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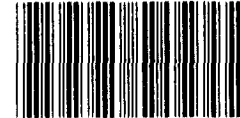
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FEDERAL PERSONNEL AND
COMPENSATION DIVISION

B-199870

AUGUST 15, 1980

The Honorable Clifford L. Alexander
The Secretary of the Army



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Dear Mr. Secretary:

Subject: Recruiting Management in the United States
Army Recruiting Command (FPCD-80-61)

We recently reviewed recruiting management in the United States Army Recruiting Command (USAREC) at the request of the Chairman, Subcommittee on Manpower and Personnel, Senate Armed Services Committee. We also reviewed recruiting management in the other services and in the National Guard and have issued separate reports to each of the other service Secretaries, the Commandant of the Marine Corps, and the Chief of the National Guard Bureau.

We are also preparing two reports to the Congress addressing (1) the recruiting decisionmaking processes in the Office of the Secretary of Defense and the service headquarters (including the Air National Guard and the Army National Guard) and (2) the extent and causes of, and potential for, correcting recruiter malpractice. At the same time, we are sending a summary of our work to the Chairman, Senate Subcommittee on Manpower and Personnel.

We conducted our audit work at USAREC Headquarters and the Midwest Region Recruiting Command, both in Fort Sheridan, Illinois, and the Army Recruiting Districts in Albany, New York; Chicago, Illinois; Nashville, Tennessee; and San Antonio, Texas. We reviewed pertinent records, interviewed management and recruiting officials, and observed the organizational structure.

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ARMY INVESTIGATION

As you know, the Army recently completed the most massive investigation of recruiter malpractice in its history. The investigation, in our opinion, represented a reasonable, systematic effort to detect recruiters who violated regulations or procedures, particularly those recruiters who inappropriately assisted applicants on tests. The accuracy of the data base and the methodology used to identify recruiters to be investigated had limitations, however. Whereas the inaccuracies in the data base were, for the most part, beyond the Army's control, the methodology may not have identified all violations. Nevertheless, it was an attempt to reach a reasonable balance between the need to identify violators and the need to minimize the demoralizing effects of placing large numbers of innocent recruiters under suspicion.

RECRUITING MANAGEMENT PROBLEM AREAS

We found some situations which, if unaddressed, could hamper effective recruiting operations. The three areas in recruiting in which we noted problems were:

- Training of supervisory personnel.
- Coordination of management control systems.
- Performance evaluations of management at district recruiting commands (DRCs), area commands, and recruiting stations.

We are pleased to note that USAREC has taken action to deal with the first concern, and we encourage USAREC to address the remaining two.

TRAINING OF SUPERVISORY PERSONNEL

Our review in two of the four Army recruiting districts visited indicated that the training provided to area commanders and the more senior district commanders may be inadequate. For example, we noted that an area commander and the executive officer assigned to one district had not attended the course designed to train them for their positions. Further, area commanders who attended the course said it was ineffective and also did not cover waiver processing, although

area commanders approve waivers. In addition, some station commanders who were also serving as production recruiters had not taken the station management course.

After our discussions with officials on this issue early this year, USAREC improved their training program for management personnel to provide more comprehensive information on the recruiting process, with emphasis on waivers and methods to identify malpractice. In addition, the USAREC commander instituted a policy that all key recruiting management personnel at DRCs and below receive supervisory training en route to their duty assignment. If not feasible at that time, the training must start within the first 30 days after their assignment begins. In our view, USAREC's action in instituting the above changes is likely to counter the identified problems. The effectiveness of the training cannot be measured at this time, however.

COORDINATION OF MANAGEMENT CONTROL SYSTEMS

On the basis of our limited observation, it appears that controls employed by local recruiting managers may not be as effective and efficient as they should be and that various management reporting systems are not interrelated and do not achieve anticipated results.

Although information produced by one system could be logically integrated into another system or systems, the DRC management did not always interrelate them. For example, some DRCs did not use recruiter production records to target recruiter training needs, project the probability of meeting their recruiting goals, or identify recruiters needing assistance to achieve their goals. At one DRC, although production information was available, management did not readily know whether any of its recruiters were on probation or whether those on probation were receiving assistance from the DRC's professional development teams.

At the DRCs visited, we noted that another control mechanism not tied into other systems was DRC guidance counselors' review of enlistment packages prepared by recruiters. Although the guidance counselors knew which recruiters consistently made errors in preparing individuals' enlistment forms, the counselors did not provide this information to management. As a result, managers have not initiated corrective measures.

In an effort to aid DRC commanders in detecting recruiters who have been performing unsatisfactorily, USAREC has recently initiated a monthly profile report on each of the Army's production recruiters. This report consolidated, for the first time, information for DRC commanders that was previously available from a variety of sources at different levels within USAREC. The data in this monthly profile report help DRC commanders to better allocate their professional development resources.

This action by USAREC is a step towards correcting the above-mentioned problems. More work still needs to be done, however.

PERFORMANCE EVALUATIONS OF MANAGEMENT

In our opinion, the Army's monitoring and evaluation of recruiting units need improvement. Unit evaluations are concerned more with unit appearance and recordkeeping than formalized and systematic feedback management practices.

Army regulations require parent commands to periodically evaluate units in implementing recruiting regulations. USAREC's Inspector General staff is required to conduct evaluations of regional and district recruiting commands. Regions are supposed to be evaluated at least annually, districts biannually. Regions, in turn, are required to periodically evaluate recruiting districts. Recruiting districts, through their area commanders and professional development teams, evaluate recruiting stations quarterly.

Regional inspections did not appear to be comprehensive and were not always documented or maintained by the districts. According to the commander at one DRC, regional inspections provide very little information that is not already known. One type of regional evaluation that was consistently documented was the quarterly inspection of the REQUEST computer system controls used by DRC guidance counselors. The DRC, however, did not retain all of these reports. Therefore, the value of the reports as a record of problems identified and corrected was limited.

At the DRCs visited, we noted that district inspections of recruiting stations centered on recordkeeping and appearance and were inconsistent in their approach. The report on one recruiting station, which was meeting only 57 percent of its recruiting mission, noted that station appearance was excellent and files and recordkeeping were in good order. The

report failed to note any problem areas or identify corrective actions needed. By contrast, inspection reports on two of the DRCs productive stations meeting 116 percent and 91 percent of their goals, respectively, recommended area command assistance with the stations' files.

We are pleased with the cooperation we received during our review from people in the various organizational levels associated with Army recruiting. Where we identified potential problems, the Recruiting Command provided an immediate response and, in many cases, took corrective actions.

We look forward to a continued cooperative working relationship in the future.

Sincerely yours,



H. L. Krieger
Director