

Recruiting Brigade and Recruiting Battalion Operations

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SUMMARY of CHANGE

USAREC Manual 3-03
Recruiting Brigade and Recruiting Battalion Operations

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◦ Updates paragraph 1-34.

Recruiting Brigade and Recruiting Battalion Operations

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Preface

The successful execution of the recruiting mission requires leadership and support. Brigade and battalion commanders organize and deliver that support. They serve as the link between the commanding general's strategic vision and the forward edge of recruiting. This manual defines and illustrates the U.S. Army Recruiting Command's (USAREC's) strategic and operational doctrine principles as they apply at the brigade and battalion levels.

PURPOSE

This manual is a guide to help brigade and battalion commanders think about recruiting operations. The primary goal of this manual is to present technical and thought-provoking information that will assist commanders and staffs as they oversee and support recruiting operations.

SCOPE

USAREC Manual 3-03 is the user manual for recruiting doctrine at the brigade and battalion levels. It emphasizes fundamentals and concepts as well as the command's best recruiting practices. It includes insights from commanders regarding strategic and operational maneuvers that have proven successful. The manual explains decisive, shaping, and sustaining operations and how they relate to the recruiting functions.

APPLICABILITY

This manual provides the foundation for brigade and battalion recruiting operations. USAREC Manual 3-03 applies primarily to commanders; but all officers, civilian employees, and noncommissioned officers (NCOs) at brigade and battalion levels should read and understand this manual. The doctrine in this manual is derived from USAREC Manual 3-0. With appropriate modifications, the methods described can apply to any recruiting area and market.

INTRODUCTION

The contents of this manual are not regulatory. They are a compilation of strategies and field proven methods that thoroughly explain the what, why, and how of essential activities at brigade and battalion levels. The methods detailed in this manual are the command's best recruiting practices. They are not the remedy for every situation, but they do provide commanders a doctrinal starting point from which to plan and execute recruiting operations.

ADMINISTRATIVE INFORMATION

The proponent for this manual is Headquarters, U.S. Army Recruiting Command (HQ USAREC), Assistant Chief of Staff, RRS-T. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCTNG-DD, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

Chapter 1

Overview of the Recruiting Brigade and Recruiting Battalion

Recruiting brigades and battalions provide command and control in support of operations conducted at recruiter, station, and company levels.

MISSION AND KEY OPERATIONAL CAPABILITIES

1-1. Brigades and battalions are deployed continually and are sustained by a rigorous support structure. The primary mission of the brigade and battalion is to plan and conduct shaping and sustaining operations.

MISSION OF THE BRIGADE AND BATTALION

1-2. The brigade's and battalion's mission is to recruit with integrity, high quality men and women to meet the needs of the Regular Army (RA) and Army Reserve (AR), while taking care of our Soldiers, civilian employees, and their family members.

MISSION OF THE SPECIAL MISSIONS BRIGADE

1-3. The U.S. Army Special Missions Brigade (SMB) provides personnel, logistical, and comptroller support to all other recruiting brigades. The SMB exercises operational command and control (C2) for select special recruiting missions, including special operations, chaplains, and inservice warrant officers. The SMB also provides oversight for USAREC Web presence (Internet) and leads management.

MISSION OF THE SPECIAL OPERATIONS RECRUITING BATTALION

1-4. A subordinate element of the SMB, the Special Operations Recruiting Battalion executes a worldwide inservice recruiting operation to meet manpower requirements for Special Forces and Special Operations (Aviation) of the U.S. Army Special Operations Command (Airborne).

ORGANIZATION AND CAPABILITIES

1-5. USAREC's multidimensional recruiting force composed of cadre, detailed Sol-

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diers, officers, and civilian employees make it one of the most diverse units in the Army. Its mission places it in the forefront of all military operations. This diversity and importance is what makes the command one of the most challenging assignments in the Army. An NCO detailed to the command incurs a 3-year assignment. After 18 months of training, performance, and observation, the Soldier receives formal counseling on retention and military occupational specialty conversion to 79R. Command time for officers will be some of the most challenging months any officer will experience while in the Army.

BRIGADE AND BATTALION COMMAND GROUP

1-6. The Command Group consists of the commander, executive officer (XO), and command sergeant major (CSM).

1-7. Commander. The commander's knowledge, experience, and personality determine how they will interact with their unit. They impact the process through the command climate they establish, the quantity and quality of training they provide, and their prioritization of operations. What the commander demonstrates as important will be important to the field force. Commanders must be able to quickly access and direct their force to succeed in this fast paced, leadership intensive, and intellectually challenging environment. The recruiter must always be at the forefront of the commander's decisionmaking process. Every decision must be tempered by the effect it will have on the recruiter's ability to achieve the mission. All training should directly or indirectly support or improve the recruiter's ability to achieve the mission. Every requirement or command decision should be thoroughly analyzed to determine the short- and long-term effect it will have on the recruiter and the mission. Commanders who ensure Soldiers are resourced, trained, and informed will develop a team that will fight tirelessly to achieve the mission.

1-8. Brigade and battalion XO. The commander and CSM spend the majority of their time visiting and assisting subordinate units. They rely heavily on the XO to maintain the momentum of the unit and to synchronize operations. Their core competency is to support, interpret, and disseminate policies and plans to the staff and appropriate agencies. The XO supervises the headquarters staff and provides for adequate training and development of staff personnel. Typically, the XO:

- Manages the internal support staff to orchestrate daily actions in support of the field force.
- Functions as senior coordinator with lateral external commands and higher headquarters.
- Approves and ensures proper and efficient use of recruiting assets.
- Controls resources and manpower.
- Gives guidance and assistance to the equal opportunity office.
- Exercises command in the absence or incapacitation of the commander.
- Synchronizes and integrates staff activities to optimize control of operations and sustainment support.
- Oversees the integration of information management.
- Directs and ensures staff participation in the positioning analysis and evaluation (PAE) process.
- Assumes other duties as the commander directs.

1-9. CSM. The CSM is the senior enlisted advisor to the commander on matters pertaining to the organization. This NCO acts as the commander's representative in supervising those aspects vital to operations determined by the commander. The

CSM is also generally the most experienced recruiter in the organization, and as such, is vitally important to the unit's success. The commander and CSM engage in regular dialogue to stay in synch with where the unit is going and how it will get there. The CSM is the senior enlisted trainer and primarily responsible for training and coaching one level down. Additionally, the CSM oversees the training of all subordinates, ensuring that leaders at all levels provide the training necessary to accomplish the unit's mission.

ORGANIZATION AND FUNCTIONS

1-10. Brigade organizational chart is at figure 1-1.

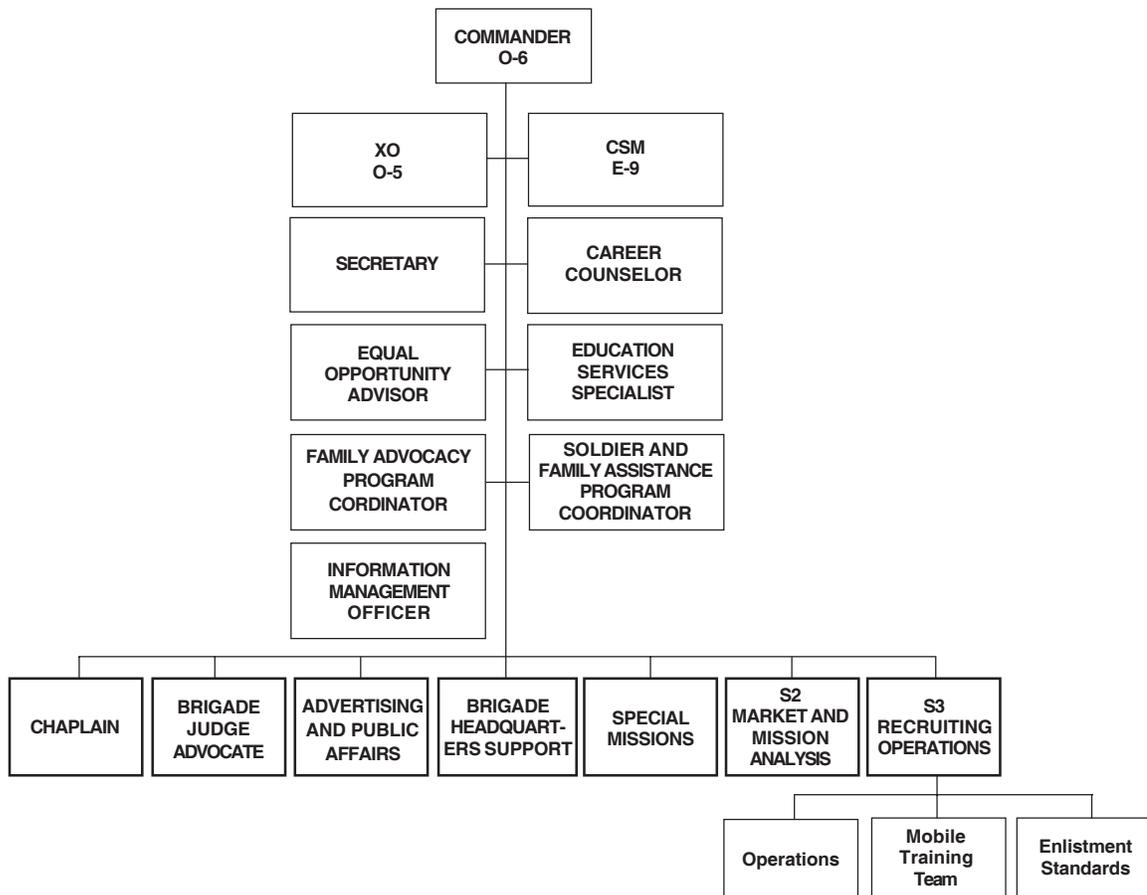


Figure 1-1. Standard Recruiting Brigade Organizational Chart

BRIGADE COORDINATING AND SPECIAL STAFF

1-11. The brigade coordinating staff consists of market and mission analysis (MMA) (S2), recruiting operations (S3), and advertising and public affairs (A&PA) (S7/9). The special staff consists of career counselor, equal opportunity advisor (EOA), education services specialist (ESS), soldier and family assistance program coordinator (SFAPC), family advocacy program coordinator (FAPC), brigade judge advocate (BJA), chaplain, special missions, and brigade headquarters support. All staff elements assist the

commander with planning, organizing, employing, and sustaining the unit.

1-12. MMA (S2). The brigade MMA is responsible for the collection and analysis of market data in support of resource targeting efforts. The analysis compares the brigade's performance against market demographics, other service competitors, and the brigade's past performance. The MMA conducts targeting analysis and makes recommendations to the commander and coordinating staff on resource and asset assignment. The MMA conducts research and analyzes market conditions within the brigade's and battalion's areas. The MMA provides PAE repositioning recommendations to the commander and assists with the evaluation. The MMA then conducts mission analysis to ensure units' capabilities support the recruiting mission. The MMA develops data driven recommendations to the commander for RA, AR, and special mission distribution and assignment to subordinate units. The MMA conducts performance analysis of subordinate units in relation to their markets and past performance and recommends adjustments to improve performance. The MMA trains battalion S2s on the use of analytical models and mission analysis and its relationship to the market.

1-13. Operations (S3). Supervises personnel on all matters pertaining to the various recruiting programs (officers and enlisted) of the subordinate battalions. Plans, directs, and coordinates operations of all subordinate personnel procurement activities to ensure maximum production in all enlistment programs. Directs and monitors battalion recruiter trainer requirements and the Enlistment Standards Program. Coordinates, conducts, and assists in market studies at brigade and battalion levels.

- The operations section interprets, clarifies, and disseminates enlistment policy to subordinate battalions. The section processes requests for exceptions to policy for RA and AR enlistments, processes enlistment waivers, compiles and tabulates statistical production data, and participates in the quarterly mission assignment process. The section evaluates recruiting support programs such as, Active Duty for Operational Support-Reserve Component (ADOS-RC) Program and Hometown Recruiter Aide Program. Monitors and analyzes the AR Priority Unit Strength Report; participates in Recruiting Partnership Council (RPC) meetings; tracks special emphasis enlistment programs, military occupational specialties, and unit of choice; and the Recruiter Incentive Awards Program.
- The Enlistment Standards Team monitors operations and recruiter activities within the brigade to ensure compliance with Army and USAREC regulations. The team conducts scheduled and as required inspections and provides enlistment standards assistance to subordinate units.
- The Mobile Training Team develops, administers, and monitors the brigade's training program. The team provides recruiter and Soldier training guidance to battalion master trainers (MTs). The team also conducts training assistance visits as required; provides classroom, seminar, and one-on-one teaching for RA and AR recruiters; and manages the order of merit list for NCO professional development.

1-14. A&PA (S7/9). A&PA supports the brigade's recruiting mission objectives through advertising and promotional activities. It develops, coordinates, executes, and monitors Army advertising, public relations, and recruiting promotion programs and provides technical assistance to subordinate units within the brigade. A&PA implements the Command Information Program with periodic input to HQ USAREC, performs public affairs tasks for the brigade, prepares the annual budget, and controls

and coordinates the cost of advertising purchases and allocation of funds. The A&PA monitors all advertising expenditures, Total Army Involvement in Recruiting (TAIR) event requests, centers of influence (COI) and Future Soldier Training Program (FSTP) function requests, and educator tour requests. Ensures funds are available for each program and complies with each applicable regulation. Responds to media inquiries and writes news releases and features for the media as well as command publications. Provides nominations for targets to the Annual Targeting Board during quarterly meetings.

1-15. Career counselor. The career counselors are responsible for the management and execution of the brigade commander's Soldier Retention Program. Located at the brigade headquarters, they provide career counselor service for all Soldiers within the brigade. They provide training to every Soldier and leader at least once a year regarding reenlistment options and career advice, generally during the annual training conference. The team processes all reclassifications, expiration terms of service, and immediate reenlistment prohibition transactions for the brigade. They provide separation counseling and process enlistment contracts for Soldiers who separate from the RA and join the AR or National Guard. The career counselors also manage the declination of continued service statement processing, the Bar to Reenlistment Program, Qualitative Management Program processing, and the retention inspection and staff assistance visits.

1-16. EOA. The EOA is the commander's subject matter expert (SME) on Soldier human relations issues. The EOA receives all formal and informal equal opportunity complaints and advises commanders on how to resolve them. The EOA conducts command climate assessments to check the state of morale, stress, and human relations issues, such as discrimination and sexual harassment, and provides information, training, and training assistance for all subordinate commands to reduce or eliminate their occurrence.

1-17. ESS. The brigade ESS is a professional educator who serves as the commander's advisor and education liaison. Interacts with state level administrators and high level secondary and postsecondary school officials to create a positive working relationship between the Army and the communities it serves. Advises the commander on education issues and makes recommendations to solve education-related recruiting problems. Assists battalion ESSs to gain, maintain, and improve access to schools. The brigade ESS is responsible for:

- Managing all recruiting education programs for the brigade: The School Recruiting Program (SRP), Concurrent Admissions Program, Armed Services Vocational Aptitude Battery (ASVAB) Career Exploration Program, and the Educator/Centers of Influence (E/COI) Tour Program.
- Developing brigade guidance, goals, and time lines for the battalion SRP and providing guidance for the development of battalion strategies.
- Functional expert on education enlistment eligibility.
- Reviewing school information in force structure and coordinating actions with battalion ESSs and headquarters offices to resolve school data problems.
- Participating in the brigade targeting board by identifying and prioritizing education targets such as, conferences, sponsorship of professional forums, and E/COI tours.
- Training, mentoring, and assisting new ESSs and providing regular training for all incumbent ESSs.
- Making battalion assistance visits and participating in the Command Inspection Program.

1-18. SFAPC. The SFAPC disseminates and implements policy guidance and regulatory standards as they relate to the supervision, development, and implementation of the brigade's Army Community Services (ACS) programs. The SFAPC serves as the commander's action officer and is responsible to independently supervise, research, coordinate, and resolve problems encountered within the brigade. The SFAPC implements the Total Army Family Program which seeks to improve the health, welfare, and morale of Soldiers, civilians, and family members. The SFAPC is responsible for:

- Coordinating medical care including TRICARE, Civilian Health and Medical Program of the Uniformed Services, TRICARE Active Duty Family Member Dental Plan, and direct care for active duty Soldiers serving away from military medical treatment facilities.
- Managing command participation in the Army Family Action Plan.
- Managing command nonappropriated funds.
- Managing the disaster preparedness plan.
- Proponent for volunteer management and support, including the Army Family Team Building Program.
- Managing and coordinating ACS-type requirements and support, to include, Relocation Assistance Program; Exceptional Family Member Program; Army Emergency Relief (AER); Consumer Affairs and Financial Assistance Program; Information, Referral, and Followup Program; and Family Advocacy Program (FAP). Also serves as liaison between the command, the community, and family support center.

1-19. FAPC. The FAPC provides training and guidance to brigade staff and battalion SFAPCs. The FAPC visits subordinate units and provides training on up-to-date program procedures and policies. The FAPC evaluates the effectiveness of the FAP by reviewing hospitalization reports, serious incident reports, and police blotters. The FAPC recommends the allocation of resources and provides budget guidance for SFAPCs regarding FAP resource requests. The FAPC is the primary fund manager for all Department of Defense (DOD) FAP funds allocated to the brigade and serves as the brigade's sexual assault prevention and reporting manager.

1-20. Information management officer (IMO). The IMO advises the commander, staff, and battalion information managers on all technical issues. Conducts formal information studies and mission analysis to determine information technology (IT) requirements and develops the recommended information architecture. Recommends any major changes in the information architecture to higher headquarters. Confers with the commander, staff, and users to obtain input on local information management requirements. Participates in the Information Management Working Advisory Group which performs long- and short-range information management architecture planning and recommends IT requirements. Plans, integrates, coordinates, and evaluates brigade and battalion information requirements to develop and maintain their information architecture and management plan. Brigade advisor on all matters relating to information management system hardware and software, plans and programs, studies, policies, procedures, and operations. The IMO is also responsible to:

- Provide guidance to IT employees and resolve telecommunications issues. Manage customer assistance and training activities for all information management area functions. Monitor and provide information to the brigade commander on phone usage.
- Participate in the Command Inspection Program to ensure compliance with regulatory guidance. Provide administrative and/or operational guidance and

training. Provide guidance to improve telecommunication efficiency.

- Advise and assist customers with the technical and managerial aspects of the requirements determination, documentation, and justification process. Approve and submit recommendations for changes in the basis of issue through the Information Technology Acquisition Support System process. Ensure the life cycle of information, to include collection, processing, storage, and disposal is effectively managed.

1-21. Special Missions. The Special Missions Division consists of a band and language recruiter liaison. The band liaison conducts auditions and assists subordinate commands by providing expert advice, assistance, and training for recruiters on band-related recruiting issues. The band liaison also assists by providing input for band recruitment advertising. The language liaison assists subordinate commands and provides advice, assistance, and training for recruiters on language-related recruiting issues.

1-22. Brigade Headquarters Support. The Headquarters Support Division provides internal support for military, civilian, and contractor personnel.

- The human resource (HR) specialists are responsible for all officer and enlisted HR actions such as, evaluation reports, promotions, reassignments, in and outprocessing, awards, and enlisted promotion boards.
- The supply technician provides support by maintaining inventories and supply records, ensuring property accountability, and providing logistical guidance to staff sections.
- The resource management specialist (RMS) advises on budget financial controls, procedures, and system needs. Manages such programs as the Defense Travel System and Government Travel Charge Card Program. Processes civilian HR requests for personnel action using the Defense Civilian Personnel Data System for recruitments, resignations, reassignments, and awards. The RMS is responsible for civilian employee performance evaluations and to ensure they are assigned in their correct duty positions.

1-23. BJA. The BJA advises the commander, headquarters staff, and subordinate unit commanders on matters pertaining to military justice, administrative law, procurement, claims litigation, and improper recruiting practice actions. They coordinate with supporting installations and officials of other federal, state, and local agencies on legal issues that affect the brigade. The BJA also communicates directly with and receives guidance from the Staff Judge Advocate, HQ USAREC, on technical and legal issues.

1-24. Unit Ministry Team. The brigade chaplain advises the commander and staff on all matters of religion, morals, and morale. The chaplain evaluates the spiritual, ethical, and moral health of the command to include the moral and ethical quality of leadership and leadership practices. The chaplain provides Soldiers and leaders religious support through personal counseling, visitation, and performing marriage ceremonies and funerals. Traveling throughout the command the chaplain works closely with FAPCs and SFAPCs assisting with Soldier, civilian, and family issues. The chaplain also conducts suicide prevention training at all annual training conferences.

BATTALION COORDINATING AND SPECIAL STAFF

1-25. The battalion coordinating staff consists of HR (S1), MMA (S2), recruiting op-

erations (S3), logistics management (S4), information management specialist (S6), A&PA (S7/9), and the RMS (S8). The special staff consists of the ESS and recruiter trainers. All staff elements assist the commander with planning, organizing, employing, and sustaining the unit. See figure 1-2 for the standard battalion organizational chart.

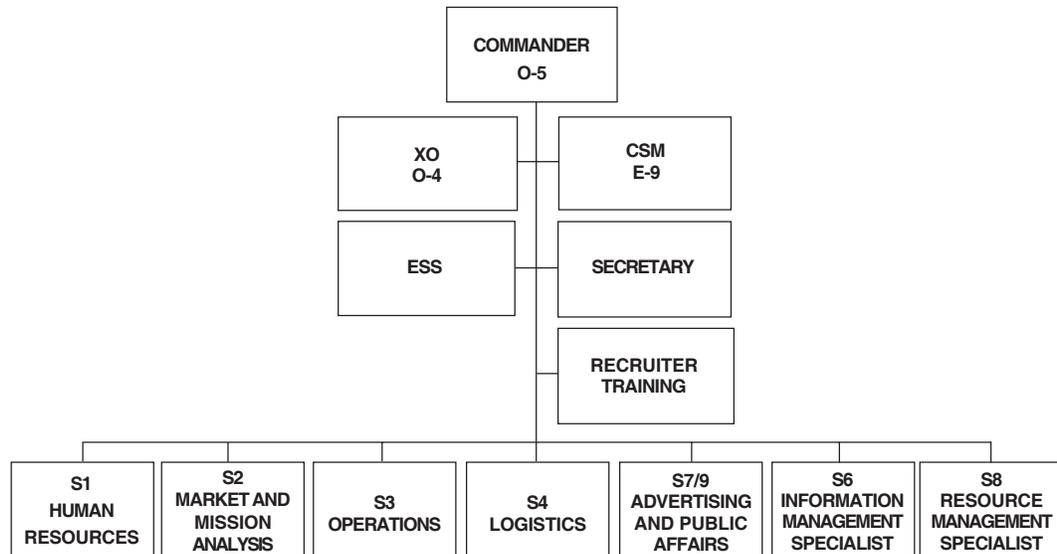


Figure 1-2. Standard Recruiting Battalion Organizational Chart

1-26. S1. The S1 is responsible for maintaining unit strength and conducting personnel actions. The S1 ensures personnel transition smoothly in and out of the organization and interfaces with staff sections such as ESS, S2, S3, and S4. The S1 handles routine day-to-day tasks such as preparing status and strength reports, monitoring and preparing personnel awards and orders, and other administrative support. The S1 is responsible for:

- Maintaining accountability of all assigned and attached personnel.
- Providing timely personnel accounting and strength reporting.
- Participating in the PAE process.
- Providing essential personnel services and coordinating force health protection for all assigned or attached personnel.
- Establishing and documenting battalion HR policies and standing operating procedures.
- Coordinating command interest programs such as voter assistance, Combined Federal Campaign, AER, and community support programs.
- Managing the sponsorship program and coordinating family support group activities.

1-27. S2. The S2 is responsible for providing timely and accurate intelligence analysis and products in support of the commander, subordinate units, and coordinating staff. The analysis is determined using the four primary S2 functions. The four functions are: Market intelligence and analysis, positioning the force, missioning the force, and supporting the targeting process. Market intelligence alerts commanders to changes in the market and helps pinpoint the best time and place for operations; while positioning and missioning the force for success. Supporting the targeting process requires the S2 to provide market intelligence which is the starting point for all targeting decisions. The S2 conducts the full intelligence process in

support of the military decisionmaking process (MDMP) by:

- Making analytical assessments of the market, market trends, and occurrences.
- Evaluating market potential and vulnerabilities.
- Identifying high value and high payoff target events as well as target markets.
- Distributing the mission in accordance with USAREC's missioning policies, procedures, and guidance.
- Recommending multiple courses of action (COAs) equitably distributing the assigned mission.
- Assigning mission on the Mission, Production, and Awards System.
- Developing recommended COAs for positioning based on sound market intelligence.
- Supporting the targeting process with market intelligence products and targeting method outputs.
- Training the recruiting force on market intelligence and missioning procedures.
- Conducting a thorough assessment of subordinate units' market analysis and missioning procedures, and identifying strengths, weaknesses, or training needs.
- Assessing market competition such as other services, colleges and universities, industry, and institutions or organizations competing for our target market.
- Developing an information database on market competition using the order of operation approach.
- Directing the battalion PAE process.

1-28. S3. The S3 section is the commander's primary staff element for planning, coordinating, prioritizing, and synchronizing all operations. The S3 uses data from various staff elements to develop the battalion's operational strategies. The S3 is responsible for:

- Developing the battalion's recruiting operation plan (ROP).
- Distributing the mission and monitoring mission progress.
- Providing and interpreting mission performance data for the commander.
- Managing and coordinating all processing activities within the battalion.
- Managing the battalion's FSTP.
- Supervising the battalion's training management program.
- Managing the battalion's RPC meetings, ADOS-RC Program, and the Recruiter Incentive Awards Program.
- Compiling and analyzing performance data for special missions and program assignments of USAREC and its components.

1-29. S4. The S4 manages the battalion's material assets and is the commander's primary logistics planner, providing timely and accurate logistical information and support to sustain continuous operations. The S4 is responsible for:

- Providing and managing a fleet of nontactical vehicles.
- Coordinating leases, repairs, and overall serviceability of battalion, company, and station facilities and contracts.
- Purchasing and requisitioning expendable office supplies.
- Providing telecommunications (voice and data lines, cell phones) and procurement support such as government charge cards and contracts.
- Managing all property assigned to the battalion to include leased family and bachelor housing.

1-30. S6. The S6 is the information management specialist for the battalion. They are responsible for the technical aspects of automation and communications from battalion to recruiter levels. They maintain system security, password control, and accountability for all software. They are responsible for:

- Ensuring the battalion is in compliance with all command automation and communications policies.
- Providing orientation to new personnel regarding automation, communication, and resources available.
- Training and troubleshooting problems encountered by battalion users on authorized hardware and software.
- Setting up new hardware and loading commercial software on computers.
- Ensuring users follow proper procedures when using hardware, software, and networks.
- Ordering accounts for new personnel and managing use of the common access card.
- Participating in the full PAE process.

1-31. S7/9. The primary role of S7/9 staff is to execute A&PA programs to support recruiting and accessions requirements for the RA, AR, and special missions. This staff section holds a wealth of institutional knowledge where all the market intelligence comes together and strategies are developed to deploy resources to high payoff targets. Ensuring the right message in the right market at the right time in the right language is essential for the success of the A&PA campaigns. The S7/9 is responsible for:

- The targeting process.
- Advising the commander on issues related to the advertising budget, procedures, processes, and practices.
- Conducting outreach activities within the battalion footprint and public affairs activities to include: Media relations, community relations (for example, events), and command information.
- Executing the local marketing, advertising, public relations, community relations, command information, and outreach missions. The S7/9 staff also conducts research and provides answers to questions, overcomes objections, makes decisions, and establishes a good working relationship with organizations and individuals at all levels.
- Developing and managing the advertising plan and budget.
 - Train and advise company commanders in the use of local advertising.
 - Execute the placement of local advertising and maintain records.
 - Conduct quarterly marketing council meetings.
 - Plan marketing and advertising activities to promote Army recruiting, generate leads, and build awareness of Army options and opportunities.
 - Ensure proper procedures are observed in the expenditures of advertising funding.
- Advising the commander on and managing public affairs programs.
 - Establish goals, milestones, guidance, and training that supports a vibrant community relations program.
 - Train and advise recruiters and company commanders on media relations.
 - Maintain liaison with local media representatives and markets.
 - Establish and maintain a Command Information Program (for example, newsletter, Web site).
- Managing events.
 - Approve budget requests TAIR, COIs, and FSTP events.

- Assist with planning and execution of events.
- Conduct outreach efforts to garner leads, referrals, and influence COIs who may impact the various USAREC missions.

1-32. S8. The RMS administers the commander's financial resources and civilian personnel programs. Major functions are budget management, accounting operations, travel administration, and civilian force structure. The S8 provides timely and accurate financial and personnel information required to support and sustain continuous operations. The S8 is responsible for:

- Assisting the commander manage the battalion's financial resources by providing plans, analysis, and reports on a routine or as needed basis.
- Preparing annual spending plans and advising the commander and other battalion staff on funding and submitting requests for unfunded requirements.
- Initiating requests for civilian personnel actions such as hiring, reassignments, and promotions.
- Troubleshooting civilian personnel issues such as salary, leave, and benefits; processing special requests including civilian awards and adverse personnel actions.
- Training end users in the Defense Travel System and troubleshooting issues as they arise.
- Processing new arrivals through the Government Charge Card Program and troubleshooting issues as they arise. They also assist the command staff in risk management including delinquency control and unauthorized card use.
- The Government Purchase Card Program. The approving official is the SME for the government program and resolves a variety of issues including regulatory compliance and funding availability. The S8 also reconciles the cardholder statements on a monthly basis and submits monthly obligation documents to allocate costs to the correct period of time.

1-33. ESS. The ESS is a professional educator, action officer, and primary member of the battalion commander's staff. The mission of the ESS is to communicate Army training and education opportunities to the civilian education community and assist the recruiting force by gaining, maintaining, and improving access to the Nation's high school and college students. The ESS is responsible for:

- Maintaining liaison with the recruiting field force and the education community. Many times this involves functioning as a problem-solver, negotiator, trainer, counselor, and team player. The ESS conducts research and provides answers to questions, overcomes objections, makes decisions, and establishes a good working relationship with organizations and individuals at all levels.
- Advising the commander on education information and any issues or concerns expressed by the civilian education community or perceived by the ESS that can affect recruiting.
- Developing an SRP and school penetration strategies to help recruiters penetrate and expand both their secondary and postsecondary markets.
- Managing USAREC education programs by training and advising recruiters and educators on current education programs and incentives, such as, the Concurrent Admissions Program, March 2 Success, Montgomery GI Bill, Army College Fund, and Loan Repayment Program.
- Assisting recruiters by gaining school access and obtaining student directory information and improving school relations.
- Managing the battalion's ASVAB Career Exploration Program.
 - Establish goals, milestones, guidance, and training that supports the re-

- recruiting force.
 - Assist with marketing, pretest publicity, and interpretation of results.
- Maintaining liaison with the education community.
 - Planning and conducting E/COI tours.
 - Developing working relationships with the local and state education community.
 - Participating in educator conferences.
- Assisting Soldiers with the Army Continuing Education System. Ensuring battalion military personnel have access to Army Continuing Education System programs and services.
- Evaluating education credentials. Conducting on-site visits to schools and evaluating education programs and documents to establish enlistment eligibility.
- Providing subject matter expertise and participating in the full PAE process by:
 - Providing updated and validated school lists.
 - Validating the physical locations of all schools within the unit's area of operation (AO).

1-34. Recruiter Training NCO. The senior MT advises the S3 on matters pertaining to the professional development of battalion personnel. Develops, administers, and monitors the battalion's recruiter training program including USAREC and brigade-mandated training. Assists in the development of battalion recruiter training programs and supervises the battalion MTs. Conducts and monitors military training as required and provides training assistance to companies and stations as requested. Coordinates and manages allocations for the USAREC institutional school program and brigade refresher courses. Conducts classroom, seminar, and one-to-one teaching for RA and AR recruiters as required or directed by the battalion commander. Verify enlistments under the company commander gunner certification. Maintain an order of merit list and schedule Soldiers to attend USAREC functional courses. Coordinates battalion-level boards and participates in the battalion's targeting board process.

RECRUITING FUNCTIONS

1-35. USAREC Manual 3-0 states, "The eight recruiting functions (intelligence, prospecting, interviewing, processing, FSTP, training, sustainment, and C2) are the fundamentals of the recruiting process." The information derived from each function allows commanders to direct and control recruiting operations. How a commander directs and controls their recruiting operations is evident in the command climate, momentum, battle rhythm, and mission success. Commanders operate on current intelligence as it pertains to human and material resources because of their criticality to the mission. Leadership and staff, at every level, have an affect on the recruiting functions and how a commander is resourced to succeed. Commanders ensure Soldiers have what they need to fight and win. Continual involvement in the form of questions, followups, and briefs keep emphasis on human and material resources and ensures their importance is understood. The right person with the right equipment in the right place significantly increases the likelihood of successful operations. Assessing data gathered from each recruiting function allows commanders to develop and synchronize their recruiting plans. The recruiting plan is broken down into three phases:

- Planning. Where should we place our force to gain maximum exposure in the prime markets?

- Preparation. What recruiting operations should the force undertake and what results do we expect?
- Execution. What must be done to finish decisively and achieve the mission?

The unit level and type of operation determines how phases develop, are resourced, and executed.

SUMMARY

1-36. USAREC and its subordinate elements have staff sections similar to other Army organizations. Brigades and battalions however, have staff sections with unique functions such as ESS, A&PA, and others. USAREC's recruiting functions are equivalent to the war-fighting functions of the operational Army.

Chapter 2

Command

Command is the authority that a commander in military service lawfully exercises over subordinates by virtue of rank and assignment. Leaders possessing command authority strive to use it with firmness, care, and skill. Command is more an art than a science, although it exhibits characteristics of both. Command requires a conscious and skillful exercise of authority to fulfill command responsibilities through decisionmaking and leadership. Sound leadership is necessary to establish an atmosphere of integrity, mutual trust, confidence, and respect between leaders and Soldiers. This atmosphere, combined with the recruiting functions, allows leaders to direct and control recruiting operations in the ever-changing environment while capitalizing on opportunities to achieve mission. Command in the recruiting environment, although similar fundamentally to other environments, is a challenge for new commanders. The geographic dispersion of subordinate units present special command and control challenges which require adaptation, creativity, and flexibility of leadership style and skills to march through them.

THE ART OF COMMAND

2-1. The art of command lies in the conscious and skillful exercise of its authority to fulfill command responsibilities through decisionmaking and leadership. Expert performance in the art of command leads to mission accomplishment with an economy of force. Proficiency in the art of command stems from years of schooling and training, self-development, and operational and training experiences.

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ROLE OF THE COMMAND

2-2. Command in recruiting is no different from command of other units. Command is command. The assignment requires leaders to possess a basic load of leadership skills, technical proficiency, high energy, and a true love and concern for Soldiers and their families. These qualities propel the unit and the Army forward. The commander must become a student of the recruiting profession to fully understand the conceptual, technical, and tactical aspects of the mission. Units performing continuous operations, such as USAREC, are unique due to the ever-present sense of urgency and the absence of unit downtime. The “live fire” continuous mission makes planning a challenge; it seems there is never a good time to plan. The commander

establishes the battle rhythm and ensures it supports all requirements. A leader who is flexible, adaptable, fair, and firm; who is eager to learn; and who creates an upbeat command climate will earn respect and create the desire to win.

2-3. No one can impact a unit's performance like the commander. For good or bad, positive or negative, the commander underpins everything. Who the commander is and how they operate (command) will ultimately be recorded in the mission accomplishment annals of the unit. Commanders establish standards, train to them, and motivate the force based on individual and team efforts. Units take on the personal characteristics of the commander.

2-4. USAREC's mission accomplishment strategy relies heavily on continuous shaping operations. Every recruiting operation and action will contribute to the success or failure of the unit. A shaping operation is any operation or activity that prepares or softens the market for decisive operations. These operations can occur before, during, or after the start of decisive operations and can eliminate obstacles or create opportunities to enhance current or future decisive operations. Commanders conduct shaping operations to create and preserve conditions for the success of decisive operations.

2-5. Every Soldier assigned to USAREC has lived the warrior ethos and Army core values, especially the elements of duty and selfless service. Giving totally of oneself, putting the mission first, and making continuous sacrifices tests the fiber of a Soldier, both personally and professionally. No matter the time of day or day of the week, a Soldier somewhere is engaged in a decisive, shaping, or sustaining operation to "provide the strength" for our Army.

2-6. The brigade or battalion commander and CSM must apply the science of recruiting to the fight as they lead their forces to high payoff targets. They must have a complete understanding of the human dimension and provide the nurturing and mentoring required to "grow" their Soldiers. Commanders determine where Soldiers are in time and space to ensure the integrity of the near-term and long-range missions.

2-7. Soldiers assigned to recruiting duty learn the basic recruiting art and science skills at the Recruiting and Retention School (RRS). There is of course the level of experience and maturity that comes from previous command, which follows the leader into the RRS classroom. The commander's overarching duty is to ensure Soldiers are in the fight with the proper weaponry and trained on how to use it. All Soldier and mission support systems must remain green and aimed at accomplishing the mission. Leaders must find innovative ways to keep Soldiers in the recruiting fight as much as possible and minimize distractions. In some cases, the unit staff does not understand the nature of continuous operations or they do not understand the commander's vision. Such staff members may summon a Soldier from the field to perform a time-wasting task. When the commander's intent is not clearly communicated and reinforced, units may halt operations to accomplish inconsequential tasks.

COMMUNICATION

2-8. Clear communication can be a challenge in a geographically dispersed command. The recruiting environment does not always present a second chance at an opportunity, so each desired action must be clearly understood by the force. Even with state-of-the-art technology, nothing replaces face-to-face or one-on-one direct

communication between commanders and Soldiers. How subordinates perform and their level of awareness is a great gauge for commanders to see how their guidance resonates throughout the unit.

2-9. Commanders above station level do not have the luxury of having a formation or meeting with subordinate leaders whenever they wish. Meetings and other common actions are mere distractions to people engaged in continuous operations. These distractions reduce momentum and can hinder the unit's ability to achieve mission. Commanders should analyze the cost of each meeting and its potential benefit. If the meeting won't positively impact the mission, the cost is likely too high. Commanders employ the concepts of battlefield circulation and learn to use time with subordinates wisely. Leaders combine activities to increase efficiency. Simple things, such as sharing a meal with subordinate commanders while in conference, go a long way in improving performance and demonstrating the commander's personal care for Soldiers. By spending time with subordinates, commanders discuss important things, such as the mission, the unit, and their family. "Walking point" with Soldiers communicates a sense of caring and commitment that cannot be overemphasized. In recruiting, as in combat, successful commanders are those who move to the critical point and lead by example.

2-10. Commanders are seldom out of contact with subordinates and have access to real-time production data thanks to state-of-the-art communications technology. These technological advancements, however, come with a wide range of pitfalls including a bombardment of information, requests, demands, comments, and complaints. It often goes unnoticed how much information is being pushed down by and to the various elements within the unit, especially if messages are forwarded by every staff element with their input. By the time these messages reach their intended targets, they have been replicated and paraphrased to the point of being paralyzing to the force. The amount of time spent reading messages and interpreting them leaves little or no time to take action. Commanders must implement a process to monitor what information or requests are being sent to them and their subordinates. Efficient, effective, and timely communication is pivotal to mission accomplishment.

MISSION COMMAND

2-11. Mission command is the conduct of military operations based on the commander's intent and mission orders. Commanders of units that are geographically dispersed use the elements of mission command and leave the "how" of mission accomplishment to subordinates, allowing them maximum freedom to accomplish the mission. Successful mission command results from subordinate leaders exercising disciplined initiative within the commander's intent to accomplish missions. Mission command requires an environment of trust and mutual understanding.

2-12. The four elements of mission command are commander's intent, subordinate initiative, mission orders, and resource allocation.

- Commander's intent. Commander's intent is a clear, concise statement of what key tasks the unit must do and what conditions it must meet to succeed and ultimately achieve the desired end state. The commander formulates and communicates the intent to ensure unity of effort during operations, allowing subordinates to exercise disciplined initiative.
- Subordinate initiative. Initiative is the assumption of responsibility to decide and initiate independent actions when the commander's concept or

order is not applicable or when an unanticipated opportunity leading to the accomplishment of the commander's intent presents itself. Subordinates decide how to achieve their assigned missions within the delegated freedom of action and the exercise of disciplined initiative during execution; however, they have an absolute responsibility to fulfill the commander's intent.

- Mission orders. A mission order is a technique for developing orders that emphasizes to subordinates the results to be attained, not how they are to achieve them. It provides maximum freedom of action in determining how to best accomplish the assigned missions. The commander intervenes to direct coordination, restore operations, or exploit successes. At a minimum, mission orders state:
 - Task organization.
 - Commander's intent, purpose, and concept of operations two levels down.
 - Unit mission.
 - Subordinate unit missions.
 - Mission-essential coordinating instructions.
- Resource allocation. The commander allocates appropriate resources to subordinates to accomplish their missions.

COMBINING THE ART OF COMMAND AND SCIENCE OF MANEUVER

2-13. Commanders must be able to combine the art of command and the science of maneuver. They must use a methodology to visualize the operation, describe the visualization to subordinates, direct action to achieve results, and lead the unit to mission accomplishment.

UNDERSTAND

2-14. Understanding is fundamental to command. It is essential to the commander's ability to establish the situation's context. Analysis of the market and operational variables provides the information commanders use to develop understanding and frame operational problems. Understanding becomes the basis of the commander's visualization.

VISUALIZE

2-15. The commander's vision is the core mental process that supports their decisionmaking. It is the process of developing a desired end state that represents mission accomplishment and the sequence of activities the unit must perform to achieve it. The commander begins to visualize the desired end state when they receive a mission. The commander analyzes or receives staff analysis of the mission and develops a mental image of the market, the environment, and possible future operations at the conclusion of the operation. The commander's visualization is their assessment tool throughout the operation.

DESCRIBE

2-16. The commander describes their vision during the MDMP and ensures it is supported during preparation and execution of the plan. Specifically, commander's intent, planning guidance, anticipated decision point, and commander's critical information requirements all serve to guide and focus the C2 system to support decisionmaking and to communicate the commander's decision for execution.

DIRECT

2-17. The commander directs operations through orders.

- Plan. Orders should enable subordinates to understand their situation, their commander's mission and intent, and their own mission. The orders process (warning order, operational order, and if needed, fragmentary order) should provide unity of effort in exercising disciplined initiatives. Clear direction is essential to mission success; however, commanders must strike a balance between minimal direction and overly detailed direction. The commander assigns procedural control measures (permissive or restrictive) to impose necessary coordination. The commander should impose only the minimum control measures necessary to provide essential coordination.
- Prepare. The commander must update and validate their visualization during preparations as new intelligence becomes available. They must determine whether the new information invalidates the plan, requires an adjustment to the plan, or validates the plan with no further changes. The earlier the commander identifies the need for modifications, the easier it is to incorporate and synchronize them into the existing plan. The commander describes the implications of the updated visualization and directs actions to effect changes throughout the orders process.
- Execute. Execution includes a continuous process of assessing the current state of the operation, make adjustments to exploit opportunities, and account for unforeseen actions and occurrences. Combining the art of command and the science of maneuver is most evident during execution of the mission. The commander exercises judgment and initiative when assessing the situation and making decisions often with incomplete, conflicting, and/or vague information. Waiting for exact information could jeopardize a time sensitive opportunity. During execution, commanders use their visualization to continuously update a near real-time common operational picture ensuring subordinate units execute appropriate operations. A major part of the "art of command" is to know when the plan must change and determine what changes will maximize the unit's effectiveness.

BATTLE RHYTHM

2-18. Battle rhythm describes the events a unit conducts on a recurring basis, that are necessary for mission success. Many factors help determine and establish a unit's battle rhythm. Some of these factors are the unit's state of training, the battle rhythm of higher headquarters, and the current mission. In recruiting, battle rhythm is established by HQ USAREC. It is based on the monthly, quarterly, and yearly contract mission. It is determined by the order of recruiting operations that must take place to achieve the mission.

2-19. Battle rhythm is an important part of C2. It is determined by the USAREC recruiting calendar and the mission accomplishment plan (MAP) which begins week T-2 and ends on the last day of the recruiting phase line. The calendar determines the available mission days for each phase line and the MAP determines the recruiting force's daily, weekly, monthly, and quarterly operational requirements to achieve the mission. The targeting and tempo of recruiting operations may fluctuate, but battle rhythm does not change.

2-20. Recruiting functions support battle rhythm. Operations such as lead genera-

tion and directed prospecting can occupy most of a recruiter's time. Prospecting plans, as important as they are to mission accomplishment, must be flexible. Time to process applicants and exploit markets of opportunity must be pursued when opportunities present themselves.

2-21. The operational tempo of a station is negatively affected when a high school refuses to release a student list to recruiters. The commander must immediately address the situation and redirect the recruiter's efforts. Maintaining an operational tempo requires seamless nonstop dialogue up and down the chain as well as side to side. Commanders must ensure the unit's operational tempo is synchronized with battle rhythm.

MAP

2-22. The MAP is a mathematical model that uses station conversion data from like periods and applies them to the current mission. The calculations determine the minimum work requirements by category for each step of the recruiting process. The recruiting process consists of appointments made, appointments conducted, applicants tested, and applicants enlisted. The data originates at station level and rolls up to company, battalion, brigade, and USAREC.

2-23. At company and battalion levels the MAP serves as a progress report that compares work effort against MAP requirements. Regular review of MAP performance data alerts commanders to operational shortfalls (chokepoints). For example, a company may meet their MAP requirements for appointments made and appointments conducted but fail to achieve any one or all of the remaining steps. These chokepoints become apparent during regular MAP review.

2-24. The MAP allows leaders at company level and above to discover chokepoints and correct them through training and leadership. The MAP also uncovers shortfalls that are the result of an operational decision made at battalion or brigade level. For example, due to a low number of appointments made, a battalion commander decides to execute a prospecting blitz with a requirement of four appointments per recruiter. This decision, even though well meaning, created a chokepoint between appointments made and appointments conducted. The blitz resulted in more appointments than the force was able to conduct within a 72-hour period. Decisions made at company and higher level should be well thought out because they could negatively impact their entire command. This example was a case of good intentions with bad results.

2-25. The MAP in itself should not mandate work requirements or be used as an evaluation bullet or disciplinary tool. It is simply a performance tool commanders can use to measure work effort and discover training needs. Commanders should avoid using MAP requirements as their sole operation plan.

Note: For a more thorough explanation of the MAP and terms see USAREC Manual 3-02, appendix A.

SUMMARY

2-26. Commanders must lead from the front. Personal observations can speak volumes about operational effectiveness. A plan that looked good on paper may prove impractical on the ground. The commander's presence in the AO allows them to

assess and if necessary redirect operations to attain maximum effectiveness. The commander's presence in companies, stations, and at local events (Future Soldier training, school and COI events) builds unit cohesiveness and positively influences the morale and well-being of the recruiting force. Community leaders and school officials are also affected by the commander's presence. Establishing a spirit of cooperation and understanding with community and school leaders is critical to mission success.

Chapter 3

Recruiting Environment

“The world has a way of undermining complex plans. This is particularly true in fast moving environments. A fast moving environment can evolve more quickly than a complex plan can be adapted to it. By the time you have adapted, the target has changed.”

General Carl Von Clausewitz

NETWORK-CENTRIC RECRUITING

3-1. The recruiting environment is fast paced, ever-changing, and extremely demanding. Current and future recruiting operations are planned and executed in response to the ever-changing HR needs of the Army. For example, the requirement to increase Middle

Eastern linguists will deviate in part from the planned mission and target that specific market segment. Mission adjustments such as this can directly affect current decisive and shaping operations. Live fire continuous operations demand versatile and adaptable units, led by commanders who have those same attributes. Each phase line brings a new mission with its own unique set of challenges. Mission success in this environment demands from its leaders the ability to act independently and the courage to make decisions.

3-2. Over the years recruiting has embraced computer technology and today can boast of electronic enlistment forms, real-time market information, and daily production data. Technology, however, with its speed, new practices, and improved procedures will never fundamentally change Army recruiting or Army leadership. The recruiting and leadership fundamentals will never change. The Army’s strength is maintained by recruiters sitting knee to knee with prospects, telling them the Army story; and leaders providing the training, direction, and support so they can.

Note: USAREC Manual 3-0 introduces the four dimensions of the recruiting environment: Technology, information, political, and human.

INTERNAL NETWORK

3-3. USAREC Manual 3-0 states, “The internal network of recruiting is a family of human- and function-based systems that enable commanders and recruiting lead-

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ers to see first, understand first, act first, and finish decisively.” Intelligence from the internal network allows commanders to quickly resource and execute operations, customize strategies, and exploit markets of opportunity.

3-4. The internal network is full of nontraditional information and resources that often present numerous opportunities. The internal network based on location and resources vary from unit to unit; although there are commonalities such as prospecting and processing. Infostructure is a term used to symbolize the combining of information with the infrastructure of the internal network. More specifically, the recruiting infostructure is made up of people and functional components within a recruiter’s internal network.

3-5. The internal network includes a full spectrum of elements that support the recruiting functions as discussed in paragraph 1-35. The internal network requires constant analysis to determine the effectiveness of operations.

3-6. Sustainment includes the staff elements at each level of command, to include the RRS where all recruiters and recruiting leaders are trained. The RRS is an excellent model for internal networking activities. As recruiters and leaders go through their training, they have the opportunity to build a strong network of peers. The smartest of the pack also develops professional relations and networks with subordinates and superiors while they are at the RRS.

3-7. The U.S Army Accessions Support Brigade (ASB) supports recruiting with mobile and fixed exhibits in order to generate interest in Army programs. They provide audiovisual and graphic support to the recruiting force and other DOD agencies. They provide marketing and incentive products to the recruiting force in the form of recruiting publicity items and personal presentation items. The Army Parachute Team (Golden Knights) and the Army Marksmanship Unit are also assets. Commanders request assets based on targeting board results and current command guidelines. Commanders can also benefit from national ads and national-level events in their AO.

3-8. The ASB’s mission is to ensure connectivity to target markets and the Nation; to promote what it means to be a Soldier, emphasizing the Army’s warrior ethos and the expeditionary nature of our business; and to showcase special skills through competitions and demonstrations in local recruiting areas. The ASB prides itself as warriors supporting warriors helping recruiters generate target market leads that have a propensity to enlist or commission in the Army.

3-9. The Corps of Engineers is responsible for the real estate, such as, unit headquarters, recruiting stations, and substations. They handle leases, contracts, upgrades, and anything that has to do with buildings and their maintenance. Where Soldiers go to work every day, and how their environment is perceived by the public, is critical.

3-10. The U.S. Military Entrance Processing Command operates all military entrance processing stations (MEPS). These facilities exist solely to support the recruiting missions of all branches of the armed services. The MEPS administers all qualification testing, to include the student ASVAB career exploration testing given in schools.

3-11. The Cadet Command (Reserve Officers' Training Corps) submerged as they are in the higher education markets, are a valuable source of information and intelligence. All leaders as well as the ESS should initiate a relationship with the local cadet commander to work together to accomplish their respective missions. Often recruiting commanders can cooperate on events planned and resourced by the Reserve Officers' Training Corps.

3-12. The RPC serves as a forum to build partnerships, develop unit recruiting plans, and resolve recruiting issues. The RPC is also a valuable part of the recruiting network. Soldiers in local troop program units are from the local area, so the introductions and information they provide save valuable time and resources. Troop program units also have equipment and specialized personnel who can participate in a wide range of recruiting operations.

3-13. Military installations (interaction and support) have the capability to show what the Army is all about is a distinct advantage. The post public affairs office has many programs that can be incorporated into current operations. They also serve as a resource for Soldiers and their families. These installations, however, have a separate mission and cannot always provide the assets desired. It is imperative that recruiting leaders tend to the relationships of leaders on these installations.

3-14. The RRS provides initial and advanced training in recruiting subjects for NCOs and officers. Commanders are required to provide personnel resources and possibly participate in training courses.

EXTERNAL NETWORK

3-15. External network recruiting activities include the unified efforts at all levels, from recruiter to HQ USAREC. Recruiters synchronize with the civilian community and the institutions of America such as education, industry, military, and other governmental and nongovernmental agencies to accomplish the mission. Leaders at all these levels comprise the foundation of the recruiter's external network. How well the Army is known and received is directly attributed to the local Army leadership. The external network is pivotal to the success of the unit.

3-16. This list of external networks historically has been strategic to operations and mission accomplishment. By no means is it inclusive, but it is meant to provoke thought:

- Government and civic officials (the Civilian Aide to the Secretary of the Army Program, for example).
- Educators (local- and state-level secondary and postsecondary education leaders).
- Job Corps.
- Military schools.
- Colleges and universities, including technical and vocational schools.
- Business leaders.
- Business and industry participating in the Partnership for Youth Success Program.
- Religious leaders.
- Other local community leaders and COIs.
- Youth and athletic associations.
- State and local employment services.
- Local print and broadcast news media.

THE NEWS MEDIA

3-17. It is the responsibility of all Soldiers and Army civilians to tell the Army story as often as possible. In today's environment, few military operations are conducted without media presence. In our form of government, the media has the right to cover operations, and the public has the right to know what the media has to say. Unfortunately, bad news often gets the majority of coverage. There are many good things about the Army that are unknown to the public. Through good public affairs and advertising the full Army story can be told.

3-18. The objective in dealing with the media is to ensure that the Army is presented in the proper context while keeping the public well informed. When speaking with the news media, Soldiers must understand what is classified and what not to discuss with the press. Soldiers should also understand, they are not required to talk to the media if it is against their wishes. All Soldiers represent the military and they must not guess or speculate on things they do not know.

SUMMARY

3-19. The internal and external recruiting networks that form the infostructure of the command are the enablers of a successful recruiting environment. Recruiting commanders tap this flow of information to see first, understand first, and act first during every decisive, shaping, and sustaining operation.

Chapter 4

Intelligence

“Information is a source of learning. But unless it is organized, processed, and available to the right people in a format for decisionmaking, it is a burden, not a benefit.”

William Pollard

INTELLIGENCE AND USAREC

4-1. Commanders must have intelligence about the market, competition, and AO prior to engaging in recruiting operations. Recruiting commanders and staff have extensive access to data delivered with speed, accuracy, and reliability through advanced communications systems. Staffs collect, process, analyze, and evaluate data using the full intelligence process to determine its near- and long-range relevance to the mission. Intelligence helps commanders visualize their recruiting market, organize their forces, and control operations to achieve the desired effect. Since the intelligence process is continuous it can detect and monitor trends and events that affect the market. The intelligence process forms the basis for the MDMP. Intelligence assists in the planning and developing of operations, positioning the force, missioning the force, and support of the targeting process.

Intelligence helps commanders visualize their recruiting market, organize their forces, and control operations to achieve the desired effect. Since the intelligence process is continuous it can detect and monitor trends and events that affect the market. The intelligence process forms the basis for the MDMP. Intelligence assists in the planning and developing of operations, positioning the force, missioning the force, and support of the targeting process.

4-2. Market intelligence, when applied properly, puts the recruiter on top of the target. Commanders can measure their achievements in various market segments against other services. It allows them to take appropriate action to reverse negative trends, maintain a strong foothold, or dominate their markets. With market intelligence, commanders can ensure each recruiter is in the right market at the right time with the right message.

4-3. The XO manages, coordinates, and disciplines the staff’s intelligence work and provides quality control to ensure the commander’s guidance and intent is met. They determine time lines for the staff, establish brief-back times and loca-

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tions, and enforce the information management plan. The XO also provides any unique instructions to guide the staff in completing collaborative intelligence work and staff estimates. The XO must also facilitate and expedite collaborative work efforts to ensure the intelligence process is fully effective.

INTELLIGENCE

4-4. The centerpiece of the intelligence process is preparation of the environment. Intelligence preparation of the environment is surrounded by situation development, target development and support to targeting, indicators and warnings, order of operations, and battle damage assessment. While the other elements of the intelligence process are important, the brigade and battalion staff must focus primarily on the intelligence preparation of the environment process and how it relates to all recruiting operations and the MDMP. A more sophisticated and developed staff will begin to incorporate all aspects of market intelligence into their battle rhythm.

4-5. Intelligence preparation of the environment is a continuous four-step process that seeks to define the market environment, describes the market environments effects, evaluates the competition, and disseminates the findings of this cycle. Intelligence preparation of the environment also reveals information gaps that help focus information gathering and analysis. Intelligence preparation of the environment provides a framework for the logical use of numerous analytic tools. As a doctrinal methodology, it is a flexible framework providing organizations with templates to help commanders visualize and analyze their particular market.

4-6. Intelligence preparation of the environment is the commander's and each staff officer's responsibility. The S2 cannot do the entire intelligence preparation of the environment without staff input. Intelligence preparation of the environment is a collaborative effort. All staff officers must assist the S2 in developing the situation template within their own areas of expertise.

RECRUITING MARKET ENVIRONMENT

4-7. The market environment is defined by graphically outlining the recruiting market territory on a map with several boundary overlays such as: ZIP Codes, counties, states, as well as recruiting station, company, battalion, and brigade territories. This step gives everyone involved a common understanding of the recruiting AO, to include other nearby areas that may have an influence. By outlining the assigned market territory and those areas that might influence recruiting operations we define our AO and our area of influence (AI). These graphic representations of the AO and AI help the commander and staff visualize their recruiting market.

4-8. USAREC uses the ZIP Code level, geographic region, as the basic building block for all recruiting territories. All station, company, battalion, and brigade geographic boundaries within USAREC are an aggregation of ZIP Codes. The territory allocation approach gives rise to a USAREC unique market intelligence concept of must win/must keep ZIP Codes. These ZIP Codes, based on successful past performance, are critical to mission success and become the focal point of market intelligence focus.

4-9. In a homogeneous market, every recruiter in every region of the country could use the same tools and techniques to motivate people to enlist. However, all markets are not the same. Considering the markets' diversity, USAREC describes the effects of the market by groupings and segments. Commonly USAREC views these segments in terms of mission box categories and general demographic groupings, such as education level, gender, and ethnicity. The degree of specificity is limited only by the constraint of achieving an economy of scale in targeting the segment. There are three major ways to view the population:

- Demographics. Demographics is the study of population, race, housing (own versus rent and property value), education, and household information.
- Psychographics. A study of the wants, needs, and desires of the market. What types of people live in the unit's AO and what are their interests? Commanders must understand how the segments influence the total market. They must know segments unique or common to their AO.
- Lifestyle trends, cultural and social values, and historical perceptions of military service are all dynamics of the market. One major subsection of psychographics is lifestyle segmentation. USAREC employs sophisticated lifestyle segmentation applications to define recruiting markets. This data maps local markets by such values as hobbies and interests, consumer purchasing trends, music preferences, and television shows watched. This information helps place the recruiter in the right market at the right time with the right message to motivate top quality individuals to enlist.
- Economic conditions can have a significant effect on the market. Unemployment and inflation rates, for instance, can impact the motivation of the target audience to enlist. Poverty rates and household incomes can also indicate where quality contracts may be found. None of these indicators, in themselves, can consistently point out the most productive territories. Taken together, however, with consideration given to past performance, they can clearly identify territories within the AO that bear highest consideration for recruiting efforts.

MARKET COMPETITION

4-10. To evaluate the competition we must first define the term. Competition, simply stated, is any competitor within the AO or AI that seeks to employ USAREC's target market in activities other than service in the RA or AR. Our competition includes the Army National Guard, other military services, colleges and universities, industries, and any other governmental agencies and nongovernmental volunteer organizations. To evaluate the competition we must develop a full understanding of all competition within the AO and AI. Key metrics used in evaluating the competition include market and recruiter share ratios and raw contract production. When evaluating the competition, all available information, on all the above listed entities must be developed within the AO and AI. Then use the order of operations methodology to develop an order of operations database.

INFORMATION DISTRIBUTION

4-11. Disseminating information and coordinating COAs involves more than simply telling others about the results of the intelligence preparation of the environment process. The findings generated by the process feed a number of other functions and documents, as well as the targeting, positioning, and missioning

processes. These findings should also be used to help synchronize support and assets (synch matrix) to high priority operations, refine the information collection plan, and feed the MDMP. While intelligence preparation of the environment serves to organize all the information currently known, it also identifies intelligence gaps. These gaps must be filled in to refine a better visualization of the market. To fill in the gaps additional data must be collected and processed into usable information.

4-12. The information derived from each intelligence preparation of the environment cycle feeds a set of products that support several processes and tools. The processes are the MDMP, along with targeting, missioning, and positioning. The tools are the intelligence collection plan and synchronization matrix. When one cycle is completed the next cycle begins. When new information from previous cycles is discovered, it can be fed into the current process. It is very likely two or more cycles of intelligence preparation of the environment will be operating simultaneously. The missioning and positioning processes will be described in chapter 5.

ORDER OF OPERATIONS

4-13. The order of operations methodology frames information collection on other organizations and entities within the AO and AI using the following format factors:

- Composition - The makeup of the organization; their structure, departments, and branches.
- Disposition - Geographic locations of an organization and how they are arrayed in the AO and AI.
- Strength - How close are they to full operating strength?
- Tactics - Tactics and operations include strategy, methods of procedure, and doctrine.
- Training - The type and depth of individual and group training.
- Logistics - How well resourced the organization is to conduct operations.
- Effectiveness - How motivated and well supported the organization is.

The order of operations is clearly one of the most difficult processes in recruiting market intelligence development; however, it cannot be overlooked. Order of operations databases must be developed to achieve the fullest visualization and understanding of the AO and AI as possible.

4-14. Overarching the intelligence preparation of the environment process is threat integration. There are many threats to successful mission accomplishment, most notably the competition. In order to effectively integrate the threat, a threat database must be developed. The order of operations approach is used to obtain information on all possible threats to recruiting operations in the AO and AI. Using threat integration, the commander can identify opportunities and threats associated with proposed COAs and how the competition is expected to act or react in response. This information allows commanders to choose the best COA with the greatest likelihood of success.

4-15. When the first cycle of the intelligence preparation of the environment process is completed, the order of operations database is reviewed. The S2 then identifies and clarifies, with the commander, any information gaps found in the AO and AI. Once gaps are identified, a commander's critical information requirements, priority intelligence requirement, and any other information require-

ment pertinent to the AO and AI must be issued. In addition, the S2 must develop a collection plan to ensure requirements are met. A collection plan identifies who will collect the information and how it will be reported.

4-16. The synch matrix lists all the events both inside and outside the AO. The S2 then provides analysis and input, based on intelligence preparation of the environment and order of operations, to identify which asset to use at which event to get the greatest return on investment (ROI).

4-17. The MDMP and the intelligence preparation of the environment processes are both initiated upon receipt of the mission. Intelligence preparation of the environment is the first step of the MDMP. Once the initial intelligence preparation of the environment is complete, the S2 must begin to develop possible competition COAs for consideration. This process should result in threat templates that help enlighten the commander on what the competition's reaction will be.

TARGETING PROCESS

4-18. Intelligence support to the targeting process helps the commander identify when, where, and in what strength to deploy their limited assets and resources. This support is accomplished by using the targeting model as a starting point for target identification. Intelligence preparation of the environment products and ground truth are then overlaid on the results of the model. High payoff and high value events and territories become evident through the targeting process.

4-19. There are two distinct functions the targeting process supports, event targeting and geographic targeting. Event targeting prioritizes the use of local and national sustainment by identifying high payoff and high value events, expected to generate the highest ROI of quality leads. The targeting process also identifies geographic areas, stations, companies, or battalions that are expected to generate the highest ROI of quality contracts. This process identifies the need for higher recruiter fill rates or additional staffing and funding.

4-20. Event targeting considers community events, educational events, high schools, postsecondary schools, and industry events in terms of the potential and propensity of the population segments most likely to attend. This determines the types of resources used for an event. One of the resources is targeted marketing. The goal of targeted marketing is to develop the maximum number of qualified leads for recruiters, using multiple simultaneous events where recruiting assets can be applied. Targeted marketing requires commanders to use their skills as a planner and director of assets and resources. The event targeting process uses and updates the synch matrix.

4-21. Geographic targeting helps commanders decide the best applications of the more persistent assets such as recruiter placement and advertising assets, as well as other resource allocations. The USAREC targeting model is the starting point for the geographic based targeting effort. The must keep/must win methodology can also assist in helping the commander decide where to allocate their limited resources. Intelligence preparation of the environment products round out the tool set for the geographic based targeting process.

4-22. Targeting assists in the planning process. Where and how to influence the

market depends on what targets have been selected during the targeting process. The commander's target list or synch matrix focuses on historically productive events or events deemed to have potential for future success. Commanders must also consider market segments that may be less obvious. Those segments include ethnic markets, legal aliens, leads from other services, and prior service. Commanders must not ignore markets with potential for special missions, such as the Army band, skilled languages, Officer Candidate School, Warrant Officer Flight Training, and Special Forces.

TARGETING BOARD

4-23. The targeting board's objective is to synchronize the employment of sustainment activities to effectively provide weight to the main attack (decisive operation) while providing adequate resources to the supporting attack (shaping operation). It must also develop an integrated market penetration plan to achieve specific objectives within prioritized markets.

4-24. At the battalion level, targeting board membership must include, but is not limited to, the commander, XO, S1, S2, S3 (RA and AR operations officers or NCOs), S4, ESS, S7/9, S8, A&PA, and company commanders. The same concept is equally applicable at brigade level, where membership widens to include other key staff components. This diverse membership ensures all available intelligence from the lowest level to the headquarters is evaluated in the development of the target list and targeting plan.

ALTERNATE COA

4-25. There may be a period of exploitation and opportunity that follows a successful operation. An alternate COA should be planned to take advantage of this situation or to replace a failed COA. This concept is known in the operational Army as branches and sequels. The commander and staff must recognize this and have a follow-on operation ready to execute. Superior market intelligence allows the commander's concept of operations to dictate the branches and sequels. After successful execution of shaping operations such as TAIR events and educator tours, a decisive operation or another shaping operation may be executed on a prepared target, to increase payoff. Key and influential people who offer resources must be capitalized on immediately, because offers diminish over time. Followup by a subordinate commander or recruiter is always appropriate as a follow-on mission.

ESTIMATES

4-26. USAREC can overwhelm a leader with market data. Intelligence preparation of the environment provides methodologies to focus information gathering and analyze data. This process is a way to filter through a large amount of information, target beneficial markets, and synchronize limited resources. During the preoperation phase, leaders gather information, run estimates, and validate intelligence. The information derived from the preoperation phase helps develop and sustain current and future operations.

4-27. Estimates are a component of the MDMP (see USAREC Manual 3-0). During the MDMP, the commander uses the entire staff to explore the full range of

probable and likely COAs and to analyze the organization's capabilities. This staff effort has one objective, provide the commander with accurate, relevant, and actionable market intelligence that will positively affect the planning of all recruiting operations.

4-28. The importance of running estimates increase when the unit is engaged in continuous operations. Decisionmaking in this type of environment almost always takes place after execution has begun. When time is limited or operations are repetitive, running estimates from analyzed information, intelligence, and operations are used to assist the commander and expedite the process. Although some of the estimates may change significantly, many remain the same or require little change.

INFORMATION COLLECTION

4-29. The staff, guided by the commander's information requirements, continuously collects information according to the collection plan. Every member of the unit has some responsibility for observing and reporting information. The commander's focus for collection must be known and revised as often as necessary to keep Soldiers current on information of greatest importance.

4-30. Information collection and dissemination are extremely important. It is equally important to understand that even though the recruiter is a very valuable information collection asset, they are primarily concerned with decisive operations such as prospecting, processing, and Future Soldier management. Recruiters should not be over burdened with redundant or unnecessary reporting requirements. Explore all other possible collectors before increasing the collection and communications requirement on the individual recruiter. Additionally, your collection plan must be periodically reviewed to make sure the collection effort is still relevant. You should eliminate all unnecessary collection requirements as soon as they are identified.

4-31. Sometimes data volume and running estimate overload can lead to paralysis by analysis. Most information is easy to come by. The challenge is to quickly assimilate the information, then provide intelligence and guidance for current and future operations. Due to the continuous operative nature of the mission the ability to be flexible and adaptable are key components for running estimates.

SUMMARY

4-32. The market intelligence process is complex and extremely interrelated within the intelligence structure as well as with all other staff sections in the brigade and battalion headquarters. It is critical that all staff sections develop an open and collaborative approach to how operations are conducted. It is only through collaborative efforts that market intelligence can be effectively applied.

Chapter 5

Planning

“Being busy does not always mean real work. The object of all work is production or accomplishment and to either of these ends there must be forethought, system, planning, intelligence, and honest purpose, as well as perspiration. Seeming to do is not doing.”
Thomas A. Edison

5-1. In a continuous operating environment, current information and flexibility is critical. Poor or ineffective communication adversely affects the best laid plans. Communication must be relevant, clear, concise, timely, and consistent. Visibility at every level of the planned operation is necessary for the synchronization, execution, and optimum use of resources. Commanders must have visibility of all operations planned and executed by a higher level and understand their role within those operations.

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CONCURRENT OPERATIONS

5-2. The Internet and Intranet supply commanders and staffs with an abundance of information, which can be used to establish targeting boards and provide estimates. This information keeps the commander informed and allows them to operate away from the headquarters while maintaining battlefield awareness. There is, however, the real possibility of receiving too much information. Sometimes commanders get trapped in the headquarters analyzing data and pondering the never-ending possible actions the unit may be directed to take. Commanders and staffs must determine the minimum data needed to effectively plan operations and move directly into the planning phase. How a unit develops a plan and executes the operation is a direct reflection of the commander's leadership.

5-3. Concurrent operations require constant communication, discipline, focus, and endurance to stay the long and often unpredictable course. Without consistent leadership they can often overwhelm and strain a unit's effectiveness. Commanders must be engaged in the process to redirect the force or change operational priorities based on changes in the market and mission. Recurring and seasonal events serve as a base for the annual planning calendar. Annual events such as a Veteran's Day parade create opportunity for recruiter participation.

5-4. Concurrent operations are executed in urban and rural areas. Markets vary immensely depending on history, culture, economic development, local climate, and many other factors. This variety exists between separate markets as well as within market segments. Today, Internet, cable, and television provide the market with news stories about Soldiers and the Army. Commanders must ensure communication and information standards are trained and practiced at every level to provide consistent information to the market. Political and social values have a direct impact on the market's perception of the Army and can directly affect concurrent operations.

5-5. Assessment of the environment must include identifying the market's attitude toward the Army. Commanders and staff must base their assessments on a thorough understanding and appreciation of local social and cultural norms. Commanders on the ground can provide the most accurate market information. Careful study will help avoid insulting people or wasting resources. Policies, training, discipline, and targeted operations will build a positive impression of the Army in the community.

POSITIONING

5-6. PAE is a systematic methodology to establish equitable recruiting territories and force structure. The goal of positioning is to maximize the number of contracts written by placing recruiters, to the ZIP Code level of detail, where they have the maximum opportunity to enlist Future Soldiers. This is achieved by balancing where the market lives and where they are most willing to join a military service.

5-7. The G2 uses the recruiter allocation model to assign a market value to every ZIP Code in the United States. The model uses seven factors which balance the population of the market and the propensity (demonstrated willingness to join the military) of the market.

- Population accounts for 50 percent of the model and contains three factors: Qualified military available (QMA) population, 2-year college population, and 4-year college population. QMA is 35 percent of the model while 2-year and 4-year college population accounts for 10 percent and 5 percent respectively.
- QMA is obtained from the Woods & Poole population estimates, based on the 2000 census, and removes those currently serving in the military, high school dropouts, and incarcerated individuals.
- The 2- and 4-year college data is also developed from the Woods & Poole estimates. The data is proportioned between 2- and 4-year schools according to data from the National Center for Education Statistics to account for the types of schools in a particular area.
- Propensity accounts for the remaining 50 percent of the model and contains four factors:
 - DOD past production by category GA (high school diploma grad scoring at least 50 on the ASVAB);
 - Category SA (high school senior scoring 50 or more on the ASVAB);
 - Category other and Army potential. Army potential is 15 percent of the model while past production DOD GA, SA, and OTH accounts for 20 percent, 10 percent, and 5 percent respectively. This weights USAREC's effort toward quality markets.

5-8. When positioning the force, the G2 sums the market values (factors) for each ZIP Code to station, company, battalion, and brigade levels. Recruiters are distrib-

uted to brigades and battalions based on their percent of the national market value. Brigades can deviate up to 5 percent at the station level to address any additional market factors not accounted for by the model such as geographic boundaries, area codes, or traffic flow. The result of this placement scheme is a balance between the qualified population of an AO and the likelihood that the population in that area will join the service. For example, if a station area has two percent of the Nation's population (QMA, 2- and 4-year college) and four percent of the Nation's propensity (past production and potential), then approximately three percent of all recruiters will be stationed in that AO.

5-9. In areas where the population is high, but the propensity to serve is low, USAREC would have less recruiters positioned than a straight population model would suggest. Conversely, in areas where the propensity is higher, USAREC would position more recruiters to take advantage of a high opportunity market.

5-10. Since the data for this model is gathered at the ZIP Code level, USAREC is able to precisely place recruiters to take advantage of the highest opportunity markets. Additionally, the long-term use of this model maintains a balance between locations where recruiters enlist a larger portion of the available market (market penetration) and locations where a large portion of the market is still available (market expansion). This ensures success by not attempting to overpenetrate a market and by continuing to expand in markets where capability exists.

5-11. Positioning of recruiters takes place during the PAE. The PAE has three phases: Planning, conducting, and implementation. The XO is the staff integrator and coordinator for the PAE process. Staff collaboration during the PAE process is critical from beginning to end. The S2 is responsible for the planning and conducting of the PAE. The S2 recommends multiple COAs to equitably distribute the force structure to each recruiting station and is responsible for facilitating staff integration. The XO is then responsible for the staff implementation of the PAE. The commander, with input from the staff, then positions the field force (recruiting boundaries and force alignment) to the market.

5-12. The S2 at the battalion is responsible for coordinating staff participation at all levels. They must ensure the appropriate battalion, brigade, and USAREC level staff members are aware of the PAE process. The XO is responsible for ensuring all required battalion staff members participate in the full PAE process as outlined above. For the implementation phase of the PAE process, the battalion and brigade S2s are responsible for the coordination of the HQ USAREC implementation team. This team consists of a representative from G1, G2, G4, and G8. The USAREC implementation team is responsible for making all system changes to facilitate the approved PAE COA.

MISSIONING

5-13. USAREC receives the accession mission from the Department of the Army. The mission is then converted to a net contract mission based upon Department of the Army and DOD past production, seasonal Future Soldier losses, and mission category (GA, SA, OTH). Recruiting markets are not equal and units vary in size. It is typical for some battalions to carry larger missions than others. Unlike typical infantry battalions that are like-sized, battalions come in varied sizes depending on the demographics of the market.

COA

5-14. The S2 is responsible for the development of multiple COAs equitably distributing the assigned mission (RA, AR, and special missions) to the appropriate level based on market assessment and on-the-ground considerations. The other staff sections provide critical input (personnel fills, station activations, closures, and targeting board initiatives) to the process.

5-15. The commander's direct involvement is essential for the timely analysis of market intelligence and mission analysis. Commanders should review all available assets, identify critical facts and assumptions, and evaluate any risks. The commander's vision and guidance establishes the initial vision for the operation and provides guidance to the staff for developing specific COAs.

5-16. Intelligence preparation of the environment, as discussed in chapter 4, is a continuous intelligence process which is vital to a battalion's operational success. Decisionmaking is a demanding and multidimensional process where commanders analyze intelligence to determine the best COA. Using data from like periods allows commanders to make timely and sound operational decisions (see fig 5-1).

- Development. COA development is based on the companies' ROPs and the commander's intent. The result is a COA statement that clearly states the battalion's ROP.
- Analysis. Evaluate the companies' ROPs to ensure all operations conform to recruiting doctrine, USAREC standards, and the commander's guidance.

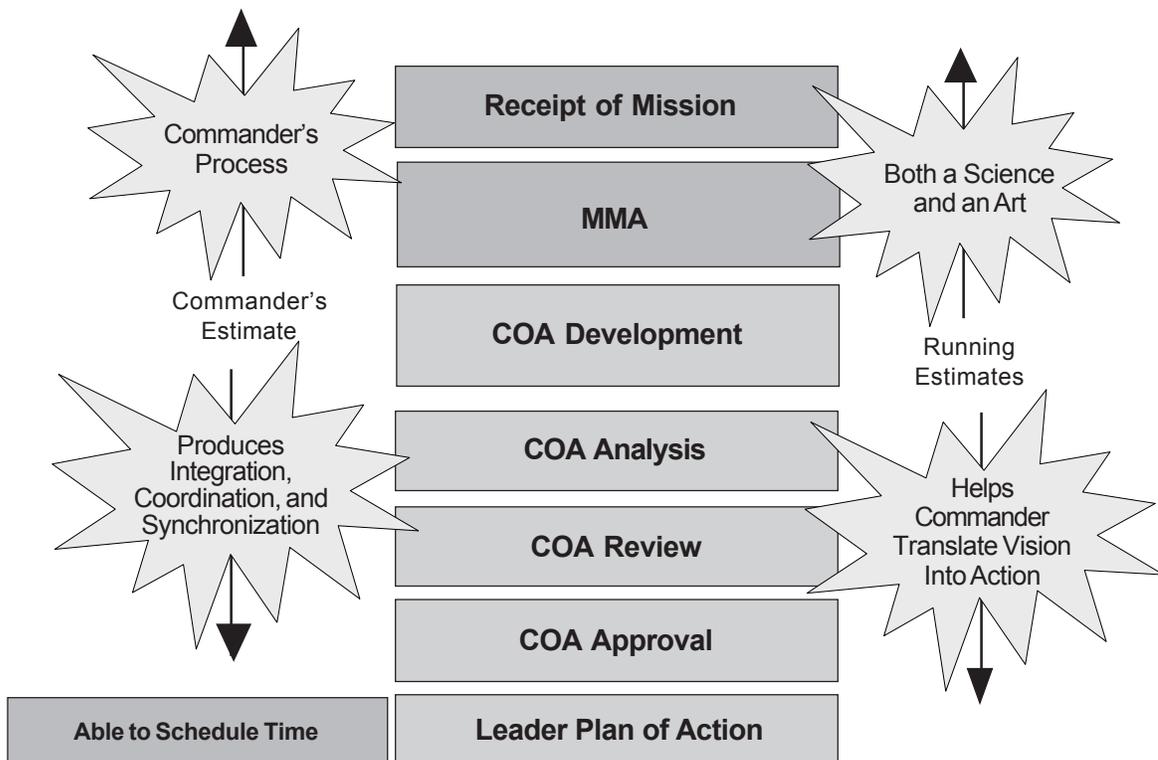


Figure 5-1. MDMP

- Comparison. Compare the companies' ROPs to the battalion's strengths, weaknesses, opportunities, and threats (SWOT) analysis. Ensure the plan takes advantage of the strengths and exploits the weak areas and areas of opportunity.
- Approval. Battalion commanders review and if necessary modify their plan to meet their intent. Commanders also give guidance to the staff regarding the priority of sustainment assets.

ROP

5-17. The ROP is a systematic planning approach used to maximize recruiting efforts and realize mission success. The battalion's ROP is primarily focused on shaping and sustaining operational strategies for the quarter and beyond. The ROP reflects the lower echelons of command and uses the eight elements of the recruiting functions as its tactical road map. The battalion's plan, even though market driven, must be nested in the brigade's plan. The battalion commander combines the companies' plans with their intent and formulates the ROP. Compilation of companies' ROPs provides commanders the real-time market information which identifies high payoff zones and alerts commanders to markets of opportunity, such as special events or activities within their battalion's AO. The commander must consider the battalion's overall SWOT when formulating their ROP. The ROP should cover the appropriate quarter (enlisted) or semiannual (Army Medical Department) mission period, specifically the current phase line and recruiting contract quarter.

5-18. Development of the battalion's ROP begins with intelligence preparation of the environment. The information gathered during intelligence preparation of the environment will verify the companies' ROPs and ensure prospecting activities are directed to high payoff zones and events in the phase line and recruiting contract quarter. Directing prospecting efforts to high payoff areas maximizes valuable recruiting time and increases enlistment efficiency. Each company's market is different and a "one size fits all" prospecting directive from battalion or brigade can stifle even the best recruiter's efforts and negatively affect their operating plan and ultimately the mission.

5-19. After evaluating the market, the commander should review the lead generation and prospecting plans. Commanders should ensure companies use their intelligence preparation of the environment, lead prospecting analysis, and MAP conversion data when formulating their plans. They must also verify simultaneous market penetration, contact milestone progress, and compliance with the commander's intent. After evaluation and adjustment (if necessary) of the companies' plans the commander will formulate the battalion's ROP.

5-20. Commanders must ensure their companies' ROPs have enough flexibility written in to easily accommodate processing activities. The lead generation and prospecting plan should not be compromised to accommodate processing. The only reason to revise a lead generation and prospecting plan should be to redirect prospecting efforts, not steal time for processing.

5-21. The ROP should include all Future Soldier and Future Officer training programs and events. Funded and unfunded events should be scheduled and annotated on the synchronization matrix. These planned events must take place. The Future Soldier and Future Officer are exponentially important to the mission and the Army. They are motivated combat multipliers who refer prospects, provide valuable intelli-

gence preparation of the environment and blueprint information, and promote Army awareness in the community. Company and battalion training should also be included in the battalion's ROP indicating the dates, locations, and times.

5-22. Scheduled events in the ROP should include all requested sustainment activities such as TAIR, battalion assets, ASB assets, or COI events. Events should be annotated on the battalion's synch matrix and discussed at the targeting board meeting.

5-23. The ROP should be concise. It must reflect the battalion's markets and MAP data and thoroughly address the battalion's SWOT. The ROP will be annotated as directed on the situational awareness board.

Note: The ROP is a living document and can be adjusted to accommodate market changes, command directives, after-action review (AAR) results, and the like.

C2

5-24. C2 represents the battalion commander's C2 of their recruiting force. The computer is the battalion's virtual management, training, and leads resources tool. Communication is the center of gravity in recruiting, the means by which the recruiting force contacts their market and accesses the recruiting infostructure.

TARGETING BOARD

5-25. The targeting board's objective is to provide and synchronize recruiter support and advertising to leverage decisive and shaping operations. The board reviews the battalion's synch matrix then develops a plan to provide the requested support within prioritized markets.

5-26. The concept of operations frames how commanders visualize the actions of subordinate units fitting together to accomplish the mission. The concept of operations expands the commander's selected COAs and expresses how each element of the force will cooperate to accomplish the mission. Where the commander's intent focuses on the end state, the concept of operations focuses on the method by which the operation uses and synchronizes the recruiting functions to translate vision and end state into action.

5-27. Commanders must ensure the concept of operations is consistent with both their intent and that of the next two higher commanders. The recruiting functions helps commanders plan, synchronize, and execute the mission. USAREC Manual 3-0, discusses recruiting functions in detail. Using the recruiting functions during the decisionmaking process and the development of the concept of operation ensures all elements of the organization are directed toward accomplishing the current mission while planning for future operations.

5-28. All targeting plans must comply with HQ USAREC's targeting guidance. The plan should synchronize resources to effectively attack markets with a high propensity for enlistment, and counter sister service pressure in designated market areas of interest (MAIs). The targeting plan should focus the recruiting effort to MAIs and maximize the employment of available resources.

5-29. The targeting plan includes intelligence preparation of the environment products and the rationale for use of different assets to penetrate the market as well as

a quantifiable expected result in terms of contracts. Most importantly, the plan fixes responsibility at the appropriate level.

5-30. Prior to the targeting board meeting, the S2 develops and recommends prioritization of effort to the commander. The commander must designate the targeting priorities, the degree of effort, and required support. The A&PA chief will prepare and distribute a draft advertising plan based on the commander's stated priority of effort prior to the targeting board meeting. The S2 considers the strength of priority units, vacancy posture, and the priorities of supported regional readiness commands and major subordinate commands. The ESS reviews school status and nominates high schools and postsecondary schools for targeting. The ESS nominations must support the commander's objective for the MAIs. Battalions should target stations using input from their company commanders. Company commanders should nominate targets in accordance with the battalion commander's guidance, targeting priorities, and stated objectives. These nominations should also recommend suitable recruiting assets and quantifiable objectives. Company commanders should consider all resources to include battalion trainers, TAIR, COIs, FSTP, ADOS-RC, brigade assets (foreign language advocate, band liaison), as well as ASB assets. During the targeting board meeting, the company commander should be prepared to discuss the lessons learned from previous operations (see fig 5-2).

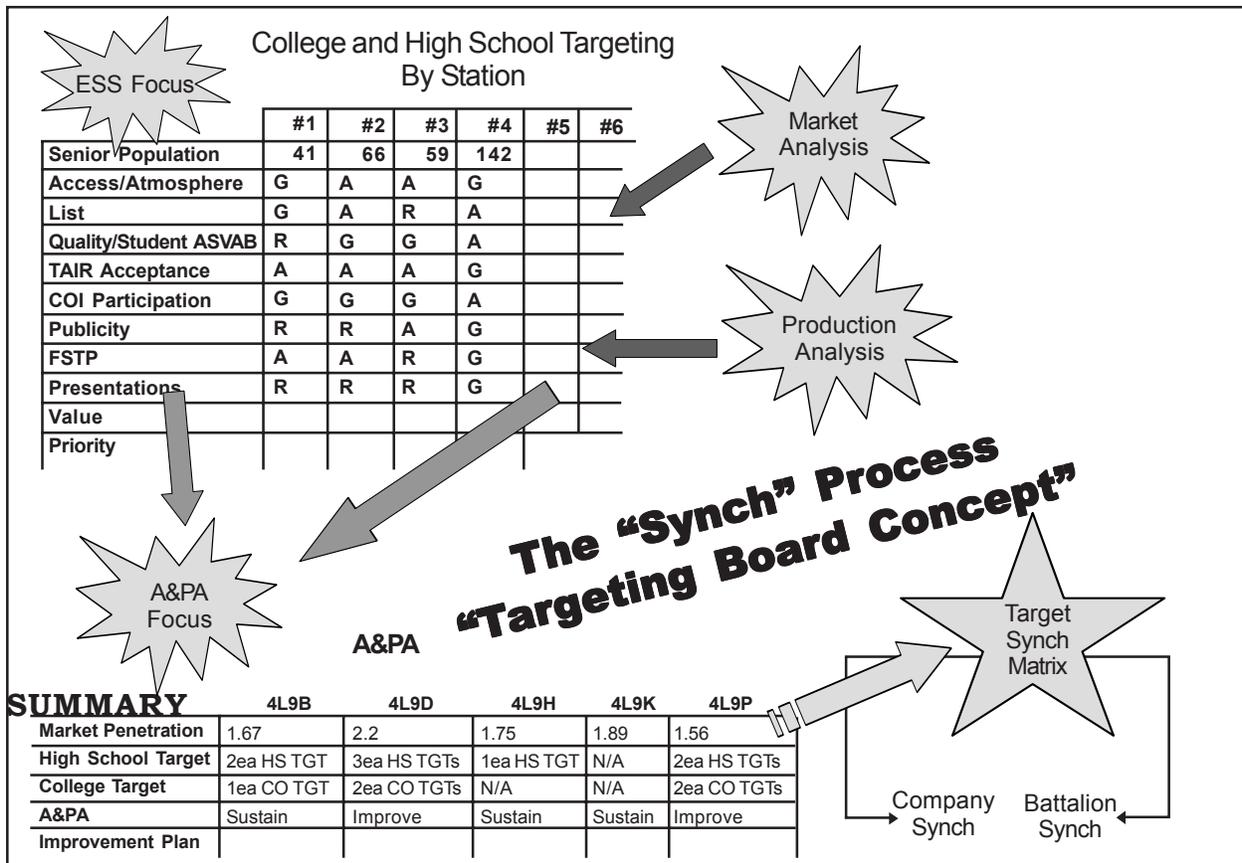


Figure 5-2. College and High School Targeting Plan

5-31. The targeting board must ensure all resources are in place to support both the main recruiting efforts and supporting activities. Commanders must understand

the employment and distribution of assets is not based solely on a fair share basis. Some objectives may require multiple assets to achieve the desired objective. When determining what assets to employ, the targeting board should consider a variety of assets regardless of perceived availability. Company and station commanders should hold similar meetings at their levels. It is critical all levels of command understand the commander's intent and give direction and focus to their subordinates.

SUMMARY

5-32. Commanders play a key role in target planning and synchronization by ensuring the market segments and embedded analysis are valid. Commanders validate the subunit's analysis process and selection of events (fairs, demonstrations, career nights) that align with the targeted markets using the synchronization matrix (see fig 5-3). Commanders synchronize the available marketing and recruiting functions in a refined and efficient manner to provide maximum support and relevance to the recruiter's efforts. Finally, they ensure their subordinate commanders conduct regular AARs.

EVENT DATE	EVENT	RS	LOCATION	ADOS-RC	HRAP	COI Events	ASB	TAIR	SRAP	Future Soldier Training	BYA Asset Event	Company Cdr Presence?	Battalion Cdr Presence?	RP1 / PPI	AS Presentation/Booth	A&PA News Release	A&PA Print Ad	A&PA Radio	Estim Attendance	Train-Up Required?	Type of Training Required	Rehearsal Date	Estimated Cost	Notes	
Jul 08																									
7/4	Independence Day parade	3M4L	Main Street	X	X				X	X		X				X			10K	Y	Color Guard	7/2 1400		HMMV scheduled	
7/12	Freshmen orientation	3E2B	DSU Main Campus	X							X	X	X						500	N					Table space coordinated
7/27	COI luncheon	311H	Kiwanis Club		X			X		X		X	X						30	N			750.00		COL (ret) Bigwig/Speaker
Aug 08																									
8/10	FSTP mega-function	3E2	San Juan State Park	X	X			X	X	X		X	X						50	N			250.00		Park scheduled
9/21-9/23	Multi-school career fair	3F5	EXPO Center		X	X		X	X	X		X	X	X	X	X	X	X	2K	Y	Rock Wall	9/10	250.00		SC Rock Wall Certification 9/10
Sep 08																									
9/5	DSU: Flight Club meeting	3E2B	Goodman Airfield		X	X			X	X	X	X	X		X		X		10K	Y	Color Guard	7/2 1400			HMMV scheduled
9/30	ASU soccer game	3M4L	ASU Sports Complex			X		X				X							500	N					Table space coordinated
9/30	Jonesburg homecoming	3M2E	Jonesburg HS					X	X		X								30	N			750.00		COL (ret) Bigwig/Speaker

Figure 5-3. Synchronization Matrix

Chapter 6

Decisive Operations

“One thing is sure. We have to do something. We have to do the best we know how at the moment. If it doesn’t turn out right, we can modify it as we go along.”

Franklin Delano Roosevelt

6-1. Decisive operations are offensive operations that conclusively determine a mission’s outcome. At the tactical levels of recruiter, station, and company decisive operations engage the market with close-in operations such as, prospecting, processing, and maintaining the FSTP. At the operational level, commanders ensure successful decisive operations by providing the force with all necessary resources and training. Successful decisive operations are the result of continuous planning, training, and resources.

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PROSPECTING

6-2. Prospecting is the foundation for all recruiting operations. It is the tactic recruiters use to locate and contact qualified men and women. All other decisive, shaping, and sustaining operations, even though they enable the recruiting process and supply leads, are secondary to prospecting. Whether conducted by telephone, face-to-face, or on the Web, prospecting is the recruiter’s way of life. Since prospecting is so vital to mission success, it is essential that all recruiters receive periodic training to sharpen their prospecting and interviewing techniques. All leads and referrals, regardless of how they are obtained, must be contacted by a recruiter. It is imperative that recruiters be well trained to make a good first impression. Continuous training in this area will give the battalion the best return for time and funds invested.

6-3. The command has established prospecting standards. Recruiters who regularly meet the command’s standards have a high probability of mission success. Prospecting, however, even when performed to standard, may not always result in the anticipated number of appointments made. There is no way to predict the daily outcome of prospecting activities. Generally speaking, success is determined by continuous prospecting activity in all markets, using all prospecting methods.

6-4. Recruiters who perform prospecting activities to standard but miss the appointment made requirement can experience frustration and apathy. Commanders who counter missed requirements with inflated, unattainable standards only add to their

subordinate leader's and recruiter's frustration. Commanders should always be aware of their force's morale and counter negativity with a winning attitude to both inspire and motivate.

PROCESSING

6-5. Processing applicants for enlistment or commission can be a labor intensive operation. Applicants must prove citizenship and be mentally, physically, and morally qualified for enlistment or commission. Any additional time used to process applicants can negatively impact a recruiter's time management. The entire enlistment or commissioning process should be monitored to determine any training issues, chokepoints, or system weaknesses. Sufficient training resources should be used to improve and streamline processing operations.

FSTP

6-6. Future Soldier leadership is the entire command's duty and responsibility from recruiter (squad leader) to battalion commander. Every effort must be made to train, motivate, and inspire Future Soldiers. Continuous interaction between the recruiter and Future Soldier builds camaraderie and trust. It also creates the opportunity to: Reinforce the Future Soldier's decision to join the Army, react to any unforeseen circumstances, and calm any fears they may have regarding training or assignment.

6-7. Commanders must communicate regularly with their subordinate commanders regarding the status of their FSTPs. The discussions should be based on real-time data and address any known or perceived problems that could affect the near-term or long-range accession mission. Seasonal FSTP loss trends and current world events should be discussed and plans formulated to reduce and replace any pending or predicted losses.

SUMMARY

6-8. Decisive recruiting operations are directed, supported, and monitored at battalion and brigade level. Decisive operations are the offensive operations that lead to the enlistment or commission of new Soldiers. Commanders and staff support enable successful decisive operations.

Chapter 7

Shaping Operations

Shaping operations prepare the way for decisive operations. They are as limitless as the commander's vision and imagination. Commanders saturate the AO with high visibility shaping operations to soften targets and gain the competitive advantage for successful decisive operations.

LEAD GENERATION

7-1. Lead generation activities are primarily classified as shaping operations; however, leads are also generated by decisive and sustaining operations. Various types of leads are provided by HQ USAREC via the Army Recruiting Information Support System (Top of the System),

as well as, recruiter-generated school lists, ASVAB results, TAIR events, and various other means. Computer-generated lead lists offer recruiters refined lists that can be downloaded in minutes. Local school lists in many cases have to be refined, reformatted, and in some cases constructed using resources such as yearbooks or name lists acquired from class ring or yearbook vendors. The manual construction and refinement of school lists can occupy much of a recruiter's time. The combined efforts of recruiter, company, and ESS must be used to encourage principals, superintendents, or school boards to release student lists. A continuous supply of quality leads gives recruiters a competitive advantage by allowing more time for prospecting and processing.

SRP

7-2. The SRP is the recruiter's gateway to the community and target market. Well developed and maintained SRPs lead to successful senior, graduate, and high graduate prospecting operations. A good school program helps recruiters establish credibility and allows them access to important community and student influencers. School programs support the concept of simultaneous market penetration by providing senior and graduate leads that support immediate and future recruiting missions. A foothold must be maintained in the school market, even when the primary recruiting mission is for graduate enlistees.

7-3. The ESS works within the school environment to educate and influence educators regarding Army opportunities. Working as a partner with the school will allow recruiters greater freedom of movement within the school community. This partnership ensures recruiters have good visibility in the school and are talking to the right people. Command policy for ESSs and school support resources must be flex-

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ible and adaptable to the ever-changing recruiting environment.

COI AND VIP DEVELOPMENT

7-4. The COI and very important person (VIP) network is comprised of informed allies who support and promote Army opportunities and have influence with students, graduates, and key influential figures. All levels from recruiter to battalion commander should have an established network of influencers. These COIs and VIPs not only influence potential Future Soldiers and Future Officers, they also influence community, state, and national leaders. A well developed network can produce favorable Army exposure and influence the target market. Commanders should promote and personally develop COIs and VIPs throughout their AO.

7-5. E/COI tours afford educators and key influencers an opportunity to observe training and experience Army life firsthand. The tour's main objective is to educate and dispel any preconceived ideas or notions influencers may have about the Army and develop new COIs. The goal of the tour is to team pro-Army influencers with neutrals in hopes of building professional relationships and alliances. The majority of tour participants should come from schools that have market potential but produce very few enlistments.

A&PA

7-6. Advertising at the local level consists of print, radio, cinema, and out of home such as billboard ads. These ads are created, purchased, and placed through A&PA offices and contracted advertising agencies.

7-7. Advertising is the command's most costly and far-reaching shaping operation. Resources are limited and synchronization between command levels and the national advertising strategy is essential to maximize the ROI. Market intelligence must be very specific and address all annual events and cultural issues that occur in the battalion's AO.

7-8. Marketing communications council and targeting board meetings are conducted quarterly and establish subsequent advertising plans. The meeting focuses on the synchronization of markets of opportunity, events, and advertising support.

7-9. Public affairs promotes Army awareness and shapes public opinion through targeted communications that tell the Army story through command information, community relations, and media relations.

- Command information is delivering messages to members of internal audiences through various means such as newsletters, e-mail, and Intranet.
- Community relations are the interrelationships between military and civilian communities through programs such as COI, Partnership for Youth Success, TAIR, and guest speakers.
- Media relations are the interaction between the military and local news media to ensure that USAREC is represented in the proper context while telling the Army story. The A&PA staff must continually employ public affairs programs that promote the commander's vision and inform the public of the benefits of RA and AR service. Commanders must understand the importance of public affairs and maximize its use.

TRAINING FOR MEDIA AWARENESS

7-10. Some recruiting areas, for example, New York City and Washington, D.C., are hotbeds for news media interview requests. Brigades and battalions in other areas, however, must spend more effort on planning, setting up, and conducting news media interviews. The A&PA staff must be continually engaged in developing plans to seek out news media opportunities, promote the commander's vision, and inform the American public of the benefits of RA and AR service.

7-11. The objective when interacting with the media is to ensure that USAREC is represented in the proper context while educating the American public on what the RA and AR offers to those who answer the call to duty. Every member of the recruiting team should receive training on how to plan for and conduct a media interview.

7-12. Members of USAREC from commanders down to field recruiters should be prepared and encouraged to conduct news media interviews. It is an opportunity to ensure the needs of the media are met by providing accurate, timely, and useful information. Commanders should work closely with their A&PA when preparing to conduct news media interviews.

7-13. Units should train for media awareness in two parts: First through a classroom presentation and then through practice exercises.

- Classroom phase. A&PA should present a class on how to prepare for and how to conduct a media interview. The training should include an explanation of why command members should conduct interviews and go through current topics that are likely to be covered in an interview. The training should prepare members of the command to assume their responsibility to convey Army recruiting messages truthfully so that the general public will understand the role of the command and what it offers the Nation and its youth.
- Field phase. Soldiers should be encouraged to accept media interview requests.

SUMMARY

7-14. Successful decisive operations are dependent on well planned and executed shaping operations. Shaping operations help recruiters optimize their time, effort, and resources by preparing the market for recruiting activities. Recruiting operations are intense and fast paced. Changes due to command decisions or market trends can and do happen at a moment's notice. Even though shaping operations are designed to support specific decisive operations, they must remain flexible. Mission success is based on the recruiter's and leader's ability to quickly and efficiently redirect their shaping activities to take advantage of real-time markets of opportunity.

Chapter 8

Sustaining Operations

“The secret of all victory lies in the organization of the nonobvious.”

Marcus Aurelius

8-1. Sustaining operations generate and maintain recruiting power. Sustaining operations enable shaping and decisive operations by providing sustainment activities. Sustainment provides and maintains the necessary levels of personnel, training, and materiel to sustain decisive and shaping operations throughout their duration.

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FUNDAMENTALS OF SUSTAINING OPERATIONS

8-2. The nature of the recruiting mission requires continuous execution of recruiting operations. The operational tempo of recruiting can place excessive demands on the support system and recruiter alike. Sustaining operations are vital to successful recruiting operations and the well-being of the recruiting force.

SUSTAINMENT

8-3. The commander and staff should review mission and command requirements to determine the effectiveness of the command's sustainment operations. Mission success is accomplished through decisive recruiting operations; however, the success of those operations is determined by the quantity and quality of logistic and personnel support. The commander should develop sustainment operations concurrent with all other operational planning. Informed and detailed planning will ensure a smooth, continuous flow of materiel and services to the field.

8-4. Staff assessments of sustainment operations should address planning, implementation, and responsibilities in detail. Every effort should be made to simplify and standardize as many sustainment operations as possible. Lengthy planning sessions should be discouraged in favor of brief informed discussions.

8-5. Commanders should periodically monitor the staff sections to ensure support actions are completed within the required time lines. Asking questions and receiving

ing periodic updates helps the commander motivate the staff and maintain operational momentum. Commanders may also consider a weekly meeting with key staff to receive a mission status report and provide direction, if necessary.

8-6. Staff meetings should be held at the same time on the same day of the week. Routinely held meetings, allows the staff sufficient time to plan and prepare their data. Meeting routinely at the beginning of the week allows commanders and staff time to adjust or redirect operations.

LOGISTICS AND SUPPLIES

8-7. All recruiting operations are dependent on the timely acquisition and disbursement of supplies and equipment. This is accomplished by the logistics management specialist, vehicle manager, support specialist, and assistant supply technician. The supply section issues and/or maintains recruiting tools such as, laptops, cell phones, and vehicles. They also have oversight for all recruiting facilities as well as the procurement of goods and services using government purchase cards or contracts. Problems with any of these key recruiting tools or administrative supplies can negatively affect operations and ultimately the mission. Logistical personnel should be made aware of the intense nature of recruiting and how their actions affect mission accomplishment. Commanders should periodically review key operational equipment.

PERSONNEL MANAGEMENT

8-8. Personnel management is always on the commander's scope and is an important operational consideration. Strategically motivated personnel actions can help sustain the recruiting force and positively affect operations. Support Soldiers should have an understanding of the recruiting mission and be aware of their role in both tactical and strategic operations. Administrative requirements should not supersede recruiters' tactical and operational activities. Recruiters should not be pulled out of the field to accomplish routine administrative functions. Administrative requirements must be accomplished while minimizing recruiter distractions.

8-9. Distractions like pay and personnel issues can affect recruiters' performance. Many times Soldier issues directly affect family members who reside in the recruiting environment away from the support of an Army post. Commanders should be proactive in the care and welfare of their Soldiers and families. S1 is a direct feed to command climate. Many times it is not marketing or prospecting efforts that stand in the way of victory, it lies in how the Soldiers perceive they are supported and cared for.

SOLDIER AND FAMILY ASSISTANCE PROGRAM

8-10. Soldier and Family Assistance Program (SFAP) information and intelligence is an essential component of the planning process and aides commanders when making decisions. Soldier and family support issues can affect unit performance. Solid family support allows recruiters to actively engage in operational activities. Even basic motivational leadership can be challenging in a continuous operating environment. The staff should keep commanders current on all matters pertaining to Soldiers and families. Most recruiting families live in civilian communities, so there is always the potential for media involvement. The SFAPC acts as the liaison

between the commander, the community, and family support.

8-11. Functions of the SFAP are to implement the Total Army Family Program which seeks to improve the health, welfare, and morale of Soldiers, civilian employees, and family members. SFAP coordinates medical care, including TRICARE, TRICARE Active Duty Family Member Dental Plan, and direct care for active duty Soldiers serving away from military medical treatment facilities. The program coordinator coordinates ACS-type support, which includes:

- Relocation assistance.
- Exceptional Family Member Program.
- AER.
- Consumer Affairs and Financial Assistance Program.
- Information, Referral, and Followup Program.
- FAP.

TRAINING

8-12. The three domains of training—operational, institutional, and self-development—increase unit readiness. Commanders must understand how their unit will operate and recruit using full dimensional operations doctrine, and how to train using battle-focused training doctrine established in FM 7-0 and FM 7-1. Training is innovative, relevant, timely, and yet doctrinally and technically sound. Commanders publish training philosophy as part of command training guidance as well as near-term, short-range, and long-range training and strategies. This guides the development of subordinate training programs and influences the commander's training strategy. The commander's training strategy and the unit's training philosophy will emphasize proficiency in performance of tasks essential for success. Commanders emphasize attaining and sustaining required levels of knowledge, skills, and experience necessary to win.

8-13. Training of a geographically dispersed unit performing continuous operations is challenging, but not insurmountable. Successful commanders know the price of success and victory is a doctrinally sound and relevant, trained, disciplined, and motivated force. Nothing can replace the confidence of a Soldier who knows they are trained and prepared to fight. When a unit is performing continuous operations the tendency is to forgo training due to time constraints and inability to plan. The observation is correct but the logic is wrong. The amount of time invested in training pays for itself over and over in immeasurable ways. Training requires long-range planning projection and synchronization due to the impact at every level to include sustainment operations. Frequency of training and type is dictated by the commander's vision, training requirements, and the unit's performance.

8-14. Commanders and staff use the MDMP to determine the best COA to accomplish the training if not directed by a higher level. Due to continuous operations, commanders and their staffs must plan a quarter in advance and get out in front of as many operations as possible. Annual and quarterly training guidance is published at the lowest level 30 days prior to execution. Each level incorporates guidance from higher headquarters. Once the guidance is published, training is developed based on the priorities outlined in the guidance.

C2

8-15. Staffs should provide their commanders estimates that examine the support

provided for operational missions and requirements. Sustainment estimates can provide a comprehensive and meaningful picture of sustainment assets, their capabilities, and options for employment. Personnel and sustainment estimates are used to develop sustainment plans. Commanders should require their staffs to express sustainment capabilities and their implications in operationally significant terms. Commanders state their requirements to their staffs in a manner that achieves shared understanding and facilitates the development and execution of plans, culminating in the success of the sustaining operation. A robust Command Inspection Program can provide the commander with additional input for their sustainment training programs.

RISK MANAGEMENT AND SAFETY

8-16. The goal of the Safety Program is to reduce accidents and minimize personnel and monetary losses. Safety is everyone's business. All personnel are responsible to make on-the-spot corrections and train to change behaviors which can lead to accidents. All individuals are responsible for their actions and should be held accountable for unsafe acts observed or reported. Training focused on identified negative trends as well as safety precautions unique to the recruiting operating environment minimizes future safety issues.

SUMMARY

8-17. Sustaining operations are as important as any other part of the commander's operational plan. They enable shaping and decisive operations by providing support. Sustaining operations include force generation, training, and management activities that assist in long-term mission success.

Appendix A

Recruiting Operation Plan

A-1. The ROP is a systematic planning approach used to maximize recruiting efforts and realize mission success. The battalion's ROP is primarily focused on shaping and sustaining operational strategies for the quarter and beyond. The battalion's ROP reflects the lower echelons of command and uses the eight elements of the recruiting functions as its tactical road map. The battalion's plan, even though market driven, must be nested in the brigade's plan. The commander combines the companies' plans with their intent and formulates the battalion's ROP. The commander must consider the battalion's overall SWOT when formulating their ROP. The ROP should cover the quarter and specifically the current phase line. The ROP will be properly annotated in the appropriate location on the situational awareness board.

- The first step in the development of the battalion's ROP is intelligence preparation of the environment (as discussed in chap 4). Intelligence preparation of the environment can generate various reports and graphic products that depict the demographics, economic factors, and education levels of the market. Compilation of companies' ROPs provide commanders the real-time market information which identifies high payoff and/or high value targets and alerts commanders to markets of opportunity, such as special events or activities within their battalion's AO.
- The intelligence produced during intelligence preparation of the environment and the intelligence cycle will verify the companies' ROPs and ensure prospecting activities are directed to high payoff zones and events during the month. Directing prospecting efforts to high payoff targets maximizes valuable recruiting time and increases enlistment efficiency. Company level markets can differ, therefore, a "one size fits all" prospecting directive from battalion or brigade can stifle even the best recruiter's efforts and negatively affect their operating plan and ultimately the mission.
- After evaluating the market, the commander should review the battalion's lead generation and prospecting plans. Commanders should ensure companies use their intelligence preparation of the environment, lead prospecting analysis, and MAP conversion data when formulating their plans. They must also verify the station's simultaneous market penetration, contact milestone progress, and compliance with the commander's intent. After evaluation and adjustment, if necessary, of the companies' plans the commander will formulate the battalion's ROP. The plan should be brief and written using descriptive bullet comments. The battalion's ROP must reflect the market and MAP data that appears in the binder and address the battalion's SWOT.

Note: The ROP is a living document and can be adjusted to accommodate market changes, command directives, AAR results, and the like.

- The commander must ensure their companies' ROPs have enough flexibility written in to easily accommodate processing activities. The lead generation and prospecting plan should not be compromised to accommodate

processing. The only reason to revise a lead generation and prospecting plan should be to redirect prospecting efforts, not steal time for processing.

- The ROP should include all FSTP events. Funded and unfunded events should be scheduled and annotated on the synchronization matrix located in the binder. These planned events must take place. The Future Soldier is exponentially important to the mission and the Army. Future Soldiers are part of the recruiter's external network that refer prospects, provide valuable intelligence preparation of the environment and blueprint information, and promote Army awareness in the community.
- Company and battalion training should be included in the battalion's ROP and identify the day, location, and time.
- Scheduled events in the ROP should include all sustainment activities. Events should be annotated on the battalion's synchronization matrix located in the binder and discussed at the targeting board meeting.
- C2 represents the battalion commander's C2 of their recruiting force. The computer is the battalion's virtual management, training, and leads resource tools. Communication is the center of gravity in recruiting, the means by which the recruiting force contacts their market and accesses the recruiting infostructure.

A-2. The battalion's ROP, a mid-range operational plan, is aimed at shaping and sustaining recruiting efforts and realizing mission success. Battalion commanders lead their force to execute the command's mission strategy and provide the Army's strength.

Appendix B

Running Estimates

B-1. The primary staff products are information and analysis. Staffs extract relevant information from a vast amount of available information to support and advise the commander throughout the operations process. They collect, analyze, and present relevant information to commanders to assist them in achieving situational understanding and to make decisions. The commander completes the operations process by selecting a COA. The combination of data and experience combine to provide the best possible resources and support for the unit. Again, the human dimension is an important part of the equation and must be considered at every step.

B-2. A tool used to support this staff function is the running estimate. This appendix discusses estimates and their essential qualities and provides a generic running estimate format.

B-3. A running estimate is an assessment of a situation and an analysis of the COAs that best accomplish the mission. It includes an evaluation of how factors in a staff section's functional area influence each COA and includes conclusions and a recommended COA.

B-4. Running estimates parallel the MDMP. Mission analysis, facts and assumptions, and the analysis of other factors furnish the structure for running estimates. Estimates consist of significant facts, events, conclusions based on analyzed data, and recommend how to best use available resources.

B-5. The commander is usually not briefed on the entire contents of every staff section's estimate; however, those estimates form the basis for each staff section's recommendation during COA approval. Complete estimates contain the information necessary to answer any question the commander poses. Any gaps in a running estimate are identified as information requirements are submitted to the appropriate level. Estimates can form the base for staff annexes to orders and plans.

B-6. Running estimate details depend on a section's functional area. All staff sections except the intelligence section have a similar perspective; they focus on friendly COAs and their supportability. The intelligence estimate focuses on market intelligence and trends most likely to impact COAs to include the competition's reaction to proposed COAs.

B-7. The coordinating staff and each staff principal develop facts, assessments, and information that relates to their functional field. Types of estimates include, but are not limited to:

- Operations estimate.
- Personnel estimate.
- Intelligence estimate.
- Logistics estimate.
- Civil-military operations estimate.
- Information operations estimate.

- Special running estimates.

B-8. Running estimates may be written or presented orally. At the tactical level, especially during operations and exercises, estimates are usually delivered orally, supported by charts and other decision support tools.

B-9. Estimates are used to support decisionmaking during planning and during execution. During planning, running estimates are developed to assist the commander in choosing the best COA to accomplish the mission. Once the commander decides on a COA, running estimates transition to a running estimate that supports decisionmaking during execution.

B-10. A running estimate is continuously updated based on new information as the operation proceeds (see FM 6-0). It is a staff technique that supports the commander's visualization and decisionmaking. It is also a staff tool for assessing during preparation and execution. In running estimates, staffs continuously update their conclusions and recommendations based on the impact of new facts. The updates, conclusions, and recommendations make running estimates useful in staff assessment. Staff sections provide these updated conclusions and recommendations to the commander as required, either by the situation or by the commander.

B-11. Because assessment is continuous throughout the operations process, staff sections maintain continuous estimates. During planning, estimates should support the commander's visualization and assist the commander in selecting a COA on which to base the plan. Thus, during planning, running estimates focus on supporting that decision. During preparation, running estimates focus on any command decisions that affect the ability of the unit to execute the upcoming operation. During execution, running estimates focus on anticipated command decisions. These include, but are not limited to, decision points and decisions on whether to execute a branch or sequel.

B-12. Comprehensive estimates consider both the quantifiable and the intangible aspects of recruiting operations. They translate strengths, systems, training, morale, and leadership into mission capabilities. Preparing an estimate requires a clear understanding of the recruiting environment and the ability to visualize the marketplace or situations requiring targeting. Estimates provide a timely, accurate evaluation of the unit, the mission, and AOs at a given time.

B-13. Estimates are as thorough as time and circumstances permit. The commander and staff collect, process, and evaluate information continuously. Staff members update their estimates as they receive new intelligence or as the nature of an operation changes, such as:

- When they recognize new facts.
- When they replace assumptions with facts or find their assumptions invalid.
- When they receive changes to the mission or when changes are indicated.

B-14. Estimates for the current operation often provide a basis for estimates for future missions as well as changes to current operations. Technological advances and near real-time information allow estimates to be continuously updated and remain current.

B-15. Estimates analyze the implications for the future and support the commander's visualization which directs the end state. These estimates link the current operations with future plans. Each subordinate unit commander must also possess the

ability to visualize the organization's end state. Estimates contribute to this understanding and ability.

B-16. Figure B-1 shows a generic format for written running estimates. Doctrine proponents for staff functional areas may establish formats for written running estimates and graphic products for their functional areas.

1. MISSION. Show the restated mission resulting from mission analysis.
2. SITUATION AND CONSIDERATIONS.
 - a. Characteristics of the area of operations.
 - (1) Weather. State how weather affects the staff section's functional area.
 - (2) Terrain. State how terrain features affect the staff section's functional area.
 - (3) Civil considerations. State how political, economical, sociological, and psychological factors and infrastructure affect the staff section's functional area.
 - (4) Other factors. State any other pertinent factors and how they affect the staff section's functional area.
 - b. Market forces. Discuss market dispositions, composition, capabilities, and courses of action (COAs) as they affect the staff section's functional area.
 - c. Friendly forces.
 - (1) List the current status of resources within the staff section's functional area.
 - (2) List the current status of other resources that affect the staff section's functional area.
 - (3) Compare requirements with capabilities and recommended solutions for discrepancies.
 - d. Assumptions. List any assumptions that affect the staff section's functional area.
3. COAs.
 - a. List the COAs that were war-gamed.
 - b. List evaluation criteria identified during COA analysis. All staff sections use the same evaluation criteria.
4. ANALYSIS. Analyze each COA using the evaluation criteria identified during COA analysis.
5. COMPARISON. Compare COAs. Rank order COAs for each key consideration. A decision matrix usually supports comparison.
6. RECOMMENDATIONS AND CONCLUSIONS.
 - a. Recommend the most supportable COA from the specific staff perspective.
 - b. List issues, deficiencies, and risks with recommendations to reduce their impacts.

Figure B-1. Generic Running Estimate Format

Glossary

AAR	after-action review
ACS	Army Community Service
ADOS-RC	active duty for operational support-Reserve Component
AER	Army Emergency Relief
AI	area of influence
AO	area of operation
A&PA	advertising and public affairs
AR	Army Reserve
ASB	U.S. Army Accessions Support Brigade
ASVAB	Armed Services Vocational Aptitude Battery
BJA	brigade judge advocate
COA	course of action
COI	centers of influence
CSM	command sergeant major
C2	command and control
DOD	Department of Defense
EOA	equal opportunity advisor
E/COI	educator/centers of influence
ESS	education services specialist
FAP	Family Advocacy Program
FAPC	family advocacy program coordinator
FSTP	Future Soldier Training Program
HQ USAREC	Headquarters, U.S. Army Recruiting Command
HR	human resource

IMO	information management officer
IT	information technology
MAI	market area of interest
MAP	mission accomplishment plan
MDMP	military decisionmaking process
MEPS	military entrance processing station
MMA	market and mission analysis
MT	master trainer
NCO	noncommissioned officer
PAE	positioning analysis and evaluation
QMA	qualified military available
RA	Regular Army
RMS	resource management specialist
ROI	return on investment
ROP	recruiting operation plan
RPC	Recruiting Partnership Council
RRS	Recruiting and Retention School
SFAP	Soldier and Family Assistance Program
SFAPC	soldier and family assistance program coordinator
SMB	U.S. Army Special Missions Brigade
SME	subject matter expert
SRP	School Recruiting Program
SWOT	strengths, weaknesses, opportunities, and threats
TAIR	Total Army Involvement in Recruiting
USAREC	U.S. Army Recruiting Command
VIP	very important person
XO	executive officer

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