

Minuteman Handbook

Chapter 9 — Training Phase V

A study of RECRUITING

Recruiting is one of the most important activities of a resistance movement. The over-all efficiency of the organization — perhaps its ultimate success or failure — depends on the quality of its personnel. The quality of personnel depends, in turn, on the efficiency of recruiting methods.

A resistance movement cannot remain static. There will be losses, casualties and perhaps defections. New members must be obtained to fill the vacancies and keep the organization growing. Without constant recruiting, a resistance movement must ultimately-wither away. With proper recruiting, it can eventually-grow to such a size that ultimate victory is possible.

Recruiting can, also, be a very hazardous activity, especially under totalitarian forms of government or during enemy occupation. The history of past underground armies in other countries demonstrates this fact most vividly. The one thing that most often led to their destruction was the penetration by hostile elements that infiltrated their ranks as new recruits.

A good recruiting system must therefore meet the following requirements:

- a. It must be efficient. This means that the recruiting system must not use up a disproportionate amount of the organization's time and resources. It must produce an adequate return for the effort exerted.
- b. The recruiting system must be selec-

tive. By this, we mean that the methods used must not only bring in the necessary number of recruits, but they must find and obtain the needed kind of recruits including those with leadership ability, technical competence, and perseverance to see the job through to the finish.

- c. The system must be secure. It must have built-in safeguards for weeding out infiltrators. Also, it must not expose the identity of those already within the organization during their attempts to find and recruit new members.

- d. The recruiting methods must be dependable. Leaders of an underground army must anticipate their personal requirements on a month-to-month, and year-to-year basis. They must be able to rely on the organization's recruiting system to supply these needs.

It is doubtful if anyone recruiting system meets all these requirements. At the same time, there are literally dozens of methods and variations that can be used. Roughly, these different methods may be classified into three groups: general recruiting, personal recruiting, and specific recruiting.

The term “general recruiting” refers to the many different activities by the organization or its members that cause others to voluntarily request membership. There was a time when this was done by the very simple and direct act of placing advertisements in the sporting sections of

various newspapers. These ads which read, "Join the Minutemen, an organization of patriotic Americans dedicated to the defense of both national and individual freedom." were a form of general recruiting and were effective at that time. Of course, this method now seems ridiculously-unsafe and naive. At the time, however, it proved to be quite effective. It enables us to locate isolated individuals in many areas where we had no previous contacts. In fact, some of our best leaders now are men who once answered such newspaper advertisements. This method lasted only until the liberal establishment realized what we were up to — then nearly all major newspapers refused to take our ads.

Another tactic is to advertise something for sale, which would most likely be purchased by people of the type most apt to be prospective recruits. This method is still being used effectively by both the national organization and locally by individual bands.

The hundreds of thousands of patriotic leaflets, stickers, and other pieces of literature that our members have left scattered about have also proven to be an effective means of general recruiting.

These methods of general recruiting are efficient; that is, they do produce a large number of prospective recruits in proportion to the time and effort expended. They are safe so far as protecting the identity of the person placing the advertisement or distributing the literature is concerned. It is not secure so far as the new recruit is concerned. All too often, they will put their return address on the envelope, when writing in for information. General recruiting methods are not selective. They bring in a lot of good people, but they bring in many undesirables also. The latter must, of course, be weeded out by other means.

Most methods of general recruiting presupposes reasonable freedom of the press, freedom of speech and freedom of assembly. As these freedoms are gradually denied to the organization, ever greater caution and deception must be used.

Personal recruiting methods require one or more members of the organization to personally find, evaluate and recruit each new member. Such methods are less efficient, but are more selective than general recruiting.

Personal recruiting involves three separate steps. As conducted by professional intelligence agencies, a different person performs each separate task. These three individuals are referred to as the "tipper," the "researcher," and the "recruiter."

The "tipper" is the person who originally sends in the "tip" to the organization that such-and-such a person might be qualified and obtainable as an intelligence agent or potential member of the underground movement.

The "tipper" may work at his or her job either part-time or full-time. Actually, this should be the part-time job of every member of the organization. Everyone we meet, no matter how casually, should be quickly evaluated as a potential member.

The tipper passes on to his band leader or regional coordinator the name, address, and whenever possible, the telephone number of the potential recruit. He, also, includes all information he has about this individual, with any suggestions whereby further information about them may be obtained, and a brief resume as to how they met the potential recruit, of the source of their information about them.

The average member, in his role as a part-time tipper will keep his eyes open

for potential members as he goes about all his daily activities.

The full-time tipper makes it a special point of joining many different organizations, attending social functions and other activities, where they will meet a maximum number of people. Many full-time tippers go so far as to change jobs frequently for this purpose.

As he gains experience, the tipper learns to look for subtle clues that may alert him to potential underground recruits, intelligence or espionage agents. Surprisingly enough, patriotism is not necessarily an essential qualification. None of us are born patriots. This is something we learn from sources outside ourselves. The fact that a potential recruit has not had the opportunity or occasion to develop a strong sense of patriotism prior to the time he or she comes to the attention of the tipper should not be considered a great obstacle. The quality of patriotism may be developed or strengthened during the training process.

Good basic character, intelligence, and emotional stability are the principle qualifications.

There is, perhaps, one other essential qualification that is more difficult to define. All of us want to feel that our lives are meaningful. This usually means that we are engaged in meaningful work, that our talents and abilities are being used to achieve some worthwhile purpose. If such is not the case, then a person will consciously or subconsciously be dissatisfied. Look for the person whose abilities are not being fully utilized.

In other words, look for persons who are looking for a cause. Such a person is the best possible candidate for our work. For what greater cause could a person

possibly work than the cause of freedom? What possible task could more meaningfully-utilize a person's time and talents than the fight to preserve our liberty for future generations?

Under the ideal conditions, the "tipper's" work should be finished once he submits the prospect's name and basic data.

It then becomes the job of the researcher to learn all he possibly can about the prospect. His general background, family, education, work experience, basic religious and political beliefs, general character, habits, personality, friends, hobbies, temperament, and many other factors must be carefully investigated. Remember, we are looking for quality, not quantity.

This investigation should, if at all possible, include at least one personal interview between the prospect and the "researcher." During this investigation, and especially during the interview, the prospect should not be given the slightest hint that he is being investigated. Neither the tipper nor the researcher should indicate to the prospect in any manner that they are members of this organization or that they have any particular interest in him.

If the "tipper" and "researcher" both belong to the same unit, and if the prospect is being considered as a possible member of that unit, then the decision to recruit or not to recruit is the responsibility of the unit leader.

If the prospect is a person of special importance, or if the researcher is working under the direction of higher organizational leadership, then the decision lies with that leadership.

Following a favorable decision, the prospect is then contacted by the recruiter.

Of the three members involved, only the recruiter identifies himself as a member of the organization, and even in this case, only when he has satisfied himself that an invitation to join will be met by a favorable response.

Time does not permit a complete description of the methods which the recruiter may use in convincing his prospect. Here are some guidelines:

A. Do not rush. Although a single interview must suffice in some cases, other cases may require several meetings to accomplish the objective.

B. Arrangements for the interview must provide quiet, privacy and sufficient time for the recruiter to cover his material thoroughly.

C. By his dress, speech, manner of presentation, and in every other possible way, the researcher will attempt to impress the prospect with the seriousness of the situation and the importance of the meeting to the prospect personally. The fact that the recruiter can begin his interview by reviewing and confirming a considerable amount of personal data about the prospect will help considerably in this regard.

D. During the meeting or meetings, the recruiter must accomplish seven things.

First — He must be given a thorough and convincing picture of the Socialist threat. **Second** — He must be convinced that the Communists can and will win with the tactics they are now using, whereas our government cannot possibly win with the tactics they are now using.

Third — He must be convinced that the Socialists already have such complete control over the American news media and political processes that it is impossible to change our own government's policies by the customary means of politics and public opinion.

Fourth — The prospect must be convinced that a life and death conflict is raging right now between the forces of freedom and the advocates of world slavery the chief weapons of which are espionage, subversion, propaganda, and psycho-political warfare.

Fifth — He must be convinced that our government is not using those weapons effectively — that if the American people expect to be saved from slavery, they are going to have to do so themselves. If the prospect thinks that only the government has the resources for such a job, then the recruiter must remind him that the government has nothing except what it first takes from the people. It is within the hearts and souls of 190 million American citizens that our real strength lies. If the government won't do it, then the people, must and will do it.

Sixth — The prospective recruit must be convinced that we are the most experienced, most dedicated, and best disciplined organization that is involved in this fight at the grass-roots level that we have a program that holds promise of ultimate victory.

Seventh — The prospect must be convinced that he is personally-needed to perform an important task that urgently needs to be done and that his energy and ability will be best utilized as part of the organization.

In actual practice, we must, unfortunately, sometimes compromise what we

should do with what we can do. In the case of recruiting, this is most often true, regarding the work of the researcher.

We obviously can't call up a man's employer or go banging on his neighbor's doors, or probing into his private affairs. Yet, it is essential that we obtain, by tactful and unobtrusive means, a fair picture of the recruit's loyalty, ability, personality, and other important qualifications.

All this takes time as well as tact and experience. Like most members of our organization, all our trained researchers must hold down regular jobs during the normal work-week, and try to squeeze their organization work into their evenings and weekends.

To properly research a single prospect might require several evenings, thus, our researchers cannot possibly do all the work that is expected of them. In many cases, we won't even have a qualified researcher within reasonable driving distance of the prospect's residence.

In such cases, the tipper must act as researcher, also. This means that when the average member runs into a likely prospect and sends in this information, he should make his report just as complete as humanly possible. In addition to such obvious information as the name, address, phone number, age, and sex of the prospect, this report should include the prospect's occupation; not only the type of work he is now doing, but jobs he has held, or occupations he has been engaged in previously. The report should cover not only the prospect's political philosophy, but as much as can be learned regarding the political beliefs of his close relatives. Information about his close friends is valuable, since it is often true that a man is known by the company he keeps. An accurate physical description of the

prospect is desirable along with comments on his personality, speech, and other mannerisms.

The report should include the tipper's thoughts as to how the prospect may be of value to the organization. It is not by any means essential that the prospect be actively-interested in the study of classical guerrilla warfare. I'm thinking, for example, of one member who has never shot a gun or paid a month's dues — but he does make his private plane available to the organization anytime it is needed — of an attorney that isn't the least interested in field maneuvers but will provide legal advice.

Keep in mind that within a resistance movement, four non-combatants are needed for everyone guerrilla fighter.

To encourage our members to locate prospective members — especially those qualified to hold jobs requiring special ability or training — we have available a printed form which we call a "Prospective Data Form." A number of these forms which are printed on 8-1/2 x 11 pages contain spaces for this and other information. Keep a few of these forms on hand at all times. Keep alert at all times for those persons having the physical, mental, and patriotic qualities that are needed by an organization dedicated to the final defense of our national and individual liberty.

This does not mean that the Prospect Data Form need be made out for each new member recruited into your own bands. To do so would needlessly-swamp our limited clerical staff. They should be used only when a special security check is needed or with persons whose potential value would make a special recruiting effort worthwhile.

While the “tipper” and “researcher” may of necessity be one and the same person, the actual recruiting should, if at all possible, be done by a different member.

Unless the new recruit is assigned to the same band as the tipper or researcher, they need never know whether the prospect actually does or does not become a member of the organization.

Even when a single person acts as a tipper, researcher, and recruiter, it is desirable that he follows this same sequence of events. The recruiting effort should always proceed in an orderly manner, without neglecting any essential step.

The tipper will make a bad mistake if he goes out looking for some particular type of prospect. It is equally-bad to overlook a possible recruit simply because he does not fit the tipper's preconceived opinion of what a good member should be.

We are asking the recruit to give his time and his money. We are asking him to disrupt his normal life and do without many of the luxuries that most people value so greatly. If we expect the recruit to accept our offer, we must provide him with some very compelling reasons for doing so. Not all people will do the same thing for the same reason. One person may join an underground movement for patriotism, another for revenge, another may join out of respect for a unit leader, still another may join simply to find excitement.

Almost anyone can be of some value to the organization. Salesmen make excellent recruiters, businessmen are needed in administration, housewives who will pledge just two hours a day as analysts for the intelligence department are urgently needed; taxi drivers, hotel bell hops, and telephone switchboard operators are excellent sources of information. Truck

drivers are needed as couriers, a waitress in a truck stop can first help recruit the drivers, then act as a live drop for the transfer of messages. Secretaries for various projects are very badly needed. The high school boy of today may be the unit leader of tomorrow, and today's high school girl may be tomorrow's intelligence specialist. The list can go on and on. It is hard to imagine any trade or occupation that would not be of value to an underground organization.

Do not discard prospective members too quickly just because they are not fully informed. Pay less attention to what the prospect is right now. Give greater consideration to what the prospects can become after they receive proper training and indoctrination.

The one type of person we don't need is the habitual blabber mouth, who is psychologically incapable of adopting good security measures.

There are several points from our propaganda training that can be of value in recruiting. Much of the recruiting process involves a kind of propaganda.

Both the recruiter and the propagandist must see that their message reaches the right people!

Only a certain percentage of any audience will believe a given propaganda message. Only a certain percentage of prospective members will respond to a recruiting effort. The law of averages will work in both cases. The surest way of getting more recruits is to talk to more prospects.

Both the propagandist and the recruiter must hold the interest of their audience, and must tell a convincing story. The recruiter must be prepared to back up

his statements with logic, testimonials, official documents, or other appropriate proof as may be necessary.

The recruiter, like the propagandist, must aim his presentation at strong basic motives.

A person's motives may change with time and experience. The member who originally-joined simply to seek relief from boredom may end up fighting for patriotism.

The researcher's most important job is to correctly decide which emotional appeal will be effective with that particular individual.

The final objective of both propaganda and recruiting is to produce action. In the case of propaganda, the type of action may vary greatly. In recruiting, the objective is always the same — to obtain the willing cooperation of a prospective new member. This brings us to the third type of recruiting techniques — specific recruiting. This is used to bring into the organization some particular individual who, by virtue; either of the position they hold or some special information they possess; is extremely-important to the organization. Such persons may be of many types. He may already be a patriot — perhaps a member, or even the leader of some other organization with whom we wish to form a close affiliation. The prospect may be completely neutral in their political beliefs — for example, the personal secretary of some important politician or other person whom we wish to influence, or about whom we wish information. The prospect might even be a member of the enemy apparatus or a fellow traveler that we might be able to recruit as a spy for our own organization.

Specific recruitment usually begins by having confidential members of the underground become personally-acquainted with the prospect. After careful study and evaluation, a plan is developed as to how this particular prospect may best be influenced. Eased on his individual personality, beliefs, position, background, and similar factors, a regular sales plan is worked out to meet the requirements of each case.

Generally speaking, this plan must accomplish the same seven objectives as outlined under “Personal Recruiting.” Usually, this must be done much more slowly and subtly. With personal recruiting, a single interview may frequently-suffice, whereas, such an occurrence would be rare in the case of specific recruiting.

More likely one or more members would have to continue a personal acquaintance with the prospect for several days, weeks, or months. During this time, the prospect is very carefully given certain information, presented in a manner calculated to be most easily accepted by him, and without our member ever, in any way, appear trying to influence the thinking of the prospect. On occasion, the prospect may end up thinking that it is he who is trying to convince the member that stronger steps must be taken to combat the threat of Communism.

One or more of the seven steps referred to may be unnecessary, or may be especially difficult, or especially important, depending on the conservative, neutral, or liberal viewpoint of each particular prospect.

The typical conservative will not need to be convinced as to the threat of Communism, but it may, on occasion, prove difficult to convince him that political activity will prove inadequate to the task.

Frequently, it is the political neutral that proves easiest to recruit by specific recruiting techniques. Here the principal requirement is to convince the prospect that he or she is personally-needed and that they must set aside other personal activities to perform the task assigned them.

In recruiting a spy within the ranks of ultraliberalism, these techniques may be backed up with stronger pressure, bordering on blackmail, threats or bribery. Still, a genuine change in the prospect's political beliefs should be created if at all possible.

Actual recruiting systems will not always clearly fall into one of the three basic methods of general recruiting, personal recruiting and specific recruiting.

Suppose, for example, that an underground member puts an ad in the paper to sell a pistol. This lies within the techniques of general recruiting. If he sizes up the people who come to look at the gun, decides one of them might be a likely prospect for membership, and tips off the organization to this effect; then he is utilizing the first step of personal recruiting.

As another example, suppose six different people work in the same public office. Anyone of them could provide us with desired information. All six may be researched by the techniques outlined under personal recruiting in order to pick out the most likely target for specific recruiting.

Regardless of the methods used, the over-all recruiting effort must be regarded with utmost seriousness by all members of the underground organization. It must be constantly-pursued with cautious energy. It must, in its final effect, meet the four basic requirements of efficiency,

selectivity, security, and dependability.

We must constantly keep in mind the seven basic facts that must be used in converting a prospective member to our point of view:

First — He must be given a thorough and convincing picture of the Socialist, one-world threat.

Second — He must be convinced that the Socialists can and will win with the tactics they are now using, whereas our government cannot possibly win by the tactics they are now using.

Third — He must be convinced that the Socialists and one-worlders already have such complete control over the American news media and political processes that it is impossible to change our own government's policies by the customary means of politics and public opinion.

Fourth — The prospect must be convinced that a life and death conflict is raging right now between the forces of freedom and the advocates of world slavery, the chief weapons of which are espionage, subversion, propaganda, and psycho-political warfare.

Fifth — He must be convinced that our government is not using these weapons effectively, that if the American people expect to be saved from slavery, they are going to have to do so themselves. If the prospect thinks that only the government has the resources for such a job, then the recruiter must remind him that the government has nothing except what it first takes from the people. It is within the hearts and souls of the millions of American citizens that our real strength lies. If the government won't do it, then the people must, and can.

Sixth — The prospective recruit must be convinced that the underground is the most experienced, most dedicated, and best disciplined organization that is involved in this fight at the grass-roots level—that we have a program that holds promise of ultimate victory.

Seventh — The prospect must be convinced that he is personally needed to perform an important task that urgently needs to be done, and that his energy and ability will be best utilized as part of the underground organization

If all these requirements are met — the end product will be an effective and successful organization — made up of enthusiastic and energetic members — loyal to the heritage of our forefathers — to the ideals of America — and dedicated to the very end that we shall never surrender!

At this time, please refer to the work sheet that covers this lesson. Complete the work assignments to the best of your ability and deliver the work sheet to your contact for grading.

WORK SHEET
For Phase V

Please answer the following questions on a separate sheet of paper. Place your ID. Number and date in the upper right hand corner, and deliver to your contact.

1. What are the three principle types of recruiting?
2. Explain the task of the tipper, researcher, and recruiter in a professional espionage system.
3. List as many ways as you can think of by which the tipper can locate new recruits.

4. Why is it important for the researcher to consider the possible motives which a new prospect might have for joining the underground?

5. Which basic motives might be more likely to cause a woman to join the patriotic underground as compared with the more common motives for which men join?

6. Which basic motives might cause students and younger people to join as compared with the motives of middle aged and older persons?

7. List four guide lines that a recruiter should follow during his interview with a prospective recruit.

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The following projects should be done if at all possible in your particular case.

1. Visit some public place (such as a airport) and inconspicuously leave some recruiting propaganda leaflets where passers-by will find, and perhaps read. From an observation spot nearby, observe their reaction to these leaflets.

— **Editorial comment**

The act of recruiting into an underground patriotic movement, such as the Minutemen, is one of the most demanding activities encountered. The previous lessons have dealt with areas where the individual can proceed without ever revealing his identity or intentionally exposing himself at all. Recruiting requires that, at some time, someone must physically contact the potential recruit for a one-on-one interview and future contacts.

This contact should be carried out by someone totally unknown to the recruit. The interviewer or controller should only

be known by a code or fictitious name. The controller should be someone who presents a good image for the organization. They should also, be a good judge of character, an astute observer and someone who, at all times, is totally aware of his surroundings.

Good recruiting techniques can be best described by giving some examples actual Minutemen occurrences. A typical initial contact might have gone like this: From a pay phone:

Controller: "Hello. Is this Mr. Roper"?

Roper: "Yes — who's calling?"

Controller: "Mr. Roper, my name is John Smith and I'm with the Minutemen organization. It has come to my attention that you have expressed a desire for a contact and possible membership in this patriotic organization?"

Roper: "Yes, that is so. From what I have read about the Minutemen I believe that this is where I could serve the patriotic cause best."

Smith: "Good — I would like to meet with you. Are you free in the evening — say 7 :30 PM to meet me in the Maywood Shopping Center?"

Roper: "Yes, I can be there."

Smith: "What will you be driving and your license plate number?"

Roper: "A light blue 62 Chevy II with Arkansas plates ABC-123"

Smith: "Good, just park in the North East corner of the parking lot and wait for me — good bye."

Now, with the meeting set up, Smith can plan the first contact. He can review all the information about Roper that he might have. At this first meeting he must categorize Roper into one of a few basic boxes.

1. All OK. Typical of most new recruits. Possesses several skills that will be valuable to the organization.

2. Sincere in his desire to belong. However, the guy appears to have the potential to become a loose cannon and could cause more problems than what he would contribute.

3. A possible infiltrator. Doesn't seem too interested in the training course. Wants to immediately be taken into an established group. Seems a little too free to offer his skills, many of which border on the illegal or stupid.

With the meeting setup like this, our friend Smith can arrive first and observe Roper and the surroundings before approaching him. He could, also, have one or more associates covering him in case of any potential problems. In the case of infiltration the "recruit" could have others in another vehicle observing you or in one case, recording from the "wired recruit."

One can easily-disagree with some of the Phase 5 training in the part about convincing the recruit about how bad things are. Today, if a person isn't aware of all of this, they are simply too naive to be of much value to a patriotic movement. We don't have time to waste on the brain dead!



The illustration above is a facsimile of the original Minuteman recruiting sticker.

The wording said, “Communists Beware — Even Now The Crosshairs Are On The Back of Your Neck”

A PO Box address was given for those who desired could make contact.

They were the size of business cards and printed with blue ink on adhesive backed paper. During the 1960’s many a phone booth was decorated with one or more of these stickers.