.24	29	15
PL Bragg	19,764	15.1	171	20.4	17.8	41	1.09	45	15
PL Campbell	20,490	15.7	133	15.9	15.8	36	1.22	44	22
PL Reed	16,583	12.6	70	8.4	10.4	34	1.35	32	16
PL Lewis	27,841	21.3	137	16.4	18.2	44	1.11	49	16
Total	130,433	100	837	100	100	230		AVG Write Rate=16	

USAREC Mission=272

IS Portion=230

F8 Portion=42

* RA, MALE, GT 110+, GED+, E4 to E6

** PCS Constraint reduction factor of 25%

*** CONORT constraint reduction factor of 60%

Figure 5. Allocating the mission to recruiting stations

Unlike the USAREC mission (which counts only recruits who pass the medical, physical fitness and swim test pre-requisites when they report to Ft. Bragg), the mission assigned to each recruiting station is stated in terms of number of soldiers who simply report for SFAS (MAJ Koenig, Personal Communication, Nov. 22, 1991; Feb. 13, 1992). In other words, a recruiting station with a mission of 30, for example, can still make mission even if several of the 30 candidates they recruit for SFAS are eliminated for failing to meet pre-requisites.

The specific mission assigned to each recruiting station is determined by three factors: (1) the market, or number of active duty enlisted soldiers located in the area each recruiting station is responsible for, (2) the propensity of the area, or likelihood that soldiers in the market will apply for SF, and (3) the station's pre-requisite failure (10%-15% overall).

The information used in calculating missions for the individual recruiting stations is derived from various sources. The first factor, the station's potential market, is calculated from the LEADS database provided to the Information Management directorate at USAREC one to four times a year by the U.S. Army Personnel Information Systems Command (PERSINSCOM).

The LEADS database includes all male, active duty, enlisted high school graduates in paygrades E-4 through E-6, who have scores of at least 110 on the General Technical (GT) composite of the Armed Services Vocational Aptitude Battery (ASVAB). These rank, education and GT score restrictions reflect the basic SF prerequisites outlined in AR 614-200 and USAREC Pamphlet 601-25. Other information contained in the LEADS database includes: name, SSN, unit, post, state, zip code, primary MOS, additional skill identifiers, secondary MOS, unit identification code, line scores, date of last PCS, reenlistment code, ETS date, and military education code. USAREC uses zip codes for soldier unit addresses to subset the LEADS database into groups reflecting the geographic market area assigned to each recruiting station.

A recruiting station's market is the number of SF eligible soldiers in the geographic area that station covers. The size of the market, however, is weighted by the market's propensity factor because some locations produce few SF applicants. Propensity estimates are based on historical data on the number SFAS candidates recruited from each market area. Stations in areas that typically produce few applicants (Ft. Drum) are assigned relatively lower missions than stations with high production rates (e.g., Ft. Bragg). The percentage of applicants from each station who fail the SFAS prerequisites is the third factor considered in the missioning process. Stations with high prerequisite failure rates are typically given higher missions to compensate for the fact that their prerequisite failures do not count toward USAREC's overall mission.

In the third stage of the missioning process, each SF recruiting station commander receives his team's mission from USAREC HQ. The station commander may formally or informally adjust this number upward to compensate for "no-shows" - soldiers who complete the SFAS application process but fail to appear for their scheduled class. Some recruiting stations formally add 5% to 10% to their assigned missions to compensate for no-shows; most, however, simply strive to "overproduce," or send as many candidates as possible regardless of the mission. Currently, only one station assigns specific missions to individual recruiters; the norm is for recruiters to work together as a team to meet the station's mission.

Summary

Setting the SF recruiting mission is a complex, multi-staged process. The USAREC mission is largely based on projected SF manpower requirements, training resource considerations, and historical SFAS select rates and SFQC graduation rates. The mission assigned to USAREC reflects a generous, best estimate of the number of new accessions required to fill the enlisted slots authorized for SF.

Mission projections for the out-years are likely to be revised however, as outcome data become available or underlying assumptions are questioned. Just recently, for example, the FY92 and FY93 missions were reduced because high missions and successful recruiting efforts in FY90 and FY91 produced more SFAS selectees than the system could accommodate.

The overproduction of soldiers ready for SF training also highlights the importance of linking the USAREC mission to the SMDR authorized number of SFQC training seats. When training seats are limited, overestimating accession requirements may be counterproductive. Trends in SFQC attrition and recycle rates also need to be tracked closely and factored into the mission to ensure a smooth flow of personnel into the system. The longitudinal database under development by ARI and USAJFKSWCS should be especially helpful in this respect, facilitating efforts to predict and manage personnel flow by providing more accurate estimates of SFQC training attrition.

Changes in recruiting practices also need to be taken into account. The greater emphasis recruiters are placing on prerequisite testing and physical preparation for SFAS appears to be responsible, in part, at least for the upward trend in SFAS select rates in FY92 (see Appendix G). Baseline SFAS select rates used in accession models will need to be revised upward if select rates do not fall back to FY90 and FY91 levels.

The SF Recruiter's Job

The recruiter's job consists primarily of two activities, prospecting, and processing. In the prospecting stage, the recruiter is involved in various activities designed to generate interest in, and inquiries about Special Forces among qualified, active duty enlisted soldiers. An inquiry may take the form of a phone call, letter, visit to the office, or attendance at the SF briefing/presentation. Successful prospecting results in a soldier signing a volunteer statement to attend SFAS. Once the volunteer statement is signed, the recruiter begins "processing" the applicant. During processing, the recruiter works with the applicant to help him complete the application packet and get orders for SFAS.

The basic tasks involved in prospecting and processing recruits are described below. The descriptions are based on recruiters' responses to a job analysis survey and a series of open-ended questions about their jobs, plus comments obtained during formal and informal interviews. Appendix A provides summary statistics (means and standard deviations) for the job analysis items, and Appendix B contains recruiters' verbatim responses to the open-ended questions.

Prospecting

Prospecting involves generating interest in applying for Special Forces. The ultimate goal is to get a soldier to sign a volunteer statement and begin the processing stage. Specific tasks involved in prospecting are described below:

A. Conducting presentations about SF and the application process for SFAS. Recruiter presentations range from 40 to 90 minutes in length and include a 10-minute video presentation, a slide presentation, and a question-and-answer period. At the end of a presentation, participants are encouraged to sign volunteer statements and begin the application process. Each recruiting station varies in the number of presentations given per week, but most recruiters (95%) report giving presentations at least once or twice a week. (Sample recruiter slide presentation notes are provided in Appendix C.)

B. Sending letters to prospects identified in the LEADS database. This process is reportedly one of the most time-consuming tasks involved in prospecting, since frequently hundreds of letters are generated and mailed at one time. Recruiters use the LEADS database USAREC provides for their station to generate address labels for potential applicants in their market area. Recruiters themselves typically operate the computer, print-out letters and labels, and affix the labels.

Just over half of the recruiters said they completed mass mailouts quarterly or monthly (58%), while the rest (42%) said they did mailings more often. (See Appendix F for a sample prospecting letter.)

C. Planning and conducting recruiting trips. As Figure 2 illustrated, each recruiting station is responsible for a fairly large geographical area. Consequently, recruiters at most stations spend a good deal of time traveling to posts outside the immediate vicinity of their recruiting stations. Recruiting trips may be as short as two days or as long as two weeks.

Typical activities associated with recruiting trips include: advertising the visit, contacting the post's reenlistment NCO's and/or the post's or unit's Sergeant Major to make arrangements for the trip, giving presentations at the site, administering the APFT and swim prerequisite tests, and beginning processing procedures for soldiers who sign volunteer statements. Each recruiting station differs, however, in the specific procedures and timeframes for off-site recruiting trips. Some recruiting stations (e.g., Heidelberg) spend the majority of their prospecting time on recruiting trips due to the geographical spread of their market. Other stations (e.g., Ft. Bragg) do relatively little off-site prospecting because of the high propensity and production levels on-site. Overall, 52% of the SF recruiters report traveling on recruiting trips monthly or quarterly, while 47% travel more frequently (e.g., daily, weekly, or bi-weekly).

D. Talking with prospective applicants. Recruiters spend a good deal of time talking to soldiers they meet on prospecting trips to encourage them to consider applying for SF. Recruiters also answer questions from "walk-ins" and soldiers who call the recruiting station for information on SF.

E. Advertising. The most common form of advertisement consists of posters advertising up-coming SF recruiting presentations. Other advertising materials include the recruiting pamphlet "What Makes Special Forces So Special?" and announcements in newspapers or on local television channels about SF recruiter's presentations. Occasionally, SF recruiting is publicized in articles in military magazines. (See Appendix D for examples of advertising and promotion materials.)

Processing

Once a soldier has signed a volunteer statement (usually at the end of a presentation), the recruiter's job is to help the soldier complete his application packet and obtain orders for SFAS. Specific tasks involved in processing recruits are summarized below.

A. Reviewing information in USAREC Pamphlet 601-2.

Recruiters usually give this pamphlet to applicants when they sign the volunteer statement after a recruiting presentation. Typically recruiters will also point out and review with applicants the information on application procedures and the recommended 5-week preparatory physical training program. For a trial period in early FY92, physical preparation information was also available in a separate pre-SFAS Physical Training Handbook. Some recruiters handed out the Handbook when they gave applicants the USAREC recruiting pamphlet. In most cases, however, recruiters did not give applicants the Handbook until they were officially scheduled (or "classed") for SFAS.

B. Creating/maintaining the recruiting database. For each new applicant, recruiters must enter pertinent background information (e.g., name, address, test scores) into the station's computer database, and/or create paper records for the file. Most stations have at least one recruiter who uses the computer daily to send letters to applicants, input packet information, and keep track of applicants' calls and progress in the application process. (Appendix E contains information from a procedures manual on the computer program's capabilities).

C. Administering physical fitness and swim tests. Before an applicant reports for SFAS, he is supposed to have demonstrated that he can swim 50 meters in boots and fatigues, and can achieve a minimum total score of 200 and a minimum of 60 points on each event, based on 17 to 21 year old standards, on the Army Physical Fitness Test (APFT). Whenever possible, recruiters are expected to administer these tests in the field using standards comparable to those applied in SFAS.

Recruiter estimates on the number of applicants they pre-test vary widely across stations (25% to 100%). The Ft. Bragg station (which tracks prerequisite testing) estimates that, overall, about 60% to 65% of the recruiter-referred applicants have been tested on the APFT and swim test prerequisites by a recruiter in the field. The geographic spread of a station's market area is a major determinant of the number of candidates recruiters can pre-test. Time constraints make it much more difficult to test applicants recruited on the road. During a typical recruiting trip, for example, recruiters will give formal presentations during the week and schedule APFT and swim tests for Friday. Applicants who miss the scheduled session may not have another opportunity to be tested by a recruiter before SFAS.

Overseas recruiters are also constrained by the lack of swimming pools, particularly pools where soldiers can be tested in boots and fatigues. Recruiters may compensate for this by having applicants wear weight belts during the swim test, however, weights are not used consistently. Stations that

receive most of their applications from soldiers on-site are best equipped to replicate SFAS testing conditions, offer multiple testing opportunities, and in fact, require prerequisite testing before an applicant is scheduled for SFAS.

When recruiters cannot administer the APFT and swim tests, applicants are instructed to have someone in their chain of command verify that they can meet the prerequisites. Having someone other than the recruiter administer the prerequisite tests does not, however, appear to be an entirely satisfactory alternative. Data maintained by the SF liaison NCO indicate that candidates who are not pre-tested by a recruiter are more likely to fail prerequisite testing during SFAS. This feedback has led both USAREC and USAJFKSWCS to place a greater emphasis on recruiter prerequisite testing.

D. Sending "application received" letters. Once a soldier formally applies for SF, recruiters send letters to both the applicant and the applicant's First Sergeant stating that the soldier has begun processing for SFAS. This task is usually completed within one week of the time a soldier signs a volunteer statement. Recruiters typically complete this task by using the computer to identify soldiers who signed volunteer statements, then merging the names and addresses with a form letter or labels program. (Sample applicant and First Sergeant "application received" letters are provided in Appendix F.)

E. Encouraging/assisting applicants to obtain documents. The DA 2A and 2-1 forms are required by recruiters to verify the soldier's rank, GT score, general physical condition, high school graduation, and security clearance status. The recruiter reminds, and when necessary assists, the applicant to obtain these forms along with DA Form 873 (security clearance certification), SF 88 (report of medical examination) and SF 93 (report of medical history). Most recruiters (73%) report that they frequently visit soldiers' Personnel Service Centers (PSC) to personally obtain required documents for applicants.

F. Tracking applicants in the database. Recruiters track applicants through each stage of the application process by recording (usually in the computer database) personal contacts, phone calls and documents received or missing. At various stages, recruiters will use the database to identify applicants who are still missing documents, and then either call or send letters to remind recruits which steps they need to take to complete their applications. (Sample reminder letters are shown in Appendix F.)

G. Sending medical records to Ft. Bragg and USAREC for review and processing. Each applicant is required to get an SF physical and have his records reviewed and approved by the USAJFKSWCS Surgeon prior to SFAS. When records cannot be reviewed

before the candidate reports for SFAS he risks being sent home for a disqualifying medical condition. Ensuring that the Surgeon receives the appropriate records in time for review is thus an important part of the recruiter's job. Once a candidate's medical history and physical have been approved, the SF liaison at the Ft. Bragg recruiting station sends messages confirming approval back to USAREC and the original recruiting station.

H. Sending completed packets to USAREC. A completed application packet must contain: a volunteer statement or DA Form 4187, DA 2A and 2-1 Forms, documentation to substantiate irregularities in the 2A and 2-1 Forms (GT score, rank, PLDC, DLPT, score, etc.), security verification, PT sheet or DA Form 705 (PT card), swim statement, and approved SF physical. When a packet is received by USAREC, the NCOIC verifies that it is complete and checks each soldier's records to ensure that there is nothing else (e.g., other assignments, legal problems) to prevent the soldier from attending SFAS. Periodically, computer files with applicant names and background information are also sent to USAREC.

I. Classing applicants who have complete packets. Once USAREC confirms that an application packet is complete, the NCOIC "classes" the applicant. This involves entering the SFAS reservation into ATRRS, and preparing and sending a message to the soldier's Personnel Services Center so that the applicant can get travel orders for SFAS. The "classing" message is also sent to the SF liaison at Ft. Bragg and the original recruiter. The recruiter receives the message so that he can, if necessary, fax or carry it to the office responsible for preparing travel orders for the applicant.

All SF recruiters reported that they nearly always try to get applicants scheduled for the next available SFAS class. Recruiters argue that with less lead time, soldiers are less likely to change their minds about joining SF. Scheduling a soldier for SFAS as soon as possible also reduces the likelihood that new assignments or career opportunities, or second thoughts on the part of the soldier's family will interfere with attendance at SFAS.

Recruiters report that, on average, candidates receive orders for SFAS about 48 days after they sign the volunteer statement. The estimated average processing time varied widely across recruiting stations, however, ranging from 14 to 70 days. Recruiters typically send applicants a letter informing them that they have been classed within five days after sending their complete packets to USAREC. (A sample "classing" letter is shown in Appendix F.)

Other Job Activities

Recruiters occasionally perform follow-up and information gathering activities outside their processing and prospecting functions. In terms of follow-up information, most recruiters (74%) report only occasionally finding out which of their candidates were selected; only 26% say they frequently or always obtain this information. When recruiters do learn SFAS outcomes, they may talk to candidates who were not selected to ascertain their motivation to try again and talk with selectees to learn about their experiences in SFAS and to reinforce their decisions to join SF.

More general information gathering activities include talking with SF soldiers and SFAS staff and reading materials pertaining to SF jobs and the SFAS course. The majority of recruiters report engaging in these kinds of information-gathering activities only occasionally. For example, only 37% of the recruiters reported frequently talking with SF soldiers to find out about their jobs, and even fewer (21%) said they frequently talked with SFAS staff to learn about the assessment process. Recruiting stations located far from Ft. Bragg or posts where SF units are stationed obviously have fewer opportunities to interact with experts. However, programs like the recent SF recruiter training conference held at Ft. Bragg in December 1991 are useful in keeping the recruiting team in touch with USAJFKSWCS.

Summary of Typical Steps in the Recruiting Process

The list below summarizes the typical steps a recruiter is likely to follow after a soldier has inquired about SF:

- A. Give the soldier USAREC Pamphlet 601-25 and/or the "What Makes Special Forces So Special?" pamphlet. Tell him to come to one of the Special Forces briefing/presentations, held several times during the week. If time allows, answer some of his initial questions.
- B. Give a 40- to 90-minute structured presentation on SF and SFAS, including a 10-minute video presentation, slide presentation, and question-and-answer period.
- C. After the presentation, review and have the applicant sign a volunteer statement.
- D. Review information in USAREC Pamphlet 601-25, emphasizing application procedures and statistics on the relationship between APFT scores, ruckmarch times, and SFAS select rates. Also emphasize the importance of the recommended PT program and tell applicants when they can take recruiter-administered swim and APFT tests.

- E. Tell the applicant to obtain DA Form 2A (GT score and high school completion data), DA Form 2-1 (rank and work record data), DA Form 873 (security clearance certification), SF 88 (Report of Medical Examination), and SF 93 (Report of Medical History).
- F. Administer the APFT and swim tests to applicants, or explain procedures for having someone else administer them.
- G. Log applicant information into the station's computer database.
- H. Send the soldier the "application received" letter, telling him his projected SFAS class date, reminding him of any documents still missing from his packet, and emphasizing the importance of physical preparation.
- I. Send a letter to the applicant's First Sergeant to inform him that the applicant is being processed for SFAS and to request support in ensuring that the applicant completes his application and prepares for SFAS.
- J. Send the applicant's physical to the Ft. Bragg recruiting station, where it is taken to the USAJFKSWCS Surgeon for approval. The SF recruiter liaison logs the approved physical into the ATRRS computer database and faxes a copy of the approved physical back to the recruiting station and to USAREC HQ.
- K. Formally schedule the soldier for SFAS and send letters to the applicant and his First Sergeant stating the date the soldier will attend SFAS. Receive confirmation of the scheduled SFAS date from USAREC, and if necessary, assist the soldier in getting orders for SFAS.
- L. Throughout the process, track contacts with applicants by logging phone calls and missing documents into the database; send letters to applicants to encourage them to complete their packets.

Recruiters' Job Perceptions and Interactions with Applicants

In the job analysis survey and the formal and informal interviews, recruiters were asked a variety of questions about their jobs and how they interacted with prospective recruits. Recruiters' responses to key questions are summarized in the section below.

Recruiters' Perceptions of Their Jobs

What are the five activities you perform most on the job?

Recruiters' responses to this question varied, but the most frequent responses included: giving presentations, traveling on recruiting trips, completing paperwork, working on the computer (e.g., to load packets, send letters), and talking on the telephone.

What do you see as the main objective of your job?

The majority of recruiters said that their job is to send qualified soldiers to SFAS. "Our job is to sell SFAS," is the way one recruiter put it.

How much pressure do you feel in your job? What happens if you do or do not make mission?

Recruiters varied in their perceptions of the amount of pressure in their jobs; some felt a great deal of pressure, and others said they felt relatively little pressure. All recruiters noted the difference between SF recruiting and regular Army recruiting, or recruiting "out on the block." Every SF recruiter has a proven track record of success in regular Army recruiting, a job widely acknowledged to be very stressful because of the pressure to make mission. The recruiters all agreed that there was less stress and pressure in SF recruiting.

Another distinction made by some recruiters was that in SF recruiting they do less "selling of a product" than they do in regular recruiting. Rather, many recruiters saw themselves as facilitators helping soldiers who desire to go to SFAS to complete the application process. For example, one recruiter estimated that 75-80% of the soldiers who attend SF recruiter presentations have already decided they want to join SF.

In terms of positive or negative consequences of making mission, most recruiters reported few extrinsic rewards for making mission; rewards were expressed in terms of the positive personal satisfaction of meeting the goal. One recruiter talked about the points recruiters receive for candidates who meet SFAS prerequisites (5 points) and candidates who fail prerequisite testing but report for SFAS (3 points). Recruiters pointed out, however, that recruiting points are only relevant for recruiters striving for the recruiter ring (the highest form of recognition in recruiting command), and the majority of SF recruiters have already earned their rings. In terms of negative consequences for not making mission, the majority of recruiters mentioned that inability to make mission might be reflected in a negative, or less than positive performance evaluation. More important to

many, however, is the fact that it is demoralizing for a recruiter to not make mission, since traditionally the mission is the focus of a recruiter's job. As one recruiter put it: "A recruiter can't really feel good unless he's made mission."

What skills and qualities are required to be a successful SF recruiter?

Skills and qualities cited in response to this question included: initiative and ability to handle responsibility without a great deal of guidance or supervision; ability to network and work with people to accomplish goals; dynamic speaking skills; ability to think fast and respond quickly to objections; sincerity; confidence; ability to speak to soldiers of all ranks; charisma and persuasion; goal-oriented; some skills for working on the computer.

A variety of opinions were expressed about the need for SF recruiters to have specific knowledge about SF or SFAS. Some recruiters expressed the viewpoint: "You don't have to use the product to sell it," or "You don't have to live in the 18th century to teach it," therefore "You don't have to be an SF soldier to sell SF." On the other hand, a number of recruiters expressed a strong desire to attend SFAS to have a better idea of what they were recruiting soldiers to do.

Recruiters' Perceptions of Special Forces

What are your perceptions of Special Forces? How does it compare to other branches in the Army?

One salient feature of SF for recruiters is the fact that the Special Forces are increasing in size while the rest of the Army is downsizing. They also referred to SF as the "elite of the Army" and noted that SF has a bigger budget for equipment and soldiers spend more time training and focusing on real-world missions.

What are your perceptions of SF soldiers? Give five adjectives to describe the typical SF soldier.

Several recruiters emphasized the fact that SF soldiers are teachers, and as such must be approachable, resourceful, and skilled at communicating with all kinds of people. One recruiter expanded on this idea by describing SF soldiers as "America's best that we're providing to foreign nations to help them defend themselves."

Special Forces soldiers were described with a variety of adjectives, including: professional, dedicated, knowledgeable, highly-trained, arrogant, confident, team-as well as individual-

player, self-motivated, versatile, non-condescending/not boastful, resourceful, patient, approachable, outgoing, trustworthy, mature, responsible, "completely a different breed," always gives 100%."

What do you think motivates a soldier to join SF? From the soldier's perspective, what are the pros and cons?

Recruiters mentioned soldiers' dissatisfaction and boredom with their current jobs, desire for adventure and travel, prestige, the mystique of the green beret, patriotism, job security, and increased money and promotions as primary motivating factors for soldiers joining SF. The factor nearly all recruiters (79%) mentioned as a primary motivator was the opportunity for faster promotions and steady career progression within SF.

In terms of objections or concerns recruiters hear from soldiers considering SF, the most commonly reported include: time away from family, high divorce rate among SF soldiers, the lack of support for the decision to apply for SF in the soldier's chain of command, the physical challenges of SFAS and SF jobs, the fear of failure in assessment or training, having to wear a rucksack all the time, the number and locations of required PCS moves, and the sacrifice of comforts/luxuries entailed in going to the field.

How do you handle soldiers' objections or concerns?

Recruiters' responses to applicants's family-related concerns (e.g., divorce rate, time away from home) included telling soldiers that there are no facts to support the rumor that the divorce rate is higher in SF, and emphasizing that a strong marriage can withstand the separations required in SF. One recruiter said "The divorce rate is no higher in SF, it is just speeded up." Other recruiters respond similarly, saying, for example, "either your marriage is strong or it's not - going SF is not going to make a difference." One recruiter said he questions the soldier about who runs his life, and other recruiters said they point out that a soldier who winds up in SF and is happy in his job may end up with a better marriage than he had when he was dissatisfied with his job.

The majority of recruiters said they encourage soldiers' wives to come to the SF presentations or to visit the recruiting stations, and one recruiter reported regularly conducting 3-6 hour special presentations for applicants' wives. However, most recruiters reported that soldiers' wives rarely visit recruiting stations or attend presentations.

With respect to concerns about time away from home, the majority of recruiters said they tell applicants to expect to be

in the field an average of six months every year in an SF job. This estimate varied across recruiters, however, ranging from three months to eight months. Almost all recruiters (95%) said they frequently point out to applicants that the amount of field time in an SF unit is comparable to, or even less than, the amount of field time a soldier experiences in any typical combat unit. Also, recruiters pointed out, the time an SF soldier spends in the field or away from home is different because it is inherently satisfying and focused on a real-world mission or worthwhile training. For example one recruiter stated during a presentation, "As a married guy, you'll be gone a long time but the difference is you'll come home and talk about liking what you do -- the job satisfaction is there." In addition, most recruiters pointed out that field time is spread throughout the year, and that SF soldiers, when they are not in the field, are given more time off and more autonomy than soldiers in other Army branches.

To address soldiers' concerns about not being able to handle the physical demands of assessment and training, recruiters said they strongly emphasized the 5-week PT program outlined in USAREC Pamphlet 601-25 and the pre-SFAS Physical Training Handbook. In fact, all recruiters said they emphasized the importance of physical preparation for SFAS (particularly ruckmarching) and the relationship between fitness and success in SFAS. In addition, 74% of the recruiters reported frequently giving applicants tips on how to better prepare for the swim test, and 94% of recruiters reported frequently giving advice to applicants about correct techniques for APFT pushups and situps. To overcome applicants' doubts about their ability to follow the PT program, some recruiters said they challenged applicants to complete the program, while others told applicants they could be confident of success in SFAS if they followed the program.

Recruiters deal with other doubts recruits raise about SF on an individual basis, by trying to identify and address each soldier's specific concerns. To counter lingering doubts about making SF a career, recruiters also sometimes point out to applicants that they will only incur a 19-24 month service obligation upon joining SF, after which time they will be free to leave SF if they don't like it. The more general practice, however, is to strongly emphasize the many advantages and attractions of an SF job, including the challenge, prestige, lack of meaningless duties, and the increased promotion opportunities.

In discussing how they handle soldiers' objections, several recruiters talked about the importance of classing soldiers as soon as possible in order to prevent "buyer's remorse" on the part of the applicants. There is a general belief that the longer the lag time between when a soldier signs the volunteer statement and when he is scheduled for SFAS, the greater the likelihood the soldier will change his mind. All recruiters

report typically encouraging applicants to attend SFAS at the earliest opportunity.

Do soldiers assume you are in Special Forces and do they ask you about this?

Two recruiters on the current recruiting team are SF-qualified and several others mentioned having wanted to apply for SF at some time in their careers. The majority of recruiters reported that applicants assume recruiters are in Special Forces and rarely ask specifically about this. In fact, most recruiters begin their presentations by stating they are working "on behalf of" Special Forces, and use the pronoun "we" to include themselves as part of the SF team. However, a small number of recruiters reported they were uncomfortable about being asked about their role in SF, and said that this is one reason they strongly desire to attend SFAS.

Recruiters' Interactions With Applicants

What do you tell an applicant about SF when he comes to see you?

Most recruiters reported focusing their presentations and discussions with SF applicants on SFAS rather than Special Forces in general. Recruiters perceive applicants as being most interested in specific information on the application process and SFAS itself, so recruiters spend relatively little time talking about what day-to-day life in Special Forces might be like.

To the extent that recruiters do talk to applicants about SF, discussions tend to focus on the advantages of SF or the general information about SF presented during briefings (e.g., the missions and locations of SF Groups, the MOS on an A-Team). Part of the reason for this narrow focus is that only about half of the recruiters consider themselves knowledgeable about day-to-day life on a Special Forces A-Team. Less than half (44%) said they received any training about what life in SF is like, and overall, 74% agreed that they need more information about SF.

Do you tell the applicant any negative factors about SF?

On the survey, most recruiters (74%) said that they did, in fact, frequently talk to applicants about negative factors in SF jobs. However, in interviews, most recruiters admitted that they either knew very little about the disadvantages of SF, or didn't bring these issues up because they believe that the recruiter's role is to be positive and give everyone who is interested the opportunity to apply for SF. When talking with a soldier who is seeking information about, or is concerned about, the realities of an SF job, several recruiters reported advising soldiers that they can make their final career decision during, or even after

SFAS. For example, one recruiter said during his presentation that he believed that SFAS was a decision time for the soldier, as well as the SFAS staff.

What are the positive factors you stress about SF?

Positive factors emphasized by recruiters included high promotion rates, training opportunities, money, adventure, and real-world missions. Some recruiters, for example, point out to applicants that promotion rates in SF are four times higher than in the rest of the Army. Other positive factors recruiters emphasize include the camaraderie and tightly-knit groups in SF, the egalitarian nature of SF teams (e.g., everyone on a team is on a first-name basis, regardless of rank), and the superior medical care that an SF family can obtain (this appears to be a misperception on the part of recruiters, however). One recruiter also emphasized job security by saying: "SF is like an insurance policy to be around after the downsizing."

What are the ten most commonly asked questions by applicants?

Questions recruiters said applicants asked most frequently included the following:

- What happens during SFAS? Exactly how will I be judged?
- How do I prepare for SFAS? How fit do I have to be?
- How much time is spent in the field (in SF)?
- Is the divorce rate in SF really high?
- How can I get the MOS I want?
- Where will my family be when I'm in the Qualification Course?
- Do I have my choice of where I'll be stationed after the Qualification Course?
- Do I have to know a language to get in?
- What happens if I don't make it through training?
- When do I get paid my re-enlistment bonus?
- Does my wife go with me to all the schools in SF?
- (In Germany) Will I PCS (be permanently moved) to go to SFAS?

How do you behave toward an applicant (e.g., as a parent, teacher, mentor, peer, counselor, friend, salesman, etc.?)

Responses to this question varied; however most recruiters said they act as a facilitator, teacher, counselor, and/or peer when interacting with applicants because their primary role is to help volunteers for SF complete the application process. One recruiter pointed out that applicants are looking for guidance and caring from their recruiter, and several recruiters reported that they do very little selling in SF recruiting compared to regular recruiting. Recruiters observed that the majority of the applicants they process have already decided to volunteer for SF before they seek out a recruiter.

Do you ever discourage a soldier from applying for Special Forces?

Most recruiters (88%) said they never discourage a qualified soldier (one who meets all the prerequisites) from applying for SF. As one recruiter put it, "It is not my job to discourage anyone from applying for Special Forces." Several recruiters remarked that, because of the opportunities in SF, they wished more soldiers could be encouraged to apply.

Do you try to recruit from certain branches or MOS?

Most recruiters reported increased success and interest from soldiers with combat arms, Ranger, and/or Airborne backgrounds. Regulations also provide a list of preferred MOS for SF. For the most part, however, recruiters reported encouraging applicants from all branches and MOS to apply for SF.

Do you have any contact with applicants after they attend SFAS?

The large majority of recruiters reported occasionally or frequently calling recruits who are not selected for SFAS or voluntarily withdraw. Recruiters also said they occasionally get phone calls from candidates who were selected in SFAS, but rarely hear from unsuccessful candidates.

Special Forces Recruiting Issues and Recommendations

A number of issues and concerns were raised by recruiters during interviews and surveys for this research. In this section, recruiters' most salient concerns are summarized and discussed, along with recommendations for improving the current system. The issues are classified into four separate categories for convenience. However, some comments or concerns apply to more than one category.

Structural Issues and Recruiting Assumptions

One important set of issues that surfaced during interviews reflected perceived problems with the organizational structure and reporting requirements in SF recruiting. The SF recruiting team in the field has ties to several different organizations, including USAREC Headquarters (the formal command for each station), the USAREC Recruiting Brigade to which each station is attached for logistical support, the SF liaison office at the Ft. Bragg recruiting station, and USAJFKSWCS, the organization recruiters attempt to serve.

These multiple attachments sometimes require redundant reporting procedures and lead to perceptions that "there are too many chiefs" in SF recruiting. With respect to reporting requirements, several recruiters specifically cited inefficiencies in the way messages are routed and applications are processed. For example, to get an applicant classed, recruiters must send the SF physical to the SF liaison NCO at Ft. Bragg and the rest of the packet to USAREC. The liaison NCO hand carries the medical records to the USAJFKSWCS surgeon for approval, then sends notification of approval to USAREC and a copy of the approved or disapproved physical back to the recruiting station. Once the physical has been approved, USAREC schedules the applicant for SFAS and enters his reservation into the ATRRS database. USAREC then sends an electronic message confirming the applicant's class date to the soldier's Personnel Service Center, the original recruiting station, and the Ft. Bragg liaison NCO. The entire application is mailed from USAREC to Ft. Bragg once a candidate reports for SFAS.

Recruiters observed that this three-way process could be made more efficient in terms of both time and resources, by moving the USAREC Headquarters functions from Ft. Sheridan to Ft. Bragg, thus locating the entire process in one central location.

Another important issue related to structural considerations is the perceived goal conflict between USAREC and USAJFKSWCS. USAREC emphasizes quantity (i.e., making mission at all costs), while the Special Warfare Center typically emphasizes quality (i.e., well-prepared, highly motivated recruits). To some extent, conflicts between the two organizations appear to stem from different normative assumptions about the role and goals of SF recruiting.

USAREC's traditional approach to recruiting reflects a sales orientation - the recruiter's job is to sell a product. From this perspective, a good SF recruiter should focus on the positive aspects of SF, paying particular attention to tangible benefits (especially promotions and pay). He should also try to minimize concerns and overcome any objections the soldier might have. In the training they receive, recruiters are also taught

how to "close the sale," which in SF recruiting involves getting an immediate commitment in the form of a volunteer statement, and encouraging the applicant to complete the application process and attend SFAS as soon as possible. It is a particular challenge and achievement for a sales oriented recruiter to overcome all objections and convince a soldier who was not originally interested in SF to attend SFAS. Recruiters are rewarded for acting in accord with the sales model because formal recognition is based on making the mission for each class, not for referring candidates who are well-prepared for SFAS or well-suited for SF.

The assumptions of staff at USAJFKSWCS about SF recruiting are better captured by what might be termed the "elite group" perspective. Good SF soldiers are perceived to be independent, hard-charging, intrinsically motivated self-starters, who do not require "handholding." It follows that new recruits should be expected to display at least some of the qualities of the "elite group" they want to join. Soldiers primarily interested in financial gain, or who have to be "sold" on SF, talked into trying SFAS, or coaxed or pressured into physically preparing for SFAS are not the kinds of recruits wanted in this model. In other words, quality is much more important than quantity in the "elite group" recruiting model. From this perspective, the role of the recruiter is to screen out the physically unfit or unprepared applicants, and discourage potential recruits who do not have elite group qualities or who appear to be motivated primarily by extrinsic factors (e.g., bonuses, desire to PCS to Ft. Bragg, fear of being involuntarily separated). Recruiters with an elite group orientation would spend most of their time screening recruits and helping a smaller number of "high quality" soldiers complete the application process.

Although most recruiters appear willing to try to accommodate the USAJFKSWCS emphasis on quality, two factors prevent this model from being implemented more fully. First, most recruiters don't know exactly what USAJFKSWCS is looking for or how to assess the intangible "elite group" attributes. Second, there is currently no system in place for rewarding recruiters who identify candidates with a high probability of success. In fact, a recruiter who makes mission but sends recruits who typically fail SFAS and then try again (thus are counted twice), can look better on paper than a recruiter who falls short of his mission, but sends higher quality recruits.

Somewhere between the sales model and the elite group perspective lies the informed decision model. This is the model of organizational recruiting typically advocated in the civilian job choice and career decision literature. Both SF recruiters and USAJFKSWCS staff appear to support elements of this model.

From the informed decision perspective, volunteering for SFAS is an important life/career decision, and as such, should be a

well-informed, carefully thought-out decision, discussed with friends and family. This suggests that the role of the recruiter is not to persuade soldiers to join SF, or to pre-screen or simply process applicants, but rather to provide the information (both positive and negative) soldiers need to make informed career choices. In other words, in this model, recruiters try to help soldiers determine whether or not joining SF will help them meet their professional and personal life goals, even if it means that the recruiter might lose a "sale."

Both USAREC and USAJFKSWCS have indicated their interest in moving SF recruiting closer to the informed decision model through their support for research aimed at defining and meeting the information needs of prospective applicants. The pre-SFAS Physical Training Handbook designed by the SF Recruiting liaison NCO also reflects the belief that candidates need to be better informed about the demands of SFAS before they apply. In order for the informed decision approach to be truly viable in SF recruiting, however, longer recruiting lead times and more flexible class and station missions would have to become the norm. Recruiters would also have to be provided with much better information about SF and hand-outs or brochures for applicants that answer critical questions with objective data.

To summarize, most recruiters probably operate according to all three models at different times, and no single model accurately captures differences across individuals within organizations. The sales model does, however, best reflect USAREC's approach to SF recruiting, while the "elite group" and informed decision models appear to capture USAJFKSWCS philosophy. Interestingly, two specific information-related concerns raised by recruiters reflect the problems they encounter as they try to accommodate non-sales oriented recruiting models. These issues are discussed below.

Training/Information Needs

One problem recruiters raised was the lack of guidance from USAJFKSWCS on the standards or criteria, in addition to the published prerequisites, recruiters are expected to use when evaluating applicants for SFAS. Without specific guidance in this area, recruiters cannot effectively identify and selectively encourage the applicants who possess the desired "elite group" attributes.

A second issue relates to recruiters' ability to provide important information to recruits, or in other words, facilitate informed decisions. Recruiter presentations typically focus on SFAS and the application process rather than discussions of life in SF. One reason recruiters give for this narrow focus is that most applicants have already decided to volunteer for SF before

they see a recruiter, and thus are primarily interested in learning how to get into SF. There are, however, a few specific questions about SF that surface repeatedly. These tend to center on deployment schedules, time spent in the field, PCS moves, and other factors affecting families. Recruiters typically think that they do not have enough information about day-to-day life on an A-Team, and SF careers in general, to answer these questions accurately. Recruiters also report that they are uncertain about the information USAJFKSWCS does and does not want recruiters to disseminate about SFAS and SF.

In response to these concerns, recruiters observed that they need more and better training to do their jobs well. Currently there are only two or three SF recruiters left from the original team assembled when USAREC took over the SF recruiting function in 1990. The first team of SF recruiters received formal training at Ft. Bragg that included presentations by USAJFKSWCS staff. Recruiters subsequently assigned to the team are for the most part, trained on-the-job by their coworkers. Some expressed concerns that newer recruiters may not be able to recruit as effectively as recruiters with more SF related training because they lack in-depth knowledge about the "product" they are selling (i.e., SF). At the same time, recruiters who want to help soldiers make informed career decisions are constrained by their lack of information, particularly on the negative aspects of an SF career that some applicants want to factor into their decisions.

Recommendations for addressing the information needs of recruiters and applicants include increased training opportunities for SF recruiters in the form of orientation seminars or structured interactions with SF soldiers and USAJFKSWCS staff. Another possibility includes the development of information aids (e.g., fact sheets, brochures) recruiters could give to applicants. Research designed to obtain objective data to answer the most commonly-asked questions would be particularly useful in this regard. Other alternatives include increased opportunities for communication between recruiters and SF units through informal networks or structural changes in the SF recruiting organization. In commenting on these issues, several recruiters reported that they would prefer to work directly for USAJFKSWCS.

USAREC has already taken the first step toward addressing the training needs of SF recruiters. Most recruiter comments on information and training needs were obtained in October and November of 1991, just prior to the 3-day recruiting conference held at Ft. Bragg in December, 1991. The conference not only included training sessions, it also allowed USAJFKSWCS staff to address the SF recruiters and ARI researchers to present preliminary analyses from the recruiter and SFAS candidate surveys. If these conferences are held at least annually, as

planned, recruiters should feel more comfortable about their roles and the adequacy of the information they have. Training programs and conferences may also provide a forum for standardizing presentations and professionally recognizing recruiter accomplishments - two other areas recruiters said needed to be addressed.

Mission

An understanding of the missioning process is central to the understanding of the underlying dynamics of Special Forces recruiting. To review the earlier discussion of the missioning process, USAREC's SF recruiting mission is based largely on PERSCOM estimates of the number of new accessions needed in the various SF MOS to meet anticipated personnel demands for the coming year. Estimated SFAS select rates and SFQC attrition rates are factored into the equation, however, projections also reflect the assumption that it is much better to overestimate than underestimate the number of new accessions and training slots required to fill the force.

When USAREC allocates the mission to the various recruiting stations, it is typically raised by 10% to 20% to ensure that the official mission will be reached. One reason for the mission inflation at the station level is that the formal mission for USAREC is stated in terms of the number of candidates who pass SFAS prerequisites, whereas stations are only accountable for getting a certain number of applicants to report for SFAS.

Many recruiters believe that the missions they are assigned are unrealistically high in light of the Army's massive downsizing efforts. Downsizing is not only reducing the in-service recruiting pool, it also creates personnel turbulence as units are deactivated, posts are closed, and soldiers are moved to accommodate the new force structure. These factors make it difficult to identify, contact, and track soldiers who are eligible for SF.

Recruiters depend on the LEADS database for addresses for their prospecting letters, yet report that the database is often out-of-date by the time they receive it. Several recruiters recalled instances where hundreds of prospecting letters were returned undelivered because soldiers were no longer at the addresses listed in the LEADS database. Recruiters also estimate that fewer than half the soldiers who attend SF briefings do so because of prospecting letters - a fact they attribute in part, at least, to problems locating eligible recruits. One individual suggested that recruiters reduce their dependence on mail-outs by relying on other strategies (e.g., strategically placed advertising flags to announce recruiter visits and briefings) to disseminate information about recruiting presentations. Creative

alternatives like these may need to be used more frequently if USAREC cannot provide recruiters with more up-to-date databases.

Problems with the LEADS database not only make it difficult for recruiters to locate recruits, they also cast doubts on the accuracy and fairness of the statistics USAREC uses to allocate missions to the recruiting stations. If the LEADS database does not accurately reflect the current SF eligible market in a particular area, a station may be assigned an unrealistically high mission. When this happens (or when recruiters at least perceive that their missions are too high), they report that they are less able to be selective about the applicants they send to SFAS. One recruiter candidly reported that he was "forced to send trash" to SFAS because his mission was so high. As a partial remedy for this situation, recruiters suggested that there be written standard operating procedures for determining the recruiting mission for each station. Recruiters also suggested that they be allowed to participate in determining the market potential in their region and the mission assigned to their recruiting station.

More specific comments regarding station missions centered on pressures recruiters feel to recruit a certain number of candidates for each class, even if the optimal class size has already been reached. This results in overfilling some SFAS classes while other classes are relatively small. When SFAS class sizes exceed programmed limits, the personnel, support, and logistical resources available for SFAS are strained. Recruiters suspect that when this happens, SFAS cadre apply especially strict standards on the APFT and weight requirements to eliminate candidates before they begin the formal assessment process. There is no empirical basis for this perception (see Appendix G), however, the fact that it exists is indicative of a problem. Neither recruiters nor SFAS cadre perceive any benefit to overfilling classes, yet this situation occurs repeatedly.

One solution to the class size problem would be to strictly enforce a cap on the number of reservations allowed for each SFAS class, and at the same time, eliminate sanctions against recruiters who fail to make mission for a particular class. Under these conditions, once a class reached a certain size, all recruiters could work toward filling future classes, even if they had not yet reached their mission or goal for the filled class. This might eliminate uneven class sizes and encourage more team work among recruiters across the different stations. A cap on class sizes combined with more realistic missions would also make it easier to control and manage the flow of SFAS graduates.

Problems predicting and managing the flow of personnel into SF are also related to the way the overall USAREC mission is calculated. There is no clear-cut, agreed upon process for determining accession requirements, largely, it appears, because

analysts lack reliable statistics on SFQC attrition and recycle rates. The high FY90 and FY91 recruiting missions, combined with the reduction in the number of SFQC training seats available in FY92, have produced more SFAS graduates than the system can handle. Recently, missions for the current and future fiscal years have been adjusted downward in an effort to rectify this problem. It is clearly better to avoid the problem in the first place, however, by basing accession models on more accurate attrition data, and ensuring that the USAREC mission is not inflated to the point that it becomes counterproductive.

In summary, recruiters expressed a number of concerns about missions, particularly the way missions are allocated across stations and SFAS classes. Missions that are too high force recruiters to sell harder, and emphasize numbers at the expense of quality. Inflated missions, and assumptions that it is better to overestimate than underestimate requirements also contribute to bottlenecks in the personnel flow.

Another critical point is that recruiters are not directly rewarded for the desired end-product of the requisite number of SF soldiers qualified to meet the demands of their jobs. In fact, in one way recruiters are actually rewarded when a soldier fails SFAS and tries again, because this way the recruiter gets credit toward his mission twice. This does not mean that recruiters are unconcerned about how their recruits fare in SFAS and SFQC; on the contrary, most recruiters express a great deal of interest in the success of their applicants. The analysis does suggest, however, that the mission allocation process and the reward structure in SF recruiting do not encourage recruiters to focus on finding the best men for the job.

Prerequisite Testing

Issues pertaining to the APFT and swim prerequisites were also discussed by several recruiters. Some recruiters felt that recruiters should strive to pre-test a larger percentage of their applicants. More or stricter recruiter pre-testing would reduce the prerequisite failure rate at Ft. Bragg. Yet, at least one recruiter expressed doubts about the need to test applicants twice - once in the field, then again during SFAS.

Several recruiters also expressed frustration and concern about the consistency, accuracy, and fairness of standards used during SFAS prerequisite testing. It is not uncommon for recruiters to get calls from applicants or First Sergeants complaining that a soldier who has always performed very well on the APFT in his unit, failed the APFT administered during SFAS. Recruiters, themselves, are also sometimes surprised when applicants they refer fail SFAS prerequisite tests. Recruiters say they place a great deal of emphasis on the general physical

demands of SFAS and pre-test candidates according to the Army standards used in SFAS prerequisite testing. Despite this emphasis, about 12% to 15% of all active duty enlisted recruits fail the APFT or swim tests administered at Ft. Bragg.

Recruiter suggestions related to prerequisite testing included having SF recruiting stations test all of their applicants in a "PT assessment center" held at the recruiting station one or two days before candidates report for SFAS. An approach suggested by another recruiter was require that all applicants be tested by recruiters, and then eliminate prerequisite testing during SFAS. More general suggestions focused on eliminating pressure on stations to overproduce and reducing the mission inflation factor for "no-shows," thus helping to ensure that SFAS classes are of a manageable size.

A final concern recruiters expressed was the fact that sometimes there is very little support in a soldier's chain-of-command for his decision to join SF. In some cases, a soldier tentatively scheduled for SFAS is given work, training, or field assignments that make it very difficult for him to physically prepare for SFAS or complete the application process. Recruiters also sometimes encounter post or unit resistance to their efforts to recruit on-site. On the other hand, certain posts (e.g., Ft. Lewis, Ft. Bragg) have the reputation of being very accommodating to recruiters and soldiers interested in SF.

Conclusions

This report discussed structural issues in SF recruiting, the mission setting process, and how SF recruiters perceive and perform their jobs. By conducting a recruiter survey and interviewing SF recruiters and staff officers at USAREC, USAJFKSWCS, and PERSCOM, we obtained multiple perspectives on SF recruiting and valuable insights into processes and underlying assumptions.

SF recruiters have an excellent record with respect to meeting difficult missions. The missioning process itself, however, could benefit from better data, and standardized, clearly communicated operating procedures. With respect to organizational structure and communication, SF recruiters suggested that efficiency could be enhanced by consolidating functions at one central location (e.g., Ft. Bragg), and providing recruiters with more training and better information SF and the expectations and needs of USAJFKSWCS.

A number of other important issues also surfaced, ranging from specific procedural problems like prerequisite testing, to differences across constituents in underlying assumptions about the appropriate role of the SF recruiter. Both USAREC and

USAJFKSWCS have taken the important first steps toward resolving these issues by encouraging research and open discussion. In the broader arena of SF personnel development, recruiting is inextricably linked to assessment and training outcomes, and ultimately, the quality of the force. Changing personnel demands, both in terms of numbers and desired attributes, will in turn, affect recruiting goals and methods. Continued efforts to examine and improve the present system will ensure that these feedback loops and the personnel development system as a whole, will continue to function effectively.

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APPENDIX A

Recruiter Survey: Descriptive Statistics

SF Recruiting Survey: Item Means and Standard Deviations

A job analysis survey was administered to SF recruiters in the fall of 1991. Nineteen recruiters responded. The survey items and instructions for completing the survey are presented on the following pages. For most items, respondents were asked to report how frequently they performed the task and how important it was to their job. The means and standard deviations for the "How frequently.." responses are presented in the top row of numbers following the item stem, statistics for the "How important.." responses are presented directly below (second row).

SURVEY OF SPECIAL FORCES RECRUITERS

The purpose of this survey is to obtain information about the job of a Special Forces recruiter, as part of an ongoing program of research on Special Forces by the Army Research Institute for the Behavioral and Social Sciences. Please respond to the survey questions honestly and thoughtfully. Since everyone views and does his job differently, there are no right or wrong answers. Group results (no individuals identified) will be presented in an information report to describe the SF recruiter's job. Participation in the survey is voluntary and sincerely appreciated.

PART A.

The following list of items describes some tasks you may do on your job. For each item, consider how frequently you perform that behavior. Also consider how important you consider that behavior for performing your job well. Then beside each item, WRITE IN the number from each scale (frequency and importance) that best describes your behavior on the job. If an item is not applicable to you, write NA.

(a) How frequently do you do this?	(b) How important is this behavior?
1 = Less Than Once A Year/ Never	1 = Very Unimportant
2 = Annually/ Semi-Annually/ Seldom	2 = Not Important
3 = Monthly/ Quarterly/ Occasionally	3 = Somewhat Important
4 = Weekly/ Bi-Weekly/ Frequently	4 = Important
5 = Daily/ Almost All the Time	5 = Very Important

I. PROSPECTING	<u>Mean (SD)</u>
1. Encourage a walk-in applicant or phone inquiry to attend a briefing.....	4.95 (.23) 4.95 (.23)
2. Talk to new applicants who walk into the office...	4.95 (.23) 4.95 (.23)
3. Advertise in local military newspapers about SF...	3.17 (.38) 4.58 (.51)

4.	Put up posters advertising SF and the briefing....	3.42 (.51)	4.74 (.45)
5.	Advertise on local post T.V. channels about SF and the SF presentation.....	3.37 (.83)	4.53 (.70)
6.	Send a mass mailout of letters to potential applicants in the LEADS database to get them interested in Special Forces.....	3.53 (.70)	4.84 (.37)
7.	Plan recruiting trips to sites in your marketing area.....	3.53 (.84)	4.84 (.37)
8.	Contact the post's Sergeant Major, General, and/or reenlistment NCO's to arrange for the recruiting trip.....	3.89 (.99)	4.74 (.56)
9.	Send letters of appreciation, flowers, or some other reward to contacts and sponsors who help arrange for recruiting trips.....	2.84 (.69)	4.26 (.73)
10.	Arrange for audio-visual and other equipment needed for the presentation.....	3.53 (1.22)	4.63 (.96)
11.	Talk with prior service applicants who are interested in going SF.....	3.06 (1.39)	3.21 (1.47)
12.	Encourage applicants to refer their friends to you.....	4.95 (.23)	5.00 (.00)
13.	Go on roadmarches or PT runs with potential applicants.....	2.21 (1.18)	2.68 (1.49)
14.	Visit local gathering places (restaurants, etc.) to talk about Special Forces.....	2.68 (1.34)	3.00 (1.37)
15.	Use a pre-trip checklist to plan for recruiting trips.....	3.79 (.92)	4.84 (.37)

16.	Make calls to arrange for TDY orders and travel reimbursements.....	3.58 (.84)
		4.68 (.58)

17.	Travel to and from recruiting sites.....	3.63 (.76)
		4.53 (.70)

II. SF PRESENTATIONS/BRIEFINGS

1.	Practice your SF presentation.....	4.00 (.67)
		4.79 (.42)

2.	Give SF presentations.....	4.16 (.69)
		4.68 (.58)

3.	Present information about SF missions and MOS..	4.47 (.51)
		5.00 (.00)

4.	Present information about SFAS timed run events and team events.....	4.00 (1.56)
		4.32 (1.63)

5.	Present information about application procedures for SFAS.....	4.63 (.50)
		5.00 (.00)

6.	Use the same basic format and order of slides as presented in the SF recruiter training at Ft. Bragg.....	4.11 (1.08)
		4.26 (1.10)

7.	Present the same amount and type of information as other recruiters at your station.....	4.35 (1.06)
		4.47 (1.12)

8.	Present information about the Q-Course.....	4.68 (.48)
		4.89 (.46)

9.	Emphasize that SFAS is extremely difficult, even for candidates who are in shape.....	4.83 (.38)
		4.95 (.23)

10.	Emphasize sleep deprivation during SFAS.....	4.61 (.61)
		4.58 (.90)

11.	Emphasize food deprivation during SFAS.....	4.59 (.62)
		4.50 (.92)

12.	Emphasize information deprivation (no feedback) during SFAS.....	4.78 (.43)
		4.95 (.23)

13.	Stress the importance of being a team player to make it through SFAS.....	4.67 (.49)	4.79 (.54)
14.	Emphasize that SFAS is a time for candidates to make up their minds about whether SF is for them.....	3.18 (1.81)	3.56 (1.65)
15.	Emphasize the importance of PT to prepare for SFAS.....	4.89 (.32)	5.00 (.00)
16.	Emphasize the importance of ruckmarching to prepare for SFAS.....	4.84 (.37)	5.00 (.00)
17.	Discuss the five-week PT program for SFAS preparation.....	4.89 (.32)	5.00 (.00)
18.	Emphasize that an SFAS candidate should not help or motivate other candidates.....	4.24 (1.09)	4.22 (1.17)
19.	Emphasize the high promotion rates in SF.....	4.79 (.42)	4.89 (.32)
20.	Present information on opportunities for additional pay in Special Forces.....	4.68 (.58)	4.74 (.56)
21.	Tell applicants they have a certain amount of choice in the MOS they get placed in after SFAS.....	4.26 (1.15)	4.16 (1.21)
22.	Emphasize the adventure and excitement of SF jobs compared to other jobs in the Army.....	4.74 (.45)	4.84 (.37)
23.	Tell applicants that it is not considered failure if they are not selected in SFAS.....	4.74 (.45)	5.00 (.00)
24.	Discuss the unconventional nature of SF jobs.....	4.72 (.46)	4.83 (.38)
25.	Stress that the primary role of the SF soldier is to be a teacher.....	4.67 (.49)	4.72 (.57)
26.	Point out that SF medics have more choice in which Group they join than other MOS.....	2.53 (1.74)	2.79 (1.69)

27.	Point out the opportunities for additional military training in SF.....	4.68 (.48) 4.84 (.37)
28.	Emphasize opportunities for formal education while in SF.....	3.79 (1.47) 3.79 (1.27)
29.	Ask for a show of hands of applicants ready to sign the volunteer statement immediately after the briefing.....	4.53 (.96) 4.74 (.93)
30.	Give a five-minute break after the briefing before asking for volunteer statements.....	2.22 (1.83) 2.11 (1.64)
31.	Get a list of names of everyone who attended the briefing whether they signed a statement or not.....	4.68 (.58) 4.42 (1.26)
32.	Review with applicants the packing list for SFAS.....	3.61 (1.20) 3.67 (1.46)
33.	Point out the list of correspondence courses applicants may use to prepare for SFAS.....	3.47 (1.12) 3.72 (1.07)
34.	Give the In-Services SF Program pamphlet to applicants.....	4.37 (1.30) 4.58 (1.22)

III. INTERACTIONS WITH APPLICANTS

1.	Act warm and friendly toward applicants.....	4.53 (1.07) 4.58 (1.02)
2.	Joke with applicants.....	4.47 (.84) 4.32 (.95)
3.	Use the applicant's first name.....	2.56 (1.89) 2.50 (1.86)
4.	Assess an applicant's commitment to going SF...	4.74 (.56) 4.95 (.23)
5.	Discuss with the applicant why he wants SF.....	4.56 (.62) 4.39 (.85)

6.	Overcome the applicant's objections to joining SF.....	4.42 (1.02)	4.37 (1.12)
7.	Discuss with the applicant his personal needs and family situation.....	4.53 (.77)	4.74 (.56)
8.	Encourage wives to attend briefings or visit the office.....	4.42 (.90)	4.47 (1.07)
9.	Discuss with the applicant the positive aspects of an SF job.....	4.74 (.45)	4.95 (.23)
10.	Discuss with the applicant the negative aspects of an SF job.....	3.74 (1.52)	3.89 (1.66)
11.	Describe to an applicant specific duties associated with each job on an A-team.....	4.05 (1.43)	4.42 (1.30)
12.	Assess a soldier's personality to assess whether he is a good candidate for Special Forces.....	2.58 (1.92)	2.47 (1.87)
13.	Point out the lack of monotonous or meaningless duties in SF jobs.....	3.72 (1.71)	4.17 (1.50)
14.	Point out that a soldier may leave or find a different job after about two years if he finds he does not like being on an A-team.....	3.00 (1.50)	3.06 (1.56)
15.	Point out the various civilian occupations that a job in SF helps prepare a soldier for.....	3.16 (1.54)	3.32 (1.45)
16.	Determine the strengths and weaknesses of each applicant.....	3.33 (1.64)	3.56 (1.69)
17.	Tell the applicant about the specific equipment and supplies he will use in various MOS on an SF team.....	3.63 (1.34)	3.68 (1.25)

18. Point out to the applicant that he will be
away from home as much or less than he would if
he were in many conventional combat units..... 4.32 (.95)
4.53 (.96)
19. Discuss with the applicant your own thoughts
and experiences regarding SF..... 3.95 (1.18)
3.79 (1.40)
20. Answer questions about the divorce rate in SF. 4.11 (.88)
4.26 (.87)
21. Tell applicants that there are few problems
for SF soldiers with strong marriages..... 4.11 (1.29)
4.63 (.60)
22. Point out to applicants that time spent away
from home averages about six months out of
the year for SF soldiers..... 4.00 (1.08)
4.06 (1.11)
23. Emphasize the camaraderie and close-knit
nature of SF teams..... 4.61 (.61)
4.83 (.38)
24. Give applicants advice and tips on how to
pass the swim test..... 4.26 (.87)
4.50 (.79)
25. Give applicants tips on how to correctly do
situps and pushups during the PT test..... 4.67 (.59)
4.89 (.32)
26. Encourage applicants to keep trying for SF
even if they failed the initial PT test..... 4.53 (.61)
4.63 (.68)
27. Encourage applicants to keep trying for SF
even if they failed the initial swim test..... 4.58 (.61)
4.79 (.54)
28. Discourage some applicants from going SF,
even if they meet all the prerequisites..... 1.31 (1.30)
2.00 (1.75)
29. Give the applicant as much information as you
have about what he can expect at SFAS..... 4.50 (1.04)
4.67 (.97)
30. Emphasize to the applicant there is no shame
involved in not completing SFAS..... 4.17 (1.25)
4.32 (1.25)

31. Emphasize the professional nature of SF
soldiers..... 4.65 (.49)
4.82 (.39)

32. Emphasize the possibility and likelihood of SF
soldiers attaining E-8, due to increased
promotion rates in SF..... 4.68 (.48)
4.68 (.58)

IV. PROCESSING APPLICANTS.

1. Encourage the applicants to obtain Forms
2A and 2-1, and deliver or send these forms to
you promptly..... 4.72 (.57)
4.89 (.32)

2. Obtain the Forms 2A and 2-1 for the applicants. 4.26 (.99)
4.74 (.93)

3. Call to schedule the SF medical exams for
the applicants..... 4.11 (1.23)
4.39 (1.24)

4. Administer the PT test to applicants..... 4.32 (.58)
4.95 (.23)

5. Administer the swim test to applicants..... 4.26 (.56)
4.95 (.23)

6. Tell applicants they must call you every
week from the time they complete a volunteer
statement to the time they report to SFAS..... 4.32 (1.45)
4.37 (1.46)

7. Load packets containing all documents except
the SF medical into the computer..... 4.79 (.54)
4.84 (.50)

8. File packets containing all documents except
the SF medical into specific files..... 4.89 (.46)
5.00 (.00)

9. Send an application received letter to the
applicant, specifying which documents are
missing from his packet..... 4.53 (.61)
4.95 (.23)

10. Send an application received letter to the
applicant's 1SGT, specifying missing documents. 4.50 (.71)
4.89 (.46)

11. Call or visit the applicant's 1SGT or someone in his chain of command, to enlist their support in helping the applicant get to SFAS... 3.00 (1.50)
3.76 (1.44)
12. Obtain a "hit list" from the computer to find out which applicants have incomplete packets... 4.47 (.61)
4.95 (.23)
13. Obtain a list from the computer to find out which applicants have been inactive in the application process for over two months..... 4.16 (.76)
4.79 (.42)
14. Call applicants who have been inactive in completing their application packets..... 4.42 (.69)
4.89 (.32)
15. Send letters to applicants who have been inactive in completing their application packets for over two months..... 4.00 (.88)
4.79 (.42)
16. Record on file or in the computer every contact the applicant makes with you..... 5.00 (.00)
5.00 (.00)
17. Assist applicants in deciding which SFAS class to attend..... 4.63 (.68)
4.84 (.37)
18. Send the applicant's SF medical to USAREC Headquarters and Ft. Bragg..... 4.17 (1.04)
4.94 (.24)
19. Receive word via fax or mail that the applicant's medical is approved..... 4.29 (1.10)
4.94 (.24)
20. Send a list of applicants along with complete packets to USAREC to be classed..... 4.16 (.76)
4.68 (.82)
21. Check each packet for completeness and accuracy before sending it to HQ at Sheridan..... 4.32 (.82)
4.95 (.23)
22. Call HQ (Ft. Sheridan) to follow up on applicant's medical approval and/or class messages..... 4.22 (1.35)
4.78 (.94)

- | | | |
|-----|---|-------------|
| 23. | Class 5% or more applicants than your mission calls for, to account for no-shows and last-minute cancellations..... | 3.94 (.87) |
| | | 4.89 (.32) |
| 24. | Encourage applicants to attend the closest upcoming SFAS class..... | 4.74 (.45) |
| | | 4.84 (.37) |
| 25. | Help the applicant get his orders, e.g. by personally visiting his PAC..... | 3.39 (1.50) |
| | | 4.33 (1.24) |
| 26. | Change applicants' class dates..... | 2.94 (1.60) |
| | | 3.25 (1.65) |
| 27. | Apply comparably tough or tougher standards than those in SFAS when PT and swim testing applicants from your station..... | 4.33 (1.03) |
| | | 4.67 (1.03) |
| 28. | Mail applicants the PT handbook once they are classed..... | 4.42 (.69) |
| | | 4.68 (.95) |

V. FOLLOWUP

- | | | |
|----|---|-------------|
| 1. | Find out which candidates from your station made it through SFAS and which did not, by name..... | 3.42 (.77) |
| | | 4.74 (.65) |
| 2. | Call candidates from your station who VW'ed during SFAS..... | 3.05 (.78) |
| | | 3.68 (1.29) |
| 3. | Call candidates from your station who were not selected during SFAS..... | 3.16 (.96) |
| | | 4.05 (1.08) |
| 4. | Talk to SFAS attendees from your station to find out more about SFAS and/or the Q-Course.. | 3.68 (1.06) |
| | | 4.58 (.69) |
| 5. | Keep track of SFAS selection statistics in relation to PT and swim test scores, for candidates from your station..... | 3.95 (1.08) |
| | | 4.58 (.51) |
| 6. | Compare PT and swim scores at SFAS with scores you obtained from candidates at your station.. | 3.68 (.95) |
| | | 4.42 (.69) |

VI. GENERAL/ INFORMATION GATHERING

- | | | | |
|----|--|-------------|-------------|
| 1. | Study various sales techniques and theories to improve your job skills..... | 3.79 (1.32) | 4.53 (.70) |
| 2. | Talk with other SF recruiters to exchange ideas..... | 3.74 (1.37) | 4.21 (1.08) |
| 3. | Talk with Special Forces soldiers to find out about their jobs..... | 3.37 (1.07) | 4.58 (.51) |
| 4. | Talk with SFAS staff to learn about SFAS..... | 2.61 (1.38) | 4.47 (1.28) |
| 5. | Talk with your chain of command to learn about changes in requirements for SFAS..... | 3.58 (1.54) | 4.16 (1.46) |
| 6. | Bring work home with you..... | 2.94 (1.73) | 3.00 (1.75) |
| 7. | Monitor your station's progress toward its next mission..... | 4.84 (.50) | 4.89 (.46) |
| 8. | Discuss with others at your station ways to meet mission..... | 4.61 (.70) | 5.00 (.00) |
| 9. | Read materials about changes in SFAS and SF requirements..... | 4.42 (.84) | 4.89 (.32) |

PART B.

1. How long is your presentation, on average? _____ minutes
Mean=58 minutes (SD=15.03) Range: 40 - 90 minutes
2. What is the average timespan between when a soldier signs the volunteer statement to the time he has orders for SFAS)?
_____ days
Mean=48 days (SD=18.1) Range: 14 - 70 days
3. What percentage of SFAS candidates from your recruiting station market area are PT-tested by someone at your station (average for the last year)? _____ %
Mean=74% (SD=18.7) Range: 25% - 100%
4. What percentage of SFAS candidates from your market area are swim-tested by a recruiter at your station, on average during the last year? _____ %
Mean=78% (SD=15.8) Range: 50% - 100%
5. **To what extent do you:**
1= not at all
2= a little
3= some
4= considerable
5= very great extent
 - a. Receive information about the selection rate of applicants from your station for each SFAS class?..... 4.26 (1.05)
 - b. Feel that SF presentations should be standardized across recruiters?..... 3.84 (1.26)
 - c. Spend time talking about exactly what it's like to be in Special Forces?..... 3.53 (.77)
 - d. Receive questions about what jobs in SF are really like?..... 3.58 (.96)
 - e. Receive questions about whether SF recruiters have been through SFAS?..... 2.79 (1.13)
 - f. Feel your mission is fairly administered?..... 2.42 (1.35)

- g. Receive training about what life in SF is like?..... 2.28 (1.02)
- h. Believe that more information given to SF recruiters about SFAS would be helpful?..... 4.26 (1.2)
- i. Believe that SF recruiters need more information about SF?..... 3.84 (1.17)
- j. Consider yourself knowledgeable about day-to-day life on an SF A-team?..... 3.37 (1.17)
- k. Feel pressure related to your job?..... 3.42 (1.22)
- l. Identify with SF soldiers?..... 3.9 (1.05)

APPENDIX B
Responses to Open-Ended Survey Items

Part B. Responses to Open-Ended Questions on Recruiter Survey

1. Based on your experience, what do you consider to be the three primary factors which motivate a soldier to apply for SFAS?

- 01 - Security, promotion, adventure
- 02 - Promotion, job security, adventure
- 03 - Training, missions, pride
- 04 - Job happiness, security, challenge, adventure
- 05 - Career progression, ego, money
- 06 - Money, promotion, ego
- 07 - Promotions, real missions, self achievement
- 08 - Promotions, challenge, tired of what they're doing now
- 09 - Adventure, training, career progression
- 10 - Career progression, promotions, security, wanting to be elite
- 11 - Pride, being the best, training, career
- 12 - Promotions, travel, training
- 13 - Challenge, training, want a change (PMOS)
- 14 - Job satisfaction, pride in your unit elite, adventure, training, promotions
- 15 - Service to country, adventure, job satisfaction
- 16 - Patriotism, advancement, challenge
- 17 - Training, adventure, physical standards
- 18 - Training, promotions, beret
- 19 - Job satisfaction (SF), don't like current job, money, rank, promotion

2. What are the three most common objections (or negative considerations) you hear from soldiers who are considering going SF? What do you say in response to these objections?

01 - Too much time away from home; too physical; can't swim
Response: Each objection/person is different and is handled differently.

02 - Time away from home; can't swim; P.T.
Response: Each objection handled in it's own way.

03 - My MOS cut off points are too high; all we do is go to the motor pool

04 - Time away from the family; job security; physical

05 - Field time; divorce rate
Response: Not much more than most combat arms MOS, will only affect you if you have a weak marriage.

06 - Field time; divorce rate; location (PCS moves)

- 07 - Time away
Response: Compared with conventional units.
- 08 - High divorce rate; gone a lot; family support
Response: It's no higher than another job, you're gone on the average no longer than every other soldier in combat arms.
- 09 - Time away; divorce rate; units not supporting them
Response: Depends on your group assignment and activity in their AO. You end up with what you go in with. Do not make waves just do what you have to do because they can not stop you.
- 10 - Divorce rate; time away; cannot swim
- 11 - Physical condition; time away
Response: Follow the PT program you're bound for physical success. No more than average combat arms soldier.
- 12 - Divorce; physical demand; long training; strong marriage; strong PT program, 16 week school for basic
- 13 - Time away; divorce rate
Response: Depends on the nature of the mission. Good marriage don't worry, weak then worry.
- 14 - Marriage; fear of the unknown;
Response: Fear that they are not ready or can't make it.
- 15 - Too hard physically; bad for marriage; becomes way of life just prepare for it
Response: SF doesn't cause divorce, strong marriage will last weak marriage get a divorce anyway you should have never gotten married if it's weak.
- 16 - Time away; physical fitness
- 17 - Physical shape; MOS; Divorce
Response: Use 5 wk program, determine before SFXS and PMOS, your marriage is honest and trusting.
- 18 - Field time; SFAS - experience; training
- 19 - Physically tough; time away; fear of the unknown

3. What are the two most common ways you advertise SF and your SF presentations?

- 01 - Mail outs, paper, posters
- 02 - Mail outs, newspaper
- 03 - TV & radio, Mail outs, public appearances
- 04 - Tape, and newspaper
- 05 - Newspaper, mass mail outs
- 06 - Letters, posters
- 07 - Letters, newspapers
- 08 - Post paper, trips, presentations
- 09 - Mail outs, newspaper, radio, TV, media etc.
- 10 - Congratulation letters, posters
- 11 - Word of mouth, letters
- 12 - Post paper, letter, Post ad TV
- 13 - Posters, flyers, mail outs, word of mouth
- 14 - Newspapers, posters
- 15 - Mail outs, newspaper, radio
- 16 - Radio, mail
- 17 - Radio, mail outs
- 18 - Local community paper, stars and stripes
- 19 - Stars and stripes, mail outs

4. What are the positive consequences to you of making mission?

- 01 - Professional pride
- 02 - Personal satisfaction that I have done my job
- 03 - Self pride
- 04 - Self fulfillment, only, no positive feedback
- 05 - Striving to be the top producing station
- 06 - Stress relief
- 07 - Self satisfaction
- 08 - Personal satisfaction on job well done
- 09 - Self gratification
- 10 - 0
- 11 - ?
- 12 - Team work
- 13 - None - no incentives ie awards, recognition
- 14 - My own satisfaction of putting good quality soldiers into a great SF team
- 15 - Feel good
- 16 - Mission accomplishment
- 17 - Team spirit
- 18 - Quality of life
- 19 - No heat from HQ, individual satisfaction

5. What are the negative consequences to you of not making mission?

- 01 - EER, career
- 02 - EER, career
- 03 - EER
- 04 - Bad EER, Letters of reprimand, etc
- 05 - (Blank)
- 06 - Induced stress
- 07 - Just knowing I didn't make it is enough
- 08 - Failed to do your job
- 09 - Knowing that not only did you let down the team but yourself also
- 10 - Do more active prospecting
- 11 - (Blank)
- 12 - The amount of time between class start dates and getting complete physicals back on time
- 13 - None
- 14 - HQ USAREC fires you and sends you home, constantly worried about your mission
- 15 - Feel like a failure
- 16 - Job failure, relief for being a failure
- 17 - Don't plan to fail
- 18 - More work
- 19 - Heat from HQ not satisfied with myself

6. What problems or issues do you see in SF recruiting (general or specific)?

- 01 - Standard briefings
- 02 - Standard briefings
- 03 - PT and swim test at Ft. Bragg
- 04 - No positive feedback
- 05 - None
- 06 - None
- 07 - Some posts do not want us to visit
- 08 - Lack of support, problems such as posts not letting you come and visit
- 09 - The SF command needs to evaluate their selection process. It seems they are out of touch with what makes up a quality soldier. They are concerned with their image but not the whole soldier. Quality to them or those who are standing at SFAS graduation. For all of those that did not make it they were not quality. There are good soldiers going to SFAS that are not making it. Oh well we will just raise the recruiting team's mission next year to make up the difference. FY 91 2286 soldiers reported to SFAS. 913 were selected only 39.9%.

- 10 - No incentives for making mission, no support for being on jump status. We are holding 11B5P slots but we are not on jump status.
 - 11 - The assignment down to recruiting BN level has caused a lot of confusion (administration/finance/support). Should be kept at USAREC with copy to the installation. Too many chiefs.
 - 12 - Turn around time on SF physicals
 - 13 - Poorly trained teams deployed to the four corners, sending packets to too many places for processing
 - 14 - Do away with one man SF recruiting station. Help the SF recruiters take care of them. They are supposed to be hand picked, and accomplishing an important mission. They should be given incentives such as awards, promotions, career schools, put SF recruiter back on jump status, rotate SF recruiter. Through an SF recruiter. SF/SFAS/QC familiarization training/SF related schools of choice, Take care of recruiters. Modify UAREC Regs for the SF recruiting. Don't include any provision for SF recruiter. Keep SF recruiter away from BN's/BDes don't assign them to BDes/BN's Visit BN's to give briefs on SF Ps18 option/programs Move HQs to Ft. Bragg. Attach SF recruiter back to SWCS and change the patch to (see survey). Make these jobs important career enhancers. Make STN CMDRS E-8 slots.
 - 15 - PT and swim failures at SFAS. If we send 290 application to class and SFAS can not handle this many so they fail more on pt and swim to cut on slice of class. We should lower the number we send.
 - 16 - Need across board schematic for the missioning process or will see more alienation amongst recruits.
 - 17 - Not enough support ie equipment etc. etc.
 - 18 - Market shrinking
 - 19 - Recruiter must go through SFAS either administratively or like candidates.
7. What suggestions do you have for making the recruiting process more efficient and more effective?
- 01 - Reward stations that have high APFT, and swim test pass rates and high select rates.
 - 02 - No real problems
 - 03 - SF recruiters need to at least spend 21 days at SFAS with applicants if they're not already tabbed out.
 - 04 - Standardize briefings, realistic mission
 - 05 - Allow TDY and return for soldiers stationed in Korea
 - 06 - A lot of overlap when replacing recruiters who are leaving the team
 - 07 -
 - 08 - Do away with HQs USAREC, have HQs at Bragg better support

- 09 - Recruiters must stress the difficulty of SFAS and insure that the soldiers they are sending meet the APFT, swim, run, standards. This is an area that we can affect. Once they get to Rowe they are on their own. Of the 2286 that reported in for SFAS 355 or 16% were sent back to their units for failing prerequisites As a team we must fix that.
- 10 - None
- 12 - A good leads data base tape from DA
- 13 - Move all processing of applicants packets to FT. Bragg; eliminate Ft. Sheridans HQ
- 14 - Put SF recruiters back on jump status, rotate SF recruiters through SF/SFAS/QC familiarization training/SF related schools of choice. Take care of recruits.
- 15 - Eliminate the HQs at USAREC and move it to Bragg. Save on mail and time to get soldiers classed. Mail everything to one location.
- 16 - Need HQ element located at FT. Bragg
- 17 - Set up a program to evaluate the applicants on physical. shape prior to going to Bragg. Set up visits to have SF update us every 6 months or so.
- 18 - Assign area to recruiters base on potential soldier
- 19 - Send recruiters through SFAS prior to them going on a SF recruiting team.

APPENDIX C

Recruiters' Slide Presentation Notes

SPECIAL FORCES SLIDE SALES PRESENTATION

1. OPENING SLIDE ON AS SOLDIERS ARRIVE FOR PRESENTATION.

My name is MSG_____ and on behalf of General Wheeler Commander USAREC Ft. Sheridan, IL. I would like to welcome you to the Special Forces Presentation. The purpose of this presentation is to more fully inform you of how you may become a member of Special Forces, how you will be trained, and some of the missions of Special Forces.

2. This is why we have the increasing need for Special Forces as you can see the chances for full scale conventional warfare, or nuclear is decreasing, the chances of low intensity conflict such as unconventional warfare and terrorism has increased.

3. This is an operational detachment "A" team (ODA), it is the heart and soul of Special Forces. There are six (6) teams per company.

4. This should be a blank slot so that you can run the SF film.

5. Special Forces Assessment and Selection, is 21 days long TDY and Return to your present unit. It is conducted at Fort Bragg and Camp Rowe, NC. You must be in tip top physical shape prior to arrival at Ft. Bragg. Or you will not make it through the course.

6. SFAS PURPOSE: Assess & Select candidates for Special Forces Qualification Course. It is geared to select the right soldiers for SF Training and is conducted in two phases (3) three weeks TDY.

7. THIS IS THE COURSE SEQUENCE OF EVENTS.

8. PT will be conducted daily, you'll never run less than two miles nor more than what they feel like running for the day.

9 & 10. LAND NAVIGATION-MILITARY STAKES: high stress situations with little or no sleep.

11. RUCKMARCHES: You will ruckmarch approx. 200 miles during the course (there is only one way to prepare for ruckmarches) what is it?

12. This picture is worth a thousand words'! What's he look like?

13 & 14. OBSTACLE COURSE: Consists of approx. 80% rope type obstacles.

15. LOG DRILLS: Your first taste of team work.
16. When you're not doing anything else you'll be patrolling.
17. You'll finish off SFAS with approx a 24 mile ruckmarch back to FORT BRAGG afterwards you have the final board where it is decided whether or not you are going to be selected and what mos you will be going into.
18. SUMMARY OF SFAS: Why SFAS came to be(i.e., cost to the GOV'T, less effect on the family and getting the right soldier).
19. UPON COMPLETION OF SFAS: You'll return to your unit with a SFOC class date in hand provided you have been selected.
20. SFOC SEQUENCE OF EVENTS: No explanation necessary.
21. SFOC GRADUATE: You are now fully trained in your mos skills have a complete understanding of SF roles and capable to perform all SF missions.
22. LANGUAGES are now a requirement for a SF soldier these are just a few of them.
23. There is two ways of obtaining a language (1) FLC 12-16 weeks in length at Fort Bragg (2) Defense Language Institute at Monterey, CA.
24. Graduation and awarding of the green beret and Special Forces Tab.
25. These are the different locations where you could be assigned. (go over each of these locations)
26. Once assigned to a group you'll be placed on an "A" team based on the need of the group.
27. ADVANCED SKILLS: These are just a few of them
28. Military Freefall: HALO HIGH ALTITUDE LOW OPENING OR HALO HIGH ALTITUDE HIGH OPENING, conducted at Wright Paterson AFB and Fort Bragg, NC.
29. COMBAT DIVER: Scuba if you like to be humbled this course will give a major dose of humble pie conducted at Key West, FL.
30. RIVER AND AMPHIBIOUS Operations.
31. MOUNTAINEERING.
32. WINTER WARFARE TRAINING.
33. SNIPER TRAINING.

34. NEW COURSE ADDED TO MAKE SF COMPETITIVE WITH THE REST OF THE ARMY FOR PROMOTIONS.
35. CMF 18 PROMOTION OPPORTUNITIES. (EMPHASIZE).
36. ADDITIONAL PAY (STRONGLY EMPHASIZE).
37. PREREQUISITES (REEMPHASIZE).
38. PREREQUISITES (REEMPHASIZE).
39. PREREQUISITES (REEMPHASIZE).
40. NO Special Forces Presentation would be complete without the DUKE he put SF on film and made them famous.

MOST FREQUENTLY ASKED QUESTIONS ABOUT SF AND SFQC

Q. How long is the Special Forces Qualification Course (SFQC)?

A. For most MOS's the course is approximately 3 1/2 months. For personnel with MOS 18D the course is approximately one (1) year.

Q. Is cross-training for everyone?

A. All members of an SF "A Detachment" are eventually cross-trained into additional operational MOS.

Q. What is the waiting period after my application is submitted?

A. Usually one (1) to three (3) months.

Q. Do I get to choose where I'll be assigned following graduation of SFQC?

A. Assignments are based on the needs of the Army and the qualifications of the individual. As a result, there is no guarantee of a choice of assignment. A language qualification factor would orient you to a specific SF Group.

Q. Can you apply for attendance at SFQC even if you've been alerted for a PCS (on levy)?

A. Yes, if to an OCONUS location and report date is over 120 days from submission of application.

Q. Can I reenlist for the Q course?

A. Yes, UP of Option Table 4-14, AR 601-280.

Q. How does bonus affect Special Forces applications?

A. Individuals drawing a bonus outside the MOS are in-eligible to apply unless willing to waive bonus for 18 series.

Q. Can I pick an MOS of my choice?

A. Yes, provided you choice is one of the four (4) SF operational MOS and you meet the minimum requirements of the MOS you choose.

Q. How does rank affect reclassification?

A. Soldier must be in grade E5 to E7 (E4 and above for MOS 18D).

MOST FREQUENTLY ASKED QUESTIONS ABOUT SF AND SFQC (Cont.)

Q. What schools are available after the Q course?

A. There are a variety of training opportunities available following graduation of the Q course. A partial list includes Ranger, (HALO), high Altitude Low Opening, Parachute Training, Scuba, (Self contained under water breathing apparatus), language.

Q. Is SF training a PCS move?

A. Yes, it is treated like any other PCS move. It should be noted the average waiting period for quarters on Ft. Bragg is seven (7) months, depending on rank and family size. The 18D training is a PCS to Ft. S. Houston.

Q. Can you leave SF when you want to?

A. You may terminate attendance at the Q Course anytime prior to graduation. The majority of terminees are then assigned to the 82d Airborne Division. Upon completion of the course, you are required to serve at least one (1) year in Special Forces.

Q. Do letter of recommendation help soldiers with adverse information in their MPRJ (201 file)?

A. Possibly. Each application is handled on a case by case basis.

Q. What is the effect on family life being in SF?

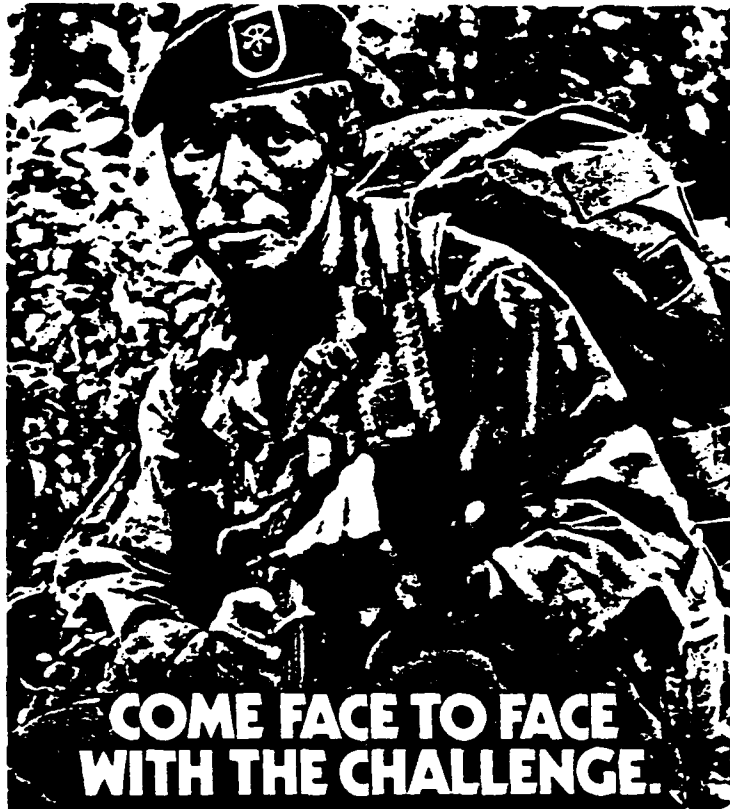
A. As in any career, especially in the Army, the wives supportive role is necessary.

Q. How many months in a one (1) year period will a SF soldier be separated from his family due to field exercises and normal Special Operations?

A. It depends on the activity of the unit/detachment you are assigned to. The SF soldier could possibly be away up to 50% of the time.

APPENDIX D

Advertising and Promotion Examples



COME FACE TO FACE WITH THE CHALLENGE.

Ready to go anytime, anywhere. From frozen wastelands to tropical jungles, a Special Forces soldier knows what it takes to survive. And succeed.

To become a Special Forces soldier, you've got to be in the best physical and mental shape of your life. And then, we'll make you better.

You've got to make it through the most demanding, most intensive, most challenging training the Army can offer. You'll receive expert training in communica-

medicine, or weapons.

And when you've earned the right to wear the Special Forces Tab, you'll know you're not just a good soldier—you're one of the best.

If you think you've got the courage, the dedication, and the determination to make it in the Special Forces, call the Special Forces Recruiting Team at (919) 432-1818, or AUTOVON 239-1818.

We guarantee you a challenge that's beyond compare.

ARMY SPECIAL FORCES.
BE ALL YOU CAN BE.

SPECIAL FORCES BRIEFINGS

BRIEFINGS HELD EVERY WEDNESDAY

BUILDING D-3404 (NEXT MOON HALL)

1000 & 1400 & 1800 HOURS

E-4 THRU E-6 GT 110 AND ABOVE

PT & SWIM TEST EVERY THURSDAY 0800 HRS

TOWLE STADIUM BDU'S & RUNNING SHOES (PT)

BDU'S AND BOOTS (SWM) RAIN OR SHINE!!

CALL 919-432-1818 FOR MORE INFORMATION



WANTED



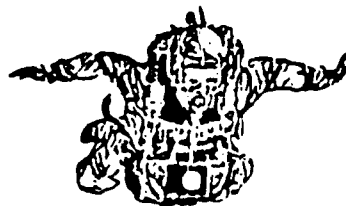
SPECIAL FORCES

VOLUNTEERS



What it takes to try
for a
"Green Beret"

- ☐ Must be male soldiers of rank specialist to sergeant first class.
- ☐ Must be high school graduate or have a GED.
- ☐ Must have a GT score of 110 or higher.
- ☐ Must be airborne qualified or volunteer for airborne training.
- ☐ Must not be prior airborne or Special Forces voluntary terminée.
- ☐ Must be able to swim 50 meters wearing boots and fatigues.
- ☐ Must score a minimum of 206 points on the Army PT test with no less than 60 points on any event scored for age group 17-22.
- ☐ Must be able to meet medical fitness standards as outlined in AR 40-501, Special Forces Physical.
- ☐ Must not be under suspension of favorable personnel action.
- ☐ Must not have 30 days or more lost time under Title 10 USC 972 within current or preceding enlistment.
- ☐ Must not have been convicted by court-martial during current term of service.
- ☐ Must not be barred to re-enlistment.



BRIEFING

Special Forces

A recruiting team from the U.S. Army Forces, Fort Benning, Ga., will be recruiting Monday and Tuesday. Briefings will be at 10 a.m., 2 p.m. and 6 p.m. in Sanford Hall, ci 6. The briefing is open to all soldiers interested in Special Forces training. For more information contact Sgt. 1st Class Mark Robbins at 7

SPECIAL FORCES



Recruiters Take On a Special Mission

As the Army gets smaller in the 1990s, the need for "unconventional" soldiers—including Special Forces—is increasing. USAREC's mission reflects this. In FY 88, USAREC filled 1,346 Special Forces positions. The projected mission for FY 93 is 2,535. To help fill this increasing need, USAREC has re-energized Special Forces recruiting.

□ USAREC approved an expanded and decentralized Special Forces recruiting team in January 1990. With the new team, the number of Special Forces recruiters has more than doubled. Twenty-two recruiters hit the ground running June 1. Their recruiting offices are located at Fort Bragg, N.C., Fort Lewis, Wash., Fort Campbell, Ky., Fort Benning, Ga., and in Europe and Korea. Their leadership team is located at Headquarters, USAREC, currently at Fort Shendan, Ill.

"We felt recruiting would be more successful if recruiters were closer to soldiers who have a propensity to apply for Special Forces," said MAJ Kurt Peppel, Special Missions. The Special Forces units stationed at Forts Bragg, Lewis, Campbell and Benning should serve as "free advertising. Their presence alone should spark interest in the specialty," Peppel said.

Until now, Special Forces recruiters and their leadership team were located at Fort Bragg. Fort Bragg was a good main station because of its high concentration of Airborne soldiers and the home of the John F. Kennedy Special Warfare Center and School. Special Forces recruiters and their leadership team worked from a central office and traveled to reach interested CONUS and overseas soldiers.

"We're going to do better overseas because we'll have Special Forces recruiters there all the time," Peppel said. In the past, overseas soldiers may have found it difficult to even contact Special Forces recruiters in the United States.

The European team is composed of one station commander, three recruiters and one operations NCO stationed in Heidelberg, Germany. At Camp Coiner, Korea, the team has a station commander, a recruiter and an operations NCO.

Setting up a Special Forces recruiting office on a military installation was not an easy task for SFC Loren Simpson, station commander at Fort Campbell. But, with unfailing dedication, he took a "shack" and turned it into a "high-speed, fully functional recruiting station."

Simpson started working on the Special Forces station before June. While still a nurse recruiter in Nashville, Tenn., he spent his off hours remodeling the office, installing telephones and computers, getting mail routed, and locating furniture and office supplies. With more hard work after their opening, Simpson's station made their first mission in June.

The Special Forces recruiting mission is specific. Special Forces recruiters don't have individual missions. Instead, Special Forces recruiting stations have a mission of soldiers to be scheduled for the Special Forces Assessment and Selection Course. The SFAS is a prerequisite for the Special Forces Qualification Course.

According to Peppel, the 20 Special Forces recruiters were "carefully chosen" from a pool of about 80 applicants. "They're very qualified, highly motivated and professional recruiters."



SFC Charles Ginn at the new Special Forces Recruiting Station at Fort Campbell (Photo by SFC Loren Simpson)

Special Forces Recruiting Stations

Fort Bragg: SFC Lawrence Roush, Station Commander

Commander, USAJFKSWCS, ATTN: ATSU-SP-R, Fort Bragg, NC 28307

AUTOVON 239-1818; Commercial 919-432-1818; FAX 919-432-1637

Fort Campbell: SFC Loren Simpson, Station Commander

Commander, 101st Airborne Division (AASLT), ATTN: USARCRO-SM-SF-FC

Fort Campbell, KY 42223-5000

AUTOVON 635-9818; Commercial 502-439-4390; FAX 502-439-4392

Fort Lewis: SFC Eric McGrath, Station Commander

SFC McGrath, P.O. Box 33903 Fort Lewis, WA 98433-0903

Commercial 206-964-1001; FAX 206-964-1017

Fort Benning: SFC William Shiflett, Station Commander

Commander, USAIS ATTN: USARCRO-SMR Fort Benning, GA 31905-3483

Commercial 404-685-0977; FAX 404-682-0182

Korea: SFC Harry Harrell, Station Commander

Headquarters and Headquarters Company, 8th Personnel Command

ATTN: Special Forces Recruiting Team, APO SF 96301-0089

011822 7914 5045/5047; In-country 724-5045/5047; FAX 724-6730

Europe: SFC David Prince, Station Commander

Headquarters and Headquarters Company, U.S. Army Europe and Seventh Army

Office of the Deputy Chief of Staff of Personnel, APO NY 09403

AUTOVON 370-8890/8188; Commercial 011 49 6221 13188; FAX 011 49 6221 390838

Peppel said. "They're self-starters who are able to operate autonomously.

The all-around professional soldiers chosen to be Special Forces recruiters have proven track records in recruiting and have achieved their gold badge, at minimum. Most have achieved their recruiter ring or are close.

"I wanted to help soldiers better themselves," Simpson said. "I saw Special Forces recruiting as the perfect opportunity to do this. We're dealing with high-quality soldiers who really want to make something out of themselves."

'A great challenge with great benefits'

Special Forces recruiters are offering a great challenge with great benefits," said MAJ Gary Koenig, chief, Special Missions. It's not only the personal challenge that makes Special Forces so attractive—it's the opportunities for career progression as well as high pay. "The opportunities for promotion in Special Forces are outstanding, especially for younger soldiers," Koenig said.

Although the specialty is attractive, Special Forces recruiters still have a tough job. The standards for Special Forces are high and the number of soldiers actually qualified is low. Out of the enlisted master file of 680,500 soldiers, only 187,000 are eligible for Special Forces. Added to that, many other factors make Special Forces recruiting a challenge. "It's a small market that carries high standards with it," Koenig said.

In addition to meeting the criteria, "Some younger soldiers may also have the misconception that all Special Forces soldiers are very experienced, high-ranking NCOs," Koenig said. "That's not the case anymore. It's a younger troop going to Special Forces."

Only a select few of the soldiers who attend SFAS will pass. One year ago graduation rates hovered around 30 percent although within the past six months rates averaged 50 percent.

According to Koenig, the most important factor determining their success is preparation. "SFAS requires a great amount of physical, mental and emotional stamina," he said. "Physical preparation is crucial before and during Special Forces training. Special Forces recruiters will have to keep this in mind and give proper encouragement and information at their stations."

Initially, it was the physical challenge that attracted Simpson to Special Forces recruiting, along with the opportunity for career progression. He and another recruiter at Fort Campbell, SFC Charles Ginn, have put a lot of emphasis on 'looking the (Special Forces) part.' "We conduct swimming and PT tests twice a week and, most of the time, we just do it right along with the soldiers," Simpson said. "In Special Forces recruiting, there's a lot of emphasis on a recruiter's physical fitness. We're across the street from the 5th Special Forces Group. If we're not up to their standards, someone's going to notice."

"I saw Special Forces recruiting as the 'elite' of recruiting," Simpson said. "It's the opportunity and challenge of a lifetime." Everything considered, Special Forces recruiting could just be the best of both worlds.

What it takes to try for a "Green Beret"

- ☐ Must be male soldiers of rank specialist to sergeant first class.
- ☐ Must be high school graduate or have a GED.
- ☐ Must have a GT score of 110 or higher.
- ☐ Must be airborne qualified or volunteer for airborne training.
- ☐ Must not be within 120 days of reporting to a new assignment or attending a school that will ultimately require a PCS at point of application approval.
- ☐ Must not be prior airborne or Special Forces voluntary terminnee.
- ☐ Must be able to swim 50 meters wearing boots and fatigues.
- ☐ Must score a minimum of 206 points on the Army PT test with no less than 60 points on any event scored for age group 17-22.
- ☐ Must be able to meet medical fitness standards as outlined in AR 40-501, Special Forces Physical.
- ☐ Must not be under suspension of favorable personnel action.
- ☐ Must not have 30 days or more lost time under Title 10 USC 972 within current or preceding enlistment.
- ☐ Must not have been convicted by court-martial during current term of service.
- ☐ Must not be barred to re-enlistment.

Christine Parker, Assistant Editor

APPENDIX E

Station Computer Program Information

ATSU-SF-R

SUBJECT: OFFICE AUTOMATION CAPABILITIES

GENERAL. The Special Forces Office Automation system has evolved from 3 years of automation evolution, market expansion, and SF Rct organizational growth. This automation has taken conversion data from 1.17 to 1.08 and taken the processing time for packet completion from 5 months to 74 days to 21 days. The main system located at Ft Bragg with over 350 programs to process applications and render needed reports.

APPLICATION PROCESSING CAPABILITIES.

System will QC all records in the processing data base to determine if packet is ready for classing and give Rct a print-out to cross check against packets.

If Station commander marks record for classing program will class soldier, copy all records for that weeks loading onto 2 floppy disks one for forwarding to Ft Bragg and one to HQ USAREC also program will Give two printouts of which packets are being forwarded and automatically enter the date that the packets are forwarded. It will store information by date shipped to HQ in an index for automatic recall of a list of all packets forwarded by date shipped when required.

Program will give station a weekly call in roster of soldier's pending an upcoming SFAS Class which will include all necessary Home and Duty Phone numbers, when application was received, the last time (by date) the soldier checked in with the office, and additional remarks section for additional data on the soldier.

Program gives weekly Status report of each SFAS class and gives Mission/Accomplishment, PT & Swim info and percentages that the SF Rct are Swim and PT Testing. Each station inserts class that they are working, and the mission for the class, for the Headquarters element they are required to enter the Total Mission of the entire team, the program will then prompt them to enter the missions of each of the SF Rct Team substations. It will give the above information for each of the stations and total mission accomplishments for team.

Each station can query the computer for its Cumulative Counts and Stats, or its stats for the a given FY. This program will give a complete breakdown of all information in the Station database it tracks all records from application received to the time the soldier shows at Ft Bragg and goes through the SFAS

course to how the soldiers from that station have done in the course. It gives total numbers, percentages, and conversion data based on the team's mission. The headquarters element has the capability to get counts from each station individually or a combination of how the entire SF Recruiting element has done. Again these counts can be cumulative or by FY.

Each station can also get the above mentioned information by a specific post, by MOS's and Rank and by Recruiter. This is good information to have when visiting Post VIP's and conducting a target analysis of a particular post prior to a recruiting visit.

System will give each station a list of all Physicals and Applications which are over a year old, which will outdate themselves in the next 30, 60 and 90 days.

The Station can call up a list by date forwarded of all applications and waivers forwarded to HQ and to Ft Bragg, this list will be by the date the packet was forwarded, the computer assigns this data automatically when weekly packet to HQ program is run.

System will automatically back itself up and copy current processing data into a subdirectory named FAILSAFE and into a separate database called FAILSAFE.DBF

After SFAS system will update each stations database with information on how each of the soldier's from their station did in SFAS the stations will receive 2 Floppy disks from the Ft Bragg Station one that is received from the SFAS Committee which when inserted into floppy drive and SFAS Cleanup program is run it compares the Social Security Numbers of the Soldiers in both databases if they match it will then update the Station data with exactly how the soldier did in SFAS this information will come out on a final report and can be viewed individually with the TOTAL Screen. A second disks is sent to each station from the SFQC Class coordinator who is co-located with the Ft Bragg SF Rct this disk is also inserted and it will update all Station records with the SFQC Classing information for the soldiers.

The Stations also have the capability to run hard copy rosters of all packets in office. These Rosters are broken down according to the major ACTIVITY that the packet is in. These being a CLASS ROSTER, PROCESSING ROSTER, DISQUALIFIED ROSTER, A NO SHOW ROSTER, A GATED ROSTER (Soldiers who showed up for SFAS but did not get selected), A APATHETIC SOLDIER ROSTER (Soldiers who lost interest in the program after they were classed and put on orders), A TERMINATED ROSTER (Packets Terminated by the SF Rct) and a LOST INTEREST ROSTER (Soldiers who lose interest while processing their packet)

Program will give Station Commander a printout of all packets that will require a WAIVER of any type who have not had a waiver letter done on them yet.

Program will also give Station Commander a Printout of all outstanding waivers(forwarded to Ft Bragg) that have not been classed yet.

Program Prints Waiver Request Letters for packets. Recruiter simply inserts type waiver, and soldiers' reason for waiver request.

Program will also type Readmission Requests along the same lines as a waiver request.

Programs Assist Recruiters in preparation for SF Team visits by printing the Station a Hitlist by Post of all of the soldiers still processing for SFAS but still missing documents. Program also gives recruiters a list of all soldiers who are Pending SFAS from that Post, along with a list of all soldiers how have completed SFAS and are waiting for the Special Forces Qualification Course (For referrals and assistance).

Program will loop into the LEADS DATABASE and print Labels for a mass mailout to the post recruiter enters the Zipcode of the Post and Labels are printed in Unit(UIC) order. This program can also compare both the Leads database and the Station database and delete records from the Leads database that the station has a record on so we do not send these soldiers letters saving they have been ID'ed by Percom and having what it takes to be SF etc.

Program has capability to mark each soldier that has attended a briefing with a "B" which will print a -> B <- in the bottom left hand corner of each label that prints out in the above mentioned program. This program requires the recruiter to maintain on a computer disk of database of all soldiers that attended briefing who were qualified and did not start an application (only information needed is Last Name and SSN) program functions much the same as the above mentioned and compares SSN's of both databases and places a "B" in the LTR field of the LEADS DATABASE. With this program a second type of post visit letter can be generated that states the soldier attended an SF briefing but did not start an application and we want to find out why or set up a personnel interview etc.

LETTER CAPABILITY

GENERAL: Each SF Recruiting Station has a wide variety of Letters which it can use, from notifying the soldier's chain of command to asking the soldier to try again in his quest towards becoming a Green Beret. A description of what type and where entries are needed can be found in the Letter SOP and description letter

attached to this document. Each letter is described below.
Applications Received Ltr: Letter sent to the soldier the day after his application is entered into the Station Computer. This letter tells him what SFAS Class he is shooting for, gives him a list of what documentation his application is missing and gives him a suspense date of 30 days from the date of the letter to send the rest of his documentation.

Application Received Ltr to Soldier's 1SG: This letter is printed the day after the soldiers application is typed into the computer and gives the EM's 1SG as early notification as possible that his soldier has applied for SFAS and gives him the class that his application is being processed for. It also gives him the same list of missing documents are still needed by the SF Rct office.

Packet Still Incomplete: Letter sent to Soldier telling him that his packet is still being processed for this SFAS class, but his application is still incomplete and gives him a list of documents that he is missing. This program is very useful in the event his physical is incomplete or more information is required. It scans his records and inserts in the letter what information is needed.

Waiver Forwarded Ltr to Soldier: This letter is sent to the soldier to keep him abreast of the status of his packet. It tells him the day his application was forwarded Fort Bragg.

Classed Ltr: Letter to the soldier telling him he has been classed for SFAS it gives him his class date and special instructions ie. Bring Medical records, Hand carry one uniform with you start calling the SF Rct Office once a week until his class date.

Classed Ltr to Soldier's 1SG: Letter to the soldier's first sergeant that tells him that his soldier is classed and gives the class date. It asks for his assistance in help the soldier prepare the the course and gives him a copy of the PT program. It also asks him to give him the Swim and PT Test prior to letting the soldier depart TDY to his SFAS Class.

PRICK THE MARKET LETTERS:

Program will also scan records for the station commander to send a series of (Prick the Market Letters) which motivate the soldier to get complete his application and get in shape for the course these letters are outlined in the team SOP and below. This program forces the Station Commander or the Opns NCO to look at each record before the enter a letter to send the below mentioned letters.

Letter 1: First letter sent to soldier that serves to motivate him to complete his packet. This is a personal letter to the soldier from the station commander that states "I am processing your application for this SFAS Class and I want to make sure you

receive your orders in a timely manner. in order to do this I need the following items...etc.

Letter 2: Second letter sent to the soldier to further push him into completing his application it prompts the sender to enter the SFAS Class that he missed and the Class he is now shooting for.

Letter 3: Third letter in prick the market series. Again tries to motivate the soldier to complete his application. It includes a statement to the effect that "I believe in working with the soldier and want to know why he hasn't completed his application etc.

Termination Letter: A Termination of you application letter that tell the soldier when his application was received and how many days he has had to complete his application. He has demonstrated apathy and that is not the type of soldier we are looking for. It gives him 30 days from the date of the letter to contact the SF Recruiting office or his application will be terminated with no further notice.

GENERAL MAINTENANCE PROGRAM

CHECK THE STATUS OF PACKET, EDIT A PACKET OR ADD RECORDS

This program first shows the user a list of different screens to choose from the stores his selection to a memory variable. Then it gives the the Rct the option to Check or Edit records by Name, Social Security Number or Record Number. If Rct decides to add a record to the data base it will update all indexes.

SOP FOR PROGRAM LETTERS FOR SPECIAL FORCES RECRUITING

1. PURPOSE: The SF Rct office utilizes various letters sent to potential SF Applicants to "Prick the Market" inspire the soldiers to complete there SF applications.

PROGRAM NAME	COMMAND USED	PURPOSE OF LTR	WHERE TO MAKE ENTRIES
Received	Do Received	To inform the soldier that his packet has been received and give him a target date for SFAS Crs. Also gives list of what he is missing.	Type a "1" under EM field
App_rec2	Do App_rec2	To inform the soldier 1SG that we have an application on his soldier, & what he is missing & the class he is processing for.	Type a "1" under 1SG field
Still	Do Still	A follow-up ltr to soldier that his packet is still incomplete & give him a list of missing document	Type a "2" in ltr/date field
Missing	Do Missing	A ltr to soldier that his packet is being held in suspense until rest of documents are in	Type a "Y" in ltr/date
Callme	Do Callme	To inform soldier of his classing & tell him to call SF Rct once a week.	Type a "2" under EM field
1SGLTR	Do 1SGLTR	To inform 1SG of his soldiers classing for SFAS	Type a "2" under 1SG field
Letter_1	Do Letter_1	To spark interest & motivate soldier to complete application	Type a "1" under LETTER field
Letter_2	Do Letter_2	A follow-up on letter_1 gives second chance to soldier to complete his application	Type a "2" under LETTER field
Letter_3	Do Letter_3	Third letter in series for mid 90 day to 6 month old packets a follow-up from letter_1 & 2	Type a "3" under LETTER field
Term_ltr	Do Term_ltr	Final letter sent to soldier who has not completed his application within a year	Type a "4" under LETTER field

APPENDIX F

Sample Recruiting Letters to Applicants



DEPARTMENT OF THE ARMY
UNITED STATES ARMY JOHN F. KENNEDY SPECIAL WARFARE CENTER AND SCHOOL
FORT BRAGG, NORTH CAROLINA 28307-5000



REPLY TO
ATTENTION OF:

RCRO-SMR

2 AUGUST 1991

—
Congratulations, you have been identified by PERSCOM as meeting the initial qualifications to become a member of the United States Army's Special Forces. We would like to meet with you and discuss this opportunity during our upcoming visit to EGLIN.

Briefing will be conducted at the following locations:

LOCATION: CLASS ROOM 1
DATE: 22 AUGUST 91
TIME: 1300 HRS

PERSONNEL THAT ARE TRULY INTERESTED SHOULD BRING A CURRENT COPY OF THEIR 2A, 2-1 AND SCHEDULE YOURSELF FOR THE SPECIAL FORCES PHYSICAL WITH YOUR TMC OR HOSPITAL PHYSICAL EXAM SECTION, IMMEDIATELY.

If you want a challenge and to be assigned to the Army's "Special Operations Force", the GREEN BERETS, come by and talk with us. Classes are available as early as NOVEMBER. Chain of command approval is not required to submit your application.

POC THIS OFFICE: SFC SHIFLETT (404) 685-0977

WILLIAM J. SHIFLETT
SFC, USA
SPECIAL FORCES RECRUITER

DEPARTMENT OF THE ARMY
U.S. ARMY JOHN F. KENNEDY SPECIAL WARFARE CENTER
EUROPEAN RECRUITING DETACHMENT, GERMANY 09081

ATSU-SP-R-GE

8 AUG 1991

MEMORANDUM FOR SPECIAL FORCES POTENTIAL MEMBER

SUBJECT: Special Forces Assessment and Selection

1. Potential SF Soldier, after reviewing the records we have found you to be the quality soldier in todays Army that we are looking for.

2. CMF 18 includes positions concerned with the deployment of highly specialized elements to accomplish specifically directed missions in times of peace and war. For this reason and others, it is a prerequisite that every prospective "Green Beret" successfully complete the three week SFAS Course.

3. Basic qualifications are to be an E4 thru E7, GT 110, PT Test score of more than 206 graded as a 19 year old, swim 50 meters, pass a Special Forces Physical IAW AR 40-501.

4. Meet the challenge and become a competent, confident, professional soldier in the Special Forces. Interested soldiers should attend a presentation at one of the following locations. Bring a copy of you DA 2A and 2-1. Spouses are encouraged to attend.

Event	Date	Location	Place	Time
SF Briefing	20 Aug 91	McNair Kaserne	5th Bn Classroom	0930 & 1330
SF Briefing	21 Aug 91	McNair Kaserne	5th Bn Classroom	0930
Pt & SWIM TEST	21 Aug 91	Andrews Barracks	Yankee Stad.	1330

5. POC is SSG Judge at 332-9681 or SFC Gonzalez at 379-6558

DAVID L. GONZALEZ
SFC USA
SPECIAL FORCES RCT

15 October 1991

MEMORANDUM FOR ALL QUALIFIED SOLDIERS

SUBJECT: SPECIAL FORCES RECRUITING TEAM VISIT

1. Congratulations, you have been identified by TAPA as meeting the initial qualifications to become a member of the United States Army's Special Forces. We look forward to meeting you to discuss this opportunity during our upcoming visit to Fulda.

2. Briefings will be conducted at:

THE POST THEATER ON DOWNS BARRACKS
11 OCTOBER 1991
10:30 AND 13:30 HOURS

3. Bring a copy of your DA Form 2A, 2-1, and your latest PT scorecard to the briefing. Also schedule yourself for a Special Forces physical PRIOR to our arrival.

4. If you have any problems or questions please contact your local POC or myself at:

LOCAL POC: SFC CAMPBELL

ETS: 321/3606/3763

SF POC: SFC SIMPSON

ETS: 379-6430/6558

5. If you want a challenge and to be assigned to the Army's "special Operations Force", The Green Berets, come by and talk with us. The next scheduled SFAS, Special Forces Assessment and Selection, will start on 8 JAN 92 and 5 FEB 92.

6. Chain of Command approval is not required to attend this course. Provided you meet the prerequisites you will be given the opportunity to attend the Selection and Assessment program.

7. Please post this letter on your unit bulletin board so that other soldiers may find out about this challenging and rewarding opportunity.

LOREN J. SIMPSON
SFC, USA
SPECIAL FORCES

DEPARTMENT OF THE ARMY
U.S. ARMY JOHN F. KENNEDY SPECIAL WARFARE CENTER
FORT BRAGG, NORTH CAROLINA 28307-5000

ATSU-SP-R

MEMORANDUM FOR SGT SMITH

SUBJECT: Special Forces Application

1. SGT Smith your request for special Forces training was received and I am processing you for SFAS 3-92, which reports 8 January 1992.
2. It is imperative that you take your physical preparation for this course very seriously. Do not rely on your unit to give you time off to train.
3. You have made an important career decision which affects not only you, but the entire Special Operations Community. Do not take this commitment lightly. We are the best because only the top ten percent of the Army apply.
4. I want to ensure that you receive your orders in a timely manner. To do this, I need the following documents from you:

Missing Special Forces Physical

Missing PT Card
5. If the above mentioned documentation is not received or you do not contact the Special Forces Recruiting Office by 11 January 1992, your application will be terminated.
6. Notify your First Sergeant on the status of your application, and keep him informed throughout your processing.
7. Contact the SF Recruiting office upon receipt of this correspondence. Telephone numbers are ETS: 379-6430 or Comm. at 06202-25825.

LOREN J. SIMPSON
SFC USA
NCOIC, SF Recruiting

DEPARTMENT OF THE ARMY
U.S. ARMY JOHN F. KENNEDY SPECIAL WARFARE CENTER
FORT BRAGG, NORTH CAROLINA 28307-5000

ATSU-SP-R

MEMORANDUM FOR FIRST SERGEANT CO D 5/15TH IN APO AE

SUBJECT: Special Forces Assessment and Selection

1. SGT Smith of your command, has applied to the Special Forces Assessment and Selection (SFAS) Course. The SFAS course his application is being processed for his SFAS 3-92, which reports 8 January 1992.
2. We understand the unit missions you are faced with and the burden it will place on you by losing this soldier for 21 days. Special Forces is also facing serious real world missioning and manpower shortages. Though his date is tentative, we hope you can plan for his absence accordingly.
3. When the soldier is classed you will be notified immediately. The documentation he is missing is listed below:

MISSING DOCUMENTATION (IF ANY)

Missing Special forces Physical

Missing PT Card

4. Any assistance you can give your soldier with completing his application and preparing for SFAS is greatly appreciated. Enclosed is a recommended SFAS PT preparation program for your review. Adherence to this program directly affects his chances for selection.
5. Please contact the SF Recruiting office if we can assist you or your soldier in any way, telephone numbers are; ETS: 379-6430 Commercial at 06202-25825.

Encl

LOREN J. SIMPSON
SFC USA
NCOIC, SF Recruiting

DEPARTMENT OF THE ARMY
U.S. ARMY JOHN F. KENNEDY SPECIAL WARFARE CENTER
FORT BRAGG, NORTH CAROLINA 28307-5000

ATSU-SP-R

MEMORANDUM FOR SGT SMITH

SUBJECT: Special Forces Application

1. SGT Smith a short while ago I sent you a memorandum on attending SFAS 3-92 and I did not receive a reply, I am interested in finding out why you didn't respond and attend the 920108 class.
2. To attend the Special Forces Assessment and Selection course you lacked the following documentation:
 - Missing Special Forces Physical
 - Missing PT Card
3. I realize that a high caliber soldier can get caught in work, that happens often, but you need to look out for your future. Take a good look at where you are now and where you could be in Special Forces. Special Forces officer you advanced technical and language training and the fastest promotions in the Army. Additionally we receive extra pay for HALO, SCUBA, and Language proficiency along with Jump pay. Our enlistment bonus is \$20,000.00. Our warrant officers come from within our own teams. Ask yourself what your current position offers?
4. The next SFAS class I have opening for starts 920205. Will you be showing up at Ft. Bragg, NC with other physically fit and mentally tough soldiers or will you stay where you are?
5. Call me at ETS: 379-6430 or Commercial 06202-25825 with your decision.
6. ONLY THE BEST.

LOREN J. SIMPSON
SFC USA
NCOIC, SF Recruiting

DEPARTMENT OF THE ARMY
U.S. ARMY JOHN F. KENNEDY SPECIAL WARFARE CENTER
FORT BRAGG, NORTH CAROLINA 28307-5000

ATSU-SP-R

MEMORANDUM FOR SGT SMITH

SUBJECT: Completion of SFAS Packet

1. SGT Smith I have reviewed your application and it was received on 6 June 1991. You have had 159 days to complete your application, and you have failed to submit all required documents.

2. I believe in working with each soldier to insure he is ready to succeed in Special Forces Assessment and Selection (SFAS). You have had the multiple opportunities to attend SFAS classes and you have still made no attempt to achieve your goals.

3. While you're working to complete your packet, I want you to know there are Special Forces teams looking for soldiers of your caliber. Missions are occurring every day, some make the press operations ranging from urban areas to the desert; from the jungle to the mountains (both classified and unclassified).

4. Finish your packet now by sending in:

Missing Special Forces Physical

Missing PT Card

5. If you require assistance call Comm 06202-25825 or ETS: 379-6430.

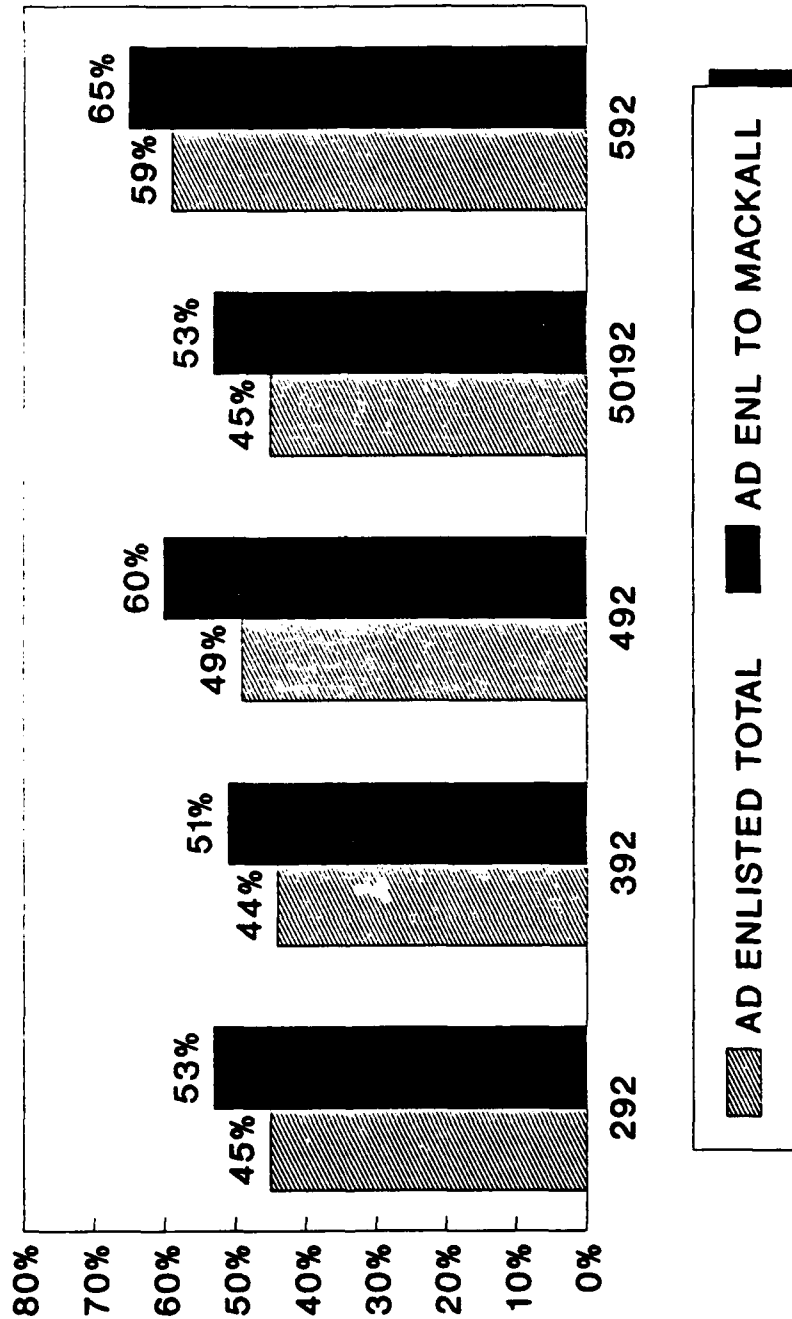
6. Meet the challenge and become a competent, confident, professional soldier in the Special Forces.

LOREN J. SIMPSON
SFC USA
NCOIC, SF Recruiting

APPENDIX G

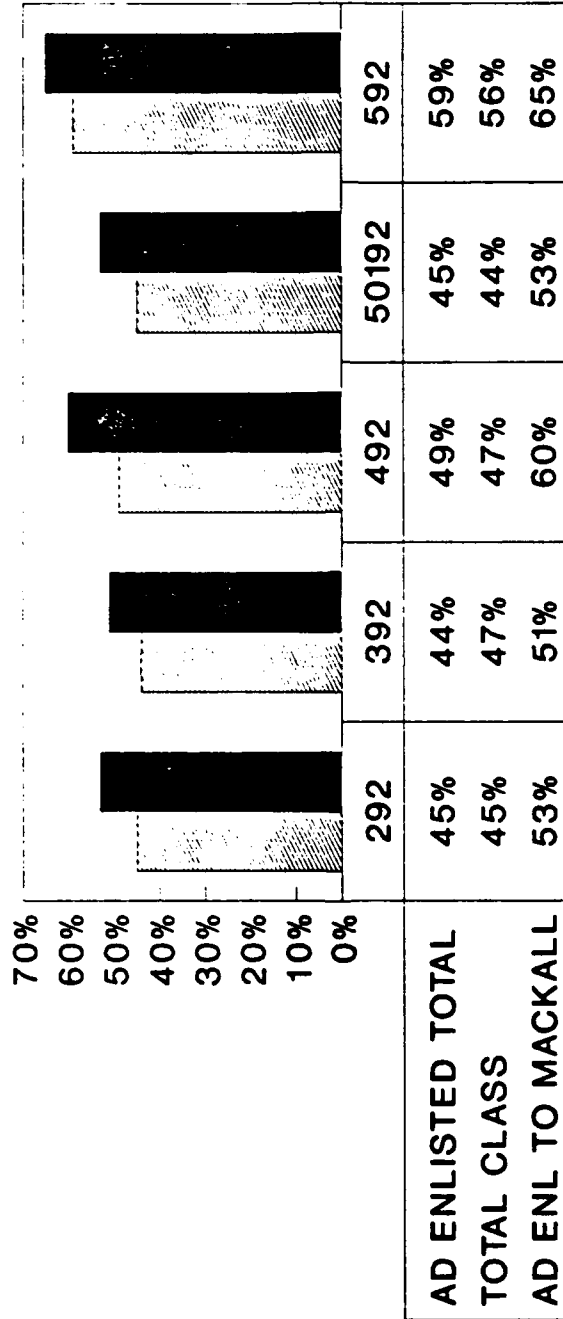
SFAS Select Rates and Prerequisite Failure Rates FY89 - FY92

SFAS FY92 ACTIVE DUTY ENLISTED SELECT RATES TOTAL & TO MACKALL*



ARI (MAY 92) SFAS FY92 DATABASE
 • TO MACKALL CANDIDATES ARE THOSE WHO
 PASSED ALL PREREQUISITES

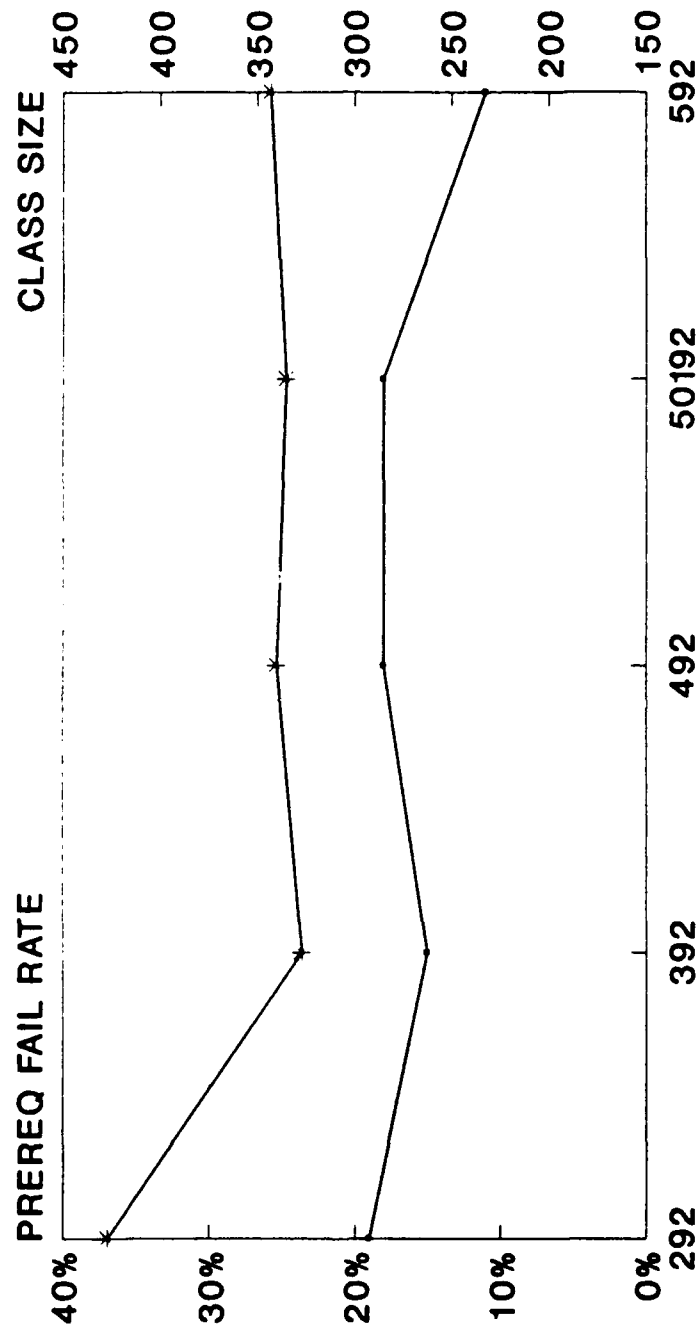
SFAS FY92 ACTIVE DUTY ENLISTED SELECT RATES TOTAL & TO MACKALL*



 AD ENLISTED TOTAL
  AD ENL TO MACKALL

ARI (MAY 92) SFAS FY92 DATABASE
 * TO MACKALL CANDIDATES ARE THOSE WHO
 PASSED ALL PREREQUISITES

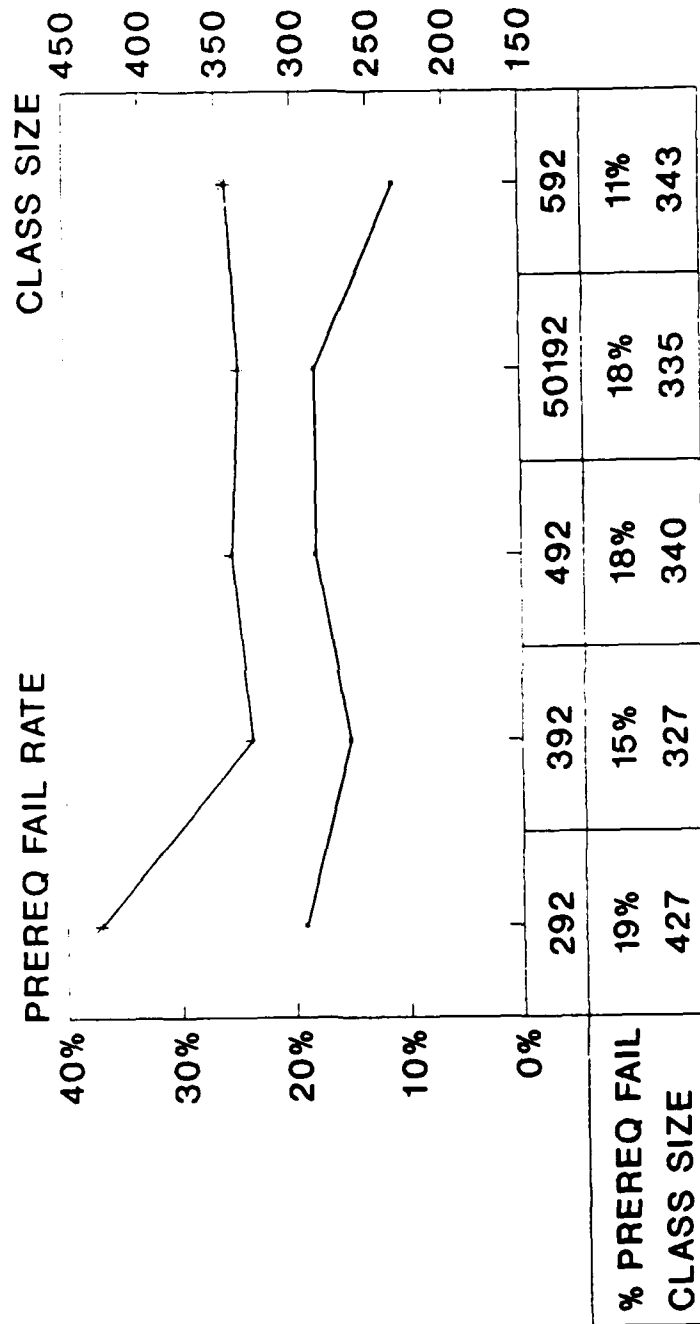
SFAS FY92 PREREQUISITE FAILURE RATES AS A FUNCTION OF CLASS SIZE



—•— % PREREQ FAIL —*— CLASS SIZE

ARI (MAY 92) SFAS FY92 DATABASE

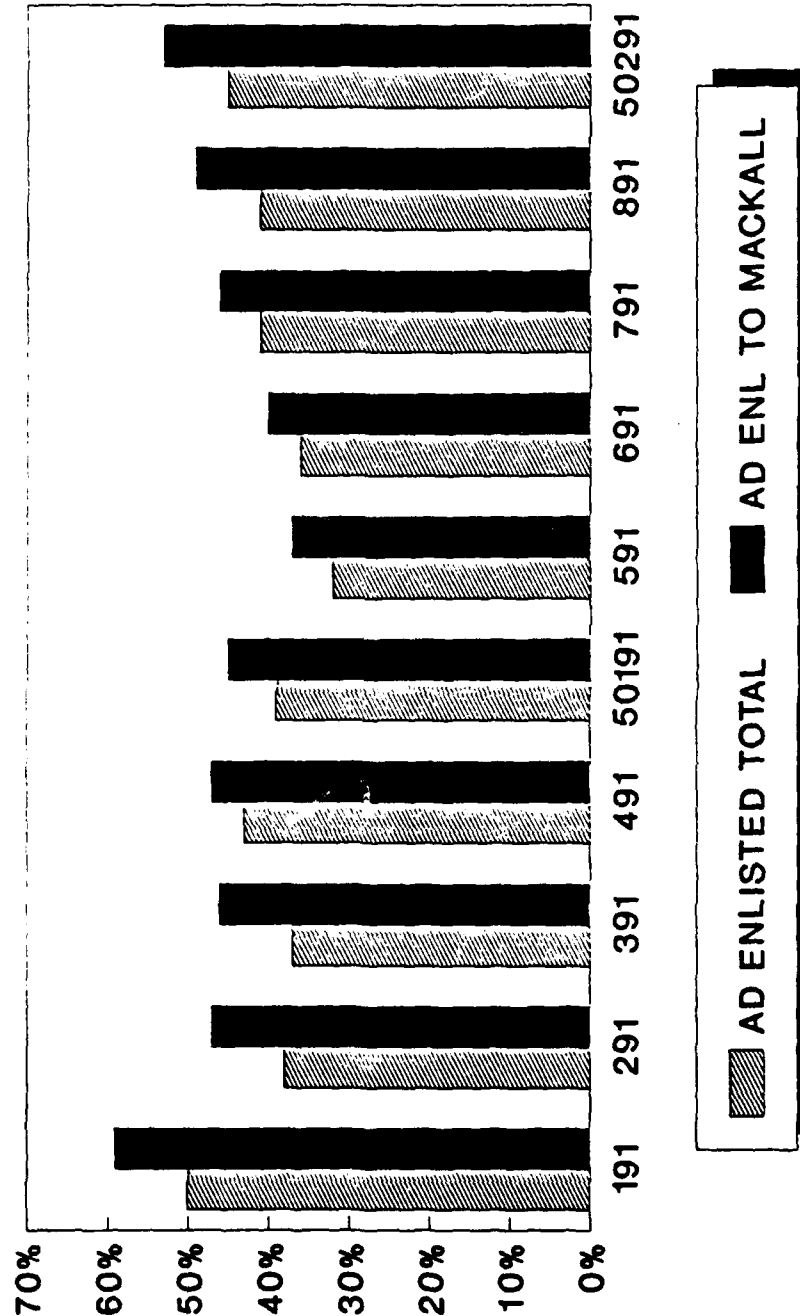
SFAS FY92 PREREQUISITE FAILURE RATES AS A FUNCTION OF CLASS SIZE



— % PREREQ FAIL *— CLASS SIZE

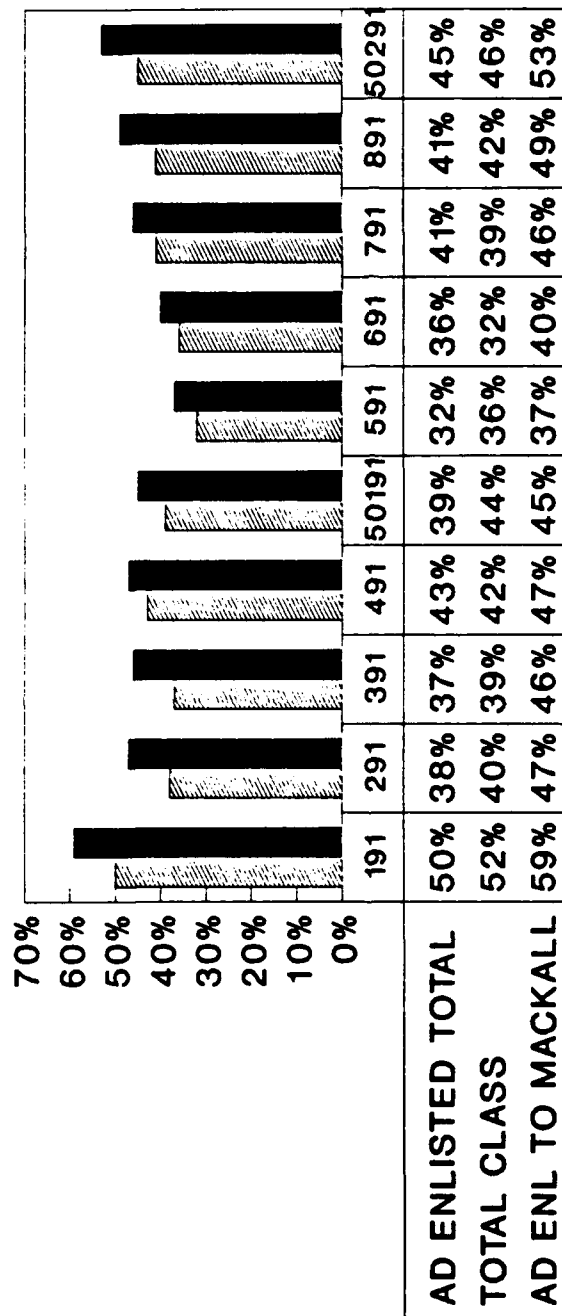
ARI (MAY 92) SFAS FY92 DATABASE

SFAS FY91 ACTIVE DUTY ENLISTED SELECT RATES TOTAL & TO MACKALL*



ARI (MAY 92) SFAS FY91 DATABASE
* TO MACKALL CANDIDATES ARE THOSE WHO
PASSED ALL PREREQUISITES

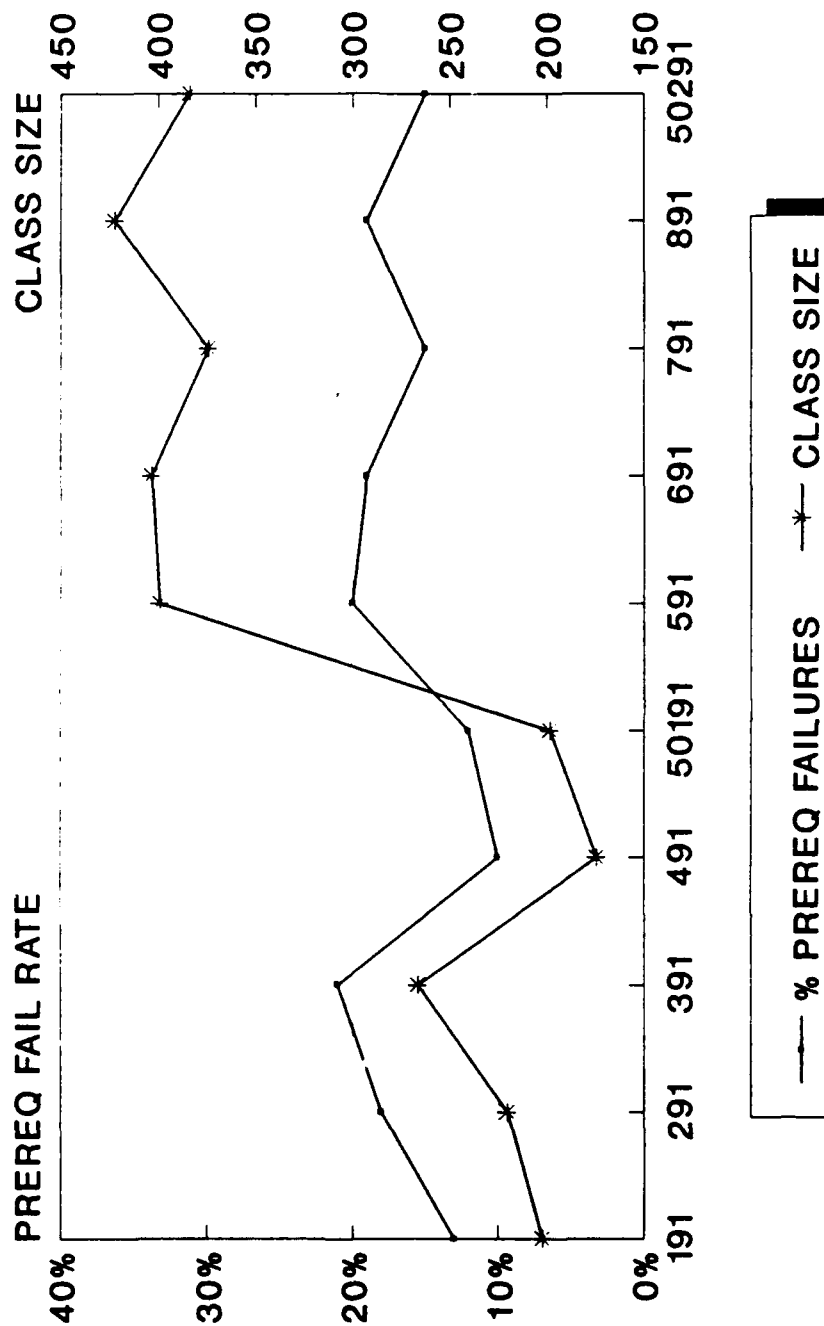
SFAS FY91 ACTIVE DUTY ENLISTED SELECT RATES TOTAL & TO MACKALL*



 AD ENLISTED TOTAL
  AD ENL TO MACKALL

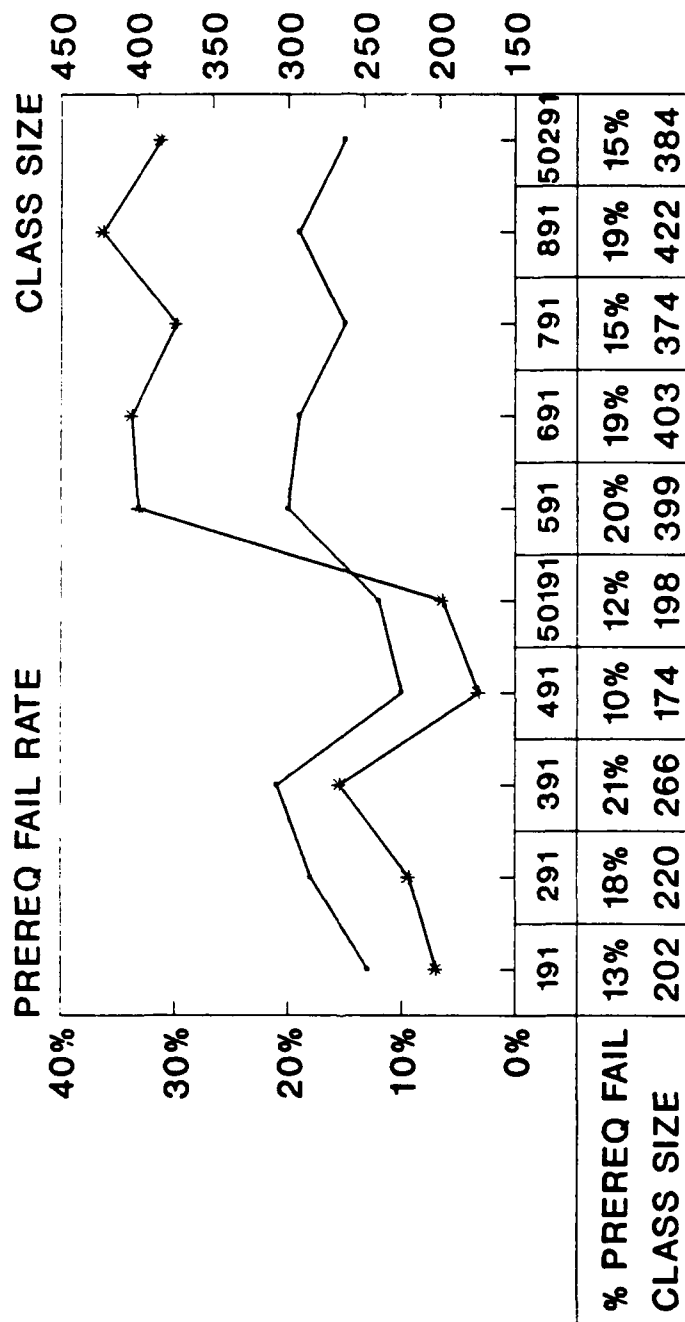
ARI (MAY 92) SFAS FY91 DATABASE
 * TO MACKALL CANDIDATES ARE THOSE WHO
 PASSED ALL PREREQUISITES

SFAS FY91 PREREQUISITE FAILURE RATES AS A FUNCTION OF CLASS SIZE



ARI (MAY 92) SFAS FY91 DATABASE

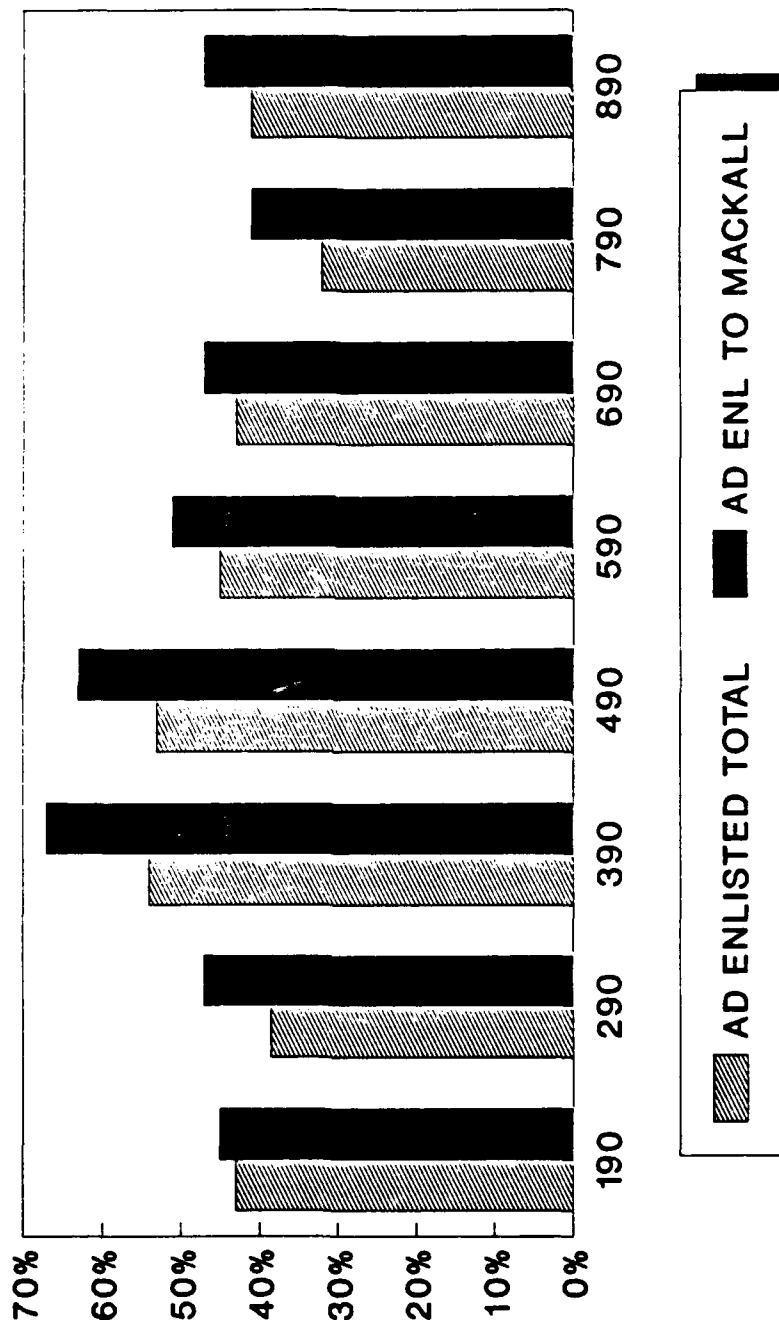
SFAS FY91 PREREQUISITE FAILURE RATES AS A FUNCTION OF CLASS SIZE



— % PREREQ FAIL *— CLASS SIZE

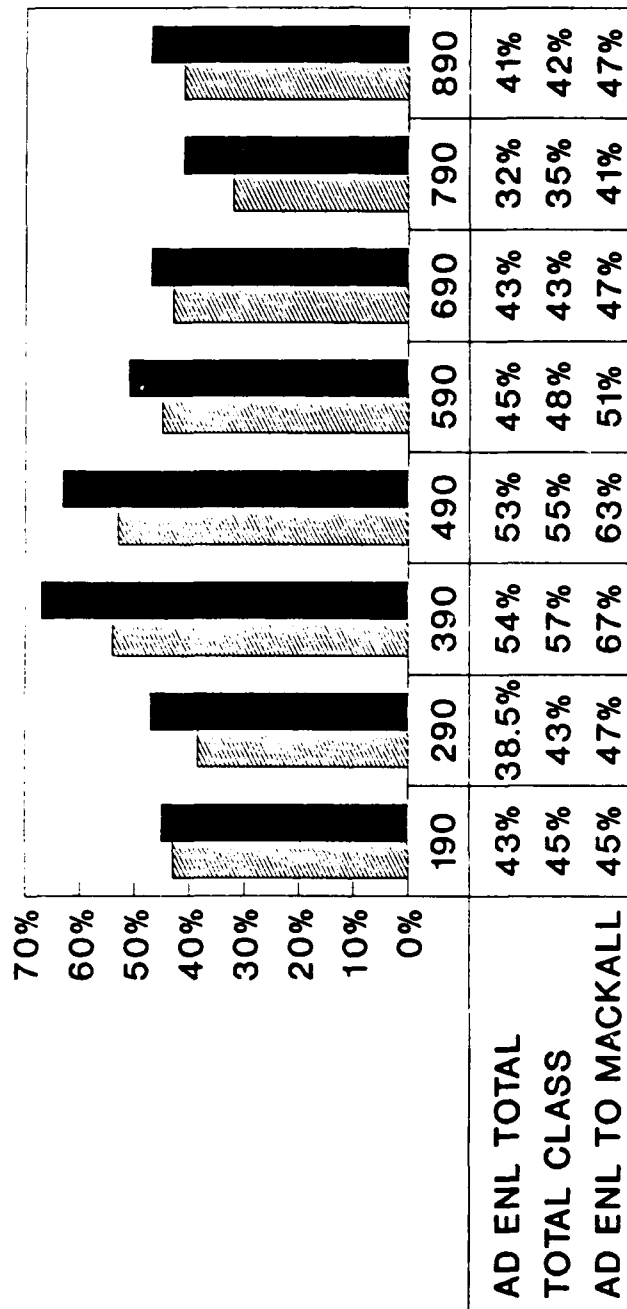
ARI (MAY 92) SFAS FY91 DATABASE

SFAS FY90 ACTIVE DUTY ENLISTED SELECT RATES TOTAL AND TO MACKALL*



ARI (MAY 92) SFAS FY90 DATABASE
• TO MACKALL CANDIDATES ARE THOSE WHO
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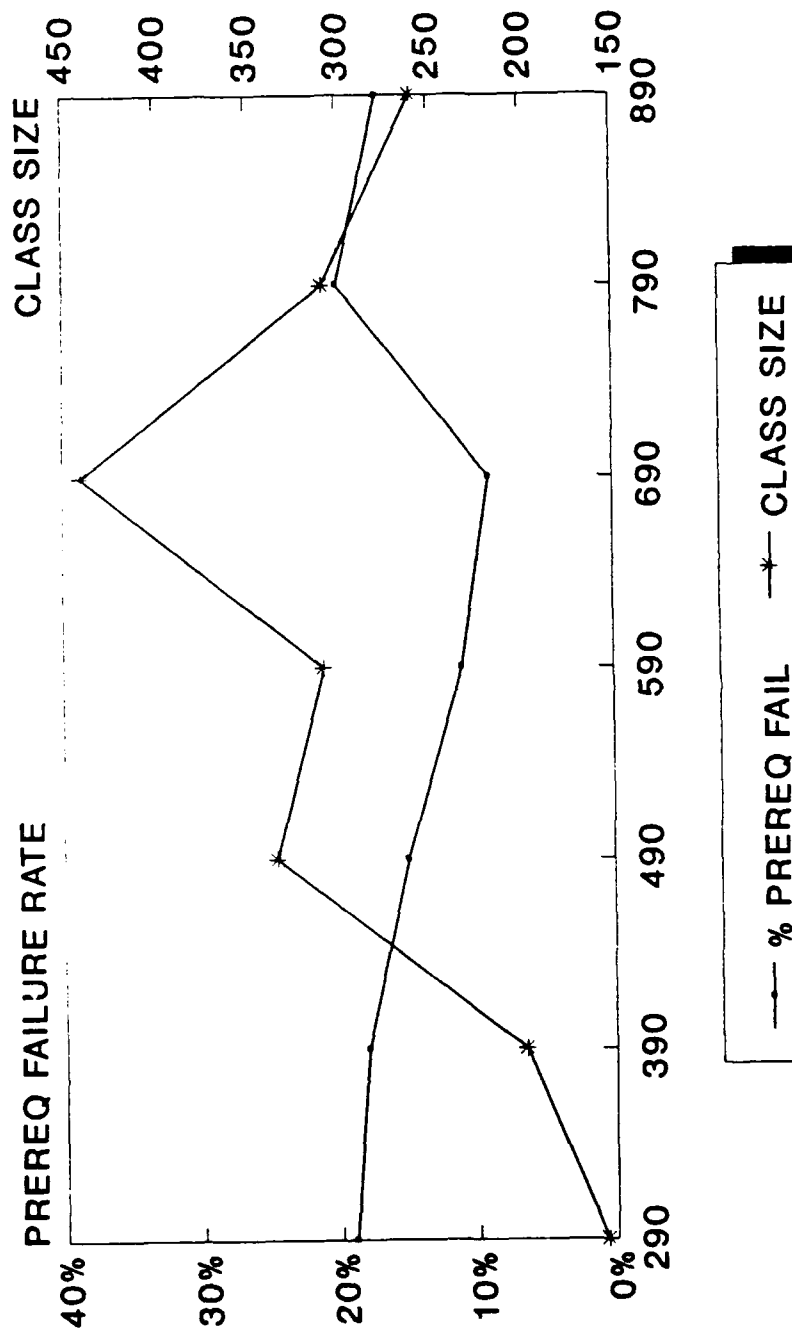
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AD ENL TOTAL AD ENL TO MACKALL

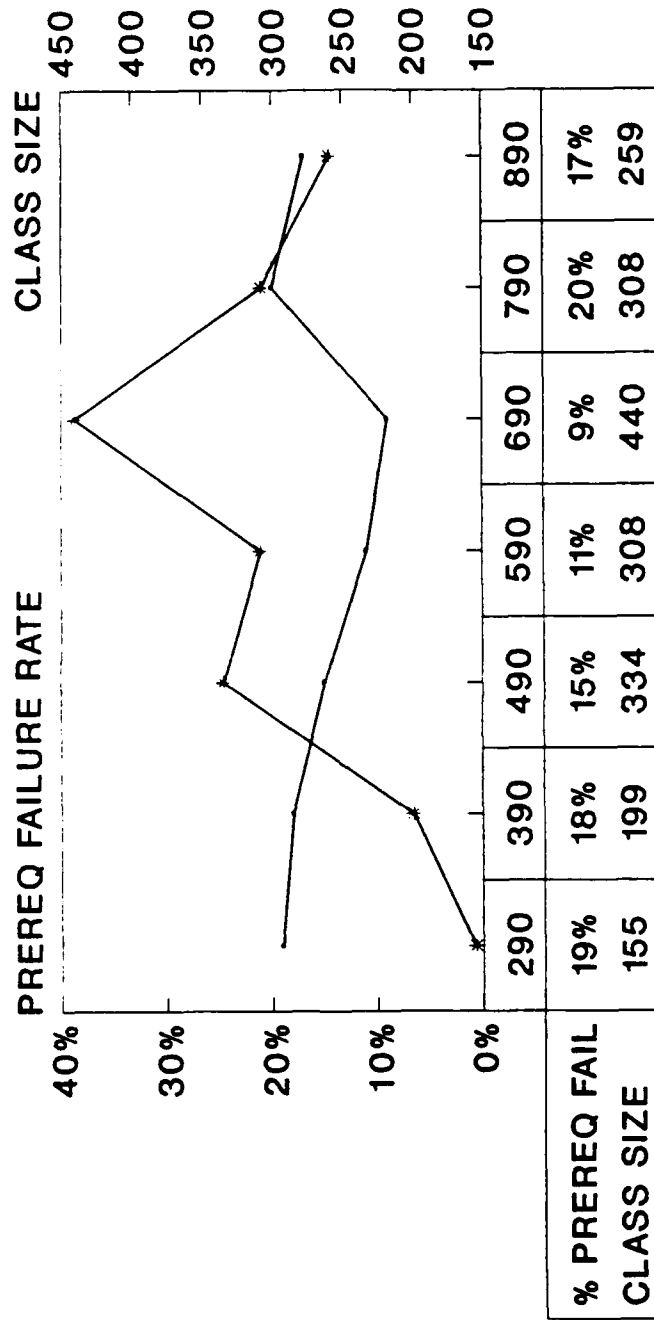
ARI (MAY 92) SFAS FY90 DATABASE
• TO MACKALL CANDIDATES ARE THOSE WHO
PASSED ALL PREREQUISITES

SFAS FY90 PREREQUISITE FAILURE RATES AS A FUNCTION OF CLASS SIZE



ARI (MAY 92) SFAS FY90 DATABASE
NOTE: APFT PREREQ ENFORCED STARTING 2-90

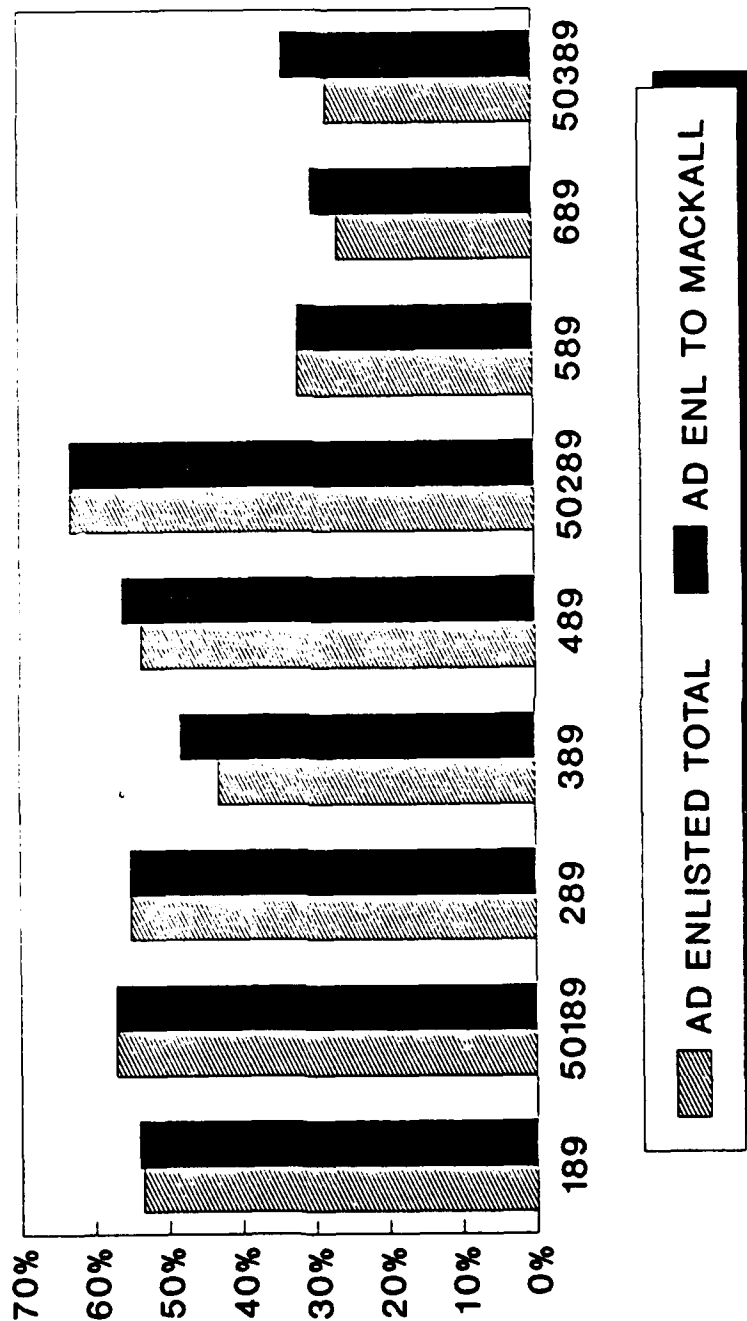
SFAS FY90 PREREQUISITE FAILURE RATES AS A FUNCTION OF CLASS SIZE



— % PREREQ FAIL —*— CLASS SIZE

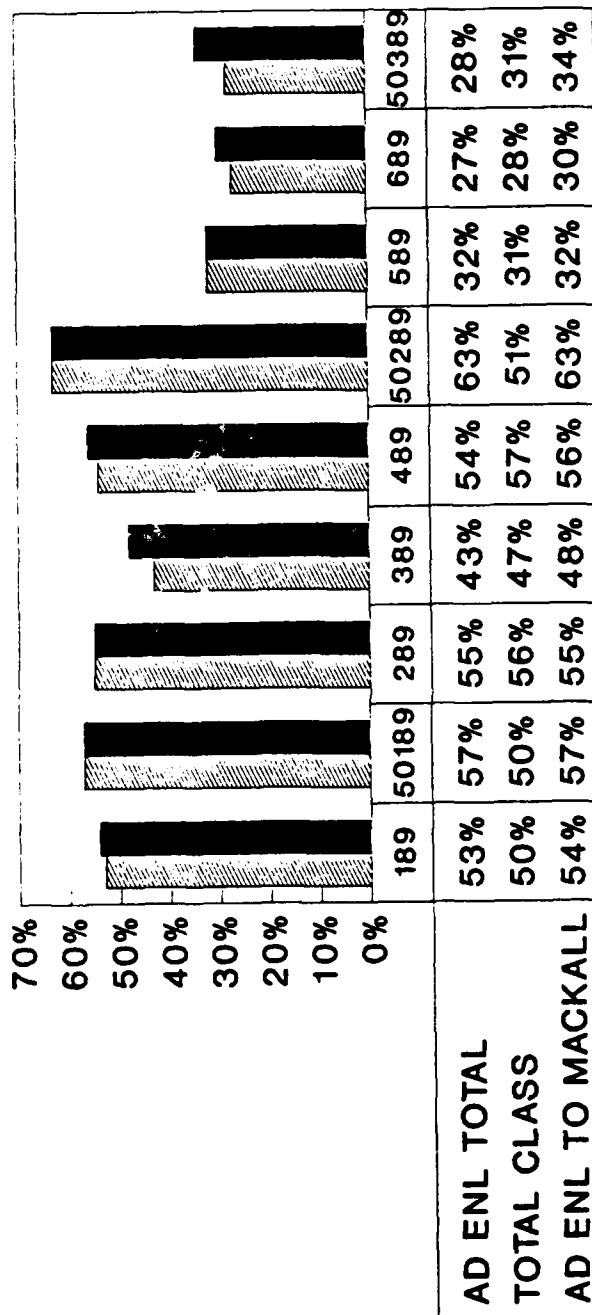
ARI (MAY 92) SFAS FY90 DATABASE
NOTE: APFT PREREQ ENFORCED STARTING 2-90

SFAS FY89 ACTIVE DUTY ENLISTED SELECT RATES TOTAL AND TO MACKALL*



ARI (MAY 92) SFAS FY89 DATABASE
* TO MACKALL CANDIDATES ARE THOSE WHO
PASSED ALL PREREQUISITES

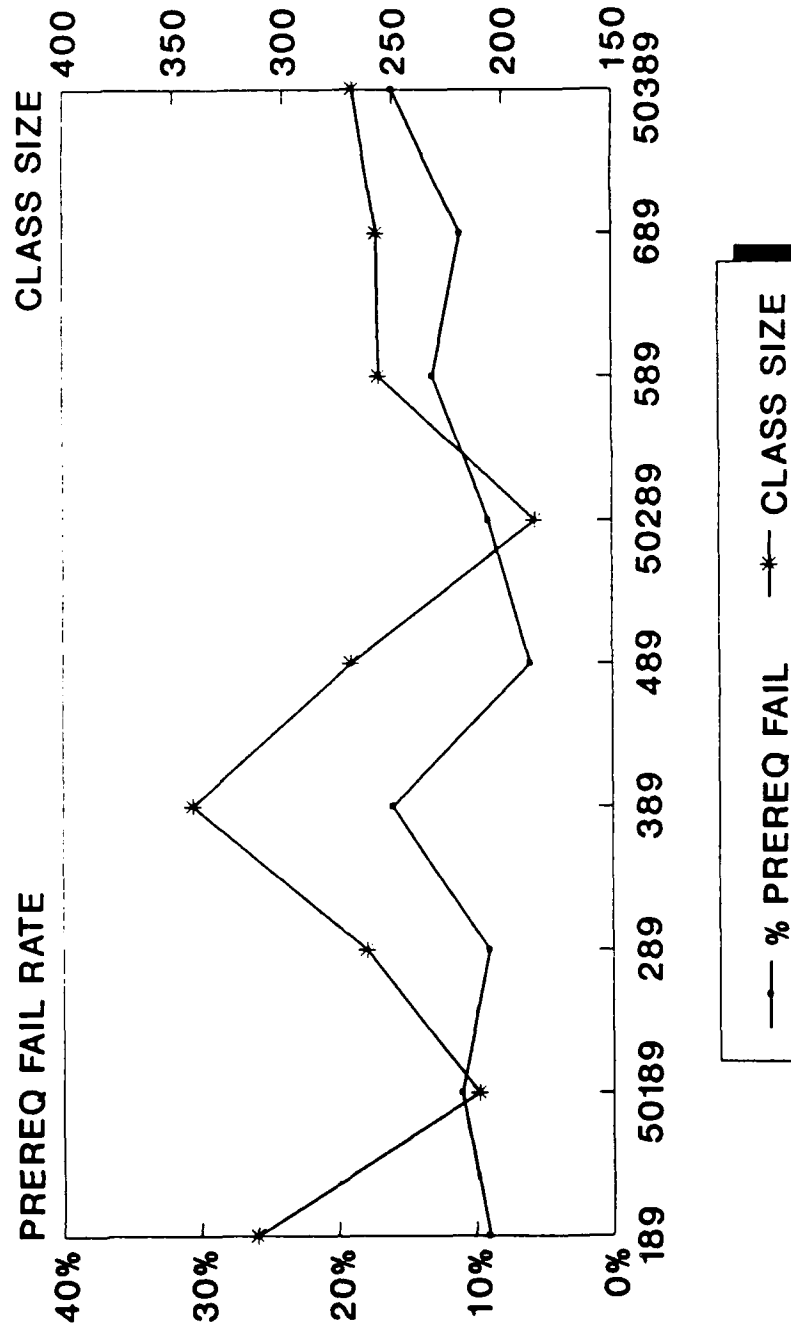
SFAS FY89 ACTIVE DUTY ENLISTED SELECT RATES TOTAL & TO MACKALL*



 AD ENL TOTAL
  AD ENL TO MACKALL

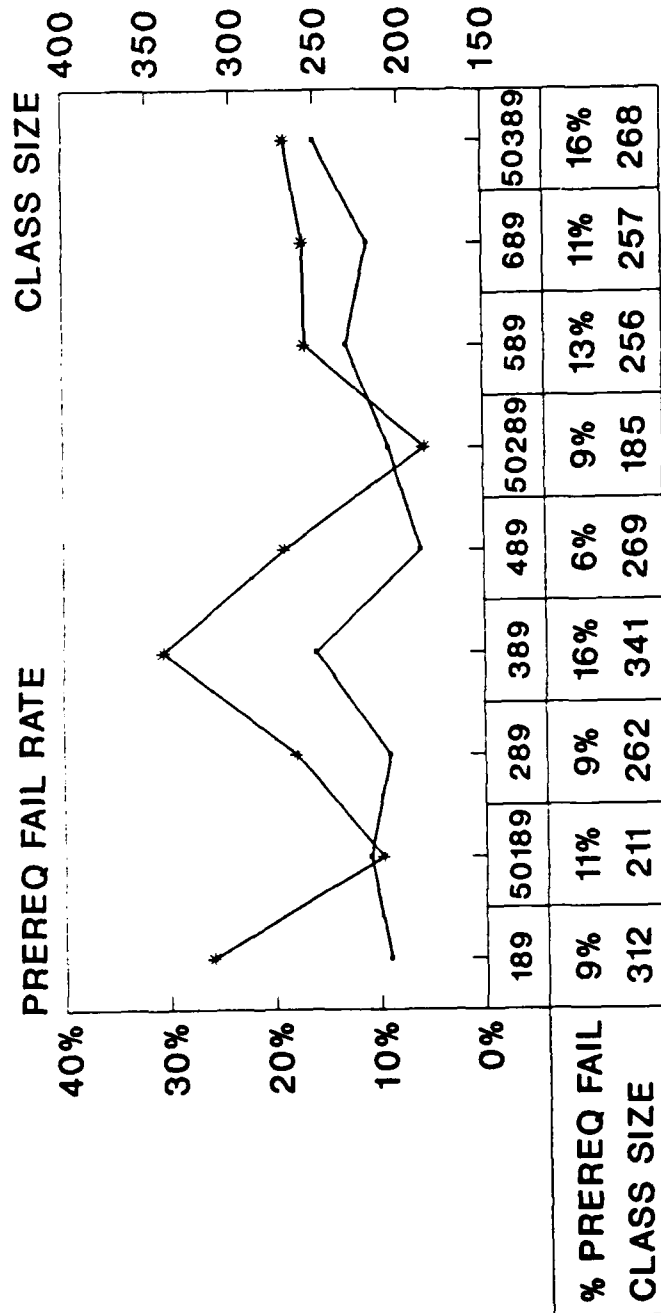
ARI (MAY 92) SFAS FY89 DATABASE
 * TO MACKALL CANDIDATES ARE THOSE WHO
 PASSED ALL PREREQUISITES

SFAS FY89 PREREQUISITE FAILURE RATES AS A FUNCTION OF CLASS SIZE



ARI (MAY 92) SFAS FY89 DATABASE
NOTE: APFT PREREQ NOT ENFORCED IN FY89

SFAS FY89 PREREQUISITE FAILURE RATES AS A FUNCTION OF CLASS SIZE



— % PREREQ FAIL *— CLASS SIZE

ARI (MAY 92) SFAS FY89 DATABASE
NOTE: APFT PREREQ NOT ENFORCED IN FY89