US Army Soldier Recruitment, Assessment, and Selection Processes

Office of the Deputy Chief of Staff for Personnel, G1
History of the All-Volunteer Army—1973-2017

Hard Lessons Learned

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

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

Quality Soldier = Army’s most valuable resource

BUT IN A CRISIS

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

<table>
<thead>
<tr>
<th>Component</th>
<th>Mobilized Reservists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active (AC)</td>
<td>464,005</td>
</tr>
<tr>
<td>Reserve (RC)</td>
<td>195,388</td>
</tr>
<tr>
<td>USAR</td>
<td>341,612</td>
</tr>
<tr>
<td>ARNG</td>
<td>1,004,059</td>
</tr>
<tr>
<td>US Army South</td>
<td>3,870</td>
</tr>
<tr>
<td>US Army Europe</td>
<td>34,270</td>
</tr>
<tr>
<td>US Army Africa</td>
<td>8,940</td>
</tr>
<tr>
<td>Pacific Command</td>
<td>69,150</td>
</tr>
<tr>
<td>RC Mobilized Stateside</td>
<td>16,170</td>
</tr>
<tr>
<td>Central Command</td>
<td>42,000</td>
</tr>
</tbody>
</table>

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

Examine capabilities to accomplish missions by determining the executability, supportability, and affordability of the Force by answering such questions as:

- Can we equip the force?
- Can we man the force?
- Can we train the force?
- Can we sustain the force?
- Can we provide infrastructure?
- Can we deploy the force?

Can we afford the requirements?

ACCEPT RISK
• Recruit and develop the talent, both physically and intellectually, in the quality and quantity that will support the leader base of the future force, informed by U.S. long-term demographics and trends*

• Maintain Army End-Strength but only in the enlisted and officer specialties needed

• Resource the Army ... Build a balanced, competitive, and mission capable bench for each branch

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

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

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

*Army Strategic Planning Guidance
The Army’s total Enlisted Recruiting achieved of 116,432 is almost equal to the total for the Navy, USAF and Marine Corps combined (130,313).
**Army Active Component Requirements (FY17)**

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

**Ratio of Officers* Per Colonel**
- 1
- 2
- 4
- 7
- 3

* does not include special branches

**Ratio of Enlisted Per Sergeant Major**
- 1
- 3
- 11
- 16
- 20
- 29
- 22

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

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

Only two out of ten 17 to 24 year olds meet academic, physical, and conduct qualifications to serve
Balancing Recruiting Quantity Quality and Cost

- Recruiting Mission (Growing)
- Recruit Quality (Average)
- Recruiters (Highest Ever)
- Advertising $ (Average)
- Incentive $ (High)
Regular Army & USAR Recruiting Process

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

17M – 21M Contacts

652,000 Appointments Made

459,000 Appointments Conducted

259,000 Tested

142,000 Qualified

101,375 To MEPS

95,000 Accessions

Less than 2 of 10 youth are qualified to serve!
Current Army Accessions Footprint

Over 6,000 points of presence

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

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

SROTC = Senior ROTC  JROTC = Junior ROTC
Market Analysis: Demographics

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

2012 US Population 17-24 year olds: 33.1 Million

- Ineligible due to medical condition, criminal history or dependency (too many or single parent) - 41.6%
- Ineligible due to lack of education credential and/or extremely low scores on ASVAB - 20.2%
- Overweight and/or Exceed Body Fat Standards - 14.8%

Qualified: 23.4% (7.7 Million)

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

Next Generation of Soldiers & Leaders

- They were born around 1998.
- There have always been DVDs, cell phones, PCs & the Internet.
- Few know how to write in cursive.
- Email is just too slow and they seldom if ever use regular mail.
- The Soviet Union has never existed.
- There has always only been one Germany.
- They are wireless yet always connected.
- Smoking was never permitted on airplanes.
- DNA fingerprinting has always been admissible evidence in court.
- Google has always been a verb.
- Text messaging is their email.
- *The Simpsons* has always been on TV.

- Reality shows have always been on TV.
- They have always known that “In the criminal justice system the people have been represented by two separate yet equally important groups.”
- Young women’s fashions have never been concerned with where the waist is.
- The Post Office has always been going broke.
- Affluent troubled teens have always been subjects of television series.
- The US, Canada, and Mexico have always agreed to trade freely.
- Russians and Americans have always been living together in space.
- American companies have always done business in Vietnam.
- Disposable contact lenses have always been available.

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

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

Applicant Testing
- ASVAB
- Language
- Flight Test
- Special

Armed Services Vocational Aptitude Battery (ASVAB)

Eight (8) Subtests
- General Science
- Arithmetic Reasoning
- Word Knowledge
- Paragraph Comprehension
- Auto and Shop Information
- Mathematical Knowledge
- Mechanical Comprehension
- Electronic Information

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

AFQT (Armed Forces Qualification Test) Score Eligible to Apply
- Ranges From 1-99
- 50+ is BEST
- 31-49 is Limited
- 26-30 Very Limited

Medical Processing
- Full Physical Exam
- Height Weight
- Hearing / Vision Test
- Urine / Blood Tests
- Drug / Alcohol Test
- Muscle / Joint Movement
- Medical Officer Interview
- Consults If Required
# Armed Services Vocational Aptitude Battery (ASVAB)

**Subtests**

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

**Total number of items:** 200
Armed Forces Qualification Test (AFQT)

Nationally normed against 1980 test of sample population

TSC-IVB (AFQT 10-15)
Not Currently Accepted

TSC-V (AFQT 0-9)
Not Eligible to Enlist

TSC-II (AFQT 65-92)

TSC-I (AFQT 93-99)

TSC-IVA (AFQT 26-30)
*MINIMUM CURRENT ENLISTMENT REQUIREMENT

Armed Forces Qualification Test = 2VE+MK+AR
Market Analysis

- Demographic Analysis
  - Population
  - Qualified Military Available

- Production History
  - How have the services recruited in these areas
  - Indicates future potential

- Socio-Political Analysis
  - Cultural attitudes
  - Attitudes toward military

- Economic Analysis
  - Competition from local economy
  - Opportunities to do something different
Recruiting Process

PRIMARY RECRUITING METHODS

TELEPHONE
- E-Mail

VIRTUAL
- Texting
- Social Networks
- Chat rooms

FACE-TO-FACE
- School, Community, Events

LEAD GENERATION SUPPORT

REFERRALS
- Units
- Influencers
- Applicants
- Future Soldiers

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

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

ADVERTISEMENT
- National
- Local
- Television
- Radio
- Print
Messaging Targeted To Primary Segments On Multiple Platforms

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

- **Prospects**: Youth Ages 17-24 with emphasis on segments that emerge from on-going research

- **Influencers**: Adults 35-54 (with emphasis on parents) who are the primary influencers of the target youth

- **External Audience** (other influencers): Community and organization members who also influence our target youth

- **Internal Audience**: Those presently serving in the Army with emphasis on recruiters
Why Are Enlistment Waivers Necessary?

- Changes in society
  - 14% increase in prime market arrests
  - Law changes such as raising drinking age to 21 and lowering the DUI alcohol thresholds led to more arrests
  - Increased rates of drug use
  - Increased rates of diagnosis for conditions like asthma

- Changes in procedures
  - New diagnosis criteria for conditions like Attention Deficit Disorder and new treatments like Ritalin, LASIK, and orthopedic hardware
  - Improved waiver processes with automation increased the viability of timely waiver success led Recruiters to submit more requests
  - Improved detection of illicit drug use
  - Accuracy of electronic background checks
  - Systems updates eliminated under-reporting of multiple waivers
## Occupational Physical Assessment Test (OPAT)

<table>
<thead>
<tr>
<th>OPAT Events</th>
<th>Physical Domain</th>
<th>Representative Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standing Long Jump</td>
<td>Lower Body Power</td>
<td>Move under direct fire, Repetitive lift and carry</td>
</tr>
<tr>
<td>Seated Power Throw</td>
<td>Upper Body Strength</td>
<td>Dragging casualty to safety, Loading main gun, Repetitive lift and carry</td>
</tr>
<tr>
<td>Strength Deadlift</td>
<td>Lower Body Strength</td>
<td>Evacuate a casualty from a vehicle, Loading ammunition</td>
</tr>
<tr>
<td>Interval Aerobic Run</td>
<td>Aerobic Capacity</td>
<td>Move under direct fire, Foot march</td>
</tr>
</tbody>
</table>
Tailored Adaptive Personality Assessment System (TAPAS)

- Historically screened out @8% of low-motivated Tier 2 and Tier 1-Cat IV applicants
- 21 dimensions including:
  - Achievement
  - Dominance
  - Even tempered
  - Intellectual efficiency
  - Optimism
  - Order
  - Physical conditioning
  - Selflessness
  - Sociability
  - Tolerance
- Paired forced-choice self-descriptors
- Computer-adaptive test delivered at Military Entrance Processing Stations
- TAPAS provides three scores for each applicant
  - “Can do” – technical proficiency
    § predicts job knowledge, AIT grades training graduation rates
  - “Will do” – motivation
    § predicts APFT scores, job effort, disciplinary incidents
  - “Persistence” – continuance
    § predicts attrition

6-Month Attrition

- Outcome Data Collection: Oct 09 – Nov 12; Screen at 10th Percentile
- Lowest scoring CATIIIB/IV applicants screened out

n = 55,671 (14 Dec 17)
Officer Accession to First Unit (Active Army)

Basic Officer Leader Course (BOLC)

BOLC A Source of Commission
- US Military Academy (USMA)
- Reserve Officer Training Corps (ROTC)
- Officer Candidate School (OCS)

Average 5500 New Lieutenants Annually:
- USMA (4 Years) (~19%)
- ROTC (~4 Years) (~46%)
- OCS (12 Weeks) (~36%)
- Direct (~2%)

Army Enlisted/Officer Accessions

BOLC B Branch Training
- Infantry
- Artillery
- Armor
- Engineer
- Signal
- Military Police
- Military Intelligence
- Chemical
- Transportation
- Ordnance
- Quartermaster

Career Progression
- Brigade Combat Team (2,000-5,000)
- Battalion (300-1,000)
- Company (60-250)
- Platoon (25-60)
Who Enlisted in Your Regular Army in 2016

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

Over-Represented States (>1.10)
Equally Represented States (0.90 - 1.10)
Under-Represented States (<0.90)
Who Enlisted in Your Army Reserve in 2016

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

Over-Represented States (>1.10)
Equally Represented States (0.90 - 1.10)
Under-Represented States (<0.90)
Who Commissioned in Your Army Reserve in 2016

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

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

Selective Service System (SSS)
US Military Entrance Processing Command

Western Sector Battalions
- 5th Battalion
- 3rd Battalion
- 11th Battalion
- 7th Battalion

Eastern Sector Battalions
- 1st Battalion
- 6th Battalion
- 8th Battalion
- 2nd Battalion
- 4th Battalion
- 12th Battalion
- 10th Battalion

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

Personnel
- Authorized FY 17
  - Total Military: 559
  - Total Civilian: 2,247

US Army DCS, G1(DAPE-MPA) 14 Dec 17
Military Installations (19)

Federal Buildings (15)

Commercially Leased (32)

- By Executive Order, must consider downtown business district

- Leased Space (1.7M sq. ft.)

- The Federal Protective Service provides force protection and physical security in federal buildings and commercially leased facilities.
Recommendations for an All-Volunteer Army

• Soundly Analyze the Force—Determine who makes the best Soldiers & recruit/retain those kind of recruits

• Establish High Recruiter Standards—minimizes misconduct and abuse

• Carefully Target Incentives—Offer to the fewest possible hard-to-fill specialties & review constantly

• Recruit Noncitizens—Offer path to citizenship

• Market the Force to Recruits & Influencers alike—Stay Connected to the Nation

• Offer Competitive Pay