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Let me first start by saying I am an Army Recruiter, who has been doing this job for the past eight years. I personally have worked with and know hundreds of other Army recruiters. The immense majority of the recruiters are hard-working, honest, and trustworthy; tasked to do one of the most difficult jobs in the Army. Most recruiters are non-volunteers. They never wanted the job in the first place, but once selected are told by leaders, not all but some, that the likelihood of returning to their previous primary military skill after three years of recruiting duty with an untarnished service record depends solely upon them making their recruiting goals. This unforgiving system of numbers have caused some recruiters, in a small percentage, to lie and cheat in order to make their monthly mission of two new Soldiers each and every month for three years.

Army Noncommissioned Officers (NCOs) assigned to recruiting duty face ethical challenges daily and making the right decision requires strong moral character and ethical values. The Army Recruiter provides the strength for America's Army and completing this mission while at war can challenge even the best recruiting NCOs. Recruiters have the value of ethics and integrity stressed continuously during their training and assignment in recruiting command.

To better explain why ethics can be easily challenged in recruiting I will expand on the daily stress a recruiter can endure. The Recruiting Station Commander divides the mission among the assigned recruiters as their goal. Usually an individual recruiter might end up with a mission of two (one high school graduate and one high school senior that have scored a 50 or better on the Armed Services Vocational Aptitude Battery (ASVAB) exam). Now the recruiter must develop a work ethic plan that will enable him or her to accomplish the assigned mission. This plan may require the recruiter to spend countless hours prospecting on the telephone, setting appointments,

conducting interviews, processing applicants, and following up on potential prospects and applicants. This may require the recruiter to work 14-15 hours days with daily milestone requirements such as 3 appointments made and 2 interviews conducted.

The recruiter's day may have started by waking up at 0330 in order for him or her to pick up a Future Soldier getting ready to ship out to training; transported that future soldier to the Military Entrance Processing Station (MEPS) by 0530. Then returned to the recruiting station to spend 6 hours on the telephone prospecting for new applicants, spent 2 hours at one of the local high schools, had 3 of the scheduled appointments "no-show", and end up with nothing accomplished by the end of the day. The ethical dilemma that faces the recruiter is whether to report zero events towards the assigned daily requirements or submit false work ethic accomplishments to keep the Station Commander off of his or her back. Recruiting Station Commanders and First Sergeants frequently complete a "close-the-loop" inspection of assigned recruiter tools and have caught recruiters submitting false accomplishments.

Recruiting NCOs have applicant-testing requirements each week as well. These requirements may include having a certain number of applicants achieve a certain test score such as 50 or better on the ASVAB. Here again, recruiters have used what is know as a "ringer" (someone that takes the test for someone else) at local test sites in order to meet the assigned requirements.

Recruiters must screen all potential applicants in accordance with Army Regulation (AR) 601-210 (Army and Army Reserve Enlistment Program) and AR 40-501 (Medical Fitness Standards). Screening questions cover citizenship, age, prior military service, marital status, dependents,

education, and moral violations. Recruiters often find themselves challenged ethically in qualifying an applicant in accordance with enlistment criteria outlined in regulations and policies. Recruiters rely on the honesty of the applicant's responses to each question. There have been some instances where recruiters have omitted disqualifying factors in order to accomplish their assigned mission. For example, an applicant may require a waiver of law violations, which the recruiter can easily omit from the enlistment application, or the applicant may have had childhood asthma, which can disqualifies the applicant or in some cases just require a medical waiver. Again the recruiter can omit the disqualification from the application and fraudulently qualify the applicant in order to make mission. In some instances, the applicant elects not to truthfully answer screening questions, which places the recruiter in harms way. Army Recruiting Command has random checks and systems in place to discover and identify unethical recruiting practices. The Uniform Code of Military Justice (UCMJ) applies to all recruiting improprieties in accordance with USAREC Regulation 601-45 and most often directs immediate removal from recruiting duties.

Recruiting duty requires the highest essence of values from all assigned. Day after day recruiters work hard to complete their assigned mission of providing the strength that our Army needs to fill the ranks to enable those Soldiers that repeat their tours in combat to spend more time with their families before another deployment. The majorities of recruiting NCOs make their mission with integrity and make the right ethical decisions daily. Wretchedly, a few NCOs make the wrong choice under the pressure of potential mission failure. With recruiting goals seemingly high, recruiters, who are selected from amongst the very best junior NCOs, are experiencing high levels of stress. More often they can appear to be bending the rules in order to

meet their goals. Recruiting Command became concerned about that and has since required a values stand down day yearly. The first was 20 May 2005, which is when we stopped all recruiting for the day and conducted an entire day of ethics training. Secondly, we reaffirmed the Army's oath; we completely re-administered it to each and every Soldier in recruiting command.