



UNITED STATES MARINE CORPS
MARINE CORPS RECRUITING COMMAND
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MARINE CORPS RESERVE PRIOR SERVICE RECRUITING GUIDE VOLUME I

From: Commanding General
To: Distribution List

Subj: SYSTEMATIC RECRUITING OPERATIONS

1. Purpose. To provide guidance and systematic procedures to Reserve Prior Service Recruiting (PSR) personnel.
2. Cancellation. All previous editions of this guide are superseded.
3. Background. This publication is a procedural guide designed to give PSR personnel specific direction for use in the accomplishment of their PSR mission. Throughout this guide, various orders and directives are referenced regarding actions to be taken in the areas of administration, logistics, and training support. The intent of this guide is to amplify, not supersede, these orders.
4. Action. PSR personnel are required to adhere to this guide and the orders referenced in the performance of their recruiting duties. This guide is effective upon receipt.
5. Recommendations/Changes. Recommendations or requests for changes to this guide should be directed to the Commanding General, MCRC, (ATTN: Head, PSR Section), 3280 Russell Road, Quantico, VA 22134-5103 via the appropriate chain of command.


D. T. BARTELS
Chief of Staff

DISTRIBUTION: B, D

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CHAPTER 1

APPLICABILITY

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CHAPTER 1

APPLICABILITY

1000. General. The term "recruiting" shall be used in this guide to express application of policy and procedures to PSRO and Transitional Recruiters. Requirements specific to the PSRO Recruiting Staff Noncommissioned Officer (RSNCO) or the Transitional Recruiter (TR) shall be identified as such.

1001. Application for Prior Service Recruiting (PSR) Marines. This guide applies to all Marines assigned to Marine Corps Recruiting Command Prior Service Recruiting (PSR).

1002. Mobilization. In the event of a Marine Corps Reserve mobilization, PSR Marines shall remain subject to the provisions of this guide until otherwise directed by higher headquarters.

1003. Operational Risk Management. Each PSR Marine is responsible for the care and safe use of all assets. The following five sections describe specific requirements to ensure this is accomplished.

1. Personnel: PSR Marines shall conduct their duties in a manner consistent with the Occupational Health and Safety Manual (MCO P5100.8), Marine Corps Safety Program Order (MCO 5100.29), Off-Duty Safety Program (MCO 5100.3), and the Traffic Safety Program (MCO 5100.19).

2. Information Technology (IT) Property: IT property stored in a computer, related hardware, and network connection protection is required of every PSR Marine. The safeguarding of the Automated Leads Management and Reporting System (ALMRS) is described in Volume III of this guide.

3. Other assets: Recruiting Site and PSR Office assets are resources that must be maintained properly and secured when not in use. PSR Marines shall ensure that adequate security practices are being conducted and those items requiring servicing or preventive maintenance are scheduled in a timely manner.

4. Liability: PSR Marines may be held liable for their failure to exercise due diligence in the performance of their duties. PSR Marines shall adhere to the requirements of this guide as well as current Marine Corps policy and procedures. Some examples of the adverse conduct PSR Marines are susceptible to include: Privacy Act violations, unauthorized obligation of Marine Corps funds, unauthorized reenlistment contracts, misuse

of government vehicles, conducting personal business under color of authority, ethics violations, automobile accidents, and misuse of government property to include electronic transmissions and Internet use.

5. Cost containment: PSR Marines are required to exercise responsible judgment in the expenditure of Marine Corps funds. Reasonable care includes, but is not limited to: the appropriate use of government supplies; contract physician use; essential TAD; reporting of waste, fraud, and abuse; legitimate Recruiter Out-of-Pocket Expense (ROPES) claims; appropriate use of government property including electronic transmission and Internet use.

CHAPTER 2

RECRUITING ETHICS

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CHAPTER 2

RECRUITING ETHICS

2000. Conduct

1. PSR Marines will not make oral or written promises to applicants or to others except as authorized by appropriate Marine Corps directives. Misrepresentation or deception will not be tolerated. Recruiters should not suggest that personal correspondence to the Commandant of the Marine Corps or to a political representative will give the applicant preference or will result in acceptance after an applicant has been rejected.

2. Under no circumstance shall the recruiter suggest to the applicant they affiliate with the Selected Marine Corps Reserve (SMCR) and transfer to the Individual Ready Reserve (IRR) if not satisfied. This promotes instability in the SMCR and adversely affects unit readiness. The recruiter must balance this requirement with the truth in recruiting; every applicant must be provided thorough and truthful explanations concerning their status and obligations as members of the Marine Corps Reserve (MCR).

3. Recruiters shall ensure that applicants fully understand their agreement with the MCR. Special care must be taken to clarify or avoid any statements, oral or written, that could be construed or misinterpreted as a promise. Applicants must have an accurate understanding of the following areas:

- a. MOS training/assignments.
- b. Assignments within the Ready Reserve and related obligations.
- c. Bonus entitlements (inform only).
- d. Promotions.
- e. Educational opportunities.
- f. Requirements of a Military Service Obligation (MSO) and DD Form 4 (Enlistment/Reenlistment document).

4. Recruiters will emphasize to the applicant that only those promises written into the Enlistment/Reenlistment Contract DD Form 4 are binding.

5. Transitional Recruiters (TRs) will not attempt to persuade Marines to leave Active Duty. Marines intent on separating at their EAS however, will be prospected for the MCR.

6. PSR Marines found guilty of engaging in any dishonest, deceitful, or fraudulent conduct, either by an act, omission or failure to disclose truthful information will be subject to disciplinary action as directed by the District Commanding Officer under applicable processes contained in the Uniform Code of Military Justice (UCMJ).

2001. PSR Recruiter Intervention with the Judicial System. PSR Recruiters shall not directly or indirectly intervene on behalf of a prospective applicant who is awaiting action by civil authorities.

2002. Reporting Recruiting Irregularities. All PSR Marines who become aware of or suspect recruiting irregularities shall report such activities to their OIC or next higher level in the chain of command. The District CO will initiate inquiries into allegations of irregularities.

2003. Penalty for Knowingly Enlisting/Affiliating Ineligible Applicants. All PSR Marines are subject to the UCMJ Article 84. Volume II, Chapter 2, and Figure 2-1 give the recruiter guidance on how to determine ineligible applicants.

2004. Core Values. The core values adopted by the Marine Corps are incorporated by reference into this guidebook. PSR Marines are expected to comply with the principles of conduct currently in force.

2005. Promotional and Incentive Items. Formerly known as Collateral Material (CM) in PSR. Promotional and incentive items are distributed by PSR to promote interest in the MCR and to foster a favorable community image. Promotional and incentive items are governed by MCRCO 1652. PSR Marines shall neither sell nor infer that any type of monetary or non-monetary donation is required to receive a promotional and/or incentive item/s.

2006. Source Documents. The inclusion of any proof source document in an accession or reenlistment package must clearly satisfy the physical, professional, or moral prerequisite for affiliation or reenlistment. The source document references in this guide assume that the item used will make a material contribution in verifying the eligibility of the applicant.

CHAPTER 3

SYSTEMATIC RECRUITING CONCEPT (SRC)

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CHAPTER 3

SYSTEMATIC RECRUITING CONCEPT

3000. Purpose. This chapter explains the Systematic Recruiting Concept (SRC), why it is important, and outlines the components of the system.

3001. Concept. SRC provides the means and processes to ensure recruiters achieve their monthly and annual recruiting mission. The system itself provides a framework that directs the recruiter's efforts on a daily, weekly, and monthly basis in the areas considered vital to successful recruiting. It is a logical process designed to increase the efficiency of the recruiter.

1. SRC is an action date driven system, and covers prospecting, interviewing, screening, documenting, accessing, and tracking processes for SMCR, IMA, Direct Assignment Program (DAP) and Active Reserve (AR) joins.

2. The recruiter determines task priority and assigns specific dates to accomplish them.

3. SRC has five basic tasks:

a. Maintain ALMRS.

b. Systematically process leads in order to contact them.

c. Systematically pursue prospects (action dating).

d. Obtain referrals through networking with applicants and other areas of influence.

e. The TR must also conduct Separation Briefs and promote AR and SMCR affiliation.

4. There are five basic means by which the recruiter can locate prospects:

a. Mailouts/Websites. (Appendix D)

b. Telephone Calls. (Appendix E)

c. Networking/PWST Muster.

d. ALMRS. (Volume III)

e. Separations Briefs for Transitional Recruiters.

3002. Components. The primary components of Systematic Recruiting are:

1. Asset Map. Each PSRO is required to display and maintain one area map large enough to provide details showing assets and areas of responsibility. (Appendix A)

2. Turnover/Profile Book. Each PSR Marine will maintain and update the turnover/profile book. This book contains forms and records which define and direct their activities. It contains information on supported units and the resources available in the recruiter's area of responsibility. (Appendix B)

3. ALMRS. The Automated Leads Management Reporting System (ALMRS) is an automated leads database utilized to track and identify Prior Service (PS) leads from the initial prospecting through accession/rejection cycle. This system can target PS leads to match current Fiscal Year manpower requirements. Volume III contains detailed instructions in the use of ALMRS. The following elements of ALMRS are utilized in the SRC:

a. Working Leads View. This view contains information about the individual applicant. This information is obtained from MCTFS or provided by the recruiter.

b. Action Dated Leads View. This view is created when an applicant's lead record has been assigned a date and activity code in the action date field.

4. Schedule and Results (S&R) Book. Each recruiter is required to use and maintain a S&R Book (Appendix C). The purpose of this book is to assist the recruiter in planning, tracking and scheduling recruiting activities on a daily and weekly basis.

5. Preseparation Briefs. TRs shall conduct Preseparation briefs and ensure the timely entry of a separating Marine's information into ALMRS.

6. Networking. Recruiters should continually seek out people to add to their professional network of contacts. Once someone has been identified as a resource, the recruiter shall also plan to invest time in maintaining that relationship. The following is a partial list of persons which the recruiter will establish rapport with in order to increase their depth of influence in their local community:

- a. Local law enforcement and other community leaders.
- b. Non-prior Service (NPS) Marine Corps Recruiters.
- c. NPS and Reserve Recruiters from other branches of service.
- d. Local community and business leaders, e.g. city council members, major regional employers, VA counselors, volunteer boards, etc.
- e. College ROTC instructors.
- f. I&I Staff Marines and reservists.
- g. Active duty and reserve members of other branches of service.
- h. Peacetime, Wartime Support Team (PWST) staff
- i. Marine for Life (M4L) Hometown Link Coordinators

3003. Recruiter Sales Skills. PSR uses the AchieveGlobal Professional Selling Skills (PSS) program as the primary method for conducting sales meetings with applicants and Inspector-Instructors (I&I). Recruiters are required to maintain a working knowledge of the principles of PSS. The Recruiting Issues Diagram (Appendix F) defines the three main functional areas that a recruiter must understand to be a successful recruiter.

APPENDIX A

RECRUITING SITE ASSET MAP

1. Each PSR Site (PSRS) will maintain a map (Figure A-1) large enough to provide area detail showing available recruiting assets and their areas of responsibility.

a. Locations of support assets (to include at a minimum):

(1) Recruiting Stations and substations

(2) SMCR units, Mobilization Training Units (MTU), Individual Mobilization Augmentee detachments (IMADET)

(3) MEPS, MET Sites, VA Offices

(4) Colleges

(5) Employment offices

(6) Contract physician and other medical facilities

b. Using colored pins, mark the locations of each of the above sources on the map and maintain a legend on the side of the site map.

c. The recruiter may elect to attach a piece of string to a central point, e.g., the recruiting office or a reserve unit, and mark it at selected intervals taken from the map legend. This technique serves as a ready reference for determining applicant travel distances.

2. The asset map will be mounted and prominently displayed in the recruiting office. It shall be neat and up to date.

EXAMPLE OF RECRUITING SITE ASSET MAP

White: Recruiting Station and Substations
 Purple: SMCR units
 Red: MTU
 Brown: IMA detachments and PWST
 Yellow: MEPS
 Green: MET site
 Black: VA office
 Orange: Colleges
 Blue: Employment office
 Gold: Contract Physicians

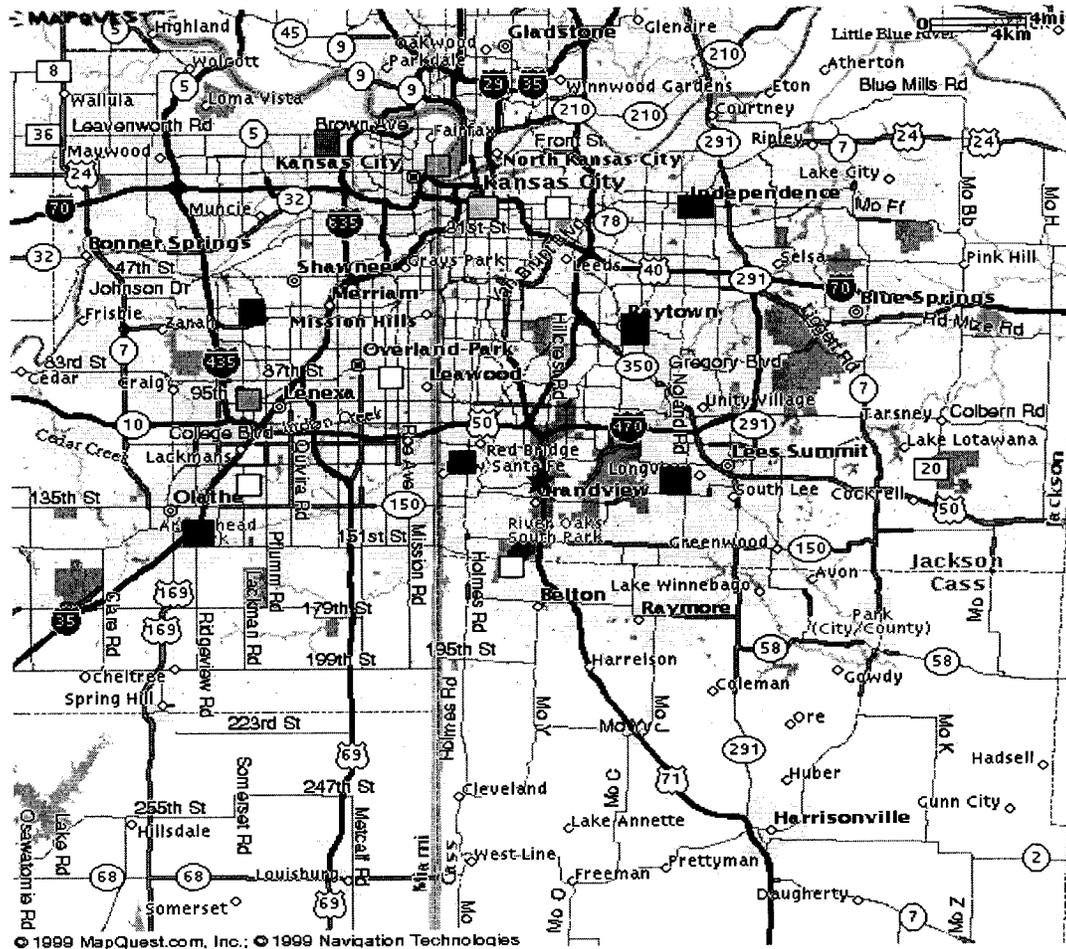


Figure A-1. Example of Recruiting Site Asset Map

APPENDIX B

TURNOVER/PROFILE BOOK

1. The Turnover/Profile Book is designed to provide both the recruiter and the PSRS SNCOIC with the ability to manage recruiting activities on a daily, weekly, and monthly basis. It will become a permanent part of the office and will be left with the recruiter's replacement upon transfer. It will be updated semiannually or as required.

2. The SNCOIC and recruiter will maintain a Turnover/Profile Book containing the sections listed below in accordance with the instructions provided in subsequent paragraphs.

a. Turnover Record (Figure B-1)

(1) This section of the Turnover/Profile Book is the primary means of keeping abreast of important aspects of the RNCO's billet. Properly stated functions, responsibilities, relationships and contacts, specific tasking, and general miscellaneous information are for the benefit of the current recruiter.

(2) At a minimum, the recruiter's turnover section shall contain, in order, but not limited to, the following basic information:

- (a) Title of billet.
- (b) Billet location.
- (c) Billet supervisor.
- (d) Subordinates' billets.
- (e) Mission.
- (f) General responsibilities / Billet functions.
- (g) List of orders and directives governing the billet.
- (h) List of required reports.
- (i) General and specific supporting agencies and points of contact. This includes the names and telephone numbers for the local Non Prior Service (NPS) Recruiting Station (RS)

and Recruiting Substation (RSS) recruiters.

(j) Any miscellaneous information which would help facilitate a personnel turnover.

(3) Figure B-1 is an example of a partial Turnover Record. Additional information may be placed in the Turnover Record at the discretion of the recruiter.

b. Unit Profile. The Unit Manpower Information Sheet (Figure B-2) provides essential information pertaining to the SMCR units, IMADets and current manpower attainment profile. The unit's Table of Organization and a copy of the unit manpower plan will be attached to the Unit Profile.

c. Recruiter Mission Letter. The recruiter will receive a mission letter from the OIC or SNCOIC (Figure B-3). The recruiter will maintain these letters in the Turnover/Profile Book for the current fiscal year. Additionally, the previous fiscal year mission letters will be maintained for two years in a separate binder.

d. Recruiter Mission and Objectives Letter

(1) The recruiter shall respond to the OIC or SNCOIC with a Mission and Objectives Letter (MOL) (Figure B-4). Recruiters will maintain a file copy in the Turnover/Profile Book for the current fiscal year. File copies from the previous fiscal year will be maintained in a separate file for two years (see para 2.c above). The MOL is a planning tool for the recruiter to use in projecting what SRC activities will need to be accomplished during the current MOL period.

(2) The statistical information extracted from the Recruiter Activity Analysis Sheet (RAAS) uses the contact history the recruiter inputs in the ALMRS database. This provides a starting point for each recruiter to use in determining the level of activity needed to attain their mission.

PRIOR SERVICE RECRUITING OFFICE (PSRO) #

RECRUITER'S NAME

Billet Title: Recruiter

Billet Location: Anytown, USA

Supervisor: SNCOIC (MSgt XXXX)

Subordinate Billets Reporting to This Billet: None

Mission: See attachment and Mission Letter for current month.

General Responsibility: Accomplishment of assigned individual monthly PS recruiting mission.

List of Orders and Directives: See attachment.

List of Required Reports: See attachment for daily, weekly, monthly and yearly reports.

List of Supporting Agencies and Points of Contact: See Unit Manpower Information Sheets and List of RS/RSSs.

Principal Accountabilities:

1. Coordination of PS applicant accession to include any requirements specified by governing orders and other directives.
2. Preparation of required documentation for PS accession packages.
3. Maintenance of accession and ALMRS leads files as directed by the billet's supervisor and IAW volume III of this guide.
4. During mobilization, support the Initial Mobilization Processing Centers (IMPCs) as directed.
5. Maintenance of a desktop procedures and Turnover Profile Book to include detailed information on supported units of the SMCR.
6. TR's will conduct separation briefs.

Figure B-1. Turnover Record Example

UNIT MANPOWER INFORMATION SHEET

UNIT DESIGNATION CO E(-)2ndBn, 23rdMar,4thMarDiv, (Rein) FMF, USMCR
 UNIT ADDRESS/TELEPHONE # N&MCRC, Sheath Ln & El Camino Real
 UNIT RUC 14126 Ft. Worth, TX 76020
 UNIT T/O STRENGTH 3/88 (817) 877-7018 or (817) 588-0075
 I&I CO Capt WHITE RTD 960707 ResCO Capt TAYLOR RTD 960101
 1stSgt 1stSgt BROWN RTD 960202 R.1stSgt 1stSgt DOE RTD 960501
 AdminCh GySgt JONES RTD 960501 R.AdminCh Sgt BARNES RTD Indef.
 Corpsman HMC SMITH RTD 960101

UNIT REQUIREMENTS - (See attached T/O)

UNIT MANPOWER PLAN MISSION - (See attached mission plan)

MISCELLANEOUS

a. Drill Dates See below.

b. ATD sites and dates FY94 Bridgeport, CA, Marine Corps Warfare Center (14-29 July)

REMARKS: Infantry Unit. Most drill weekends are conducted in the field. This unit will accept overshops. The I&I 1stSgt conducts all interviews. Call to set up an appointment. I&I Staff PTs Monday, Wednesday, & Friday a.m. Unit specifics, Features/Benefits

Current FY Drill Dates

<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>
<u>AT</u>											
<u>2-4</u>	<u>9-10</u>	<u>12-14</u>	<u>7-8</u>	<u>10-11</u>	<u>5-7</u>	<u>2-3</u>	<u>8-10</u>	<u>5-6</u>	<u>14-29</u>	<u>7-8</u>	<u>8-9</u>

RTD-Rotation Tour Date

Figure B-2. Unit Manpower Information Sheet

PSR OFFICE LETTERHEAD

1100
PSRO
Date

From: OIC (or) Operations Chief (OpsChf) PSRO #XX

To: Prior Service Recruiter/SNCOIC/ASNCOIC

Subj: PSR MISSION LETTER FOR THE MONTH OF _____

Ref: (a) PSRO # _____ Mission Letter dtd _____

1. Per the reference, your Prior Service Mission for the month is as follows:

<u>MANPOWER REQUIREMENT</u>	<u>MISSION</u>
MARFORRES (Enlisted)	<u>3</u>
MARFORRES (Officer)	<u>0</u>
IMA (Enl)	<u>1</u>
IMA (Off)	<u>2</u>
<u>TOTAL:</u>	<u>6</u>

2. MOS match rate: _____

3. Your mission and objectives letter is due to me by COB _____.

4. Due to IRR demographics, you are authorized to access _____ retrainers for RUCs 14126 and 14221.

I. M. MARINE
Maj USMCR

Figure B-3. Recruiter Mission Letter

PSR SITE LETTERHEAD

1100
PSRS
Date

From: Master Sergeant I. R. Newman 123 45 6789/8412 USMCR

To: OIC (or) SNCOIC/ASNCOIC

Subj: RECRUITER MISSION AND OBJECTIVES LETTER

Ref: (a) SNCOIC/ASNCOIC Mission ltr dtd _____

1. My recruiting goal for the month of _____ is as follows:

a. <u>MANPOWER REQUIREMENT</u>	<u>MISSION</u>	<u>GOAL</u>
MARFORRES (Enlisted)	<u>3</u>	<u>4</u>
MARFORRES (Officer)	<u>0</u>	<u>0</u>
IMA (Enl)	<u>1</u>	<u>1</u>
IMA (Off)	<u>2</u>	<u>2</u>
b. <u>TOTAL:</u>	<u>6</u>	<u>7</u>

2. I must conduct, at least, _____ interviews and generate, at least, _____ new working applicants this month to attain this goal and achieve an MOS match rate of _____%.

3. Weekly/Monthly Activity Objectives

	Weekly	Monthly		Weekly	Monthly
TC	<u>35</u>	<u>140</u>	C	<u>25</u>	<u>100</u>
MO	<u>25</u>	<u>100</u>	A	<u>8</u>	<u>32</u>
I	<u>5</u>	<u>20</u>			

Figure B-4. Recruiter Mission and Objectives Letter

Subj: RECRUITER MISSION AND OBJECTIVES LETTER

4. The following action is planned for the month:

List of Prospects to work

- a. 2531's for RUC 14126.
- b. 0302's for Zip Code 950-959.
- c. New leads received from ALMRS.

5. Comments/Support Required: (Constructive comments related to attainment of mission) e.g., "Retrain authorization requested for MOS 0411. Have exhausted current MOS Match leads available".

I. M. MARINE

TC - Telephone Calls
MO - Mail Outs
C - Contacts
A - Appointments
I - Interviews
W - Web Site
TR - Transitional Recruiting referral (DAP or Direct referral)

Figure B-4 (Cont). Recruiter Mission and Objectives Letter

APPENDIX C

SCHEDULE AND RESULTS (S&R) BOOK

1. Purpose. The S&R Book is the planning/tracking document reviewed daily by the SNCOIC and the recruiter. The S&R is to organize efforts and optimize the time available for productive activities.

2. The S&R cycle. The two stages are based on action dates. When using the S&R sheet, recruiters should be detailed in the following categories:

a. Recording. The recruiter will maintain the hourly activity section of the S&R. The prospecting/processing section will be completed by the recruiter on a daily basis.

b. Analyzing. Recruiters must be proactive in analyzing the results of their prospecting activities and using that data to project future activities.

3. S&R Sheet Instructions

a. The S&R Book will be maintained on a daily basis by the recruiter.

b. The recruiter will maintain a binder containing at least 60 days of S&R sheets (Figure C-1). It will contain the current month and the following month with the name, day, and date at the top of the sheet, filled out for both months. Used S&R sheets will be removed and replaced with new sheets every 30 days. The RNCO will file the used S&R sheets in folders, by month, and maintain previous S&R sheets in files for one year.

4. Daily Planning Session

a. The SNCOIC shall conduct activity planning sessions with new recruiters and any production recruiter having difficulties in accomplishing their mission.

b. The SNCOIC and recruiter will plan the next day by filling out the appointments and scheduled activities.

c. The SNCOIC will ensure that the schedule is filled out with specific goals, e.g. TC, CONT, APPT, PT, I&I visit, etc.

d. Planning sessions shall occur as often as the SNCOIC deems necessary.

5. Inspection of S&R Book

a. In addition to the daily planning session, the PSRS SNCOIC will review and analyze S&R sheets at least every 30 days.

b. The RI will inspect S&R sheets on every site visit.

PRIOR SERVICE RECRUITING PLANNER/TRACKER		
DATE:	RNCO:	SITE:

0700				
0800				
0900				
1000				
1100				
1200				
1300				
1400				
1500				
1600				
1700				
1800				
			TC	MD
			CT	RESP
			APPT	CT
			IV	IV
			E	E
				CI
				E
				WI
				E

Created on:

Figure C-1. S&R Sheet

APPENDIX D

MAIL OUTS AND WEBSITES

1. Purpose. To provide guidance concerning the authorized use of mailouts and websites for recruiting activities.
2. Mail out effectiveness. In order to obtain complete coverage of the recruiting area, it is imperative that current unit brochures, approved personal letters, MCR literature, etc., be mailed to each name in the recruiter's database. The concept of the mail out program is that at some time, in response to such mail outs, a PS Marine may make a decision to affiliate with the MCR. Marketing studies show that mail outs need to be received at least three times by a prospect before they are motivated to respond. Mail outs are also used to verify the address of Marines and will show who has moved without notifying MCRSC.
3. Procedures for Mail outs
 - a. When the recruiter receives new file status "I" and "J" leads in ALMRS, he will handle them as priority prospects and if phone contact cannot be made, will immediately forward mail outs (Figure D-1).
 - b. Any mail out made at the local level will adhere to the following:
 - (1) Only letters approved in writing by the OIC will be used. The recruiter will maintain the written approval of local mail outs on file as long as the mail out is being used.
 - (2) Ensure that names and addresses are correct.
 - (3) Mailing letters, brochures, or envelopes shall be neat, correct, professional and the copies clear (made from an original master copy).
 - (4) Include a return card (or application form), with a return address, the recruiter's phone number and email address. Failure to include the recruiter's phone number reduces the value of the mail out.
 - (5) If available, include booklets or brochures in the mail out. The purpose is to arouse the interest of the Marine and cause him/her to seek more information. Pen changes approved by the OIC may be made by the recruiter to update information in recruiting literature, (i.e. SGLI and bonus availability).

(6) Ensure that the recruiter's name, phone number and email address is legible.

c. The objective in any mailout operation is to contact a PS prospect. The percentage of returns and the volume of mail used is secondary to achieving the recruiter's goal of mission accomplishment.

PSR SITE LETTERHEAD

1100
Admin
(date)

Greetings Marine,

I want to thank you for your service to the United States Marine Corps. The sacrifices you have made and the training you have received make you a valuable resource for the civilian world as well as the Marine Corps Reserve. You have been trained as a leader and a developer of leaders. Those skills are still in demand in the Reserves.

As the Prior Service Recruiter for this area, it is my responsibility to maintain current addresses and phone numbers on the Marines in this region. I would also like to keep you updated on the changes in the Marine Corps and how they may affect you. You can help me accomplish this mission by completing the enclosed questionnaire and returning it in the self-addressed stamped envelope provided.

Additionally, the (STATE NAME) Marine Reserve units need Marines with your experiences to round out their mobilization readiness. Today's Reserves are an integrated part of the Total Force "911" for America's citizens. Your participation would be an important contribution toward this goal.

I want to encourage you to think about the Marine Corps Reserve and see what it has to offer you. You may contact me at (PROVIDE PHONE NUMBER INCLUDING A PAGER NUMBER IF DESIRED AND BEST TIMES TO CALL). I look forward to hearing from you.

Semper Fi Marine

I.M. MARINE
GySgt USMC

Figure D-1. Mail Out Letter and Questionnaire

Rank: _____ Name: _____

SSN: _____ MOS: _____

Address: _____
(Number and Street) (City) (State) (Zip code)

Home phone: (____) _____ Work Phone: (____) _____

Age: _____ Date of Birth: _____ Marital Status: _____

Number of dependents: _____ Current expiration of enlistment: _____

Reenlistment code: _____ Total years of active duty: _____

Date released from active duty: _____

Occupation since your EAS: _____

Are you currently a member of a reserve unit?: _____ (If "yes", where?)

Have you ever participated with a reserve unit before? _____
(If "yes", when and where?)

Are you interested in learning about the advantages of becoming a Drilling Reservist?: _____

Thank you for taking the time to complete this form. Please return it in the envelope provided.

APPENDIX E

TELEPHONE CALLS

1. Purpose. This section describes the use of telephone communications as an element of the SRC.
2. Objective. The goal of the telephone call is to gain an appointment with the prospect. Recruiters should not give a full sales presentation on the telephone.
3. Techniques for an effective telephone call

a. Ensure contact is made with the right person. Don't make the mistake of setting an appointment with a prospect's family member, ensure it is the service member on the phone. For example: "Hello, Is this Cpl Jones?" - wait for acknowledgment.

b. Identify who is calling and what they represent.

(1) "I am GySgt _____ with the Marine Corps Reserve."

(2) Ensure that it is not an inconvenient time to be calling the prospect.

c. State the purpose of the call. Tell them how their name was obtained and the reason for the call.

Example: "Welcome home, Cpl Jones. I see you attended a Separations Brief at _____ last month. I would like to get together with you to explain all the benefits and opportunities available to you in this area."

d. Determine needs or interests of the prospect. This is a time when well structured open probes and good listening skills come into play. Try to uncover the "need behind the need" that the Marine Corps Reserve can fill.

Example: "What do you miss about the Marine Corps?", "What kind of career plans do you have?"

e. Obtain a clear and complete mutual understanding. This is a concept of Professional Sales Skills (PSS) and suggests that the recruiter and applicant work together to uncover all the possible needs the Marine Corps Reserve can fill.

f. Request an appointment. Use a closed probe to request a commitment.

g. Screen the prospect on the phone. Ensure that the prospect is qualified to join the Marine Corps Reserve. Don't ask every question on the Interview Screening Checklist - just determine whether the prospect is physically, professionally, and morally qualified (Q3).

h. Conclude the call. Confirm the appointment date, time and place. Conclude with a plan for future contact.

Example: "It's been great talking to you Cpl Jones, I am looking forward to seeing you tomorrow at ____ (time) at _____ (confirm place)."

i. Additional tips for successful telephone calls:

- (1) Be conversational, establish a rapport.
- (2) Listen, Listen, Listen to the prospect.
- (3) Use many open probes to encourage free expression.
- (4) Give first, don't just take: Say thank you.
- (5) End conversation with an action date for future contact. (e.g. 6 month call back, etc.).

APPENDIX F

RECRUITING ISSUES DIAGRAM

Purpose. This diagram is a Prior Service Recruiting specific model. The PSS Core principles are reflected in the column headings and shall be employed in the manner prescribed by the current editions of PSS Core and as directed.

This diagram categorizes the basic knowledge skills a recruiter must possess to be successful. Each main heading lists the key elements needed to effectively employ the skill. Recruiters should use this chart to assess their level of mastery in the particular skill sets.

Product Knowledge

- Features/Benefits
Competition:
- other services
- family
- employment
- school

- Applications:
- AR, SMCR, IMA
- DAP, etc.

- Resources:
- reserve units
- other services
- CMC, MFR

Sales Knowledge

- Affiliation Process:
- ALMRS
- Guidebook
- reenlistments
- join process
- medical support

- Networking:
- NPS recruiter
- I&I
- job services
- SMCR
- applicant
- colleges

Customer Knowledge

- I&I:
- T/O, MPP
- unit guidelines
- drill schedule
- AT
- interview process
- mobilization
status
- retraining

- Applicant:
- family
- school
- employment
- TFS data
- qualification
- future plans

APPENDIX G

ABBREVIATIONS AND DEFINITIONS

A. ABBREVIATIONS

C - CONTACT
TC - TELEPHONE CALL
MO - MAIL OUT
I - INTERVIEW
ENL - ENLISTMENTS
APPT - APPOINTMENT
WL - WRONG LISTING
BSY - BUSY
DC - DISCONNECT
PG - PHONE-A-GRAM
NA - NO ANSWER
NPL - NO PHONE LISTED
CB - CALL BACK
DQ - DISQUALIFIED

B. DEFINITIONS

1. ACCESSION - A qualified military applicant who is enlisted or has reenlisted in the USMCR or affiliated with an SMCR unit or IMA DET.
2. ACTIVE DUTY FOR SPECIAL WORK (ADSW) - A short term tour of active duty which is authorized for reservists using Military Personnel Marine Corps (MPMC) appropriations if the project supports the Active component, or using Reserve Personnel Marine Corps (RPMC) for projects supporting the Reserve component.
3. ACTIVE DUTY TRAINING (ADT) - Active Duty Training is used for training members of the reserve component. ADT includes annual training (AT), special tours of ADT, school tours, and the initial tour performed by enlistees without prior military service.
4. ACTIVE FEDERAL SERVICE - All forms of active duty with or without pay, including Reserve Counterpart Training (RCT), Active Duty for Special Work (ADSW), Extended Active Duty (EAD), Annual Training (AT), and Active Duty for Training (ADT).
5. ACTIVE RESERVE (AR) PROGRAM - Reservists on full-time active duty who are paid from the Reserve personnel appropriation for the purpose of organizing, administering, recruiting, or training

the Reserve component under the provisions of Federal law. The AR Program was established by ALMAR 174/94 and evolved from the former Full Time Support (FTS) program, which was originally the Category 6 program. Reservists on active duty with the AR program are considered members of the SMCR. MCO 1001.52 applies.

6. ACTIVE STATUS LIST (ASL), STANDBY RESERVE - Members of the ASL may participate voluntarily without pay for retirement credit points and may be considered for promotion, except for promotion to general officer grade.

7. ADDITIONAL TRAINING PERIOD (ATP) - Paid periods of inactive duty for SMCR members in addition to the annual regularly scheduled IDT periods authorized for members of the SMCR exclusive of additional IDT flying periods.

8. ANNIVERSARY YEAR/DATE - The anniversary year is a period of 12 consecutive months (365/366 days) during which a member must accrue a minimum of 50 points (including membership) if such period is to be credited as a "qualifying year" for retirement purposes. The anniversary date is the date on which the anniversary year commences. In most cases, the anniversary date is established by the date the member entered into active service or into an active status in a reserve component. Breaks in service will affect anniversary dates.

9. AFQT - Armed Forces Qualification Test.

10. ANNUAL SCREENING OF THE IRR - The day of ADT or mail screening required each year for members of the IRR to confirm their availability for mobilization.

11. ANNUAL TRAINING (AT) - AT is annual ADT for SMCRs of 15 days (including travel time) for units, and 13 days (including travel time) for IMAs each year. Training is prescribed by CMC (RA), CG, MARFORRES, or the Operational Sponsors of IMAs.

12. APPLICANT - Any prospect who has expressed interest and scheduled an appointment but has not been screened or interviewed.

13. APPOINTMENT - A scheduled meeting between a prospect/applicant and a recruiter. Record all appointments set, whether the prospect/applicant shows up or not.

14. APPROPRIATE DUTY - A form of IDT without pay, for attendance at special functions or to perform certain tasks.

15. ARMED FORCES ACTIVE DUTY BASE DATE (AFADBD) - This date is a constructive date computed from active service performed in any branch of the Armed Forces, as modified by time lost or periods not creditable as active Federal Service. Applies to AR/EAD Marines for retirement purposes.

16. ASSOCIATE DUTY - A form of IDT, without pay, performed with an active or reserve component unit on an affiliated basis.

17. ASVAB - Armed Services Vocational Aptitude Battery. The basic examination used for qualification of members of the armed services.

GT - General Technical score.

CL - Clerical score.

EL - Electrical score.

MM - Mechanical score.

18. BROKEN REENLISTMENT - A Marine who reenlists in the Marine Corps Reserve after being discharged from the Marine Corps or Marine Corps Reserve.

19. CONSTRUCTIVE AGE - Total active service in the Marine Corps, Army, Navy, Air Force, and Coast Guard, including service in Reserve components (SMCR or equivalent), when deducted from the present age must be less than 32 years. Only CMC (RAM-5) may waive this limit when such action is considered to be in the best interest of the Marine Corps and MCR (MCO P1100.72 pertains).

20. CONTACT - A person who provides name/s to the recruiter, assists the recruiting effort, and/or provides communication between a prospect and a recruiter resulting from prospecting activity.

21. CONTINUOUS REENLISTMENT - A former Marine separated from the Marine Corps after midnight of the separation/discharge date, but for not more than 3 months (MCO P1040R.35).

22. CONSULT - An authorized additional/special medical examination requested by a medical officer to obtain additional information or diagnosis on an applicant's medical problem.

23. DAP - Direct Assignment Program. Marines separating from Active Duty and receiving orders assigning a T/O and line number to an SMCR unit through a TR.

24. DD214 - Certificate of Release or Discharge from active duty.

25. DD215 - Correction to DD Form 214, Certificate of Release or Discharge from active duty.

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26. DIRECT MAIL - A personal mailout of promotional material from a central distribution point.

27. EXECUTION DATE - The date a contract or an agreement to extend an enlistment is subscribed and sworn to (the date signed). On this date, the contract and agreement to extend an enlistment is valid. On immediate reenlistments only, the execution date must precede the effective/operative date.

28. EXPIRATION OF ACTIVE SERVICE (EAS) - The date on which active service terminates, including voluntary extensions of Enlistment; Convenience of the Government, Legal (COFGL); or Convenience of the Government, Medical (COFGM).

29. EXPIRATION OF CURRENT CONTRACT (ECC) - The date the current enlistment contract expires, excluding voluntary extensions of enlistment that have not become effective.

30. EXPIRATION OF OBLIGATED SERVICE (EOS) - The termination date for the obligation under the term of the Military Selective Service Act (MSS Act).

31. EXTENDED ACTIVE DUTY (EAD) - AD performed by a member of a reserve component when strength accountability passes from a reserve component to the active component contingent upon funding source.

32. FISCAL YEAR (FY) - Accounting period beginning 1 October and ending 30 September the following year. The FY is designated by the calendar year in which it ends. For example, FY 2003 began 1 October 2002 and ended 30 September 2003.

33. IMMEDIATE REENLISTMENT - The reenlistment of a Marine into the Marine Corps Reserve prior to midnight on the discharge date. The reenlistment will be effective on the date following the date of discharge (MCO P1040R.35).

34. INACTIVE DUTY TRAINING (IDT) - Duty or training performed by reservists not on AD, AT, or ADT. IDT includes regular training periods, Equivalent Instruction or Duty (EIOD), associate duty, appropriate duty, approved correspondence courses, Mobilization Training Unit (MTU) participation, ATP, AFTP, and Readiness Management Period (RMP).

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35. INACTIVE STATUS LIST (ISL), STANDBY RESERVE - That part of the Standby Reserve which is comprised of reservists who are not required by law or regulation to remain in an active reserve status but desire to retain their Reserve affiliation in a nonparticipating status. Members on the ISL may not participate for points or pay and will not be considered for promotion.

36. INDIVIDUAL MOBILIZATION AUGMENTEE (IMA) - A member of the SMCR who fills a mobilization billet requiring continuous training during peacetime on an active component T/O. The position must be filled between M-Day and M+10. IMAs are considered to be SMCR but are not members of SMCR units. The nature of this mobilization position requires the IMA to report within 24 hours of notification by the Operational Sponsor and the IMA must be pretrained so orientation and post mobilization training can begin without delay. All IMAs must perform a minimum of 12 days AT each year; IDT can vary from 0 to 48 IDT periods per fiscal year. A Training Pay Category (TPC) will be assigned to each IMA billet on the T/O; the category assigned determines whether IDT will be used and if so the number of IDT periods the IMA will be required to attend. The administrative unit for managing and training IMAs is an IMA detachment.

37. INDIVIDUAL MOBILIZATION AUGMENTEE DETACHMENT - A peacetime administrative grouping of IMAs by function or geographic location for ease of training, support, and recall, in the event of mobilization.

38. INDIVIDUAL MOBILIZATION BILLET - A position that exclusively supports peacetime planning, preparation, and execution of the initial service mobilization process which would subsequently be abolished and the member reassigned.

39. INDIVIDUAL READY RESERVE (IRR) - A trained manpower pool of Ready Reservists who are not in the SMCR. The IRR consists of Marines who have had training and served previously in the active component or in the SMCR and have some period of Military Service Obligation (MSO) remaining, who have completed the MSO and are in the IRR by choice; and individuals in the Delayed Entry Program (DEP).

40. INSPECTOR-INSTRUCTOR (I&I) (Active Duty Support) - The active component and AR personnel who organize, train, and administer the MARFORRES SMCR units.

41. INTERVIEW - When the recruiter has a meeting with an applicant and I&I to discuss joining an SMCR unit.

42. Mobile Examining Team Site (METS). A location outside of MEPS used for the administration of the ASVAB.
43. MG - Mental Group.
44. MILITARY ENTRANCE PROCESSING STATION (MEPS) - Those facilities designated by the DoD to conduct mental and physical examinations for chargeable accessions into all branches of the Armed Forces, and such other examinations as may be directed.
45. MILITARY SERVICE OBLIGATION (MSO) - Individuals who become members of the Armed Forces sign a contract incurring a military obligation known as an MSO. Any part of this service that is not served on AD or ADT will be performed in a reserve component. There are two types of obligations currently in effect:
(1) those who signed a contract between 9 August 1955 and 31 May 1984 incurred a 6-year obligation; (2) and those who signed a contract on or after 1 June 1984 incurred an 8-year obligation.
46. MOBILIZATION TRAINING UNIT (MTU) - A unit consisting of IRRs who perform reserve training in a non-pay status for retirement credit points only. Members of the ASL of the Standby Reserve may train with MTUs in an appropriate duty status.
47. MONTGOMERY GI BILL-RESERVE (MGIB-R) - A program offering educational benefits for Marines in the SMCR. These benefits, although an entitlement, must be earned by the fulfillment of certain conditions and eligibility criteria established in MCO 1560R.30.
48. MOS MATCH - Marine applicant with a primary, first, second or third MOS that is identical to the billet MOS in the unit they are joined to.
49. NONPRIOR SERVICE PERSONNEL (NPS) - Personnel enlisted directly into the reserve component who have not completed the basic training (IADT) requirements.
50. PRIOR SERVICE (PS) PERSONNEL - Individuals who served on active duty and have completed their active duty obligation, or enlisted in the MCR and have completed their SMCR IDT obligations.
51. QUALIFYING SERVICE - The sum of all periods of service in the active component, SMCR, IRR, and AR. A year of qualifying service is one in which the member is credited with a minimum of 50 retirement points (including 15 membership points) during the member's anniversary year.

52. READY RESERVE - Those units and members of the reserve component of the Armed Forces of the United States liable for active duty to augment or reinforce the Active Forces, in time of war or national emergency. The Ready Reserve consists of the SMCR and the IRR.

53. RE-CODE (Reenlistment code) - Provides specific information concerning eligibility for reenlistment in the Marine Corps.

54. REFERRAL - A Prior Service/Non-Prior Service individual identified by name, and referred to a recruiter as a prospect to enlist.

55. RESERVE COUNTERPART TRAINING (RCT) - A program designed to give IRR members opportunities to enhance military skills by training with their active component counterparts. RCT provides mobilization readiness training for IRRs preassigned to active component T/Os. MCO 1510.39 applies.

56. RESERVE PRIOR SERVICE RECRUITING SNCO/NCO (RSNCO/RNCO) - Formal school trained 8411 or 8412 SNCO/NCO filling Prior Service Recruiting line number, assigned to a specific recruiting site for the purpose of recruiting PS Marines.

57. RESPONSE - A correspondence from a mailout, whether negative or positive, when a prospect fills out a card or questionnaire and mails it back to the recruiter. Incorrectly addressed envelopes do not fall in this category.

58. RTD (Rotation Tour Date) - The anticipated date of departure from current duty station.

59. RESERVE RETIREMENT POINTS - The method for awarding actual or constructive days of service for ADT or IDT for retired pay computation. Each Reserve retirement point is equivalent to 1 day or full-time active service. A maximum of 365/366 active duty points may be earned per anniversary year. Inactive duty points are earned through IDT, earning 1 point for each 4 hour IDT period performed with a maximum of 2 points per day. A maximum of 75 inactive duty points are retainable per anniversary year.

60. RETIRED RESERVE - Personnel transferred to a retired list having completed 20 or more qualifying years of creditable service for retirement pay.

61. SELECTED MARINE CORPS RESERVE (SMCR) - That portion of the Marine Corps Ready Reserve having an IDT and AT requirement. SMCR members are in the MARFORRES and AR communities.
62. SELECTED RESERVE INCENTIVE PROGRAM (SRIP) - A bonus program that provides monetary incentive payments to Marines who enlist, reenlist, extend, or affiliate with the SMCR in an authorized skill for a specific period of time. The program identifies SMCR units, MOSSs, and qualified Occupational Fields (OccFld) which are designated eligible for bonus. MCO 7220.38 applies.
63. SEPARATION - A general term which includes discharge, release from active duty, transfer to the Fleet Marine Corps Reserve (FMCR) or Retired List, release from custody and control of the Armed Forces, transfer to the IRR, and similar changes in active or reserve status.
64. SERVICE - In career planning terms, the period of time during which an individual is a member of the Armed Forces under contract for purposes of determining service limitations.
65. TOTAL SERVICE - The sum of all periods of time during which an individual is a member of the Armed Forces. It includes all periods served under an enlistment/reenlistment agreement(s) and/or agreement(s) to extend.
66. TELEPHONE CALL - When the recruiter makes a telephone call in an attempt to contact a prospect, the first attempt will be reported and counted in the statistics, whether contact is made with the prospect or a message is left. Additional attempts to contact the individual will not be included in S&R telephone statistics. However, after a reasonable period of time has passed (i.e. 3 months) since the first contact attempt, the recruiter can once again count a telephone call to the same applicant.
67. TRANSITIONAL RECRUITER (TR) - RSNCO/RNCO assigned to a transitional recruiting site for the purposes of providing separations briefs and telephonic referrals to other RSNCOs RNCOs.
68. TIME LOST - Period(s) of absence from active duty in excess of 24 consecutive hours due to UA, IHCA, IHFA, sick/misconduct, confinement by military authority at the request of civil authority, and confinement by military authority, are time lost (unless excused as unavoidable by the Marine's CO).

69. UNSATISFACTORY PARTICIPANT - A member of the Ready Reserve who fails to fulfill an obligation or agreement as prescribed in Federal law; or a member who fails to meet the standards prescribed by the Marine Corps for attendance at IDT, AT, ADT, or performance of duty.

70. WALK-IN/CALL-IN (WI/CI) - Unscheduled applicants who call or visit a recruiting site for the purpose of discussing affiliation. Individuals who come to the PSRS as a result of a scheduled appointment are not included in this category. For all Walk-Ins and Call-Ins, recruiters will determine what source prompted the applicant to gain interest in the Ready Reserve and record the most accurate code on the ALMRS form.

71. WORKING APPLICANT - Any applicant who has passed the initial screening and is determined to be qualified for further processing for affiliation/reenlistment. The recruiter will track the working applicant until accession or rejection occurs. Note that scheduling a physical, initiating a police check, requesting a waiver, or obtaining a conditional release are part of the enlistment process and will not be done unless it has been established that a working applicant exists.

APPENDIX H

DIRECTIVES PERTINENT TO PRIOR SERVICE RECRUITING

MCO P1040R.35	Reserve Career Planning and Retention Guide
MCO P1001R.1	Marine Corps Reserve Administration Management Manual (MCRAMM)
MCO 1040.43A	Enlisted Commissioning Program
MCO 1040R.10K W/ERRATUM	SMCR Direct Commissioning Program
MCO P1040.31	Enlisted Career Planning and Retention Manual
MCO P1070.12K W/CH 1	Individual Records Administration Manual (IRAM)
MCO P1080.20M	Marine Corps Total Force System Codes Manual (MCTFSCODESMAN)
MCO P1080.40C	Marine Corps Total Force System Personnel Reporting Instruction Manual (MCTFSPRIM)
MCO 1001.39K	Pre Separation Counseling, Direct Assignment Program (DAP) Authorization
MCO P1100.71A W/CH 1 & ERRATUM	Military Personnel Procurement Manual Volume I, Administration (MPPM ADM)
MCO P1100.72B	Military Personnel Procurement Manual Volume II Enlistment Procedures (MPPM ENLPROC)
MCO P1100.73B	Military Personnel Procurement Manual Volume III Officer Procedures (MPPM OFFPROC)
MCO 1130.56C	Total Force Recruiting
MCO 1130.58D	Reenlistment of Prior Service Marines and Augmentation of Marine Corps Reserve Members in the Marine Corps
MCO P1200.7Y	Military Occupational Specialties Manual (MOS)
MCO 1306.16E	Conscientious Objectors
MCO P1400.32C	Marine Corps Promotion Manual

MCO 1560R.30B	Selected Reserve Montgomery GI Bill
MCO P1741.8 W/ERRATUM	Government Life Insurance Manual
MCO 1741.9	Retired Serviceman's Family Protection Plan
MCO P1741.11B	Survivor Benefit Plan
MCO P1900.16E	Marine Corps Separation and Retirement Manual (MARCORSEPMAN)
MCO P5100.8F	Marine Corps Occupational Health and Safety Manual
MCO 5100.29	Marine Corps Safety Program Manual
MCO 5100.30A	Off-Duty Safety Program
MCO 5100.19E W/CH 1&2	Traffic Safety Program
MCO 3500.29	Operational Risk Management
MCO P5211.2B	Privacy Act of 1974
MCO P5300.12	Marine Corps Substance Abuse Policy
MCO 6100.12	Marine Corps Physical Fitness and Body Composition Program Manual (MCPFTBCP)
MCO 7220.12M	Special Duty Assignment Pay
MCO 7220R.38	Selected Reserve Incentive Program
DoN MANMED	Manual of the Medical Department