



UNITED STATES MARINE CORPS
MARINE CORPS RECRUITING COMMAND
3280 RUSSELL ROAD
QUANTICO VA 22134-5103

IN REPLY REFER TO:
1100
PSR
1 Oct 03

MARINE CORPS RESERVE PRIOR SERVICE RECRUITING GUIDE VOLUME IV

From: Commanding General
To: Distribution List

Subj: BILLET DESCRIPTIONS AND ADMINISTRATIVE DUTIES

1. Purpose. 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 All previous editions of this guide are superseded.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

TABLE OF CONTENTS

CHAPTER

- 1 MARINE CORPS RECRUITING COMMAND PSR STAFF DUTIES AND RESPONSIBILITIES
- 2 WESTERN/EASTERN RECRUITING REGION PSR STAFF DUTIES AND RESPONSIBILITIES
- 3 MARINE CORPS RECRUITING DISTRICT PRIOR SERVICE RECRUITING OFFICE PERSONNEL DUTIES AND RESPONSIBILITIES
- 4 INSPECTION PROCEDURES

APPENDICES

- A RECRUITER DATA SHEET
- B RECRUITER INSTRUCTOR TRAINING AND EVALUATION CHECKLIST
- C INDIVIDUAL TRAINING RECORD
- D RECRUITER ACTIVITY ANALYSIS SHEET
- E ACCESSION PACKAGE INSPECTION CHECKLIST
- F PACKAGE INSPECTION CHECKLIST MATRIX
- G INITIAL RECRUITING TRAINING SYLLABUS
- H INITIAL RECRUITING TRAINING EXAM
- I PROFICIENCY & REVIEW EVALUATION SUMMARY
- J PSS CORE 30 DAY PAR TEST
- K DESKTOP DOCUMENT DISCREPANCY LOG
- L OPERATIONS CHIEF INSPECTION CHECKLIST
- M OPERATIONS CHIEF TURNOVER BINDER

N OPERATIONS CHIEF RESERVE AFFAIRS PLANNING (RAP) PROCEDURES

O OPERATIONS CHIEF MISSION ASSIGNMENT PROCEDURES

P OPERATIONS CHIEF RQSN BOUNDARY CONFLICT PROCEDURES

CHAPTER 1

MARINE CORPS RECRUITING COMMAND PSR STAFF
DUTIES AND RESPONSIBILITIES

	<u>PARAGRAPH</u>	<u>PAGE</u>
HEAD, PSR SECTION.	1000	1-2
MCRC PSR OPERATIONS CHIEF	1001	1-3
MCRC PSR STATISTICIAN	1002	1-3
MCRC PSR ADMINISTRATION CHIEF	1003	1-4
MCRC PSR OPERATIONS CLERK	1004	1-5
MCRC PSR DVA CLERK.	1005	1-5

1000. Head, Prior Service Recruiting Section (Col)

1. The Head, Prior Service Recruiting Section provides the Commanding General, MCRC with the staff assistance to direct and supervise the briefing of all transitioning Marines on Reserve obligations and opportunities within the Marine Corps, conduct prior service enlisted recruiting and officer procurement for the Selected Marine Corps Reserve (SMCR), and, upon full mobilization and prior service manpower mission cessation, augment designated Initial Mobilization Processing Centers. Primary duties include, but are not limited to, the following:

a. Sponsor, plan, publish, and supervise prior service enlisted recruiting and officer procurement.

b. Validate annual prior service requirements for officer and enlisted Selected Marine Corps Reserve units, Individual Mobilization Augmentees, and Active Reservist with MARFORRES and CMC, M&RA, Reserve Affairs, Personnel, Plans and Policy Branch (RAP).

c. Keep the Commanding General, MCRC aware of prior service recruiting status and advise him on matters pertaining to Prior Service Recruiting (PSR).

d. Maintain daily liaison with the recruiting Regions and Districts on operational PSR and quality control matters.

e. Keep the recruiting Regions and Districts informed of current CMC and higher-level decisions that affect prior service enlisted recruiting and officer procurement.

f. Write, publish, and maintain current directives on prior service enlisted recruiting and officer procurement.

g. Write, publish, and maintain the MCRC, Prior Service Recruiting Guide.

h. Assist MCRC comptroller with the O&MMCR PSR budget.

i. Coordinate with MARFORRES on the impact of mobilization issues on PSR.

j. Maintains coordination with MARFORRES on all issues related to the Intra-service Support Agreement (ISSA) between MCRC and MARFORRES.

1001. Operations Chief, Prior Service Recruiting Section (MGySgt)

1. The Operations Chief, Prior Service Recruiting Section directs and supervises the execution of prior service recruiting of enlisted personnel, as well as officer procurement for the Selected Marine Corps Reserve. He/she coordinates the operational control transfer of prior service recruiters to Marine Forces, Reserve in the event of full mobilization and cessation of the prior service recruiting mission. The billet reports directly to the Head, Prior Service Recruiting Section. Primary duties include, but are not limited to, the following:

a. Maintain daily contact with regional PSR staff to ensure mission success.

b. Generate monthly recruiting mission.

c. Research, develop and maintain PSR operational policies.

d. Maintain close coordination with RA, and MARFORRES on all PSR issues.

e. Coordinate with the Prior Service Recruiting Section, Recruiter School on all matters pertaining to PSR training programs for PSR Officers in Charge, Operation Chiefs, Recruiter Instructors, Career Recruiters, and Recruiters.

f. Coordinate the PSR semiannual inspection checklist with the regional PSR staffs.

g. Maintains logs for incoming and outgoing correspondence to the section and prepare necessary reply correspondence or endorsements as directed. Such correspondence would include Rejection to Accession reports, affiliation waiver requests, and any other correspondence except that relating to PSR administrative support.

1002. Operations Systems Specialist/Statistician, Prior Service Recruiting Section (GySgt)

1. The Operations Systems Specialist/Statistician, Prior Service Recruiting Section provides assistance to the Prior Service Recruiting Operations Section for mission accomplishment through computer-based operations system support. The billet reports directly to the Head, Prior Service Recruiting Section. Primary duties include, but are not limited to, the following:

a. Monitor and regulate the use of the current edition of ALMRS databases.

b. Maintain liaison with G-6, MCRC for all ALMRS matters.

c. Prepare a monthly report of verified accessions, Manpower Plan attainment, and other appropriate statistics.

d. Prepare various statistical reports from mainframe and database sources for MCRC, to include attainment and attrition figures, IRR demographic surveys, and lead breakdowns.

e. Maintain liaison with the Career Management Team, Reserve Affairs on all matters related to the Reserve Duty On Line (RDOL) web base program.

f. Monitor and regulate the use of Prior Service Recruiting portion of the RDOL web base program.

1003. Administration Chief, Prior Service Recruiting Section (GySgt)

1. The Administration Chief, Prior Service Recruiting Section, provides prior service administrative support and Active Reserve personnel planning support for the conduct of Prior Service Recruiting. The billet reports directly to the Head, Prior Service Recruiting Section. Primary duties include, but are not limited to, the following:

a. Coordinate with Manpower, Reserve Affairs for assignments and reassignments of new and incumbent Active Reserve 8411 and 8412 personnel within MCRC.

b. Maintain and distribute a monthly stats report on 8412 and 8411 personnel to the Regions. The report requires, at a minimum: List of all recruiters by District, Date Current Tour Began, Rotation Date, Inbound 8411 Recruiters and PCS Date, 8412 Billets held by Career Recruiters.

c. Maintain all PSR administrative files and historical records.

d. Respond to PSR administrative inquiries and problems by coordinating with the appropriate section for resolution.

1004. Operations/Administration Clerk, Prior Service Recruiting Section (Sgt)

1. The Operations/Administration Clerk, Prior Service Recruiting Section, provides assistance to the Operations Chief and Administration Chief on all Prior Service Recruiting issues. The billet reports directly to the Head, Prior Service Recruiting Section. Primary duties include, but are not limited to, the following:

a. Coordinate with Career Management Team (CMT), Reserve Affairs and the Regions on all PSR waiver issues.

b. Maintain and distribute a bi-monthly stats report on all pending waivers to the Regions.

c. Perform all additional tasks assigned by the Operations Chief and Administration Chief, Prior Service Recruiting section.

1005. MCRC, Personnel Management Division Liaison Clerk, Prior Service Recruiting Section (Sgt). The MCRC, Personnel Management Division Liaison Clerk, Prior Service Recruiting Section, provides assistance to the Personnel Management Division Detachment located at the National Personnel Record Center (NPRC), St. Louis, Missouri. The billet reports directly to the Personnel Management Division Detachment OIC. A Memorandum of Agreement (MOA), dated 28 July 2003, provides the terms of the agreement.

CHAPTER 2

WESTERN/EASTERN RECRUITING REGIONAL PSR STAFF
DUTIES AND RESPONSIBILITIES

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL	2000	2-2
REGIONAL DIVISION HEAD.	2001	2-2
REGIONAL OPERATIONS CHIEF.	2002	2-2
REGIONAL ADMIN CLERK.	2003	2-3

2000. General. This chapter defines the duties and responsibilities of PSR billets at the Regional level.

2001. PSR WRR/ERR Regional Division Head

1. The WRR and ERR PSR Division Heads are responsible for the accomplishment of the Prior Service Recruiting mission and all matters related to PS recruiting operations for their respective regions, as directed by MCRC. Primary duties include but are not limited to the following:

a. Supervision of all positions that report directly to this billet, to include determination of billet functions, counseling, and evaluation. Direct PSR mission assignment to District CO.

b. Responsible for the efficient administration of Prior Service Recruiting personnel assignment and the accomplishment of the assigned PSR mission.

c. Responsible for the efficient operation of Prior Service Recruiting to include the annual manpower mission assignments, semiannual inspections, and training for respective District PSR Operational and Recruiter Instructor staffs.

d. Manage their respective region's PSR fiscal matters and maintain the Marine Corps Reserve (O&MMCR) funds.

e. Maintain internal control of all incoming and outgoing correspondence for their respective recruiting region.

f. Prepare and conduct Command and VIP briefs on PSR matters.

g. Report to the Commanding General ERR/WRR, respectively.

2002. WRR/ERR PSR Operations Chief

1. The WRR and ERR, PSR Operations Chief is the senior enlisted advisor for all enlisted matters in his/her respective region; primary duties include but are not limited to the following:

a. Monitor Career Recruiter billets for their respective regions for assignment and reassignment of new and incumbent personnel.

- b. Advise the Regional PSR Division Head on PSR recruiting and personnel issues within their respective regions.
- c. Represent the Regional PSR Division Head on site visits, regional briefs, overseas liaison, and other functions as directed.
- d. Supervise the function of the PSR operations branch.
- e. Monitor and ensure the recruiting production of their respective recruiting Districts to ensure PSR mission attainment.
- f. Provide monthly attainment reports and associated PSR reports to the Regional PSR Division Head.
- g. Generate weekly statistics in support of assigned mission as requested.
- h. Research, develop, and generate operational policies from the regional level.
- i. Conduct semiannual inspections of prior service/transitional recruiting offices (PSRO's/TRO's).
- j. Conduct random PSR/TR site visits to include Okinawa and Hawaii.
- k. Monitor course curriculum for the training of newly assigned Recruiter Instructors/Operation Chiefs.
- l. Coordinate and recommend Districts' PSR mission to Regional PSR Division Head.
- m. Supervise and participate in training conferences and schools.
- n. This billet reports to the respective Regional PSR Division Head.

2003. Regional PSR Admin Clerk

- 1. The WRR and ERR, PSR Admin Clerk responsibilities include but are not limited to the following:

- a. Ensure that all tasks/reports assigned by the PSR Division Head and PSR Operations Chief are completed in a timely manner.
- b. Responsible for all administrative matters pertaining to their respective Region's PSR operations.
- c. Respond to administrative inquiries and problems from Prior Service Recruiting personnel and coordinate to make sure they are resolved.
- d. Compile administrative data related to personnel on hand as required by the PSR Division Head.
- e. Process TAD requests submitted by the regional staff.
- f. File all correspondence in the proper folder marked by SSIC per SECNAVINST 5215.5.
- g. Prepare and process incoming and outgoing correspondence per applicable SECNAVINST.
- h. Update and maintain the PSR phone directory as required.
- i. This billet reports to the Regional PSR Division Head.

CHAPTER 3

MARINE CORPS RECRUITING DISTRICT
PRIOR SERVICE RECRUITING OFFICE PERSONNEL
DUTIES AND RESPONSIBILITIES

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL.	3000	3-2
PSRO OFFICER IN CHARGE.	3001	3-2
PSRO OPERATIONS CHIEF	3002	3-7
PSRO RECRUITER INSTRUCTOR	3003	3-10
PS CAREER RECRUITER	3004	3-15
PSR AREA SNCOIC	3005	3-16
PSR SITE SNCOIC	3006	3-17
PSR NCO	3007	3-18

3000. General. This chapter establishes the mission, organization, and doctrine for the conduct of recruiting operations of the Prior Service Recruiting Office (PSRO). It is designed to assist the PS Recruiting (PSRO) Officer in Charge (OIC) and his staff in the planning and execution of PSR operations.

3001. PSRO Officer in Charge

1. The PSRO Officer in Charge is responsible for the accomplishment of the District's annual Prior Service Recruiting mission as directed by the ERR/WRR Commanding General. The OIC exercises command over Marine Corps personnel assigned or attached to his/her PSRO. Primary duties include but are not limited to the following:

a. Maintain a Desktop/Turnover to include information concerning OIC responsibilities.

b. Supervise positions that report directly to this billet, to include written counseling and evaluation concerning subordinate billet performance.

c. Facilitate professional training for PSRO personnel to enhance their efficiency in current assignments and overall value to the Marine Corps.

d. Maintain a harmonious relationship with supported Marine Reserve units; SMCR, IMA, other military organizations located within the district; federal, state, and municipal agencies; and the general public to provide recruiting personnel with ease of access to key personnel and facilities.

e. Develop and execute plans for assignment of recruiting personnel within the PSRO to create and maintain an equitable opportunity to achieve quota among recruiters.

f. Provide a uniform level of Prior Service Recruiting support to supported reserve and active units.

g. Become familiar with and utilize the Automated Leads Management Reporting System (ALMRS), the automated PSR database utilized by PS recruiting, to ensure ALMRS leads within their district are systematically recruited within 90 days of the lead date.

h. Contact all officers separating from active duty within 180 days of their EAS.

i. Maintain a spreadsheet of projected personnel losses and potential replacements.

j. Serve as the Reporting Senior (RS) for all enlisted personnel assigned to the PSRO. The RS will establish procedures to ensure that fitness reports are submitted on time IAW current MCO.

k. Authorize off-duty employment/education for personnel assigned to the PSRO. Off-duty employment/education will not be allowed to interfere with a Marine's performance of his/her duties.

l. Ensure that every Marine has the opportunity to take annual leave regularly. OICs cannot allow production or other recruiting pressures to deny personnel reasonable and regular opportunities to take annual leave.

m. Become thoroughly familiar with TAD processes, MCO 4600.40, and the use of the government credit card (VISA) in order to ensure that recruiters are reimbursed in a timely manner for the trips taken in conjunction with recruiting business.

n. Coordinate and control PSR Site operations with the PSRO and District Headquarters by whom they are supported. The PSRO can, but may not be collocated with the District Headquarters.

o. Responsible to ensure that the PSRO achieves its assigned mission.

p. Develop a PSRO Annual Plan for each fiscal year. The plan will contain key events during each month that impact PSRO recruiting operations. Entries on this plan should include:

(1) Specific objectives/milestones for each month. Remember the recruiting month is a calendar month. Annual recruiting mission corresponds fiscally.

(2) Key planning functions that must be performed during certain months each year.

(3) Key training actions to be taken during the year.

(4) Monthly attainment goals.

(5) Months during which known major events will occur during the year (conferences, command visits, etc.).

q. Plan and conduct quarterly and monthly training. The PSRO OIC, Ops Chief, and RI will meet prior to initiating the training schedule.

r. Conduct PSR site visits semiannually or as needed. When visiting a PSR Site, the PSRO OIC shall have a list of objectives and prior to the visit, shall thoroughly evaluate the Site's past performance to determine exactly what to address. Informal visits may be conducted to bolster a recruiter's morale, to counsel a recruiter on a fitness report, or to discuss a problem area.

s. Conduct Inspector/Instructor/Unit Commanding Officer visits. The PSRO OIC shall visit each I&I and/or unit CO semiannually. This visit should be conducted in conjunction with PSRS visits. Items that are often discussed with the I&I/unit CO are; the interview process, timely unit diary entries, unit sponsorship programs, the current and future manpower plans, officer procurement and the service that PS recruiters are providing to the unit. A trip report will be completed for each visit and maintained on file.

t. Conduct a SNCOIC conference semiannually. SNCOIC conferences promote cohesiveness and can help the PSRO work together as a team, towards a common goal.

u. Recognize and award those Marines who excel through the Recruiter Awards Program. To be effective, awards must be meaningful and timely. PSRO awards shall be clearly defined in LOI's based on directives of higher headquarters.

v. Serve as primary POC for PS Regional Inspections. The PSR inspection team will visit each PSRO semiannually. Upon arrival of the inspection team the Chief Inspector will brief the OIC, Ops Chief, and RI on the policies and procedures as outlined by the Inspection Checklist. The inspection team will out brief the OIC, Ops Chief, and RI of all

noted discrepancies and findings. A formal letter of the inspection results will be provided to the respective District CO upon completion.

w. Augment, in coordination with the MCD, the PSR Regional inspection team with a PSR 8412.

x. Utilize PSR Career Recruiters (8412's) in an Area SNCOIC concept/capacity. Area SNCOIC's will function as a trainer for subordinate recruiters and will ultimately be responsible for the assigned mission within his/her area of responsibility. Typically an Area SNCOIC will be collocated in a multi-man site and can be responsible for several PSR sites as directed by the PSRO OIC.

y. Assign PS Recruiters to the Probation Program. Recruiters that fail to make mission will be placed on the probation program. A PS Recruiter who has been placed on the probation program will be issued a Recruiting Probation Letter (Figure 3-4). The Personal Trainer Program is also an option available to the OIC to assist in improving a recruiter's performance. The PSRO will address and document steps taken to remove obstacles and/or address problems reported by the recruiter as reasons for mission failure. The following is the standard on when to assign a recruiter to probation:

(1) The first month a recruiter fails to attain assigned mission the OIC has the discretion of taking administrative action. The OIC shall consult with the Ops Chief and RI prior to placing a recruiter on probation.

(2) If the recruiter misses assigned mission for a second month in a row, the OIC will place the recruiter on probation utilizing the format in Figure 3-4. Replace the formulas provided with the specific recruiting activity assigned. A copy of the probation letter will be maintained in the recruiter's training folder.

(3) Probation for recruiters will be broken down into three periods under the following guidelines:

(a) The first instance of recruiting probation will be for 60 days. The OIC will counsel the recruiter in writing utilizing Figure 3-4 regarding deficiencies and the help available. The OIC will review the recruiter's performance at

the end of 60 days to determine whether to terminate or extend the probation for another 60 days.

(b) If a 60-day extension is deemed appropriate, the OIC will counsel the recruiter again utilizing Figure 3-5, and will place an official entry in the Marine's Service Record Book (SRB), page 11, Administrative Remarks.

(c) The OIC will again review the recruiter's performance at the end of the 60-day extension to determine if an additional 60 days of probation is needed. If the RSNCO is extended for a third 60-day period, the OIC will counsel the recruiter using the format shown in Figure 3-6. Another official entry will be made in the Marine's SRB detailing the administrative action to be taken. Such continued failure during this period will result in relief from recruiting duty, loss of the 8411 MOS, and termination of special duty assignment pay.

(d) Once the recruiter meets the requirements of probation, the OIC will terminate the probation in writing.

(4) In the event that a recruiter's production fails to meet the minimum acceptable standards, the PSRO OIC also has the option of placing that individual on the highly structured, closely supervised Personal Trainer Program. The specific production goals desired from this program are left to the discretion of the recruiter's supervisors and must be consistent with the mission letter.

(a) The recruiter will be closely supervised on a daily structured regiment by a personal trainer assigned in writing by the OIC. The personal trainer assigned to monitor the recruiter's activity does not need to be physically present, but contact between the recruiter and the personal trainer shall occur several times during the work period by telephone or other means previously arranged. The OIC will ensure that the recruiting activity of the assigned personnel trainer (if not the RI or Ops Chief) will not be adversely affected by this assignment. The personal trainer assigned will ensure that he/she is available to the recruiter placed on this program for advice and/or support.

(b) In the execution of this program the following will be ensured:

(1) The RI will verify to the OIC that the assigned mission is attainable and that the recruiter's skill level is sufficient to ensure that the goal can be met.

(2) Recruiters should be given specific daily tasks to accomplish instead of a time to finish the workday.

(3) The RI will evaluate the success of the recruiter in meeting assigned recruiting goals.

(4) Once assigned, the recruiter will remain on the program for not less than 30 days.

z. This billet reports to the District Commanding Officer.

3002. PSRO Operations Chief

1. The PSRO Operations Chief works directly for the PSRO OIC and will coordinate with the OIC when dealing with critical personnel moves, reorganization and/or consolidation, major program initiatives, and during routine analysis of the PSRO. Duties include but are not limited to the following (The PSRO Officer in Charge may direct additional duties):

a. Maintain a Desktop/Turnover covering all of the Ops Chiefs responsibilities.

b. Create and maintain individual site folders per Appendix M. These folders will be arranged alphabetically by site and will be maintained at the PSRO.

c. Coordinate operational support for PS Recruiters within the PSRO.

d. Monitor and ensure recruiting personnel are in compliance with the proper use of government resources including, but not limited to TAD funds, GSA vehicles, equipment, and telephones.

e. Work closely with the District Sergeant Major and contact team chief when dealing with critical personnel moves, and reorganization/consolidation.

f. Ensure all required reports for higher headquarters and the PSRO are concise, correct, and submitted in a timely manner.

Figure 3-1 lists the required reports, indicating the occasion for submission.

g. Make liaison visits to all the Reserve units supported within the Recruiting District boundaries. This ensures that support and a good working relationship exists and is maintained between supported units and recruiting personnel. Visits will be conducted on a semiannual basis or as needed.

h. Recruiting site inspections will be conducted on a semiannual basis or more frequently if needed. Appendix L, Figure L-1, will be used for the inspection. A copy of the inspection report will be maintained for 2 years. Review previous inspection reports prior to the next inspection.

i. A written trip report will be submitted to the OIC after each site visit. The report will be maintained for 2 years. Figure 3-2 outlines the format for the required trip report.

j. Manage the submission of and change requests for Manpower Plan Reserve Quota Serial Numbers (RQSN) to CMC (RAP). Refer to Appendix N for specific procedures regarding the RQSN change request process.

k. Coordinate and gather unit manpower requirements from supported SMCR units for annual manpower planning. Attend the Reserve Recruiting Mission Planning Conference (RRMPC) in support of the manpower plan.

l. Verify and flash accessions from RSNCO's via ALMRS. Ensure that the ALMRS record is complete and corresponds with the current manpower plan. Notify the recruiter to correct discrepancies and/or complete data in the ALMRS record.

m. Coordinate and assign monthly mission to Area/Site SNCOIC's. A copy of each mission letter is to be maintained for 2 years.

n. Maintain mission objectives letters received from the field recruiters for 2 years.

o. Maintain and update unit information sheets semiannually or as needed for each supported SMCR unit.

3003. PSRO Recruiter Instructor

1. The PSRO Recruiter Instructor (RI) is assigned by CMC (Code RA) and works directly for the PSRO OIC. The RI is not in the operational chain of command of the production recruiters within the PSRO. The RI must have the background, personality, initiative, and motivation to effectively teach and assist other recruiters. The RI is normally the second most experienced recruiter in the PSRO and has extensive previous SNCOIC experience and the MOS 8412. The RI will work closely with the OIC and Ops Chief when dealing with critical personnel moves, reorganization or consolidation, major program initiatives, and the routine analysis of the PSRO. The RI and Ops Chief will coordinate their efforts to ensure the lines of communication are open between the two billets.

****NOTE:** The RI will NOT be used as an area SNCOIC, site SNCOIC or recruiter, he/she will not be placed on production, his/her principal value is as a skilled instructor. To maximize the effectiveness of an RI, he/she must be allowed to keep his/her sights on the overall PSRO situation in order to address the training needs of the district as a whole.

2. The primary duties and responsibilities of the PSRO RI include but are not limited to the following (The PSRO Officer in Charge may direct additional duties):

- a. Maintain a Desktop/Turnover with specific sections covering the RI responsibilities.
- b. Train and inspect systematic recruiting in ALMRS.
- c. Inspect reenlistment/accession packages.
- d. Conduct Initial Recruiter Training (IRT) within the first 10 days of assignment for new recruiters.
- e. Conduct Proficiency and Review (PAR) training for newly assigned recruiters.
- f. Conduct Refresher and Reinforcement (R&R) training, PSS Core, PSS Applications, and PSS Coaching as appropriate for current recruiters.
- g. Maintain recruiting training files on all production recruiters within the PSRO.

h. Conduct inspections utilizing Figure B-1, at a minimum semiannually, on all production recruiters.

i. Maintain inspection report files on all production recruiters.

j. Conduct Initial Recruiter Training (IRT) within the first 10 days of assignment on new recruiters. IRT can be conducted at either the recruiting site (preferred) or the PSRO. The RI will conduct Initial Recruiter Training in all areas of systematic recruiting and the preparation and completion of Enlistment/Accession packages. The training will be provided utilizing Appendix G.

k. Recruiters will not be placed on production until 30 days after they have completed IRT.

3. The purpose of ~~Initial Recruiter Training~~ {IRT} is to accomplish the following:

a. Review and reinforce the training provided to recruiters at the Basic Recruiting Course (BRC), MCRD, San Diego, CA.

b. Evaluate new recruiters' initial ability and to determine specific areas where they need additional training.

4. The RI will assign the new recruiter with the following tasks during IRT:

a. Visit and develop rapport with supported units. A trip report will be submitted following all visits.

b. Contact all NPS RSS within the recruiting site location for networking.

c. Effective utilization of S&R Sheets.

d. Thorough familiarization with ALMRS and MCTFS.

e. Complete tabbing of PSR Guide.

f. Thorough familiarization/update of Turnover/Profile book.

g. Assign a minimum of prospecting attempts to contact

results, (example 150 each: TC's/Month with a minimum of 20 contacts weekly), specifically targeting known unit vacancies and manpower requirements.

5. Proficiency and Review Training (PAR) will be conducted 30 days, 3 months, and 6 months following their IRT. Evaluation of the training will be provided using Appendices B, I, and J.

6. The purpose of PAR training is to accomplish the following:

a. Review and reinforce the training provided to recruiters at Basic Recruiting Course (BRC), MCRD, San Diego, CA.

b. Continue to evaluate new recruiters' abilities and to determine specific areas where they need additional training.

c. The 30-Day PAR training is unique in that the following items are accomplished during this training period only:

(1) The PSS Core test will be administered utilizing Appendix J, results will be recorded utilizing Appendix I.

(2) The RI will conduct a thorough review of all tasks assigned during IRT.

7. PAR training for RSNCO's will require the RI to conduct training in the following areas:

a. Preparation of a Turnover/Profile Book.

b. Utilization of the ALMRS program for all systematic recruiting requirements.

c. Review of actual field evaluations of the recruiter's ability to conduct telephone calls and send mailouts.

d. How to analyze results of recruiting activities, utilizing Appendix D.

e. Practical application of screening techniques, to include determination of conditions requiring a waiver and preparation thereof.

f. Completion of Schedule and Results Sheets.

g. Completion of an IRR to SMCR accession package.

h. Completion of a reenlistment accession package with date computations and a CMC approved waiver.

i. Review of all discrepancies identified on all join packages completed to date utilizing Appendix F.

8. At the conclusion of every training session the RI will complete a Training and Evaluation Checklist utilizing Appendix B and a Proficiency and Review Evaluation Summary utilizing Appendix I. The evaluation will address the new recruiter's ability, his potential as a recruiter, and areas in which he will need follow-up training and assistance.

9. Complete a trip report upon completion of each inspection/site visit. This report will be submitted to the OIC and a copy maintained on file for 2 years.

10. Refresher and Reinforcement Training will be conducted for all production recruiters. This training consists of a review of known recruiting weaknesses. All production recruiters must receive a minimum of eight hours of R & R Training semiannually.

11. The RI will submit a quarterly/annual training plan to the OIC. This plan is subject to change based on the needs of the PSRO.

a. Appropriate subjects for R & R Training include, but are not limited to the subjects listed below:

- (1) Time Management
- (2) Goal Setting
- (3) Successful Motivation
- (4) Sales Training
- (5) Prospecting Techniques
- (6) Screening Techniques
- (7) Accession Packages
- (8) ALMRS

b. R & R Training is an ideal opportunity for the RI to address items previously identified as areas of concern.

13. The RI will maintain an individual training file on all production recruiters in the PSRO. Training files will contain

the following sections in the following order:

- a. Recruiter Data Sheet (Appendix A)
- b. Recruiter Instructor Training Evaluation Checklist (Appendix B), which includes the 30 Day, 3, and 6 Month Proficiency and Review Evaluation Summary (Appendix I), and the semiannual training and evaluation results (Appendix B).
- c. Systematic Recruiting/Individual Training Record sheets (Appendix C).
- d. Recruiter Activity Analysis Sheet (Appendix D) completed on a monthly basis.
- e. Year to Date Accession Report for Join Package accountability.
- f. Package Inspection Checklist Matrix (PICM) (Appendix F)

14. Individual training files will be arranged alphabetically and will be maintained for the duration of the recruiter's tour at the PSRO Office. It is the RI's sole responsibility to maintain these files and ensure that they are current and accurate. In the event of the recruiter's transfer to another PSRO, the file will be forwarded to the RI of the new PSRO. Once a recruiter leaves recruiting duty the training folder will be destroyed after 1 year.

15. Enlistment/Accession Packages Inspections. Packages from the previous recruiting month must be inspected within 30 days from the month credit was given in ALMRS. The RI will use the Accession Package Inspection Checklist (Appendix E) and the Package Inspection Checklist Matrix (Appendix F) when conducting the inspection on enlistment/accession packages. The RI will place the APIC inside each join package on top of the New Join Worksheet with explanation and supporting documentation if applicable. The RI will not make any changes or corrections to join packages received from the RSNCO, nor will he direct the RSNCO to correct any item(s), other than those that necessitate an AA Form. All discrepancies will be noted on the APIC. Discrepancies identified by the RI on the APIC will not be marked as an error by the Regional Inspection Team, but will still be utilized in the overall grading of each package. The RI will consolidate the training effort by using the PICM, this

will also serve to identify trends that may develop. Utilization of the PICM will ensure that the RI, Area/Site SNCOIC and RSNCO are fully aware of the RSNCO's package completion skills and any corrective action/training necessary.

3004. Prior Service Career Recruiters (8412). Career Recruiters are Gunnery Sergeants and above, assigned by CMC who, once selected, form a cadre of professional PS Recruiters whose assignment in key managerial billets will improve the management and effectiveness of the PSR effort. These billets include Staff Noncommissioned Officers in Charge of recruiting areas/sites; Recruiter Instructors; Operations Chiefs; Instructors at Recruiter School, (MCRD San Diego); and staff members at MCRC, WRR, and ERR.

1. Duties

a. MGySgt to GySgt:

- (1) Plan recruiting activities.
- (2) Conduct recruiting activities.
- (3) Utilize and teach systematic recruiting components and procedures to subordinates, peers, and superiors.
- (4) Conduct sales presentations with prospects for accession and teach basic communication skills to subordinates, peers, and superiors.
- (5) Instruct, prepare, and supervise the preparation of required accession documents.
- (6) Analyze results of recruiting activities conducted.
- (7) Analyze, determine, and institute training programs as necessary to assist in improving the effectiveness of assigned subordinates.
- (8) Instruct at the Recruiter School at Marine Corps Recruit Depot, San Diego, CA.
- (9) Serve as a Recruiter Instructor within the region/PSRO and have the background, initiative, personality, and motivation to effectively teach and assist other recruiters.

Serve as a Recruiter Instructor or assistant Recruiter Instructor and provide training and assistance to the recruiting force.

(10) Serve as Operations Chief of a PSRO. As an Operations Chief, perform statistical and operational duties in support of the recruiting effort.

(11) The SNCOIC of a recruiting area/site is responsible for the attainment of the assigned mission and the overall management of recruiting area/site operation. The SNCOIC is specifically responsible for maximizing prospecting efforts and efficiency, improving the sales techniques of recruiters, and monitoring the contact to contract chain of assigned recruiters.

3005. PSR Area SNCOIC. The Area SNCOIC is responsible for a set geographical area covering multiple PSR sites. The Area SNCOIC functions as a trainer for subordinate recruiters and is ultimately responsible for the accomplishment of the assigned mission within the assigned area of responsibility. Typically, an Area SNCOIC is collocated in a multi-person site and is responsible for several PSR sites as directed by the PSRO OIC. The Area SNCOIC is primarily responsible for but not limited to the following:

1. Mission assignment and attainment by individual recruiters.
2. Serve as a duty expert for questions concerning recruiting matters and is an extension of the Ops Chief and Recruiter Instructor.
3. Provide and supervise PSS, ALMRS, TC technique, package preparation training and training to known and directed deficiencies.
4. Monitor recruiting activities and results. Conduct daily and weekly planning with subordinate recruiters.
5. Conduct quality control on accession packages. Prepare APIC and PICM on inspection accession packages within the area of responsibility.
6. Ensure subordinates comply with existing policies and submit required reports.

3006. PSR Site SNCOIC. Site SNCOIC duties include but are not limited to the following:

1. Supervise subordinate/s at a site to ensure accomplishment of the site's mission as directed by the OIC. The SNCOIC will counsel all recruiting personnel assigned to the site.
2. Conduct inspections of accession packages to ensure compliance with established recruiting standards by all recruiters assigned to the site.
3. Maintain good order and discipline among all personnel assigned to the site, to include military bearing and courtesy, personal appearance, physical fitness, and conduct.
4. Take charge of all government property assigned to the site as directed. Monitor personnel to ensure they are in compliance with the regulations that govern the use of government resources.

3007. Prior Service/Transitional Recruiter (8411). The Prior Service/Transitional Recruiter is responsible for accomplishing the individual monthly mission as assigned by the PSRO OIC. Duties include but are not limited to the following:

1. Coordinate prior service applicant accession package preparation, to include any and all requirements specified by governing orders, directives, and this Guide.
2. Prospect, interview, and screen potential applicants for the Selected Marine Corps Reserve and/or Active Reserve program.
3. Prepare required documentation for accession packages.
4. Maintain accession files as required by this Guide.
5. Maintain desktop procedures and turnover files and update as necessary.
6. Solicit separating Marines from active duty for further service in the MCR.
7. Assist in the conduct of pre-separation and troop information briefs in support of local training or transition assistance programs as required.

8. Coordinate with base or station commanders, career planners, UTC's, and TAMP representatives to ensure maximum distribution of MCR information at scheduled pre-separation and troop information briefs.

9. Provide the option of reenlistment in the MCR to qualified Marines separating from active duty.

10. Assist applicants in the preparation of Active Reserve program packages and Direct Assignment Program orders.

11. Provide telephonic referrals to PSRO recruiters of separating Marines who have expressed interest in affiliating with the SMCR.

12. This billet reports to the Area/Site SNCOIC. In the absence of an Area/Site SNCOIC this billet reports to the Operations Chief.

<u>REPORT</u>	<u>OCCASION</u>
Recruiter Production Report	Monthly
RSNCO of the Month	Monthly
RSNCO of Quarter	Quarterly
Trip Report	On Occurrence
RSNCO of the Year	Annual
Unit manpower requirements (30 days prior to RRMP)	Annual

Figure 3-1. Required Reports and Deadlines

PSRO LETTERHEAD

1010
PSRO
Date

From: Operations Chief
To: Officer in Charge

Subj: TRIP REPORT

1. Destination:
2. Purpose of Trip:
3. Highlights: (List location/s visited, inclusive dates of travel and key personnel contacted.)
4. Discussion/Conclusion:
5. Recommendations:

Signature
(Ops Chief)

Figure 3-2. Operations Chief Trip Report

PSRO LETTERHEAD

1100
PSRO
(Date)

From: Officer in Charge, Prior Service Recruiting Office
To: Commanding General, Marine Corps Recruiting Command
Via: Commanding General, (Appropriate) Recruiting Region
Commanding Officer, (Appropriate) District

Subj: PRIOR SERVICE RECRUITING OFFICE __ PRODUCTION
RECRUITER STATUS REPORT FOR (MO/YYYY)

Ref: (a) Prior Service Recruiting Guide, Volume IV.

1. Per the reference, the following information is provided:

<u>RANK</u>	<u>NAME</u>	<u>STATUS</u>	<u>LOCATION</u>
MSgt	Marine, I.M.	OPSCHF	Midtown, CA
GySgt	SemperFidelis, G.	RI	Midtown, CA
GySgt	Hard, B.R.	Production	Anywhere, NV
GySgt	Dirtbag, S.E.	Production*	Nowhere, AK
SSgt	Cornbread, P.V.	NOP	Anywhere, NV
SSgt	Smith, D.D.	NOP	Teapot, WA
SSgt	Jones, J.J.	NOP	Belton, MO

* Recruiter assigned to probation

2. Additional comments regarding non-production recruiters are as follows:

SSgt Cornbread - Attending PME 2001/04/03 - 2001/05/15
SSgt Smith - detached 1 April 2001.
SSgt Jones - New recruiter 20010730

3. Point of contact at this PSRO is MSgt Marine at (800)123-4567.

I. M. THEOIC

Figure 3-3. Production Recruiter Status Report

PSRO LETTER HEAD

1100
PSRO
(Date)

From: Officer in Charge
To: (RSNCO)

Subj: RECRUITING PROBATION LETTER

1. Due to your substandard recruiting production, you are being placed on probation this date for a period of 60 days. The lack of mission accomplishment is below the average individual mission that was assigned to you. At the end of 60 days I will review your performance to determine whether to extend your probation for an additional 60 days or remove you from probation.

2. While on probation your assigned mission is "A" per month. In order to fulfill this mission you will accomplish, at a minimum, the following:

- | | |
|----------------|-------------------------------|
| a. (y)x 4.4= z | z: telephone calls |
| b. (w)x 1.2= y | A: assigned mission for month |
| | y: scheduled appointments |
| c. (A)x 2.1= W | w: I&I interviews |

(for example, if the assigned mission is 3 accessions per month the RSNCO must have $3 \times 2.1 = 6.3$ I&I interviews per accession, $6.3 \times 1.2 = 7.6$ RSNCO interviews, $7.6 \times 4.4 = 33.5$ telephone calls.

3. The Recruiter Instructor (RI) and the Operations Chief (OpsChief) will assist you in the evaluation of your selling techniques and other aspects of systematic recruiting. The following deficiencies have been noted:____, and you will do the following, to correct these deficiencies____. The RI and Ops Chief will work closely with you to help correct these deficiencies and accomplish your assigned recruiting mission.

Figure 3-4. Recruiting Probation Letter

4. I want you to succeed in the accomplishment of your mission and every effort will be made to help you accomplish that task. However, you must heed the guidance provided in this letter and respond in a positive manner to help improve your performance.

Officer in Charge

I fully understand the contents of this letter.

(Recruiter's signature and date)

Figure 3-4 (Cont). Recruiting Probation Letter

PSRO LETTERHEAD

1100
PSRO
(Date)

From: Officer in Charge
To: (RSNCO)

Subj: EXTENSION OF PROBATION (IF PROBATION IS TERMINATED,
DO SO IN WRITING)

1. Your failure to achieve the assigned goals/mission extends your recruiting probation for an additional 60 days. An official entry indicating your substandard performance and extension on recruiting probation will be made in your Service Record (SR). At the end of 60 days I will once again review your recruiting efforts to determine whether or not to extend you for an additional 60 days or terminate your assignment to probation.

2. While on probation your assigned mission is "A" per month. In order to make this mission you will accomplish, at a minimum, the following:

- | | | |
|----|----------------------|--|
| a. | $(y) \times 4.4 = z$ | z: telephone contacts |
| b. | $(w) \times 1.2 = y$ | A: assigned mission for month
y: scheduled appointments |
| c. | $(A) \times 2.1 = w$ | w: I&I interviews |

(for example, if the assigned mission is 3 accessions per month the RSNCO must have $3 \times 2.1 = 6.3$ I&I interviews per accession, $6.3 \times 1.2 = 7.6$ RSNCO interviews, $7.6 \times 4.4 = 33.5$ telephone calls.

3. The Recruiter Instructor and the Operations Chief will continue to assist you in the evaluation of your selling techniques and other aspects of systematic recruiting. I have directed them to work with you and identify problem areas and correct the deficiencies.

Figure 3-5. Extension of Recruiting Probation Letter

4. I want you to succeed in the accomplishment of your mission and every effort will be made to help you accomplish that task. However, you must heed the guidance provided in this letter and respond in a positive manner to help improve your performance.

Officer in Charge

I fully understand the contents of this letter.

(Recruiter's signature and date)

Figure 3-5 (Cont). Extension of Recruiting Probation Letter

4. Relief from recruiting duty and loss of the 8411 MOS may result in a reassignment on the Active Reserve program or release from active duty.

Officer in Charge

I fully understand the contents of this letter.

(Recruiter's signature and date)

Figure 3-6 (Cont). Second Extension of Recruiting Probation Letter