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**Military Recruiting Company Transforming to a Civilian Contract**

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**Abstract**

Transfer of a Military Recruiting company to a civilian contract company. The NCOs involved during the process of the closure of the company not only transferred the company to the civilian contract team, they set record high recruiting numbers while preparing for the deactivation of their Company. The NCOs exceeded mission requirements for 9 straight months, while their jobs were being taken from them and the reorganization of their Company. This will show their Warrior Ethos and dedication to the Salt Lake City Recruiting Company.

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### **Assignment**

Salt Lake City Recruiting Company consisted of eight recruiting stations, responsible for 50,800 square miles and a yearly mission of 500 Regular Army and Army Reserve enlistments. The Company had 48 total Soldiers assigned and was the largest Company within Salt Lake City Recruiting Battalion. We were one of six companies within the Salt City Battalion and one of 53 Companies with in the 6th Recruiting Brigade.

1 August 2001 I was given the opportunity to take command of the Salt Lake City Recruiting Company. I was assigned to the largest company in Salt Lake City Battalion from 1 August 2001 to 1 Nov 2002.

### **Fourth Quarter Fiscal Year 2001**

The 2001 Recruiting year ended Sept 2001. 1 October 2001 was the start of my first year of running the Company and setting our pace for the year. We focused on making FY02 one of the best years the company had ever produced. Our mission and personal goals were to achieve 100 percent of our mission monthly.

### **Fiscal Year 2002**

First Quarter FY02 was a challenge and one our company met head on. Each month we completed our mission between 95-98 percent. This was an improvement, but was still a disappointment to the commander and myself. The company had been in the bottom third of the nation for years. We wanted to put the company in the spotlight for being a great company.

### **Notification and Strategy**

In December 2001 while we were reviewing our 2nd quarter mission and setting up our recruiting plans for the company, the Battalion Command Group informed us that Salt Lake City

Recruiting Company would be deactivating and would be replaced by a Civilian Recruiting Company by November 2002.

The first few thoughts that crossed our minds on the pending closure were: “How do you keep 46 Soldiers motivated to continue recruiting, how do you strive to make your monthly mission with a pending closure in the future, what do you want to leave behind to a civilian company, and can you expect production to drop the closer you get to the deactivation date.”

The Commander and I gathered all of our Soldiers and informed them of our pending reorganization. We also discussed our plans for the remaining 9 months of the year. Our Goals were simple, we wanted to turn over the best company we could to the civilian company in Oct 2002. We also wanted our company to finish in the top ten or higher position in 6th Recruiting Brigade and the United States Army Recruiting Command (USAREC). The immediate goal to get there was to take the number one spot in Salt Lake City Recruiting Battalion. All Station Commanders and Recruiters agreed that this was the way they wanted to leave the company.

This was the moment of truth for every NCO in the company. The next 9 months had extremely high mission requirements and challenges of turning the company over in Oct 2002. The next few months would be full of deadlines to transfer 100 percent of the company assets to the civilian company.

### **Remainder of Fiscal Year 2002**

The NCOs came back from their New Years break on 5 January 2002 and hit work hard. This would be the first month to show what we are made of and if we could push our mission while preparing to depart the company. January proved to be the test of our Warrior Ethos. We accomplished over 100 percent of our mission for January. Every NCO in the company was proud. This one month was the standard bearer for the remaining 8 months.

The following eight months we continued to drive forward and out produce any previous years' mission accomplishments. While exceeding our monthly mission we started preparing our Soldiers for their upcoming transfers. Fort Carson sent up teams to work with our recruiters on their next assignments and ensure a smooth transition from our Company. There were meetings each month to go over suspense and ensure that we were on track to meet all of the deadlines. We didn't miss a deadline or mission during those eight months.

Mission accomplishment showed the Warrior Ethos of every NCO in the company. No NCO in the company quit or put the mission 2nd. They never accepted defeat or left a fallen comrade.

The leadership provided by the Company Commander, myself and our 8 Station Commanders made the company a great team. The company had set production levels never reached before by this company. The Station Commanders lived the Army Values and instilled them in every one of their recruiters along with the Warrior Ethos.

We completed FY02 on 30 September 2002. The company's 8 stations all exceeded their yearly mission. We achieved the number one position in 6th Recruiting Brigade as well as Salt Lake City Battalion. We also finished number three in USAREC. We produced over 652 net contracts and finished the year with a 131 percent mission accomplishment.

The month of September was one of the best for the company. On the final day of the month, the NCOs of Salt Lake Company achieved 200 percent of their assigned mission. Their production results earned them all of the Top Battalion Awards and 7 nominations for the 6th Recruiting Brigade annual awards. We sent three of the soldiers to the USAREC annual awards board.

The Commanding General of USAREC recognized the company and Soldiers nine times during our final months as a recruiting Company with his CG mission box streamers for the Company guidon.

### **Transfer**

1 Nov 2002 we transferred every asset of the Salt Lake Recruiting Company to the civilian recruiting team. There were no deficiencies of equipment or resources. The PCS of every recruiter in the Company was extremely smooth and without issues. Every Soldier proceeded to their next assignment leaving behind a legacy.

This transfer of a green suit recruiting company to a civilian recruiting company doesn't equate to a war zone deployment of a company, however it does show the NCO Corps as the backbone of the Army. NCOs dedicated and motivated to get a mission accomplished can do it under any circumstances.

The NCOs in this company consisted of eight Station Commanders, eight AGR Recruiters and 30 Regular Army recruiters. The performance of all of the NCOs in company far exceeded the expectations of their peers and officers throughout the command. The NCOs lived up to the motto "Backbone of the Army" and reached limits that few in the recruiting command will achieve. They accomplished it while their office doors were closing around them daily.

In a unique environment like the United States Army Recruiting Command, you work only with NCOs and a handful of officers. In a recruiting company you have a dynamic team that if properly led, trained, and motivated will achieve mission monthly.

The transition as one of the initial 10 recruiting companies reorganizing from green suit to civilian contract company was a good experience for all NCOs in the company. We had very

few issues with the transition and Salt Lake Battalion and higher commands took care of them immediately.

The transfer was smooth and effective because of all the NCOs working hand in hand with the civilian recruiters. The battle rhythm continued through the transfer to the civilian recruiters because of the great NCOs that were the Salt Lake City Recruiting Company.

The recruiting mission has increased over the past few years for the Army recruiters and USAREC is employing more Soldiers in the green suit companies to achieve mission success. The Global War on Terrorism has increased the mission and requirement for more recruits.

The transformation of the green suit recruiters to a civilian recruiting force has provided more NCOs to deploy and support the Global War on Terrorism. An average recruiting company has 25-40 NCOs. Our company sent 35 Soldiers back to the Army and their MOS's. Many of those NCOs deployed to Iraq and Afghanistan within months of returning to their units.

This transformation will allow more soldiers to stay in their units and deploy to all corners of the world. Having fewer soldiers in recruiting stations means more veteran soldiers in units to continue to train, lead and fight with the Soldiers enlisting daily across the United States.

The civilian recruiting companies are working well in some areas. Some of the civilian companies are still experiencing growing pains and the command is now looking at possible solutions to achieve mission while keeping soldiers in their current units.

### **Conclusion**

There is discussion that the Salt Lake Company will be returning to a green suit company in FY07. The proposal is that each of the Recruiting stations will have a mixture of three or four Regular Army and an Army Reserve recruiter and two or three civilian recruiters. There is also discussion that the Salt Lake City Recruiting Company will be all military in FY08.

The United States Army is transforming rapidly and adjusting to requirements in the world. We as NCOs will adapt and continue to make the mission. The United States Army Recruiting Command will adapt also and continue to find ways to provide the strength for the United States Army.

The mission for recruiters either civilian or military will always be a requirement for the Army. Someone will have to enlist young men and women from across our great nation to protect and defend the nation. It is an honor to be one of the NCOs selected to provide that strength. It is a greater honor to serve with all of the motivated, dedicated NCOs selected to perform the duty of a United States Army Recruiter.

The ultimate result of the Salt Lake City Recruiting Company NCOs was the transfer of one of the best recruiting companies in the nation to one of the first Civilian Recruiting Companies.