MANUAL for RECRUITERS

U.S. Coast Guard

CG–148

UNITED STATES COAST GUARD

ADDRESS REPLY TO:
COMMANDANT
U.S. COAST GUARD
HEADQUARTERS
WASHINGTON 25, D.C.

PTP

11 June 1962

MANUAL FOR RECRUITERS

CG-148

1. PURPOSE. To promulgate the Manual for Recruiters.

2. SCOPE. This manual is issued to provide useful information and serve as a guide to all recruiting personnel in the accomplishment of the recruiting mission. The policies and procedures outlined in this manual are supplemental to those contained in the Personnel Manual, CG-207, and Coast Guard Regulations, CG-300. It is acknowledged that certain variations in procedure from that prescribed in this manual may be necessary due to circumstances and conditions peculiar to a particular area. Whenever it appears essential to deviate from stated procedures of the manual to satisfy a local condition, sound discretion must be exercised in differentiating between necessity and convenience. Significant or major variations should not be placed in effect without prior approval of the District Commander or Commandant as appropriate.

3. REFERENCE TO THE MANUAL. References to material contained in the Manual for Recruiters will be made to the specific chapter and paragraph number. For example, "1-1" refers to Chapter 1, Paragraph 1.

4. AMENDMENTS. Changes to this manual will be made by consecutively numbered amendments which will include reprinted pages when necessary.

5. EFFECTIVE DATE. The Manual for Recruiters, CG-148, is effective upon receipt.

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Admiral, U. S. Coast Guard
Commandant

Dist. (SDL No. 74)
A: None
B: c(10) C14 & C17(2); d(1); h(2); l(1); o(1)
C: t(5)
D: None

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Chapter One

RECRUITING DUTY AND THE RECRUITER

1–1 GENERAL.

Billets for recruiting duty are primarily allocated among certain ratings for which a minimum of shore assignments exist. This is done in the interest of increased sea/shore rotation for men in these specialties. Since this is true, it is readily apparent that most men assigned to recruiting stations will be entering upon duties entirely foreign to them. They will not be in a position to rely on their background of professional skill and technical experience in performing this duty. They will bring with them only their military qualifications and attitudes, plus a certain ability to deal with people. While the latter are most essential elements to perform the recruiting task, many aspects of personnel procurement and administration must be learned the hard way; that is to say "on the job"!

It is not always feasible for new recruiters to have the benefit of an indoctrination period or to serve under the guidance of more experienced personnel; particularly those assigned as Officers in Charge. It is for this reason primarily that this manual has been published. The situation confronting a new recruiter is fully recognized. The guidelines established herein are designed to assist in indoctrinating the new recruiter and to obtain uniformity throughout the service in carrying out the recruitment program.

Tech-knowledge of little help here

Study the manual!

Men should not be assigned to recruiting duty without a *thorough* review of their qualifica-

tions. These are outlined in Chapter 4 of the Personnel Manual. It is well known that many very competent, highly skilled petty officers do not necessarily make good instructors. It is also true that all of these persons would not make good recruiters.

The importance of the recruiting task should never be regarded lightly. It is here that personnel are obtained to man the operational units of the Coast Guard. While we are generally recruiting men at the lowest pay grade, each must be looked upon not only as a potential shipmate, but as a potential career petty officer.

There exists in the service a general impression that recruiting duty is a soft assignment. Experienced and successful recruiters well know

This won't work

that this is a gross misconception. Recruiting duty requires above average initiative, imagination, and willingness to work continuously at the job. The demands on the time of a successful recruiter are seemingly endless.

We must consider the Coast Guard recruiter as the liaison agent between the service and the general public. It becomes his responsibility to see that the better type of young men enlist. In order to accomplish this, he must clearly show the opportunities available through en-

This will

listment in the U.S. Coast Guard, not only to the prospective recruits, but to their families, friends, and leading persons in the community.

In a given community, it is not unusual for the recruiter to be the sole representative of the Coast Guard having contact with the public. With this distinction, he must be ever mindful

Create favorable impression

that he is being constantly observed by those around him. He must exemplify the best qualities of a typical American, show a good military bearing, and take pride in his personal appearance. He must conduct himself at all times in

Above reproach?

a manner above reproach, and one that will create a favorable impression on the people in the community or area in which he lives and works. He must be a good conversationalist with a sound basic knowledge of all aspects of Coast Guard organization and operations. He must adapt himself to his surroundings quickly and attain an understanding of the characteristics of the locale in which he is operating, taking particular notice of local history and interests.

The successful recruiter will become active in the civic affairs of his community to the extent possible. He will soon learn that personal diplomacy with leading persons in centers of influence can be very helpful to his mission. This means considerable personal contact with school authorities, religious and civic organizations, publicity media, youth movements, etc. It does not mean that a recruiter should be pushing enlistments in the Coast Guard at each and every turn. The soft sell or "indirect" approach will reap more benefits than any high pressure salesmanship. A recruiter who is

Be active in the community

active and continually in the view of the general public, creating a favorable impression of the Coast Guard, stimulates the interest of many young men facing military service or contemplating a service career.

Despite obstacles and difficulties a recruiter will encounter, he should never yield or compromise the principles of selective recruiting. "Quality" rather than "Quantity" is the watchword.

Quantity vs. quality

The policies and procedures outlined in this manual are designed for succesful recruiting of men who meet our standards—that is, those of "quality". When "quantity" becomes a problem on a service-wide basis, it is then the task of Headquarters to make adjustments in the standards or provide necessary measures to overcome major obstacles.

For the individual station and recruiter, it is only natural that one is concerned with "making quota." After all, this is the purpose of the station; however, evaluation of recruiter performance in a given area should not be restricted to the cold facts of quota accomplishment. This would be true in evaluating the *location* of a station, *but not* recruiter *performance*. The individual recruiter and station performance can best be evaluated by the amount of business it is doing. If a station is processing a number of applicants comparable to that of other stations, and enlistment accomplishment is comparatively low, this should not be immediately considered a reflection on the performance of recruiting personnel. Unless evidence to the contrary is available, analysis of the recruiting area itself would be in order. Perhaps the intent of this paragraph is to offset the "recruiting under pressure" situation.

High pressure

Recruiting under pressure

There will be times and areas where the best qualified and most successful recruiters will have difficulty in making quota and, conversely, times and places where poor recruiters will have little or no difficulty.

Chapter Two

DEFINITIONS

2–1 RECRUITING TERMS.

The following terms are defined for the purpose of uniformity and record keeping in the recruiting program. For the inexperienced recruiter, a thorough knowledge of these terms is required to completely understand the contents of this publication.

Original enlistment—Regular Coast Guard. The enlistment of any person who has not previously served in the *regular* Coast Guard.

Original enlistment—Coast Guard Reserve. The enlistment of any person who has not previously served in the *Coast Guard Reserve.*

Reenlistment—Regular Coast Guard. The enlistment of any person who has previously served in the *regular* Coast Guard.

Reenlistment—Coast Guard Reserve. The enlistment of any person who has previously served in the *Coast Guard Reserve.*

Continuous Service. A member is in a continuous service status when he reenlists within three months from date of last separation.

Pre-enlistment papers. A file consisting of all forms and/or documents required to determine eligibility and acceptability for enlistment which are prepared or submitted prior to the execution of the enlistment contract.

Enlistment Quota. The number of men who must be recruited in a given period to meet service needs.

Special Quota. Any quota authorized a district commander upon specific request to accommodate a particular case or set of circumstances.

Armed Forces Qualification Test. Commonly referred to as the "AFQT," it is the examination used to determine whether or not an applicant meets the mental standards for enlistment in the regular Coast Guard.

Applicant Qualification Test. Commonly referred to as the "AQT," it is the examination used to determine whether or not an applicant meets the mental standards for enlistment in the Coast Guard Reserve. Also used as a prescreening device for applicants for service in the regular Coast Guard at locations where the AFQT is not available or authorized.

Armed Forces Women's Selection Test. Commonly referred to as the "AFWST," it is the examination used to determine if a female applicant meets the mental standards for enlistment in the SPAR program (U.S. Coast Guard Women's Reserve).

Officer Qualification Test. Commonly referred to as the "OQT," it is the examination used to determine if an applicant meets the qualifications for all officer procurement programs with the exception of the Cadet Procurement Program.

Women Officer Qualification Test. The examination administered to female applicants for direct commission in the Coast Guard Reserve.

Recruit. A recruit is a person who has been duly enlisted and transferred, or is awaiting transfer, to a Coast Guard Receiving Center for recruit training.

Recruiting Notice. Short term directive series restricted to publication of pertinent information on the recruiting programs. Issued to all recruiting stations and district offices.

Suspect. An individual who may be a prospect for enlistment or reenlistment in the U.S. Coast Guard or Coast Guard Reserve. While "suspects" have not indicated a positive interest in the Coast Guard service, neither have they shown definitely that they will not enlist or are not eligible for enlistment or reenlistment. Normally, a "suspect" is nothing more than a name and address of an individual who might be interested in and is possibly eligible for enlistment or reenlistment.

Prospect. An individual who presumably possesses the necessary qualifications for enlistment and who indicates an interest in enlisting in the Coast Guard service.

Rejected Prospect. An individual who does not fulfill all qualifications for enlistment, and who has been so informed. This term is different from a "rejected applicant" in that a rejected prospect includes all individuals turned down without respect to processing.

Applicant. An applicant is any person who actually applies in person at a Coast Guard Recruiting facility and executes any pre-enlistment papers or otherwise commences processing for enlistment.

Rejected Applicant. An individual who has been found not to fulfill all qualifications for enlistment after he has commenced processing and assumed the status of an applicant.

Preferred Applicant. One who has been thoroughly and satisfactorily investigated in accordance with the recruiting procedure, who has been found to be qualified for enlistment (with exception of completed physical examination), and whose name has been placed on the waiting list.

Designated Applicant. One who has been designated for enlistment on a specified date, has been notified to report for enlistment, and has expressed his intention to report for such enlistment.

Waiting List. A listing of all preferred and designated applicants.

Navy Battery of Tests. A series of examinations given each recruit at the receiving centers to determine qualification for assignments to service schools or to interpret aptitudes for occupational specialties.

Registrant. A person registered under a selective service act or draft law with a local selective service board.

Local Board. The draft board with which an individual who is subject to the provisions of a selective service act is registered.

Armed Forces Examining Station. Commonly referred to as "AFES stations" are the facilities through which all persons being processed for entry into the other armed forces are mentally and physically examined. The Department of the Army is the executive agent for the Department of Defense for the operation of Armed Forces Examining Stations.

Pre-induction Physical. The order for a registrant to report to an AFES station for physical examination to determine fitness for induction.

Induction Order. The order for a registrant to report for induction into the armed services.

Rating. A name given to an occupation which requires basically related aptitudes, training, experience, knowledges, and skills. Thus, the rating of yeomen comprises clerical and verbal aptitudes; filing, typing, and stenographic skills; and a knowledge of correspondence, reports, forms, and procedures. For pay purposes, a rating is composed of six pay grades—master chief, senior chief, chief, first class, second class, and third class petty officers. Personnel in pay grades E–3, E–2, and E–1 are not to be considered as possessing ratings, since the occupational content is either too broad in scope or too limited in technical content and responsibility.

Rate. Identifies personnel occupationally by pay grade. Within a rating, a rate reflects levels of aptitude, training, experience, knowledges, skills, and responsibility. Thus the rating of boatswain's mate is reducible to the rates—master chief boatswain's mate; senior chief boatswain's mate; chief boatswain's mate; boatswain's mate first class; boatswain's mate second class; and boatswain's mate third class. In addition, pay grades E–3, E–2, and E–1, such as seaman, fireman apprentice, and steward recruit, are rates.

Pay Grades. Refers to the levels established by legislation for pay and allowance purposes. Rating and rates are reducible to equivalent pay grades; master chief petty officer—pay grade E–9; senior chief petty officer—pay grade E–8; chief petty officer—pay grade E–7; petty officer first class—pay grade E–6; petty officer second class—pay grade E–5; petty officer third class—pay grade E–4; seaman/fireman—pay grade E–3; seaman apprentice/fireman apprentice—pay grade E–2; and seaman recruit—pay grade E–1.

Open rating. An occupational specialty in which vacancies exist in certain pay grades to permit enlistment of prior service personnel in petty officer status. Open rating lists and pay grades available within ratings are announced to the recruiting force from time to time.

Designator. A rating abbreviation added to a rate to indicate the individual has either completed training, successfully passed an examination for E–4, or has previously served in the rating in a petty officer capacity. Example: SNRM. Seaman, Radioman.

Recruiter. An enlisted person assigned to duty at a recruiting station.

Recruiting Officer. The Commissioned, Commissioned Warrant or Warrant Officer, or enlisted person assigned as a Commanding Officer or Officer in Charge of a Recruiting Station. The designation of recruiting officer is made by the district commander in writing.

Selective Recruiting. That element of screening which is applied once it has been determined that the individual meets the basic qualifications as pertain to age, physical requirements, mental standards, etc. Selectivity is applied to character, motivation, attitude, appearance, etc.

Recruiting Territory. That specific geographic area designated by the district commander as the area to be covered by a particular Recruiting Station in which an active recruitment program will be conducted.

Chapter Three

ORGANIZATION

3–1 ORGANIZATION AT HEADQUARTERS. The following chart shows the internal organization at Coast Guard Headquarters in direct relation to the function of personnel procurement.

THE COMMANDANT (C)

Exercises over-all direction over the policy, legislation, and administration of the Service.

ASSISTANT COMMANDANT (CA)

Assists the Commandant in the general administration of the service.

CHIEF OF STAFF (CCS)

Keeps the Commandant advised of the status of service activities. Initiate, develop, and review basic policies and programs, and insure adherence to policies approved by the Commandant. Supervise the activities of the Chiefs of Headquarters Offices and coordinate the activities of the several District Commanders. Act as the Flag Officer responsible to the Commandant for Reserve affairs.

OFFICE OF PERSONNEL (P)

Responsible for the accomplishment of all personnel functions of the Coast Guard, including recruiting, procurement, training, distribution and assignment, performance and evaluation, classification, promotion or advancement, discharge, retirement or other separation, health, welfare and morale and related duties.

TRAINING AND PROCUREMENT DIVISION (PTP)

Administer programs for the training and procuring of officer, cadet, and enlisted personnel.

PROCUREMENT BRANCH (PTP–2)

Supervise and coordinate the military personnel procurement activities of the Coast Guard, including the initiation and control of publicity materials.

3–2 ORGANIZATION WITHIN A DISTRICT. The following chart shows the organization breakdown within a district in direct relation to a recruiting station.

DISTRICT COMMANDER (d)

Be responsible for the administration and general direction of the performance of all District functions.

CHIEF OF STAFF (dcs)

Assist the District Commander in the general administration and direction of District activities and keep him advised of the status of those activities. Coordinate the activities of the District Office. Supervise the public information program for the District.

PERSONNEL DIVISION (p)

Direct those logistic functions of the District that are of a personnel character, including the procurement, training, assignment and separation of personnel, the provision of medical and morale services.

MILITARY PERSONNEL PROCUREMENT BRANCH

Conducts the military personnel procurement program for the District, supervising recruiting stations and recruiting personnel.

DISTRICT UNITS—RECRUITING STATIONS

Actively recruit enlisted personnel for the Regular Coast Guard and Coast Guard Reserve. Assist in officer procurement programs.

3–3 STATION ORGANIZATION.

Coast Guard regulations require that the organization of a unit be set forth in writing. Since the organization of a recruiting station will be contingent upon the number of personnel authorized (varying from 2 to 6) no attempt will be made to prescribe a standard organization for all recruiting stations. The requirement for written organization can best be satisfied by the following:

a. A statement of the mission of the unit. The primary mission of all recruiting stations is to prosecute actively the recruitment of men. Added to the primary mission will be a statement of any secondary tasks of significance which may be assigned a particular station by higher authorities.

b. Written specification designating the recruiting territory assigned to the station as established by the District Commander (include as an appendix a small map of the area with outline of the geographical limits clearly shown).

c. A series of station bills and orders setting forth instructions and orders relating to the over-all administration of the unit. The fol-

lowing is a listing of common items in this category. This listing is not necessarily complete but is furnished to indicate the type of items requiring guidance.

1. Office hours.
2. Leave and liberty.
3. Unit testing procedures. (Including stowage and security of material).
4. Stowage and handling of publicity materials.
5. Handling of incoming mail.
6. Emergency bills such as fire, hurricane, disaster, etc.
7. Uniform.
8. Vehicles.
9. Files.
10. Security of transportation requests, meal tickets and tokens.
11. Station maintenance.
12. Daily routine.

The organization book need not be an elaborate document but must be adequate to convey the manner in which station personnel are to accomplish the mission of the unit.

3–4 SUB-STATIONS.

A sub-station is a component of a main station. A sub-station normally consists of one or two recruiters stationed in a community within the territory of the main station for the sole purpose of securing prospects and screening applicants for processing through the parent unit. Enlistments may not be effected at sub-stations. Persons making application for enlistment at a sub-station are considered applicants and such persons, when rejected, must be accounted for in recruiting statistics. Sub-stations are established on the authority of the District Commander. They should not be established for periods of less than one year if possible. Whenever sub-stations are established or disestablished, the District Commander must notify all recruiting stations within his district and the Commandant (PTP). Sub-stations are not on the distribution list for publications and directives. They must be completely supported by the main station.

Chapter Four

"SUSPECT" TO "PROSPECT" TO "APPLICANT"

4–1 GENERAL.

Before we can commence the recruiting job, a review of those to be recruited seems appropriate. The bulk of those who enlist will be young men between the ages of 17 and 19 with no prior military service. A comparatively small percentage (less than 20%) will be in older age brackets with some prior service in the armed forces. According to a survey conducted among recruits in training during 1961 and 1962, over ninety percent had completed high school or higher levels of education. Almost all had some job experience either on a part-time or full-time basis. Approximately seventy percent were recruited from an area within twenty-five miles of a recruiting station. Most of these recruits indicated that advice of parents, relatives, or friends was the most important influence on their decision.

Parental advice . . .

Aside from the statistics let us realize that the young men of 17 to 19 years are often totally undecided about their future, while others have

Some plan their careers

definite plans. Unfortunately, many enlistments must be attributed to action on impulse. Sometimes this comes in the form of a reaction to temporary conditions or problems in the life of the young man facing the task of finding his place in the world. In other instances, enlistment is the result of careful career planning. These two extremes must be recognized and dealt with accordingly. There are well qualified candidates for service among both groups.

The prior serviceman will fall in the general age group of 22 through 30 years of age with the predominance among those 22 to 25. Enlistments of prior servicemen are usually the result of the individual finding little success and lack of security in civilian pursuits. From his previous service he has a good understanding of

Some make quick decisions

the benefits inherent in a service career. Generally he will possess a skill for which he has been trained. Of particular benefit to the Coast Guard are those who enlist with prior service in the Coast Guard or Navy. These men have already been indoctrinated to the naval type of life, and have been trained at the expense of the Government in naval skills. Prior servicemen from the other branches of the armed forces face a radical change in Coast Guard service. While they are accustomed to regimentation and service discipline, they will find shipboard life most divergent from past experience. The motivating factors for prior service personnel are chiefly security and finances. Advice of parents and others may not play such an important part in their decision to re-enter service. Therefore, prior servicemen must be reached directly by the recruiter.

Direct approach

4–2 LOCATING THE SUSPECT.

Now that we have a picture of the individual we wish to recruit, where do we start? The following are some of the suggested avenues and sources:

Locating suspects

Lists of high school seniors.

Names obtained from men enlisting or reenlisting.

Names given to recruiters by relatives or friends.

Names of discharged Coast Guard personnel furnished through reenlistment interview forms.

College first year drop-out lists.

Names of pre-inductees obtained from the Selective Service Board (those to whom induction orders have not been issued).

Names given the recruiter by the local United States Employment Service Office.

Contacts through active association in Businessmen Organizations, Veteran's Organizations, Labor Organizations, Civic Welfare Groups, Patriotic Groups, Youth Movements, Fraternal Organizations, School and Educational Groups, etc.

Local Coast Guard Auxiliary and retired Coast Guard personnel residing in the recruiting area can be most helpful in securing suspects.

4–3 ACTION ON THE SUSPECT.

The names and addresses of all suspects should be immediately entered on a "suspect" card* and kept in a "suspect" file until the individual concerned is qualified as a prospect or is eliminated from further consideration for such reasons as:

Not eligible.

A definite expression of no intention whatsoever of enlisting or reenlisting.

Enlistment in another service.

Moved out of territory.

For the most part it is clear that suspects become prospects or are eliminated largely through the medium of personal contact. When a recruiter habitually eliminates suspects on the basis of hearsay evidence, he automatically reduces his production effectiveness. In general, stations making good use of a "suspect" file will observe the following procedure:

a. Immediate action taken to develop "suspects" into "prospects" by means of:

(1) A personal visit.

(2) Mail contact with reply features.

(3) A telephone call.

b. Note the date and results of each contact on the suspect card. When further contacts are considered necessary, the "suspect" card is placed in a date file, or in some fashion, scheduled for follow-up at a pre-determined time.

c. When a "suspect" is eliminated from further consideration, the card is destroyed. Continued emphasis on the "suspect" stage of the recruiting process is important to recruit and reenlistment production.

d. In summation, to be effective, a recruiter must be constantly on the lookout for new suspects, conduct a rigorous followup on all suspects, and continually improve on his techniques and methods of converting suspects to prospects. The maintenance of a "suspect" card file is neither complicated nor difficult, but it must be done on a day to day basis to yield proper results.

Take action

4–4 THE PROSPECT.

Before we can take action on a prospect we must be certain that he has reached this status. When does a suspect become a prospect? Simply, when he seems to satisfy two conditions: (1) He has expressed an interest in enlisting or reenlisting in the Coast Guard; (2)

*A form is not required for this purpose. Use of a blank 3 x 5 card is suggested.

He appears to possess the qualifications for enlistment or reenlistment.

Once the status of prospect is clearly attained, the Prospect/Applicant Data Card CG–4071 should be prepared. It is pertinent to remark at this time that all "prospects" do not necessarily pass through the "suspect" stage. For example, an individual who telephones the recruiting station, expresses a definite interest in enlistment, and who, through general questioning, appears to meet the basic qualifications for entry, is a prospect immediately.

4–5 ACTION ON THE PROSPECT.

Once an individual becomes a "prospect," every effort must be made to convert him to "applicant" status or eliminate him from further consideration. Immediate and rigorous follow-up of prospects is imperative. Even at times when quotas are limited and immediate acceptance is impossible, contact must be maintained with the prospect to stimulate a continued interest. An accumulation of "prospect" cards is of little use if the current attitude or status of the individual is unknown. Activating prospect cards *only* when quota cannot be met is inconsistent with good recruiting practice. A feeling of mutual interest between

Disinterest forbidden

prospect and recruiter is of paramount importance to success. This fact must also be remembered throughout the processing of a man once he has reached "applicant" status. Any indication of disinterest by the recruiter is a sure means of discouraging qualified individuals and leading them to other fields. Prospects should be contacted periodically (at least once a month).

It is very important to note on the "Prospect/Applicant Data Card" each contact with a "prospect," recording pertinent details. This is valuable for future contacts and particularly so when a recruiter different from the one who has been working a prospect must assume the recruiting task. It is also valuable to recall details of incidents which occur in processing which might be of interest at a later date, as in the case of an individual complaining to higher authority about some part of his processing.

Each recruiting station must have two files relating to prospects. One file will contain the

Stimulate mutual interests

prospect cards of those men who have not been rejected. This will be the working file. The second file will contain the cards of "rejected prospects" and be retained for at least one year. When the prospect visits the recruiting station personally and assumes "applicant" status, this fact should be noted on the card immediately. At this point, the major job of processing commences.

4–6 THE APPLICANT.

We know that to become an applicant the individual must present himself at a recruiting station and execute papers in application for enlistment or otherwise commence processing. Once an individual appears in person and states he is desirous of enlistment, applicant status is attained. Again, it is pointed out, as in the case of a prospect, that it is not necessary for a person to have been either a "suspect" or "prospect" prior to becoming an "applicant."

Walk-ins

In fact, the survey conducted in connection with development of this manual revealed that a preponderance of those processed at recruiting stations were "applicants" to begin with; that is, "walk-ins." These are the young men who seek out the recruiting station and have not previously been contacted by recruiting personnel directly.

4–7 INTERVIEWING THE PROSPECT OR APPLICANT.

Perhaps the most important step in the recruiting process is the initial interview of the individual. It is at this tme that many prospects are lost and others who are not qualified are permitted to process further. Substantial coverage will be given this phase because of its importance. While an attempt will be made to provide guidance necessary to the accomplishment of a successful interview, it is certainly apparent that no set of instructions can be devised which will be so complete as to include a consideration of all possibilities or contingencies. This is true because of the human element and the difficulty in predicting individual personalities and reactions. As you know, each interview consists of persons with a related motive, but with differing objectives. Both are seeking information and each is faced with a decision; the recruiter to decide basic acceptance of the prospect and the individual to decide acceptance of the service. The recruiter is faced with a two-fold purpose in the interview; he must be selling and at the same time, he is screening and evaluating. A successful recruiting interview is one which results in acceptance of the prospect or applicant for further processing, or the rejection of a person who does not meet the basic qualifications.

Trading information

I'm sorry we cannot accept your application

With respect to the rejection phase, there is a matter of degree attached to how successful the recruiter has been. It is of considerable import to foster good will and maintain a pleasant atmosphere when rejecting a person in the initial interview. A "cold" approach of the recruiter in handling rejections during the initial interview can do much harm to the public relations of the station and the Coast Guard in an area. When rejection comes about as a result of information obtained in the interview, it is imperative that the facts on which rejection is based be completely recorded on the Prospect/Applicant Data Card.

Silvery phrases not needed

In order ot conduct a good interview, a recruiter need not be an accomplished speaker with a capacity for using silvery phrases or persuasive English. The most important attribute for the recruiter is one of attitude plus an ability to create an atmosphere of relaxation and a show of interest *with sincerity*. Most petty officers assigned recruiting duty have the ability to be sincere and it is here that "attitude" controls the degree of success. The recruiter who is not himself properly motivated to his task will have little success. We mentioned previously the two-fold purpose of the interview as it applies to the recruiter. Reminding you now that one is to get those who are qualified to process further, and the other, to reject those who are not qualified, it naturally follows that the method to be used in the interview should be devoted to establishing

Put prospect at ease

as soon as possible whether or not the individual meets the basic qualifications.

The opening of the interview should consist of the recruiter introducing himself by name to the prospect. The prospect should then be

put at ease and casual conversation for a few moments will help to accomplish this. If not previously known, the name, address, and telephone number of the prospect should be obtained and noted on a Prospect/Applicant Card. Sometimes a prospect will be reluctant to furnish this information at this point, in which case the interview should proceed without insistence. It is important now that the conversation with the applicant be designed to determine his basic eligibility with respect to age, dependency, citizenship, etc. (Refer to check-list in paragraph 8 of this chapter). Items which may present a bar to acceptance should be explored, such as disqualifying police and juvenile records, selective service status, reluctance or refusal to submit to immunization, extended foreign travel, known or observed physical defects, etc.

The recruiter must be very careful during the interview not to make a positive statement of acceptability even though it seems apparent that the individual will be accepted, assuming he will be successful in meeting the requirements and pass the physical and mental examination. He should take time to explain how quotas affect enlistments. He must explain that every applicant is thoroughly investigated to determine if his character and overall qualifications meet the standards for acceptance; that it is not until all of his processing has been completed that he can be informed that he is an acceptable applicant and *will* be enlisted *when quota is available.*

It might be well to note here that no firm commitment shall be given for a month in which enlistment will be effected *until quota has actually been assigned to the station and the applicant holds a position on the waiting list within the number to be accepted.* Many times, complaints are received when recruiters advise an applicant that he will be enlisted in a quota two or three months in the future. The applicant then proceeds with his personal plans to the extent of severing all local obligations, leaving employment, and preparing for departure. The recruiter has a moral obligation to insure that an applicant can pursue this course of action with some degree of certainty assuming he remains qualified.

Quota gone!

Command the details—have them available

So far we have discussed only that which deals with eliciting information from the interviewee. Equally important is the giving of information. In order to be effective in selling, it is commonly known that one must "know his product." To you, this means simply that a

recruiter must "know the Coast Guard." He must be prepared to answer all general inquiries about the service. He must have full details at his command regarding enlistment, reenlistment, benefits, pay, retirements, promotion, etc. He should avoid service comparisons beyond published facts.

During the interview period a recruiter must be very careful with conversation to assure that no promises or inferences of promise are made. It is during the interview period that many misunderstandings develop. The recruiter must measure the intelligence level of the interviewee as best he can and conduct the tone and level of the conversation accordingly. The interview concludes when the recruiter either determines rejection or basic eligibility to proceed further. If acceptable at this point we now have a full fledged applicant to deal with.

Measure intelligence level

4–8 INTERVIEW CHECK-LIST.

The following is a check-list of items to be explored in the initial interview.

1. AGE	Does he meet the requirements for age in the status or program for which application is being made?
2. CITIZENSHIP	If not a citizen, the procedure for pre-enlistment screening is a little more involved. Must be referred to Headquarters.
3. DEPENDENCY	Does he meet the dependency requirements? If divorced, were children born of the marriage who are still dependent? If stepchildren are involved they are dependents unless court-order provides for support by the natural parent.
4. MARITAL STATUS	If married, does wife have knowledge of this application and will she consent?
5. IMMUNIZATIONS	Does the applicant understand he will be required to submit to immunizations if enlisted?
6. CONSCIENTIOUS OBJECTORS	Is the man a "conscientious objector"?
7. POLICE/JUVENILE RECORDS	Is there any civil action pending at the time? Does the man have any record of involvement with civil authorities?
8. EDUCATION	Is the applicant presently attending school? If "yes," school authorities must be informed of his application.
9. FOREIGN TRAVEL	Has the applicant performed foreign travel? If "yes," processing will be delayed pending receipt of HQ clearance except when foreign travel is allowed under current instructions.
10. PARENTAL CONSENT	If parental consent required, do applicant's parents know he is attempting to enlist? Will they give consent?
11. SELECTIVE SERVICE STATUS	Determine selective service classification. Has applicant received an induction order? If applicant had a deferment he must sign statement that induction order has not been received and this statement must be verified if possible.
12. FINANCIAL STATUS	Prior service applicants will be required to submit financial statement prior to enlistment. Other applicants should be questioned about financial obligations.
13. PRIOR SERVICE	If applicant has prior service, ascertain conditions of separation. Requires presentation of Form DD–214. Does he qualify without reference to Commandant?

14. DENTAL QUALIFICATION..... If an applicant for the regular service—original enlistment—does he have full dentures in either arch? This would be disqualifying.

15. PHYSICAL QUALIFICATION..... Does the applicant have an adverse medical history or have conditions which he believes may be disqualifying for enlistment?

16. COLOR VISION..... Does the applicant have defective color vision? Administer the American Optical Company Pseudo-Isochromatic Plate Test.

17. PRIOR REJECTIONS..... Has the applicant been previously rejected either by Coast Guard recruiter or by the other services? If "yes," explore reasons which may be disqualifying.

18. DRIFTERS..... Recruiter must be careful in screening applicants who continually move about—those who have had many residences for very brief periods, particular caution taken in the case of an applicant who has not resided in the immediate vicinity of the recruiting area. A check with local authorities is most important in these cases.

Chapter Five

PROCESSING THE APPLICANT

5–1 THE APPLICATION

Following the interview of an applicant, the next step in processing is preparation of the Application for Enlistment, Form CG–2520. It has been common practice among Coast Guard recruiters to delay preparation of the application until later stages of processing; specifically, after he has been tested, and, in many instances, after he has been physically examined. This practice is not approved. Inquiry of field recruiters has led to the conclusion that testing has preceded preparation of the application more as a matter of convenience. The general theory expressed was that it is much simpler to eliminate the applicants through testing since that is the area of high rejection rate. While this may seem practical, there are other overriding considerations. To begin with, executing the application for enlistment formalizes the procedure and calls for the written facts with which to positively determine basic eligibility. It also provides a complete record for files, and an irrefutable basis for rejection when false information is given or information concealed. In addition, it accomplishes two other very important purposes.

a. Reduces exposure of testing materials.
b. Eliminates expense of unnecessary physical examinations.

Equally as important is elimination of incidents which have occurred many times where individuals processing for enlistment have been required to take time off from employment for the purpose of testing or physical examination, only to find later that they are being rejected. The rejections referred to here are those based on reasons which should have been developed in the earlier stages of processing and usually brought to light when the application for enlistment was finally prepared.

There are exceptions to the requirement that the application be prepared at the time prescribed above but they are few. For example, an applicant wearing glasses and whose eyesight is questionable could be given a preliminary check to determine if he will meet the vision requirements. There are other instances

Occasional prelim sight test

where the procedure may be varied, but discretion must be exercised by the recruiter. Omission of the application form should be the exception rather than the rule.

It is recognized that an applicant will not possess *all* of the information called for in the application form at the outset, but he is to exe-

cute the application to the maximum extent possible. All basic facts shall be included. Insignificant items; that is, those not essential to the recruiter's determination of basic eligibility may be omitted at this time and inserted later. Included in the latter would be items such as birth dates of other than the applicant, specific addresses of relatives, specific dates of enlistment for prior service, etc. It is only required that the original of the application be forwarded to Headquarters. There is no objection to the use of carbons for the recruiting station copy.

Prior to actual preparation of an application, the recruiter is obligated to carefully explain the meaning and effect of the fraudulent enlistment warning appearing in bold type at the top of the form. *In no instance* should a recruiter prepare an application for an applicant through questioning and then have the applicant make copies. Once the application has been completed the recruiter must carefully review the form in its entirety. A review of many applications at Headquarters indicates some degree of laxity on the part of recruiters in the past with respect to completeness. For example, Item 43 calls for inclusive dates of service when prior service is involved. Many times this is omitted. Reports on juvenile records in Item 47 are often incomplete. Information in Item 34 relative to employment is frequently sketchy. If, after review, the applicant is rejected on the basis of information contained in the application or which is later obtained as a result of information on the application, a suitable notation of rejection should be made in Item 52 and the application filed.

5–2 TESTING.

We are now ready to proceed with the testing phase of the processing. An applicant must be afforded the best available conditions for testing. When a separate room is available, it should be used. If a separate room is not available, every effort shall be made to keep noise and distractions to a minimum. Direct supervision by recruiting personnel is mandatory. When the test is completed, the score shall be determined in the manner prescribed in the instructions furnished with the test materials. Once determined, the score shall be inserted on the answer sheet. The section of the answer sheet containing the markings of the examinee will be torn or cut from the answer sheet form leaving only the data on achievement for filing. The remainder of the answer sheet form shall be destroyed by burning. When an applicant fails to attain a passing score, his exact score shall not be revealed to him.

Burning test answers

5–3 THE PHYSICAL.

Arrangements should now be made for the physical examination. Parental consent is required before a physical examination can be performed on any minor applicant (males under 18 years of age and females under 21 years of age). Before any applicant is sent for a physical examination, it is the duty of the recruiter to screen the individual very carefully noting any possible disqualifying defects which must be brought to the attention of the examining physician.

The applicant will be required to execute Standard Form 89, Report of Medical History, *in his own handwriting in the presence of the recruiter.* The recruiter must review the Re-

port of Medical History very carefully and insure that the applicant understands all questions and that he answers each and every one required by the format. It has been common experience in reviewing case histories of men being processed for physical disability separation (either pre-existing or incident to service) to find the individual relating an extensive medical history which occurred prior to enlistment, yet the Standard Form 89 prepared during pre-enlistment processing failed to show a record of such history. Not only is it important from the standpoint of legality, it is essential to the health and welfare of an applicant to declare past medical history. It is imperative that each applicant be impressed with the positive requirement for complete information when executing this form.

Following preparation of the Standard Form 89 the recruiter will administer a brief mobility test as described below:

1. Have the applicant perform five deep knee bends, touching his buttocks on his heels at each bend.
2. Require the applicant to touch his toes five times with his finger-tips, bending from the waist while keeping the knees perfectly stiff.
3. Require the applicant to raise his arms from his side, elbows stiff in front of him and directly over his head, and hold them above his head for 10 seconds.
4. Require the applicant to raise his arms from his side until they are parallel to the floor, extended outward to the sides and then, by bending at the elbow only, touch his hands to his shoulders.
5. Require the applicant while standing, to arch his body backwards as far as he can, and bend it to the left and right as far as possible.

If the applicant displays any difficulty in completing the mobility test, this fact shall be reported to the examining physician.

When scheduling physical examinations care is to be exercised to offset the need for physical re-examination (when enlistment is not effected within 60 days of original examination) particularly in places where medical facilities are not conveniently located. When the physical examination has been completed and the Standard Form 88 delivered to the recruiter this does not end the responsibility of the recruiter with regard to physical qualification. The recruiter has a duty to review an SF-88 to note any disqualifying entries; that is, those not requiring medical discretion but those which are obvious disqualifications overlooked by the examining physician. In past years, there have been a disturbing number of incidents in which recruiters have accepted color-blind applicants for the regular service; applicants for the regular service (with no previous service) who have full dentures; applicants with defective vision in excess of the authorized limits, or other obvious disqualifying defects.

During the interview previously described and during processing of applicants prior to the physical examination, it is important for the recruiter to be continually evaluating the

Withdrawn

applicant to detect indications of emotional instability or personality defects. It is recognized that the recruiter is normally very limited in his ability to detect symptoms of personality defects, but some are obvious enough to be noted by the layman. Applicants with a withdrawn attitude, those who have difficulty

speaking, those exhibiting unusual nervousness, those expressing opinions totally inconsistent with the accepted practices of society, or any other displays of abnormality have high potential for premature separation from the service by reason of unsuitability or unfitness. Any observations along these lines should definitely be reported to the examining physician prior to physical examination.

On the day of enlistment, it is still necessary to be concerned about physical qualifications. The prospective enlistee must be interrogated to determine if he has been ill or suffered any disability since date of examination. While this may seem a very obvious requirement, it is given emphasis in this manual because some recruiters have actually transferred enlistees with broken limbs to receiving centers. Since a broken limb must heal satisfactorily, there still remains the question of ultimate qualification. Persons in this category should not be enlisted until the question of physical qualification has been resolved.

Many times recruiters forward to Headquarters requests for waivers of physical defects in the case of applicants for original enlistment. Since Coast Guard Regulations specifically provide that such waivers cannot be granted, these requests serve no useful purpose.

5–4 THE CHARACTER INVESTIGATION—GENERAL.

Perhaps the phase of processing requiring the most discretion on the part of the recruiter is the character background investigation. Administratively, this investigation is accomplished through the use of school, employer and personal references, and police record checks. Review of many pre-enlistment papers at Headquarters lends support to the belief that, for many recruiters, this represents the extent of what they recognize as their obligation to verify the character of a prospective Coast Guardsman. A recruiter with this philosophy will undoubtedly enlist men for the Coast Guard who do not possess acceptable qualities and sooner or later he will be marked as a poor recruiter, when some of these individuals are separated as unfit. It is in the screening process with respect to character that recruiters make most of their mistakes.

5–5 THE HOME VISIT.

The Personnel Manual clearly places a requirement upon recruiters to make home visits for applicants (this includes those with prior service) at which time much can be learned about a man that would not otherwise be developed. A home investigation, properly conducted, may reveal discrepancies not normally detected by a simple review of the pre-enlistment papers. Many factors such as excessive indebtedness, evidence of imprudence in financial matters, undeclared dependency, poor home environment, undesirable behavior traits, etc. may become known during the course of the visit, any one of which may be sufficient cause for rejection. In the case of those requiring parents' consent, the home visit provides a good means of obtaining same.

It is recognized that home visits are not always possible due to distances or expressed desires of the parents or family of the applicant that such a visit not be made; however, particular notice is made of some recent findings on the questions of home visits. The results of the survey among recruits which was conducted to obtain background data for preparation of this manual, revealed the following statistics reflecting the current practices of recruiters. Seventy percent of the recruits indicated that they resided within 25 miles of the recruiting station at which they enlisted, yet only 30% of the recruits indicated that their parents had either talked to or been visited by a Coast Guard recruiter during their pre-enlistment processing.

One might argue that these statistics support the opinion that home investigations are unnecessary since our overall ratio of persons enlisted of undesirable character is comparatively low. Admittedly, this argument has a certain degree of merit; however, there is a dual benefit attached to home investigations which must be considered. Not only is the recruiter screening, he is also furthering the public relations of the Coast Guard. One brief home visit may seem quite insignificant to the recruiter but, if properly handled, can do much to enhance the interests of the Coast Guard in a particular neighborhood. This leads to additional prospects for the recruiter.

Home visits must never be made unannounced. As a recruiter, you certainly ap-

The unannounced visit!

proach a home prepared for the visit by putting your best foot forward. It is only fitting and understandable that the person being visited will also wish to be prepared for the visit. Unannounced visits might well turn up certain items which will otherwise be concealed it is true, but in general, the unannounced visit can foster ill will more readily and therefore, have an undesirable effect on your public relations.

When visiting in the home, the recruiter should attempt to be a good listener, yet answer all questions completely using non-service terminology with non-service families. Since positive qualification is still not determined at the time a home visit is made, the recruiter should make it clear that the applicant is being processed. Positive statements of acceptance are to be avoided. *To offset unnecessary home visits, they should not be scheduled until this point in the processing unless requested by the applicant or his family.*

5–6 PERSONAL, SCHOOL, AND EMPLOYER REFERENCES.

The reference forms used in the recruiting process serve a very definite purpose and are designed to obtain information about a person in support of his character. When these forms have been received by the recruiter, very careful review is most essential. Merely glancing at the form and filing it in the pre-enlistment jacket is not an acceptable or safe practice.

Again, we must make reference to review of records at Headquarters, but necessarily so. It is disturbing to note the number of incidents of men enlisted who later proved to be of unsatisfactory character when the behavior pattern and poor potential should have been evident to the recruiter prior to enlistment. We are now referring to items overlooked on reference forms. While each and every reference received with poor evaluations may not be an accurate appraisal of an applicant, any borderline or poor reference should be checked out before acceptance is made. Discarding a poor personal reference and obtaining another merely to meet the pre-enlistment file requirements is self-defeating. It is difficult enough to obtain

Check on those giving poor references

objective reports from persons other than school officials and employers.

Whenever weaknesses are indicated on a reference form, it is most important that the recruiter investigate further. When a poor reference is received and investigated by the recruiter and the derogatory comments are found to be invalid or are unjustified criticisms, the recruiter should so note on the Form DD–370, the results of his follow-up if he accepts the applicant. Rejection should never be made solely on information reported on a personal reference form without an investigation by the recruiter. In this connection, it may seem more convenient to verify this type of reference by telephone, but this is a poor means of determining the validity of the criticisms. A personal visit by the recruiter is most essential so that he may directly observe and evaluate the person who is giving the reference.

If rejection is necessary based on information received from character references, the recruiter must be extremely tactful in effecting rejection since matters obtained in reference forms are confidential. The applicant should not be told that he is being rejected because of information received from a particular character reference. Perhaps the best approach in these instances is to refer back to the initial interview where the applicant was informed that a complete investigation is made on all persons seeking enlistment to determine if they meet all of the standards for enlistment. The recruiter may then say that the results of the investigation in his case were such that he does not meet the standards for enlistment in the Coast Guard. If the applicant persists for a further explanation of the reasons for rejection, he should be advised that information received in a background investigation is confidential and cannot be revealed by a recruiter.

5–7 POLICE AND JUVENILE RECORDS.

A further device in character investigation is utilization of the police record check forms. Earlier it was mentioned that most mistakes made by recruiters occur in the character investigation as a whole. To be more specific, the more common errors are those of judgment with respect to police and juvenile records.

The instructions contained in the Personnel Manual are quite clear on this phase of processing, yet over the years recruiters have continually accepted men with extensive records of involvement with the civil authorities. The records which may be waived by recruiters are defined in the Personnel Manual and are limited to strictly minor offenses, as stipulated. There are many records which will be waived by the Commandant upon recommendation of the recruiting officer, *but a thorough investigation by the recruiter must precede any recommendation to waive.* The importance of this investigation cannot be over-emphasized.

Submit complete files for waiver

When a case is referred to Headquarters recommending waiver of a juvenile or police record, the complete file plus all information known to the recruiter is essential. Remember, those persons in Headquarters who are rendering determinations in these matters have only the facts presented by the recruiter to go on. They do not have the benefit of personal contact. You can readily see that submission of a police record check form showing a police record and a letter from a recruiter merely requesting a waiver is grossly insufficient. In the interests of fairness to both parties, *all* factors must be evaluated.

There is no formula which can be set forth in writing to define what will or will not be waived. Each case is judged by its merit. Recommendation for waiver should never be made if the recruiter does not consider the applicant fully qualified in all other respects and suitable material for the Coast Guard service.

Local investigations by the recruiter shall be carried out in person wherever possible. If the record of involvement with civil authorities is in a locale distant from the recruiting station, referral to the Coast Guard recruiting station in the appropriate area is a good means of obtaining information. Whenever desired information cannot be obtained, the burden of securing suitable reports is placed on the applicant.

When rejection results from information obtained on a police record check, the applicant may be so informed. This differs from rejection discussed in Paragraph 6 of this Chapter in that police record checks are not confidential *unless so marked.* If a police record check is received indicating the existence of a record which the applicant has failed to show on the application for enlistment, this will normally constitute a basis for rejection. There may be cases where such omission was not made with intent to defraud or conceal and it is here that the recruiter must use his discretion in the matter. For example, many juvenile authorities specifically advise young men not to make known their records when making application for employment or military service, advising them that such records are never disclosed. In these cases, it would not be fitting to reject an applicant who has been so advised.

When no reply is received after a period of fourteen days has transpired following the date of forwarding of the police record check to civil authorities, the applicant may be enlisted notwithstanding non-receipt of the police record check provided *the applicant has not indicated a record of involvement with the particular civil authorities involved.* An entry setting forth the non-receipt of the police record check shall be reported in the remarks section of the application for enlistment.

A very simple rule to follow to avoid errors: "If in doubt, forward to Headquarters for a ruling!"

5–8 SELECTIVE RECRUITING.

Our definition of selective recruiting tells you that selectivity is applied to such factors as character, motivation, attitude, appearance, etc. Actually these terms are somewhat interchangeable in nature. What specifically do we mean? What do we look for? One of the easiest ways to assure that you are being selective is to ask yourself this question: "Would I want to serve with this man aboard ship?"

Let us now examine a few instances where this question is answered with little or no difficulty. An applicant has met all the physical and mental standards for enlistment. During your contact with him he has displayed a dis-

Note personal hygiene

respectful attitude and has been very arrogant to recruiting personnel. Another man has passed entrance examinations but you have observed he has been badly in need of a hair cut and a shave on the occasion of each contact. His clothing has been dirty and disarranged and his general appearance such that his personal hygiene habits are questionable. A third case would be the man who is poorly motivated. That is to say one who is approaching service in the Coast Guard with an insincere attitude

and who looks upon it solely as a means to an end. This is the man who would usually talk down service life in general, complaining of many aspects of service life and who is enlisting because of the urging of his family or for other pressing reasons. Certainly this man will be a malcontent aboard ship and a poor influence on those around him. Would you want to serve with these men? There are other cases to be sure, and the good judgment of a recruiter will detect them. One might say, "Why let these people process to this point?" The answer is fairly simple. The odds are against these persons being successful in reaching this point and it would certainly be less difficult to reject them on some other basis. In summation, do not be reluctant to reject a man on the basis of selective recruiting, but use discretion and do not allow personal prejudices to be a factor in your decision.

5–9 SUMMARIZATION.

The following is a check list of the steps to be taken in processing the applicant up to the point of acceptance.

1. Interview the applicant.
2. Execute the application for enlistment.
3. Review the completed application.
4. Administer appropriate test.
5. Have applicant execute SF–89, Report of Medical History.
6. Administer mobility test.
7. Double check to be sure color vision test was administered during interview.
8. If a minor, advise of requirement for parental consent for physical examination.
9. Make arrangements for physical examination.
10. Commence making investigation, mailing of references, and police record check.
11. Make arrangements for home visit.
12. Follow-up investigation of poor references or police record.
13. Apply elements of selective recruiting.
14. Set enlistment date if quota available.
15. Prepare service record.

5–10 THE ENLISTMENT CEREMONY.

On the day of enlistment a final check must be made on the pre-enlistment file. The applicant must be questioned to develop any disqualifying factors which may have arisen since last contact; specifically, involvement with civil authorities, illness, or physical disability. When these final checks have been completed, the explanation of the Uniform Code of Military Justice must be made if not previously accomplished. The prospective enlistee should then

This . . .

be counseled on the gravity of the oath he is about to take which will bind him to the contract of enlistment. It should be clearly determined at this point that the applicant is not

Not this!

enlisting with any misunderstandings which could be interpreted as promises or guarantees.

The swearing-in ceremony is to be conducted in a serious and dignified manner. When possible the oath should be executed in a room separate from the main station activity and free of distractions. If it is necessary to administer the oath of enlistment in the working area of a recruiting station, all activity should cease and military personnel stand at attention during the ceremony. Except when large groups are being administered the oath collectively, the use of flash-bulb cameras during the actual swearing-in process should be avoided as this is distracting. If photographs are to be taken, it may be done immediately following the ceremony. At such time, proper consideration may be given to background and other factors essential to good reproduction without distraction.

Chapter Six

PUBLICITY AND PUBLIC RELATIONS

6–1 PUBLICITY—GENERAL.

Most recruiters will sooner or later be faced with the problem of increased quota and a shortage of applicants. The question now is, "How can we make quota?" Many times the answer heard is, "Get out and beat the bushes!" Now we are all intelligent enough to know that our prospects are not hiding behind shrubbery to avoid a Coast Guard recruiter. Beating on plant life is not going to yield any fruit beyond that produced by the species of the growth! What then does "Beat the bushes" really mean? Who knows! It could mean that this is the answer given when other words escape us.

A good recruiting team will not normally be faced with the original question. If we keep the machinery of the recruiting operation well-oiled and running smoothly at *all times*, we shouldn't be faced with the problem.

Once a recruiting station is operating smoothly in an area, it is simply a matter of shifting gears when demands are increased. It is interesting to note now that a recent survey revealed, that of those who enlisted in the Coast Guard, over 70 percent appeared at the recruiting station *without prior contact by a recruiter*. What is the explanation? Simple, the PUBLICITY program is successful. Other than the conventional means of contacting suspects or prospects through direct association, how else can we recruit but to flood the area with knowledge of our service and the available programs? Herein lies the single most important phase of our actual recruiting work—the publicity program.

6–2 OBJECTIVE.

In pursuing an effective publicity campaign, we must not lose sight of the main objective your publicity effort is to serve; specifically, to make known the Coast Guard service and the opportunities presented through enlistment into this branch of the armed forces.

6–3 GUIDELINE.

No attempt will be made in this manual to completely explore the field of public relations and publicity, since the recruiter has at his disposal the *Guide to Coast Guard Public Information Services, CG–247*. This publication is "must" reading for recruiters. Not only does

A "must" reading

this publication contain procedural instructions and regulations, it also contains many helpful hints to be used in the approach to the "publicity" program. Therefore, coverage in this manual will be restricted to essential facts and information of direct application to the recruiting job.

6–4 PUBLICITY MATERIALS.

Allowances have been prescribed for various types of publicity material used by recruiters. For convenience of reference, these annual allowances are stated below:

Description of material	*Station allowance*
1. A-frame posters	100
2. Window posters (stand-up type)	200
3. Posters—car card (11 x 30 in.)	200
4. Posters—bus card (11 x 14 in.)	200
5. Pamphlets and folders	2,000
6. Booklets (excluding cadet & OCS material)	4,000
7. Booklets (cadet & OCS material)	200
8. Bookcovers	2,000

Note: The allowances prescribed are for individual issues of each type. For example, under booklets, a station is authorized a supply of 4,000 copies of *each* booklet in use. No allowances are established for A-frames and related material. A recruiting station should limit the supply of A-frames to the needs of their recruiting area, utilizing only the number that can be effectively maintained.

6–5 POSTER DISPLAYS.

A-frame posters must be displayed in desirable locations in the recruiting area. A log must be maintained showing the location of all A-frames being used. A-frames must be frequently sighted to insure that unsightly and defaced material is immediately removed or replaced. It is important that the number of A-frames be kept within the capacity of the personnel available to maintain them.

Desirable location?

An adequate supply of A-frame posters has been designed for use, some of which publicize reserve enlistments and others publicize the regular program. Selection of posters to be displayed, when left to the option of the individual recruiting station, should be timely. That is, publicity efforts should be directed to the reserve program when difficulty in this phase of the recruiting program is encountered, and to regular recruiting, when needs for the regular service are not being filled. Poster frames must show the full street address of the recruiting station except where located in the lobby of the building in which the recruiting station is housed, in which case the room number of the recruiting station will be adequate.

Affixing posters or other publicity material to trees, barns, or other locations that violate good taste is prohibited. All state and city laws and regulations regarding the placing of publicity material must be adhered to by recruiters. It is the duty of the Officer in Charge to familiarize himself with such laws and to insure compliance.

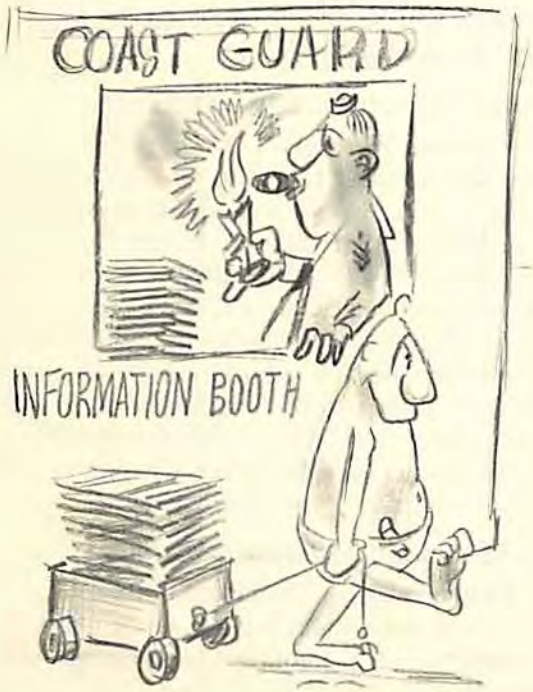
Know the laws

Attempt should be made to place A-frames in local post office buildings and other locations where they will be in prominent view. Window posters are designed for placement in a variety of locations such as department stores, specialty shops, banks, public buildings, railroad waiting rooms, lobbies of large office buildings, barber shops, airport terminals, drug stores, supermarkets and other locations where they are exposed to large numbers of people. The location of the recruiting station should be rubber-stamped or otherwise included on all posters.

A-frames work for you

6–6 USE OF PAMPHLETS AND BOOKLETS.

Pamphlets and booklets must be placed in the hands of the public in general and prospects in particular in order to serve the purpose for which intended. While a wide distribution



Avoid waste

of this material is desirable in the local area, wastefulness must be avoided since funds for the purchase of publicity materials are limited. For example, recruiters attending fairs or similar type events are encouraged to use the less expensive type of material available.

6–7 ADDITIONAL BOOKLETS AND PAMPHLETS.

While annual allowances have been established for booklets and pamphlets, certain areas will have greater demands for this type material due to size of the recruiting territory and number of events available for participation. Whenever additional material is needed, an "in excess" requisition should be forwarded to the Commandant (PTP) for approval with suitable explanation to justify the need for the excess material requested.

6–8 MATERIAL FOR TELEVISION AND RADIO.

Television and radio material is normally distributed directly to district offices for distribution to the recruiting force in such a manner as to obtain maximum coverage and effective-

Use radio & T.V.

ness. The *Guide to Coast Guard Public Information Services, CG–247* contains appropriate instruction on the use of these mediums for publicity purposes. The "who, where, and why" are presented very well in the latter publication and must not be overlooked as radio and

television are your main mass media approaches to the general public.

A record of all radio and TV stations in the assigned recruiting territory must be maintained in the main station. The complete address of the station and the name of the program director or other contact should be recorded. This information may be best recorded by the means of a simple 3 x 5 card file.

As a matter of example, the following information was gathered from radio and TV stations in the Washington, D.C., area and, while not necessarily applicable to all locales, is provided to show the type of information you need to know about the practices in your area.

a. Each station must be contacted to find out the length of spots that best suits an individual station. It is of no value to send a 60-second spot to a station which will not use it. Generally speaking, 10-, 20-, and 60-second spots are most usable.

b. When writing copy, keep it plain, matter of fact and get the information across. Straight copy has longer life than a gimmick.

c. Copy must be usable without editing.

d. Change of copy (new way of saying old story) is always welcomed.

e. Make sure that print is legible. Frequently an announcer will not read a spot in advance.

f. Provide stations with at least two (2) copies of each written spot—one for the announcer and one for the director.

g. Indicate any special instructions such as "use only in July, August, and September" "day time use preferred," etc.

h. Personal contact is most effective and appreciated.

i. Check for seasonal features in spot availabilities. Summer usually increases spot openings.

j. For TV, no photos or posters requiring a live camera in the studio are desired. Any still photos to be used as part of a recruiting spot should be put in slide form (35mm transparency).

k. TV artwork and lettering on slides should be simple and direct.

l. Make lettering plain and bold. Keep the number of words on a slide to a minimum. Eliminate any words that are decorative and extraneous.

The items outlined above are by no means all of the points to be considered but are the highlights of an inquiry conducted in the Washington area.

6–9 NEWSPAPERS.

A thorough review of Chapter 6, *Guide to Coast Guard Public Information Services*, CG–247, is most essential to an understanding of the inner workings of newspapers. It has been general experience in recruiting that the most help from the industry will come from the smaller papers in the outlying communities and every effort must be made to establish good relations with the persons directly responsible for news placement. This is not to say that large newspapers in metropolitan areas should be totally disregarded nor is it intended as an inference that large newspapers are uncooperative. The point here is that large newspapers determine their content material to satisfy a much larger audience. In view of this factor, they are limited in the amount of home town type news they may place.

6–10 PUBLIC INFORMATION FILMS.

The showing of public information films to youth groups, veterans organizations, civic organizations, etc., is a very effective means of acquainting the general public with the Coast Guard and should be used to the maximum extent possible.

6–11 PUBLICITY—SUMMARIZATION.

Detailed treatment of the subject of publicity has been omitted from this manual because the field is so extensive and complete coverage is provided in the *Guide to Public Information Services*, CG–247. Recruiters are warned not to consider this phase of the recruiting program lightly. There is no question that the degree of success you will have depends almost entirely upon how you present the Coast Guard program to the public. It is suggested that you return to Paragraph 1 of this Chapter and read it a second time. Remember it well!

6–12 PUBLIC RELATIONS—GENERAL.

Public relations includes all relations, contacts and associations between Coast Guard personnel and the public. Coast Guard public relations is aimed at winning good will and cooperation for the service by fostering an

Public image

understanding and appreciation of the Coast Guard mission and requirements.

A recruiter must make every effort to establish and maintain good public relations. If he fails to do this, not only will the overall public relations of the Coast Guard suffer, but the recruiting program in the locale will be adversely affected. A prerequisite to maintaining good public relations is an ability to deal with people. If you use a common sense approach and try to understand the other fellow's position you should have no difficulty. We have often heard it said that the best advertising available is word of mouth. In public relations this can also work in reverse. A particular experience by one individual can have its effect on many. The person who has been offended by a Coast Guard recruiter will relate his experience to his acquaintances, magnifying each detail as the story is told.

Good public relations?

In Chapter One we discussed the recruiter and recruiting duty and included in the discussion several points concerning public relations. It is significant to realize that it is the effect of *your* actions and the impression *you* create upon others that will determine the degree of your success. *The emphasis is on how you convey your purposes and project your personality to the public.*

Take for example this illustration. The following remarks are actual excerpts from a letter addressed to the President of the United States in the form of a complaint. In his letter, the aggrieved individual relates his impressions resulting from an attempt to enlist in the Coast Guard. Whether the remarks are factual and valid is relatively unimportant. The point that must not be lost here is that the person is stating the *impression* he received of the Coast Guard from this recruiter.

> * * * I went to the recruiting station in * * * and I intended to tender enlistment in the U.S. Coast Guard. I chose the Coast Guard because the recruiting data indicated they were accepting men with prior service up to forty years of age.
>
> At the outset I experienced keen disappointment in the appearance of the recruiter. He was just about as military as Ma Kettle. When I asked for the particulars of enlistment, I thought for a moment he was speaking some long forgotten tongue, but later I discovered the speech impediment was caused by the remnant of a soggy cigar that had all the earmarks of a hold-over from the Teddy Roosevelt campaign. I was asked to sit down and after so doing I sat through a twenty minute discourse on the reasons I should not join

the Coast Guard, and the discourse was delivered while the recruiter paced back and forth not unlike an expectant father at the birth of his first child * * *

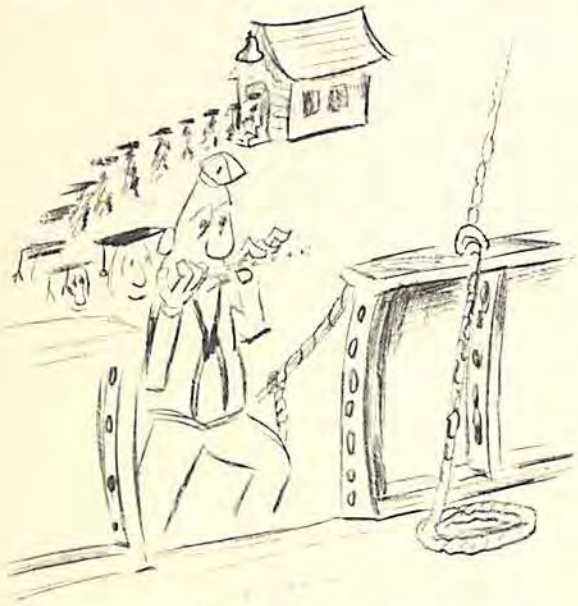
Admittedly, the foregoing appears extreme and might be termed by some as a typical "crank" letter. Nevertheless, *something* triggered this action by the writer. *Something* gave him certain impressions. Surely he has told his story to many if he has taken the trouble to write it to the President of the United States.

Chapter Seven

SCHOOL VISITATION PROGRAM

7–1 GENERAL.

One of the most effective and readily available means of contact with large groups of young men is through visits to the high schools in the recruiting area. It is essential then that the opportunities available through enlistment in the Coast Guard be brought to the attention of these young men in their formative years.



School visits pay off

The cooperation of school officials must be secured and solid relations established. In certain states and jurisdictions, the school authorities will not permit armed forces recruiters to visit their schools for various reasons. In these cases, the recruiter must reach his audience through other media.

School officials, particularly guidance counselors, are usually most anxious to cooperate in presenting career opportunities to the student body. The manner of arranging for school visits varies. In some areas recruiters will receive invitations to address student body assemblies or attend career-day exercises when representatives from all branches of the armed forces make a presentation. In other areas the recruiter must request permission to present the Coast Guard program to students. Whatever the case, it is most important that a good personal relationship be cultivated with the principal and/or guidance counselor.

A recent survey of recruits revealed that some 70% of those recruited resided within 25 miles of the recruiting station, yet only 24% stated the Coast Guard recruiter had ever visited their school. It would appear a natural conclusion that, in the past, recruiters have not been providing sufficient coverage in this most important aspect of recruiting.

7–2 SCHOOL VISIT PLAN.

A definite plan must be developed by each recruiting station for the school visitation program. The following plan is recommended insofar as local conditions permit.

a. Initial contact with guidance counselors or the principal should be made soon after the school term commences, at which time, the recruiter establishes or renews his acquaintance and provides the school with literature on all Coast Guard programs.

b. A second visit should be made during the period of the annual cadet procurement program, at which time, the school should be provided with brochures and booklets about the Academy program. It is important at this point to have the Academy booklet placed in the school library if there be one.

c. A third visit would be in order to arrange for participation in career day exercises or for

permission to individually present to the senior students the opportunities offered through service in the Coast Guard. A request for a listing of graduating seniors should be made at this time which will later be used for mailing of literature just prior to graduation.

d. The final visit will be your most important. If you have reached this point, you have been successful in gaining the opportunity to address the students. *It is extremely important when addressing students to encourage their remaining in school to graduation* and *to proceed to higher levels of education if at all possible.* When you address an assembly of students, keep your talk brief and general in nature. Be prepared with what you intend to say. A review of Coast Guard Public Information booklets will provide interesting data for a capsule-type description of the service. If a question-and-answer period follows, answer questions completely but *do not guess.* If you are the only service representative making a visit and time permits, showing of a film will be most helpful.

7–3 AREA COVERAGE.

It is understood that the average complement of a recruiting station will not permit total coverage of *all* schools within the assigned recruiting territory. An attempt must be made to visit all schools for which invitations are received. The extent of coverage will be determined by the number of cooperating schools and availability of personnel. Within these limitations, a maximum effort must be expended. The percentages reflecting past performance (stated in paragraph 1 of this Chapter) within 25 miles of established recruiting stations are not conclusive evidence of laxity on the part of recruiters in the school visitation programs but do indicate there is room for improvement. Remember, the schools are the best available means of direct contact with young men in the age range you are seeking to reach with your public relations and publicity efforts.

7–4 RECORD KEEPING—SCHOOL VISITS.

In order that a continuing school visitation program may be carried on from year to year, it is necessary to maintain certain records. Each recruiting station will have a listing of all schools visited with pertinent information such as name of principal or guidance counselor, when last visited, attitude of school officials, cooperation received, and applicants obtained as a direct result of visitation. This may be accomplished through the use of a simple 3 x 5 card file divided by cities and towns in the recruiting area.

Chapter Eight

THE TRAVELING RECRUITER

8–1 GENERAL.

This Chapter will deal with the recruiter covering the assigned territory distant from the immediate vicinity of the recruiting station. The principles discussed will also apply to recruiters at sub-stations. Chapters 4 and 7 cover and suggest the activities to be performed by a traveling recruiter. The traveling recruiter

Traveling recruiter

is mainly concerned with maintenance of publicity material in the area and renewing personal contact with persons who can be of assistance to him in attracting prospects for Coast Guard service. This includes visits to schools, radio stations, TV stations, newspapers, city officials, etc. If time permits, he should be available at a pre-announced location in order that those who have been attracted by publicity efforts may reach him. Whenever it has been announced that a recruiter will be at a given location on a given date, every effort must be made to meet the schedule or public relations will suffer.

It is not intended that each and every community be continuously covered by recruiters as this is physically impossible due to the limited number of recruiters available. However, once a city or town has been selected for coverage, the publicity program and service in the area must be continual. It is preferable that the same recruiter visit the same areas during his tour of duty.

It is while recruiters are traveling that most favorable impressions may be made. A recruiter must always remember that he is constantly on review regardless of the hour. He should be in uniform at all times and present

Don't make this mistake

the best appearance possible in order that the desired impressions may be made. His behavior in various communities must be beyond reproach.

It is most disheartening to realize that some recruiters look upon their TAD assignments lightly and are somewhat inclined to "let their hair down" at the most inopportune time. While such incidents are perhaps isolated, the point to be made here is that any irregularities uncovered will be looked upon as serious in the light of the damage to Coast Guard public relations which can result from indiscretion on the part of recruiting personnel in the performance of their duties.

8–2 AREA HISTORY FOLDERS.

After a recruiter has performed in an area for a few years and gains the knowledge of the territory, it has been common practice in the past that he depart the unit with a wealth of knowledge which can be most useful to his relief and to the station operation in general. In order to offset this, area history folders must be established by each recruiting station for the communities in the territory. This does not mean a history folder must be maintained on each and every city and town but does fix a requirement for folders on the major locales being worked by recruiters. There is no prescribed format for an area history folder. The following is suggested content.

a. *The left hand side of the folder—a street map* of the community with suitable notation and markings to show exact locations of key points such as schools, radio stations, TV stations, newspapers, A-frame locations, publicity racks, veterans organizations, municipal offices and any other significant places normally visited by a recruiter working in the area.

b. *On the right hand side of the folder* will be a running history of recruiting experience in the area. A listing of local officials will be provided with a brief description of the community itself. All schools, radio stations, TV stations, newspapers, and the like should be shown with complete address and specific names of individuals normally contacted. Remarks of pertinent value should be noted. Simple items normally taken for granted should be shown, such as: best traveling routes into the community, locations of motel or hotel accommodations at reasonable rates, and any other information which would be of value to a newly assigned recruiter.

Complete area history folder

An area history folder cannot be developed overnight. It will be an accumulation of information over a period of time. It is important, however, that it be kept current. In theory, a properly maintained area history folder would make it possible for a new recruiter preparing for road trips to have all of the information he will need in a given community in one package. The time wasted for lack of such a folder represents a considerable portion of recruiter travel. Each time a recruiter travels through a city or town in his territory, the area history folder must be taken along and any important developments recorded while fresh in his mind. Changes in personal contacts or policies of the area must be recorded. Any particular civic events of importance where large groups gather should be noted. Remarks describing poor experiences or mistakes made by individual recruiters in an area must be recorded to avoid repetition in the future.

Chapter Nine

ITEMS OF GENERAL APPLICATION

9–1 SPECIAL INTEREST CASES.

Sooner or later during a tour of duty in recruiting, you will be faced with the problem of what to do when appeal or special interest in behalf of an applicant is expressed by influential persons. Sometimes the interest will be expressed verbally and other times correspondence will be received.

Regardless of the source and nature of the inquiry, a recruiter must continue to operate under the instructions and policies prescribed by the Commandant or District Commander. In the absence of specific instructions to govern a given situation, the recruiter must keep the tone of his reply in a direction to support the policy of the Commandant which prohibits special dispensations or preferential treatment for any applicant. It is the policy of the Commandant that the recruitment program be conducted in a fair and equitable manner for all.

At recruiting station level when contact is made by telephone, be sure to make a clear record of the occurrence with details of the conversation. Be courteous and precise. Never guess on how higher authority will react to a petition on behalf of an applicant. Provide only that information which has been published in appropriate instructions or that which you can state with certainty. Do not attempt to reply to questions beyond the scope of your direct knowledge.

Many inquiries of the nature being discussed originate because recruiters involved fail to sufficiently explain Coast Guard policy or standards to an applicant initially, or leave the applicant with a feeling that the policies and standards are easily changed. In reality, published policies and standards are adhered to in the interest of fair and equitable treatment for all.

Whenever a recruiter finds himself in a position at the local level where undue pressure is being brought to bear on behalf of an applicant, he should report the circumstances to the District Commander (p) and seek advice on how to proceed. This procedure will be particularly helpful to the recruiter in safeguarding his public relations. This does not mean that the recruiter will refer the inquirer directly to the District Commander. The recruiter must inform the interested party of the standards and/or policies in effect which govern the situation. The reason the incident is to be reported to the District Commander is to obtain counsel for future guidance if the matter persists, or insure that the District Commander is possessed of all known factors if further inquiry is made at District level.

With regard to this subject as a whole, always seek the counsel of higher authority if you are in doubt.

9–2 CONGRESSIONAL CORRESPONDENCE.

Replies to Members of Congress must be made within 48 hours of receipt. The Correspondence Manual, CG–199, requires submission to the Commandant (CC) of copies of all correspondence with Members of Congress. Beyond this requirement there is no need to report other contacts to Headquarters unless the nature of the matter dictates a necessity for the Commandant to be fully informed in the premise.

9–3 STATION APPEARANCE.

Just as it is important that the initial personal contact by a recruiter be accomplished with the best foot forward and a favorable impression given, so it is with station appearance. The applicant's first visit to a recruiting station is generally the very first contact with a Coast

Station appearance?

Guard unit and it is very important that the appearance of the station be such that he is impressed.

The average person expects to find cleanliness and neatness at any military unit—a place for everything and everything in its place. A recruiting office which is disarranged and unkempt creates an adverse impression. Makeshift files and accumulations on desk-tops, unemptied wastebaskets, disorderly literature displays, etc. are but a few minor items of detraction which can be controlled easily. The use of photographs and posters, properly framed and neatly arranged, are most advantageous. Any display items depicting some phase of Coast Guard operations can be most helpful in stimulating interest. While funds are usually limited for this purpose, many things can be improvised to make your station impressive. Remember, your station is continually on display. *CLEANLINESS and NEATNESS are absolute requirements.*

Aside from the material factors which go to appearance, a military and business-like atmosphere must prevail at all times. Recruiting personnel are expected to be pleasant and militarily smart. Frivolity is to be avoided. Recruiters must refrain from card playing and similar diversions during office hours. Internal problems must never be aired in the presence of applicants or the general public. The Officer in Charge of a recruiting station must govern the conduct of the recruiters attached and control station appearance in the same manner that he would when preparing for an inspection by higher authorities.

9–4 LOCALLY PRODUCED FORM LETTERS.

Many recruiting stations find it necessary to reproduce frequently recurring letters. This practice should be kept to a minimum, particularly those which are addressed outside the service. When used, the copies must be clear reproductions and properly prepared in accordance with the Correspondence Manual, CG–199.

9–5 THE OFFICER IN CHARGE.

In general, the very location of recruiting stations provides an atmosphere of independent or detached duty. As a result, stations are usually removed from the continual view and daily control of higher echelons of command. This is one of the peculiarities of a recruiting assignment.

No amount of writing in this or any other manual will guarantee the performance of the

Officer in charge

recruiting job in the manner outlined if the Officer in Charge fails to insist upon compliance with the procedures and instructions set forth. Serious errors occasioned in the recruiting process which are directly attributed to a lack of compliance with the practices set forth in this publication will be considered a reflection on the capabilities of the Officer in Charge. He is specifically charged with the responsibility to see that station procedures are in line with those prescribed.

The leadership qualities of the Officer in Charge will be put to the test in a recruiting assignment. Referring to the discussions in Chapter 1, we are reminded that the recruiter brings with him to his assignment his military qualifications plus a certain ability to deal with people. His professional knowledge and technical skill will be of limited value to him. All recruiters must be *leaders*. The Officer in Charge has the responsibility for the operation of the station as a unit and the emphasis is certainly on leadership if he is to be successful.

9–6 WAITING LISTS.

From time to time it develops that the number of persons seeking enlistment far exceeds the needs of the service. This presents a "waiting list" situation. Under normal conditions there will always be some applicants on a waiting list in various stages of processing and no problems are encountered. It is desired to cover in this section the procedure to follow when the number of applicants on file and being processed serves the anticipated needs for three months or more.

In the latter situation, the outlook for enlistment in the near future is dim and it is not necessary that applicants be formally processed beyond the initial interview. The initial interview must determine basic qualification insofar as is possible and names added to the established waiting list. Formal processing will commence at a later date as conditions dictate. The important thing to remember here is that you *must* explain to persons in this category that they *have not* been accepted for enlistment and that *final acceptance* will be contingent upon their meeting all qualifications when final processing is completed. *The quota limitations and other controlling factors must be explained.*

Too many instances have come to the attention of Headquarters in which recruiters in the situation described above shrug off applicants with very short answers such as: "Can't do a thing for you!," "All filled up for now!," "Come back in a few months!," or some other insufficient and inadequate remark. These incidents are often the basis for the inquiries discussed in paragraph 1 of this Chapter.

Applicants shall be processed and enlisted in the order of their date of application and this order shall not change except by direction of higher authority or as otherwise necessary when different categories of applicants are being accepted (e.g., Category "A" and Category "B" applicants for the regular service). Enlistment of an applicant on a waiting list may be delayed if he so requests. *Arbitrary manipulation of a waiting list by a recruiter is prohibited.*

Don't manipulate the waiting lists

With regard to waiting lists the following point is explained for the purpose of clarification. Once an applicant meets all of the qualifications prescribed by the Commandant and has been determined by the recruiter to be of acceptable character, degree of qualification is not a factor to be considered in the order of acceptance within a category. For example, a man on a waiting list for regular enlistment who has attained a score of 90 percentile on the AFQT is not to be enlisted ahead of other Cate-

gory "A" applicants who precede him on a waiting list solely on the theory that he is of higher intellect. The standards prescribed for enlistment are such that those persons meeting the basic qualifications are generally suited to the needs of the Coast Guard. The matter of degree of qualification is then secondary. In order that all *qualified* applicants have an equal opportunity to enlist, the foregoing procedure is necessary.

9–7 OFFICER PROCUREMENT PROGRAMS.

Recruiting stations are not charged with the direct responsibility of procuring officers for the service but each station has a responsibility to be informed of existing programs and have available any publicity material currently in use. From time to time the assistance of recruiters will be required in the local area and full cooperation is expected to the extent possible. During the annual cadet procurement drive, recruiters may be called upon to assist in their territory by providing local transportation, establishing contacts, etc.

9–8 SERVICE RECORDS.

Instructions for the preparation of the service record and detailed information on the disposition of forms prepared for enlistment are contained in the Personnel Manual, CG–207. Suggestions received from the field preparatory to the writing of this publication recommended a sample service record be included. The proposal was considered but not adopted to offset duplication of instructions in force and to reduce the number of potential amendments to this manual. If a sample service record were included, any changes to the service record maintenance procedure would then require amendment to this publication.

Notwithstanding the foregoing it is recognized that a sample service record would be of inestimable value to the non-yeoman recruiter. To serve this end, each recruiting station shall maintain an up-to-date sample service record for the guidance of personnel attached. The sample record may be prepared and submitted to the District Commander (p) for approval, or, they may be provided by the District Commander (p) at his discretion. The method of obtaining the sample record is relatively unimportant—the important factor is that *it must be kept current.*

9–9 FIELD SUGGESTIONS.

Field suggestions are welcome. Developed proposals should be submitted under the Military Incentive Awards Program and undeveloped ideas may be submitted in letter form.

Field suggestions

Before a suggestion is submitted, careful thought must be given to the usefulness of the proposal on a service-wide basis. The cost factor should not be overlooked as funds are usually limited.

Any unusual incidents or experiences which would be of interest to the entire recruiting force may be submitted for possible coverage in a recruiting notice.

9–10 SUMMARY OF RECORDS AND FILES REQUIRED BY THIS MANUAL.

In addition to files and records required by *other publications* and/or directives, the following items are *required by this manual:*

a. Suspect card file (Chapter 4–3).

b. Prospect card files (Form CG–4071), (Chapter 4–4).
   1. Working file—live prospects.
   2. Rejected prospects.

c. Current applicant file (Form CG–4071), (Chapter 4–7).

d. Rejected applicant file (Form CG–4071), (Chapter 4–5, 4–7 and Chapter 5).

e. Log of A-frame placements (Chapter 6–5).

f. TV and radio stations locator file (Chapter 6–8).

g. School visit records (Chapter 7–4).

h. Area history folders (Chapter 8–2).

i. Waiting lists (Chapter 9–6). Use of Form CG–4071 is appropriate, but lists may be maintained in alternate manner if desired.

j. Sample service record (Chapter 9–8).

9–11 ENLISTMENT OF EX-SERVICE PERSONNEL

The Personnel Manual, (Chapter 1, Section G), CG–207, contains the authority and procedure for enlisting applicantss with prior service. In this regard, the following points are emphasized when ex-servicemen are to be enlisted without reference to the Commandant.

a. The Officer in Charge of a Recruiting Office has authority to enlist a prior-service applicant through pay grade E–3 or as a petty officer on the open rate list provided his Form DD–214 issued for the last period of active service shows an acceptable Reenlistment Code as indicated below:

For former Coast Guard, Navy and Marine Corp personnel, the notation, "Recommended for Reenlistment" or Reenlistment Code, "RE–1" must appear on DD Form 214. In the case of former Army personnel, the DD–214 must show one of the following Reenlistment Codes: "RE–1", "RE–1A", "RE–2", "RE–2A", or "RE–2B". Former Air Force personnel must present a DD Form 214 with any of the following notations: "RE–3/93", "RE–12", "RE–13", or "RE–14". (See Appendix A for unacceptable discharge authorities).

b. Former Navy and Coast Guard personnel making application for enlistment in an open rate must have been separated from their last period of active duty within five years of the proposed enlistment date.

c. The applicant must be otherwise fully qualified.

9–12 RECRUIT TRAINING

Recruit training is intended to effect a rapid transition from civilian to military life. The specific mission of recruit training is:

> To impart to recruits the basic knowledge required of all Coast Guardsmen, and to instill in them the discipline and esprit de corps essential to the successful accomplishment of the duties of the U.S. Coast Guard.

In order to accomplish those ends a recruit is subjected to a rigorous, rigid, and closely supervised period of training.

Recruits are required to meet the highest standards of military discipline. Immediate disciplinary control is the responsibility of the recruit company commander, a chief or first-class petty officer working under the supervision of commissioned officers. While minor disciplinary offenses attributed to incomplete training are handled at that level, more serious offenses are processed in accordance with the Uniform Code of Military Justice.

Prior to the completion of recruit training each recruit must satisfy certain minimum requirements in discipline, physical fitness, and military and professional knowledge. The entire training period is devoted to developing the recruit's ability to meet those requirements.

Physical fitness is an essential part of recruit training. There are calisthenics, running the obstacle course, and intramural sports. Classes in swimming and water survival, as well as voluntary participation in varsity athletics in an interservice athletic league, supplement the physical fitness program.

Close order military drill under arms is conducted regularly and recruits participate in numerous inspections which demand attention to detail.

The foundation for professional competence is laid by means of both classrorom studies and practical exercise. The fundamentals of seamanship, damage control, handling small arms, communications, NBC warfare, and Coast Guard organization, history, and tradition are included in the training. The chaplains at-

tached to the training centers conduct a vigorous program of character training.

Some liberty is granted on weekends in the latter part of the training cycle. Only those persons whose training progress is satisfactory will be granted liberty.

Recruits will normally be granted 10 days leave upon graduation and en route to their next assignment. Starting dates of schools or subsequent training may render leave impracticable in some cases.

A new enlistee reporting for recruit training is permitted to retain only those articles listed below. All other personal effects, including the civilian clothes he wears when reporting, are required to be shipped home C.O.D. during the first week of his training.

Toilet articles, limited specifically to soap, toothbrush, and toothpaste, comb and brush, washcloths, safety razor, shaving cream, shaving brush, and spare blades.
Stationery.
Smoking accessories, limited to cigars, cigarettes, pipe and tobacco, and lighter.
Bible.
Shoe trees.
Wedding ring and wristwatch.
Shoe polishing equipment.
Wallet and wallet size photos.
Electric razor (Cape May only).

9–13 ARMED FORCES UNACCEPTABLE DISCHARGE OR SEPARATION AUTHORITIES

The Table of Armed Forces unacceptable Discharge or Separation authorities provided in Appendix "A" is furnished for ready reference purposes. The Table is not to be duplicated or published to applicants.

APPENDIX "A"

TABLE OF UNACCEPTABLE ARMED FORCES SEPARATION AUTHORITIES

Individuals last separated from any of the Armed Forces, including all Reserve components, active or inactive, holding discharge certificates or forms of separation which indicate that separation was Under Other Than Honorable Conditions, or for the good of the service concerned, Bad Conduct, Dishonorable, or Undesirable, are not acceptable for enlistment.

Individuals last separated from the Armed Forces, active or inactive including Reserve components who were separated for any of the reasons and/or authorities listed below are not acceptable for enlistment. Entry on the DD Form 214 (Armed Forces of the United States Report of Transfer or Discharge) will show the authority for discharge as listed below. Actual reason for discharge will not appear on the discharge certificate or separation form.

(REFER TO PARAGRAPH 9–11 of CHAPTER 9 FOR ACCEPTABLE REENLISTMENT CODES)

LIST OF REASONS AND/OR AUTHORITIES FOR DISCHARGE OR SEPARATION

1. Army.

Actual reason for separation which usually will not appear on the discharge certificate or other separation papers.	Entry which may appear under "Remarks" (item 55, WD AGO Form 53-series; item 38, DD Form 214).	Entry which will be shown under "Reason and Authority for Discharge (item 40, WD AGO Form 53-series; item 8, DD Form 214).
a. Fraudulent entry into Army, secured by concealment of disqualifications.	One of the causes listed in section I, AR 635-206, such as "Conviction by Civil Court," "Concealment of Prior Service," or section II, AR 635-206.	Fraudulent entry into Army, section I, AR 635-206 or section II, AR 635-206.
b. Medically unfit, deserter or absentee.	----------	Desertion and medical unfitness, section II, AR 615-366, or section II, AR 635-206, or section IV, AR 635-206.
c. Medically unfit, deserter or absentee.	----------	AWOL and medical unfitness, section II, AR 615-366, or section II, AR 635-206, or section IV, AR 635-206.
d. Conviction by civil court (except as provided in para 22).	----------	Conviction by civil court, section IV, AR 615-366, or section III, AR 635-206, or section IV, AR 635-206.
e. Resignation in lieu of board action on inaptitude or unsuitability.	----------	Resignation, paragraph 4*a*, AR 615-367 or AR 635-220.
f. Resignation in lieu of board action on unfitness.	----------	Resignation, paragraph 4*b*, AR 615-367 or AR 635-220.
g. Resignation in lieu of reduction for misconduct or inefficiency.	----------	Resignation, paragraph 5, AR 615-367 or AR 635-220.
h. Resignation for good of the service.	----------	Resignation, paragraph 6, AR 615-367 or AR 635-220.
i. Resignation ----------	----------	Resignation, paragraphs 7 and 8, AR 615-367 or AR 635-220.
j. Unfitness (these individuals are not eligible for reentry into the armed services unless the cause for which discharged is removed, and reentry is authorized by Chief of Personnel Operations).	----------	AR 615-368 or AR 635-208.
k. Inaptitude ----------	----------	AR 615-369 or AR 635-209.
l. Unsuitability ----------	----------	AR 615-369 or AR 635-209.
m. Homosexual ----------	----------	AR 600-443 or AR 635-89.
n. Disloyal or subversive ----------	----------	AR 615-370, SR 600-220-1, or AR 604-10.
o. Disposition of psychotiess (No waivers granted unless psychiatric examination reveals complete recovery).	----------	SR 600-440-1.
p. Separation of enlisted men who lack job performance potential.	----------	DA Cir 635-2, 19 Aug 57 or 3 Apr 58.
q. Untrainability ----------	----------	AR 635-209.
r. Medically unfit ----------	----------	Paragraph 3*a*(6), AR 635-205 (SPN 375).
s. Sentence of court-martial ----------	----------	AR 635-204.

2. Air Force.

Disqualifying separation authorities and/or remarks.

Regulation (AFR)	*Paragraph*
35-6, 3 Feb 53	20 d, g, h, i, j, k, l, m, or n.
35-6, 21 May 51	21 d, g, h, i, k, m, or n.
35-62	
35-66	
36-12	17, 19, 20, 37, 40, 47 or 48.
39-10	Item 32, DD 214, coded RE-2 or RE-20.
39-14	Item 32, DD Form 214, coded RE-2 or RE-20.
39-15, 19 Apr 51	6 or 7.
39-15, 22 Nov 54	5 or 6.
39-15, 17 Mar 57	Sections C and D.
39-15, 17 Mar 59	
39-16	
39-17	
39-18	
39-21	
39-22	
39-23	
39-19 (prior to 21 Dec 51)	
39-11, 20 Mar 52	Section III or IV.
39-11, 17 Mar 59	Section III or IV.
45-43	11, 16, 18, 20, 21, 22, 23, 24, 25, 36, 27, or 28.

Former airmen whose report of separation contains any of the following notations under the authority for discharge or in the "Remarks" section:

(a) Paragraph 2, AFR 39-14, 2 May 1951, and Letter AFPDC, Headquarters USAF, 10 August 51, Subject: Disposition of Enlisted Personnel.

(b) Paragraph 11, SR 615-105-1/AFR 39-9, 6 September 1950, applies.

(c) Paragraph 13, AFR 39-9, 3 December 1951, applies.

(d) Paragraph 2, AFR 39-14, 18 May 1955, and Message AFPMP 31817, 9 December 1955, applies.

(e) Paragraph 19, AFM 39-9, applies.

(f) Paragraph 36, AFM 39-9, applies.

(g) Paragraph 2, AFR 39-14, and paragraph 2a, Message AFPMP 969/56, SDN 703.

(h) Enlistment subject to the approval of the Secretary of the Air Force.

(i) AFR 39-16 and Ltr, DAF, 1 December 1955, as amended, Discharge of Unproductive Airmen.

(j) Paragraph 11, AFM 39-9, applies.

3. Navy

Actual reason for discharge which will not appear on discharge certificate or other separation papers.	Entry that will appear as reason and/or authority for discharge or separation.
a. Medical	Article C-10305, BuPers Manual.
b. Unsuitability	Article C-10310, BuPers Manual.
c. Security	Article C-10310A, BuPers Manual.
d. Unfitness	Article C-10311, BuPers Manual.
e. Misconduct	Article C-10312, BuPers Manual.
f. Sentence of Court-Martial.	Article C-10314, BuPers Manual.
g. Military Personnel Security Program.	C-SEC, NAV, INSTR 5521-6.
h. Low Mental Category.	Article C-10306-21L and BuPers Instr. 1910.11 (Series).

4. Marine Corps

Actual reason for discharge which will not appear on discharge certificate or other separation papers.	Entry that will appear as reason and/or authority for discharge or separation.
a. Convenience of the Government (other good and sufficient reason as determined by the Commandant of the Marine Corps or the Secretary of the Navy).	Paragraph 10271.1g MCM; paragraph 1326.1f MarCorPersMan.
b. DIRECTED BY THE SECRETARY OF THE NAVY.	Paragraph 10281 MSM; paragraph 13270 MarCorPersMan.
c. Unsuitability	Paragraphs 10275.1a, 1b, 1c, 1d, 1e, 1f, and 1g, MCM; paragraphs 13265.1a, 1b, 1c, 1d, 1e, 1f, and 1g, MarCorPersMan.
d. Unfitness	Paragraphs 10277.2a (1), (2), (3), (4), (5), (6); 10277.2b, 2c, 2d, 2e, and 2f, MCM; paragraphs 13266.2a (1), (2), (3), (4), (5), (6); 13266.2b, 2c, 2d, 2e, and 2f, MarCorPersMan.
e. Misconduct	Paragraphs 10278.2a, 2b (1), (2), (3), (4), (5), and (6) and 2c, MCM; paragraphs 13267.2a, 2b (1), (2), (3), (4), (5), and (6); and 2c, MarCorPersMan.
f. Security	Paragraph 10280 MCM; paragraph 13269, MarCorPersMan.

5. Coast Guard

Actual reason for discharge which will not appear on discharge certificate or other separation papers.	Entry that will appear as reason and/or authority for discharge or separation.

a. Misconduct	Art. 12-B-13, Personnel Manual.
b. Unfitness	Art. 12-B-12, Personnel Manual.
c. Unsuitability	Art. 12-B-10, Personnel Manual.
d. Sentence of Special or General Court-Martial.	Art. 12-B-15, Personnel Manual.
e. Security	Art. 12-B-11, Personnel Manual.
f. Physical disability	Art. 12-B-9, Personnel Manual.
g. For cause	Section 8.6206(g), 33 CFR or Section 8.6206(1)(d), Regulations, USCGR, (1941). ("For cause" is a general reason for discharge of inactive Reserve enlisted personnel separated for unsuitability, inaptitude, unfitness, or misconduct.)

AIR FORCE REGULATIONS	SDN	REASON	CATEGORY
AFM 35-4	270	Physical disability—placed on temporary disability retired list.	C
AFM 35-4	271	Permanently retired by reason of physical disability	C
AFM 35-4	273	Physical disability with entitlement to receive disability severance pay.	C
AFM 35-4	274	Physical disability resulting from intentional misconduct or wilful neglect or incurred during period of unauthorized absence (not entitled to receive disability severance pay).	C
AFM 35-4	277	Physical disability—existed prior to service, established by Medical Board and individual made application for discharge by reason of physical disability (not entitled to receive disability severance pay).	C
AFM 35-4	278	Physical disability—existed prior to service, established by Physical Evaluation Board proceedings. Not entitled to receive disability severance pay.	C
AFM 35-4	279	Physical disability—release from extended active duty and revert to retired list.	C
AFM 35-4	370	Physical disability—release from extended active duty and revert to inactive status for purpose of retirement under 10 USC 1331, in lieu of discharge with entitlement to receive disability severance pay.	C
AFR 35-62	489	Security (Disloyal—Subversive)	C
AFR 35-62	250	Homosexuals—Class I—Conviction by General Court-Martial.	C
AFR 35-62	251	Homosexuals—Class II—Conviction by General Court-Martial.	C
AFR 39-17	253	Unfitness—Homosexuals Class II Board	C
AFR 39-16	254	Unsuitability—Homosexuals—Class III Board	C
AFR 39-16	256	Unsuitability—Homosexuals—Class III—Waiver accepted.	C
AFR 39-17	257	Unfitness—Homosexuals—Class II—Waiver accepted	C
AFR 39-10	203	Expiration of term of service	A
AFR 39-10	205	Expiration of term of service—release from extended active duty (AF Reserve and Air National Guard personnel).	A
AFR 39-12	225	Minority	B
AFR 39-12	228	Voidance of enlistment or induction	B
AFR 39-13	227	Hardship	B
AFR 39-14	21G	Convenience of the Government—By USAF directive—mass release.	A
AFR 39-14	21L	Convenience of the Government—By USAF directive individual release.	B
AFR 39-14	21M	Convenience of the Government—To Non-Affiliated Reserve Section pending appointment to Air National Guard.	B
AFR 39-14	21N	Convenience of the Government—To accept commission as officer (from other than aviation cadet, officer candidate school or OTS status).	B
AFR 39-14	21P	Convenience of the Government—To accept commission as officer (from Officer Candidate School or OTS status).	B
AFR 39-14	21Q	Convenience of the Government—To accept commission as officer (from aviation cadet or aviation student status).	B
AFR 39-14	41A	Convenience of the Government—Early release to attend medical or dental school.	A

AIR FORCE REGULATIONS	SDN	REASON	CATEGORY
AFR 39-14	41B	Convenience of the Government—Early release to study for the ecclesiastical ministry.	B
AFR 39-14	215	Convenience of the Government—To accept appointment as warrant officer or recall to active duty as warrant officer.	B
AFR 39-14	216	Convenience of the Government—To attend service academy.	B
AFR 39-14	218	Convenience of the Government—To enter any other service.	B
AFR 39-14	314	Convenience of the Government—National health, safety, or interest.	B
AFR 39-14	317	Convenience of the Government—To accept public office	B
AFR 39-14	318	Convenience of the Government—USAF Directive—Conscientious objector.	C
AFR 39-14	319	Convenience of the Government—USAF Directive—erroneous enlistment.	B
AFR 39-14	411	Convenience of the Government—Insufficient service for PCS (overseas returnee only).	A
AFR 39-14	413	Convenience of the Government—Early release to attend school.	B
AFR 39-14	417	Convenience of the Government—Aviation cadet, OCS, and OTS eliminees with no active duty commitment.	B
AFR 39-14	420	Convenience of the Government—Termination of indefinite enlistment.	A
AFR 39-14	703	Convenience of the Government—Marginal Producer	B
AFR 39-14	730	Convenience of the Government—Insufficient service retainability for PCS (other than overseas returnees).	A
AFR 39-14	240	Unconditional resignation	C
AFR 39-15	241	Resignation in lieu of demotion	C
AFR 39-15	242	Resignation for the good of the service	C
AFR 39-16	363	Unsuitability	C
AFR 39-16	469	Unsuitability	C
AFR 39-17	488	Unfitness	C
AFR 39-18	290	Dishonorable or Bad Conduct Discharge—Desertion (Court-Martial).	C
AFR 39-18	292	Dishonorable or Bad Conduct Discharge—Other than desertion (Court-Martial).	C
AFR 39-21	280	Misconduct; Fraudulent enlistment	C
AFR 39-22	284	Misconduct; Conviction by civil court	C
AFR 39-23	281	Misconduct; Discharge of absentees or deserters (desertion, trial barred by statute of limitations).	C
AFR 39-23	282	Misconduct; Discharge of absentees and deserters (Desertion), (Desertion, Trial deemed inadvisable), (Desertion and Alienage).	C
AFR 39-23	283	Misconduct; Discharge of absentees and deserters (AWOL) (AWOL, trial deemed inadvisable) (AWOL and alienage).	C
AFR 35-6 of 3 Feb. 1953, Paras. 10 a, b, c, & d or paras. 20 g, h, k, l, m, n, & o.	------	Discharge of Airmen from Air Force Reserve	B
AFR 35-6 of 21 May 1951, Paras. 12 d, g, h, i, k, m, or n.	------	Separation of enlisted personnel from Air Force Reserve	B
AFR 35-49 & AFL 35-20	------	Physical disability	C
AFR 39-14, Para. 2 & HQ USAF Msg. 958/53.	------	Early Release Program	A
AFR 39-14, Para. 2 & ltr. AFPDC HQ USAF of 10 Aug. 1951.	------	Early Release Program	A

AIR FORCE REGULATIONS	SDN	REASON	CATEGORY
AFR 39-14 & HQ USAF AFPMP 31817 of 9 Dec. 1955.	------	Early release of Airmen who failed to progress in grade or skill.	B
AFR 39-19	------	Discharge—Disloyal or Subversive (Note: applies only to separation prior to 21 December 1951).	C
AFR 39-19	------	Release from Active Duty & Transfer to Air Force Reserve for completion of UMTS obligation (Note: applies only to separations on and after 13 November 1953).	A
Readjustment Regulations 1-1	------	Demobilization Point System	B

UNITED STATES MARINE CORPS

U.S. MARINE CORPS MANUAL	REASON	CATEGORY
Para. 10258 or Art. 3-13	Expiration of enlistment	A
Para. 10268, 10269, 10270 or Art. 3-14	Physical disabilities (jnt Ltr BUMED-CMC may be used separated or coupled with these references).	C
Para. 10271, Art. 3-15	Convenience of the Government	B
Para. 10271, 1a	COG—General demobilization or by an order applicable to all members of a class or personnel specified in an order.	A
Para. 10271, 1b	COG—To accept an appointment as an Officer in the Marine Corps, Marine Corps Reserve, or in another branch of the Armed Forces for active duty only.	B
Para. 10271, 1c	To accept an appointment as a cadet or midshipman to the Military, Naval or Coast Guard Academy.	B
Para. 10271, 1e	Reasons of national health, safety, or interest	B
Para. 10271, 1f	Erroneous induction	B
Para. 10271, 1g	Other good and sufficient reason when determined by the Secretary of the Navy.	B
Para. 10271, 1i	Other good and sufficient reason when determined by the Commandant of the Marine Corps.	B
Para. 10272 or Art. 3-16	Discharge for own convenience	B
Para. 10273 or Art. 3-17	Discharge for reason of dependency or hardship	B
Para. 10274 or Art. 3-18	Discharge for reason of minority	B
Para. 10275 or Art. 3-19	Discharge for reason of unsuitability	C
Para. 10276 or Art. 3-20	Discharge for reason of inaptitude	C
Para. 10277 or Art. 3-21	Discharge for reason of unfitness	C
Para. 10278 or Art. 3-22	Discharge for reason of misconduct	C
Para. 10279 or Art. 3-23	Discharge adjudged by Sentence of Court-Martial (Dishonorable and Bad Conduct Discharge).	C

MARINE CORPS MEMOS AND INSTRUCTIONS	REASON	CATEGORY
MCMemo 46-52	Discharge of Marine Corps Reservists	A
MCMemo 8-52	Discharge of selective service personnel for immediate reenlistment in regular Marine Corps.	A
MCMemo 128-52	Discharge and reenlistment of persons with less than one year to serve.	A
MCMemo 132-52	Discharge of selective service personnel for immediate reenlistment in the regular Marine Corps.	A
MCMemo 68-53 or MCO 1133.4 and 1133.4A.	Discharge and reenlistment of persons with less than one year to serve.	A

MARINE CORPS MEMOS AND INSTRUCTIONS	REASON	CATEGORY
MCMemo 12-54	Integration in regular Marine Corps of MCR personnel on EAD.	A
MCMemo 11-55 or MCO 1001.3 and 1001.3A.	Integration into regular Marine Corps	A
MCMemo 73-55 or MCO 1910.4, 1910.4A, 1910.4B, and 1910.4C.	Early separation of Marines to enter school	A
Ltr, Instn, 1108	Demobilization—point system	A
Ltr, Instn, 1109	Demobilization—point system	A
Ltr. Instn. 1110	Demobilization—point system	A
Ltr. Instn. 1190	Demobilization—point system	A
Ltr. Instn. 1237	Discharge for the convenience of the Government, enlisted members of the Marine Corps whose designated status is USMC SS V.	A
MCO 1900R.7	Discharge of reserve personnel on inactive duty who become regular or duly ordained ministers of religion or who desire to take final vows in a religious order.	B

ALMARS	REASON	CATEGORY
5-43	Demobilization—65 points	A
2-46	Demobilization—45 points	A
22-46	Demobilization—42 points	A
39-46	Demobilization——point system	A
54-46	Demobilization—point system	A
67-46	Demobilization—point system	A
Para. 10352	Expiration of enlistment for members of MCR	A
MCGO 4	Separation from MCR to accept commission in another branch of the Armed Forces.	B
MCGO 29	Instructions relative to discharge from the Marine Corps and enlistment in the MCR; 1 year enlistees.	A
MCGO 60	Discharge of enlisted personnel entitled to family allowance.	B
MCGO 75	Discharge of enlisted reservists with 4 or more dependents.	B
MCGO 97	Discharge of persons for hardship and dependency	B
MCGO 104	Release from active duty of members of the MCR	B
MCGO 127	Release from active duty and transfer to the MCR of inductees and regular enlisted men having obligated service.	B
MCGO 142 or MCO 1910.1	Separation from active duty for hardship or dependency (Cancelled MCGO 75 and 97).	B
MCGO 148 or MCO 1900.1, 1900.1A, 1900.1B.	Release from active duty of members of the MCR	B
MCGO 157 MCO 1910.2 or MCO 1910.2A.	Early separation of personnel with GCT less than 90	B
MGCO 178 or MCO 1900.2	Relief from active duty of members of the MCR	A
MCMemo 136-50	Discharge of clergymen and theological students for MCR.	B
MCMemo 7-51	Authorized discharge and immediate reenlistment of personnel with less than one year to serve on enlistment (See ALMAR 8-50).	A
MCMemo 17-51	Authorized discharge and immediate reenlistment of personnel with less than one year to serve on enlistment.	A
MCMemo 47-51	Administrative instructions for release or discharge of MCR personnel.	A
MCMemo 54-51	Separation of reservists to accept appointment or enlist or reenlist in the Armed Forces.	A

ALMARS	REASON	CATEGORY
MCMemo 107-51	Administrative instructions for release or discharge of members Marine Corps Reserve.	A
85-46	Demobilization—Separation of personnel with dependents.	B
101-46	Demobilization—Separation of personnel with dependents or completion of 18 months' service.	B
111-46	Demobilization—early release program	A
107-46	Demobilization—point system	A
117-46	Demobilization—early release program	A
148-46	Demobilization—early release program	A
155-46	Demobilization—separation of all reserve and SS-V personnel whose enlistment has expired.	A
8-47	Early release program	A
28-47	Discharge of certain personnel upon completion of flight training.	A
29-47	Separation of aviation personnel who do not choose transfer to line duty.	A
89-47	Early release program	A
113-47	Early release program	A
127-47	Early release program	A
1-48	Early release program	A
16-48	Early release program	A
8-50	Discharge and reenlistment of persons with less than one year to serve.	A
15-51	Integration of enlisted reservists into Regular MarCor	A
18-51	Release program for enlisted personnel, MCR	A
22-51	Release program for MCR, on active duty	A
26-51	Release program for MCR personnel on active duty	A
36-51	Release program for MCR personnel on active duty	A
43-51	Release program for MCR personnel on active duty	A
50-51	Release program for MCR personnel on active duty	A
52-51	Release program for MCR personnel on active duty	A
5-52	Integration of enlisted reservists into regular Marine Corps (Modified ALMAR 15-51).	A
7-52	Release program for MCR personnel on active duty	A
29-52	Release program for MCR personnel on active duty	A
33-53	Early release program (Ref: MCGO 104, 127, 134 and MCMEMO 1-7-51).	A
34-56 and MCO 1910.9	Early discharge and release whose normal EAS occurs during period 21 Dec 1956—6 Jan 1957.	A

ALMARCONS	REASON	CATEGORY
151524 Sep. 45	Demobilization	A
142030 Feb. 46	Demobilization	A
182029 Jun. 46	Demobilization	A
132033 Jul. 46	Demobilization	A
221354 Jul. 46	Demobilization	A

MARINE CORPS SERIALS	REASON	CATEGORY
CMC sod ltr. MC-1240613	Discharge of clergymen and theological students from MCR.	B
CMC msg. 011230Z Dec. 1953 MARPAC.	Authorized early release of personnel in certain categories returning from overseas.	A
CMD ltr. Aol-rbl of 17 May 1955 to all CO's.	Retention on active duty of enlisted reservists	A
MCRMemo 26-53	Conversion to definite term of enlistment in the MCR	A

MARINE CORPS MANUAL		REASON	CATEGORY
Para. 10352 or Art. 12-112(2)		Expiration of term of service	A
Para. 10353 or Art. 13-112(3)		Not physically qualified	B
Para. 10354 or Art. 13-112(4)		Upon own request	B
Para. 10355 or Art. 13-112(5)		For enlistment or appointment in the regular Marine Corps or for appointment in the Marine Corps Reserve.	A
MCMemo 42-52		Discharge of personnel whose enlistments were involuntarily extended by ALNAVs 66-51 and 11-52.	A
Para. 10356 or Art. 13-112(5)		For enlistment in the Regular Army, Navy, Coast Guard or Air Force.	A
Para. 10357 or Art. 13-112(5)		For enlistment in another Reserve component of the Armed Services, State or Federal.	A
Para. 10358		Failure to complete basic military training	B
Para. 10359 or Art. 13-112(6)		For other good and sufficient reasons. (This authority includes Convenience of the Government; unavailability for mobilization; obvious lack of interest such as failure to attend drills, failure to answer official correspondence, failure to comply with directives; unsuitability; inaptitude; unfitness; misconduct.)	B
ALMAR 2-53 as modified by ALMAR 3-53.		Early release of personnel	A
ALMAR 26-53		Discharge and reenlistment in regular Marine Corps of 8 years obligors.	A
CMC ltr. MC-1208270 of 3 Nov. 1950		Authorized discharge upon his or her written request of any enlisted member of the Marine Corps Reserve who was found unfit for extended active duty subsequent to 19 July 1950.	B
MCO 1910R.8		Discharge of enlisted Class III who fail to undergo quadrennial physical examinations.	B
Para. 10258	202	Expiration of Enlistment	A
Para. 10258	203	Expiration of Inducted Service	A
Para. 10268	273	Physical Disability with severance pay	C
Para. 10268	277	Physical Disability without severance pay	C
Para. 10271.1a	21G	Convenience of the Government (General Demobilization).	A
Para. 10271.1a	21G	Convenience of the Government (Order applicable to all members of a class of personnel specified in the order).	A
Para. 10271.1b	214	Convenience of the Government (To accept appointment as an officer in the Marine Corps/Marine Corps Reserve).	B
Para. 10271.1b	215	Convenience of the Government (To accept appointment as WO in the Marine Corps or Marine Corps Reserve).	B
Para. 10271.1b	217	Convenience of the Government (To accept commission or appointment in any other service).	B
Para. 10271.1c	218	Convenience of the Government (To enter a service academy).	B
Para. 10271.1e	314	Convenience of the Government (Reasons of National health, safety, or interest).	B
Para. 10271.1f	219	Convenience of the Government (Erroneous induction)	A
Para. 10271.1g	21L	Convenience of the Government (Other good and sufficient reason as determined by the Commandant of the Marine Corps).	B
Para. 10272	413	Own convenience	B
Para. 10273	226	Dependency	B
Para. 10273	227	Hardship	B
Para. 10274	225	Minority	B
Para. 10279	28E	Sentence of Court-Martial	C
Para. 10275.1a	261	Psychiatric or psychoneurotic disorders	C
Para. 10275.1b	262	Enuresis	C
Para. 10275.1c	264	Character or behavior disorders	C

MARINE CORPS MANUAL		REASON	CATEGORY
Para. 10275.1d	363	Other good and sufficient reason when determined by administrative process.	C
Para. 10275.4	266	Unsuitability	C
Para. 10276	260	Inaptitude	C
Para. 10277.2a(1)	288	Antisocial or antimoral trends	C
Para. 10277.2a(2)	383	Criminalism	C
Para. 10277.2a(3)	289	Chronic Alcoholism	C
Para. 10277.2a(4)	384	Drug addiction	C
Para. 10277.2a(5)	385	Pathological lying	C
Para. 10277.2a(6)	388	Sexual perversion	C
Para. 10277.2a(7)	289	Homosexuality	C
Para. 10277.2a(8)	387	Misconduct	C
Para. 10277.2b	28B	Repeatedly in a disciplinary status	C
Para. 10277.2c	286	Habitual shirker	C
Para. 10277.2d	287	Unclean habits, including repeated venereal infections	C
Para. 10277.2e	480	Personality disorders	C
Para. 10278.2a	281	Desertion, trial barred by statute of limitations	C
Para. 10278.2b	282	Desertion, trial waived	C
Para. 10278.2c	284	Conviction by civil authorities	C
Para. 10278.2d	280	Fraudulent enlistment	C
Para. 24310	205	Termination of active duty	A
Para. 24311	201	Expiration of term of service	A
MCO 1910.4c		Early separation of Marines to commence or resume college education.	A
MCO 1910.9 (ALMAR 34)		Early separation of enlisted Marines from active duty	A
MCO 1910R.11		Authority to discharge and to issue orders for physical evaluation board appearance in the case of physically unqualified enlisted reservists not on extended active duty.	C
MCO 1910.12 & MCO 1910.12A		Early separation of enlisted Marines from active duty	B
MCO 1910.14 (ALMAR 15)		Early separation of enlisted Marines from active duty	A
MCO 1910.16A		Separation of Marines whose expiration of enlistment or normal detachment from the command for subsequent release from active duty falls on Saturday, Sunday, or holiday.	A
MCBUL 1910 (ALMAR 17)		Early separation of enlisted Marines from active duty	A
CMC ltr. AFA-1-jft of 14 Oct. 57.		Mental Group IV reservists ordered to active duty and active duty for training.	B
CMC ltr. A01-hij of 15 Jan. 58		Early separation of enlisted Marines from active duty	A
CMC ltr. A01-jij of 7 May 58 as mod by CMC ltr. A01-rbjj of 30 Dec. 58.		Early separation of enlisted Marines from active duty	A

UNITED STATES NAVY

BUPERS MANUAL	REASON	CATEGORY
Art. C-5204	Separation of personnel in RecSta 3 months early	A
D-9104 or C-10304	Expiration of enlistment	A
D-9105 or C-10305	Discharge for reason of physical or mental disability	C
D-9106, C-10306 or C-10317	Discharge Convenience of Government	A
C-10319	Procedures for effecting transfer to Naval Reserve of regular Navy personnel to fulfill service obligations.	A
D-9107 or C-10307	Discharge for own convenience by purchase and furlough without pay (FWOP) (not presently authorized).	B
D-9108 or C-10308	Discharge—Dependency/Hardship	B
D-9109 or C-10309	Discharge—Minority	B

BUPERS MANUAL	REASON	CATEGORY
D-9110 or C-10310	Discharge—Unsuitability	C
D-9111 or C-10311	Discharge—Inaptitude	C
D-9112 or C-10312	Discharge—Unfitness	C
D-9113 or C-10313	Discharge—Misconduct	C
D-9114 or C-10314	Discharge—Sentence of Court-Martial (Dishonorable and Bad Conduct Discharges.	C

SECNAV INSTRUCTIONS	REASON	CATEGORY
1620.1	Separation of homosexuals	C
1900.2	Regulations governing discharge, dropping from the rolls and relief from active duty of members of the Naval Reserve and Marine Corps Reserve under Secs. 235, 239, 248 and 249, Armed Forces Reserve Act.	B
5521.6	Security Program	C

BUPERS INSTRUCTIONS	REASON	CATEGORY
1001.8	Discharge upon fulfillment of reserve obligation	A
1306.5B	Transfer of persons between reserve components	A
1910.1	Discharge of personnel under release program (Convenience of Government).	A
1910.5A and 1910.5B	Separation of Regular and Naval Reserve personnel on active duty.	A
1910.6	Disposition of minors who after enlistment are discovered to have misrepresented age or enlisted without consent.	B
1910.8	Separation for dependency or hardship from U.S. Navy or U.S. Naval Reserve.	B
1910.9	Discharge of enlisted reserves not on active duty	A
1910.11	Early separation Regular Navy enlisted personnel (not recommended for reenlistment).	B

BUMED INSTRUCTIONS	REASON	CATEGORY
1910.1	Aptitude boards; functions of	C
1910.2	Disposition of enlisted and inducted members by reasons of physical disability or military unfitness, standards and procedures for.	C

BUPERS NOTICE	REASON	CATEGORY
1910 of 22 May 1953	Separation schedule Regular and Reserve personnel	B

BUPERS CIRCULAR LETTERS	REASON	CATEGORY
122-45	Discharge or release of personnel 42 years of age or over.	C
116-48	V10 enlisted personnel on active duty—Instructions governing discharge from USNR for reenlistment in regular Navy.	A
6-49	Separation of enlisted personnel (general instruction) implementing BuPers Manual 1948 and effective concurrently.	A
207-49	Separation of Naval Reserve personnel from active service.	A

BUPERS CIRCULAR LETTERS	REASON	CATEGORY
84-51	Discharge and reenlistment, voluntary extensions of enlistment USN and USNR personnel on active duty.	A
85-51	Procedure for separation of Naval personnel	A
113-52	Instruction regarding separation enlisted personnel on active duty in Regular Navy and Naval Reserve.	A

ALNAVS AND MSG	REASON	CATEGORY
168-45	Demobilization reference	A
169-45	Discharge of certain enlisted personnel in expired enlistments.	A
196-45	Demobilization (Separation Point System)	A
200-45	Demobilization reference	A
205-45	Demobilization (Changes to ALNAV 196-45)	A
210-45	Demobilization reference	A
213-45	Demobilization reference	A
222-45	Demobilization reference	A
252-45	Separation directive—Point System	A
298-45	Discharge of personnel 3 or more dependents	A
302-45	Demobilization reference	A
306-45	Demobilization (Change to ALNAV 252-45)	A
345-45	Demobilization (Change to ALNAV 252-45)	A
395-45	Demobilization (Revised critical scores for 1 Dec 1945	A
415-45	Separation of personnel over 38 and have dependents	A
442-45	Demobilization (Reduction in Critical Score)	A
6-46	Reduction Point Score of Male Specialists (S) & (X)	A
40-46	Reduction Point Score in ALNAV 442-45 and 6-46	A
76-46	Reduction Point Score	A
131-46	Reduction Point Score	A
161-46	Demobilization reference	A
210-46	Demobilization (Change to ALNAV 161-46)	A
299-46	Demobilization (Change to ALNAV 161-46)	A
327-46	Separation of personnel on 6 mos probation	A
331-46	Demobilization to Post War Strength (Personnel who agreed to remain on active duty).	A
384-46	Demobilization reference	A
512-46	Discharge CofG during Sep 1946	A
536-46	Discharge of personnel retained by ALNAV 424-46	A
570-46	Discharge of personnel retained by ALNAV 137-46	A
SecNav MSG 091820Z Jan. 46	Discharge of personnel 45 days early where services not required at RecSta.	A
SecNav MSG 081115Z Apr. 46	Discharge of AVCADS	A
AlStaCon 252105Z Apr. 46	Discharge of personnel excluded by ALNAV 161-46	A
BuPers MSG 201234Z May 46	Demobilization reference	A
AlStaCon 131856Z July 46	Discharge Hospital Corps Personnel	A

ALNAV	REASON	CATEGORY
197-47	Discharge for Convenience of Government from 10-1-47 to 7-1-48 (2 mos early).	A
89-49	Discharge early by 1 mo but no more than 3 mos (CofG) (budget limitations).	A
117-49	Discharge under provisions Career Compensation Act 1949 (not to be reenlisted until enlistment would have normally expired).	A
104-50	Discharge of reserve personnel with 4 or more dependents (BuPers approval for reenlistment).	B
62-51	Separation of Regular and Reserve Personnel	A

ALNAV	REASON	CATEGORY
69-51	Separation of Reserve Enlisted Personnel	A
73-51	Separation of Reserve Enlisted Personnel	A
109-51	Separation of certain Regular Navy & Reserve enlisted personnel on active duty.	A
2-55	Early separation for reenlistment	A

BUPERS LETTERS	REASON	CATEGORY
BuPers spdltr. NAV 66-APS-2144 of 5/23/41.	Discharge of personnel (Med. Survey)	C
BuPers & BuMed Joint ltr.; BuPers P19-1 (879) Nov. 9-LMR, BuMed P3 1 NRR P19-1 (123) 40 of 4/3/42.	Plan and procedure for elimination of unfit for service by reason of psychiatric or neurologic handicap (Unsuitability).	C
BuPers ltr. Nav 66 JMS P19-1 (867 of 2/6/42).	Discharge of recruits as undesirable; authorized recruiting service discharge personnel who have enlisted underage, improper consent, etc., such cases having come to attention such enlistment and have not yet called to active duty.	B
BuPers ltr. Nav-63-OWC QR/P11-1(2149) of 4/17/42.	Discharge of inapt radar students (special order)	B
BuPers ltr. Pers-63-OWC QR/P11-1(2149) of 6/3/43.	Discharge of inapt radar students (special order)	B
BuPers ltr. Pers-66-ma-P14-4(m) (14) of 6/6/42.	Disposition of minors illegally enlisted under 14 years of age, without proper consent and minors too immature.	B
BuPers ltr. Pers-63-OWC NC(697) of 7/14/42.	Discharge of inapt students specifically enlisted for radar maintenance (special order).	A
BuPers ltr. Pers-66 HEB P14-4 of 6/3/43.	Disposition of minors illegally enlisted under 14 years of age, without proper consent and minors too immature.	B
BuPers P19-1 Pers-66 RGS & BUMED P3-1/P19 (123) 40 of 1/20144.	Separation of recruits unfit for service by reason of psychiatric or neurologic handicaps (Unsuitability).	C
BuPers ltr. Pers-66-HEB QR2/P16-3 of 1/25/44.	Discharge of M-1 personnel who fail to reply to correspondence (CofG).	B
BuPers ltr. P19-1 Pers-66	Discharge by reason of psychiatric or neurologic handicaps.	C
BuPers ltr. Pers-3653 MD QR/P16-3 of 1/28/44.	Discharge of V-2 (CPT) and SV-2 (CPT) reservists or recall to active duty by 1 July 1944.	A
BuPers P19-1 Pers-66 MSW	Disposition of recruits unfit for service for reason psychiatric or neurologic handicaps.	C
BuPers ltr. Pers-66 HEB QR/P19 of 8/3/44.	Discharge of personnel of Class M-1 USNR CofG	A
BuPers ltr. Pers-66-HEB P14-4 of 8/22/44.	Disposition of minors misrepresenting age, authority for discharge of by CO.	B
BuPers Personnel-66 ELH P3-6 & BuMed RP-OIM of 1/12/45.	Disposition of Personnel—Medical Survey	C
BuPers P3-5 Pers-66 WH & BuMed RP-OIM of 2/22/45.	Disposition of Personnel—Medical Survey	C
BuPers P3-5 Pers-66 McG & BuMed P16-3/P3 2 of 30 Apr. 45.	Disposition of partially disabled enlisted personnel (Medical Survey).	C
BuPers P3-5 Pers-66 BJS & BuMed P3-5 of 4/30/45.	Disposition of limited duty only	C
BuPers spdltr. Pers-B222 JMS of 8/14/50.	Discharge of Reservists accepted for advanced course Army or Air Force ROTC.	A
BuPers ltr. Pers-B222 JMS QR/P19 of 1/2/51.	Discharge of inactive Reserves for AVCAD training in Air Force.	A
BuPers spdltr. Pers-B222-JMS Ar/P19 of 1/5/51.	Discharge of bona fide clergymen or theological students not on active duty.	B
BuPers ltr. Pers-B22-JMS Ar/P19 of 1/29/51.	Discharge policies concerning enlisted Naval Reservists on inactive duty.	A

BUPERS LETTERS	REASON	CATEGORY
BuPers-B222-JMS P19-1 BuMed C/L 51-34 & MarCor DM-1577-jl Jnt ltr. of 2/19/51.	Discharge of personnel for reason physical disability	C
BuPers ltr. QR/P19 Pers-B222-JMS of 5/4/51.	Discharge of USNR personnel who are attending medical, dental or theological school—Whose applications for appointment in grade of Ensign are not approved (CofG).	B
BuPers ltr. P3-1/P19-1 Pers-B22-MK BuMed C/L 51-106 & MarCor DM-1577-jl Jnt ltr. of 7/13/51.	Discharge of personnel for reason physical disability	C
BuPers ltr. Pers-B222-MK QR/P19 of 7/19/51.	Discharge of personnel in Receiving Station 3 months early (CofG).	A
BuPers ltr. Pers-B222-MK QR/P19 of 10/26/51.	Discharge and release of personnel having less than 60 days remaining before eligible for separation.	A
BuPers ltr. Pers-B222c-Hp of 5/26/52	Enlisted Naval Reservists on inactive duty; discharge policies concerning.	A
BuPers ltr. Pers B222 MK of 3/30/53	Discharge of enlisted men of the Navy appointed Cadets to the USM Academy or Coast Guard Academy.	A
BuPers spdltr. Pers-B222C neb of 10/19/53.	Early separation of personnel in units being deployed overseas.	A

BUPERS MANUAL	CODE	REASON	CATEGORY
H-6201(3)	------	Discharge of officers and enlisted personnel whose services are of greater value to the Government in event of war in present civilian occupation than they would be if mobilized as Naval Reservists.	A
H-6206	------	Discharge of Enlisted Personnel	A
H-6209	------	Discharge of enlisted reservists for enlistment or appointment in other Naval or Military organization.	A
H-31203(1)(a)	------	Expiration of Enlistment	A
H-31203(1)(b)	------	Fulfillment of service obligation	A
H-31203(1)(c)	------	Convenience of the Government	B
H-31203(1)(d)	------	Physical Disability	C
H-31203(1)(e)	------	Hardship or dependency	B
H-31203(1)(f)	------	Minority	B
C-10304	202	Expiration of term of enlistment	A
C-10317 or BuPers Inst 1910.5, as applicable.	203	Expiration of term of active obligated service	A
BuPers Inst. 1001.8	204	Fulfillment of service obligation	A
C-10306	211	To enter NROTC Program	B
C-10306	214	To accept commission as an officer in USN(R)	B
C-10306	215	To accept appointment as WO in USN(R)	B
C-10306	216	To enter U.S. Naval Academy	B
C-10306	217	To accept commission or appointment in (any of the other services of Armed Forces).	B
C-10306	218	To enter (any of the other service academies)	B
C-10306	219	Erroneous induction	A
C-10306	21A	To accept employment with Government agencies in a civilian capacity.	B
C-10306	21C	To take final vows in religious orders precluding membership in the Armed Forces.	B
C-10306	21D	Discharges from extensions for which members do not receive commitments offered.	A
C-10306	21E	Discharge of ex-Insular Force personnel found not qualified for Navy duty.	C
C-10306	21F	Overheight	C
C-10306	21G	General demobilization, reduction in authorized strength, or by an order applicable to all members of a class of personnel specified in the order.	A

BUPERS MANUAL	CODE	REASON	CATEGORY
C-10306	21H	Marriage to alien not eligible for entry into United States	B
C-10306	21K	Discharge from constructive enlistment	B
C-10306	21L	Other good and sufficient reasons (nonderogatory) when determined by proper authority.	B
C-10306	280	Fraudulent entry	C
C-10306	311	Alien without legal residence in the United States	C
C-10306	313	To immediately (enlist or reenlist)	A
C-10306	314	Importance to national health, safety, or interest	B
C-10306	316	Release—pursuant to writ of habeas corpus	B
C-10306	317	To accept public office	B
C-10306	318	Conscientious objector	C
C-10306	319	Erroneous enlistment	B
C-10306	366	Motion sickenss	C
C-10306	413	To enter or return to college, university or equivalent educational institution.	B
C-10306	414	To accept or return to employment of a seasonal nature	B
C-10309	225	Minority	B
C-10308	226	Dependency	B
C-10308	227	Hardship	B
C-10305	273	Physical disability with entitlement to receive disability severance pay.	C
C-10305	275	Medical disqualification existing prior to entry on active duty.	C
C-10305	277	Physical disability existing prior to entry on active duty established by medical board and individual made application for discharge by reason of physical disability. Not entitled to receive disability severance pay.	C
C-10305	278	Physical disability existing prior to entry on active duty established by Physical Evaluation Board proceedings. Not entitled to receive disability severance pay.	C
C-10311	366	Motion sickness	C
C-10310	280	Fraudulent entry	C
C-10310	318	Conscientious objector	C
C-10313	263	Civil conviction	C
C-10313	280	Fraudulent entry	C
C-10313	281	Desertion, trial barred by UCMJ, Article 43	C
C-10313	282	Desertion trial waived as deemed inadvisable	C
C-10313	283	AWOL, trial waived or deemed inadvisable	C
C-10314	290	Desertion (Court-Martial)	C
C-10314	292	Other than desertion (Court-Martial)	C
C-10306	21B	By reason of low GCT	C
C-10306	261	Psychiatric or psychoneurotic disorders	C
C-10306	262	Enuresis	C
C-10306	264	Character or behavior disorders	C
C-10306	265	Unsatisfactory handling of personal affairs	C
C-10306	266	Recruits who present physical or mental defects which are not disqualifying for useful duty, but which impair functional usefulness.	C
C-10306	267	Indebtedness	C
C-10306	268	Nonsupport	C
C-10306	269	Personnel security	C
C-10306	286	Repeated military offenses not warranting trial by courts-martial.	C
C-10306	287	Unclean habits, including repeated venereal infections	C
C-10306	288	Habits and traits of character manifested by antisocial or amoral trend.	C
C-10306	289	Chronic alcoholism	C
C-10306	28K	Unauthorized use of drugs	C
C-10306	364	Illiteracy	C
C-10306	367	Aggressive reaction	C

BUPERS MANUAL	CODE	REASON	CATEGORY
C-10306	368	Antisocial personality	C
C-10306	369	Cyclothymic personality	C
C-10306	36A	Immaturity with symptomatic habit reaction (Somnambulism).	C
C-10306	36B	Immaturity with symptomatic habit reaction (Stammering).	C
C-10306	36C	Maladjustment, situational, acute	C
C-10306	36D	Passive-aggressive reaction	C
C-10306	36E	Passive-dependency reaction	C
C-10306	36F	Primary childhood behavior reaction	C
C-10306	36G	Specific learning defect	C
C-10306	382	Demonstrates behavior, participates in activities or associations which tend to show that the individual is not reliable or trustworthy.	C
C-10306	384	Drug addiction	C
C-10306	385	Pathological lying	C
C-10306	386	Habitual shirker	C
C-10306	387	Habits or traits of character manifested by misconduct	C
C-10306	388	Habits or traits of character manifested by sexual perversion.	C
C-10306	460	Emotional instability reaction	C
C-10306	461	Inadequate personality	C
C-10306	462	Mental deficiency, primary	C
C-10306	463	Paranoid personality	C
C-10306	464	Schizoid personality	C
C-10306	480	Personality disorder or defects	C
C-10306	489	Disloyal or subversive	C
C-10311	260	Inaptitude	C
C-10311	261	Psychiatric or psychoneurotic disorders	C
C-10311	262	Enuresis	C
C-10311	264	Character or behavior disorders	C
C-10311	266	Recruits who present physical or mental defects which are not disqualifying for useful duty, but which impair functional usefulness.	C
C-10311	363	Other good and sufficient reasons when determined by administrative processes.	C
C-10311	364	Illiteracy	C
C-10311	367	Aggressive reaction	C
C-10311	368	Antisocial personality	C
C-10311	369	Cyclothymic personality	C
C-10311	36A	Immaturity with symptomatic habit reaction (Somnambulism).	C
C-10311	36B	Immaturity with symptomatic habit reaction (Stammering).	C
C-10311	36C	Maladjustment, situational, acute	C
C-10311	36D	Passive-aggressive reaction	C
C-10311	36E	Passive-dependency reaction	C
C-10311	36F	Primary childhood behavior reaction	C
C-10311	36G	Specific learning defect	C
C-10311	460	Emotional instability reaction	C
C-10311	461	Inadequate personality	C
C-10311	462	Mental deficiency, primary	C
C-10311	463	Paranoid personality	C
C-10311	464	Schizoid personality	C
C-10311	480	Personality disorder or defects	C
C-10310	21B	By reason of low GCT	C
C-10310	253	Discharge as a result of board action (Class II homosexual).	C
C-10310	254	Discharge as a result of board action (Class III homosexual).	C

BUPERS MANUAL	CODE	REASON	CATEGORY
C-10310	261	Psychiatric or psychoneurotic disorders	C
C-10310	262	Enuresis	C
C-10310	264	Character or behavior disorders	C
C-10310	265	Unsatisfactory handling of personal affairs	C
C-10310	266	Recruits who present physical or mental defects which are not disqualifying for useful duty, but which impair functional usefulness.	C
C-10310	267	Indebtedness	C
C-10310	268	Nonsupport	C
C-10310	269	Personnel security	C
C-10310	288	Habits and traits of character manifested by antisocial or amoral trend.	C
C-10310	289	Chronic alcoholsim	C
C-10310	28A	Theft	C
C-10310	368	Antisocial personality	C
C-10310	36A	Immaturity with symptomatic habit reaction (Somnambulism).	C
C-10310	36B	Immaturity with symptomatic habit reaction (Stammering).	C
C-10310	36C	Maladjustment, situational, acute	C
C-10310	36D	Passive-aggressive reaction	C
C-10310	36E	Passive-dependency reaction	C
C-10310	382	Demonstrates behavior, participates in activities or associations which tend to show that the individual is not reliable or trustworthy.	C
C-10310	383	Criminalism	C
C-10310	384	Drug addiction	C
C-10310	385	Pathological lying	C
C-10310	388	Habits or traits of character manifested by sexual perversion.	C
C-10310	460	Emotional instability reaction	C
C-10310	461	Inadequate personality	C
C-10310	462	Mental deficiency, primary	C
C-10310	463	Paranoid personality	C
C-10310	464	Schizoid personality	C
C-10310	469	Unsuitability (General)	C
C-10310	480	Personality disorder or defects	C
C-10310	489	Disloyal or subversive	C
C-10312	253	Discharge as a result of board action (Class II homosexual).	C
C-10312	254	Discharge as a result of board action (Class III homosexual).	C
C-10312	286	Repeated military offenses not warranting trial by courts-martial.	C
C-10312	287	Unclean habits, including repeated venereal infections	C
C-10312	288	Habits and traits of character manifested by antisocial or amoral trend.	C
C-10312	289	Chronic alcoholism	C
C-10312	28A	Theft	C
C-10312	28B	Repeated offenses (military) including those resulting in courts-martial.	C
C-10312	28C	Unsatisfactory handling of personal affairs	C
C-10312	28F	Indebtedness	C
C-10312	28G	Nonsupport	C
C-10312	28H	Personnel security	C
C-10312	28K	Unauthorized use of drugs	C
C-10312	363	Other good and sufficient reasons when determined by administrative processes.	C
C-10312	382	Demonstrates behavior, participates in activities or associations which tend to show that the individual is not reliable or trustworthy.	C