

EXCELLENCE IN NAVY RECRUITING

A LOOK AT HIGH PERFORMING NAVY RECRUITING DISTRICTS

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**Excellence in Navy Recruiting:
A Look at High-Performing Navy Recruiting Districts**

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This field study identifies and describes the attributes associated with excellent Navy Recruiting Districts. Phase One of the study discusses the opinions of more than one hundred officers, civilians and enlisted personnel on Navy Recruiting Command and Recruiting Area staffs as to the characteristics and performance of excellent districts. Phase Two of the study identifies seven broad categories that we labeled "Measures of Excellence" (MOEs). These "Measures" describe the attributes of excellence derived from observations and sixty seven interviews at two districts identified as excellent. Although it may be premature to offer a "model" of an excellent recruiting district, these "Measures" provide a useful means for presenting our findings. The seven Navy Recruiting district "Measures of Excellence" (MOEs) are: Leadership; Systems in Place; Taking Care of People; Communication; Teamwork; Command Climate; and Making Goal with Integrity. Each attribute is discussed and illustrated from the experiences of the officers, civilians, and enlisted personnel assigned to the excellent districts.

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by

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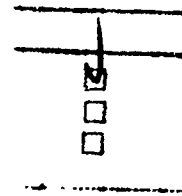
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1. RECRUITING IS THE NAVY

Butts on the Bus! Doing things right versus doing the right things. Working smarter, not harder. Positive mental attitude. Taking care of people. Plan your work, work your plan. Use all the tools in the toolbox. Accountability. You can expect what you inspect. Competitive spirit. Integrity. We love the Navy. Success breeds success. These are just a few of the attributes we heard mentioned by the senior staff members in recruiting when talking about the characteristics of an excellent Navy Recruiting District.

What is Recruiting? Recruiting is the Navy. Some people say it's the toughest job in the Navy. As recruiting goes, so goes the Navy. Getting the numbers in recruiting is a very complicated business--it's a challenge. Recruiters are building the Navy. A recruiter's job is never done. Recruiting is hard work, long hours, and it's demanding. Recruiting is a series of 36 one-month tours. How do you determine what it takes to be an excellent Navy Recruiting District?

First of all, there are monthly production reports which list the 41 recruiting districts in descending order by the number of people they put into the Navy that month. Recruiting is "the most accountable" business in the Navy. Every month, in black and white, there is a numerical indicator showing which district is on top for that month. But is the top district considered to be excellent by senior staff members in recruiting? If so, what's behind those numbers? What is that district doing to be superior to all other recruiting districts? What do the senior members of recruiting see this district doing that makes it excellent?

We are going to tell you about what over 100 senior officers, civilians, and enlisted personnel in recruiting think

it takes to be an excellent recruiting district. Getting the numbers in the Navy was one indicator mentioned by virtually all of the people we interviewed. But excellence does not stop at the numbers. Behind those numbers are recruiting districts which are implementing innovative changes in order to achieve those numbers. We heard from the "senior evaluators" what they have seen in excellent recruiting districts. Many of the people we interviewed had served several tours in recruiting, so they were telling us not only what they had seen, but also what they had *done* in their recruiting districts in order to achieve excellence. To coin a phrase from another research paper, *Excellence in the V-P Navy* [Ref. 1], what you will find in this document is "the gouge." The gouge for what it takes to be an excellent Navy Recruiting District--how to move to the top in the National Competition System by paying attention to the indicators of excellence in the Navy Recruiting District. We heard the opinions of members of the Area Staffs, the Standardization and Audit Team (SAT), the Navy Recruiting Orientation Unit (given the acronym NORU) and the Commander, Navy Recruiting Command (CNRC). We included the opinions of four Admirals associated with recruiting. But we didn't stop our research after talking to these people with years of experience in recruiting.

After we heard the opinions of the senior members of recruiting on what it takes to be an excellent recruiting district, we had to see it for ourselves. The senior members of recruiting mentioned over 30 areas which were indicators of excellence (described in Chapters two, three, and four.) Did the indicators of excellence actually exist in Navy Recruiting Districts? Each of the people we interviewed told us which

districts they considered to be excellent at the time of the interview. After tallying their votes for excellent recruiting districts, 2 districts stood out as being on top. We visited these districts to see what they were doing right. We saw how they compare to the senior evaluators' measures of excellence and we will give you concrete examples of what's happening in those districts right now that makes them number one and number two in the National numbers system, and in the minds of the senior evaluators. There is a unique organization that is driving those numbers. And that organization is an excellent Navy recruiting district.

A. IN THE FOOTSTEPS OF PETERS AND WATERMAN

In 1979, Thomas J. Peters and Robert H. Waterman, Jr., "decided to take a look at management excellence" in successful American business corporations. These two researchers state that their "strong belief was that the excellent companies had gotten to be the way they are because of a unique set of . . . attributes" [Ref. 2]. To paraphrase their thoughts, [Ref. 2: p. 26], an identification of these unique attributes could provide the response to the question, "Why is that company so good?" Peters and Waterman set out on their research, interviewing an "informed group of observers of the business scene" [Ref. 2: p.19]. They asked these business associates general questions with two purposes in mind. First of all, they obtained descriptions of excellence; secondly, they asked the observers to identify the business organizations that measured up to their standards of excellence. The results of this research was the recent management bestseller, *In Search of Excellence* which focuses on "how big companies stay alive well and innovative" [Ref. 2: p. 13]. The research of Peters and Waterman showed that the "excellent companies were, above all,

brilliant on the basics" [Ref. 2: p. 13]. The results of their research boiled down to the "Eight Attributes of Excellence" which were characteristic of America's best-run companies.

We wanted to know, are there basic attributes of excellence that apply to excellence in Navy Recruiting Organizations? Thus, we followed the basic methods of Peters and Waterman, focusing on Excellence in Navy Recruiting Districts. Our informed group of observers consisted of staff members within the recruiting community. We interviewed over one hundred officers, civilians, and enlisted personnel at CNRC, the Area headquarters, and at SAT and NORU. We chose this group of people, because the majority had served previous tours at Navy Recruiting Districts, and could pass on their wealth of experiences. In order to gain the viewpoints of all people within the Area commands, we interviewed the following staff members: the Area Commanders; their Chief Staff Officers (CSO); Officer Programs Officers (OPOs); Enlisted Programs Officers (EPOs); the Area Master Chiefs; Area trainers; Education Specialists; people in Administration and Supply; officers in charge of Nuclear, Medical, Chaplain, and minority recruiting; Public Affairs Officers (PAOs); and marketing and management analysts. We interviewed the members of the Standardization and Audit Team. We interviewed the trainers at the Enlisted Navy Recruiting Orientation School (ENRO) and the Recruiting Officer Management Orientation School (ROMO) at the Navy Recruiting Orientation Unit (NORU) in Orlando, Florida. At Recruiting Headquarters in Washington, D.C., we interviewed the current Commander, Navy Recruiting Command, the Master Chief of Navy Recruiting, and members of the CNRC staff. In addition, we interviewed a former Officer-in-Charge of the SAT team, two former Recruiting Area

Commanders, and two former recruiting Admirals.¹ Therefore, the wealth of the information we gathered came from people with many years in recruiting. We refer to this group as the "senior evaluators."

Following the methods of Peters and Waterman, "we did not try to be too precise at the beginning about what we meant by excellence" [Ref. 2: p. 19]. It was not our job to define excellence, but rather to get the senior evaluators' definitions of excellence. Therefore we asked the recruiting staff members whom we interviewed the following set of questions:

- What is your definition of an Excellent Navy Recruiting District?
- When you are sitting at your desk, how do you evaluate which Recruiting Districts are excellent?
- When you visit a Recruiting District, what characteristics indicate to you that this is an Excellent Recruiting District?
- On a daily basis, what things would you expect an Excellent Navy Recruiting District to be doing?
- What characteristic of an Excellent Navy Recruiting District do you consider to be the most important?

- Where do the National Competition Standings fit into your definition of an Excellent Navy Recruiting District?
- How long will an Excellent Navy Recruiting District stay Excellent?
- If you were given the opportunity to design an Excellent Recruiting District, what would be the characteristics of that District?
- In your opinion, what are some of the Excellent Recruiting districts at this time? How does this Recruiting District fit your description of Excellence?
- Do you have any messages you would like to pass on to others in Recruiting or the Navy?

B. I DON'T KNOW WHAT OTHER PEOPLE THINK, BUT . . .

We have divided this document into two phases. You will find the answers to all but the last question in Chapters Two through Five, which we labelled Phase 1 of our research. In Phase 1, we have assimilated the thoughts of the senior evaluators. Many times we heard someone say, "I don't know what other people think, but . . ." We took advantage of an opportunity to find out what the others think. The point in this study is not who said something, but rather the essence of what was said. Each person we interviewed passed on valuable insights as to what makes, describes, or is, an Excellent Recruiting District. If you are in recruiting, you can glean from this information how to get on the road to excellence. As you read along, remember, we are not presenting our

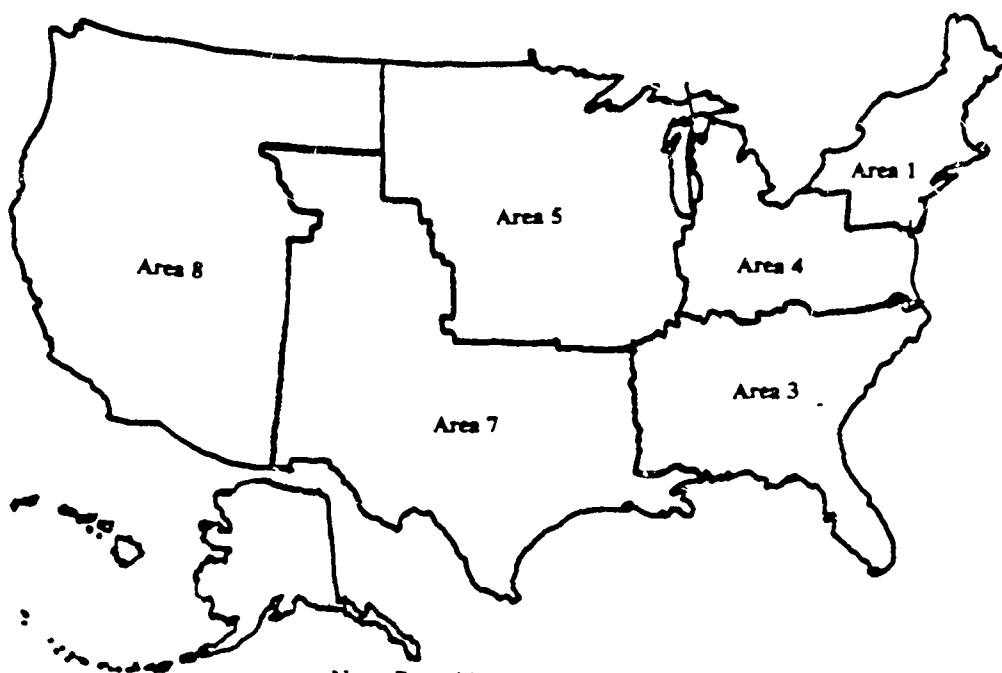
¹Summaries of all interviews connected with our thesis research are on file at the Naval Postgraduate School. Names and organizational identifiers are deleted to maintain promised anonymity of interviewees.

thoughts; rather, each sentence is an idea from a fellow associate in recruiting. We assembled the information, so you could apply these ideas to your Recruiting District. You will be reading the thoughts of the senior evaluators in recruiting on "what it takes" to be an Excellent Recruiting District.

In Phase 2, we looked at the Navy Recruiting Districts that were identified as being excellent *at the time of the interview*. We will describe what those districts "look like" and what they are doing right now that makes them Excellent Recruiting Districts. We have written this document for both the 6000

people involved in recruiting and those interested in knowing about the world of recruiting. If you are in recruiting, take this opportunity to hear the thoughts and ideas of others in your field. If you are not in recruiting, this is your chance to learn what recruiting is all about--to learn the recruiting culture.

We have *not* written this paper in layman's terms. Navy Recruiting is a unique organization, so we have used the recruiting terms and jargon to bring you into the recruiting arena. Lean back in your seat and enter the world of Excellence in Navy Recruiting Districts.



Navy Recruiting Command (CNRC) has divided the United States into six area commands, which manage the recruiting "business" within their regions. Each area is then divided into districts (not shown) which manage the actual recruiting efforts of recruiters assigned to officers within the district.

II. HOW DO YOU DEFINE EXCELLENCE IN NAVY RECRUITING?

A. BUTTS ON THE BUS

1. *Making goal . . .*

When we asked the significant evaluators to define an Excellent Recruiting District, we received a variety of responses with some general trends and themes. First and foremost, the senior evaluators unanimously agreed that an excellent Navy recruiting district is one that makes goal. As described by one senior officer, the mission of recruiting is to bring in the highest quantity and quality of people so that the ships in the Navy are properly manned. The Commander, Navy Recruiting Command (CNRC) sets an annual recruiting goal, which is broken down to monthly goals. The goals are distributed among the six recruiting areas, and further distributed among the 41 recruiting districts. The areas receive monthly reports on which districts are and are not making goal. The Area Commanders see "making goal" as the mission of recruiting, and this mission is always number one in their minds. They support the mission set forth by CNRC and want to see the recruiting districts getting the goal. The goals are divided among officers and enlisted personnel. In order to be considered excellent, the recruiting district must be making goal in both enlisted and officer programs. As explained by an Area trainer, recruiting is numbers, getting the numbers in the Navy. The bottom line is getting the potential recruit to sign the bottom line—signing the contract. An Area Master Chief judged excellent recruiting districts as being the districts who "are hard core on production and making goal." They meet the assigned mission by making their accession,

contract and officer objectives.² They have the ability to achieve or exceed the goal, each month. To combine the thoughts of several Area Commanders: in recruiting, making goal equals success, and "excellent" defines the districts that meet or beat their goals. Recruiting is getting those "Butts on the Bus!"

2. . . both Quantity and Quality

Are they making goal with quality applicants?³ The senior evaluators want an excellent recruiting district to make goal, but not at the expense of quality. More than just numbers, the goals are further broken down into qualitative and quantitative objectives. On the enlisted side, the quality of recruits is divided into lower and upper mental groups. This determines the types of programs, technical or non-technical, for which they qualify in the Navy. The officer side also places high value on the technical expertise of applicants. In the eyes of a member of the Standardization and Audit Team (SAT), "the excellent recruiting district makes officer and enlisted assigned goals with quality people." Since both the quantity and quality of recruits is

²Contract objectives are a measure of how many people have signed a contract to join the Navy. Accession objectives measure how many people actually went off to boot camp that day.

³Time to get some recruiting terms straight. An "applicant" is a person who applies to join the Navy. The person the recruiter talks to about applying is a "prospect."

important, they blend the quality into the numbers. The Area Commanders want the Excellent Districts to set quality minimums, make quality cuts, and achieve quality mixes to fill the priority programs. Ideally, the excellent recruiting districts link the quality goal to their mission--they meet the numerical requirements by putting the best people in the Navy. The excellent recruiting districts exceed the quantity goals with quality people. An Education Specialist pictured recruiting in a triangle--quantity and quality are the base leading to the top--RESULTS!

3. . . . consistently

Not only do the senior evaluators want excellent recruiting districts that meet quantity and quality program goals, but they want it done consistently. A Area Chief Staff Officer (CSO) observed that excellent districts are able to make their assigned goals every month and year. The excellent districts meet all portions of their monthly recruiting goals, consistently. There is no end of the month "panic" to meet their assigned goal. A trainer at the Navy Orientation Recruiting Unit observed that the excellent districts practice "level loading"--they are putting people in the Navy day in, and day out. The Excellent Recruiting Districts maintain a routine of consistently making goal.

4. . . . and with integrity

There is yet one more aspect of making goal--the Area Commanders stressed that making goal legally is a must, and there are no excuses allowed. The senior evaluators expect each person to go by the book--from the recruiter to the admiral. An Area Officer Programs Officer (OPO) explained that the excellent recruiting districts have established systems that enforce integrity, quality and effectiveness. The system ensures that the

excellent district makes all program and new contract objectives with integrity. An Area Chief Staff Officer (CSO) provided a simple definition of integrity in recruiting: a district that follows the rules. The district is meeting assigned objectives--goals, new contracts, and quality--within the constraints of policy and the recruiting manual. An Area Commander concurs that the excellent recruiting district is meeting goals, and doing it with integrity. The recruiters are getting qualified people with proper documentation, and in compliance with the directives of the Commander, Navy Recruiting Command (CNRC). The recruiters follow their district's policies, and the guidelines outlined in the Recruiting training manuals. A retired senior officer who had spent numerous years in recruiting, summed up his definition of an excellent recruiting district--"Putting people in the war with integrity, and within the rules, regulations and policies of CNRC." The excellent recruiting district lives within the rules, and has high moral and ethical standards, demonstrated by honesty, and integrity.

So, how do the senior evaluators define an excellent recruiting district? The answer is simply: an excellent recruiting district makes its assigned goals, both in terms of quantity and quality, consistently, and with integrity.

B. WHAT ABOUT THE NATIONAL COMPETITION STANDINGS?

1. *What are they?*

The National Competition System rates the 41 Recruiting districts based on the achievement of their assigned goals and the quality of the people that make up their numbers. When we asked the question, "Where do the National Competition Standings fit

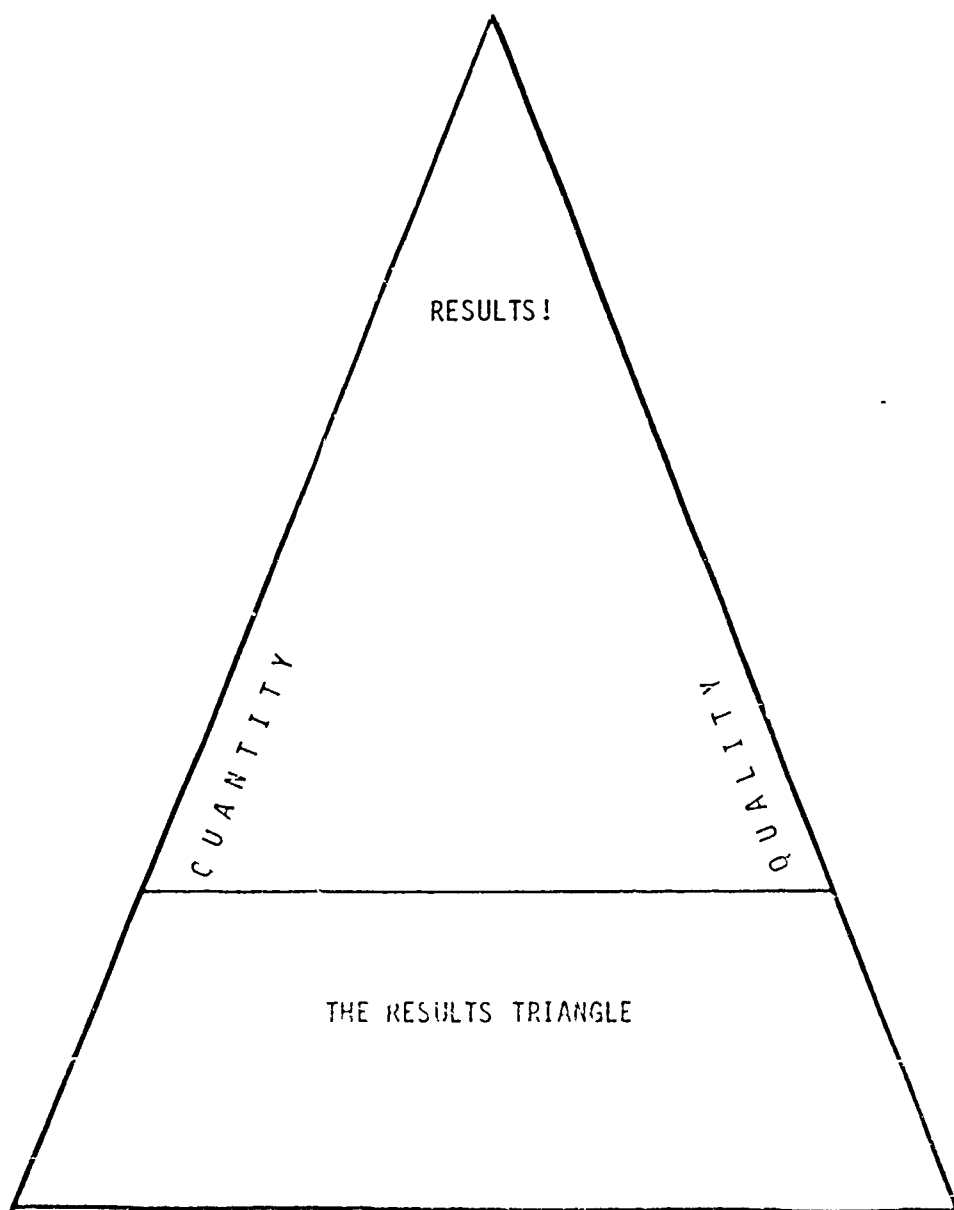


Figure 2.1 Results Triangle

into your definition of an excellent recruiting district?", we received responses ranging from positive to negative. Some people think that the National Competition System is a strong indicator of excellence; other people think there are faults with the National Competition System that detract it from being an indicator of excellence. The focus of this report is on the positive, namely, what do you have to do in order to be excellent. However, we felt that the constructive comments that we heard concerning the Competition System were too important to ignore. In the next two sections, we will present the two sides of thought pertaining to the National Competition System.

It is interesting to note that the people in all of the Area Staffs were well aware of where their Area and their districts currently stood in the Competition Standings. This told us that even though people do have negative feelings about the Competition Standings, they are looked at as a standard of excellence. An Area Commander emphasized this, stating, "You will long be remembered for where you finish in the National Competition System."

Even though the National Competition System is a source of controversy, the point is, that it is currently in existence. And, the senior evaluators are well aware of where the districts rank in the Competition Standings. Several people prefaced their comments by saying, "I don't want anybody to know I said this, but" Let's see what the senior evaluators think are the good points and the problems of the Competition Standings in relation to Excellence in Navy Recruiting.

2. One Side of the Coin

The senior evaluators who look positively at the Competition System see it as a support system for the Navy's needs because it emphasizes the

key programs where the Navy needs people. The allocation of points in the Competition System tells the field what the nation needs. The Competition System reflects valid priorities of the Navy, and therefore identifies milestones and sets the stage for recruiting. The senior evaluators see being on top in the Competition System as a reward for making the first two objectives of quantity and quality. According to an Area CSO, the excellent districts "fine tune" the quality of their applicants to achieve status in the Competition Standings. Members of NORU observe the middle managers in excellent Recruiting Districts using the Competition System as a driving force so that their people are "tweaking and peaking the Competition System." A department head at CNRC felt that the excellent Recruiting Districts use the Competition System to set their strategy of filling all the standpipes that represent the Navy's needs.

Some of the senior evaluators want the excellent recruiting districts to use the National Competition standings as a motivator, because it does identify the top performers, in both the districts and areas. It pumps the districts that are making the numbers goals, to make quality goals. An Area CSO sent this message: "the Competition Standings offer proof of what you've done and are a reflection that you're doing all that you should do." An Area Officer Programs Officer theorized that Navy people are competitive people by nature, need ego builders and take personal pride in being number one. Many of the senior evaluators look at the Competition Standings as a primary indicator of excellence. They perceive that the people high in the Competition System are "doing the business right." They have observed that the top 10 districts in the Competition Standings are better managed, have better morale, and better attitudes. An Area

Commander felt that happiness, security and efficiency are directly related to success in the Competition System. According to another Area Commander, the excellent districts see the standings as a head kingpin at which they take direct aim. A former Area Commander stated, "Competition drives the Area to excellence. It's where winners come forth." In summary, these officers and enlisted personnel felt strongly that being on the top in the Competition System is an indicator of an excellent Recruiting District.

3. *The Other Side of the Coin*

"Yucky from the word go" was the summary provided by an Area Chief Staff Officer expressing his thoughts on the National Competition System. One Area Master Chief said that being number one in the National Competition System does not equal excellence. This same Master Chief felt that goal attainment ranked higher in importance than the National Competition Standings. One Area Commander explained his dissatisfaction with the model used to assign the points in the Competition System, and felt that certain Districts were at a disadvantage due to the characteristics of the potential applicants in their surrounding market. An Area OPO added the opinion that the Competition System is not a timely measure because it is a pre-selected model. Each of the Areas set up their own competition system between their Districts. A former recruiter now at the Navy Recruiting Orientation Unit (NORU), felt that the intra-area competition system is more important, because the Area Commander is more aware of what's going on when determining the competition points. The people who were dissatisfied with the National Competition System stated that the rankings only "mean something to the key people in the key places" (meaning CNRC). An Area Chief Staff Officer

called it the "great yardstick in the sky," because it is so "hard to hit all the numbers." Some people downplayed the importance of the Competition System for those Districts having difficulty making goal. As one Area Trainer said, "people aren't competitive when they are trying to survive." A Master Chief compared this idea to Maslow's Pyramid [Ref. 3], saying, "when you're starving, the Competition System doesn't matter."⁴

The Competition System is actually very complicated; an Area Master Chief said that it takes years in the recruiting business to learn to use it effectively. Therefore, the Districts who receive COs with previous recruiting experience have some advantage in knowing how to "look good" in the Competition Standings. As an example, a member of NORU pointed out there are districts that are making goal but just not winning in the Competition System.

Finally, as one Area Commander said, "all of the 41 districts cannot finish number one." The "doubters" of the Competition System are asking, "Should the Competition Standings be a primary indicator of excellence?" A member of NORU answered that the National Competition

⁴Maslow's Pyramid is a theory that describes people's actions based on a hierarchy of needs. At the bottom of the pyramid are Survival needs, followed by needs for Safety, Socialization, Achievement, and Self-Actualization. The theory states that a person can only move to a higher level of needs when the levels below it have been satisfied. To correlate the theory to recruiting, Making Goal would be a basic need and working towards being number one in the Competition System, would be on a higher level, either Achievement or Self-Actualization.

System does not truly recognize everything. A District can be excellent, and the Competition System does not indicate this. An Area Commander added that the senior evaluators of excellence "have to be divining; be sensitive to the fact that more goes into an excellent Recruiting District than what is shown in the rankings in the Competition Standings." As this Area Commander explained, the Competition System does not measure the effort of the recruiter who drives through a snowstorm in order to get the applicant in for a physical. An Education Specialist added on to these thoughts that the Competition System does not take the size of the recruiting area into account. Districts in the rural areas have more "windshield time." In other words, one Area Enlisted Programs Officer said, the Competition System does not "reflect what it takes."

We heard a variety of thoughts on the Competition System, and whether or not the ranking of a District in the Competition Standings should be considered an indicator of excellence. An Area Chief Staff Officer best summarized these opinions when he stated that he "wouldn't judge the best district by the Competition System alone. However, the District would be high in the Competition Standings."

4. *Heads Wins, Tails Wins*

We chose to combine the thoughts of the Senior Evaluators, forming a theory that the Competition Standings are an indicator of Excellence, but do not necessarily measure "all that it takes." The recruiting goals and the National Competition System are specific, quantifiable indicators that the senior evaluators can look at to see which recruiting district is "number one." You will see that the senior evaluators identified Excellent Districts that are making goal and are on top in the Competition System.

We have looked at the two quantifiable measures of success in recruiting. Making goal and ranking high in the Competition Standings are the "end products" of recruiting. What are the "means to these ends?" What's driving the numbers? In addition to making goal, and the rankings in the Competition Standings, the senior evaluators do look for other measurements of effort which are indicators of excellence. Behind the district that makes goal and ranks high in the National Competition System are the building blocks that form the foundation of excellence. We will present these "Measures of Excellence" in the following chapters.

III. HOW DOES A NAVY RECRUITING DISTRICT ACHIEVE EXCELLENCE?

We have now talked about the numbers systems which are indicators of excellence--the goals and the competition system. The senior evaluators do review the monthly reports to see which districts are making the numbers. But what do they think these districts are doing to put them ahead of the others? When they go to these districts, what characteristics or activities do they see which they attribute to the district's achievement of excellence? What do the senior evaluators look for beyond the numbers? In the following two chapters, we address the observations of the senior evaluators on the attributes of excellence they have seen which drive the recruiting numbers.

A. PMA = POSITIVE MENTAL ATTITUDE

The Senior Evaluators emphasize that the key to recruiting is attitude. To demonstrate the point, an Area Commander explained that if you take a pie and slice it, 85% of that pie is attitude. Attitude is the key to success. There is no "woe is me" attitude in the excellent recruiting district. The district has a winning attitude driven by a desire to be the best. Everyone in the district wants to be number one. They want to be an excellent recruiting district.

An Area Chief Staff Officer noted that you can't change a person's potential, just their attitude. The District Commanding Officers, Chief Recruiters, Zone supervisors, and the Recruiters in Charge start at the very beginning. They groom people from day one and let them know how important they are. They instill a Positive Mental Attitude (PMA) in the recruiters. They get the troops pumped up and fired up

everyday, so they think success. They believe that wanting to be the best leads to successful individuals. Their purpose is to make the recruiters winners. The leaders challenge the recruiters; they demand excellence; and the result is in an overwhelming desire to be successful.

When the senior evaluators go to visit excellent recruiting districts, they sense enthusiasm permeating from the CO down to the field recruiter. The enthusiasm is contagious. The recruiting district is upbeat; it's a winning environment; there's an air of excitement. Each person is surrounded by winners. There is a competitive spirit throughout the district that promotes camaraderie.

The desire to be winners pressures the entire organization to make goal. The people are imbued with a sense of urgency and desire to accomplish the mission. Even the new recruiters feel an instant sense of urgency and are anxious to get on the phone and start recruiting. An Area trainer described an environment that is "tense and intense." Everyone is intense to make the right kind of contact that ultimately results in a contract. Most recruiters are very competitive. They are people who detest losing; they like to compete and win. An Area Enlisted Programs Officer stated that even if only 20% of the people are competitors, it provides motivation for the others. The recruiters learn to be competitive, ambitious, assertive and aggressive. We heard from both an Area Commander, Area Master Chief, and a SAT team member, the philosophy of Vince Lombardi, "Winning is not a sometime thing, it's an all the time thing. There's no room for second place--there's only one place and that is number one." The senior evaluators see the "will to win" in the

excellent recruiting districts. Their recruiters have an instilled desire to be a winner. They have the desire to be the best and to remain the best.

B. PRIDE

An Area Officer Programs Officer (OPO) guarantees that you will not find an "I don't care" attitude anywhere in the excellent recruiting districts. Pride is a key word. The people take pride in what they've done. They are proud of their district and of what they're doing. The people in the district understand what they have to do; how they have to do it; and they want to do it right. An Area CSO observed, the people do it because they want to; they just "do it." The senior evaluators see each person doing more than what is asked in the best way they can. The excellent recruiting districts depend on people wanting to recruit and doing it without obvious effort. From the point of view of the Area staffs, each person likes to do their job and they do it well. The recruiters project a sense of pride and accomplishment when they do their job.

An Area trainer explained that the people in the excellent recruiting districts live with recruiting, sleep with it, and wake up with it. They wake up thinking, "What can I do for the Navy today?" The recruiters are committed to the Navy and to selling the Navy. Recruiters are people who want to work; they think of recruiting as a business. The recruiters project themselves as a sales force whose product is employment and careers. They project the attitude that "The Navy is not just a job; it's an Adventure." The general feeling of the people we interviewed was that number one, the recruiter must believe in the Navy and feel they have something they want to sell. Said a former Area Commander, they must like the product and be sold on the Navy as a way of life. The recruiters must believe in themselves and the Navy in order to

present the right role model to applicants. Recruiters know there are people out there who want to come in the Navy, so they look for 4.0 sailors.⁵ The recruiters are strongly goal-oriented and people-oriented. They retain the element of mission first, and act as if every day is the last day of the month.

C. YOU CAN FEEL IT

People from Area headquarters, CNRC, SAT and NORU visit the recruiting districts to provide training or perform inspections. These people tried to explain the attitude in a recruiting district and its recruiting stations that makes you feel good when you walk in. A trainer from the Navy Recruiting Orientation Unit (NORU) observed that the recruiters keep their eye on the applicant--first, last, and always. Recruiters are "people" people, with well-developed sales skills that are evident in their approach and the way they talk. Recruiters treat all incoming people as if they are guests, and they take care of their guests. They are receptive; welcoming; gracious; their attitudes are positive; they are smiling. The potential recruits receive a happy greeting. The recruiters are glad to see visitors and give everyone a warm feeling. Their talk is energetic. Everyone in the vicinity is enjoying what they're doing. They are "having fun." An Area Commander commented that the recruiters have to live and project the life of the sailor. This means they work hard and they play hard. The potential recruit can see that life in the Navy is exciting. The recruiters bring in their experiences from the fleet. The applicants believe in the recruiters, and

⁵In the Navy, a top enlisted performer receives an overall 4.0 rating on the annual performance evaluation.

want to join in on the excitement. One Area Commander stated, "keep it simple and keep it fun. If you aren't having fun, you aren't doing it right."

The senior evaluators observe that the Navy recruiters in an excellent recruiting district feel like winners and look like winners. They do not project indifference, but rather an intense interest in their jobs. They are proud people who know where they're going, and project an air of professionalism. An onlooker can sense concern and interest in the way they look and act. They display pride, professionalism, and an "in charge" attitude.

D. THE NAVY NEEDS A FEW GOOD RECRUITERS

The people we interviewed at the Areas, CNRC, NORU, and on the SAT team, described a host of characteristics that recruiters must possess in order to be successful. Excellence in a recruiting district relies on what each recruiter does on his own. Recruiters must be hard-charging, self-motivated and competitive. The senior evaluators describe successful recruiters as outgoing, dynamic, gregarious, exuberant people with an effervescent quality. Recruiters must start out as extroverts who are willing to learn to be salesmen. They must always be "up," so the public sees them up. They are concerned, dedicated, sincere, and honest in the pursuit of their task. They are courteous, helpful, and pleasant--an Area Commander said that he hears this attitude relayed on the phone. They are responsible, intelligent people, with the ability to learn quickly to be knowledgeable and competent in their jobs.

An Area Officer Programs Officer (OPO) reminded us that it takes a lot of confidence and courage to make "cold calls." Recruiters must have a high self-esteem so that through their positive image they can sell the Navy.

Each recruiter is almost an independent entity. As a former recruiter described, "you work for yourself, and have to pull your own weight." The senior evaluators observe a personal drive or desire to succeed as the motivation for successful recruiters. They are self-disciplined and self-motivated. The successful recruiters are self-starters who will do well anywhere. They keep themselves "pumped up" by believing that what they are doing is important. The recruiters believe that you make your own luck by persevering and not becoming complacent. Recruiters are achievers, who are willing to work and never quit. They are striving to achieve excellence all the time. They have the desire and are willing to do what it takes to make a goal. The recruiters in excellent districts are glad to be in recruiting and willing to put forth the effort. They are not afraid of hard work, even if it entails a great deal of personal sacrifice. They will go the extra mile, work long hours, and not whine. They make the extra effort to complete the job, doing whatever it takes to get the job done. One Area Commander expressed his admiration for those recruiters who forge through snowstorms to talk to prospects who want to know more about the Navy. The successful recruiter is an achiever who has untiring ambition to follow through and never quit. They get high on success, and continue to push on when no one is asking.

The recruiters consider the needs of the Navy and the applicant. They are interested in all potential applicants, but do not accept less than the best. They maintain high standards, and will decide "I do not want that person--not in MY Navy." Excellent recruiting districts need these aggressive, hard-charging recruiters, who inspire the district team.

E. ROGER THAT, SIR

Another aspect of excellence is loyalty up and down the chain of command. An Area Master Chief notices excellence in the way the districts respond to changes in goal. Do they give up or do they set new goals and objectives? The excellent districts understand the changes and demonstrate a willingness to change. They go with the flow, and do not complain and cry and "belly-ache". The excellent district is concerned more with CNRC requirements than with their own requirements. In addition, they demonstrate allegiance to their Area Commander and staff. From the point of view of the Standardization and Audit Team (SAT), the excellent districts do not get uptight about SAT Inspections. They see the SAT team as a help, not a hindrance. They are willing to accept internal criticism on how things could be better. When a discrepancy is found, there are no excuses or confusion; rather, they realize that there is a problem. The Area Commanders do not hear, "I can't do it because . . ." The people in the district say, "Roger that," in accepting identification of problems and state what they are going to do to correct it. Their people are not saying "It'll never work this way." They say, here's what we *will* try, put the negatives behind, and look for new ways to do better.

The senior evaluators see excellence in a district when the people are not afraid to try things and make mistakes. They can express a "degree of rebellion" when rules are counterproductive, because they are always seeking ways to increase productivity. They can act reasonably without fear. The Commanding Officers of the excellent districts welcome new ideas and allow their people to be more imaginative and creative in their recruiting efforts. Their approach to recruiting extends well beyond merely using the phone.

F. GET "OLD MO" WORKING

An Area Commander projected that the excellent recruiting district will stay excellent as long as there are people who want to succeed; as long as they have the desire, and carry it through to their recruiting efforts. A Senior Chief trainer called this getting "old mo," positive momentum, going for the district. The people we interviewed stated that production and morale go hand in hand. The earlier you make goal, the better. Get success back, then morale goes up. Morale is good when the district is making goal. The recruiters feel good about themselves and being on a winning team. The excellent recruiting districts work on establishing a winning tradition. They emphasize the team spirit, "can do" attitude that promotes harmony and congeniality among all of the district members. There must be a positive attitude up and down the chain of command--a winning attitude. The senior evaluators stress that "If you think you're good, you will be." The excellent district will stay excellent as long as the people want to be.

An Area Commander recommends talking to someone in the district to find out how they feel about themselves and about the Navy, and you will know whether they are successful. People achieve excellence by pushing, motivating, and driving. Throughout the excellent recruiting district, there is a permeating feeling of enthusiasm; loyalty; and a desire to be successful.

G. FORM INDICATES SUBSTANCE

What do the senior evaluators want to see when they walk into an excellent recruiting district? First of all, the recruiting district is a professional looking headquarters. Most of the recruiting experts claim that you can accurately assess the level of profession-

alism within 15 minutes of entering the quarterdeck. The Navy recruiting district and the recruiting stations within it are inspection ready. In their physical appearance the stations are clean and project that the Navy is an organization you can respect. The recruiting district and station must put their best foot forward to the public. Ideally, the building facility is modern, visible, accessible, on the ground floor, with transportation and parking available. There are other "window dressing" items that impact on first impressions: the uniforms that the sailors wear; their haircuts; the vehicles they drive; the spaces of their headquarters and facilities. The Area Commanders and Master Chiefs hinted that appearance starts with the cars the recruiters use to pick up applicants. And that car must wear the label of the Navy; people need to know they're in the Navy. The facilities do not give the appearance of a junk shop, but rather they are in top notch, ship-shape condition. There are no holes in the wall or paper on the floor. The trash cans are not full; the office is not full of smoke; there are no rusty pipes exposed. Both the district and the stations should look sharp and be bright and clean.

The senior evaluators drew this picture of an excellent recruiting district: When a potential recruit walks in the district, the stations and the people are impeccable. The recruiters are busy working in nicely furnished offices. They make the Navy look like the greatest organization in the world. In the front window there is a sign giving the hours and the telephone number of the recruiting station. There is a beehive of activity in the front office. The receptionist (in the recruiting district) or one of the recruiters (in the recruiting station) is politely and enthusiastically answering telephone calls. One of the recruiters is talking with that

potential recruit within the first four minutes. The recruiter takes the visitor into the recruiter's office, which is nicely decorated with framed pictures and displays of recruiting literature. The office is set up, ready to receive applicants, with a chair next to the recruiter's desk. The applicant notices that the recruiter looks and acts sharp, is intense and has excellent military bearing. The recruiter is a first class act. He communicates well, even on an impromptu basis. The neatness of his uniform displays his self-pride. The recruiter is a squared away sailor--has a fresh haircut; is slim; and looks good in a clean, pressed uniform.

The recruiters are productively busy. There is a dynamic level of activity, indicating "these recruiters are doing a good job." The physical layout is comfortable and enhances communication. The spaces are physically designed to accommodate the needs of the people working there, and to present a homey, comfortable environment for the applicant.

An Area Commander notices if the members of the district continually upgrade their facilities. Do they believe in self-help to make their spaces more attractive? The leaders at the excellent recruiting districts believe that the attitude of the people and the appearance of their facilities create the applicant's first impressions of the Navy. Recruiters in excellent districts pay attention to details--their cars; uniforms; and the appearance of their people. Their "looks influence how an applicant feels." An Education Specialist (EDSPEC) associated the appearance of recruiters to the Harvard 3-3-3 Rule: Image, Purpose, and the Visualization of Success. In the excellent recruiting districts, their attention to "form" is an accurate indication of the underlying substance.

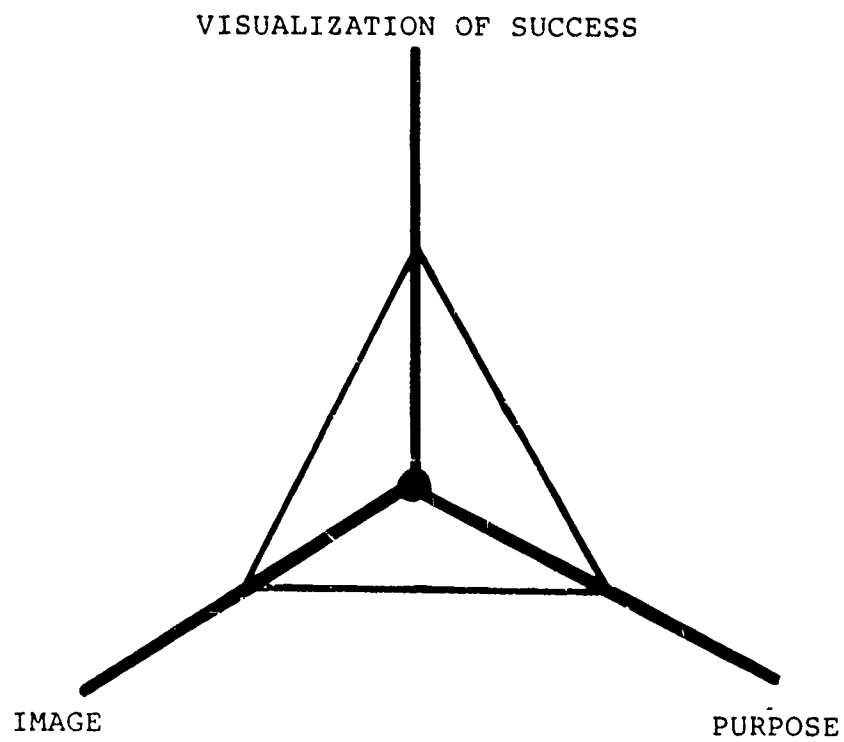


Figure 3.1 The Harvard 3-3-3 Rule

H. PLAN YOUR WORK, WORK YOUR PLAN

The Area Commanders note that the excellent recruiting districts plan, follow the plan, and change the plan at the end of the day for the next day. They plan for today, the next day, the next week, and the next month. They always know what they're going to be doing. They set daily goals in relation to planning. A member of NORU described a district team that would look at the goals and set a plan of attack to be 20% above the goal. The goals become "wickets" for the recruiters in the district. They stay aware of where they are towards achieving their goal. The excellent district personnel know where they are; where they are going; and how they are going to get there. The enlisted recruiters maintain daily production, at a PPR of 4 contracts a month.⁶ The District Commanding Officers (COs) monitor production, receiving daily updates, and daily production reports. They keep checking the numbers to keep from getting lax. The District COs look at lots of measurements--the net contracts,⁷ accession ratios, the floor loading. One person stated that a good conversion

⁶Production Per Recruiter (PPR) is just one of the monthly statistical records to track the number of people a recruiter is recruiting.

⁷Floor loading is how many applicants are going to the Military Entrance Processing Station (MEPS) that day for final qualification to join the Navy. The net contracts include how many people raised their right hand and joined that day. The accession ratio or conversion rate is the comparison of how many people applied versus how many people actually got their butts on the bus.

rate is 65-75%. In order to achieve excellence, the district ensures that there are enough people on the floor to cover the accession ratio and make the daily contract requirements in enlisted programs. The Area Commanders follow what the district is doing on a daily basis. The District Commanding Officers let everyone know the BIG PICTURE. The Area staff members feel it is the District CO's responsibility to be tracking daily the quantity and the quality of the applicants.

To be excellent, the CO must receive good briefs. As described by a former district CO: "In the morning, by 0830, the Chief Recruiter is telling the CO the number of people on the floor--and the Chief Recruiter got the information without asking. By 1500, the Chief Recruiter is telling the CO the number of people who will be on the floor the next day. The Chief Recruiter tells the CO what is going on that day. The CR knows the strengths and weaknesses of the recruits, and if there is a problem, tells the CO the problem, and how it will be fixed."

The senior evaluators can call the excellent recruiting district to find out their plan and how well they are doing. An excellent district has a plan and keeps track of it. Excellence takes planning; assigning goals to recruiters; monitoring; and training. The recruiters are prospecting to achieve assigned goals. What are the results of all this planning? An Area Commander deems that efficiency is the by-product of prioritizing and doing the tasks. The recruiters working continuously, doing steady prospecting to ensure level loading and an even flow of applicants. The excellent district is organized, not scrambling. Planning the work and working the plan allows people to work smarter, not harder.

I. WORKING SMARTER, NOT HARDER

An Area Master Chief noted that a Recruiting District achieves excellence through hours and hours of hard work, long days and a lot of time and effort. However, the people we interviewed claimed that the challenge to the recruiter is to work smarter, not harder. Hours do not necessarily equal accomplishments; just as quantity does not equal quality, the key is the number of hours worked versus the number of hours working. The excellent recruiting district personnel are able to be successful with the least effort. They are expert time managers. The people in the District have an established everyday routine which takes a steady level of effort. The excellent recruiter plans at night for the next day's needs. An Area trainer warned that "If it doesn't happen today, do something today so it happens tomorrow. Don't let it slide, because a day lost is difficult to make up." The excellent recruiting district is a perpetual motion machine of sustained superior performance.

1. "Windshield time" . . .

The senior evaluators expect the recruiters to be out and about, going to the public, making daily prospect calls, making high school and college visits, developing rapport with high school and college counselors and other school officials. In recruiting terms, the recruiter is "prospecting" for potential Navy recruits. A former recruiter now at NORU recommends wearing the Navy uniform in the community and becoming involved in community affairs. An Area Supply Officer repeated the idea that the recruiter is responsible for creating a good impression, ensuring that the community is looking up to the recruiter and the U.S. Navy.

One Area Commander stated "It's good if you call and the recruiters are not there." The senior evaluators

expect the recruiters' shoes on the streets, pounding the pavement. An Education Specialist (EDSPEC) looks at how often the recruiters visit and how well they know the schools. The recruiter has to do some traveling and get out in the "field." Another EDSPEC highly recommended speaking at luncheons as cheap advertising. Recruiting is a public relations job--the recruiter has to be out meeting people and "torching the proper bases." The recruiter has to get up and drive the miles everyday and get some "windshield time."

2. *It's like fishing--you have to have all the lines out*

In recruiting terms, the recruiter is working on PDCs and COIs: Personally Developed Contacts and Centers of Influence.⁸ The recruiter develops COIs to open avenues to interest people in joining the Navy. One example given by an Area Commander: he sent personal letters to all military retirees in the area, asking for help with recruiting. The district maintains a strong Recruiting District Advisory Council (RDAC) and liaison with the Navy League. The recruiters are out of the office greeting their PDCs and meeting their Centers of Influence. The senior evaluators emphasize that recruiters are not confined to the office, but are interfacing and getting out there in the community. One Area Medical Officer equated prospecting with having all the "lines out"--developing PDCs, COIs, SOIs, and an active RDAC.

An Area Master Chief explained that the purpose of all of this prospecting is to recruit the entire market and maintain an even flow of

⁸PDCs refer to applicants contacted by the recruiter. COIs refer to community or school leaders. SOIs are Spheres (or areas) of Influence.

applicants.⁹ The recruiters must be doing the same thing on a daily basis: prospecting; interviewing; and making presentations to schools and civic organizations. The excellent recruiting districts have all the lines out so they are able to turn the recruiting market on and off according to the Navy's needs.

3. *Double DEPPers*

Another source of contacts and referrals worked by the excellent recruiting districts is from the recruits in the Delayed Entry Program.¹⁰ To follow the advice of an Area Chief Staff Officer, the excellent district keeps their DEPPers motivated and enthused enough about boot camp not only to stay in themselves, but to bring in their "buddies" as well. An excellent district has a strong DEP pool that brings in referrals. A healthy DEP leads to efficiency through referrals from the DEPPers. The excellent districts obtain quality applicants, and in the DEP pool, quality begets quality. These districts have a good DEP program: they are constantly reviewing DEP records and paperwork, and remain in continual contact with the DEPPers. For example, they organize softball games between the recruiters and the DEPPers.

⁹Enlisted recruiting must be done on a steady basis during the entire month. Officer recruiting must be done in a steady rhythm during the entire year.

¹⁰The Delayed Entry Program (DEP) is one way a person can sign a contract to join the Navy, effective at a later date. That date can be as far as 12 months away. Applicants in the Delayed Entry Program are referred to as DEPPers in the DEP pool.

Recruiting follows the design of an inverted pyramid from the number of initial contacts to the final contract. In fact, several Area staff personnel quoted the following equation: "32 phone calls lead to six appointments, which lead to 5 shows, which produce one contract." Each recruiter has their own ratio, but from the initial contacts to the final contract, there is a lot of detail work to be done. In the words of an Area trainer, production bottom line churns around the individual recruiter's efforts.

4. *32 Phone Calls . . .*

According to the senior evaluators, after getting out in the field, and meeting and greeting the applicants, the recruiter has to follow up. This means doing day to day prospecting, on campus or on the phone. The recruiter is contacting potential applicants daily, and may be on the phone as much as 7 hours a day. Calling must be done at the right time--prospecting in the morning, and making calls after school. The recruiter monitors high school and college breaks and calls prospects at home during November and Christmas time. The recruiters maintain tickler files to check on previous applicants to see what their current status is--are they still in school, did that job work out? The recruiters are following up personally; they are checking on people after graduation from high school or college to see what their current plans are and to remind them of the opportunity to join the Navy. The recruiter reviews the card file of suspects and prospects.¹¹

¹¹A suspect is someone who may be interested in joining the Navy. A prospect is someone who meets all the initial criteria to join the Navy. The recruiter uses an S/P file to record the dates each person was contacted.

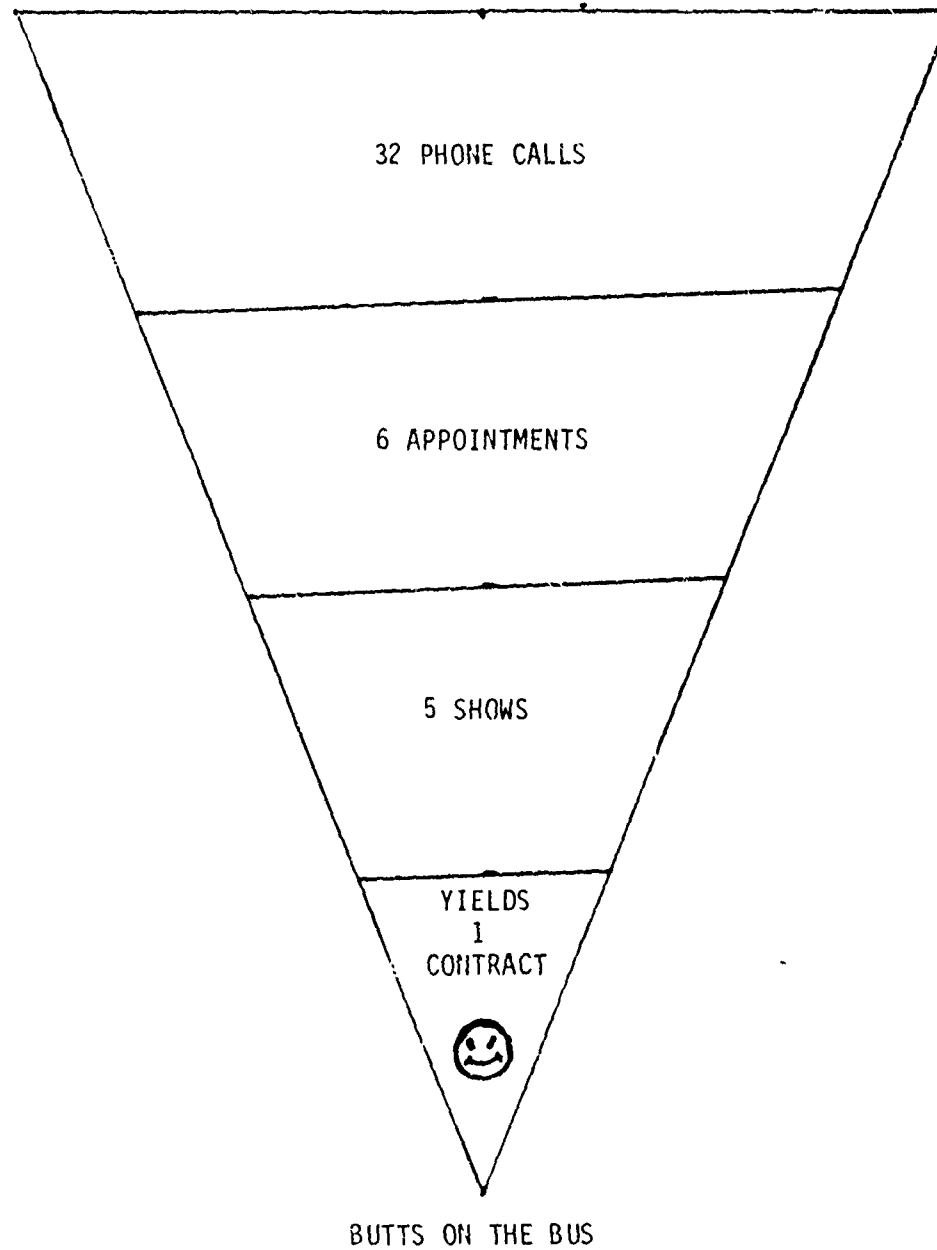


Figure 3.2 Initial Contacts to the Final Contracts

(S/P card file) and calls the right people, making sure to talk to enough people who are qualified. An Area Chief Staff Officer maintains that the recruiters are doing the things that need to be done today and for tomorrow. The recruiter maintains day to day contact with the DEPPers and potential recruits. There's not just the telephone, there are other approaches. The recruiter may turn hesitant people around by taking them to lunch or dinner. The excellent recruiting districts organize targeted mail-outs to qualified lists of people. The recruiter then follows up on all prospects. Recruiting requires a lot of phone activity and follow-up!

5. *6 Appointments . . . 5 shows . . .*

The Senior Evaluators observe that any person who walks in receives the "red carpet treatment" at an Excellent Recruiting district. The recruiter follows the mode of integrity, and plays it straight with the applicants. The recruiter interviews the applicant to find out what his interests are, tells the applicants what's available, and the benefits of each program to the applicant. The recruiters are able to work with the applicants and "push" them through the stages. A former recruiter, now a member of the Standardization and Audit Team (SAT), states that even during the interviews, the recruiter is prospecting and asking the applicant for referrals of other friends who would like the same opportunities. The recruiters strive to maintain a steady flow of applicants coming in and going out of the recruiting station. The applicants leave feeling motivated to enlist in the United States Navy.

6. *Yields 1 Contract*

At this point, the applicant has signed the application, but there is more follow-up to ensure proper processing of the application. The kit

preparation may be the final determination as to whether an applicant is accepted into the Navy. The excellent recruiting districts ensure that the recruiters complete the paperwork correctly, so that processing the applicant is easy. The excellent recruiting districts consider this their last chance to exercise quality controls and ensure that they are not recruiting people who shouldn't be in the Navy. An Area trainer observes that in the excellent recruiting districts, the processing is correct, efficient, effective and results in no wasted man hours. If there are problems with an officer contract, the district is calling CNRC about that particular applicant.

Have you gotten the picture of what it takes to make goal? To summarize the thoughts of the members of Area staffs, CNRC, SAT, and NORU: it takes hard work, long hours, time away from the family, and energy. It requires an efficient way of doing business. The people in the recruiting district maintain productive activity--they get in and get the job done. They are quality prospecting; processing; managing; leading; and training. The leaders in the command are totally involved and communicating throughout the entire district. An Area Commander believes that excellence depends on the degree of completeness of the plan, and concern within the district to continually look for ways to improve on their foundation of success.

J. *TRAIN, DON'T STRAIN*

The senior members in recruiting believe that training leads to production. Based on this belief, they look for indications that the districts are maintaining a good training program and are training correctly. Rather than "never finding the time," the district leaders realize that they need the time to train and therefore have scheduled their training as part of the routine. Many of

the people we interviewed are experts on training in recruiting. A trainer at NORU felt that it is important to design training according to the needs and personalities of the people receiving the training. An Area trainer emphasized training designed to reinforce a person's good points or to correct a person's weak areas. A department head at CNRC specified that the excellent districts need to provide lots of hands-on training in sales and phone etiquette. This same person had observed that one district placed telephone scripts next to all phones so that people learn the proper way to talk to potential recruits on the phone. The senior evaluators recommend training which focuses on production related areas. If your recruiters are having difficulty with applications, take the time to train them on the job. In most cases, the Zone supervisors train the Recruiters in Charge (RINCs) of the recruiting stations, and then "hold their feet to the fire" to properly train their recruiters. A former RINC now at NORU described the office rivalries he set up as a fun way to ensure that learning occurred. This RINC awarded "Recruiting Rs." The recruiters were encouraged to check the applications he had completed, and if they found more than four mistakes, he owed them a soda. This rivalry system encouraged the recruiters to look at the manual in hopes of "getting the RINC." The senior evaluators look for leaders in recruiting districts who train their troops, so they do not strain at making assigned goals.

K. MARKETING

MARKETING is another attribute of Excellence that reinforces the attribute of "Working Smarter, Not Harder." The Marketing Plan is an analysis of the quantity and quality of potential recruits and their location

within the Navy Recruiting District. An Area CSO emphasized that the Marketing Plan is the Command's roadway to success. The excellent Navy Recruiting Districts are able to analyze their market and determine how to penetrate that market. The purpose of the marketing plan is to determine how and where to find the people. Market identification is necessary so the recruiters know where to phone, place ads, and follow-up. One of the senior evaluators explained that the Marketing Plan should aim at getting the maximum productivity out of people.

The Marketing plan needs to be pragmatic, so that it can easily be followed. A member of SAT identified one "tool" of the marketing plan, the advertising analysis, which checks on the effectiveness of ads and the results of direct mail-outs to high schools and junior colleges. The result from an advertising analysis is the development of targeted name lists. The Education Specialists (EDSPECs) also work on obtaining name lists for the recruiters. The EDSPECs administer the Armed Services Vocational Aptitude Battery (ASVAB) and use the scores to pinpoint prospects for the enlisted recruiters.

An effective marketing plan puts the recruiter in the right market. One of the Areas has considered marketing so important that it created its own "STEAM Team." The Steam Team does a thorough market analysis for the district and reports on where to find the bodies: send direct mail; and place advertisements.

Marketing depends on people laying out an accurate, time-oriented plan and following it. To recruit efficiently, and not randomly, it takes marketing. The senior evaluators expect an excellent recruiting district to know its goals and tap the market to fulfill those goals. Successful recruiting depends on perfect market identification, analysis and goal setting according to the market. The marketing plan allows

the district to adjust both their goals and workload. They can set and achieve the goal because the marketing plan ensures that they are doing what's necessary to meet those goals.

An Area trainer noted, the excellent recruiting districts are following and reviewing the marketing plan. They use current data for their goaling market. They check for changes in the area to be sure they are recruiting the entire market of available people. The general marketing plan is used on a continuing basis to set milestones and create a goal-setting game plan.

The excellent districts plan ahead, and stay ahead. They foresee changes in the population and the needs for changes in their recruiting efforts. At recruiting headquarters, this planning is an indicator of excellence.

L. THE POINTED PENCIL

The senior evaluators did not hesitate to point out that the success of the recruiters reflects the support they receive from their district and Area headquarters. There are two sides of recruiting: production and support. Support is provided by the enlisted and officer processing divisions with appointed supervisors; and the other support departments are supervised by the District Executive Officer (XO). These are Administration (Admin), Supply, LEADS, and the Public Affairs Office (PAO). The sole purpose of these departments is to support the field recruiter. The processing divisions and the departments under the XO provide support to the recruiter, but in different ways. An Area Chief Staff Officer stated, if the district is not doing well in production they are probably not doing well in administration. The excellent district covers both bases with the bag-carrying recruiters in production and people carrying pointed pencils in support. Excellent recruiting districts

have excellent enlisted processing divisions (EPDs) that use the systems available to keep the burden off the field recruiter. The people in the EPD pay attention to what the recruiters are doing and how the district is doing in production. This requires keeping a daily handle on everyday changes. The Enlisted Processing Department keeps a constant watch on paperwork and production figures. The EPD personnel maintain status boards, and there is constant monitoring and supervision of the numbers. The processing division in the excellent recruiting district maintains updated knowledge on the progress of both officer and enlisted programs. They are responsible for measuring productivity and providing daily sheets and monthly production reports of the stations and district status. The sailors in the Enlisted Processing Division produce a variety of statistically oriented management reports compiled from the computer printouts they maintain on each station. They assemble the management reports on a continuing basis so that production statistics can be tracked closely.

In order for the district to be judged excellent, the Enlisted Processing Division has to be on track paperwork-wise and production-wise. These support personnel feel a responsibility for both the applicants and the recruiters. The processing personnel take over the paperwork responsibilities from the recruiter. They are not nit-picking the recruiters on paperwork; rather, they do their own checks. They know and adhere to the district policies, rules and Standard Operating Procedures. Processors apply their knowledge to ensure quality control at the processing level. There are no shortcuts allowed--they screen applicants and correct their paperwork--hence, very few processing problems occur. The people in the support divisions are responsible for paying attention to what the recruiters are doing.

The processing personnel are filling out the paperwork properly and providing the complete information required in application kits.¹² They are responsible for the proper documentation, maintenance, and completion of kits. They do the follow-up on problems in kits, to produce quality kits that explain any problems.

The Executive Officer supervises Supply, Public Affairs, Administration and LEADS.¹³ The Admin department maintains their own tickler system for all mail, paperwork, correspondence, and action items that come into the district. They track correspondence due dates to ensure that the reports for the district are consistently in on time. Not only are the replies in on time, but they are well-written, accurate, and in the proper format.

The senior evaluators provided the following description of the LEADS department. The people in the LEADS department take care of mail-outs for recruiters, realizing that timing, such as during college breaks, is critical. The personnel in the LEADS department are responsive and sensitive to the due dates assigned by recruiters.

The other side of administration is taking care of the recruiters' personal service records. The people in Admin record courses taken by the recruiter,

and include any awards received in their service jackets. Training records are readily available with up-to-date entries, and proper documentation. The recruiters need to be able to depend on the Admin staff to send in their performance evaluations and fitness reports on time. The recruiter needs to know that the "command is taking care of me."

Another important responsibility of the Administration department is standardization. The excellent recruiting districts ensure that all procedures are the same throughout the entire district, the zones, and the stations. The purpose of standardization is to maintain continuity, and not re-invent the wheel (remember working smarter, not harder.) In the excellent recruiting district, all procedures are duplicable down the line. The district maintains a written standard work doctrine that sets the work ethics and expectations of the organization. The admin department maintains a thorough turnover file for proper passdown during changes in personnel. The value of the turnover file will be emphasized in the next chapter. The excellent recruiting district will stay excellent as long as the people are doing all the little things, and keep doing the little things well.

The supply department, another department within the support function, is responsible for having the proper office materials. The supply department receives a budget for supplies from Area headquarters. The supply officers assume the responsibility of avoiding the everyday hassles of shortages. The supply department knows "where things are at"--the forms and documents needed for recruiting. The supply department is accountable to the XO for maintaining the District's "fleet" of Navy vehicles and ensuring proper safety standards are maintained.

The supply department is responsible for allocating material and funding resources under the supervision of the district Executive Officer. The Senior

¹²The "kits" are the recruiters' records of all pertinent biographical and medical information relating to that applicant.

¹³LEADS (Local Effective Accession Delivery System) personnel answer the phone numbers advertised in the local ads, and determine if those responding to ads meet the initial qualifications for officer or enlisted programs. This is their primary job, supervising mail-outs to potential applicants is their secondary duty.

Evaluators ask, how is the district doing financially? There is an absence of financial problems at the excellent recruiting district. The supply department head advises the other department heads how to stay on track with their budgets. In the excellent districts, the people are managing the money and spending it within the means of what's available and according to economical recruiting practices.

The senior evaluators added that the people in the excellent recruiting districts strive to be number one in their Standardization and Audit Team (SAT) inspections. They constantly prepare for Pre-SAT visits by the Area Commander and the inspection visits by the SAT team. They do the paperwork right all the time. The excellent recruiting districts will have excellent results on their SAT inspection.

Quality control of paperwork and processing is a predominant aspect of the excellent recruiting district. These districts have their administration and assets in place and the staff support available for recruiting. Their administration of support duties is complete, because they are paying attention to every detail. To repeat a statement spoken by many of the Area staff members: excellence in support is an indicator of excellence in the district.

M. "USE ALL THE TOOLS IN THE TOOL BOX"

How does a Navy Recruiting District achieve excellence? In the words of a former recruiting admiral, the excellent recruiting district "uses all the tools in the tool box." The management systems in recruiting were developed when recruiting became a major sales organization. An Area Commander noted that the Excellent recruiting district is familiar with the tools and is utilizing its resources to its advantage. An Area Officer Programs Officer (OPO) reported that the people in the

excellent recruiting district know where the tools are in the tool box, or are learning where they are. The people in the district are using the tools or managing their use. The excellent recruiting district has and uses its resources. They use the systems to analyze their efforts. They use the systems and apply the knowledge to making goals. The senior evaluators view production as an indicator that they are using the tools.

1. *The Systems*

An Area Officer Programs Officer (OPO) asks, "what production systems do they have in place?" One example is the Suspect/Prospect card system. The recruiters get their S/P cards for the day and go straight to work. The Area staff members look for recruiters who are using this system constantly, either making initial calls, or following up on previous calls. There is a PORT report, which is the system to track officer recruits.¹⁴ The officer recruiters should be checking the computerized PORT report daily to see

¹⁴PORT (Personalized Officer Recruiter Tracking) is a computer system managed by CNRC with computer terminals at all of the Navy Recruiting Districts. Some inputs to the PORT can be made at the NRID level--punching the applicant information in on the computer and the date the application was mailed to CNRC. Some data can only be entered by CNRC--whether or not the applicant is selected or assigned a date to enter one of the officer programs. The PORT system has the capability of keeping centralized track of each officer applicant in the Navy. The system to track enlisted recruits is called the PRIDE system (Personalized Recruiting for Immediate and Delayed Enlistment).

the current status of officer applications.

The recruiters have a Tracking and Analysis (TAB) System which keeps the recruiter on track with what should be done that day. For example, the TAB I is the monthly goaling letter. The TAB F is a desk calendar, which the recruiters complete individually to meet personal production goals and monitor monthly ratios. An Area OPO reminded the recruiters to check the TAB F daily to see what they are supposed to be doing that day. The systems in recruiting are designed to provide early reminders. An Area Commander advised that by reviewing the TABS daily, the recruiters can avoid wasting time. There is no need to develop new systems, just use the systems at hand.

An Area Commander specified that in the excellent recruiting districts, the recruiters believe and work the marketing analysis. They carry out the plan of action outlined in the marketing plan. They are using sales techniques; for example, "RADs"--Recruiting advertisements such as posters, brochures, booklets and other materials. These tools are available to the recruiters in the RAD locker. One department head at CNRC looks for the RAD supply to be low; under-stocked shelves indicate that sales are going very well!

The recruiting districts have tracking systems in place to see how well they are "using the tools." For example, they can track how many phone replies to advertisements turn into interviews. The excellent districts have the Activity Analysis Tracking System (AATS),¹⁵ for both officers and enlisted personnel. The LEADS depart-

ment uses the AATS to track the number of contracts generated from mailouts, phone calls and interviews.

2. People Tools

What other tools are in the tool box? An Area Commander listed the following tools: Personally Developed Contacts, Centers of Influence, Recruiting District Advisory Councils (RDACs)--the recruiter uses these tools to his advantage, by using another tool, the phone, or by presenting the Navy in person. The Education Specialists are well known throughout the schools, so it can be to the recruiter's benefit to ask the EDSPEC to go with him to the schools. As mentioned earlier, the DEP pool is also a tool that recruiters can use to bring in additional referrals. Another source of referrals is the Reserves, and a former recruiting district Commanding Officer passed on the information that he worked with reserves to establish contacts. The recruiters actively use the phone system and direct mail. To use the phone system to their advantage, the recruiters devise their own tickler file to follow-up on prospective recruits.

3. Doing it by the Book

According to an Area Commander, "Using all the tools in the tool box," means sticking to the fundamentals, "doing it right by the book." The RETOPS manual sets simple standards for the job of recruiting. The support departments within the excellent recruiting districts are doing the job as spelled out in the District's Standard Operating Procedure (SOP) manual. An Area Commander commented that recruiters can manage their time and set a course of action according to the priority lists outlined in the manuals. An Area Chief Staff Officer believed that using the tools leads to effective time management, so that recruiters are not "spinning their wheels." The recrui-

¹⁵To prevent confusion, the AATS used by the LEADS department is a different system from the TABs used by the individual recruiter.

ters are doing things right, not just doing the right things. They are working efficiently as well as effectively.

4. *Use What You've Learned*

At the two recruiter training schools located in Orlando, Florida, the students are taught the use of fundamental sales techniques applied to recruiting.¹⁶ A SAT member we interviewed emphasized that these schools are a good learning experience, and that the people in recruiting should be practicing what they learn. At NORU the word is, "go back to basics, and use what you were taught." Use the tools you are trained to use.

How does a Navy Recruiting district achieve excellence? To summarize the thoughts of the people we interviewed: Use all the tools in the tool box. An Area Master Chief said, "use your sales skills; you can't miss if you use what you've learned." From an Area OPO, "the excellent districts should have a plan to achieve their goals, and have the systems in place." Use the market plan, use your advertising. Follow the recruiting systems. The recruiter should be using all the tools.

Is their success momentary or self-sustaining? According to an Area Chief Staff Officer, the excellent recruiting district is well-planned and structured, and is therefore self-sustaining. An Education Specialist sees the excellent districts stroking the systems to make recruiting easier. Their success is self-sustaining, because they use the systems to establish consistency throughout the entire district. The districts use the systems and enforce their use by recruiters. As one Area

Commander summarized, using established management systems is one characteristic of Excellent Navy Recruiting Districts.

Attitude, Appearance, Planning, Training, Marketing, Administration -- Using all the tools in the tool box. These are just some of the indicators of excellence which the senior evaluators identified when we asked, "How does a Navy Recruiting District Achieve Excellence?" First, the senior evaluators looked at the numbers. But there is more to Excellence than just the numbers. In this chapter, we looked at the attributes of excellence that are driving the numbers. How do you ensure that these attributes are in existence and that the district is achieving the numbers? Who is responsible and what are they doing that leads to Excellence in Navy Recruiting?

¹⁶ROMO is the school for Recruiting Officer Management Orientation. ENRO is the school for Enlisted Recruiter Orientation.

IV. WHO IS RESPONSIBLE FOR EXCELLENCE IN A NAVY RECRUITING DISTRICT?

Ever had the chance to ask a leader what he or she does to be an excellent leader? The leaders we interviewed had a lot to offer regarding desired leadership skills in general, and specifically applying those skills to recruiting. We felt quite honored to be hearing the words of wisdom gleaned from many years of experience in the Navy. We left each interview saying to each other, "In my next job, I'm going to try that!" We hope the readers can benefit from these ideas as much as we did.

A. GENERAL LEADERSHIP CHARACTERISTICS

As stated by both the enlisted personnel and the officers we interviewed, Excellence in Navy Recruiting Districts is a direct reflection of the Leadership. An Area Commander stressed that an excellent recruiting district will have excellent leaders and managers, from the District Commanding Officer down to the Recruiter-in-Charge at the recruiting station. The trends in a recruiting district are a function of command and leadership. The district needs to be well-managed and well-run. Managers of recruiting districts require organizational skills--the skills to set up the organization correctly, to know the people and to pass out critical information, or "the Word," in Navy terms. To summarize the views of the people we interviewed, the leaders must be concerned, involved, committed; sharp; anticipating, unselfish, communicative; open, honest, problem solvers and have a positive attitude. The leaders must be well-organized, caring, knowledgeable,

and practice sound, positive leadership. The leaders must know the requirements for being an excellent recruiting district. A member of the Standardization and Audit Team stated, "You have to let the district know where you stand with regard to the requirements--your feelings; your beliefs; and how far you are willing to bend or break in order to achieve excellence." As one Nuclear Programs Officer said, "you have to know your job, your people and yourself." Good leadership is committed to the task of making goal. This requires management paying strict attention to getting the job done. Getting the job done means demanding everything be done right, even the little things. As one Area trainer put it, "It's easy to get on the grass when you think you're driving on the road." Excellence is a result of management's attention to detail.

The leaders set the role model. To another Area trainer, this means aggressive leadership, not "wienering" away from challenges. The leaders must be models of integrity--they do the job with integrity, and show integrity--this sets the tone for the entire district. Management staff must be decisive. The senior evaluators look for district leaders who have the ability to make firm decisions based on needs, not wants. They applaud decision-makers who are strong, fair, and consistent in resolving the same problems. District leaders need to make their decisions and stand behind them. For example, when they get an idea, they go for it, and they have the ability to motivate people to do it. Subordinates respect their decisions--they not only do what their leaders want them to do they do it well.

One Area Commander differentiated between two types of leaders:

Artists versus Mechanics. The Artists have charisma and a strong personality. The Mechanic is systems-oriented and has substance. Recruiting requires a combination of both technical and social skills. The leader of an excellent recruiting district is an Artist with personal leadership and management ability, and a Mechanic with technical knowledge of the ins-and-outs of recruiting.

B. YOU CAN'T BE A GOOD GUY ALL YOUR LIFE

The leaders must maintain good order and discipline within the district and not "allow" their district to fail. An Area Chief Staff Officer made the following statement to emphasize this idea: "Hit em (unsuccessful recruiters) over the head till they succeed and you won't have to hit them anymore." In milder words, discipline is a way of looking out for the district. Let people know their faults. Don't punish the whole for the part--give the extra training to those who need it. One Master Chief described four phases of dealing with people:

- Train them to do their job;
- Direct them so that they know exactly what they are supposed to do;
- Counsel them on what they are doing wrong, and give them a chance to improve;
- Discipline them.

The leaders of recruiting districts must be capable of being bandmasters as well as disciplinarians. Leadership is inspiration and condemnation. It is a combination of love and scolding. The leader must at times be nurturing, and at other times be an "ass kicker." If a person does a job unusually well, he gets

a reward; if he chooses not to do the job, he is punished. The leader must be able to evaluate the individual and apply the appropriate leadership style--in the words of an Area commander, "Does this individual require the carrot or the stick?"

C. "HOLD 'EM ACCOUNTABLE"

The senior evaluators repeatedly mentioned the importance of accountability as an indicator of excellence in Navy Recruiting. The bottom line is accountability. Managers must believe in and enforce their systems and hold their people accountable.

1. *Establishing Accountability*

First of all, the leader must believe in the sailors. One Area Commander passed on his leadership philosophy: "Tell your sailors where you want them to be; why you want them to be there; how to do it; and they'll do it." The Area Commanders passed on this guidance: to hold people accountable in a proper way you have to let them know what they are expected to do. Let sailors understand why they're doing it; not just that they have to do it. People need to know "up front" what's expected of them. An Area Master Chief suggested that leaders hand out check-off lists of accountability. Then the people know what's expected of them and perform. Set the objectives of the recruiting district and motivate the people to achieve those objectives.

2. *Train 'em First*

A trainer from NORU emphasized that leadership and training go hand in hand. Leaders need to get out in the field and train. They are responsible for development of the people below them. They should train and then hold the people accountable.

People can be held accountable for their jobs only when they have been trained. A member of NORC shared the belief that sailors want to do the job--just give them a fighting chance. Sailors indicated to an Area Commander that they liked delegation. This Navy Captain said, "Give them a job, tell them when you want it done, leave them alone, and don't constantly look over their shoulder." Another Area Commander provided his definition of delegation: allow people the opportunity and give them room to perform.

Evidence of a successful leader is one who can leave the office, knowing that business will go on as usual. The leader must assure that the people can carry on in his or her absence. Performance and productivity must continue on a regular basis.

If they are doing their jobs, leave them alone. You can't micro-manage your people and expect an effective organization. Allow each echelon to do their job. As stated by one Area commander, "Be professional and demand that your people do what they are assigned to do." An excellent recruiting district requires a chain of accountability from the CO to the lowest supervisory level. Accountability is the key, and it must exist in both the support and production sides of the district. Leaders must be constantly maintaining accountability for work effort and integrity. An Area Commander specified that recruiting requires accountability to time and to management structures.

3 *Accountability for Goals*

Leaders are responsible for following the goals set by CNRC, for breaking district goals down into individual goals, and for reminding the production people of those goals early in the month. An Area Master Chief said "give them the goal, and hold the people accountable." Recruiting requires

accountability to numbers--accountability down the line, from the CO to the recruiter in the field. People in the district must know where they are, where they need to go, and how to get there.

The Area Commanders and Master Chiefs outlined a minimum routine the leaders¹⁷ must maintain within the recruiting district. The leaders are responsible for being aware of all that is happening in their district. The leaders are talking and working with the recruiters everyday, ensuring that the recruiters learn the basic techniques well and stick to the fundamentals. When district leaders see something exceptional they expect answers from their people. However, they also allow for some flexibility. If someone is doing something different, but they are making or exceeding goal, the word from a former recruiting SAI team member is, don't change it--if it ain't broke, don't fix it.

4. *Accountability Equals Responsibility*

According to the Senior Evaluators, accountability means pushing decisions further and further down the line. Hold people *responsible* for making their decisions--and *accountable* for the results of those decisions. The leader in an excellent recruiting district demands success from the next junior person, who demands success from the next junior person ... the

¹⁷Recruiting assigns leadership responsibilities from the District Commanding Officer down to the Recruiter-in-Charge. However, in this paragraph, "leaders" refers to the District Commanding Officer, the Executive Officer, the Officer Programs Officer, the Enlisted Programs Officer, and the Chief Recruiter.

philosophy of these senior evaluators is to make each person strong, hard, and accountable. Give people responsibility and authority, then hold them accountable.

D. TAKING CARE OF THE TROOPS

According to the senior evaluators, recruiting requires people-oriented leadership. Leaders must take a personal interest in order to get a response from their people. One Area Commander emphasized the need to care about your people so they care about making goal. Master the art of listening--listen to people and realize their "little" problems are big problems. An attentive ear keeps little problems from becoming big ones. Take care of people's basic needs. When new people report in, help them get stabilized in their new environment.

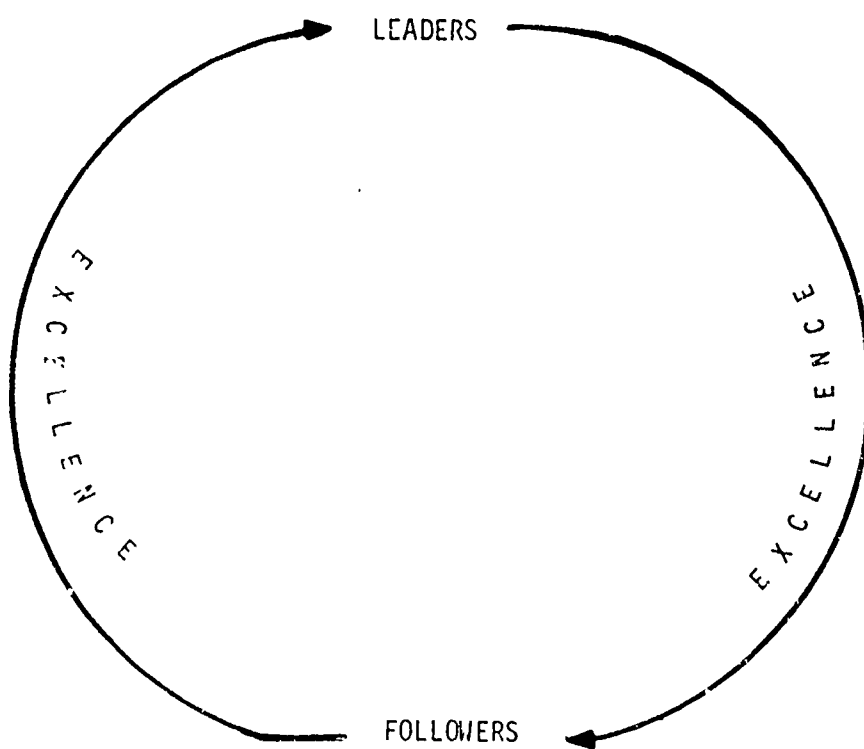
An Education Specialist (EDSPEC) reminds the leaders in recruiting to keep looking out for the field recruiter. To combine the ideas of several interviewees, know your people; listen to them; and have your people listen to you. Practice participative management. Keep in contact with your people and listen to their suggestions. Communicate with them--hold meetings, return their calls. The senior evaluators felt that successful leaders let their people do their job and support them. Successful leaders lead to successful followers.

People-oriented leadership does not mean compromising--be tough when dealing with those holding down production; but remember, even superstar recruiters can get burned out. The Area trainers contributed the following ideas. Remember when people do a good job and find out why changes

have occurred. Being a good leader is understanding weaknesses. Treat sailors as good sailors with problems. If there's a problem, find out why. An excellent leader sees the problem and gets to the base of the problem, without over-reacting. The leader has the ability to deal with personal problems. Let a person know what you think of them personally and let them explain themselves.

E. THE RIGHT PEOPLE HOLDING THE LINE

Here are some final thoughts on leadership, provided by the Area Staffs, SAT, NORU, and CNRC. Excellence depends on the right people holding the line to achieve production goals. Leaders must identify problems and help people develop solutions. Leaders must be people-oriented; be aware of the people and care for their well-being. The district leaders must pay attention to both production and administration. Care about the recruiters and the support people. Anticipate and meet the needs of the district on time. Be empathetic--realize what has to be done and what recruiters have to do to get it done. Make the recruiters feel like winners. Leadership is training, listening, and saying the right thing at the best time. Leaders owe that to the people. A retired Navy Captain provided these thoughts: "Treat the people as you would like to be treated--as a human being--and human beings make mistakes." Personal touches are important. Show concern for people's emotions--know what people are going through during different stages of life. An excellent leader has the ability to actively listen, counsel, and provide direction.



THE CIRCLE OF EXCELLENCE

Figure 4.1

Leadership in an excellent recruiting district means taking care of people. One Area Commander viewed people-oriented leadership as "money in the bank." You can ask for the extra yard because you have given it to your people. Assume your recruiters have the desire to be successful. Take care of your recruiters and they will take care of you. Take care of their needs, make sure they get the training they require. Excellence in recruiting depends on out-going leaders and teachers. The leaders determine the tenor of the team. Recruiting is basic leadership: accountability; responsibility; consistency; involvement. Success in recruiting is a reflection of the leadership.

F. KEY PEOPLE

According to an Area trainer, it's the people who make the excellent recruiting district. The people in key positions make the difference. The Commanding Officer, Executive Officer, Officer Programs Officer (OPO), Enlisted Programs Officer (EPO), Chief Recruiter, all of the department heads, the support staff, the Zone Supervisors, Recruiters-in-Charge, and the Recruiters. In an excellent Navy Recruiting District, the key positions are filled with credible people. The leaders are people with the expertise to make logical, realistic plans. In the eyes of the senior evaluators, an excellent recruiting district will stay excellent forever with the right kind of people.

1. *The CO makes all the difference in the world*

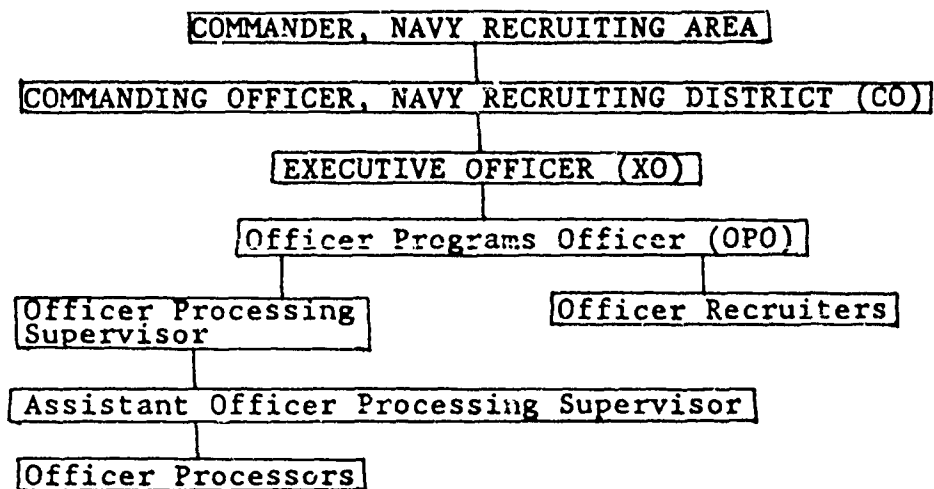
Excellence in the recruiting district depends on the excellence of the assigned Commanding Officer (CO). What is an excellent Commanding Officer? Not surprisingly, most of the Area Commanders we interviewed supplied the majority of answers to this

question. An excellent CO is a good administrator; cares for the safety and welfare of the people; is demanding and holds people accountable; and is supportive by removing obstacles in the way of recruiting. The personality of the CO percolates through the field. The CO of an Excellent Recruiting District is successful in fulfilling a diversity of roles. The CO needs to be a mathematician; a manager of problems; a people person; one who can travel; go without sleep; and then put his best foot forward at banquets, luncheons, and dinners. The CO must be a compassionate leader capable of understanding recruiting. The CO of the excellent recruiting district is attentive to the mission and knows the business of recruiting.

The Commanding Officer sets the policies for the district. In order to do this it is the CO's responsibility to understand the concepts of recruiting--for example, making goal and learning the competition system. An Area Commander pointed out that an important attribute of leaders in recruiting is understanding the numbers concepts so they can work the competition system to the district's advantage.¹⁸ The CO has to recognize changes in the economy and gear people up when the environment changes. Fixing, shifting, and adjusting keep the district on the road to excellence. During rough recruiting times, the CO needs to let the people know the reason for the rough times and that there is a light at the end of the tunnel. The CO must constantly be reading production reports and collecting the right kind of data to

¹⁸Working the Competition System to the District's advantage means making goal with people that qualify for points in the National Competition System.

NAVY RECRUITING CHAIN OF COMMAND
OFFICER RECRUITING



NAVY RECRUITING CHAIN OF COMMAND
ENLISTED RECRUITING

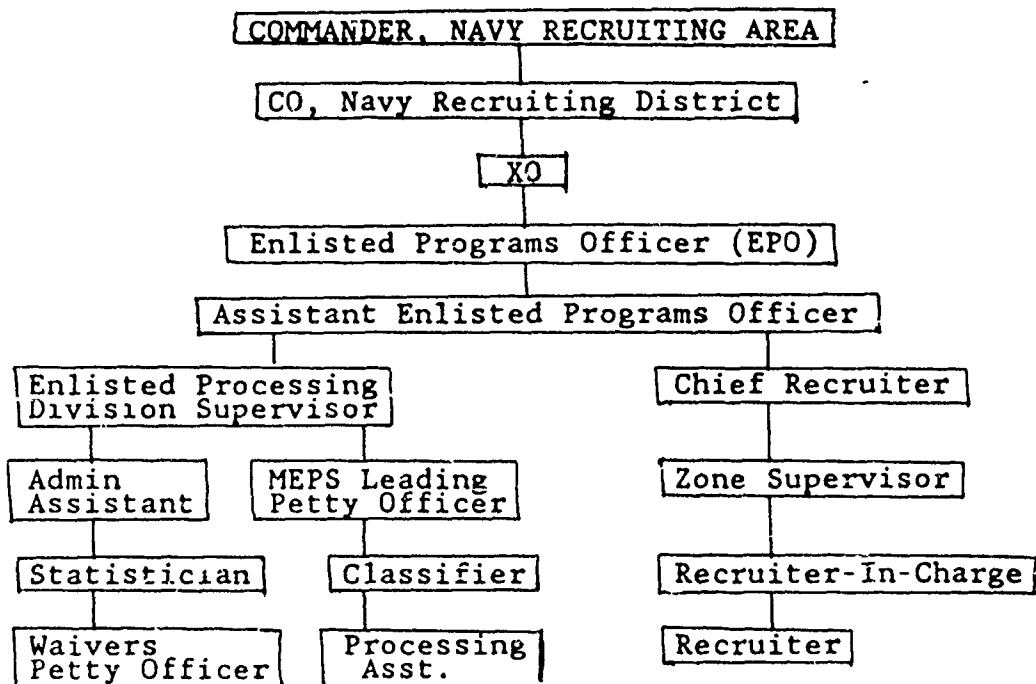


Figure 4.2 EPO and OPO Chain of Command

ensure that the district reaches its goals. An Area Chief Staff Officer observed, the leaders of excellent recruiting districts do not pad district goals with "funny numbers" over and above the national goals. The leaders set firm, realistic goals as given by the Areas to the districts. However, they do stress overshoots, or over-achieving the monthly goals. The CO maintains constant knowledge of the recruiting district and their position in relation to the goal.

According to several Area commanders, an excellent Commanding Officer must be both goal and people-oriented. The CO knows the people, knows recruiting, and realizes the limitations of the people. The CO knows how to use the assets on board. A CO will make an excellent district, by bringing out the best in even the weakest people. An excellent leader uses the skills and abilities of their people for the district team. The CO has the ability to find the right person for the job required.

A member of SAT who was a previous recruiter admired a leader who asked the people within the district to set the District goal, and then told them what was required of each person in order to achieve that goal. The excellent leader knows how to let people stumble or make mistakes. What do leaders do about "flailing and failing" recruiters? What if things go wrong? One Master Chief recommended that you can't chew people out and destroy their dignity in front of others. The right thing to do is to tell the person what he did wrong, counsel him, and give him a chance to improve. And, if you lose your temper, leave--don't teach people that you have a bad temper. Following the words of a retired Navy Captain, the CO must be firm but fair. You can't be a nice guy all your life. It is the CO's responsibility to hold Captain's Mast. A previous Area Commander advised that the first time you hold Captain's Mast, "come down

hard." It's better to be firm but fair right off the bat, and set the mode for the rest of the time you are in that district. Don't worry about how popular you are; the CO's job is to ensure that the district makes goal.

The CO needs to be concerned with the manning level throughout the district and the distribution of the workload. The CO must exhibit the attitude that he wants the people to succeed and must be out in front leading the effort. The CO keeps the people motivated to stay on the right track. The leader needs to be a coach who can rally the team.

The people we interviewed provided a variety of thoughts on the leadership skills required of the Commanding Officer. The CO establishes the health and welfare of the people through people-oriented teaching. The skipper is concerned and interested in everything. Being the CO takes personal involvement. This means knowing what makes your people tick; knowing their personal problems; pumping them up; being involved with the troops; showing concern for their professional development; and training them to be successful. Conveying a genuine concern for the well-being of your people will inspire the troops. Counsel your people, reward them, and show them you are concerned about their morale. The CO is a firm, strong leader, who takes inputs, makes decisions, takes chances and stands his ground. These characteristics inspire confidence in the leader.

The CO must have the charisma to rah-rah the troops to achieve their goals. The CO is in command, makes decisions, and the troops believe in his capability as a leader. However, the CO should allow the people to have a positive impact on the destiny of the district. He needs to be willing to accept and try their ideas. He needs to be able to say to people "I need your advice."

2. *Span of Control*

The Commanding Officer of a ship can stand on the ship's bridge and watch over the crew he is commanding. In Recruiting, the "span of control" is stretched over a much larger area. For example, one recruiting district covers two states and several foreign territories! The successful COs recognize their limitations. They learn that they do not run a Navy Recruiting District (NRD) just like a ship. A retired Navy Captain said, "it's harder to manage a taut NRD than a taut ship." One important tip--don't sit at your desk and expect things to happen. Excellence in the district occurs when the CO is out and around, visible and involved. The CO has to get out on the road to visit the stations in the district - the average recommendation was 3 days a week. As stated by an Area Enlisted Programs Officer (EPO), the CO travels and presses the flesh, smiles, and encourages. What do the senior evaluators expect the CO to do on all of these trips? First of all, before visiting, do your homework. Know what the hell's going on in that station or zone. Don't walk in saying, "What's wrong?" It is the CO's responsibility to monitor the district and know what is wrong. The CO talks to the people in the district. He visits, walks around, and knows what makes the people tick. The CO is informed, prepared, and asks the right questions.

Some Area Commanders recommend going into the district in an inspection mode. Tell your people what you expect--then follow-up. More often, we heard the advice from our interviewees, "you get what you inspect, not what you expect." Know where to look for the information you need. Accentuate the positive, but identify potential problems. Train the people on problems, direct them to correct these areas, give them time to make the corrections and then return. Good COs are like good recruiters--they follow up.

From the office, the CO uses the telephone to reduce the problems associated with a broad span of control. The CO makes phone calls about potential problems. He helps people recognize the problems and fix them. A retired Area Commander maintained the philosophy, "When you see a problem coming, fix it now." The District CO is also communicating successes over the phone; for example, when a recruiter, a station, or a zone makes goal.

The CO must be a special person to make the people in the NRD feel good about themselves. Be positive--when you visit a recruiting station, leave on a positive note. A successful CO in recruiting is equally concerned about the needs of the Navy and the needs of his people. Enthusiasm catches fire quickly--for excellence to spread through the field, it has to start at the top.

3. *The Rest of the Story . . .*

The people we interviewed identified some of the key responsibilities of the rest of the people in the recruiting chain of command. The Executive Officer (XO) of the recruiting district is involved mainly in administration and occasionally in production. Recruiting is different from other Navy organizations: the XOs don't run the entire chain of command; the XOs primarily supervise the support departments. Since the District Commanding Officer primarily controls production while the XO manages the support staff, the XOs have to get used to the OPO, EPO, EDSPECs, and the Chief Recruiter going directly to the CO for consultation.¹⁹ The Executive Officer

¹⁹Some Recruiting Areas have recently put the XOs in charge of officer recruiting in addition to their other duties.

knows recruiting and is committed to helping the district achieve its goal. The XO solicits inputs from the department heads to develop the marketing plan, then time activates it to coincide with the school or work schedules of the target population. The XO is a self-starting individual who does not hesitate to make decisions, but recognizes his own limitations in decision-making. The CO should be confident to leave the XO in charge. The XO supports the CO and is responsible for keeping the district "afloat" while the CO is on the road.

The Officer Programs Officer (OPO) is generally a Senior Lieutenant or a Lieutenant Commander. Some people we interviewed recommended that the OPO have previous department head experience, and/or be a previously successful recruiter. From the observations of a SAT member, there should be a good mix of people on the OPO team--of males, females, aviators, and surface line officers. The OPO team needs good leadership capability in the department head position. The OPO is continuously monitoring and training the officer recruiters and lobbying for the resources they need to be successful.

The Area Enlisted Programs Officers (EPO) maintain that achieving the enlisted recruiting goal is the District EPO Department's number one priority job. The EPO acts like a traffic cop, directing production and processing of applicants. The EPO inspects and trains the enlisted recruiters. This department head needs to be well-versed in recruiting, comfortable with numbers, and an experienced manager. The EPO needs to be knowledgeable of what types of people the recruiters can and cannot put in the Navy. Both the EPO and OPO need to be One-Minute Managers [Ref. 4], who give their recruiters pats on the back.

The Chief Recruiter (CR) is a key player in Recruiting. A department head at CNRC identified the Chief Recruiter as the number two guy in

enlisted production. The Chief Recruiter needs to be "hungry" to make goal. Some of the interviewees recommended that the Chief Recruiter be a previous bag-carrying recruiter, a Recruiter-in-Charge, and a Zone Supervisor. The CR must like to travel. According to an Area trainer, the CR is the hub of the district. He needs to train the Zone Supervisors, support them and allow them to do their jobs. The CR owes it to the Zone Supervisors to provide training and opportunity for their growth. The CR must be monitoring production and developing subordinates. The CR works with the Enlisted Programs Officer to make the enlisted goal, and the Officer Programs Officer is responsible for the Officer goal.

The Zone Supervisors (Zone Sups, pronounced "soup") are also key personnel. They are the bridge between the District and the Recruiting Station, supervising the day-to-day level of production. Recruiting districts need strong Zone Sups who can train their Recruiters in Charge, who train their recruiters. One Area Chief Staff Officer described the Zone Supervisor as the keystone of the district. The Zone Sup is the key link in the chain of enlisted recruiting. The Chief Recruiter and the Enlisted Programs Officer set the pace for the Zone, and the Zone Supervisor sets the pace for the field recruiters. The Area trainers we interviewed preferred a Zone Sup who had been a successful Recruiter in Charge; in other words, a proven performer. The Zone Supervisor needs to be sharp; accomplished; know how to train; and get out and do the job. The Zone Sups should provide hands-on training and be guiding the Recruiters in their zone. The CO lets the Zone Sups relay the district goals to the troops. Then it is up to the Zone Sup to keep the people motivated to achieve those goals. The Zone Supervisor knows where the zone is in relation to the goal at any given moment. Zone Sups are able to go out

and ensure that their people are doing their job properly with integrity. They train in order to get their people to be the best they can be with the potential they have.

Within the recruiting station, recruiters work for a designated Recruiter-In-Charge, (the RINC). Most RINC's are on production, but they are also responsible for taking care of the recruiters in their station. Recruiters-in-Charge need to be good organizers and time managers. They should not be afraid of supervising their peers in the recruiting station.

What about the recruiters? The people at the top are keeping an eye on what the recruiters are doing. As a member of NORU pointed out, success in recruiting depends on the efforts of the individual recruiter. An Area EPO described successful recruiters as "movers, shakers, and salesmen." Recruiters need to be "hungry" to be successful. They need to be aggressive, and not expect to lean back and relax on their "shore" duty. People who volunteer for recruiting are usually the best recruiters. Recruiters need to be people who want responsibility. Recruiters need to have communication skills, and a fundamental knowledge of recruiting. They need an inherent skill to deal with numbers, sales, and the public.

But there are people involved other than those in production. One Area OPO felt that staying excellent depends on the support people. The support people help recruiters and keep them motivated. A senior enlisted person in administration has the experience to give career advice to recruiters. A SAT member noticed the success of the Education Specialist (EDSPEC) who is "home grown" from the local area and has good rapport with potential applicants. The EDSPEC helps the enlisted recruiters by getting school lists, giving Armed Services Vocational Aptitude Battery tests, and identifying quality markets. The Public Affairs Officer is

supporting the recruiters by visiting local radio and TV stations to generate publicity.²⁰

G. THE RIGHT STUFF

One of the keys to excellence in Navy Recruiting is full manning by personnel who are looking to move upward in their careers. Staying excellent bears on the rotation of personnel. How do excellent recruiting districts keep from being affected by personnel transfers? According to the people we interviewed, it is important to put experienced people into key positions--people who have been raised in recruiting over the years. Rotation may cause the loss of highly developed corporate memory. Turnover time is generally short, therefore it may depend on the attitude and the quality of the new people assigned, and the training they are given. From the Commanding Officer to the Recruiter, people in recruiting need to be able to train others. Training is the key, but it depends on the right kind of people. As one Senior Chief trainer put it, "Can-nots can be trained, but will-nots need a size 8 1/2 in the rear!" New recruiters are easily influenced by what they hear and see. They have learned the fundamental techniques of recruiting, which need to be developed and continued. We heard estimates that every new person takes 6-8 months to learn the "Art of Recruiting".

²⁰The Public Affairs Officers (PAO) try to get Public Service Directors of radio and television stations to run Public Service Announcements, which are free advertising for the Navy. The PAO is also writing and marketing photo feature stories to the hometown newspapers of people who enlist--more free advertising.

Excellence in the recruiting district depends on the influx of new people and how they are trained when they come in. If there is a thorough turnover to people who desire to be successful, excellence will continue.

An Area Chief Staff Officer recognized that the leaders of the excellent recruiting districts work on being manned completely with high caliber people. There can be no weak links in the district. As an example, a member of the CNRC staff said, "Procrastinators are not for recruiting!" The senior evaluators described successful people in recruiting as leaders and managers with proven performance in their past experience. They are salesmen. You can sense their pride in being in the Navy. They are ambitious, they want to do the job--from the CO, all the way to the field. They are not 8 to 5-ers.

When the senior evaluators look for excellence, they see a recruiting district that is filled with the "right stuff"--the right people that do the right analysis, and maintain the right communication within and throughout the district. Leadership is important from the CO to the Zone Supervisor, with each person making decisions at their level. The right people form a firm foundation from the Recruiter to the Commanding Officer. The key is motivated people, who will make the district excellent.

II. TEAMWORK: ONE MONKEY NEVER STOLE NO SHOW

A combination of leadership and teamwork jelled together lead to excellence in a Navy Recruiting District. The people we interviewed were quick to point out that teamwork starts at the top, at the National level. There has to be a feeling throughout all of recruiting--CNRC, the Areas, the Districts, The Zones, the Stations--that if CNRC is in trouble, we are all in trouble. As one Area OPO said, we all

have to make goal in order to succeed. In CNRC, both the Admiral and the Force Master Chief need to think the same way and share their thoughts with the rest of the recruiting force. Each Area conveys the CNRC philosophy to the district so they can make an intelligent decision on their plan of action. The Force Master Chief talks to the Area Master Chiefs, who talk to the District Chief Recruiters, and share information on making enlisted goals. Excellent districts see their Area Commander as a 'Backer'. And the Districts back the Area Commander by volunteering information when the Area doesn't ask for it. The District Commanding Officer does not divorce the district from the rest of the Recruiting Districts. There is interface between the districts. The District COs get together at CO meetings. The various department heads among the districts are communicating. A Nuclear Programs officer showed us a book on Nuclear recruiting which he had compiled to send to all of the Areas.

The excellent recruiting district CO has the entire group of people working together and supporting each other as part of the district team. An Area Commander identified the outstanding District CO as one who believes in the abilities of the Chief Recruiter, the Officer Programs Officer, and the Enlisted Programs Officer. The team begins in the shadows of the CO and XO. The Commanding Officer and the Executive Officer take part in what the EPO and the OPO teams are doing. The CO receives feedback from the Executive Officer on the status of the district. The Commanding Officer, the EPO, and the Chief Recruiter are the secret formula to success in enlisted recruiting. The Commanding Officer has to have faith in the Chief Recruiter and the EPO, because they are in charge of enlisted production. They work closely together, setting the Enlisted Recruiting Objectives. The CO and the

CR are on the road all the time, traveling to the stations within the district. The CO approves all of the recruiting goals within the enlisted and officer departments. The Chief Recruiter, the LPO, the Zone Supervisors, and the Recruiters are all working in tandem toward achieving the enlisted goal. The Commanding Officer, EPO, and the Chief Recruiter are all working together deciding on a plan of action. They learn to understand each other's personalities and thinking strategies.

The people in recruiting must be able to work well as a group. An interviewee at NORU pointed out that disagreements are healthy, as long as they are worked out. The Excellent Recruiting District will stay excellent as long as they have a good upper echelon of command. The Commanding Officer keeps the EPO and OPO going with motivation and communication. Each person does his job. The OPOs and EPOs know how to fix problems and take a major part in management. The Officer Programs Officer has to let the CO know what's going on in Officer Recruiting--because officer applications are processed through Washington, D.C. and the daily numbers are not as obvious. Several OPOs mentioned the value of social functions to bring the recruiting team together.

The CO, EPO, and CR need to work as a team, so that one person's departure won't cause an abrupt halt to enlisted recruiting. How does this team work? The Chief Recruiter trains the LPOs on the ins and outs of running the enlisted programs department. The EPO briefs the CO on enlisted production, with the Chief Recruiter standing by to answer technical questions. Excellence in Recruiting requires allegiance and teamwork between the leaders and the recruiters. The Commanding Officer and the Chief Recruiter have the responsibility to train the Zone Supervisors who train the Recruiters in Charge. The CO and the Chief Recruiter are working with the

Zone Supervisors and recruiters to define what needs to be done in the district. The Chief Recruiter and the Zones must be working together as a team. The Chief Recruiter is talking to the Zone Sups who are talking to their people. The CO and XO are able to roll up their sleeves and "get dirty" with the recruiters.

The recruiter and the Education Specialist (EDSPEC) must have mutual respect for each other. Said one EDSPEC, it is a good sign if the recruiter calls the EDSPEC to visit a school and act as a liaison with the school officials. According to the senior evaluators, in the excellent recruiting district, a "we-they attitude" does not exist. Everyone is working to support the field recruiter. The Excellent NRID is working on the "WE attitude" daily. All of the people in the district are on the same plane of thought and working together. There is camaraderie between the officers and enlisted personnel. The EPO and OPO teams are working together, giving each other referrals. For example, if someone applies for an Officer program, but is not qualified academically, that person is referred to the enlisted recruiters, possibly for a nuclear program. The enlisted recruiters also refer prospects to the officer recruiters. The officer and enlisted recruiters need to keep this type of feedback going. An Area Officer Programs Officer recommended that the EPO and the OPO can promote the team by emphasizing a desire to be number one in both the officer and enlisted standings in the National Competition system.

The absence of the "we-they" syndrome puts the support personnel and recruiters on the same side. While the recruiters are out prospecting, the EPO, OPO and the support people are doing administrative work, and the Public Affairs Officer (PAO) is enhancing awareness of the Navy. The excellent district leaders can't isolate the administrative staff from production. There must be a strong relationship

between support and the production side of the house. Support is supporting--the support people want to help and are involved with making goal. Excellence depends on adequate support pulling the team together. The processors do the final check on applications and they need to be working as a team with the recruiters. The processors make it a point to understand recruiting and the recruiters learn to understand processing. The focal point of enlisted recruiting processing is the Military Entrance Processing Station (MEPS). At the MEPS, the recruiters and their applicants work together with classifiers to get the applicant into a suitable program. The classifiers work to find a rating²¹ that suits the preferences and abilities of the applicant, to facilitate the applicant's final decision to join the Navy. When the senior evaluators identify an excellent recruiting district, they see a team working together in that district to make goal. One monkey never stole no show; all members in the district are striving for excellence.

1. *Chain of Command*

An established Chain of Command forms the framework for how the team works together. To one Area Commander, an excellent recruiting district is characterized by a strong chain of command. People in the District can communicate with the CO, via the chain of command. The recruiters go through their RINC to their Zone Supervisor, to the Chief Recruiter, to the EPO to the CO. An Area Commander advised, "let the recruiters know there is a road to the district CO, and that the CO cares and will listen to

their concerns." The district observes the chain of command realistically, both up and down the line. The Zone Supervisor can protect the recruiter in the field by insisting that the District leaders pass information through the Zone Sups, who will then talk to the recruiters. A strong chain of command is representative of mutual respect from the top to the bottom. There is admiration and understanding from the CO to the most junior recruiter.

The chain of command is held together by loyalty and trust. Each person in the district expresses their loyalty to the CO. And the CO repays their loyalty with trust. Trust and loyalty form strong links in the chain of command. As a member of NORU put it, "You gotta trust somebody." Trust is accepting people's decisions and not asking for justifications. Trust in people means trust from the CO to the XO to the Department heads on down the Chain of Command.

2. *Talk to each other*

Another indicator of excellence in the recruiting district is the interactions of the people. The senior evaluators ask, are they sharing similar attitudes? Good teamwork and good communication are characteristic of an excellent recruiting district. The people in recruiting need to be effective communicators. Communication means telling each person what is expected of them, what their part is in achieving the district goal. When people are assigned work, they don't just nod in agreement. They ask questions, get understanding, and talk to one another. According to an Area EPO, the excellent districts have an effective system of internal communications. There is up-and-down communication, so people stay informed of the goings-on in the district, from the CO down to the recruiters. People call when they have a question or want to disseminate information to those who

²¹Examples of Navy ratings are Boatswain's Mate, Cryptologist, Hospital Corpsman, Yeoman, and Nuclear Specialist.

need to know it. Communication is feeding down information from the top. The "top" person has to communicate to the entire staff within the district.

The telephone is often the most important tool of communications. For example the Area can set up conference calls between the District COs. The Commanding Officers are encouraged to ask each other--"What made you so successful, why did this work?" One former district CO used the phone to communicate to his subordinates through a 3-4 minute tape that he made daily. People could call in to get the CO's latest message on the status of the district and the Plan of the Day (POD). The senior evaluators have observed that excellence in the district is enhanced by an open flow of communication in and out of the Navy Recruiting District. People in recruiting need to be talking to everyone else in recruiting. The competition system creates a lot of communication. People ask each other, "What are you doing that we aren't doing?" Rivalry among the districts fosters loyalty and camaraderie within each district. The stations and zones in the district help each other achieve the goal. They are talking to one another, and helping each other. After undergoing a Standardization and Audit Team (SAT) inspection, the stations and zones will call each other, sharing information to help their shipmates increase their scores on their own forthcoming SAT inspection. One of the Senior Evaluators emphatically told us, "I LOVE WET INK!" This was an indicator to this retired Navy Captain that the people were communicating and there was a sense of teamwork within the command.

A constant information flow will contribute to excellence in a Navy Recruiting District. The senior evaluators point out that some districts will print a district newspaper or monthly newsletter to keep everyone updated on everyone else in the district. Other

Commanding Officers send out a goaling letter each month. The phone calls, newspapers, and the newsletters keep the communication network going, up and down and laterally at all echelons. According to a department head at CNRC, excellence is a combination of feeling like a team plus communications. This leads to success.

3. *HIP! HIP! Hooray! Go team!*

Making goal is a team effort. The senior evaluators see the excellent districts applying a common winning attitude toward a common goal, with all of the people playing as a team. The CO is the leader in the team effort. The CO cares and has the ability to motivate the people to work together as a team. The CO inspires command morale, esprit de corps and teamwork. The District has team spirit. Everyone feels like they are part of the team. They are all pulling towards the same objective. The goal is for the overall group. Everyone is working to achieve their District's recruiting goal.

4. *Masterminding*

The Commanding Officer allows the people to have a positive impact on the destiny of the district. He gets the entire team involved. The CO asks "What do you think we can do?" The CO lets people make contributions to making goal. One Area commander described the technique of Masterminding--two people working on problems are better than one. People intelligently seek assistance from one another. They let their boss know the problems. They give a "heads up," let the supervisor know their plan of action, and work together to fix it. There is an atmosphere of learning in an excellent recruiting district. An Area Medical Programs Officer suggested documenting what works and does not work--but don't be afraid to try something again.

Get people brainstorming how to crack the market so people are competing with each other rather than against each other. An Area Minority Recruiting Officer saw people in the excellent districts looking at what efforts had been made and passing on the information. The people were passing back and forth their ideas.

According to an Area Commander, the district must establish a core, a nucleus committed to a vigilant effort to make goal. This core, the team, possesses corporate knowledge that establishes consistency and professionalism in the front office. The Recruiting organization needs to think as one. The spirit of the team is wanting the station, zone and district to be number one. How do you build a team? A SAT member recommended, physically get all of the people throughout the district together once or twice per year so that they all feel like part of the team. Promote friendliness and cohesion within the group. When sailors understand how to make goal, and feel that they have a contributing part, then they will do it. The whole team will project what they are selling.

5. *We Did it Together*

The Senior Evaluators observe an atmosphere of teamwork throughout excellent recruiting districts. Team spirit is essential up and down the line. Friendly competition exists throughout the entire Area. The districts make goals and try to surpass the goals by applying a team effort. Everyone is a member of the winning team. Each person has a feeling of belonging. One Area Commander described the feeling that "The team believes in me and I believe in them." Month in and month out, the team player spirit continues in achieving goal. There is team cohesiveness and a feeling of unity. People relate to each other and cooperate. There are no cliques. It

is a 100% team effort, with everyone carrying more than their fair share. The people are working towards the same goals. They have a common purpose. The reward to the excellent district? A sense of togetherness, that "we did it together." Without each person in the district, the team wouldn't be a winner. In order to be successful, it takes a team effort to get the job done. The excellent district will stay excellent as long as the team stays a team.

I. A PAT ON THE BACK

To achieve their goals, leaders of excellent recruiting districts take care of their people. An Area Chief Staff Officer emphasized that recognition of the people is an important characteristic of an excellent district. The feeling is that if you take care of your people, your people will take care of you. The leaders in recruiting need to be people-oriented as well as mission-oriented.

1. *The Stick and the Carrot*

It's a combination of the "Stick and the Carrot." The leaders need to balance discipline with rewards and recognition. Balance means treating everyone fairly. Let the people know how the mission will get done and that they will get a payback for their part--positive evaluations and recognition. An Area trainer passed on these thoughts; when the person does their job well, tell them they did great, and why what they did was great--this information should come straight from the boss. The job of management is not just to criticize, but also to praise. No one wants to fail, but sometimes people are not sufficiently motivated.

2. *Praise and Raise*

The people in recruiting are promotion-oriented people. An Area

commander said that "in recruiting, we praise and raise our people." One type of recognition is to praise the successful people and promote them. An Area Master Chief felt that it is up to the CO, the Chief Recruiter, the Zone Supervisors, and the Recruiters-in-Charge to groom the people they manage from day one. The leaders train to promote from within. Taking care of people means ensuring someone is growing into a job. Moving up in rank is a reward. The Freeman Plan gives enlisted personnel the opportunity to move up in rank when they are successful in recruiting. This is especially attractive to enlisted people in competitive rates where only a few people make it into the Chief Petty Officer ranks. Another opportunity for the enlisted people is the Career Recruiting Force (CRF). Sailors can decide to make recruiting their full-time Navy profession. A goal of recognition is to motivate people for the CRF through the sincere concern you show for them professionally and personally. The key is to look out for your recruiters.

3. *Traditional and Unique Incentives*

According to the senior evaluators, the leaders in the excellent recruiting districts have the incentive programs in place for the people in their district. A good incentives program gives recognition in a timely manner. An Area trainer suggested that the District CO should develop recognition incentives with practical meaning. Several people gave creative suggestions and stressed the need to develop unique incentives for motivation. For example, a former recruiter now at NORU remembered that one district rewarded people by letting them be CO for the day. In another district, the CO would let a top performer use his cabin on the lake for a weekend. Be innovative and make the reward worthwhile.

Recommending a subordinate for a Navy medal is another valuable type of recognition. Rewards such as the Navy Achievement Medal and the Navy Commendation Medal recognize a person for performance above and beyond the call of duty. The CO needs to set up special ceremonies to present these awards, inviting spouses and all of the other people in the command. A status symbol in recruiting is the Gold Wreath worn on recruiting badges after recruiting a certain number of people.²² People also receive superior evaluations and fitness reports for being successful. An Area Master chief stated that the CO needs to set the expectation in the district that if you earn it, you're going to get it.

4. *Quality of Life*

Another aspect of recognition is concern for the "Quality of Life." Managers need to be people oriented, and ensure that their people are happy; like their work; feel worthwhile; and feel recognized. A member of SAT felt that getting the wives involved leads to success. This person noticed that top recruiters have their spouses personally involved in their recruiting efforts. A former recruiter remembered their District CO who handed out super wife certificates to give the spouses recognition.

A District CO can show through various types of recognition that he's proud of the people. The CO can reward the people with a phone call,

²² There are a series of gold and silver stars that can be added to the Gold Wreath as recruiters display sustained superior performance. Recruiters who keep producing year in and year out finally earn the the silver label of "Excellence" to wear on top of their Gold Wreath.

personal letter, or a visit. Some commands set up District parties so people can celebrate their successes together. Other District COs allow people to take time off when they make their goals.

5. *You're Doing a Good Job*

Sometimes the most effective reward is personal attention. Personal recognition from the CO, including a handshake and a "well done" is what the people need to keep going. Recruiters in the field appreciate seeing the CO. As an Area trainer put it, "the little people need to get the appreciation they deserve." Call the station and talk to the recruiters when they have done well. A former Area Commander said "Remember the Hawthorne effect" [Ref. 5], and give people the attention they need to excel at their jobs.²³

Recognition needs to evolve from all levels of leadership within the district. As one Area OPO said, "People up the line need rewards and recognition also--don't stop rewarding at the field recruiter level." An Area Supply Officer emphasized this idea saying, "don't ever forget the people in the 'background of production' who make things happen." Executive officers need to ensure they recommend Department heads for Gold Wreath awards. Department heads need love, too. And don't forget the administration side of the house. Appreciate the details of bookkeeping and give attention to all of the support people. Notice what they're doing and give them support.

6. *Stroke the Folks*

One former recruiter stated that "the most significant reward occurs when a couple of sailors with fresh haircuts and new uniforms walk into the Recruiting Station and thank you for helping them choose the Navy." But this happens infrequently. An Area Commander reminded the district COs that, "We need to take care of our people." Recruiters deserve a lot of praise. The biggest thing the CO needs to do is stroke the folks. Give them a couple of pats on the back.

²³The Hawthorne study showed that attention to employees results in a dramatic increase in their productivity.

V. MESSAGES TO PASS ON TO THE FIELD

A. AS WE GO, SO GOES THE NAVY

According to a member of NORU, it's a simple equation: Recruiting equals The Navy. As explained by one Area Commander, there are three parts of the Navy:

- Recruiting
- Training
- Operations

Without recruiting, there would be no people for training or operations. Recruiters are building the Navy. A former recruiter said, "We'll get you the people for the 600 ship Navy. We recruit one-sixth of the Navy every year.²⁴ Our job is to recruit, it's up to the rest of the Navy to train and retain the people." A department head from CNRC defines recruiting as a peace time war to keep the Navy alive and filled up with the right quality people. The recruiters don't lower their standards to attain the required numbers of people. They want to keep high quality applicants who can fulfill the Navy's mission. If recruiting fails, fleet readiness is not far behind. That's why the fleet is so ready right now. Because of the All Volunteer Force, there is no more important element in the Navy than recruiting. Excellence in recruiting is everyone doing their job Navy-wide.²⁵

²⁴There are approximately 600,000 officers and enlisted personnel in the United States Navy, with a turnover rate of 100,000 people per year.

Everyone in recruiting emphasizes that "We are the Navy."

B. SUCCESS BREEDS SUCCESS

The taste of success breeds success. An Area Commander calls it a synergistic effect of excellence. Success affects the morale of the people, and leads to more success. Success makes people happy and proud. When people want to win, and get on the winning team, winning breeds success. The team with "old mo" on their side is the excellent team. Overall excellence in the command will lead to excellence in recruiting.

C. IT'S THE TOUGHEST JOB IN THE NAVY

A former Area Commander emphasized that a district CO doesn't run a recruiting district just like a ship. Recruiting commanding officers who were previous ship COs, stated that it's much harder to manage a taut NRD than a taut ship. A CO on his fifth Commanding Officer tour, said it was the hardest CO job he ever had. It's exhausting for the CO, the Chief Recruiter, and the Zone Supervisors--they are on the road all the time. We heard from the Area Commanders to the Area Master Chiefs, that recruiting is more demanding at all levels than any operational tour they've ever had. A

²⁵The more sailors that are trained and retained throughout the Navy, the fewer persons the recruiters will have to recruit.

recruiter's job is never done. It is not an eight-to-five job. Recruiting is a series of 36 one-month tours. Every month the people in the district get a report card on their production--did they get the numbers or not? A department head at CNRC distinguished recruiting as "the most accountable business in the Navy." Recruiting is hard work, long hours, and it's demanding. Getting the numbers in recruiting is a very complicated business, which makes it a challenge. A former recruiter at NORU said, it's a challenging and rewarding job--it's an experience. The people in recruiting describe themselves as having huge egos--they're not in it for the money. They feel that recruiting is rewarding, that it's the best part of the Navy. A former SAT team member said, "it's like cancer, it's tough to get out of your system." One former recruiter said, "Recruiting is like a cowchip; once you step in it, you can never quite wipe it off your feet." A member of NORU said, "We are not different, but we are more positive. Recruiting is not the place for the average person." The senior evaluators pass on this message to individuals coming into recruiting: be prepared for the most challenging, self-rewarding job you'll ever have in your life. It's the best opportunity to learn to deal with people and work with the community. Recruiting is one of the greatest experiences you can have in a lifetime. You learn so many ways to deal with people. It's a great learning experience. It's one of the most necessary parts of the Navy, and one of the most personally useful tours you can have. Recruiting is a confidence builder. Excellent performance in recruiting surpasses excellent performance in any other job in the Navy. Many outstanding officers and enlisted personnel come from recruiting. If you want to do a service for your country and yourself, look at recruiting. Recruiting makes you do the best.

What do the people in recruiting say? Recruiting is the greatest job in the Navy. It's challenging. But remember, Recruiting is the toughest job in the Navy. In Phase II of this study, we take you to the excellent recruiting districts and paint the picture of excellence. Relax; get comfortable; take your shoes off and stay awhile. You will see what all of the senior evaluators have been talking about.

VI. EXCELLENCE: FOLLOW THE YELLOW BRICK ROAD

A. HOW THE EXCELLENT DISTRICTS WERE SELECTED

As indicated in the beginning of this document, we spent two weeks on the road in June conducting interviews at all the Recruiting Areas; at Commander, Navy Recruiting Command (CNRC); at the Navy Recruiting Orientation Unit (NORU); and at the Standardization and Audit Team (SAT). We also interviewed several former Area Commanders and recruiting Rear Admirals. Each person interviewed was asked to nominate the districts they felt to be excellent. If more than one district was named, the person was asked to indicate which district was the best.

When we returned to the Navy Postgraduate School after talking to personnel on the CNRC and Area staffs, we combined all the nominations from all the significant evaluators.²⁶ We ranked the districts by the total number of times mentioned and by the number of times mentioned as number one. We had hoped to find three or four excellent districts leading the interviewee nominations, but after looking at the data in all the possible combinations, we were only able to determine two districts which were selected "head and shoulders" above all the other districts.

From the more than one hundred persons interviewed at the CNRC and Area staff levels, only 4 districts received more than five votes each in the

"number one" category of excellent district selections. The two districts we visited were at the top of this category; together they received 41 first place votes, which was 36% of the first place votes. In the "total times mentioned" category, only 3 districts were mentioned by more than 20 interviewees as being an excellent district. The two districts we visited were also at the top of this category; one received 52 excellent votes (46% of the interviewees) and the other received 33 excellent votes (29% of the interviewees). We realized that not all the interviewees, especially at the Area staff levels, were totally aware of the level of excellence in districts outside their Area. Because of this lack of consistency as to which districts were excellent, we decided to visit only the two districts which headed the list in both categories.

For those of you who really appreciate numbers, statistics and data, you might be interested in knowing that in the "number one votes" category, there were only 8 districts mentioned by more than 2 persons each. There were no "Big Six" districts in this category.²⁷ In the "total times mentioned" category, there were 7 districts identified by more than 15 persons each as excellent. One "Big Six" district was included in this category. Only 4 districts were included in both categories, including the two districts we visited.

²⁶This refers to the officers, civilians and enlisted personnel we interviewed on the CNRC and Area staffs, as well as those interviewed at SAT and NORU.

²⁷Six of the 41 largest and most complex recruiting districts are known as "Big Six" districts, and compete against each other in the national competition system.

The fact that one district was top district in the nation for fiscal year (FY) 1984 and FY 1985, and that the other district was Most Improved District in the nation for FY 1984 and Number Two in the nation for FY 1985 is an indication that the significant evaluators weighed production output heavily as a strong indicator of excellence.

Frankly, we were a bit disappointed that we were only able to visit and observe two excellent recruiting districts. But we didn't want to cloud our data and analysis by visiting other multiple nominees, even though the significant evaluators do feel some near excellent districts do exist. When we returned from our travels, we conducted telephone interviews with some of the commanding officers who are in districts building toward excellence, and decided to weave some of their words of wisdom into our discussion.

B. WHO WE INTERVIEWED

At the two excellent districts, we interviewed a total of 67 persons, including 17 officers and 50 enlisted personnel. To describe our total number of interviewees further, we interviewed: 2 commanding officers; 2 executive officers; 2 OPO department heads; 1 EPO department head; 2 chief recruiters; 5 zone supervisors; 7 recruiters in charge; 23 enlisted and officer recruiters; and 23 support personnel. We also interviewed the commanding officers of 4 recruiting districts who have built their districts from a state of average or below average to a borderline excellence level.

C. THE QUESTIONS WE ASKED

We decided to ask the following open-ended questions of the officers, civilians and enlisted personnel we interviewed at the excellent districts:

- Why do you think your district was chosen as an excellent recruiting district by those personnel we interviewed at the CNRC and Area level?
- What do people at your district do on a daily basis that causes your district to be excellent?
- What do you suppose your district does differently from the other districts that were not identified as excellent?
- What is the most important attribute contributing to the excellence of your district?
- Where does the national competition system fit into your definition of an excellent Navy recruiting district?
- How long do you think an excellent recruiting district can stay excellent?
- Do you have any message for the future recruiters of the Navy, for CNRC, or for the fleet?

D. MODEL OF AN EXCELLENT RECRUITING DISTRICT

When we returned from visiting the excellent recruiting districts, we carefully analyzed our notes and reviewed our interview tapes. We identified seven broad categories that we labeled "Measures of Excellence" (MOEs) in Navy Recruiting Districts. These "Measures" describe attributes which are internal to the organization. The "Measures" include:

- Leadership
- Systems in Place

- Taking Care of People
- Communication
- Teamwork
- Command Climate
- Making Goal with Integrity

Additionally, characteristics relating to organization-environment interactions as well as common input and output factors are discussed. Although it may be premature to offer a "model" of an excellent recruiting district, these "Measures" provide a useful means for presenting our findings.

At this point we want to state that

the two districts we visited were excellent; there's no question about it. When we arrived at the excellent recruiting districts, we were thoroughly amazed and felt like "kids in a candy store". From the minute we walked in the door and through all our observations, we could see, hear, touch and smell excellence. In fact, we could feel excellence at work through our telephone conversations with the excellent districts prior to our arrival. What we hope to convey to the readers is the look and feel and energy displayed by the excellent recruiting districts. In other words, we hope as you read through these pages, you will capture the essence of recruiting district excellence.

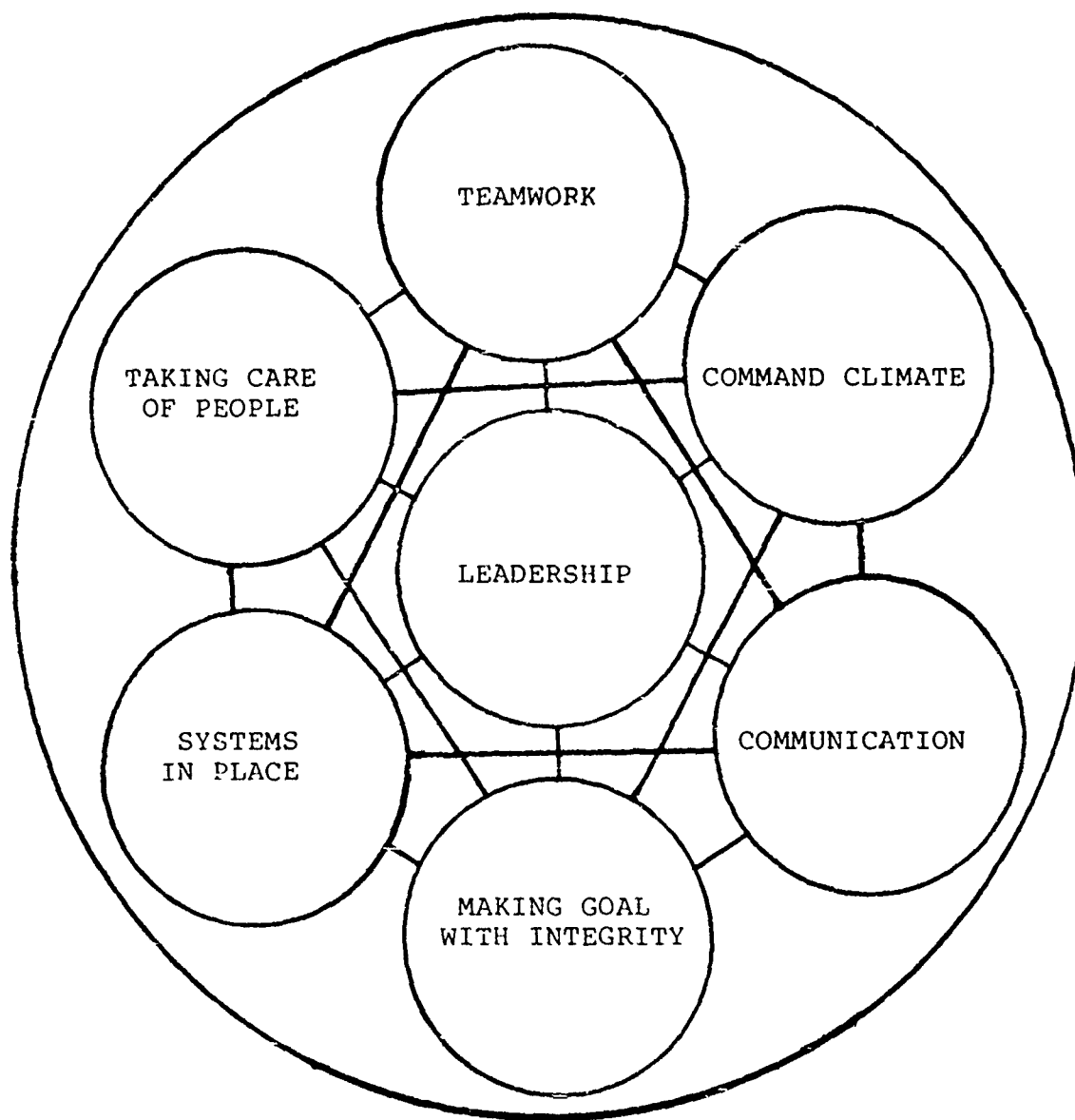


Figure 6.1 The Seven Measures of Excellence

VII. LEADERSHIP

A. "DAMN THE TORPEDOS, FULL SPEED AHEAD"

One of the things noticed at the excellent recruiting districts is that the Commanding Officer had the overall "Big Picture" and knew what Commander, Navy Recruiting Command (CNRC) and the Navy Recruiting Area staff needed. The CO really knew the competition system and had a strategy to attain success. The CO communicated to the command a sense of purpose and mission, and let them know where their job fit into the command vision. The Commanding Officers of the excellent districts let the command know that they understand that recruiting is a challenging job with many obstacles, but "Damn the Torpedos, Full Speed Ahead." The excellent districts were a reflection of the Commanding Officers, because the COs were preaching their philosophies in the field.

B. THE CO SETS THE TONE

At the excellent Navy Recruiting districts, the CO sets the tone and eliminates shades of gray in recruiting policies. The CO demands standards of excellence and refuses to accept failure or mediocrity. In other words, being unsuccessful is not an option in the excellent recruiting districts. The CO knows that water will take the road of least resistance if allowed. So the CO runs a tight ship and gives his people a clear set of parameters under which to operate. At one of the excellent districts, the CO gets his people behaving in a winning way by establishing a command norm that everyone must always wear a smile. If someone is walking around the command without a

smile or with their head down, they are reminded of the command norm. The CO expresses a positive attitude and expects others in the command to follow in his footsteps. At the excellent districts, the CO sets the tone and leads by example.

C. STYLE: MISSION AND PEOPLE ORIENTED

The Commanding Officers of the excellent districts have double hats; meaning they are both mission and people oriented. These Commanding Officers had a unique style their subordinates had never quite seen before. A lot of people felt their CO was the best CO they had ever served under. The CO of one district who was gung ho and wanted to be number one, explained that he was hungry for command and upward mobility in the Navy, and saw this as his ticket to the top. Even though the Commanding Officers of the excellent districts were largely motivated by personal career aspirations to make goal, they nevertheless refrained from attaining personal success at the expense of their people.

D. CO/XO: A COHESIVE TEAM

At the excellent Navy Recruiting districts (NRDs), the CO and XO are a strong team at the top and they speak with one voice. The rapport between the CO and XO was felt throughout the command, because their personalities meshed well and they were both tied into the command vision. Command personnel indicated that the CO and XO help them keep goal in sight and will back them up. The CO and XO identi-

fied problems and set priorities for the command. If they saw someone negatively affecting command morale, they counselled that person. The CO and XO got involved and set standards. The CO/XO team brought out the best in their personnel, and the personnel did not want to let the CO or the XO down. At the excellent districts, the CO and XO had well defined roles; when the CO was on the road talking to the troops, the XO stayed back at the NRD holding down the fort. The CO and XO of the excellent NRDs got along well together and spoke a common language.

The XOs of the excellent districts each had prior recruiting experience and were considered technical experts. And both of these Executive Officers held great respect for their Commanding Officers. The XOs were pulling in the same direction as the COs of the excellent districts. One of the excellent district COs had prior CNRC recruiting experience and one had prior command experience. It appears that having an XO with prior recruiting experience is a real bonus to a CO. It also seems that a CO with prior recruiting or command experience (or both) is a real plus to the district. Recruiting is a unique organization which cannot be learned overnight. It's hard for a Commanding Officer to learn the ins and outs of recruiting while learning how to command at the same time.

E. OUR HERO: THE CHIEF RECRUITER

The Chief Recruiters (CR) of the excellent districts are cool, calm and collected. They have a solid understanding of people and an innate ability to read people. They are technical experts and have earned credibility in the field as bag carrying recruiters. The CR provides corporate knowledge and has field experience. The Chief Recruiter never forgets he was a

production recruiter. He manages goals and gates effectively and has a full grasp of enlisted recruiting. He works well with everyone up and down the line. The CR is a turn around person who runs the show in enlisted recruiting. When the CR says something, that's the way it's going to be. And when problems are addressed up the line, the buck stops with the CR.

One recruiter indicated that his Chief Recruiter is the hero, the kingpin of the district. A zone supervisor (Zone Sup) described the Chief Recruiter as the magic element of the district. One Zone Sup indicated that the CR is honest with his people and proved this by goaling each Zone to reflect the actual market conditions. Another Zone Sup was highly impressed that the CR never raises his voice or lets the stress get to him. One Recruiter in Charge (RINC) mentioned that his CR is calm and never loses his temper in this roller coaster atmosphere. A support person indicated that his CR is very understanding and compassionate, but could fire someone in a minute if necessary. The CR was said to remain calm even in a storm, and this seemed to have a soothing effect on those down the line. One Chief Recruiter was described as a good old country boy who's intelligent and knows recruiting and people. It was said that the Chief Recruiter imparts a little wisdom and character to all who come to the district. Many indicated that the CR is the main man at the district and has the hardest job in the Navy. All in all, the Chief Recruiters of the excellent districts were highly respected and held in awe by district personnel. District personnel in both districts felt they had the best Chief Recruiters in the Navy; one CR had actually earned the title as the Chief Recruiter of the Year. Yes, in both the excellent districts, the Chief Recruiter really did make a difference.

When one Chief Recruiter was asked about his philosophy, he indicated

that he's a workaholic who feels a little pressure doesn't hurt anyone. He said he loves the Navy and believes in it. He also loves people and enjoys his job. He indicated that he's always had two goals in his current position. First, he wants to maintain the NRD position of Number One. Second, he wants to be as effective a CR as he can be. He said it has worked for him because the procedures were in place and because of management ability. The field recruiters agreed that they had the best Chief Recruiter in the nation. In a memo to all hands concerning high summer goals, this CR showed his exceptional sense of humor by indicating that he had told the CO not to worry, that it would be a piece of cake, and that his check was in the mail.

F. THE LEADERS EARN RESPECT

One thing about the excellent districts, the leaders earn respect by being firm but fair. They give everyone a fair share and a fair shake. From the minute the new Commanding Officer walks in the door, the CO must set the standards and let the command know that slacking off is unacceptable and that adherence to Navy policies will be mandatory. The first Captain's Mast is key in setting the proper disciplinary tone for the CO's tour of duty, since an instantaneous message will be sent to the troops. If the CO starts out easy, he or she will have to fight a slack attitude the rest of the tour. But if the CO starts out with a tough, firm but fair attitude, the troops will develop a level of respect for the CO and for Navy regulations.

And a lot of credibility is earned because of the leaders' prior experience as field recruiters. Being able to say "I've been there" carries a lot of weight. Some recruiters who aren't doing so well have a tendency to look up the line at their supervisors (who have no field experience) and say, "How can you

understand what I'm going through as a field recruiter? You've never been in my shoes." But if the district leaders started out as field recruiters, this argument cannot be used. Having prior field recruiting experience is mandatory as a Zone Sup or Chief Recruiter, and is desired for the CO, XO, OPO, and EPO.

One RINC said that even though his office is 60 miles away from the district, the NRD decision makers have earned his respect. Some said that when they call the NRD at 6 p.m. at night, the CO is there and answers his own phone. District leaders realize that "actions speak louder than words" in letting the command know that they care and are willing to roll up their sleeves with the troops. If the CO and top leaders don't lead by example, which often involves long hours, the recruiters in the field won't be inspired to go the extra mile to make goal.

G. TOP TO BOTTOM: A STRONG CHAIN OF COMMAND

The top officer in recruiting stated, "I am concerned about how far flung the organization is. Sitting up here on the second deck of Ballston Tower Number 3, it's very difficult for me to know what the individual recruiter 2000 miles away might be doing today. I know he's representing the Recruiting Command, our Navy, our government in general, and I hope that he is representing all of those well. But, how can I be reassured? Certainly, the strength of the chain of command is the answer. I have here at the Headquarters a cadre of people whom I see every day; we thoroughly discuss the actual management of the command. The chain then goes from there on out to the individual recruiter in the field. That chain needs to be strong. It needs to have a lot of integrity, a lot of loyalty. That's the way I'll be reassured things are going well."

At the excellent districts, strong leadership exists from top to bottom, and is not concentrated just at the CO/XO/CR levels. Leaders in these commands want to stay successful and don't pass the buck. The Zone Sups run their liberty and keep the Chief Recruiter informed. The command leaders have credibility as bag carrying recruiters and remember what it's like for the field recruiters. The leaders from the CO to the RINC's are highly skilled and experienced. They roll up their sleeves and get dirty with the troops. These commands have leadership from the top down and from the bottom up. The excellent NRD leaders know their job, know their people, and know themselves. The CO of a district building toward excellence describes the Zone Supervisors as spokes in a wheel around the hub of the CO and Chief Recruiter at headquarters. The excellent NRDs had a strong team at the top, including the CO, XO, OPO, EPO, CR, Zone Sups, RINC's, and all the Department Heads. One officer recruiter described the unswerving leadership at his command and said the leadership just keeps carrying on. The team at the top speaks with one voice and preaches the Commanding Officer's vision throughout the command.

H. OUT & ABOUT: YOU EXPECT WHAT YOU INSPECT

The CO and other district leaders are out and about and making the rounds at an excellent district. One of the popular recruiting slogans is "You Expect What You Inspect". The excellent NRDs take this slogan to heart and display what the current management literature calls MBWA (Management by Wandering Around or Management by Walking About) [Ref 2: p. 122]. This not only involves a lot of face time at the Navy Recruiting Stations (NRS), but also involves walking around the

NRD headquarters and staying involved. In *A Passion For Excellence: The Leadership Difference*, Peters and Austin say that "... MBWA is at once about common sense, leadership, customers, innovation and people. Simple wandering--listening, empathizing, staying in touch--is an ideal starting point." [Ref. 6: p. 7] One Commanding Officer of a district building toward excellence describes this as taking a different route to the coffee pot every time he goes for a refill. The excellent NRD COs don't just sit in their offices and expect it to happen, and they don't just write out a ton of memos to the troops. They're out in the field asking questions, not back at the NRD waiting for answers. The excellent district leaders don't believe in guessing games, and they try to minimize their surprises. These leaders are tuned into command signals and know what's happening around the district. The excellent Commanding Officers and Chief Recruiters are out front and visible. They communicate and show a daily interest in what's going on around the command. They roll up their sleeves and get in the trenches with the troops.

At one excellent district, the CO and CR hit the road together to visit the stations. They are on the road about 12 days per month, which is about 2 or 3 days per week. Their strategy is to get the negative out of the way first through counselling. Then they find out about recruiter problems, and ask how they can help fix the problems. They also take time to recognize the recruiters through awards and pats on the back. The other excellent NRD has a different strategy. The CO goes by himself to two zones per month and talks to recruiters and finds out how they are doing. The CO acts as the Cheerleader by building up the troops. The Chief Recruiter and Enlisted Programs Officer travel on the road together to do the inspecting and chewing out when necessary. The Chief Recruiter developed this

game plan of separate roles for the CO and CR, and although very unique and innovative, it appears to work quite well. One Zone Sup said the key was to be visible and involved and to, "Make Like a Cowchip and Hit the Trail."

I. MOTIVATING AND COACHING THE TEAM

The leaders at the excellent districts know their jobs and know how to motivate people. They know what makes people tick, and they make everyone feel like an integral part of the team, from the recruiters to the support personnel. The experience level of the management team is critical, since the district leaders must be effective trainers and act as command coaches for the NRD team. They motivate their people to achieve common objectives by finding the individual triggers. By knowing what individuals are looking for, they help them achieve their personal goals while achieving district goals. They perk up their people and inspire teamwork. Also, you hear a lot of success stories about living legends (those who made it). There is a tendency to accentuate the positive at the excellent districts, and you hear a lot of thank-yous at these districts. In one district Familygram, the CO recognized all the blood, sweat and time that the recruiters put into their jobs, and made a special effort to thank the personnel for all the extra effort it takes to make the district run right. COs of the excellent districts constantly take the time to acknowledge their people for a job well done.

J. HUMAN BEINGS AREN'T CANS OF BEANS

The leaders at the excellent districts don't ride their best horse, they ride their best herd and have realistic expectations of their people. They know

that people want personal care, so they give individual credit when the credit is due. Commanding Officers of the excellent districts are people-oriented and take people's ideas to heart. One Chief Recruiter indicated that he doesn't have to lose his temper or get upset, because he deals with his people on a human to human level and because people respond to that kind of leadership. He said that he tries to make it as competitive and rewarding as possible. One interviewee described this as treating people like human beings, not as cans of beans.

Support and concern for people seemed to be a central theme at the excellent districts. The recruiters felt their CO cared for them and backed them up. But leaders from the CO all the way down were also espousing this view. One Recruiter in Charge (RINC) indicated that if he runs into difficulty, he has the Chain of Command on his side. The Commanding Officers were described as being straightforward, reasonable and strong, and they allowed their people to have fun while accomplishing the mission. One recruiter indicated that he couldn't do it without a CO who cares and supports him. The excellent NRDs don't fire a lot of people and they make every effort to train and help their personnel. But if people are just not doing their job and refuse to meet the command standards, they are taken to mast and fault transferred.²⁸

²⁸Enlisted recruiters who do not measure up to minimum standards of performance (putting a certain number of persons in the Navy each month) can receive a fault transfer or a no-fault transfer. If the district leaders feel the sailor has given his best, but just isn't a good salesman, the person usually receives a no-fault transfer. If the sailor just does not like recruiting and has purposely neglected his duties, he

The CO is people-oriented but sets a disciplinary tone in a firm but fair attitude. The CO doesn't allow the rotten apples to spoil the team spirit at the command. The CO sets and demands standards of excellence.

K. BREEDING WINNERS

The key to success is training from check-in to check-out. One district Recruiter in Charge summed it up by saying that he breeds winners at his recruiting station. When new recruiters report aboard his station, he tells them that he will make them a winner and show them what it's all about. He said he was a winner when he got to the station, and that the winning spirit starts at the top. Another RINC tells his people that if they want to make themselves a success, he'll help them do it. One recruiter indicated that the district leaders cared enough about his potential as a member of the winning team that they took the time, unselfishly, to "show him the ropes," and devoted a lot of time to personal counselling until he came into his own and realized his potential. One Zone Supervisor indicated that all the district Zone Sups are trainers, because all were good recruiters who have been in the pits themselves.

Another key to breeding winners is to constantly reinforce the winning attitude and constantly tell people they are winners. For example, in a written message to the field, one CO asked his recruiters to keep up the great work and indicated that his recruiters are Number One. One Enlisted Programs Officer described the recruiters as the best, hardest working, most talented team of recruiters in the world. This EPO said it

usually receives a fault transfer. Officers cannot receive fault transfers or no-fault transfers.

is a pleasure to be a part of this team. Another EPO described the recruiters as winners and superstars. This EPO indicated to the troops that if they back off now they will be replaced by some other hard chargers and all their hard work up to now will mean much less.

L. THE NAME OF THE GAME IS AUTONOMY

The name of the game is autonomy: no micromanagement, "unbridled delegation," or pushing responsibility to the lowest level of competence. One Chief Recruiter says he doesn't micromanage because he has six Zone Sups that he holds responsible. He said he has a Chain of Command and uses it. Use of the Chain of Command is preached and practiced religiously. This CR said his Zone Sups are responsible and have proven to him that they can handle the job. A Zone Sup indicated that he uses the Chain of Command and lets the RINC's run their stations as the CR lets him run his zone. He said the command allows the RINC's to be leaders here. One RINC said that his seniors don't look over his shoulders all the time. One ZS indicated that they (the middle managers) keep the little things off the Commanding Officer's back and handle it at the zone level first. He said that the Zone Sups can do things without asking the Skipper.

One Department Head indicated that the XO has given him a lot of latitude. A district support person said he doesn't feel limited, because he is given responsibility. An officer recruiter said one of the district's secrets of success is that they cut the crisis management and let them do their jobs. She was specifically mentioning the advance planning and tremendous teamwork that advanced a command attitude of "smooth sailing" and "level loading". An Officer Programs Officer said that she is given a free hand and a lot of responsi-

bility. Officer recruiters working for her indicated that the OPO is not on their backs all the time and that there is a lack of micromanagement from the CO and from Area. One Zone Supervisor indicated that the EPO tries to let recruiters recruit, and that the CO and Chief Recruiter let them run their zones.

The processors felt²⁹ they have a big responsibility and were proud of the fact that they were trusted to liaison directly with CNRC. One processor mentioned that this positive indication of trust served to motivate his team members and instilled a "can-do" attitude and desire to take on additional responsibility. One RINC indicated that they cut the "BS" from on high, and there's no crisis management from the CO on down. He said they cut away the frills (the extra stuff that normally rolls down the line) and believe in the basics. It was mentioned that Commanding Officers with no prior recruiting experience must put a lot of trust in their people, since it takes quite a while to become a recruiting technical expert. It was felt that the CO and XO don't have to micromanage the excellent districts, because the Chain of Command is strong from the top down. One old adage claims that "When you're up to your ass in alligators, it's hard to remember that your original objective was to drain the swamp." The excellent district leaders never forget their objectives and long-range goals, because they do their level best to keep the district on track and focused in the right direction.

²⁹Officer and enlisted departments have processors, who are administrative support personnel responsible for accuracy and completeness of enlistment documents

M. ACCOUNTABILITY: DON'T ACCEPT MEDIOCRITY

The excellent district leaders hold their people accountable and allow them to take the path of excellence. The primary levels that are key to maintaining the standards include the CO, XO, OPO, EPO, and CR. Each level of leadership must reinforce the standards of the CO throughout the Chain of Command. At the excellent districts, leaders don't tolerate people not working hard; they don't accept mediocrity; and they refuse to accept failure. They monitor performance to see if people are on track and doing things (like prospecting) as a daily norm. If a station doesn't make it, the CO is on the phone asking "Why?" If their people need guidance, counselling or training, it is provided today, not tomorrow. The attitude at the excellent districts is "never put off for tomorrow what you can do today."

When asked how his Officer Programs Officer team made such a great leap in the competition system from one year to the next, one NRD CO indicated that he assigned a testing goal³⁰ to all the OPO recruiters for 4 or

³⁰Assigning a testing goal means goaling the officer recruiters for a certain number of tests each month. Officer recruiters are goaled by the CO, via the OPO, to put a certain number of people in the Navy each year, and this goal is broken down on a monthly basis. To achieve the "bottom line" of applicants accessed into the Navy, there are a number of sub-goals along the way, including: initial contacts, interviews, tests, physical exams, applications to CNRC, selects, enlists, and accessed. Applicants may "jump through all the hoops", but not be accessed into the Navy. Recruiters must keep the applicant interested and motivated during

5 months. This generated activity and gave them a volume of applicants that wasn't there before. The XO of this district indicated that the Commanding Officer's pressure really motivated the OPO team. The secret to this success effort was holding the OPO team accountable and keeping them under the gun to go out and test. Another key was continual monitoring and asking them "What are you doing today to get the job done?"

Leaders at the excellent districts know they can't afford to ease up, because it's a tough game and there are many other districts nipping at their heels waiting for them to tire or ease up on the standards. The leaders of the excellent districts watch and inspect their people, and if they refuse to do the job, non-performers are replaced by those who will do the job. There is an underlying disciplinary tone at the excellent districts. They do everything they can to indoctrinate, assist, support, help, coach and train their people, but if someone refuses to put the pedal to the metal, they get a swift boot in the butt.

N. IF IT AIN'T BROKE, DON'T FIX IT

The excellent districts have a long tradition of outstanding achievement, and everyone wants to continue that success. A lot of key people in the past

each step of the application process. The idea of establishing a testing goal is similar to Peters and Waterman's concept of chunking (small successes leading to a bigger success) [Ref. 2]. Therefore, if officer recruiters can initially begin to be successful at making their testing goal, they will generate the activity to start making all the goals along the way to the "bottom line" accession goal.

have helped build up the excellent districts. And because of their low turnover rate and tendency to grow Career Recruiter Force personnel (CRFers), they have a solid continuity between the Chief Recruiter and Zone Supervisors. The excellent Navy Recruiting Districts are built on a solid foundation and do a lot of the same things over and over because they know the basics work. But the excellent districts are also aware of the fact that turnover, especially of a new CO, could have a drastic effect on the excellence of the district. The excellent districts we visited are excellent because the CO and XO watched for a while before making changes in the district. These commands didn't feel a bulldozer effect of a new CO who wanted to come in and start over from scratch. The excellent districts manage their transitions well, and excellence is based on evolution, not revolution.

O. INNOVATIVE CHANGE MANAGERS

Even though the leaders of the excellent districts have a stable, solid foundation upon which the district is built, they have a paradoxical margin of innovation and flexibility which gives them a leading edge in the competition system. The leaders of the excellent NRDs are competent, aware and innovative. Creativity and innovation are encouraged, and they are willing to try something different. When something new comes in, they find out how it will help the district and implement the helpful systems immediately.

The excellent district leaders are not locked into one thing. They have the ability to shift priorities when necessary, and not hang on to something just because they did it before and it worked in the past. They realize that what might have worked a year ago might not work now, so they don't stay locked into

one thing just for the sake of it. Instead, they quickly adapt to changes in the market, the goals, the economy, and the unemployment rate.

The excellent NRD leaders constantly monitor the changes affecting the organization, and stand ready to plug up holes in the dike. When necessary, reorganization occurs and resources and people are shifted. One excellent NRD had recently placed a few extra enlisted recruiters in OPO, because that's where the command was hurting. But leaders of the excellent districts realize that gradual change is better than drastic change, so smooth transitions occur because they do their homework ahead of time. One recruiter described recruiting as similar to the guy on the Ed Sullivan Show who used to balance plates on a stick. The secret is to keep all the plates in the air at the same time. But the excellent NRD leaders are smart enough to understand that maintaining the status quo (not adding more plates) is also an option.

The excellent district leaders identify their problems early and don't spend a lot of time placing blame for the problems. Instead, they ask, "What is the best way to fix this problem?" They get their people involved in recommending solutions to problems. The excellent NRDs are adaptable to change and are risk takers. When things are done at these districts for the first time, if anything works and is legal, it doesn't get questioned. When something comes into the command that is not clear, the excellent leaders eliminate the shades of gray.

P. PROPER PRIOR PLANNING

Leaders at the excellent districts remember the "Seven P's," and know that "Proper Prior Planning Prevents Piss Poor Performance." So they plan, follow the plan, and modify the plan as needed. They know they have to keep

the train headed in the right direction and on track, so they don't spend a lot of time sitting on their buns waiting for the numbers to magically rise. The excellent NRD leaders know the competition system and set milestones to get them through the entire year, including the lean months. They know where they are, where they want to go, and plan how to get there. They plan not only to make mission and goals, but how to be winners in the competition system and carry on the command reputation. They use the Market Plan³¹ as a living tool, and "not as a paper-weight". Leaders of the excellent districts constantly evaluate what they are doing versus what they could be doing to be even more productive. The excellent NRD leaders believe in keeping a tight hold on the reins to ensure they keep heading where they want to go.

Q. ROLL WITH THE PUNCHES

The excellent districts know you have to have some slop to have good management, so they maintain a flexible attitude to readily adapt to changing goals and market situations. When many programs closed out early one year for one OPO team, they still continued to test people and keep their S/P (Suspect/Prospect) cards on file. Then when the programs reopened, they had a lot of applicants in the bank. The excellent district leaders also know that the Market Plan is not set in

³¹Each district is required to plan for the future by preparing a year in advance and documenting their objectives, strategies, tactics and action steps into the yearly Market Plan. This plan also contains the Advertising Plan, Budget Plan and other important Management By Objectives (MBO) tools.

concrete, and are willing to make changes to adjust to the fluid job of recruiting. They have a strong founda-

tion built on solid ground, but as the wind changes, they stand ready to roll with the punches.

VIII. SYSTEMS IN PLACE

A. USEFUL TOOLS: NOT HANGING TOOLS

The excellent NRDs have the systems and procedures in place and manage the tools intelligently. They believe in the systems set up by higher levels, and use them for production, not for hanging tools.³² The excellent district leaders like to constantly monitor, track and keep a handle on the "Big Picture" of where they stand on a daily basis. This way they are right on top of things and can make changes in the daily game plan to keep them on course. They avoid the implications of the old saying, "If you don't know where you want to be, many roads will get you there." They feel that the only way to end up where you want to be is to constantly know where you are.

Recruiting is getting more and more sophisticated and there are many more systems to manage. The excellent districts know that when districts are huddled together in the top five, little things make a difference, including utilizing the systems to their advantage. One Enlisted Processing Division Supervisor indicated that computers are

³²This is a term used by recruiters who are not assigned to excellent districts. Instead of using the recruiting tools in a positive manner to increase productivity, some district leaders, under the pressure of goaling, resort to using these tools in a negative manner to "beat the recruiters over the head". This starts a dysfunctional cycle in which the recruiters do not fully utilize the tools that could make their job easier. This is similar to a "fear of failure" rationale, rather than a reward for success.

here to stay and make his job much easier. He goes home at night and writes computer programs to help him do his job better. He tries to support the recruiters better by helping them keep on track and being able to see when they are heading out into the poppy field. The excellent NRD leaders are right on top of the TAB system³³ have a well organized market plan which they use on a daily basis; and are current with the new computer technology entering the recruiting system.

B. SAT INSPECTION READY: Y'ALL COME BACK NOW

CNRC has a Standardization and Audit Team (SAT) which conducts yearly inspections of all the 41 Navy Recruiting districts. This team ensures that the districts are recruiting and

³³The TAB system for officer recruiters is the recruiter tracking and analysis system. Recruiters account for their contacts, appointments and interviews on their "Tab G"; plan their week using a "Tab F"; are tracked on a monthly basis with other recruiters on the "Tab J". The Tab H-1 is used to point out applicants who passed the officer application test, and the Tab H-2 is used to track applicants from initial application to final accession into the Navy. The TAB system is a Management Information System for determining recruiter productivity and for ensuring applicants don't get lost in the shuffle. Enlisted recruiters use a similar system. This is another way for recruiters to work "smarter versus harder".

running their organizations according to published guidelines and procedures. Because recruiting is a sales organization and because it's not a career field for most people, there are a lot of technical sales basics which cannot afford to be forgotten along the way. Therefore, most of the proven successful ways of running a sales organization are utilized by the Navy Recruiting districts and are published in command instructions and manuals. The SAT Team ensures that the districts are following standardized procedures, so there is less chance that a district will steer so far from the basics of recruiting that it will do a nose dive in production. All the districts are given a "SAT Checklist" to use to conduct their own internal inspections, and the SAT Team then uses this Checklist when inspecting each district.

The excellent districts do it by the book throughout the year, so they don't have to make a mad dash to the finish line and forget about goal along the way. And they do not view the Standardization and Audit Team inspectors in an adversarial role. In fact, they go all out to cooperate with the SAT inspectors. One CO of an excellent district indicated to his people, "...if you can find time, work to prepare for this required evolution. I know production has to go on and so does the SAT. However, let's do our level best to show them what being number one is really all about. Keep in mind, those people are charged with a certain job, and that is to insure we are operating in the right and correct mode. So let's make it real easy for them to satisfy their requirements."

One Zone Sup told us what cooperating with the SAT was really all about. He indicated that when his stations and vehicles were to be inspected, he had the Recruiters in Charge have all the vehicles lined up outside the station with doors open and hoods up. He wanted to make it really easy for the SAT inspectors and show them that he had nothing to hide. This

Zone Sup said, "I always run a first class act, and that's no brag, just fact." Obviously a cooperative attitude works, because the two excellent districts had the best SAT inspections in the history of the nation. The pride in their eyes was evident when they spoke of their accomplishment. The Area staff was quick to jump in and recognize the excellent districts for a job well done. The Area Commander indicated, "This NRD has added another accolade to its outstanding record by completing the Standardization and Audit Team (SAT) inspection with a new record for the lowest number of discrepancies ever observed by the SAT Team." The officer-in-charge of SAT was quoted as saying, "We inspected twelve stations in the field and this was the first time I'd seen all stations above average. This district had the least number of discrepancies in its stations than I'd ever seen before."

The excellent NRDs have their systems in place and stay SAT inspection ready. They make the extra push of excellence in preparing for SAT, and cooperate "to the MAX." They keep a warm and friendly "Y'all come back now" attitude. They don't ease up on production during the inspection, but just keep on pumping. Following their SAT inspection, one NRD leader indicated, "Farewell to March, and what a March it was; Pre-Sats, Sats and the Goal Rush. But, as usual the district Team pulled it through and in style. A super well done to all hands."

C. INDOCTRINATION ISN'T JUST A CHECK-IN SHEET

At the excellent recruiting districts, indoctrination of new recruiters is a front burner, high priority item, and not just a signature on the check-in sheet. Recruiters feel they get the recruiting tools and basics at Navy Orientation Recruiting Unit (NORU), and that they

arrive at the NRD pumped up and ready to go. The excellent districts don't deflate their new "turned on" recruiters, they give them an instant sense of urgency and let them know that the quest for excellence starts on day one. They step out of the way to let the enthusiastic new recruiters hit the deck running, and don't allow them to develop bad habits. They know that new recruiters are influenced by what they hear and see, and that the fundamentals need to be developed and continued.

New recruiters are mentored and quickly brought into the fold. A winning attitude is programmed from their first day onboard the NRD. New recruiters are told that they will be successful, and that there is no way they will be allowed to fail. The policies, attitudes, norms and views of the command are explained to the new personnel, and they quickly pick up on the attitude of pride and challenge. One zone sup indicated that the check-in there was totally different from those he's had before, because it was totally in accordance with requirements and not just a formality.³⁴ New recruiters at the

excellent districts immediately become part of the team.

At one of the excellent districts, a new recruiter hits the road with the zone sup for two days and is taken around to visit all the stations in that zone. While driving between the stations, the zone sup has a chance to give the new recruiter a bit of wisdom and philosophy and to mold him in to the environment. And if the new recruiter feels he needs work in phone power or closing sales, the zone sup gives him time with the recruiter in the zone who is the best in that area. The new recruiter knows right away that the command is counting on him to be successful and to wear a winning smile. He knows immediately exactly what's expected of him, and where he fits on the team and in the chain of command.

D. TRAINING: TEACH THEM HOW TO SLAM DUNK

The excellent district leaders are constantly training and training right. The leaders not only ensure it is being done, but frequently get involved in the training. Because the Zone Sups have been groomed from the time they first reported onboard the command themselves, and because they have been trained over the years, they are now responsible for training in their zones and keeping the troops motivated. The excellent district leaders don't need command trainers, because the Zone Sups do an outstanding job. One Zone Sup indicated that he's constantly training his people in the area of quality and competition points. He said that he teaches his people how to "slam dunk and slap and dap."

The excellent district leaders are ensuring their training is being done right. They not only hold training to work on problem areas, but they go back to the basics in training. They train on "how to" followup prospects.

³⁴Recruiting Districts have a formalized check-in procedure for newly reported personnel. Each new person meets the CO, XO, department heads and many others in the district. Each of these district leaders talks to the new team member and gives a bit of philosophy, combined with how they might interact in the future. At some non-excellent districts, the new person goes around the command and each of the district leaders just signs the check-in sheet. At the excellent districts, those reporting to the district receive a warm "Welcome Aboard", and in talking with the district leaders, find out how their job fits into the "Big Picture" mission of the command.

They train for the complexities of processing, and have a lot of Tracking and Analysis System (TAB) training. And when someone is giving a training presentation, everyone listens. One district leader said the secret to their success is they set aside certain days every week for training, and they don't get so caught up in the daily activities that the training slides. They know that when little things start to slide along the way, eventually the whole NRD will begin to slide downward in the competition system. The excellent district leaders keep up with all the changes in the regulations, and ensure their people are totally onboard with the basics and the changes.

These leaders are constantly challenging their people to keep charging and not to get depressed. Some recruiters start out being afraid of being rejected by applicants either on the phone or in person. After a while, if they keep doing the right things over and over, they will begin to achieve some successes, and that will inspire them to keep moving forward and to overlook the occasional "No, thank yous." The excellent district leaders teach them that an applicant rejecting a Navy job is not personally rejecting the recruiter. They tell their people, "If at first you don't succeed, try, try again."

E. RUN IT SMARTER VERSUS HARDER

The excellent districts have a lot of talent in supply, admin, and EPO processing. District personnel are doing it right in training, the marketing plan and in administration. They pay a lot of attention to detail and get their reports out on time. They take more time to get the paperwork done right and to make it look good, because they believe in the slogan, "The Job Isn't Done Till the Paperwork's Finished." District personnel check their application kits for accuracy and completion, thereby

keeping investigations to a minimum. They believe in getting the kits right before sending them to CNRC; otherwise they would lose time for the district and for the applicant. So these districts have quality processing, perfection in kits, and paperwork that's done right. The excellent districts operate in accordance with recruiting manuals, and ensure the paperwork is up to par.

One recruiting admiral indicated, "The one thing I hope they will not do is decide that since times are tough they will automatically have to work 'x' more hours a week. My feeling about that kind of thing is exactly the opposite. The way you become more productive, the way you make sure you are producing what the Navy needs, is to work smarter, not longer. What I want is for people to use their heads. Be vigorous. Know that you've got a good product to sell. Efficient application of proven techniques will get the job done. Best wishes, shipmates."

The excellent districts totally believe that it's better to run the ship smarter, not harder. Both of the excellent district Executive Officers were superior in admin, staff work and supply. They ensured that the command stayed organized and on top of things. Their people are dedicated to handling a piece of paper only once, and ensuring its timely inclusion in required reports. At these districts, personnel are innovative and create forms on the computer to help them be more efficient and effective.

In a spirit of teamwork and cooperation, one district leader said that Admin types the waiver interviews, which gives the production departments more time to recruit and provide better service to the applicants. One Officer Programs Officer indicated that "Supply won't harp on us and won't bring up all the problems all the time." In other words, admin or supply problems are taken care of at the department head level. At these districts, the Supply

Department is used for guidance on how to get the most bang for the buck, but the XO expects the Department Heads to run their budgets. The fact that both of the excellent districts are at the top of the competition system in production and had the best SAT inspections in the history of recruiting is testimony to the fact that they are applying the proven techniques to run it smarter versus harder.

F. A FLOOD OF TARGETED MAILOUTS AND LOCAL ADS

The excellent districts have a flood of targeted mailouts to lists of potential applicants in high school and college, but they don't blindly send their letters to just anyone in the phone book. They prioritize the markets they want to hit hard. In a command publication, one Commanding Officer indicated to the field, "The priorities will continue to be high production in minority UMG (Upper Mental Group) and HSDG (High School Diploma Graduate) applicants. We can't fail if these are our goals." One excellent district had a super hardcharging LEADS supervisor who had convinced her CO through effective tracking of responses that mailouts were tremendously effective. This formerly successful field recruiter took it on herself to rewrite all the mailout letters so she could save the recruiters some time. She had the letters all printed professionally, and started doing the mailouts for the recruiters. She indicated that some districts may not be careful about their mailouts, but said, "Here, we take pride in our mailouts and want them to be as effective as possible. Direct mail is my pet." Because of her enthusiasm, she convinced the CO to buy machines to fold, stuff and seal the letters so she wouldn't have to stuff the envelopes by hand. Her efforts to generate activity were so successful that the command decided to buy a laser printer. The

command capitalized on her enthusiasm and creativity, and gave her full rein to charge forward and be innovative. This LEADS Supervisor felt she was successful because the CO and XO believed in her and gave her full support. She generates mailouts to any qualified lists she can get her hands on.

The excellent district leaders have the mailout and advertising plan in the command marketing plan, and target to the priority markets. They are constantly checking with their applicants to find out what caused them to join the Navy. They used this information to write some of their own ads, which were so effective that they doubled and tripled responses from some local ads. In one district, they justified the position for a civilian to work in the Public Affairs shop. The civilian handled all the ads and got to know all the local advertising contacts. This gave the PAO the time to actually write a lot of photo feature stories and get a lot of free Public Service Announcement (PSA) advertising for the Navy. Having a two-person team in the Public Affairs shop appeared to be the secret of the successful advertising and public affairs effort of this command. This district's Officer Programs Officer team also developed a lot of individual personalized information packages for their applicants. The excellent districts pay a lot of attention to mailouts and advertising.

G. USE ALL THE TOOLS IN THE TOOLBOX

In the national bestseller *The Art of Japanese Management: Applications for American Executives*, Richard Pascale and Anthony Athos state, "...regardless of society or culture, mankind has discovered only a limited number of tools for making organizations work. Of these, some tend to be overused and others underemployed.

Given the magnitude of the task of running large organizations, we need to get all the use we can out of all the tools available." [Ref. 7] This ties in to a popular phrase coined by a legendary recruiting admiral. As he always told the recruiters, "Use all the tools in the toolbox." The key to recruiting in today's tough market is working smarter versus harder in order to obtain maximum results from minimum efforts. One recruiter said, "We don't want to constantly bust our buns for nothing." A key to not wasting man-hours is not to constantly re-invent the wheel. Another key is to maintain a flexible attitude and be willing to take advice from seasoned recruiters. One Recruiter in Charge (RINC) said, "We have a lot of resources and many experts to draw from in my office." Another RINC indicated, "You have to be flexible and be able to bend like a reed in the wind."

One Officer Programs Officer said they are successful because of the way the team has set up its schedule. Tuesday, Wednesday and Thursday are "on the road days", while Monday and Friday are training and applicant interview days. She said the whole team does this so they don't get sidetracked this way. She also said that the whole OPO Team works Saturdays doing NROTC interviews, even though nobody makes them do this. In fact, both excellent district OPO teams had specific days set aside for the officer recruiters to be in the office interviewing, testing and training, and specific days to be out on the college campuses pounding the pavement looking for Personally Developed Contacts (PDCs). This is a classic example of working smarter in recruiting. One district also phone patches their NROTC applicants through to the American College Test (ACT) center to get applicant scores released faster. The phone is just another tool that can be effectively used in recruiting. One recruiter described working smarter as, "Eating, drinking

and living with the upper mental groups."

II. BACK TO BASICS WITH THE KISS PRINCIPLE

There's not a lot of wheel spinning going on at the excellent districts, because as one CO said, "We come close to doing all the little things well." People at the excellent districts like to "KISS" (Keep it Simple, Stupid). They know that recruiting is not an overnight job, so they stick with what they've been taught at the Naval Recruiting Orientation Unit. One Recruiter in Charge said, "What you learn in recruiting school is extremely important. They give you the basic tools and it's all necessary." One Supply Chief said, "Everyone at this district does the same things. People aren't constantly going off on tangents." As one XO indicated, "If you do what they taught you and stay with the basics, all the rest ought to fall in line." Some of the basics recruiters are talking about include: prospecting, interviewing, testing, follow-up, selling, watching for "buying signals," and cold calling from qualified lists. The key is following the activity that has worked for others through the years. Everyone likes to be creative and innovative, but the excellent districts stick to the basics of selling because the basics have been proven to work.

One CO indicated in the FAMILYGRAM, "With the objectives set and rules surrounding it applied, the thing we can control or change is our expertise or ability to recruit. Let's all make a concerted effort to ensure that all actions, thoughts, words, and deeds aimed at recruiting are as productive as they possibly can be. Make every effort count to ensure we don't waste any of the time we are devoting to our goals. In short, you guys and gals are doing things right. Keep up the good work. I am exceptionally pleased to be associated with this command."

IX. TAKING CARE OF PEOPLE

A. A LOT OF LOVE AND SUPPORT

At the excellent districts leaders remove barriers and obstacles to recruiter success. They let their people know what is expected of them and show them the path to reach the goals. They pave the road, take away the speed bumps in the path to excellence and don't litter the road with dead bodies. The excellent districts put their recruiters in the right market, and work to keep the administrative and logistical burdens to a minimum.

The name of the game is tremendous backing and support from the CO on down. As one group of support personnel indicated, "Anything they need, we try to get it to them." Part of the support is ensuring they have enough money and vehicles to do their jobs. As one Supply Chief indicated, "My job is mainly to support the recruiters and to prevent the producers from worrying about pens and pencils and forms." One support person from LEADS indicated, "Our Master Chief in Supply is busting his buns to get LEADS a computer so that we can better help the recruiters." This Supply Master Chief said, "I really try to get the guys good equipment." His sincerity was shining in his eyes. One LEADS shop indicated that their job is support of recruiters in the field, and they always doublecheck the numbers so recruiters won't have to waste time dialing wrong numbers. They indicated that they don't just give lip service to the support concept, because followup and support is the job of the LEADS Center.

B. EVERYONE'S ON THE "PUT 'EM IN TEAM"

The excellent districts have outstanding EPO processing teams. One Recruiter in Charge indicated, "Our EPO shop is nothing short of perfect." The Chief Recruiter said that if an incomplete kit is submitted, the processors try to iron it out. And when an applicant comes up to the NRD, the applicant belongs to the NRD and is not shuffled back to the recruiter because of incomplete paperwork. Applicants have top priority billing at the excellent districts. Some less successful districts have what's called "The Put 'Em In Team and The Put 'Em Out Team." This means that the recruiters and processors are working independent of each other, and this lack of cohesion is seen as having the two sides pulling in opposite directions. But at the excellent districts, everyone is on the "Put 'Em In Team." One recruiter said, "I call to the NRD on a hard case and they will tell me how I can put him in the Navy." Another recruiter indicated that when the schools are closed and they can't get the necessary paperwork, the processors use their ingenuity to help them out. One RINC said, "Respect is the word. All the way down. If there was no command support, I couldn't do it." One recruiter went so far as to say, "If at the command level the support is gone, we will quit trying."

At the excellent districts the processors are really concerned about the needs of the recruiters in the field and do everything they can do to make the recruiters' jobs a bit easier. One Enlisted Processing Division Supervisor indicated, "Recruiters must feel they can call the NRD for help. There are no dumb questions." One recruiter indi-

cated that knowing he had the support and backing of the chain of command gave him a strong sense of security.

C. CARING WITH A CAPITAL "C"

One district has what is called the "CO's Brains" in the computer. Whenever anyone returns from a road trip to a station, they log on to the computer and brief the CO on anything they hear at the station. This could include anything from a recruiter's wife being pregnant with her third child to a new recruiter not getting a name tag or business cards. The key is to remove the little frustrations as soon as possible, because little things add up and make a difference in a recruiter's mind set. Following a station visit, the Chief Recruiter takes care of all the little things immediately. This attention puts the recruiter on his side and gets him to thinking, "I want to work for him, because he cares." At this district, whenever the CO visits a station, he has a copy of the "CO's Brains" run off for him ahead of time and reads it on the road. The files build up and become quite lengthy, so the CO has quite an historical perspective of the station. He also reads the production reports of each recruiter prior to a station visit. When the CO walks in the door he can talk to the recruiters individually about their production and can ask about the wife and the kids and the dog by name. This personal attention goes a long way toward proving to the troops that the CO really cares about their morale and welfare.

But the excellent district leaders are also aware that support people need love, too. So the support people are also well taken care of and supported and recognized by the chain of command. One of the hardest things for a CO and XO to do is to integrate the entire team, including EPO, OPO and

the support staff. The excellent districts know that each of these groups requires a lot of care and feeding, so they try not to neglect any of the team members.

D. PROBLEMS AREN'T SWEEPED UNDER THE RUG

The excellent recruiting districts believe in the Golden Rule; meaning they treat people as they themselves want to be treated. They don't believe in sweeping problems under the rug; they get everything out in the open so problems can be solved. Their focus is on fixing problems, not on placing blame. They don't believe in delaying problems; they get their problems identified early and take immediate action. Because they don't believe in pointing fingers, an atmosphere of trust, openness and honesty is developed at the excellent districts. One RINC indicated, "Right or wrong, we can fix the problem." The EPO of one district said, "Our recruiters aren't afraid to admit to problems. We back up the recruiters so they will stay motivated."

E. CONCERN PASSED DOWN IS PASSED BACK UP

The excellent districts really care for their people. As one Chief Recruiter said, "If you care about your people, they'll take care of you." One Zone Sup indicated, "You need concern at all levels. Concern passed down will be passed back up." Part of caring for their people is putting recruiters in the right market. Some recruiters just don't do as well in some markets as in others. Putting a New York City person in a rural market may not be the best location for the recruiter. Putting a country boy in the middle of downtown Los Angeles may put the recruiter at a disadvantage. If a recruiter is struggling in one market, and if the command feels

he is doing everything right, but just not cutting it in that particular market, the excellent districts will give him a chance in another market. One recruiter stated, "My Captain and Master Chief are very understanding. When I first got here and the CO saw I was struggling in my market, he talked to me and my wife." This recruiter was eventually moved to another market and became quite successful. And when a recruiter gets shifted to a different market, command personnel sacrifice their liberty to help their shipmate move to the new location.

F. HALF THE SAILORS HAVE HARDSHIPS

The 41 Navy Recruiting Districts are located where recruiters will have the best access to America's recruit eligible population. Navy recruiting districts and their outlying stations, therefore, are not always located near military bases, so many recruiters do not have access to military commissaries, exchanges, dispensaries and hospitals. Recruiters do get a special recruiter pay, but often it is not enough to compensate for the many hardships they encounter and for their loss of Sea Pay. One Zone Sup indicated that half of his people have hardships of one kind or another. These recruiters and their families have to get used to a whole new concept and environment. Since many recruiters rent their houses and do not live in government housing, their wives do not have the camaraderie of other military wives. When renting, they have to pay all their utilities. And when living in the civilian community far from military bases, the servicemen and their families have to rely on Champus medical insurance, which only pays part of their medical bills. Many have found Champus claims to have long delays in processing and that the amount some recruiters cannot afford to bring their families with them into reporting duty because of all

these problems. It's hard for recruiters to deal with financial and family problems while working 12 to 16 hours per day in a sales job.

But the excellent recruiting district leaders deal with these problems and recruiter hardships from the minute a recruiter reports onboard. They take care of the recruiter's creature comfort needs first. They do everything they can to help the new recruiter and his family get settled in to their home and schools. A lot of district personnel mentioned Maslow's Hierarchy of Needs, also known as Maslow's Pyramid or Maslow's Triangle. [Ref. 8]. Lau and Jelinek [Ref. 8; pp. 161-163], refer to "Maslow's Hierarchy of Needs," and indicate the lower level to higher level needs, including: Physiological needs; Safety needs; Love (social) needs; Esteem (ego) needs; and Self-Actualization (self fulfillment) needs. Lau and Jelinek indicate that "... management's goal is the integration of individual needs and organizational needs. The problem is to produce the climate, policies, and practices whereby individuals can attain their personal goals through achievement of organizational goals." The NRD leaders know that if a recruiter is starving or having financial or family problems, his primary focus is not going to be on recruiting. So the leaders are very tuned in and aware of personal problems up and down the line. One Officer Programs Officer indicated that when they had three officers at one time on the OPO team with personal problems, everyone cut them some slack. She indicated, "A good team will be sympathetic."

G. ELIMINATE ROADBLOCKS TO RECRUITER SUCCESS

The excellent districts find out what's making it hard for the recruiters to do their jobs. One CO said the leaders are constantly tuned in to

recruiter reactions and statistics. If the leaders sense something wrong, they ask, "What's the problem?" And because they are so genuinely concerned about the welfare of their people, they inspire a lot of hard work down the line. One support person indicated, "We will keep pumping hard as long as the CO cares." The excellent districts take care of their folks and are very protective of their people. And they treat their applicants with the same care and consideration that they do their own personnel. One Recruiter in Charge indicated that his people know that he cares more for his station than himself. Another RINC said, "My recruiters' problems are my problems, the Zone Sup's problems, the Chief Recruiter's problems, and the Commanding Officer's problems." The excellent districts eliminate roadblocks to recruiter success.

II. STEADY AS YOU GO: DON'T SWEAT THE LOAD

The excellent district leaders encourage their people to let things roll off their backs sometimes, and not to always sweat the load. One Master Chief indicated that with his current CO, he didn't have to take the job home with him anymore. He said, "I used to dream about my job. Now I can go home and relax. The pressure is always there, but now it doesn't seem to bother me. I've learned to take it all in stride." One Zone Sup indicated that his command believes in the "Total man concept--Don't override the man." An Officer Programs Officer said her command doesn't go for points over people. One officer recruiter said, "It shows in the faces of these people. They no longer have a fear of being fired." Much of the current literature on organization effectiveness indicates that high stress equals low success, whereas high success equals low stress. Therefore, the best remedy for stress is to be successful.

I. QUALITY OF LIFE: DON'T BEAT A DEAD HORSE

The excellent district leaders are very concerned about Quality of Life, and the health and safety of their people. They do not strive to make goal at the expense of their people. They realize that you can only beat a dead horse for so long. A recruiter who reaches a stage of burnout is no longer effective and efficient to the command or his family. The excellent districts encourage their people to take leave and occasionally take a break or take some time off. One of the top recruiters in the nation explained that one of his secrets to success is working 14 hours a day, but always taking a couple of hours off in the middle of the day to go fishing, since this relaxes him. The excellent districts don't hold it over their people's heads when they need to take a break. They encourage their people to take care of themselves. But all the people aren't sitting at their desks working crossword puzzles or reading novels, either. One RINC said, "You gotta have a good blend, and be able to party occasionally for all the hard work. When my station makes goal, I shut down the office and we all play golf."

The excellent district leaders really care about the health of their people. They try to avoid recruiter burnout. One CO indicated in the FAMILYGRAM, "... we are all striving for success and the resultant improved standard of living. However, if we don't have our HEALTH, all, and I mean all other things lose their value very very rapidly. Let's all watch our driving habits, diets, and personal habits and ways of life to enhance our continued longevity. Without you and your ability to function, this command simply will not operate."

Another issue highly stressed by the excellent districts is the safety of their people. This means absolutely no drinking and driving. One district CO

called safety the most important aspect of our lives. In the FAMILYGRAM he stressed the importance of safe driving, and discussed the importance of being especially careful about driving when tired or fatigued. In the FAMILYGRAM, one CO stated, "...let's all work at improving the management of our personal, as well as professional lives to ensure we accomplish all the feats necessary to have a healthy, quality and complete association with our fellow workers, friends and family." One Enlisted Programs Officer said, "If you take away the Quality of Life and only play the competition system, the command will do a nose dive." One Chief Recruiter said the secret of recruiting excellence is to always treat your people fairly.

J. WE'RE DEALING WITH PEOPLE, NOT NUMBERS

The excellent districts strive to satisfy the customer and do what's best for the applicant. One classifier indicated that one of the keys is to always remember that the applicant is a person. One Enlisted Processing Division Supervisor said that applicants' individual needs and desires are always taken into account. He said, "The applicants make us a success because we make them happy." One Recruiter in Charge said they never lie to applicants at his command, and said, "Applicants are always treated like family." One processor indicated that the processors always get involved with the applicants they process. She said there is a lot of calling back and forth, because the processors care. The excellent districts have a station level accountability to the applicant and consider applicants as their main concern. Delayed Entry Program (DEP) management is considered a high priority. One command sends personal mailouts and Welcome Aboard letters to their DEPpers. The

excellent district leaders meet with their DEPpers and keep in touch to let them know they care. As one Zone Sup indicated, "We always remember we're dealing with people, not numbers."

K. ACKNOWLEDGE ALL THE LITTLE THINGS

Recognition is a key theme at the excellent recruiting districts. One CO said he lets no significant act go unrecognized, either positive or negative. One RINC said, "The Skipper always has me on the phone when I do good; it never fails. I always know where I stand, either positive or negative." These district leaders provide individual recognition, show an interest in their people, and always try to acknowledge all the little things. They treat their people like winners and superstars. One Enlisted Programs Officer indicated, "Well Done Champs. Congratulations to the winners. You are all winners. The special award winners and stations are superstars."

L. INSTANT RECOGNITION AND ATTA-BOYS

The excellent district Commanding Officers provide instant individual recognition and Atta-Boys, and show an interest in their people. One Educational Specialist (EDSPEC) indicated, "Recognition is important. Deep down they want it. See what happens when the recognition stops. The best thing is the instant reinforcement, since the CO personally delivers the awards." The excellent district leaders never forget that support people need love, too. One processor said that even the applicants receive verbal recognition about their ideas, awards and academic excellence from the interviewers during the application interview.

One CO indicated in the FAMILYGRAM, "You people are pouring a lot of sweat and blood into your job and doing it in a most professional manner. The results are concrete evidence of just that. Keep up the good work, stay with the basics, and keep charging. We need to maintain the full head of steam we have developed. We have the momentum, let's keep it. You guys and gals are a real pleasure to work with. Without your tireless efforts, none of this would have been possible. Thank you."

M. REWARDS AND AWARDS. BRAVO ZULU TO YOU

The excellent districts are constantly making people feel important through incentives, awards, rewards and extra Atta-Boys. They rah-rah the troops with a lot of "Hip, Hip Hooray and Hoopla." Bravo Zulu to you is a key theme at the excellent districts. They have quarterly trophy awards, gold wreath awards, station of the month awards, plaques, Commodores cups, recruiter of the quarter and year awards, "Put 'Em On the Bus Awards," Freeman Plan promotions, etcetera. One district has an awards banquet so the families can participate. Both Commanding Officers get their awards on the road right away and always deliver them personally. One CO has his entire FAMILYGRAM full of photos of recruiters getting awards, since everyone who gets an award gets a photo in the FAMILYGRAM. This CO keeps a book about the recruiters with all sorts of personal data. This is similar to the other CO having personal information on the computer and calling it the "CO's Brains." At the excellent recruiting districts there are a lot of plaques on the wall. Everyone is important and everyone is a winner.

N. INCENTIVES: A SMORGASBORD APPROACH

The Freeman Plan is an incentive to a lot of recruiters, especially those who are able to make Chief when they sometimes couldn't do so otherwise because of overmanning and frozen ratings. However, many feel the Freeman Plan is controversial, since those who were promoted right before they came to recruiting are not immediately eligible for promotion under the Freeman Plan. The excellent district leaders recognize this and try to have a number of awards and rewards available so there's something on the menu for everyone in this smorgasbord approach. Many of the recruiters were striving for a particular award because of a sense of self satisfaction or accomplishment. Many recruiters tell their shipmates the awards they are striving for so that everyone will help to keep them motivated. The excellent districts encourage their people to set high individual goals, and then help them to achieve these goals. For by helping their people achieve their personal goals, the command will also be a winner.

One Chief Recruiter indicated to his people, "We are now going into April and May, two of the hardest months in the recruiting year. We are tasked already for 40 direct seats to fill. To promote this, I am giving Double Counters towards Gold Wreaths for any direct accession for the month of April. Here's your chance to earn that Gold Wreath in less time. Well troops, April is here so let's knock the blossoms out of them."

The excellent districts develop their people up the ladder of leadership. They call it "Praise and Raise," which means praise your people and promote them from within. As one CO summed it up, "We give upward mobility for those who work and are successful."

O. GROW CAREER
RECRUITERS: DON'T EAT
THEM

The excellent districts have a lot less turnover because they grow career recruiters. Recruiters volunteer to stay and homestead at the excellent districts, and this gives the districts a lot of corporate knowledge. One Chief Recruiter said, "We have a Home Grown policy and we manufacture our own Career Recruiter Force personnel." As one Zone Sup stated, "Our district has established a core, a nucleus with good track records who know what they're doing and who've been in recruiting and succeeded." One Recruiter in Charge said, "The cream rises to the top and becomes our Career Recruiter Force. We have a lot of old team members here with proven track records." One XO said, "This district tends to grow career recruiters. Some NRDs eat them."

P. DON'T OVERRIDE THE "BIG
T"

The excellent district Commanding Officers maintain the level of the district by giving their recruiters every chance to be successful, and do not keep the

non-performers around. They realize that some people were just not cut out to be recruiters, so they don't prolong their misery by keeping them around. They do not believe recruiting should be a dumping ground for everyone else's problem sailors, so if everything else fails, they rely on the fault/no-fault transfer system. As one Chief Recruiter said, "They have six months to make it or break it. If they don't maintain a 2.0 average number of contracts per month, they are terminated in the 5th or 6th month, with a Freeman Plan 'T.' We would lose the confidence of the successful recruiters if we kept unsuccessful persons around, since the other recruiters would have to take up the slack for them. I always counsel them to give them back their confidence on their way back out to the fleet." As one Zone Sup described it, "This is a business, so sometimes you have to take your feelings out of it." The CO of a district building towards excellence stated, "You can't steal from your shipmates. You must all pull your share of the load so your shipmates won't have to work harder because of you. Districts can't keep carrying people. If you transfer the non-performers and slackers, the comfort zone goes up a bit and people work harder, because nobody wants to be on the bottom."

X. COMMUNICATION

A. BEING OPEN: HONESTY IS THE BEST POLICY

Within the excellent districts there is a spirit of open and honest communication with recruiters and their spouses. They have good communication lines and don't harbor a lot of closed door secrets. One Enlisted Programs Officer encourages her people to feel free to call anyone in the Chain of Command if they have a sales problem. The excellent district leaders don't talk a lot behind the backs of their people; they openly confront problems. As one EPO indicated, "We get it all out in the open and air our grievances so we can solve our problems." The excellent district Commanding Officers hold Captain's Call and allow their people to speak their minds.

B. MEETINGS: TOSSING IN YOUR "TWO CENTS"

Leaders at the excellent districts believe in holding monthly command production meetings so that everyone can look each other in the eye and get down to the "nitty gritty" details. Department Head meetings are held weekly and everyone feels free to contribute their "two cents" worth of ideas. One Enlisted Processing Division Supervisor indicated that the reason their meetings are so effective is that people aren't afraid that their ideas will be laughed at or "pooh-poohed" by other command members. Everyone respects the fact that everyone has a right to their own opinions. One Officer Programs Officer holds quarters once per week with the team following the

weekly Department Head meeting. Another OPO team also goes in on Saturdays to do NROTC interviews and sit around and talk before and after the interviews about how they can be more effective. One group of command personnel indicated that when they hold advertising meetings, they don't just do it to make the books look good for Standardization and Audit Team inspectors. They get down to the facts about which ads are and are not effective. The excellent district leaders don't just hold meetings so they can give their people a stream of one-way communication. They hold effective, participative meetings and give everyone a chance to have an input.

C. WHAT CAN WE DO TO MAKE IT BETTER?

The excellent district leaders allow their people to have inputs to the command's problem solving and planning. One CO said he gets the major players together and asks them, "Where do you want to be at the end of the year?" They decide where they want to be and how to get there. Then the players are tasked with the job of going out and implementing the plan. Personnel at the excellent districts are frequently getting together asking, "What can we do to make it better?" They don't go to meetings just to sit on their fingers and lean back on their thumbs. The excellent districts actively seek ideas and inputs from their people. People at the excellent districts feel important because their ideas are really considered meaningful.

D. LISTEN TO IDEAS AND BRAINSTORM SOLUTIONS

Leaders of the excellent districts are willing to listen to their people. In command meetings, people are encouraged to say what they feel. As one recruiter indicated, "At our command we say what we mean and mean what we say." One Enlisted Processing Division Supervisor said, "We don't hold things in until we explode. We are able to get things off our chest and offer up solutions to problems." One Chief Recruiter indicated, "The CO listens to us and after he hears, we perform and do."

Not only do the excellent districts listen to their people, but they answer questions which come up and followup on ideas. As one Public Affairs Officer (PAO) said, "Our command listens to us, and if they don't accept one of our ideas, we don't hold hard feelings, because we know they at least considered the possibility." One XO reported to the command with specific ideas about brainstorming and a problem solving approach. He got the CO to buy in to his ideas. Frequently the CO has folks in his office discussing problems and brainstorming ideas on how to fix the problems. One LEADS Supervisor said that when a local company laid off a lot of people, the district held a meeting and everyone brainstormed ideas about how to approach this new market of potential recruits. Because the excellent district leaders let their folks speak their minds and because they remain open to new ideas, there is a strong, accurate flow of objective data to the CO.

E. COMMITMENT: GOTTA TELL THEM WHY

Once the excellent district leaders decide where they are, where they want to be, and how to get there, they keep

their people informed on a daily basis as to how the command is doing toward reaching their goals. The support people know as much about the production standings as the recruiters, because the command is tied in to a unified goal and everyone knows their part in the big scheme of things. The excellent districts show them the light at the end of the tunnel and explain the reasons for the rough times. As one Officer Programs Officer indicated, "Our command explains to the field why things are as they are; not just why they can't do something. You gotta tell them why in such a way that they understand and believe in it." One CO said that he believes in talking to his people naturally and having conversations with them. Another CO believes in having daily dialogues with his people. At the excellent districts, there's a whole lot of talking going on.

F. STAYING IN TOUCH AND ON TOP OF THINGS

The excellent districts have a continuous network of communication going on daily around the command. There's a lot of coordination going on, and the departments know what's happening in the other departments. The excellent districts don't have the usual "ten percent who don't get the word." At the excellent districts, everyone gets the word and participates in the formulation of the word. At the excellent districts there's not a lot of hierarchical communication, since seniors talk with juniors; military personnel talk with civilians; support persons talk to recruiters and department heads talk to each other. At the excellent districts, the Zone Sups do a lot of talking back and forth about successful innovations in their zones. The excellent district personnel stay in touch and on top of things.

G. MANAGEABLE ZONES AND MBWA

Recruiting districts have many stations and zones which can be spread out over several states. The stations enable the recruiters to live close to their market of potential applicants. Since the district usually houses the CO, XO, Officer Programs team, EPO, Chief Recruiter, processing personnel and the support departments, there has to be much interface between the enlisted field recruiters and the district. The excellent district leaders engage in a lot of MBWA (Management by Wandering Around), but have long distances to drive in their wanderings around to the various stations. The excellent district leaders do not use this as an excuse not to visit their stations and have face-to-face communications with their people.

What the excellent districts do is use the phone as a tool to enhance their constant communication flow. The leaders try to have a lot of face time with their people, but in between they do as Ma Bell recommends and "Let their fingers do the walking." One Enlisted Programs Officer indicated that the time of her recruiters and Zone Sups is very valuable, so this district took a big territory and broke it up into manageable zones. She tried to minimize the unnecessary drive time, also known as "Windshield Time," of her people, since there are only so many miles one person can put in during a month. The excellent district leaders emphasize getting on the phone and asking for help when one has a problem, and the recruiters constantly check on the status of their applicants. There is also an emphasis to hop in the T-34 airplane to conduct urgent applicant business and to save recruiters' time.³⁵

³⁵Recruiting district aviators utilize the T-34 primarily to fly persons

H THE WRITTEN WORD AND THE GRIP AND GRINS

The excellent district leaders constantly keep their people informed, and feel if they don't get the word one way they will get it another way. The excellent district leaders take the time to publish all sorts of written communication, including Familygrams, district newspapers, monthly newsletters, and Plans of the Day (PODs). They use the written word as an informational and motivational tool for the recruiters and their families. Their publications are covered with "Grip and Grin" photos of their people doing good and winning awards. But the written word is also used to express the Commanding Officer's philosophy and to develop a common vision and shared values for the command to rally around.

I. NO HORROR STORIES OR RUMOR MILLS

The excellent district leaders minimize or eliminate finger pointing, backbiting and the "Rumor Mill." They eliminate the horror stories and don't let badmouthing go on in the district. One Enlisted Programs Officer indicated, "If a recruiter gets caught talking behind someone's back, both parties get called into the Commanding Officer's office

applying for the pilot and Naval Flight Officer programs. The T-34 is managed by the Officer Programs Officer (OPO). Aviators assigned to recruiting can get in the necessary flight hours to stay qualified. The district also benefits by being able to utilize this aircraft as a recruiting tool. The excellent districts utilize the T-34 for urgent business (related to application kits) as well as for flying pilot and Naval Flight Officer (NFO) applicants.

and we have a round table discussion to find out what the problem is. We don't yell at the recruiter for badmouthing; we try to fix the problem. But this really embarrasses the backbiting recruiter."

The excellent district leaders believe in open, honest and confrontive communication. They don't have whispered secrets behind closed doors.

XI. TEAMWORK

A. THE WHOLE DISTRICT MOVES TOGETHER

A recruiting admiral said, "More importantly, I have found something that particularly appeals to me and makes me feel fortunate to be here. I've found a tremendous sense of teamwork--that we're in this together. We're going to pull together to accomplish our mission. That feels very good to me."

Both the excellent districts considered teamwork their number one key to success above everything else. They believe that like grain in the field, the whole district moves together. The excellent district leaders believe that they must all pull together to succeed, and believe in the motto "United we Stand; Divided we'll Fall." One support person indicated, "Our command demands a lot, but people say WE WILL." Team spirit is a way of life at the excellent districts. We saw the synergistic effects of "the whole being greater than the sum of the parts" in operation at these districts. The excellent recruiting districts are like well-oiled machines and they want the team to win. All the district personnel want to be winners on a winning team. They know that there are no winners on a losing team, and no losers on a winning team.

B. NO WE-THEY SYNDROME

At the excellent districts any "We-they" attitude is an exception rather than the rule and there is a minimal feeling of favoritism. The Commanding Officers of the excellent districts actively combat this by stepping in to mediate and keep the command personnel all working on the same team. Department Heads don't use command

meetings as the place to grind axes or engage in a spirit of one-upsmanship. One Officer Programs Officer indicated, "Our people know and like each other and get along. You must enjoy and respect each other in a spirit of cooperation and harmony." One Chief Recruiter indicated, "We all work super together and don't have a we-they syndrome. We try to keep the recruiters from feeling that way by promoting team effort from the CO level on down. If there is a problem with an applicant, the support people here let the recruiter know." One Enlisted Processing Division Supervisor (EPDS) said, "We have a high quality of support people here. We're all on the same team." As one officer recruiter summed it up, "I can't think of anyone I wouldn't want to work for or with here. If the CO finds out about any we-they attitude, he lets them know that we're all on the same team here." As one CO stated, "The district is blessed with very dedicated recruiters and superb support personnel, which is the prime reason for its success." One recruiter indicated, "There's no We-They; it's just US."

C. WE HAVE A "HECK OF A TEAM"

The excellent districts have a "WE" attitude, and are all on the same team. As one Zone Sup indicated, "We have a heck of a team." As one EPDS stated, "The processors and recruiters must all work together. The support people must be comfortable in a support role and establish rapport with the recruiters. The recruiters know that we are working for them. One Officer Programs Officer indicated that if her recruiters don't get something quite

right in the paperwork, she corrects it herself and doesn't waste their time and energy by constantly sending things back for correction. One NRD has a civilian Quality Control person who's been there for twelve years. Because she knows all the "ins and outs" of the paperwork, she keeps the team on the right track and the processing paperwork accurate and legal. Just as shore establishments support the fleet, in the excellent districts, the support personnel support the recruiters. As one district XO indicated, "Our supply department supports our other department heads. Also, we don't eat our support people and sacrifice them for the recruiters. That's why we don't have a gap between the field and the processors."

D. COOPERATION: NO CUT-THROAT MANNER

At the excellent districts there's a lot of mutual respect and all the departments pull together as a team. There's considerable interface and referrals between the EPO and OPO departments. As one recruiter indicated, "When I refer a prospect to the OPO department and they can't use this person, they refer him right back to me." One EPDS said that the Freeman points allowance for officer referrals has been changed to allow credit for all officer referrals, not just Nuclear Power Officer Candidates (NUPOC's). So the enlisted recruiters get credit for any referral to OPO who accesses into the Navy as an officer. The excellent district supply departments have a close liaison and working relationship with the other department heads. Problems are initially worked out at the department head level, and if they can't be resolved at that level, the XO then gets involved.

The excellent districts don't have a cut-throat manner. They don't go around blaming other recruiters and saying, "He took my man." They all work together to be successful, so one

doesn't hear a lot of "Oh me, Oh my" attitudes at the excellent districts. As one LEADS Supervisor stated, "We don't have adversaries inside or outside the NRD." At the excellent districts, the EDSPEC works closely with the recruiters. The NUKE Coordinator is constantly involved with the recruiting stations. The excellent districts don't have an informal "Old Buddy Network" that pulls against the district. At the excellent districts, they all cooperate and work as a team.

At the excellent districts they know that they will sink or swim together, so they all cooperate from the CO on down the line. As one Supply Department Head stated, "We all cooperate, so there can be no stopping us." One recruiter said, "We get all charged up working together." Another recruiter indicated, "It just works; everyone works well together to achieve goals. You just can't do it by yourself."

E. HELPING EACH OTHER: NOT A ONE-MAN SHOW

At the excellent districts, they know that recruiting is not a "One Man Show." They cultivate an "All for One and One for All" attitude in their people. One Supply Department Head said, "I've been here since January. In my first interview with the CO he stressed teamwork and everyone helping each other and working together." One EPO statistician stated, "If the recruiters are having problems, I help out. If they have a goal and want to know how to get there, I show them how." One Officer Programs Officer said, "Our key to success is the way we work together. We want each other to be successful. We work for each other. We have our ups and downs, but all in all, we're pretty happy here." One Enlisted Programs Officer indicated, "Everyone pitches in to help around here. We are all willing to help each other. When

you do something for the good of all, everybody gains."

In the Captain's Corner of the FAMILYGRAM, one CO stated, "As we have gone through the year, we have had a few rough spots here and there, but that's to be expected. However, it is incumbent on the rest of us to take up the slack when those times occur and you have been doing that. It's called teamwork. Keep up the good work."

F. TEAM RECRUITING: OPEN BAY CONCEPT

Many of the recruiting stations in the excellent districts are set up in an open bay concept. This way, if a recruiter sounds like he's having problems with an applicant, someone in the office will jump in and help. One Recruiter in Charge said, "We have group sales in this office. Everyone's responsible to help put applicants in the Navy. We operate on a team concept here." One recruiter said they jump in and team recruit in his NRS, because "recruiters usually have more of an open mind with someone else's applicant." The excellent districts sometimes have as many as a four man team talking to applicants and screening the records. They purposely set up the offices so recruiters can help each other out.

G. SELL 'EM NROTC AND NUKE AT THE SAME TIME

At the excellent districts, there is an emphasis on NROTC. The enlisted recruiters use NROTC as a selling point with the college eligible applicants. One Recruiter in Charge said, "We sell em on NROTC and NUKE at the same time. This has long run payoffs. Our command has made a lot of money and opened a lot of doors by emphasizing the NROTC scholarship." One OPO indicated, "We schedule our NROTC interviews on Saturday and invite the

parents to come along, too. Our entire OPO team comes in to work together and interview the applicants. This is also a good and quiet time for our OPO meetings. A lot of ideas get generated on these NROTC Saturdays."

H. ENLISTED RECRUITERS ON THE OPO TEAM

The excellent district leaders claim that one of their secrets of success is using enlisted recruiters on the Officer Programs Officer team. One NRD was hurting on the OPO team and had an EPO team that was doing quite well. So the CO took some of his enlisted recruiters and put them on the OPO team. In about six months, that OPO team made a tremendous leap in the national competition standings. The excellent district leaders direct their manpower where it is needed the most.

I. BREAKING BREAD AND HAVING FUN TOGETHER

The excellent district leaders know that if you're not having fun, you're not doing it right. These districts all work closely together and are one big, happy family. One officer recruiter said, "We are a family. This was apparent the first two days I was here. This command has a strong sense of family and camaraderie." One EPDS stated, "It helps to socialize and break bread together. We don't always have to be serious. We can kid around and be loose, which makes this a pleasant place to work and not a drudgery. We don't feel the pressure as much because we make fun of each other, and laughing eases the tension." The excellent districts have a family atmosphere and good rapport among their people. They laugh a lot and work hard and play hard together. As one OPO said, "We try to have fun and enjoy each other. We have a good working relationship. Our secret to

success is that we all like each other." As the secretary at one district summed up the situation, "These people? They're all crazy."

J. GET THE SPOUSE INVOLVED AND ON THE TEAM

The excellent districts know that one of the keys to the success of a married recruiter is to get the spouse involved and on the team. As one Zone Sup indicated, "Recruiters work at least 12 hours a day, 6 days a week. This is not a seven to four or nine to five job. Some of the wives help out their husbands. They can understand more when they can involve themselves." As

one officer recruiter said, "Recruiting permeates your entire life and spills over onto the family. It really helps to have a supportive family." The excellent districts try to boost the family and spouse morale and try to get the spouse involved.

One district CO indicated, "As you may well know, we are planning an All Hands Training Meeting. I encourage you to bring your spouse and/or family and make a weekend out of it. We are planning training on Friday and early Saturday morning with a dinner/awards banquet on Friday evening. Our location is on the beach, so encourage your spouse to come with you. Talk it up, it should be fun."

XII. COMMAND CLIMATE

A. MORALE: TOP PRIORITY, FRONT BURNER ITEM

At the excellent districts, morale is a top priority concern. The leaders of the command are constantly tapped into the command climate to ensure that command morale is on track. But morale is a global word composed of many specific thoughts and ideas. Every Commanding Officer wants the district to have good morale, and anyone can walk into a district and sense whether or not good morale exists at the district. The rest of this chapter will break morale into specific components so you can see how morale is linked to the command climate. Many of the senior officers and enlisted personnel interviewed on the Area and CNRC staffs said they could tell within the first 15 minutes onboard a command whether or not the district had good morale, which is a key indicator of overall excellence.

B. WE LOVE THE NAVY

A noticeable attribute of the excellent districts is that they really believe in the Navy and enjoy Navy life. The people like the Navy and feel it is a good opportunity for young folks. There are no anti-military sentiments in these pro-Navy commands. As one Recruiter in Charge said, "You have to have a positive attitude. And if you believe in what you sell, you can sell it." So the key is not only product knowledge, but love for the Navy.

C. MISSION THROUGH PEOPLE, BUT NO BAD APPLES

The excellent districts are just like every other district; they get their share of low performing sailors. The difference is that the excellent districts get their people to be the best they can with the potential they have. Their people are well trained and dedicated. They give a sailor every chance to excel, but know that one bad apple can spoil a whole barrel. So they keep around the good people who care and have a weeding out process to get rid of those who don't care.

The excellent districts describe their people as motivated, sharp, good, the best in the nation, talented, qualified, trained, positive, and experienced. As one CO said, "We are blessed with some good people." The other CO stated, "It's like having all the ingredients in the cake. Having good people is like having good ingredients going into the recipe. And the product just keeps coming out well. Our Chief Recruiter, Zone Sups and Recruiters in Charge are people who would be good in any fleet squadron." One XG said, "We have 4.0 sailors as recruiters. Our Zone Sups are all Career Recruiter Force; they are motivated, goal oriented and in the trench with the troops. We have qualified, senior people who challenge their people and set a positive precedent." One Chief Recruiter stated, "We really believe in mission through people. Our people are all professional, proficient and technicians. There's a lot of motivation to stay successful. If a Navy counsellor comes to recruiting and is fault transferred he reverts back to the rating he held before becoming a counsellor."

The excellent districts talked about having a combination of different people and described everyone as "being their own person." They talked about having the best Military Entrance Processing Stations (MEPS) classifiers in the country; having the best Chief Recruiters in the nation; having outstanding processors; and having superior zone sups and bag carrying recruiters. One Zone Sup said, "Recruiting is the best job in the Navy and makes good sailors better sailors." One Leads Supervisor said, "Our people are proud to be here; the key people make it work."

In a district newsletter one CO attributed the Navy Recruiting District's success to its personnel and commented on the results of an inspection at an all hands briefing following the Standardization and Audit Team visit. He said, "When I assumed command of this district, I knew I'd be working with some of the finest people in the Navy. This SAT inspection proves me right. The overall success of the district is directly attributable to a dedicated group of recruiters, enhanced by outstanding support personnel." This newsletter indicated, "The CO of the SAT Team pointed out that praise for this district was not limited to its superior performance in the inspection alone. In its report, the SAT Team commended the six zone supervisors as the most professional they'd seen to date, above average in both administrative functions and production."

D. HIT THE DECK RUNNING AND PLAY THE ROLE

The excellent districts train their people to "play the recruiting role." One Recruiter in Charge said, "We tell our people that you have to believe you can do the job, and not just want to do it." An Officer Programs Officer stated, "We know that most people are not born salesmen, so we tell them that it takes

really pushing and really trying. We let them know that if they have a defeatist attitude, everything will become a burden. But we know that happiness is hard to instill in someone. We give them the positive climate, but they have to have the internal motivation. There's a big difference between the new recruiters who hit the deck and those who hit the deck running." One recruiter said, "We have to come out here and put our best foot forward, since recruiting can either be career enhancing or career detracting." Another recruiter indicated that his recruiting district will stay excellent forever unless the people quit trying and give up in the field. A Zone Sup said, "Recruiting is like eating an ice cream cone--you have to learn to lick it."

The excellent district leaders indicated that for people to be successful in recruiting, they must be extroverted; like to meet people; have a capability to learn a new field; have the desire to excel; be able to sell Navy; like to talk to people; and play the role. These leaders know that some good sailors just have no potential for recruiting. Introverts who hide in the corner have a hard time adjusting to recruiting. Because of their personality or various problems, some sailors have a hard time recruiting. Another category of recruiters includes those who don't have the burning desire to be successful, so they try to get by with minimal effort in their jobs. Neither of these groups of people will be successful in recruiting. As one Recruiter in Charge indicated, "In recruiting you must project the attitude; sound cocky; be a ham; and have a mouth on you." One Zone Sup went so far as to say, "Recruiters need to inherit the personalities of the people they relieve. You have to adapt your personality to the people you're recruiting."

The Chief Recruiter of one of the excellent districts said, "I wish every person who had a desire to be a recruiter had a full understanding of

what would be expected of him. Then he could take anything. But if a sailor is being misled to think that he will be able to play golf and go fishing every day, he's in for a big surprise, and it will be a slap in the face when he meets the demands of recruiting. Recruiting is the hardest job you will ever perform in the Navy. It's time consuming, and involves a lot of long hours and family separation. So if time off is what you're looking for, don't come into recruiting."

E. THE POWER OF POSITIVE THINKING

At the excellent districts you don't see a lot of "piss-poor; woe is me; it's not my job; Bah Humbug" attitudes. Why? Because as one recruiter was proud to point out, "We mirror the attitude of the CO." At the excellent districts, the people are cheerful, enthusiastic, happy, and positive. They have a "We Will" attitude and a "Can Do" spirit. One Recruiter in Charge said, "We keep a smile on our face; a sparkle in our voice; and a twinkle in our eyes." And a lot of the command personnel at the excellent districts said, "We don't complain a lot."

The excellent district leaders believe in the power of positive thinking, and they constantly accentuate the positive. They have a lot of self-pride which radiates outward and permeates throughout the entire command. They know that if a person thinks he is good, he will be good. So they try to establish a lot of positive focal points and have a lot of pump up talks. The leaders encourage their people to "keep pushing; keep trying; and don't give up or get disheartened." The attitude from the top to the bottom is positive and motivating. One EPO said, "You have to keep a good sense of humor and be able

to laugh about things in order to be able to overcome the obstacles and not let things get you down." One Recruiter in Charge said, "You have to take a Mood Meter every day." Another Recruiter in Charge said, "When production is down I get up in the morning and give a Tarzan yell in the mirror and tell myself that I shall overcome." One excellent district has a command norm that everyone must always wear a smile, and there's a lot of peer pressure to keep that norm alive. Lau and Jelinek state, "... group norms can have a powerful impact on individual motivation, especially where belongingness needs, conformity to group beliefs and behaviors, or the fear of rejection may be involved" (Ref. 8: p. 163).

One CO indicated that one of the most important ingredients for success is having a positive mental attitude (PMA). His XO said, "My job is to make this a happy place." One Recruiter in Charge said that the recruiters daily hear they are the best. Another Recruiter in Charge said, "I am the best, second to none. Where do you think I got that attitude? It starts at the top and flows downward." One recruiter said, "If we occasionally fall on our face, we have the confidence of knowing that we have the ability and backing to get back up and keep charging." But as an Enlisted Processing Division Supervisor indicated, "A recruiter with a bad attitude will affect the others. If he constantly has a bad attitude, we transfer him elsewhere." The excellent district leaders refuse to accept total failure and bad attitudes. They expect their people to operate according to the command norms and the CO's philosophy. These leaders help their subordinates link personal goals with the goals of the command, thereby establishing a "win-win" situation for the people and the district.

F. GETTING PUMPED VERSUS GETTING PUSHED

The excellent district leaders know that a motivated sale is a productive sale. Both Commanding Officers agreed that you have to keep your people motivated in recruiting. One CO said, "You have to be able to make people rise to the occasion, and you have to know where the extra kick comes from." A lot of the motivation comes from within the people, but as one Chief Recruiter indicated, "You have to get the right people in the right place and then motivate them. We turned our district around through positive motivation, and didn't have to change our operating tactics that much." One XO said, "We used to have a Good Old Boys Club in the Officer Programs Department, but got that changed and then pumped them up." At the excellent districts, the people go the extra mile and don't wait for applicants to walk in the door. There's a lot of self motivation and desire to be best at these districts, but it all started at the top. Once you get the district on a roll, it just keeps perpetuating itself.

As one district CO said in the FAMILYGRAM, "This command continues to do just a super job in recruiting, both on the EPO and the OPO sides of the house. We obviously have a real bunch of professionals who are more than dedicated to the job at hand. Lots of sweat and blood went into our success and I thank each and every one of you for your sterling performance." The excellent district leaders never miss a chance to appreciate their people and pump them up.

G. PRIDE AND PROFESSIONALISM

At the excellent districts, all the personnel are sharp and squared away. They don't look like a bunch of "Bluebeard's Pirates". They have a lot

of personal pride and pride in the district. The grooming standards are within Navy regulations and the spaces are immaculate. As one recruiter said, "We don't run a junkyard here." At the excellent districts, a key concept seems to be that pride is instilled by everyone in the chain of command. The chain of command is held up professionally and militarily, and the people prove their pride and professionalism. One Recruiter in Charge said, "We all came in to work one day in dungarees at my station and painted the big NAVY sign outside. I was able to make this decision because I am the Recruiter in Charge here." One Zone Sup proudly showed off one of his stations, which sported a large fish tank, a beautiful awards board, and many large plants. He said, "The recruiters here open their wallets to add to this station, because they take pride in looking nice. My troops make me what I am." One Recruiter in Charge said, "We are total professionals 100% of the time and always take pride in being excellent."

At the excellent districts, there are a lot of quarterdeck indicators that point to excellence. The districts are located in nice buildings and keep their spaces "spic and span." You won't see any unpolished brass or dirty floors at the excellent districts. One officer recruiter said, "We take extra pride here because we are devoted to our CO and XO. They set realistic goals and we try to achieve them. We have a tremendous sense of belonging here and dedication to duty." The excellent district personnel are proud to escort visitors around their district in a show of hospitality. They truly seem to believe in the old saying that "cleanliness is next to godliness."

H. BE THE BEST YOU CAN BE

At the excellent districts people want to do a good job and feel they are

there to do the best job they can. One LEADS Supervisor said, "In recruiting you can't just want to do an average job. You have to be a go-getter and give all that you can." One Chief Recruiter said, "We accomplish the job through our people, because we have people who want to do the job. We don't need any horsewhips here." The desire to do one's best seemed to be a central theme at the excellent districts. A lot of people were setting individual plans and goals for themselves and busting their buns to achieve excellence. One recruiter said, "It's a dereliction of duty not to try to be best." The CO of a district building toward excellence said, "It's like ham and eggs; the chicken is involved, but the pig is committed. To be successful in recruiting means commitment to the job."

I. THAT COMPETITIVE SPIRIT: FRIENDLY BETS

At the excellent districts the people are motivated not only by the national competition, but also by local competition. As one recruiter said, "The friendly bets we make with our peers make us work harder." It was felt that an internal competition system was needed to spur the recruiters on. One recruiter said, "Good, healthy competition gives us something to shoot for and motivates us to go beyond the norm." One Recruiter in Charge said, "We like challenges. A routine kit is boring. We look for the hard sells." One officer recruiter said, "We vocalize challenges and race each other in a spirit of competition." One Executive Officer said, "We encourage a subtle competition between the EPO and OPO." One Zone Sup said, "All our Zone Sups want to be Number One. The competition within our district is a larger motivator than the national competition. Our district is superior because of internal competition." One Chief Recruiter said, "The competition system has them

motivated. If they lost their enthusiasm, our district wouldn't be excellent." One Officer Programs Officer said, "The competitive spirit of this command is linked to the leadership."

The excellent district leaders have struck a pretty healthy balance between teamwork versus competition. Not everyone at the excellent districts were happy with the internal competition system, but the excellent districts do a pretty good job of controlling the internal competition and keeping their people pushing in the same direction.

J. GOING FOR THE PENNANT: THE WILL TO WIN

Personnel at the excellent districts have the will to win and the desire to be number one. They are proud to be winners on a winning team. As one Recruiter in Charge said, "The number two guy will have to work real hard to beat me." One Master Chief said, "When we were losing, I thought, why do I work so hard? For what? Winning is a great thing, and there's a lot of peer pressure out there." One Zone Sup said, "Why dress out if you're not going for the pennant?" One EPDS said, "Our processors want the district to make goal as much as the recruiters. We have a strong desire to succeed in the competition." One Officer Programs Officer said, "In recruiting you have to work hard. I've never worked harder in my life, but the fact that we're successful makes up for that. Recruiters want to be number one, because it's a matter of pride, and they like the high visibility." One Chief Recruiter said, "Being number one rewards our people and has a big bearing on their desire." His CO said, "People want to be successful and want to be part of a winning team, so they rise to the occasion." One XO said, "Being number one is not automatic, everyone must have the desire and determination to be successful." The

secretary at one district said, "Our district is dedicated to being number one and staying there." As one recruiter summed it up, "We work 12 to 14 hours a day because we have the desire to be number one and know there's nowhere to go but down."

K. EVEN KEELED: NOT A LOT OF FEAR HERE

The excellent district leaders promote an even keeled, and consistently upbeat atmosphere. But this was not always so. As one XO stated, "When I first came in here I sensed a tension on the OPO Team that you could cut with a knife." But the excellent districts have established an atmosphere where people have the ability to occasionally fail and then learn from their mistakes. They discuss their "lessons learned". As one Zone Supervisor stated, "The recruiters here have an overall confidence to try new

things." One Recruiter in Charge said, "You can't always be afraid of failing, because you will make more mistakes. The key thing is to always be honest with your supervisor." One CO of a district building towards excellence said, "You never get a lesson you don't pay for, so don't pay for the same lesson twice."

In the FAMILYGRAM, one CO stated, "... we need to occasionally sit back and reflect and see why we succeeded or failed, whichever the case may be, and then apply that little bit of learning experience to better ourselves in the future. Above all, ask questions." At the excellent districts people aren't under constant fear of losing their jobs. They do what has to be done to be successful. The excellent districts cultivate a growing, learning atmosphere and their people do not live under a lot of threats. One Educational Specialist (EDSPEC) summed it up by saying, "There's not a lot of fear here. It's a pleasure to work in this district."

XIII. MAKING GOAL WITH INTEGRITY

A. FOR THE NAVY AND THE NATION

At the excellent recruiting districts, recruiting is a job with a higher mission, purpose and cause behind it. They know that about every six years, recruiters recruit practically a new Navy. As one CO indicated in the FAMILYGRAM, "Recruiting, although an extremely demanding job, is a very real and very necessary job and has to be done to keep our Navy manned with quality men and women. In the last two years, the entire Recruiting Command has accessed approximately 180 thousand new people into the Navy. With a total of 550 thousand currently in the active Naval forces, the figure 180 thousand represents almost a third of the total complement of the U.S. Navy. When one considers that, a little better understanding of the major immediate impact we have on how the fleet operates can be obtained and, as a result, a much greater appreciation of our job and the need to do quality work."

At the excellent districts we saw a lot of hard-working, self-sacrificing, sincere individuals who were asking, "What can I do for the Navy today?" They were not asking, "What can the Navy do for me today?" One recruiter said, "We take pride in recruiting, because we're here to do a service for our country." One Recruiter in Charge said, "I'm a prime believer. You put a uniform on and you have to do your best and be proud, because the Navy needs you. We are proud to represent the Navy. The bottom line is Navy. We have one objective here, and that's to do our best to man the 600 ship fleet. The Navy needs me, so I do my best." Another recruiter said, "When I put someone into the Navy, I want that

person to be a good sailor. We're not hung up on competition or glory here; we recruit for the good of the Navy." A group of support personnel stated, "We want to help the country out by putting good people in the Armed Forces. We do our job for the country." An Enlisted Processing Division Supervisor said, "By being number one we are benefiting everyone up the line." One Zone Sup said, "We're here to give the Navy what it needs. When we're recruiting someone, we let them know that we are proud to be in the Navy. You've gotta flat believe in what you're doing."

One CO stated in the FAMILYGRAM, "Relative standings nationwide and seeing our NRD named at the top is very important, as the competitive features in our machinery is a big driving force. However, and more importantly, it is also a strong indication as to the quality of our recruiting and how we measure up against our contemporaries in other districts. In other words, it shows the strong professional approach you guys and gals are taking toward your responsibilities and the moral obligation we all have for our Navy and the citizens of this country. Keep up the good work."

B. RUN THE RAILROAD THE RIGHT WAY

In the excellent districts, integrity is not just a phrase, it's a way of life. They believe in being honest and upfront and try to avoid even the appearance of compromise. One Enlisted Processing Division Supervisor said, "Everything here is done legal and aboveboard." An Officer Programs

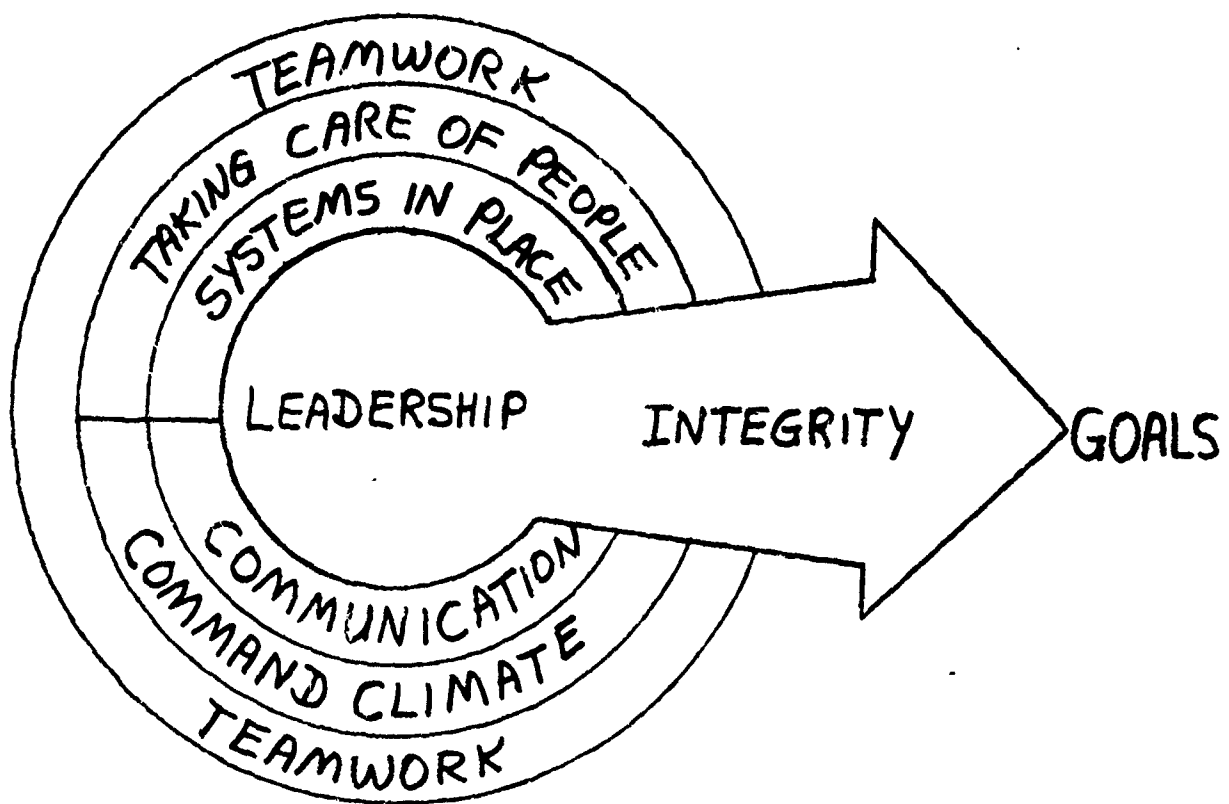


Figure 13.1 Making Goal With Integrity.

Officer said, "We don't believe in cutting corners because that affects credibility. There are so many areas for abuse, and we must protect the image of the whole district." One Master Chief said, "My advice to the bag toting recruiters is to always be honest and do it by the book. I learned a long time ago that honesty is the best policy." One Recruiter in Charge said he tells his recruiters, "Don't cheat; don't forge documents; don't break the rules; and make goal within guidelines." One officer recruiter said, "The integrity of our people is a concern that's tied in to the mission of this NRD." One petty officer said, "They constantly preach integrity here." As one CO summed it up, "You've gotta recruit with integrity and run the railroad the right way."

C. NOT IN MY NAVY

One recruiting admiral stated, "I see our mission as somewhat more than just making the numbers to support the 600 ship Navy. We shouldn't just be thinking about this month's quota, this year's new contract objective; we should be thinking about the longer viewpoint of what we are really trying to do for that 600 ship Navy. We're trying to provide stability, integrity and people with the right kind of technical, administrative and management skills for the Navy of the future. We have to make the numbers, of course, or the 600 ship Navy won't sail. But in the grander sense, what we're really after is good, solid people--people we will serve with when we go back to our next operational assignment."

The excellent district personnel know that they have a quality product to sell, and they want to maintain the overall quality of our Navy by putting in only quality individuals. As one officer recruiter stated, "I only put in those I want to serve with. The ultimate importance is not just the sheer

numbers. Points are always on my mind, but I only want quality people. You can never lose sight of the fact that those persons you're putting in the Navy today will be the future Navy. A recruiter can never bend under the pressure of goaling. Our CO doesn't want us to put no-loads into the Navy." One top recruiter said, "I always put in quality people. Quality beats out competition, because I don't want any scum-bags or peckerwoods in my Navy. Also, there's a better chance that quality sailors will stay in the Navy. The reason I only put in quality is because if you're at sea, you have to depend on people, so you don't want someone on the ship who isn't competent." One Officer Programs Officer stated, "We field reject someone who doesn't want to take on responsibility.³⁶ We know we will eventually go back to the fleet ourselves, and we don't want to work with poor quality personnel. The ROCK I put in today may be my division officer tomorrow. If a nurse or doctor is working on me or my family, I want them to be the best." One Supply Chief said, "You just can't compromise

³⁶In officer recruiting, the selection process is not done at the district level. The officer application is forwarded to CNRC for board recommendation. CNRC works with various Navy communities such as the Civil Engineering Corps or the Supply Corps to determine the final selection eligibility. If district recruiters realize that a potential applicant does not meet Navy standards, a board of two district officers can "field reject" the person at the district level. CNRC has hundreds of applications to review every month, so it is helpful for them if the district only sends in high quality officer applications. Field rejecting lower quality applicants saves time up and down the line.

your values and let riff-raff into the Navy. You can't stoop and let a guy in with an 'I'll take anyone I can get' attitude. The district has to keep the standards and ideals high even if we don't always stay number one. We believe in flag waving here."

D. HIGH QUALITY APPLICANTS

The excellent district personnel aren't caught in the middle of a quality versus quantity battle, for they believe in putting only quality into the Navy. The key is keeping the standards high and only putting people in the Navy you would want to work for or with. One recruiter said, "The secret is to find qualified people and not to find a marginal person and try to qualify that person." The excellent district leaders have dual goals of quality and quantity. They also push the Navy's high priority programs and don't just give these programs "lip service." In recent years the Navy has concentrated on minority recruiting (Blacks and Hispanics); recruiting for nuclear power personnel; and getting quality doctors into our Navy. The excellent districts do well in the high priority programs, because their leaders and personnel realize the importance of these areas and know they are helping the Navy meet its needs. One recruiter said, "Quality is the key, even if we do have to work a little harder to get a guy to go NUKE." Another honest, and blunt recruiter said, "Our goal is to put quality people in the Navy; not to win awards or shit."

E. MAKING GOAL IS THE BOTTOM LINE

Excellent district personnel are production oriented because recruiting is their mission. The leaders set goals to stretch people, not to burn them out. One Chief Recruiter said, "We try to meet all our objectives: quality, quan-

tity and on time, and we do it with integrity." One Recruiter in Charge said, "There are no undue pressures here, because we have honest, realistic and attainable goals. Our goals match the actual market because we don't believe in funny numbers. We cut away the frills and stick to production, because everyone knows the bottom line is putting people in the Navy. Everything else is secondary." One recruiter said, "We have a put 'em on the bus philosophy here." One Public Affairs Officer said, "We all see the goal at the end of the line. We never lose sight of the fact that we must make goal." An XO indicated, "We have a willingness to get the job done and done right. We have a goal to make so we make it. The bottom line is making goal, and that's how we run it on a day to day basis." The excellent district leaders know that you can't let production slip away from you; you have to constantly monitor your current position. The excellent district leaders really do "Expect what they Inspect". One CO of a district building towards excellence said, "There are no excellent failures; you either do or you don't. Missing goal should be considered a disaster worse than a ship running aground."

F. KNOW THE NATIONAL COMPETITION SYSTEM

The leaders of the excellent districts are experts in the national competition system. As one CO stated, "I have a continued awareness of the points and where the district is in the competition system. The system is designed to reward the hard to get recruits." The excellent district leaders feel the national competition system is a goal to shoot for and a yardstick of overall excellence. One LEADS Supervisor said, "It shows us where we want to go and then we exceed that." Not everyone in the excellent districts is

motivated by the national competition system, but enough people are to make it worthwhile. One CO said in the FAMILYGRAM, "Furthermore, when you look at the competition system, it is designed to enhance the 'hard to get' ones and not place so much emphasis on the 'easy to get' ones, therefore developing a priority in the way we do business. Being number '1' is obviously responding to the design of the competition system and more importantly, the overall needs of the entire Navy, which is the number one objective we have."

G. NO BELLY BANDS OR BANANA CURVES

The excellent districts don't have any "Belly Bands", "Banana Curves", or production peaks and valleys, because their leaders believe in level loading applicants and are excellent time managers. They don't have a roller coaster motion, because they keep a constant drive to achieve. The excellent district personnel keep looking ahead, because they know that what happened yesterday is just "water under the bridge." They keep up the district momentum with an even flow of applicants. One CO of a district building toward excellence stated, "Some people are shocked to find out that recruiting is not your typical shore duty. There are no standdowns from goal and the intensity level never changes. Recruiting requires a steady level of intensity from check-in to check-out."

The excellent district personnel believe that you should "never put off for tomorrow what you can do today." A slogan they believe in that was coined by a former recruiting admiral is "recruiting is a series of 36 one-month tours." This is because enlisted recruiters are constantly starting over every month to put in their quota of applicants for the month. Officer recruiters work on a year to year basis. Recruiting is a "Do it Now" environment that

requires "sustained superior performance." As one recruiter stated, "Prospecting isn't a One Night Stand."

In the excellent districts there is a sense of time urgency. One recruiter said, "We don't waste time and we never let a weekend pass." The excellent districts stay thirty days on an even keel, because they know that today's prospecting is tomorrow's processing. They are consistently ahead of the game and do not allow slacking. The recruiters do not procrastinate and never let up. The recruiters are persistent and never complacent. One Zone Sup said, "We all work from the 15th to the 15th." One Recruiter in Charge said, "We don't waste time waiting around, because we know that the longer an applicant is allowed to drag his feet, the greater the chance he will drop out." The excellent districts have a consistent level of productivity in a "Do it Now" environment.

H. THROW A LOTTA CHILI ON THE WALL

At the excellent districts they are constantly stirring the pot and keeping things moving. Their amount of activity is great and they believe that the more applicants you put into the hopper, the more applicants you will put into the Navy. As one former SAT Team Officer in Charge from Arkansas used to always tell new recruiters, "If you throw enough chili on the wall, some of it's bound to stick." The excellent districts work a large number of people and are constantly trying to make goal. The drive to get activity sparks in the air of the excellent districts. One XO said, "We try a lot of things, and if some fail, so what? In order to succeed you have to at least be willing to try." As one Zone Sup said, "There's no way to win the race if you don't show up at the starting line." The excellent districts are willing to try a lot of things to make

goal and maintain the excellence of the district.

Excellent district personnel are also great about followup, because they know that recruiting is a start to finish product. One recruiter said, "You gotta meet 'em, greet 'em, and followup."

I. NOSE TO THE GRINDSTONE

The excellent districts don't run a ROAD (Retired on Active Duty) Show. At the excellent districts the people have their nose to the grindstone and are working themselves half to death to make goal. They are getting the kits out, making the effort, and putting a lot of people in the Navy. At the excellent districts the recruiters are beating the bushes, going the extra mile and working their butts off to make and exceed goal. They know what needs to be done and they are out doing it. One Recruiter in Charge said, "We live it and dream it 24 hours a day." Another RINC said, "Nobody is too good to do something. We do what it takes. Doing the things that can't be done: that's bragging rights." The excellent districts stay excellent through a lot of blood, sweat and cheers. They know a recruiter's job is never done and that this is the toughest job in the Navy. The excellent district leaders believe in a lot of "elbow grease", and their people don't just work an eight to five job. The CO of a district building toward excellence believes that people shouldn't get paid for looking handsome, so he inspires his people to earn their paychecks. There are a lot of "Type A Workaholics" at the excellent districts who are doggedly determined to make 150% of goal. There's a lot of sacrificing of personal time and social life in the challenging job of recruiting. The excellent district leaders don't believe in slacking or the

"feet on the desk" approach to shore duty. And for those people who don't believe that recruiting is the toughest job in the Navy, the excellent district recruiters challenge you to "put your money where your mouth is and volunteer for recruiting duty." One recruiter said, "Yes, we have to work hard and be willing to put forth the effort. It's not easy. But achievement is out there for those who buckle down and do it."

J. SUCCESS BREEDS SUCCESS

Once a district gets established and starts being successful, they realize that "Success Breeds Success." One CO said, "You set a pattern for others to follow, then they start motivating each other." One RINC said, "To be successful, you must be around successful, exuberant people." One Master Chief said, "The district you're in really makes a difference. You just get all caught up in the success here. Top recruiters can be in a losing district, but they won't be as proud." One recruiter said, "If you watch successful recruiters, you will pick up things from them. You just get caught up; nobody wants to be a failure." Another recruiter said, "You gotta get established, and that's the hardest part. If you go to an area that's being worked, you got it made." An Officer Programs Officer indicated, "The competitive spirit perpetuates itself. The points start climbing and are reflected in the reports. The more you have the more you want. You take on the color of those around you." One Zone Sup described this as "feeling who you run with and take your time with." It's similar to the old adage "Birds of a Feather Flock Together." A LEADS Supervisor summed it up very well when she said, "I hum in the hallways; it's catching."

**K. QUALITY, QUANTITY, GOALS
AND GATES**

The excellent district personnel make goal with integrity, while making their quality, quantity, goals and gates. They space out their applicants in a level loaded, even flow. They monitor production with the right flow and mix

to meet all "One-Navy" goals. One Officer Programs Officer said that making all the command goals is just a "C"; being in the top 20 is a grade of "B"; and being in the top 10 is an "A". The name of the game at the excellent districts is intelligent planning to meet all their goals, gates, quantity and quality. It's a lot more than just luck.

XIV. OUTPUT

A. THE PROOF IS IN THE PUDDING

Of the two excellent districts we visited, one was the top district in the nation for Fiscal Year (FY) 1984 and FY 1985, and one was the "Most Improved District in the Nation" for FY 1984 and Number Two district in the nation for FY 1985. A command publication at one of the districts indicated, "Commander Navy Recruiting Command presented the Navy Meritorious Unit Commendation to this district at a ceremony The award, accepted by the NRD Commanding Officer, on behalf of the officers and personnel, was based on the achievement of being the number one Navy Recruiting District in the nation among the 41 districts in competition for Fiscal Year 1984." When asked why they are considered excellent, responses included, "We are the best;" "We're winners;" "It's a reflection of how we do business;" "Because of our rapid climb in production;" "Because of our statistics;" "Any district in the top ten is excellent;" "Because of our substantial improvement;" "The numbers have to lean that way;" "Overall we made all our goals;" "The numbers are at the top;" "Our standings are there now because we built up to excellence;" and "The proof is in the pudding."

The excellent districts felt that the outward numbers reflected in the national competition system were just a mirror image of the excellence happening internally within the districts. One district newsletter contained comments by the CO indicating, "... first place in the national competition That did not happen by accident; it reflects the hard work and super recruiting effort you have put forth. It is particularly gratifying to me to see us

on top at a time when we passed our SAT Inspection with the fewest number of discrepancies ever recorded a new record." The excellent districts have not always been excellent; in Fiscal Year (FY) 1982, one of these districts received a combined district rank of 15 and the other received a combined district rank of 19. There was no national competition system in FY 1983, and in FY 1984 it involved Area staff competition only. Therefore, both districts jumped from middle of the pack in FY 1982 to their respective first and second place rankings in FY 1985.

But the excellent districts are not only excellent because of the current competition standings. Many attributes contribute to the excellence of a district, as has been indicated in this document. The excellent districts do have a strong internal team. Remember teamwork was considered by both districts to be their number one key to success. But the districts as a whole are excellent team players to help Area make goal; they stand ready, willing and able to pull more than their share of the goal load when Area has a need. One district CO indicated in a command newsletter, "WELL DONE to all hands for the absolutely superb production during the month of June. You not only exceeded NRD goals, but your production made the difference for the Area in making their goal. I am very proud of you and the strong support, dedication and loyalty shown."

B. COMMAND REPUTATION

The excellent district leaders do not focus just on the present; they consider the future impact of today's actions. They especially guard the

excellent reputations of their districts, which they have built up over the years. They have earned their solid reputations not only for their standing in the competition system, but also because of their inner excellence and because of the way they do business. The excellent districts rally to a higher cause and calling. They are team players from the word "GO". They are pro-Navy, pro-CNRC, pro-Area, pro-NRD and pro-recruiting. If Commander Navy Recruiting Command (CNRC) or the Area Commander needs a special push in a particular program, the excellent district personnel jump on the bandwagon to push for the cause. They don't stop to complain that the push might negatively affect their national competition standings. The excellent district leaders have built distinctive cultures in which it is just not appropriate to "bellyache" and complain all the time. They are noted at the higher levels for their total professionalism and lack of complaints. The excellent districts don't ask the higher levels in the chain of command "Why should we?" They ask their own personnel, "How can we?" At the excellent districts you can see the flag waving and smell the fresh apples and brown sugar in Mom's apple pie. Teamwork up and down the chain of command is a "Measure of Excellence" at the excellent districts.

In a command newsletter one CO said, "As a result of your outstanding production and super SAT Inspection, CNRC and Area have decided not to give us a Post-SAT Inspection. This is the first time an NRD has not been Post-SAT inspected in many years, and is a strong indication of how well you are thought of by the rest of the nation and our bosses." The excellent district leaders really believe that a good, solid reputation is better than a "flash in the

night" interim glory in the competition standings. The excellent districts are not perfect, but they come closer than any other districts in the nation to doing everything right.

C. VOLUNTARILY HOMESTEAD AT THE GOOD OLD NRD

The excellent district leaders really take care of their people, so they have a core group of team members who have been around for years. But they never let up for a minute on the indoctrination and training of new personnel. The excellent districts have their share of turnover due to retirement, attrition and transfers, but they handle the transitions well. The excellent district leaders have a tight system for getting their new recruiters onboard and indoctrinated into the command culture. They plan their losses well in advance with an intelligent tracking system. But one of their keys to less turnover simply seems to be the way they treat their people. People at the excellent districts are treated as adults and human beings. The atmosphere in the excellent districts is energetic and sparked with laughter and high activity. One doesn't get the feeling of walking into the middle of a firing squad or "room of doom" at the excellent districts. And you don't see a lot of recruiters cowering in the corner waiting for a set of orders to Adak, Alaska or Diego Garcia. The excellent districts don't have a tense, sticky atmosphere with everyone praying that they won't be the next person fired. The excellent districts have less turnover because recruiters volunteer to stay and homestead there and because they grow their own Career Recruiter Force. The excellent districts are full of winners, because that's how the command treats them.

D. CAN'T BASK IN THE LIMELIGHT

The excellent district personnel feel that they will stay excellent unless they become complacent and start to bask in the limelight. They feel they are on a roll and that they must keep up their momentum. Some recruiters indicated that they couldn't afford to back off now, because the district would be replaced by some other hard chargers in the competition system. Others felt they would stay number one in the competition system until other districts catch on to their secret to success. One officer recruiter said, "I hope other NRDs will stay in there fighting. For the good of the Navy we need changing energies in recruiting."

In a command newsletter, one CO said, "We are doing super in the national competition, leading the nation and widening the gap. But there are still a couple of districts that can challenge us, so we can't let up. We are too good to let another district pass us by. You have earned the reputation of being the best; you are Keep charging!" In

another command newsletter, a CO indicated, "You can be very proud of what you have accomplished; I am, but we can't rest on our laurels. We need to press on and stay on top. Thank you for your support." One CO stated in a command publication, "We must remember that we are only half-way through the year and we can't afford to let up. This month, we need direct shippers, as well as the usual quality to stay on top. I have every confidence that you can hold the number one position for the rest of the year."

The excellent districts never let up; they just keep on producing and responding to the needs of the Navy. It goes back to what one Zone Sup said, "Why dress out if you're not going for the pennant?" The excellent districts have winning teams with winning attitudes. They do their jobs effectively and efficiently while pausing occasionally to have fun along the way. One slogan heard over and over during our travels was, "If you aren't having fun you aren't doing it right." The excellent districts are doing it right and know they can't afford to bask in the limelight.

XV. INPUT

A. RESOURCES: BEANS, BULLETS AND BLACK OIL

Recruiting may not be the fleet, but resources are just as important in running recruiting as they are in running ships. Recruiters have a large "fleet" of vehicles, attract applicants through advertising, and maintain office spaces all around the country. The image projected by recruiting districts, stations and personnel is important to make a statement that "We belong to the world's finest Navy." Navy recruiters represent the Navy to the nation, and must be backed up by the necessary resources to do their jobs and present a positive image of the Navy at the same time. Lack of resources causes recruiters to have to work longer hours, lessens their quality of life, and eventually causes the Navy to be presented in a less than favorable light. Recruiters without adequate resources will not be able to maintain the positive attitude necessary to attract applicants into the "All Volunteer Force." It all boils down to the saying, "You Get What You Pay For."

A recruiting admiral stated, "The economy . . . is still strong. People coming out of high school have other opportunities in addition to military service. The recruiters in the field are going to have to project Navy stronger than they ever have before. I'm happy to report we're going to have more resources available to do that. More recruiters, more vehicles, more recruiting stations, and more advertising money during the next two years than anybody here has seen. All of that is going to be a big help to the recruiters in the field fending off what I think is going to be a tough time."

The excellent recruiting districts are located in beautiful office buildings with plenty of parking. The buildings are not located in high crime areas. One district is located in a building with racquetball courts downstairs. Both district's personnel indicated that they have plenty of money and vehicles now, which has not always been the case in recruiting. One XO said, "I don't like to work in a dump. We moved here in February 1983 and had an input into the design of the building. It's great."

One Zone Sup indicated that when dealing with the Army Corps of Engineers over where to put joint service recruiting stations, the key is to always send Navy representatives to look out for Navy interests. This Zone Sup indicated that it's really important as to which service got the office closest to the front door. Most recruiting is not from walk-in traffic, as one prevailing myth indicates. But getting an office out front and visible gives the station just another little edge over the other services. Paying attention to little details like this is what makes these recruiting districts excellent. They are constantly taking care of the Navy and their own recruiters. They are concerned and involved with everything impacting on the district. As this Zone Sup indicated, "The Army Corps of Engineers doesn't care who's in the front office space; they just want to get all the services in the building. Our secret to success is to always show up at these meetings and politick to get the front office space. Once we get situated in the front office, we always leave the front door open so anyone walking by can see our beautiful spaces. We buy things for our recruiting stations out of our own pockets, because every little thing makes a difference. The image you project

personally and as a station is important."

B. 100% MANNING: NOT HURTING FOR PEOPLE

Detailing is controlled by Naval Military Personnel Command (NMPC), a command that works closely with CNRC to ensure the right numbers and mix of people at all the districts. Because of their solid standings and reputation for taking care of their people and giving everyone a fair share and a fair shake, more people volunteer for the excellent districts. Because of the manning situation, however, some people have to be detailed on a non-voluntary basis to the non-excellent districts. Many arrive at these districts with an attitude problem, and some non-excellent districts don't do much to inspire these people to higher levels. In a cause and effect relationship, these people often end up getting out of the Navy. These districts have a turnover problem that keeps perpetuating itself.

The excellent districts are fully manned and have enough recruiters and processors. They are getting and losing people at a consistent flow, so the turn-overs are outstanding. The person receiving Permanent Change of Station (PCS) orders have enough time to get the "relief" fully "up to speed" on the job before executing the PCS orders. Command leaders work closely with CNRC to give them a "heads-up" on any potential manning difficulties. One XO said, "We have adequate manning in both numbers and experience. They are slotting in people from other recruiting tours, and this helps a lot." Because of the high level of manning at the excellent districts, they can afford to have some of their enlisted personnel recruiting on the Officer Programs (OPO) Team. Normally districts have only one journalist, but one of the excellent NRDs also has a civilian in

addition to an enlisted journalist. One handles advertising and one handles Navy Awareness. One district has a Quality Control civilian on their enlisted processing team; she's been at the district for over twelve years. The district benefits from her wealth of corporate knowledge. Because the excellent district leaders grow their Career Recruiter Force (CRF) personnel, there is less turnover and more stability at the excellent districts. Fewer people get burned out at the excellent districts; hence fewer of them leave the Navy. Therefore, the excellent districts have a higher experience level in their recruiter force and do not experience many manning problems.

C. SOME SAILORS ARE NOT SALESMEN

The excellent district leaders make Superstars out of average people. But there are some high quality sailors who were just not cut out to be salesmen. It was frequently noted that the fleet Commanding Officers need a better screening process for sailors who desire recruiting duty. If you have someone in the fleet with problems (financial, family, alcohol, drug, speech, medical, attitude), it's wise to remember that recruiting is not a dumping ground. It has been said that "birds of a feather flock together." If you want to recruit a high quality Navy, you need high quality recruiters, because recruiters tend to attract persons who can identify with them on the same level. Fleet Commanding Officers need to be aware of this and of the fact that the recruiters will not always have access to military facilities. This can be a hardship for even the most financially solid recruiter, and will be a disaster for a recruiter who already has problems.

When a recruiter with problems reports aboard, the excellent district leaders try to help solve the problems,

but some problems are beyond the scope of the local district to correct. The excellent districts get their share of lower performing sailors, just like all the other districts in the nation. But the leaders seem to handle their problems better. The command has penalties for failing to produce, which sends out immediate signals to the district that quitting or slacking is not acceptable. The excellent district also gets its share of volunteers and non-volunteers. Some volunteers to recruiting (who just want a tour of duty in their hometown) have the mistaken opinion that recruiting is an easy shore duty assignment. Those with the naivete of "Private Benjamin" are shocked to find out that recruiting often involves longer hours and higher stress than many operational assignments.

The excellent district leaders do a tremendous job of taking care of their people. They just ask for a little consideration from the fleet about the people being sent to recruiting duty. Recruiting has a hard enough time without having to be a social service organization for all the problem sailors of the Navy. It can cost the Navy a lot of extra money, time, training and Permanent Change of Station (PCS) expenditures to try and train and eventually transfer (fault or no-fault) persons out of recruiting who should never have been sent in the first place. Not all sailors have the potential to become salesmen.

D. GOAL FOR THE MARKET

Most people at the excellent recruiting districts like the national competition system, because it gives them a yardstick by which to measure their local performance. The National Competition System rewards the high-achievement oriented personnel at the district. However, as most other district personnel will probably indicate, it is hard to keep track of the constant fluctuations in the recruiting market. There are constant changes in the economy, employment rate, etc. It was requested by the excellent district personnel that Commander, Navy Recruiting Command and the Area staffs develop a more realistic basis for allocating the goals, so that goaling could be adjusted to fluctuations in the market. Personnel at the excellent districts just want to be assured that the national competition system is always kept fair and that they are always goaled for the actual market. Organization effectiveness consultants utilize what is known as an "OMR Model". This means that organizations should first take a look at the desired outcomes (goals), then decide what method to use to achieve the outcomes, and finally ensure that the necessary resources are available to ensure the goals can be attained.

XVI. ENVIRONMENT

A. OUTSIDE THE ORGANIZATION: NAVY AWARENESS

The military forces in this nation operate with an "All Volunteer Force," which is why we need recruiters to find enough people to volunteer to come into the military. There are certain things recruiters do to put people into the Navy on a daily basis, and there are some things they do to create Navy awareness. Navy awareness activities are important for the long term health of the organization. It's like saving for the future and not drawing everything out of the bank at once. The excellent district recruiters do not forget about their Navy awareness responsibilities, because they want their districts to be successful over the long haul. There are a lot of things impacting on a district over which they have no control, such as the national economy, the unemployment rate, and the goals allocated to each individual district. As one district Commanding Officer indicated in the FAMILYGRAM, "During September through November, recruiting was a lot more difficult as evidenced by the fact we had to use the entire month to make goal. This was caused by a variety of reasons . . . all of which are not necessarily controlled here at headquarters." The one thing they can always control is the public awareness of the Navy--a positive awareness.

B. EXPOSE YOURSELF

The excellent district personnel are tuned in to environmental factors and try to create Navy awareness in their communities. The excellent districts are out there exposing themselves to the media and to the public through

community involvement. They get involved in all sorts of Navy awareness activities, such as Blue Angels Shows, community tournaments and parades, Chamber of Commerce events, and speeches to schools. They establish centers of influence (COIs) and spheres of influence (SOIs) at the local high schools, community colleges and universities. They let the public know that the Navy is full of "Real People".

The excellent district Public Affairs Journalist (PAO) is marketing public service announcements (PSAs) to the local radio stations. The PAO is marketing photo feature stories to the local newspapers. District personnel are actively involved with the local minority community. The secret is going the extra mile through close personal contact with people who count. The more Navy awareness created in local communities, the less the American public will have to pay for the "All Volunteer Force" in the long run. However, it's a constant tradeoff between the pressures of making goal today (in the short run) versus creating Navy awareness for the long run. The excellent district personnel seem to be better at Navy awareness activities because they are making goal and therefore have more time to get involved in community activities. Success does breed success at the excellent districts.

C. ARM IN ARM WITH MEPS

The excellent district personnel also have a close liaison with local Navy activities and with their Military Entrance Processing Stations (MEPS). The relationship with MEPS seems so effective because as the Commanding Officer of one local MEPS indicated, "We have a fantastic relationship with

the district because we see ourselves in a support role. We're here to support the recruiters. MEPS is a support organization. But not all MEPS Commanding Officers are comfortable in a support role." The local MEPS supports the recruiting districts just as the recruiting districts support their recruiters. The support people inside and outside the district are comfortable in their support roles. Recruiting involves long hours and a lot of hard work. One reason the excellent districts stay excellent is because of their outstanding support systems.

D. OUR MARVELOUS MARKET

The excellent district personnel feel they have excellent markets. However, they realize that some districts have "The grass is always greener" syndrome operating in their districts. If some districts are not making goal, there is a tendency to blame the problems externally on the market and not internally on the district. It's easy to blame the market for problems, but it takes guts for a district to face up to internal problems and get the problems corrected. The excellent district leaders face up to their problems and fix them without placing blame. They do not sweep their problems under the rug. They don't blame the market because they know that Commander, Navy Recruiting Command considers quality of the market when allocating goals to the Area Commanders. And they know that the Area Commanders also consider the quality of the market and the manning situation at the individual districts before the goals are handed out. The excellent district personnel know that the quality of the school systems in individual states affects the quality of the market, since all states do not have equal educational systems. The excellent district recruiters make do with the markets they have and don't complain a

lot. They don't look around at other districts and indicate that another district is doing better because they have a better market. The excellent district recruiters spend their time recruiting, prospecting, following-up and putting people in the Navy. They don't spend a lot of time complaining and dreaming of greener pastures.

E. OUTSTANDING SUPPORT FROM THE AREA STAFF

Another thing the excellent district personnel say helps them stay excellent is outstanding support from the Area staff. One person said, "Our Area backs us up. The loyalty goes from the NRD to Area and back again." One Enlisted Processing Division Supervisor indicated, "Area staff forces us to learn. We get outstanding Area support. The Area has the same dedication as the district. They make sure we know how to use all the tools in the toolbox." One recruiter said, "Everything reflects back up to Area. It's nice to have a Number One Area."

The constant theme at the excellent districts was fantastic training, guidance and support from the Area Commander. But the excellent districts have a "We Can and We Will" attitude to support Area and to respond to the needs of the Navy and Commander Navy Recruiting Command (CNRC). The excellent districts work well with the Area and with CNRC and have a strong allegiance up the line. Some command personnel at the excellent districts talked about the many superb Area Commanders they've had in the past. The Area, like the excellent districts, has a history of excellence, cooperation, intelligence and support. The excellent district leaders "Run the Railroad the Right Way", and the excellent Area backs them up with support and technical expertise.

F. RZ NAVY AND THE RETIRED NETWORK

The excellent district recruiters keep a good rapport with the local Navy bases, with the retired Navy personnel, and with the prior service (RZ) personnel. They feel they have good military markets and a network of referrals coming from the retired personnel and Navy acquaintances. The excellent districts may have good Navy representation, but recruiters don't take the military market for granted. They are constantly getting face time with their military market and keeping in touch. They have numerous applicant tours at the local bases and keep an outstanding liaison with local Navy activities.

G. PROPENSITY TO ENLIST?

The excellent districts are both located in the Southeast United States, and they have decent weather and nice seasons. They don't have a lot of snow storms and blizzards. The climate is usually warm, sunny and mild. One CO said, "We have 365 days of good weather here and we don't have to wallow around in the snow."

Also, the excellent district recruiters feel that the military is more respected in their neck of the woods. A lot of the recruiters who request duty at the excellent districts are from there and fit into the "Good Ole Boy" recruiting image. Because many recruiters grew up there originally, they have a lot of credibility and local connections. The recruiters are happy to be home again, which is a positive boost to their quality of life. The local community welcomes them with open arms, because they are local boys themselves and because of the patriotic attitude of the local people. There's a lot of flag waving and apple pie in the Southeast. One recruiter said, "Even the mothers are easier to talk to here." The excellent district recruiters

feel they have a warm, friendly marketplace. Another benefit to the excellent recruiting districts is that a lot of their recruiters volunteer to stay, extend or homestead at the district. This helps keep a high experience level at the excellent districts and a low turnover rate. This is one reason why they have such distinctive cultures they have built over the years.

The local economy also has an impact on recruiting at the excellent districts. The prospective employment being offered by the Navy recruiters is very marketable, since it's hard to find a job that pays well in this area. There is a high unemployment rate, which means more people are out pounding the pavement and beating the bushes looking for jobs.

But for anyone who wants to point a finger at the Southeast United States' recruiting market, the excellent districts would like to remind you that CNRC takes all this into consideration when allocating the goals. The market is carefully considered and those districts with a better and higher quality market receive higher goals. As nice as the environment is at the excellent districts, they do not have a "walk-in" market. They have to put in a lot of hard work and many long hours to obtain their goals, just as recruiters in other parts of the country. They do count their blessings that they don't have to shovel snow to get out of their driveways, but a "propensity to enlist" is just not a good argument as to why these districts are excellent.

One reason for their success is that from the Area staff on down, they "run it smarter versus harder." And they treat their people like human beings and adults. They fix their problems and are good at the basics. The excellent districts are excellent because of a combination of reasons, including leadership from the top down and superb teamwork. Tagging a label of "propensity to enlist" on these districts is an

incorrect analysis and is unjustified. Those who feel prone to do this are at the same districts who are blaming their failures on their market. The excellent district personnel work extremely hard and are tremendously dedicated and loyal to the Navy. One of their secrets

to success that other districts can emulate is that the excellent districts do not complain a lot. They fix the problems in their own district and do not throw stones at other districts. It all stems from a fierce loyalty to the Navy and the nation.

XVII. WE CAN GET BETTER!

One of the last questions we asked during our interviews provoked some very thoughtful responses: "If you had the opportunity, how would you design an excellent recruiting district?" Responses to this question were not excuses as to why a recruiting district was not excellent. After all, there are currently excellent districts in the existing system. Rather, the people we interviewed took the opportunity to tell us their ideas on how to make recruiting even better, so others would have the opportunity to hear their ideas.

For the Commanding Officers, Area Master Chiefs, OPOs, EPOs, Education Specialists, and the trainers, the ideas of the highest concern are:

- Stability
- Screening prior to recruiting duty
- Characteristics of the people

A. ROCKING THE BOAT

Stability may be an idealistic term when you're talking about the military. But these senior evaluators emphasize the strong need for stability amongst recruiting personnel--as one CO put it, a need to form a coalition. A sense of stability would reduce the effect of turnover. Recruiting needs to have consistent systems, including the rotation system. A Chief Staff Officer said, "There can be no manning crises--no empty recruiting stations and no officers leaving at the same time." One Commanding Officer pointed out the need for continuity with the EPO and the OPO departments since he had observed that "it takes 6 months to one

year to learn the job." One TEMAC Senior Chief who has been in the Navy 32 years repeated, "The tours are too short for the EPO and the OPO. Five years would be a better length of time." Perhaps this was an exaggeration, but you get the point! From the Naval Recruiting Orientation Unit we heard the following: "We need to keep experienced people in recruiting, because turnover results in a loss of corporate knowledge. Excellence in recruiting occurs when you grow your own."

B. WE NEED CRFERS

The establishment of the Career Recruiter Force is an attempt to ensure stability in recruiting. The CRF is an opportunity offered to enlisted people who have been successful in recruiting. They can become members of the Career Recruiter Force (CRFers), where they compete for advancement through the Freeman Plan, based on the numbers of people they recruit. A trainer questioned, "Is the CRF not working? Why do we have to keep reinventing the wheel?" A SAT team member suggests a Career Recruiter Force for officers. The OPOs favored the idea of the CRF at the Department head level if it is career enhancing, and offers the same opportunities for promotion. However, one EPO suggested not replacing the Officers with CRFers, because the Officers have the "Big Picture" of the Navy and are the managers. There were several more recommendations concerning the CRF:

- A combination of civilians and Officers on the CRF for officer recruiting;

- Put the CRFers on production and the non-CRFers in support;
- Conversely, one person from NORU suggested a CRF for support people, or otherwise letting support people extend their tours of duty.
- Finally, providing career opportunities to the Senior Officers who are successful in their recruiting tours.

Obviously, there were a lot of mixed emotions as to whether a Career Recruiter Force (CRF) is a good idea. This variety of thoughts suggests a need to look at the feasibility of extending the Career Recruiter Force to people in the Recruiting system other than enlisted personnel in production.

C. CHARACTERISTICS OF PEOPLE IN RECRUITING

The Senior Evaluators provided the following suggestions regarding the characteristics of the successful people they have observed in the Navy Recruiting Districts.

- Assign a CO and XO with recruiting experience and/or prior command experience.
- We heard opposing ideas as to whether the XO should be involved in production or support, or both. A trainer from NORU felt that the XOs in recruiting districts should not be involved in enlisted recruiting. On the other hand, a SAT team member thought that if the XO is a bit more involved in production, the NRD will come together as one command. Perhaps "it all depends."
- The Area Commanders saw the

hardest working Chief Recruiters as the ones who were "hungry" for advancement. In fact, we heard comments throughout the Area Staffs that the people who were successful in recruiting were hungry for promotion to the next level--to R1NC, Zone Supervisor, to the Department head level, to XO, to CO, or to Area Commander.

- On the production side of the house, an Education Specialist suggested combining the OPO and EPO jobs so that the assets can be shifted back and forth. An Area Master Chief had observed that the most successful OPO departments consisted of males and females with a variety of designators-- Surface Navy, Aviators, Nuclear, Medical, and Supply Officers. The Education Specialists reminded the recruiters not to cut the EDSPEC short when they need help with their recruiting. They also felt that the marketing analysts are a real asset to the Areas where they are assigned.

Some other general suggestions regarding the characteristics of the people:

- Let people gather their experience starting at a small NRD, then moving to a large NRD;
- Allow more TEMACS in Recruiting to provide stability. TEMACS are people recalled to Active Duty for their experience in specialized areas.
- People not assigned to production should spend one week with a recruiter to get some field experience.

- Have Nuclear Program Officers train incoming Nuclear Recruiters.

D. SCREENING FOR RECRUITING DUTY

The Senior evaluators directed the Fleet Commanding Officers to screen enlisted people before sending them from their duty station to recruiting duty. One Area trainer emphasized the need to make sure the Navy is educated as to what recruiting is all about. He said, "We have to change what people think of recruiting by giving them the facts. The COs should understand the recruiting system for which they are screening people." An Area Commander echoed the need to pass the word and not denigrate recruiting's difficulty or importance. Even within the departments of CNRC there is recognition that recruiters need to project a positive image, make sure the fleet understands the importance of the assignment, and that recruiting is a good place to be. The people in recruiting feel that the COs responsible for screening and selection of recruiters need to set a higher priority in the fleet for recruiting. From an Area OPO, "The COs need to select people-oriented persons, because it's hard to make a recruiter out of an introvert. The people they select have to be able to relate to others. We don't want the COs to select people who are going to fail in recruiting." A suggestion from one of the excellent districts was to bring back the recruiter briefing teams that used to go around to fleet locations and talk to sailors about recruiting duty. A Department Head suggested producing a movie to recruit recruiters. Recruiting needs a better image in the fleet, and fleet sailors need the straight scoop about recruiting. The people in charge of the recruiter training schools at NORU feel they also have a screening

responsibility and that if someone fails in the recruiting training, then it is their responsibility to get rid of that person. An Area Master Chief summed it up in the following way: "In order to improve the screening process the fleet needs to realize that recruiting is a hard job. Be honest with prospective recruiters--the job is not easy, it may be the longest shore duty they experience."

These recommendations pose the following questions:

- Are the Commanding Officers aware of the duties of Navy recruiting, and the competencies required?
- Is there a series of activities a CO can follow to screen people for Recruiting?

E. QUALITY OF LIFE

One Chief Staff Officer reminded everyone in recruiting to keep looking at Quality of Life for recruiters. An Area Commander felt that recruiters need the attention of the Naval Military Personnel Command (NMPC) to respond to their needs. For example, when people in recruiting are stationed away from a major Naval complex, this has a negative effect on their Quality of Life. Housing becomes a problem, because the people need more money to pay for housing. The majority of recruiters don't have the benefit of a commissary. Military exchange store, housing or a medical facility. A solution to the housing problem was recommended by a SAT team member: assign the more senior recruiters because they have more Naval experience to share, and they can afford to live in civilian communities. Then an Area Master Chief recommended assigning Junior people to the financial areas where they can live. An Area Commander recom-

mended moving a recruiter to his hometown or preferred location, where his or her family will be happy.

Even when people are moved within their own district they still have to relocate their families. One of the Area Master Chiefs requested that NMPC coordinate the orders, so that the recruiter doesn't have to report in for duty and leave his family behind, waiting for orders to move their belongings. Each recruiting district should assign sponsors to incoming people and ensure that the sponsor follows through. Help get the recruiters settled, even if it means giving them two weeks at the beginning before jumping into production. The message to improve the Quality of Life is: allow recruiters a reasonable adjustment period or else the recruiter will end up frustrated before he has a chance to be successful.

The senior evaluators see training as an enhancer to a person's Quality of Life. A Chief Staff officer recommended a comprehensive training program on the competition system. This same CSO recommended regularly scheduled General Military Training (GMT) as "a reminder" to people of their military duties. An EPO recommended a method of self-training--listening to positive, uplifting cassette tapes, including tapes on positive thinking. Finally, the focus on training should be to promote from within. Remember--praise and raise. Recruiting districts need to train to replace from within.

F. REWARDS FOR RECRUITING

Some of the senior evaluators had some unique incentives in their minds to interest people in recruiting duty. A member of NORU felt that there is a need to provide incentives to officers. For example, awarding officers with a set of desired orders upon leaving; offering promotions to successful officer

recruiters; a Chief Staff Officer emphasized the need to ensure that Junior Officers are not overtaxed and do not miss their Surface Warfare Officer school entry dates. A former Area and District CO summarized, "there are no career channels or tracks for recruiting. Recruiting should be one of the right ruts." A department head from CNRC recommended giving enlisted recruiters the rating school they desired. The Navy should take care of recruiters on selection boards. Perhaps more sailors would volunteer for recruiting duty if these incentives were available. Since recruiters tend to lose a lot of leave, let recruiters sell excess leave or take extra leave between duty stations. Many times the NRD is rewarded for being successful, but the reward does not spread to the field. The following message was sent by an Area OPO to the Department of the Navy: Recognize the amount of work a good recruiter has to do to be successful.

G. LESS PAPERWORK

One Area OPO felt that there is a need to eliminate some of the administration, that some of the failing districts are overburdened with paperwork. These districts are caught up with putting it on paper, rather than putting people in the Navy. An Area CO suggested that simplifying the paperwork would be giving the recruiters something of value. Tone down the forms! Less paperwork! is the outward cry. People in recruiting would like to see the policies and applications streamlined, and how about having reasons for some of the mandatory requirements?

The Area staffs recommended not assigning collateral duties to people in production, but balancing them out with 4.0 sailors in support positions. And train the people in computer support so there is no time wasted in making systems work. From an Area OPO:

have the systems supporting the people and not vice versa.

H. REASONABLENESS

The senior evaluators passed the following message to CNRC: when making higher level policy decisions, always cut in the Areas and/or the districts. We are the people most in touch with what's happening on the streets. Ensure that our viewpoints are considered in higher level decisions about recruiting. One Area OPO suggested, have our goals workable, not fantasies, locate us in the markets with potential (near cities and universities). To minimize windshield time, the best geographic range is a two state Area. Assign a 400 mile maximum radius for a recruiting district. The more successful districts are in a central location. Establish outlying stations at productive areas; for example, near the concentrated market around Navy bases. In the eyes of a member of NORU, the best location for officer recruiting is in student populations, on the campuses with a quality market. The EPOs are successful in cities with high unemployment. This same person suggested possibly splitting the NRD, to put the officer and enlisted recruiters in the markets appropriate to who they are recruiting. The Area staff members recommended locating recruiting districts with the Military Entrance Processing Stations (MEPS).

Within each of the districts there should be enough people assigned according to the needs of the market. An Area Master Chief did not see the need for set working hours--better to set daily goals and make the people accountable. This idea of flexible work times was echoed by a former Area and District CO. He said that people should work in recruiting Tuesday through Saturday--Monday is a slack day anyway, and the shopping centers are all

open on Saturday. We have to be available when the market is there. Finally, a thought the personnel at one of the excellent recruiting districts: everyone up and down the line in recruiting should think of the applicants first, last and always. Don't forget about the customers when making policy decisions.

I. ASSETS

One Area trainer felt strongly that the recruiting command needs to spend the money to present the Navy in the light we want to present it in--as an efficient, effective organization of which that interested person wants to be a part. A NORU trainer saw the following picture of a successful recruiting district: They are part of a city, have easy access, modern facilities, computerized, and their surroundings are well decorated and colorful. An Area OPO provided the following comparison: the entire Navy Recruiting Budget is less than the Army's budget for advertising only! Other suggestions:

- A computer system that facilitates travelling for the CO, Chief Recruiter, and the Trainers, who are on the road all the time;
- Better equipment to show movies, but not so computerized that it loses the personal touch;
- Need more vehicles with easier maintenance. One suggestion was buying 4-wheel vehicles for areas with bad weather.

Finally, a department head in CNRC made the following suggestion: "to break out of a downward cycle, the district must either work harder or the Area needs to relieve that district of some of their goal." Sometimes you have to help people be successful.

You have now heard the thoughts of the Senior Evaluators about what it takes to be an Excellent Recruiting District. You have seen the Excellent Recruiting Districts. You have heard the recommendations from the senior evaluators and the Excellent Recruiting Districts on how recruiting could get better. We could stop here, but we have

our own thoughts to contribute. As we travelled through the six Areas, to CNRC, SAT, and NORU, and then on to the Excellent Recruiting Districts, we made our own observations of what's happening in recruiting. We would like to take this opportunity to share our thoughts about Excellence in Navy Recruiting with you.

XVIII. CONCLUSIONS

A. IN SEARCH OF EXCELLENCE

When we were first debating whether or not we should do research on "Excellence in Navy Recruiting", many people both in and out of recruiting laughed at us and jokingly indicated that "there is no excellence in Recruiting". Our advisor warned us that we might discover that there are no excellent recruiting districts in the Navy. If this were our finding at the end of our travels and interviews, then we would just have to write up the conclusions stating that excellence is not to be found in the recruiting ranks. Because of all these comments, we felt like Alice in Wonderland chasing the "White Rabbit" as we decided to seek out and find the excellent recruiting districts and prove to the world that excellence does exist in recruiting.

But how does all this compare with the original conclusions of Peters and Waterman? In their book *In Search of Excellence: Lessons Learned from America's Best-Run Companies*, they describe the secret to excellence in successful American companies and list eight basic attributes and central themes of management based on a strong theoretical foundation. At the beginning of our research we looked at other "Excellence in the Military" reports³⁷

³⁷Professor Reuben T. Harris of the Naval Postgraduate School has been directing a number of studies on "Excellence in the Military". Students from all military services and the U.S. Coast Guard have been involved in this research effort (See "Appendix A" bibliography listings numbered: 17, 30, 36, 42, 57, 62, 72, 78).

completed at the Naval Postgraduate School. We discovered that none of the findings could be totally correlated with the eight attributes of Peters and Waterman. Our initial hypothesis was that since Navy Recruiting Command is a major sales organization, Navy Recruiting would have the highest correlation to the original eight attributes. And we were right. As it turns out, excellent Navy Recruiting districts look like excellent American business corporations. All eight attributes discovered by Peters and Waterman, plus a few extra attributes, apply to Navy Recruiting. The only striking difference is that instead of dealing with dollars as a primary production output, Navy Recruiting deals with people accessed into the Navy ("butts on the bus") [Ref. 2: pp. 13-16].

1. Seven Measures of Excellence (MOEs)

We will show you how Peters and Waterman's eight attributes apply to our seven MOEs ("Measures of Excellence").

- *Taking Care of People*: This MOE is in agreement with Peters and Waterman's "Productivity Through People" and staying "Close to the Customer". It also agrees with the element of their theory which states that people have a need for positive reinforcement--and all of us need to think of ourselves as winners. It is similar to their ideas about service obsession; respect for the individual; and hoopla, celebration, and verve.

- *Making Goal With Integrity:* This MOE is in line with several of Peters and Waterman's attributes, including "Hands-On-Value Driven", and "A Bias for Action". It also ties in to their concept that people have a need for meaning. This MOE is similar to their ideas about experimenting organizations (which is similar to our section about throwing chili on the wall); action orientation; quality obsession; and tolerating failure.
- *Systems in Place:* This MOE links to Peters and Waterman's attributes "Stick to the Knitting" and agrees with their thoughts on simplifying systems.
- *Command Climate:* This MOE is similar to Peters and Waterman's attribute "Autonomy and Entrepreneurship". It also ties in with their ideas about internal competition. In our Command Climate MOE we discuss the concept of "Pride and Professionalism". This relates to pride in one's personal appearance, pride in one's spaces, pride in the district, and pride in the Navy. The majority of the other "Excellence in the Military" studies also found the concept of "Looking Good" as an attribute characteristic of excellent military organizations.
- *Communication:* This MOE falls in line with Peters and Waterman's attributes "A Bias for Action" and "Productivity Through People". This is similar to their ideas on chunking; intense communication; informal communication; information availability and comparison; and smallness.
- *Teamwork:* Peters and Waterman do not list this as one of their eight attributes. However, the majority of the "Excellence in the Military" studies headed by Dr. Reuben T. Harris at the Naval Postgraduate School conclude that teamwork is a way of life in the military. We found this to be true at the excellent districts, whose leaders felt that teamwork was their most important attribute of success. Perhaps American business companies should take a look at the Teamwork MOE to discover why this difference exists between U.S. military organizations and excellent American corporations.
- *Leadership:* This is another of our seven MOEs not mentioned as an attribute by Peters and Waterman. However, this ties in with six of their eight attributes, including "Simple Form, Lean Staff", "Autonomy and Entrepreneurship", "A Bias for Action", "Productivity Through People", "Hands On, Value Driven", and "Simultaneous Loose-Tight Properties". Specifically, our Leadership attribute relates to Peters and Waterman's MBWA; championing systems; autonomy; intense, informal communication system as a tight control system; philosophy; and success stories. This MOE also relates to elements of the theory built by Peters and Waterman, including: (1) People have a need for a small amount of control; and (2) There is a tendency for actions and behaviors to shape beliefs and attitudes, and not vice versa.

2. *The Leadership Difference*

Even though Leadership is not one of the eight attributes found by Peters and Waterman, it is a core message of Peters and Austin's *A Passion For Excellence: The Leadership Difference*. They describe "... the day-to-day acts of leadership at every management level that add up to superior performance." Peters and Austin describe the leader as a "... cheerleader, enthusiast, nurturer of champions, hero finder, wanderer, dramatist, coach, facilitator, builder." They discuss leaders in terms of "... passion, care, intensity, consistency, attention, drama ..." [Ref. 6: p. 266] These same words could be used to describe the Commanding Officers and leaders of the excellent Navy Recruiting Districts.

3. *Similar to Successful Companies*

Peters and Waterman also discussed two important ideas from past and current management theory which they interlaced into their theory. These two ideas, which relate to what we saw at the excellent NRDs, are: (1) The idea that successful companies tend to have very distinctive cultures; and (2) The idea that successful companies tend to be built through purposeful evolution. The excellent districts also have distinctive cultures that were based on evolution, not revolution.

In summary, we conclude that excellent Navy Recruiting districts look like excellent business corporations. Excellent districts are doing the same things as excellent companies. [Ref. 2]

B. IT BOILS DOWN TO SOLID LEADERSHIP

We conclude that the real edge to excellence is leadership. Leadership really does make a difference. The seven

"Measures of Excellence" we saw in Navy Recruiting districts are:

- Leadership
- Systems in Place
- Taking Care of People
- Communication
- Teamwork
- Command Climate
- Making Goal with Integrity

But the foundation upon which "Excellence" rests is "Leadership", and that is why leadership is found in the center of our excellent Recruiting district model, the "Measures of Excellence".

Now you know why the excellent districts are excellent. These districts don't do one or a few things really well; rather, they do just about everything well. But remember we are talking about excellent, not perfect, districts. Anyone can find a fault or two if they look long enough. And perhaps maintaining perfection over time will be the true test of excellence. But a key point is this: many leaders talk about excellence and even understand it, but few leaders have actually achieved excellence at their districts. Paraphrasing a popular quote, you have to be able to "Put Your Performance Where Your Mouth Is".

Personnel at both excellent districts indicated that teamwork is their most important attribute of excellence, but is it really? Someone has to initiate that teamwork and keep the momentum going over time. If you get down to the real nuts and bolts of excellence, there in the middle of it all are the intelligent, caring, down-to-earth leaders who have common sense and the gut level knowledge of how to create a high-performing organization. Many people can talk a

good line about what excellence should look like, but when the rubber meets the road, only the few and real champions of excellence are able to make it happen.

C. RECRUITING ISN'T A HIT OR MISS PROPOSITION

The first key to excellence is recognizing what excellence looks like at the excellent districts. The second key is being able to create excellence in a non-excellent organization. We hope that this document has painted the picture of what excellence looks like at the excellent recruiting districts. It is up to the current and future leaders in recruiting to make excellence happen on a wider spectrum. If you take the problem-solving approach of the excellent districts, you will determine where your district is currently (the present state of the organization); where you want your district to be (the future state of the organization); and how to get there (an implementation plan) [Ref. 9: p. 16]. Recruiters call this "planning your work and working your plan". You will also focus on fixing problems versus placing blame, which involves not sweeping organizational or personal problems under the rug.

Recruiting isn't a hit or miss proposition. It takes calculation, intelligence, technical knowledge and planning to get from point A to point Z and make all the goals and gates and competition points during the fiscal year. Excellence doesn't involve luck; it involves leadership--from the Commanding Officer down to the Recruiter in Charge. It takes proper prior planning and treating people like human beings, not like cans of beans. It's working smarter versus harder and enhanced Quality of Life. It's keeping everything under control at the top, but at the same time pushing accountability down to the lowest levels. It's having a solid organizational foundation while

allowing creativity, innovation and flexibility to flourish. It involves accountability and integrity and having the systems in place. It takes leaders building a team of winners with pride and professionalism.

D. REWARD THE FIRE-FIGHTERS IN THE FIELD

1. *A CRF for Senior Officers*

A Career Recruiter Force (CRF) does not currently exist for Navy officers. Based on all our interviews and research, we do not feel a CRF should exist for junior officers. We do, however, see a need for a CRF or Specialty Track for the senior officers in Recruiting. This officer CRF could be composed of General Unrestricted Line Officers (GURLs) and Warfare Specialists who choose to go up the recruiting pipeline versus remaining competitive in their own fields. We envision a core group of excellent Recruiting Commanders competing for Captain, and the eventual selection of an Admiral from the Senior Officer CRF. We feel that having a CRF for senior officers would be cost effective, would provide continuity, and would help the Navy establish a more efficient and excellent Recruiting force.

2. *The Turnaround Leaders*

Currently, there are a group of Commanders and Captains in the Navy who have served one or more successful tours of duty as Commanding Officers of Navy Recruiting Districts. These are the COs called on to turn around a district that is not making goal. Peters and Austin's book highlights the methods of those "... who have recently turned their organizations around." They point out, "Substantial turnarounds are few and far between.

Not surprisingly, each involves a strong leader" [Ref. 6: p. 272] These COs have the technical knowledge and leadership ability to create an excellent district from an average or below average district. Not everyone is successful as a Recruiting District Commanding Officer. And not everyone who has served a tour as an NRD CO wants to return to recruiting. The Navy should reward the real fire-fighters of Recruiting; those who have the ability to: "put out fires"; create high-performing organizations; stoke the fires of excellence through their exemplary leadership; and who care enough to "stick around for the turnaround".

3. *A Pipeline for Upward Mobility*

As this report has indicated, Navy Recruiting requires that the leaders have more than just leadership capability; these leaders must also be technical experts in the Recruiting system. We have also shown that stability and low turnover are indicators of excellence. CNRC needs the stability and technical knowledge that would be provided by a CRF for senior officers, and these officers need an upward mobility track to the top. We need to run Recruiting smarter, not harder. This means establishing an officer CRF and giving them a competitive pipeline for upward mobility. Running it smarter involves having a flag officer who has earned respect in Recruiting, and who has the credibility of being able to say, "I've been there; I know what it's like out in the field."

E. IMPLICATIONS FOR THE FUTURE

1. *Quality Recruiters for a Quality Navy*

Without exception, all of our

interviewees expressed a strong desire for support of their efforts by the rest of the Navy. In short, they want recruiting duty to enjoy a favorable reputation in order to attract top performing volunteers to their ranks. Recruiters also expressed their desire that fleet commanding officers screen their personnel more carefully to ensure a continuing influx of top quality people into the Navy Recruiting Command. The emphasis on quality recruiters is based on the concept that "quality begets quality". This means that if an overall high-quality Navy is desired, we need to have quality recruiters. In short, people want to work for people they can respect and emulate.

If we are to have the highest quality Navy possible, we must send high quality Navy personnel into recruiting. And because of "Quality of Life" and retention issues, it would be better to have these quality people volunteer for recruiting duty, instead of sending them off "kicking and screaming". However, to enable Recruiting Command to attract adequate numbers of quality officers and enlisted personnel we need to change the overall recruiting "image". Simply put, all recruiting districts do not measure-up to the seven "Measures of Excellence". So the question is, if an Area staff has a district that is average or below average, what must be done to give that district a chance to build to a level of excellence? Is the only answer to hold their "feet to the fire" in the numbers game?

2. *Godfathers: Paving the Way*

According to our research, making goal is only one of the "Measures of Excellence". Can a district which is not making goal have the capability of achieving all the other "Measures", even under constant pressure to make the numbers? Are these districts so caught up in a level of stress

and pressure that it is impossible to turn around under the prevailing circumstances? Do district personnel in such "no-win" situations get so caught up in "covering their six" that basic survival needs begin to override higher level values and even basic integrity? Can these districts ever achieve "Quality of Life" goals while crisis management and scapegoating are a way of life? Do Area Commanders communicate to new Commanding Officers what's really important beyond the numbers? Do these COs understand that making goal is just one measure of effectiveness, and that they must make goal with integrity while taking care of their people at the same time? If a new CO reports in to a below average district, is he given clear guidance on the "bottom line" and on where to focus his energy? Do these districts require an Area "Godfather" [Ref. 2: p. 208], to hold off the numbers while the district takes the time to re-group, heal its wounds and build toward excellence?

3. *Issues of Paramount Importance*

Since the senior members of recruiting clearly indicated that excellence is more than just making goal, do the Area Commanders or the SAT Team inspect for all seven "Measures of Excellence" discussed in this report? What is the answer for pulling a district, an Area or the entire Recruiting Command out of a dysfunctional cycle? The recruiting organization is only as good as the sum of its parts, which includes all 41 districts, a few which are excellent and most which are not. How can Recruiting Command improve its overall image and attract quality recruiters so that we can build a quality Navy?

These are not easy questions to answer, but are nonetheless necessary to confront if the overall health and reputation of Navy Recruiting is to be

improved. Because our research focused on "Excellence in Navy Recruiting Districts," we can only pose these questions. It is up to the current and future leaders of the Navy to think about these questions and provide answers that will ensure high quality Navy people to man the 600 ship fleet. Since economic stability cannot be ensured, and considering the declining male population of the United States, these are issues of paramount importance to be considered to guarantee a strong national defense posture.

F. **SUCCESS STORIES AND A BIT OF DRAMA**

1. *Swapping Stories in the Passageways*

One positive idea we want to pass on to the Navy Recruiting Command is the tremendous importance of generating a constant flow of success stories and dramatic events. Rather than accentuating the negative, the motive behind this recommendation is to accentuate the positive and find more opportunities to allow people to think of themselves as winners. In their book *A Passion for Excellence: The Leadership Difference* [Ref. 6], Tom Peters and Nancy Austin indicate, "We are emotional creatures. We feel pride, we feel slights. Our life is a drama to each of us. The winners are institutions and leaders that own up to that reality and live with us as humans--not automations" [Ref. 6: p. 277]. One example of a dramatic event that had great impact is the Recruiting district several years ago that made its' enlisted goal on the first day of the month. Being able to accomplish this feat took great coordination and an inspirational leader willing to be innovative in allowing his people the chance to get out of a rut and establish themselves, in a flash of glory, as winners. This dramatic event is

one of the success stories still swapped in the passageways of Recruiting districts nationwide.

2. *People Need Heroes and Role Models*

In discussing success stories, Peters and Austin state, "It turns out that human beings reason largely by means of stories, not by mounds of data. Stories are memorable, stories about real people doing real things" [Ref. 6: p. 278] People need to have heroes and role models. Consider the legendary, former recruiting admiral who is still remembered and admiringly discussed by Navy recruiters. This people-oriented admiral coined a lot of slogans still used by recruiters, including "Use All the Tools in the Toolbox." And a story still passed around about "Hoss" is the time he was in uniform in an airport and a little old lady mistook him for a "Skycap". She handed him her baggage and he carried the bags up to the counter for her. She tried to give him two dollars for his efforts, but he said, "No, thank you, Ma'am, this was compliments of the United States Navy." District Commanding Officers can communicate messages and philosophy via success stories, and Recruiting Command as a whole can benefit by collecting and passing around as many success stories as possible. The focus would be on those who went to heroic efforts to do things right, versus those who did things wrong and got burned.

3. *Creating Recruiting Legends*

We recommend that CNRC collect success stories about individuals and districts and publish these stories on a yearly basis. An opportune time to distribute each year's book of success stories would be at the yearly National Recruiting Conference, so that each Commanding Officer can return to the district with the volume in hand to disperse to the troops. The enthusiasm

generated by these success stories will probably inspire district personnel towards more creative recruiting efforts, efforts to make goal so they can submit stories for inclusion in each year's volume. Another point is to remember the support personnel when generating success stories, for they, too, have a lot of winners in their ranks.

G. TEAMWORK: JAPAN, CLANS AND THE NAVY

1. *U.S. Military Resembles Japanese Firms*

One of the interesting results that came out of our research is that "Teamwork" is a theme common to United States military organizations, but was not one of the eight attributes discovered by Peters and Waterman when they looked at successful American business companies [Ref. 2]. It was interesting to note that personnel at both of the excellent Recruiting districts felt that their number one key to success was teamwork. In considering the weaknesses of American management and our declining international competitiveness, we wondered if this "Teamwork" variable had implications beyond the scope of our report.

So we decided to find out if the "Teamwork" link is a commonality between United States military organizations and Japanese management. Sure enough, we hit the nail on the head with this approach. William G. Ouchi in the national bestseller *Theory Z: How American Business Can Meet the Japanese Challenge* [Ref. 10]. indicated that, "... the United States military has a flavor quite different from IBM or Eastman Kodak. Yet all display features that strongly resemble Japanese firms." [Ref. 10: p. 60] Ouchi refers to organizations which have developed in the U.S., but are very similar to Japanese companies, as Type Z organizations. He indicates that the Type Z

company "is characterized by many cohesive and semi-autonomous work groups," and that "the formation of groups may well be the result rather than the cause of organizational health." [Ref. 10: pp. 175-176] We feel that command leadership is the primary cause of an excellent Recruiting District, and that teamwork is the resulting spin-off of excellence. We also feel that the synergistic teamwork that develops focuses the energy of the district to create continuity and self-sustaining excellence. This is the theoretical notion behind the concept "Success Breeds Success". Once a district gets on a "roll", they are hard to beat. As one recruiter said in an interview, "There's no way I'll let the number two guy beat me."

Ouchi also discusses the ritualized activities characteristic of Type Z organizations, which we feel are very similar to many ritualized activities in the military, such as saluting. Ouchi feels that, "Participation in a ritualized . . . ceremony frees individuals from the potential awkwardness of individual behaviors" and that instead of "... restricting individuality, the ritual permitted complete expression of the deepest emotions." [Ref. 10: p. 175] He also discusses the organizational culture in relation to "... a set of symbols, ceremonies, and myths that communicate the underlying values and beliefs of that organization to its employees." [Ref. 10: p. 35] Recruiters have many awards and symbols, including the Gold and Silver Wreaths and ringing the bell when they make goal.

2. *Interdependency: Moored by Many Lines*

In the national bestseller *The Art of Japanese Management: Applications for American Executives*, Richard Pascale and Anthony Athos state that "American executives traditionally have been taught to become

independent of others, separate, self-sufficient." On the other hand, "Japanese executives traditionally have been taught to become interdependent with others, integral parts of a larger human unit, exchanging dependencies with others." [Ref. 7: p. 187] We feel that this is where our concept of "Teamwork" fits into the picture. The U.S. military is a distinctive and traditional culture in which being on the team is the name of the game. Pascale and Athos indicate that "We Westerners think we rely principally on one anchor--our self-concept. The Japanese see themselves less as 'anchored' than 'moored' by many lines that are tied to friends, organizational colleagues, and family." [Ref. 7: p. 193] The same is true of the U.S. military, in which people are "moored" into the organization and the culture. Military personnel are frequently transferred all over the United States and all over the world to maintain operational readiness for our defense forces. But we all have a common bond and well established, agreed upon norms of behavior which link us together. Ouchi discusses "... the kinds of expressions of solidarity, of cohesiveness, that emerge from a group of employees who enjoy working together and who enjoy sharing their feelings of belonging." [Ref. 10: p. 109]

3. *Unity, Cohesiveness & Group Harmony*

Concerning the idea of group effectiveness, Pascale and Athos indicate that "Success means success within the group. Not surprisingly, the Japanese have evolved a value system to reinforce individual behavior that is consonant with harmonious group functioning." [Ref. 7: p. 205] We found the same to be true at the excellent Navy Recruiting districts, whose people displayed an "All For One, and One For All" attitude. Pascale and Athos discuss

the Japanese concept of "Wa," which technically means "group harmony". However, they indicate that "... its full meaning encompasses a range of English words--unity, cohesiveness, team spirit." They also point out that "Westerners tend to experience wa as members of an athletic team or as close-knit social groups." They state that "We have all known such situations when everyone is in tune with the group spirit and effort is made to ensure that the aura of good feelings is maintained. This is Wa". [Ref. 7: p. 198] We conclude that the excellent Navy Recruiting Districts typify the team concept of "Wa," and this is the leading edge that would be worth further study by American industry.

4. *Synergy: A Powerful Team Concept*

Teamwork is a powerful force that creates synergy, in which the product of a combined group effort is greater than the sum of the contributions of the individual team members. We saw synergy in action at the excellent Navy Recruiting districts, which was a direct result of their powerful team concept. According to Takeo Doi in the book *The Anatomy of Dependence*, "... by becoming one with the group the Japanese are able to display a strength beyond the scope of the individual." [Ref. 11: p. 174] The same is true of the synergistic efforts of people at the excellent districts. In relating teamwork to clans, Ouchi states, "... the socialization of all to a common goal is so complete and the capacity of the system to measure the subtleties of contributions over the long run is so exact that individuals will naturally seek to do that which is in the common good." [Ref. 10: p. 71] Each of the excellent Recruiting districts had very unique processes of indoctrination and socialization of new personnel into their ranks. And each district was linked into the higher level purpose of

providing high quality sailors to man the 600 ship fleet so that our nation would have a strong national defense posture.

5. *We are Your Team, America*

The United States military is similar to a clan, and has a distinctive culture similar to Japanese companies. Teamwork is a way of life in clans, in Japan, and in the U.S. military. Pascale and Athos indicate that Japanese industrialists "... pursue self-interest in the name of the collective interest." [Ref. 7: p. 200] The excellent Recruiting districts realize the value of linking an individual's personal goals with the higher level goals of the organization, and then put everyone on the team to achieve the higher level goals. Being in the military is like being on a team like the Dallas Cowboys, the Washington Redskins, or the LA Raiders; we are all on the military team in support of the defense of the nation. American citizens are the cheerleaders and fans who back us up with tax dollars and support. We are your team, America. We're here to defend you, but we couldn't do it without your support.

H. AS WE GO, SO GOES THE NATION

1. *Higher Level Values Reflect Outward*

If only one district is made better off as a result of our report, then our efforts will have been worthwhile. This report will probably generate a lot of discussion and cause many people to start thinking about how to build an excellent Recruiting District. Excellence must start within individuals and within organizations. The key is to get a flow of excellence outward and upward and to have a greater impact than just having an excellent district or an excellent Navy. The goal is to have excellent

people in excellent districts within excellent Areas in an excellent CNRC in an excellent Navy in an excellent nation. Remember the slogan "As we go, so goes the Navy." Everything we do as individuals and as organizations reflects outward and has some impact on other persons, other organizations, even other nations. Our higher level values are reflected in our behavior and actions.

2. *The Best U.S. Defense Force*

We must remember that the bottom line is not just putting people in the Navy. The real bottom line is

ensuring we have the best defense force available for our country, so that all citizens of our great nation can enjoy the freedoms guaranteed in the Constitution of the United States. We must set the example for others to follow, whether we are an individual or an organization. Why? Because years later as we sit in our rocking chairs with graying hair, we will have the satisfaction of knowing that we followed the path of excellence and contributed to the ultimate good of mankind. *By the way, what have you done for your nation today?*

APPENDIX A

BOOKS RELEVANT TO HIGH PERFORMING SYSTEMS

This bibliography is a relevant but not exhaustive review of the literature available concerning high-performing organizations and leader effectiveness. We include this as a reading list which may be of interest to those desiring to expand their horizons in the field of organization effectiveness and excellence.

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APPENDIX B

RECRUITING AREAS AND DISTRICTS

NAVY RECRUITING AREA ONE: Scotia, New York

Navy Recruiting Districts:

Albany, Boston, Buffalo, New York,
Philadelphia, Harrisburg, New Jersey

NAVY RECRUITING AREA THREE: Macon, Georgia

Navy Recruiting Districts:

Atlanta, Columbia, Miami, Nashville, Raleigh,
Jacksonville, Memphis, Montgomery

NAVY RECRUITING AREA FOUR: Columbus, Ohio

Navy Recruiting Districts:

Cleveland, Columbus, Indianapolis, Richmond,
Louisville, Michagan, Pittsburgh, Washington, D.C.

NAVY RECRUITING AREA FIVE: Chicago, Illinois

Navy Recruiting Districts:

Chicago, Kansas City, Milwaukee,
Minneapolis, Omaha, St. Louis

NAVY RECRUITING AREA SEVEN: Dallas, Texas

Navy Recruiting Districts:

Albuquerque, Dallas, Denver, Houston,
New Orleans, San Antonio, Little Rock

NAVY RECRUITING AREA EIGHT: San Francisco, California

Navy Recruiting Districts:

Los Angeles, Portland, San Diego,
San Francisco, Seattle

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