USAREC Manual 3-0

Recruiting Operations

24 September 2009

Headquarters
United States Army Recruiting Command
1307 3rd Avenue
Fort Knox, Kentucky 40121-2725

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Preface

The Army starts here, starts now, and starts with the U.S. Army Recruiting Command (USAREC). The command's mission to provide strength for our Army has always been complex. However, for the near future, USAREC will conduct extended recruiting operations for an Army at war. Execution of recruiting doctrine requires skilled and confident Soldiers and leaders. These Soldiers and leaders:

- Possess and live the warrior ethos.
- Live the Soldier's creed.
- Serve their Nation and Army.

PURPOSE

USAREC Manual 3-0 is the keystone "how to think" document that gives Soldiers and leaders the conceptual basis for the design, execution, and training of recruiting operations. The doctrine does not give exact methods for individual situations. The concepts and ideas within this manual support a culture of creativity and intelligent risk taking to foster more proactive and less reactive decisionmaking.

USAREC Manual 3-0 gives leaders the overarching doctrine direction for the conduct of decisive, shaping, and sustaining recruiting operations in a multidimensional, dispersed, and noncontiguous environment.

SCOPE

USAREC Manual 3-0 has four parts:

- Part One depicts the role of USAREC and the recruiting operational environment.
- Part Two provides the foundations of recruiting operations.
- Part Three outlines recruiting operations for decisive, shaping, and sustaining operations.
- Part Four describes the role of the recruiter as the face of the Army in hometown America. It tells how recruiters share their Army story with the target market and leads them to serve their country.

APPLICABILITY

USAREC Manual 3-0 provides the foundation for training and conducting recruiting operations. USAREC Manual 3-0 also provides the doctrinal underpinning for institutional and unit training programs and is the basis for sequential and progressive education for all Soldiers and leaders assigned to USAREC.

Every Soldier and leader assigned to USAREC must read, understand, adopt, and apply the doctrine to all recruiting operations and training.

INTRODUCTION

This is USAREC's keystone recruiting manual. It gives both doctrinal and "how to think" guidance about recruiting and recruiting operations.

Values form the foundation of recruiting. People employ the art of influence in leadership-based relationship management and the science of recruiting functions to conduct and carry out the mission.

ADMINISTRATIVE INFORMATION

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

PART ONE

Recruiting Environment

Part One describes the important role USAREC plays in providing the Army's strength and promoting Army awareness in America.

Chapter 1 defines USAREC and the role of recruiting.

Chapter 2 describes USAREC as a network-centric command.

Chapter 3 defines the elements of the operating environment and describes the continuous cyclic nature of recruiting operations.

Chapter 1

USAREC and the Role of Recruiting

> *"The process of obtaining high human capital for fighting units, like readiness for battle itself, cannot be instituted at the last minute."*
>
> General Max Thurman

October 1918, GEN "Blackjack" Pershing in a letter to his son Warren writes, "I want you to see some of the battlefields of France with me, over which the American Soldiers have fought in carrying out the great purpose of our people. It will enable you to realize later in life just what sacrifice means and just what degree of sacrifice our Army is called upon to make and which they have made and are making bravely and courageously."

1-1. A former USAREC commanding general (CG), MG Evan Gaddis said, "The Army begins with the U.S. Army Recruiting Command. America needs to know that we build heroes, both in terms of their sons and daughters whom we recruit, and the officers and noncommissioned officers who recruit them."

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WARRIOR ETHOS

1-2. The Army's warrior ethos is a set of beliefs, standards, and ideals that are the heart and soul of our profession. The functional aspects of this ethos reflect professional competence. Warrior ethos places requirements on individual Soldiers beyond those necessary in other vocations. Warrior ethos reflects our national culture, values, beliefs, and norms to the extent they are compatible with military service. The Army has expressed those requirements as values that each Soldier internalizes. Army values (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage) guide the personal conduct of every member of USAREC. Integrity, our professional ethic, and Soldierly values are nonnegotiable.

ARMY BRANDING AND ARMY RESERVE VALUE PROPOSITION

1-3. Army Strong branding specifically addresses the interests and motivations of those young men and women considering a career in the U.S. Army. The campaign also speaks to those who understand and support the decision of their loved one, friend, or employee to serve our Nation and elevate their future.

1-4. The U.S. Army is committed to attracting individuals to preserve peace and security at home and around the world. That begins with our recruiting process and to do this requires Soldiers who are Army Strong. The best method to attract a new generation of young adults to serve is to highlight the American Soldier and offer a call to join them.

1-5. The core of the U.S. Army Reserve's (USAR's) value proposition is its ability to provide its Soldiers "civilian ready skills and training" while serving part-time. This benefit forms the cornerstone of USAR marketing and recruiting efforts and differentiates it from other branches and components of the military.

MISSION AND VISION

1-6. USAREC's mission is to provide the strength of the Army. USAREC's vision is to be America's premier opportunity for service—for citizens and Soldiers.

MISSION-ESSENTIAL TASKS

1-7. USAREC mission-essential task list (METL):

- Conduct positioning, analysis, and evaluation (PAE).
- Lead the recruiting force.
- Conduct recruiting operations.
- Train the recruiting force.
- Sustain and maintain the recruiting force.
- Provide Family support and Soldier well-being to the recruiting force.
- Train, lead, and sustain Future Soldiers.

CONDUCT PAE

1-8. PAE allows each level of command within USAREC to understand and visualize the market. It includes actions taken by the staff and subordinates to analyze available markets and identify the prime market. This analysis is critical, as it focuses leaders and Soldiers to prospect for quality recruits at the right time with the right message. Comprehensive analysis by each level of command provides the indepth knowledge necessary to support the proper positioning and missioning of the force and identifies markets to target for expansion.

LEAD THE RECRUITING FORCE

1-9. Leadership is influencing people by providing purpose, motivation, and direction while operating to accomplish the mission and improve the organization. The three core competencies: Lead, develop, and achieve describes what a leader must do (FM 6-22).

1-10. Skill in these core competencies allows leaders to positively influence and motivate Soldiers; develops sound, executable operational plans; and most importantly, builds teams, develops and empowers subordinates, and leaves the unit better prepared than when they assumed command.

CONDUCT RECRUITING OPERATIONS

1-11. Recruiting operations ensure the command finishes decisively. To finish decisively in recruiting means to achieve the command's recruiting mission for a given period of time: Month, quarter, or year. These operations cover the full spectrum of recruiting activity. Sustaining operations set up and maintain the essential elements: People, facilities, and equipment. Shaping operations prepare or soften the market for decisive operations. Decisive operations put the command's warriors—that is, recruiters—in direct contact with the market.

TRAIN THE RECRUITING FORCE

1-12. Well-trained Soldiers and leaders are critical to USAREC's success. Comprehensive evaluation of recruiting functions and market analysis guide the development of individual and unit training programs. Real-time training overcomes negative trends in the near term and prepares the team for long-range success. Effective training builds confidence, competence, and professionalism. Trained recruiters can adapt to changing situations and take independent action within broad guidance.

SUSTAIN AND MAINTAIN THE RECRUITING FORCE

1-13. Sustaining operations provide the resources and logistics (personnel, equipment, advertising, and funds) that support recruiting operations.

FAMILY SUPPORT

1-14. USAREC provides Family support at all levels for the recruiting force. Support services provide for the health and welfare of all personnel and their Families regardless of their physical location.

TRAIN, LEAD, AND SUSTAIN FUTURE SOLDIERS

1-15. Tasks that ensure the Future Soldier is prepared and motivated for Regular Army (RA) or USAR service.

DOCTRINE-BASED ORGANIZATION

1-16. USAREC is a doctrine-based organization. Doctrine represents the Army's collective thinking about how to perform successfully. Throughout history, doctrinal tenets have guided the Army to victory. USAREC's unique doctrinal tenets are taught primarily through institutional training courses and unit training. Market and environmental changes are continuously monitored and considered for inclusion to existing USAREC doctrine. The ever-changing recruiting environment dictates innovative thinking and retooled methodologies to operate successfully in today's market.

1-17. Doctrine is the concise expression of how USAREC collectively thinks about recruiting operations. This manual provides authoritative guidance for commanders and trainers at all echelons. This manual also gives recruiters and their leaders freedom to adapt their tactics to circumstances; it fosters creativity and initiative in pursuit of the mission.

1-18. Doctrine touches all aspects of recruiting. It facilitates communication among Soldiers in the command, contributes to a shared professional culture, and serves as the basis for curricula in the Recruiting and Retention School (RRS). Doctrine provides a common language and a common understanding of how USAREC conducts operations. It is rooted in time-tested principles, but is forward looking and adaptable. It is detailed enough to guide operations, yet flexible enough to allow commanders to exercise initiative when dealing with specific tactical and operational situations.

RECRUITING OPERATIONS

1-19. Recruiting operations fall into one of three categories: Decisive, shaping, or sustaining. Decisive operations are designed to accomplish the mission and dominate and expand current markets. Shaping operations are designed to set the conditions for successful decisive operations. Sustaining operations maintain the recruiting force and their Families while supporting both decisive and shaping operations.

KNOWLEDGE MANAGEMENT

1-20. Knowledge management is the art of creating, organizing, applying, and transferring knowledge to facilitate situational understanding and decisionmaking. Knowledge management supports training, innovation, and performance. Knowledge management ensures knowledge products and services are relevant, accurate, timely, and usable.

1-21. Recruiters and leaders operate in rapidly changing and diverse operational environments. Recruiting success in these environments can be directly attributed to creative, innovative, and timely recruiting operations. Recruiting operations however, are not successful in themselves; they must be planned and executed properly. What works in Nashville may not work in New York. Different environments require different tactics. Knowledge management addresses the various recruiting environments and tactics and is a valuable tool for recruiters and commanders alike. Recruiting ProNet is a good source for information, knowledge, and collaboration.

RECRUITING ENVIRONMENT

1-22. The recruiting environment has four dimensions: Technology, information, political, and human. Each dimension affects how recruiting forces combine, sequence, and conduct recruiting operations. Recruiters and leaders should gather, synthesize, and use information to solve problems, target the market, and make decisions. Commanders tailor forces and employ diverse capabilities to succeed in the complex recruiting environment.

THE TECHNOLOGY DIMENSION

1-23. The technology dimension focuses on the procurement, use, and management of the proper technologies for enhancing the effectiveness of recruiting operations. Modern information technology hardware and software have reduced administrative burdens and paperwork for the recruiter and expedited processing for the applicant. The goal is to optimize the command's ability to use state-of-the-art technologies and increase the effectiveness of recruiting operations.

THE INFORMATION DIMENSION

1-24. Market data can be an extremely powerful tool for the recruiting commander. When recruiting leaders work the information dimension, they employ technologies, policies, processes, organizational structures, and people to achieve dominant situational awareness. This level of awareness helps leaders target recruiting operations where they will be most effective.

THE POLITICAL DIMENSION

1-25. The political dimension has two facets:

- Governmental. The Federal Government establishes the Army's end strength, which determines USAREC's annual mission. Congress approves funding for operational budgets, advertising, and enlistment incentives, such as bonuses and money for college.
- Socioeconomic. Public opinion and the influence of various social and political groups can influence the market and the willingness of young people to serve in the Armed Forces. Most objections to Army service stem from misperceptions and lack of knowledge. It is the role of the recruiter to educate and inspire young men and women by connecting with them one-on-one.

THE HUMAN DIMENSION

1-26. Recruiting is fundamentally a human enterprise. Recruiting does not happen until a recruiter comes face-to-face with a prospect. No amount or form of technology can reduce the importance of the human dimension. Recruiting operations rely more on human characteristics than on equipment or procedures. Recruiting operations occur as human interactions. Information technology reduces into nothing more than a collection of hardware and software unless there are people who have the training and motivation to use it. Technology merely facilitates the bringing together of recruiters and prospects and the exchange of information and ideas. Effective execution of recruiting operations requires judgment, intuition, and imagination—characteristics that no hardware or software can bring to bear.

TRAINING FOR RECRUITING OPERATIONS

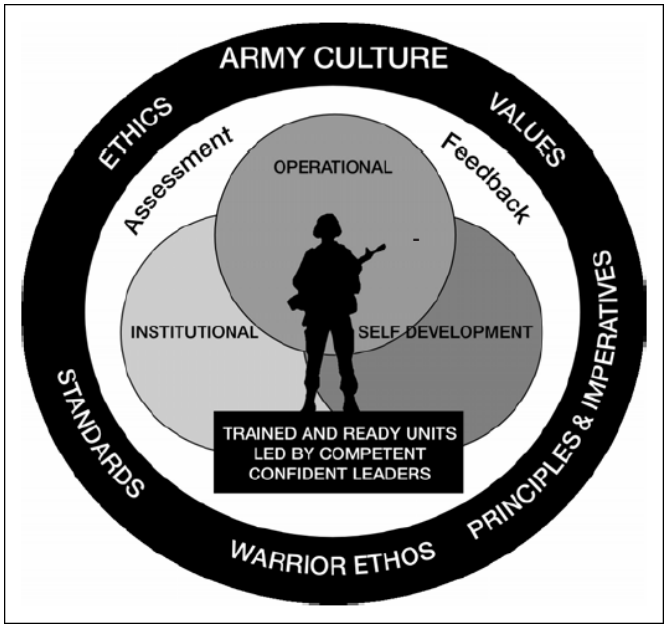
1-27. USAREC trains Soldiers and develops leaders every day. Effective training is the cornerstone of operational success. Through training, Soldiers, leaders, and units achieve the tactical and technical competence that builds confidence and allows them to conduct successful operations. Training to high standards is essential for the command. Training focused on the areas of emphasis prepares Soldiers, units, and leaders to win. Conducting training while fully engaged operationally has led USAREC to be more than a learning organization. It is a training organization.

All members are continuously training (and learning). We not only capture lessons learned, we immediately train those around us and consider if lessons learned should be added to doctrine and tactics, techniques, and procedures.

SUSTAINMENT TRAINING

1-28. Commanders base sustainment training on the skill gaps (training needs) they identify in their recruiting force. Commanders then address these skill gaps either through conventional training methods—hands-on, performance-oriented training events and simulations—or distributed learning (DL). Today's technologies—the World Wide Web, interactive compact disks, and video teleconferencing—make it easier than ever for commanders to deliver high-quality, standardized training programs to their Soldiers.

1-29. USAREC engages all three domains of the Army Training and Leader Development Model: Institutional, operational, and self-development (see fig 1-1). The purpose of training is to develop a highly-skilled, well led force that aggressively pursues the mission; and grows Soldiers and civilians into competent and confident leaders capable of decisive action.



Note: The three core domains that shape the critical learning experiences throughout a Soldier's and leader's career are the operational, institutional, and self-development domains. These domains interact to focus Army energy and resources on training and leader development.

Figure 1-1. The Three Core Domains

SOLDIERS AND LEADERS IN USAREC

1-30. Recruiters (Soldiers and civilians) and their leaders must be flexible, adaptive, and technically competent. They must be well trained and prepared to conduct simultaneous and continuous recruiting operations to achieve mission success month after month and to dominate their market. At every level, Soldiers and leaders determine success by knowing, adapting, and using doctrine as it applies to

specific recruiting operations and markets.

1-31. The role of the leader is central to all recruiting operations. The recruiting leader must establish a climate of integrity, mutual trust, confidence, and respect. As in combat operations, the leader must move to the critical point and lead by personal example. The leader must also grow and train subordinate leaders to operate decisively in uncertain environments. Leadership means influencing people by providing purpose, direction, and motivation while working to accomplish the mission and improve the organization. Purpose gives Soldiers a reason, direction communicates the way, and motivation gives Soldiers the will to accomplish the mission. Leadership and the warrior ethos sustain Soldiers during the challenging realities of recruiting and help them cope with the ambiguities of complex operations.

1-32. Leaders create conditions for success. Leaders organize, equip, train, and lead Soldiers to accomplish their operational missions. Recruiting demands leaders who have mastered both the art and the science of operations and who have the training and temperament to adapt to any situation.

SUMMARY

1-33. USAREC's mission is to provide the strength of the Army. The ever-changing recruiting environment dictates innovative thinking and retooled methodologies to operate successfully in today's market. USAREC's forward thinking doctrine provides an understanding of recruiting operations and how to think about conducting them. Indepth market analysis allows leaders at all levels to look forward, position their force, and capitalize on diverse market opportunities. Leadership and effective training guarantee long-term success.

Chapter 2

Network-Centric Recruiting

Network-centric warfare seeks to translate an information advantage, into a competitive advantage through the networking of well-informed geographically dispersed forces. A networked force improves information sharing and enhances the quality of information. Network-centric warfare also provides enhanced situational awareness, which enables collaboration, synchronization, sustainability, and speed of command to increase mission effectiveness.

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RECRUITING NETWORK

2-1. Networking is the heart and soul of recruiting. Networking makes it possible to recruit as we do in the twenty-first century. It adds efficiency to the workflow and helps build better military leaders by enabling the free flow of ideas. USAREC's internal network of computers and telephones allows data and text messages to flow rapidly, both vertically and horizontally. Just as important, recruiting leaders must network with people outside the command to promote telling the Army story.

2-2. Experience in the recruiting environment builds better leaders. The geographical dispersion of recruiting units is not unlike the environment in which Army special operations teams operate. The environment forces commanders and their Soldiers to function with an expeditionary mindset. Recruiting stations, companies, and even battalions are often isolated from their higher headquarters. Successful recruiting leaders must quickly develop strong tactical and comprehensive planning skills. These leaders also develop self-awareness and adaptability, which the Army regards as metacompetencies that breed success in full spectrum operations.

2-3. The recruiting network consists of two parts that form the information environment or infostructure of the command. These parts are the aggregate of individuals, organizations, and systems that collect, manage, process, and disseminate information during recruiting operations. These parts center on the recruiter and include the following elements:

- Internal network consists of the integrated recruiting information systems, staff elements, other recruiting leaders, recruiting units, Future Soldiers, and the recruiters themselves.
- External network includes the community, businesses, schools, clubs, and other organizations. Recruiters and recruiting leaders become networked within the community not only by doing their jobs, but by becoming active members of local society. Successful recruiters participate in community organizations, such as the Lions Club, Rotary, Habitat for Humanity, Big Brother/Big Sister, and scout troops. Recruiters chaperone dances in the schools, coach athletic teams, and participate in local festivities such as county fairs. Commanders must establish a climate that supports the development of networks and allows recruiters and themselves to travel the extra mile to do something for the community. This type of networking will pay dividends in the long run. Bottom line, recruiters should ask themselves, What do I like to do? The answer will help the recruiter find ways to link their personal interests and hobbies with their recruiting duties.

2-4. Figure 2-1 illustrates the recruiter-centered network and how the information and relevance of the network overlaps and connects through other parts. The information systems link users to relevant data and to one another.

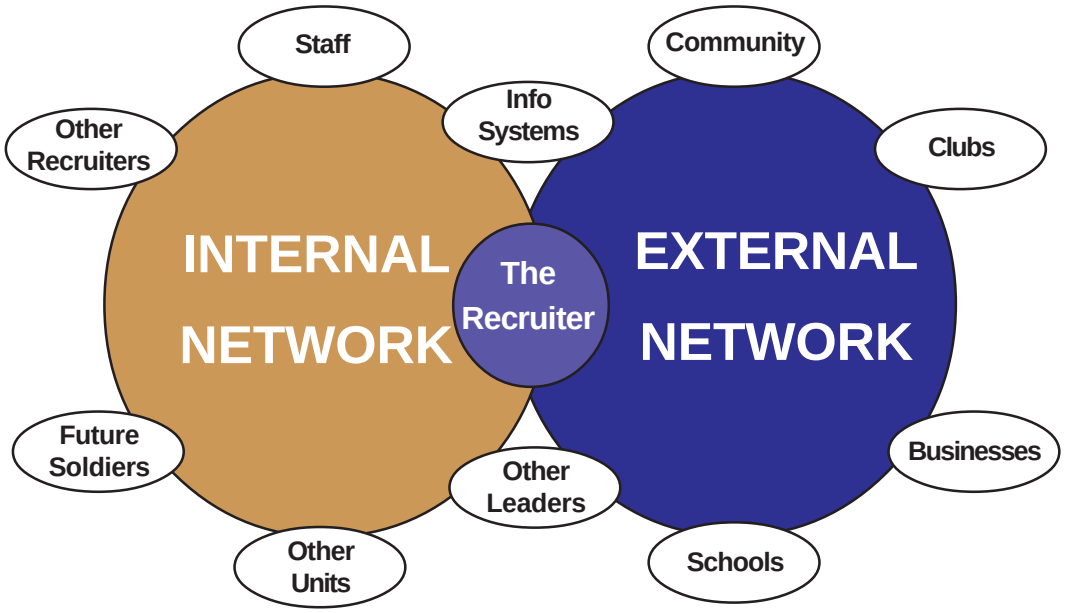

Figure 2-1. Recruiter-Centered Network

2-5. USAREC is in an era of profound change. Recruiting leaders must operate in a recruiting environment never before experienced by any service leader or recruiter of the all-volunteer force. Traditional methods of market analysis, information management, and planning are too slow. The command and its people must become more agile and adaptive. To keep pace and succeed, recruiting commanders must use—and train their subordinates to establish and use—the recruiting network.

INTERNAL NETWORK

2-6. The internal network of recruiting is a combination of human- and function-based systems that enable commanders to understand, visualize, describe, direct,

lead, and access operations. The internal network provides information in a variety of ways to accomplish the three basic recruiting objectives: Reach and engage people more effectively, boost recruiter efficiency and focus, and develop a common (recruiting) operating picture. The internal network embraces a diversified approach to the critical information infrastructure, aptly renamed infostructure to symbolize the fusion of information and infrastructure within the internal network. More specifically, the recruiting infostructure is made up of people and functional components within a modular, interreliant, tier-leveled, technology-based environment that extends to and comes back from the furthest edge of the network—which, by design—happens to be the center of the recruiting network: The recruiter.

2-7. The internal network includes a full spectrum of elements that support the recruiting functions. Recruiting functions are the human and material resources (Soldiers, organizations, and equipment) commanders use to direct and control operations. Chapter 4 explains the recruiting functions in greater detail. Leaders are familiar with the Army's warfighting functions and what they do to support the go to war mission. USAREC has a similar element called sustainment and support.

2-8. Sustainment and support include staff elements at each level of command, to include the RRS where all recruiters and 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. Students also develops professional relations and network with subordinates and superiors while they are at the RRS. The U.S. Army Accessions Support Brigade (ASB) prides itself as warriors supporting warriors. The mission of the ASB is to ensure connectivity to target markets and the Nation and to promote what it means to be a Soldier. The ASB's resources such as the American Soldier, Medical Operations, and Aviation Adventure Vans showcase special skills through demonstrations in local recruiting areas. The ASB helps generate target market leads for recruiters.

2-9. The internal and external recruiting networks that form the infostructure of the command are the enablers of a successful recruiting environment. Commanders tap this flow of information to understand, visualize, describe, and direct every decisive, shaping, and sustaining operation.

2-10. At the center of the network is the recruiter, who is the network sensor on the ground. The recruiter knows their zone better than anyone else and is the first to see any changes. The recruiter feeds this initial sensory information into the internal network where the information is processed and returned to the commander as intelligence. Commanders use this intelligence information to form operational strategies that, in turn, benefit the recruiter. An effective network generates guidance that helps recruiters target leads, engage them, and lead them into the Army's future force.

INFORMATION SYSTEMS

2-11. The science of recruiting involves analysis and interpretation of raw data, trends, and training indicators. Access to accurate and timely operational data and training data helps leaders cut through the fog of recruiting much like command, control, intelligence, surveillance, and reconnaissance cuts through the fog of battle. The ability to view a subordinate unit's operational data prior to an assistance visit allows commanders to focus their training on known trouble areas, rather than conduct a full inspection. Commanders who use this internal information are better able to position their units to become the dominant force in their area of operation (AO).

2-12. Commanders need information that is relevant, timely, and accurate. Commanders must collect accurate market information, analyze it thoroughly, and share it quickly by way of an efficient internal network. Intelligent use of internal and external networks gives commanders a distinct advantage over their competition.

ARMY RECRUITING INFORMATION SUPPORT SYSTEM

2-13. The Army Recruiting Information Support System (ARISS) provides commanders with performance data that allows them to make timely operational decisions. A secure Intranet connects recruiters and leaders to databases that provide market and performance information. Specialized and integrated software allows the force to interact with the system at their respective levels. The availability of this information creates an environment for commanders and recruiters to see and share tactical opportunities.

DIGITAL TRAINING MANAGEMENT SYSTEM

2-14. The Digital Training Management System (DTMS) gives leaders online access to their Soldiers' training records. The record starts when the recruiter completes the Army Recruiter Course and continues throughout their Army career. DTMS gives a detailed picture of the Soldier's performance in every subject completed at the RRS and afterward, to include individual and organizational training. The record includes the New Recruiter Certification Program and continues as long as the Soldier remains in the Army.

2-15. DTMS gives the commander a snapshot view of each Soldier's training record to include all previous training, recruiter training, and qualification test results. Commanders can use this tool to plan collective training and to select and develop station commanders.

2-16. Technology does not make a leader successful. Successful leaders use technology to complement and enable their leader skills. Successful leaders use technology as a resource to help create and sustain an effective network of information sources within their AO. An effective network provides the common recruiting picture similar to the common operating picture the battlefield leader needs to successfully direct their force. Skillful application of the network-centric recruiting model makes it possible for commanders to competently deploy their forces for maximum affect.

OTHER RECRUITING LEADERS

2-17. A tour of duty with USAREC affords leaders many opportunities to network with each other. People in the command connect with each other face-to-face, by telephone, e-mail, or through professional collaboration sites such as the Recruiting ProNet, Leader Net, S1Net, or NCO Net. Every member shares the Army values and a common purpose. The recruiter in Peoria, the station commander in Phoenix, the company commander in Spokane, the first sergeant in Syracuse—all work together to accomplish the mission. This common objective is one aspect that distinguishes USAREC from other Army organizations.

2-18. Networking opportunities occur during official functions such as the annual leaders training conference, quarterly unit status briefs, battalion or brigade quarterly training events, and annual training conferences. Other opportunities to network are provided through USAREC's Intranet services. One of the first opportuni-

ties leaders have to network is during their specific leader course at the RRS. Whether they are on a 2-year tour of duty as a commander or in their tenth year as cadre, leaders will find value in networking with other successful leaders.

2-19. Networking with other leaders helps solve problems large and small. A new station commander might pick up an idea that leads to penetrating a tough college market. A battalion commander might find a way to use the U.S. Army Parachute Team (APT) (Golden Knights) or the U.S. Army Marksmanship Unit (AMU) as part of a lead generation campaign to benefit their subordinate companies. This sharing of ideas and knowledge forges personal bonds that last beyond a tour of recruiting duty.

OTHER RECRUITING UNITS

2-20. Networking with leaders from other recruiting units creates a competitive and cooperative environment that promotes mission achievement. Coopetition combines the healthy spirit of cooperation and competition between units on the same team with a holistic approach to generating ideas and forming recruiting strategies. Commanders and recruiting leaders must know they are not alone. Others have faced the same challenges and have developed strategies and tactics to accomplish the mission under similar situations. Successful leaders share their secrets of success with their peers and their subordinates through mediums such as Recruiting ProNet. There are resources and opportunities to help commanders and leaders develop their network.

2-21. Staff elements are an integral part of ensuring success in the field. It is important for recruiting leaders to network with staff and directorate leaders regularly and not just when needed to process an action or solve a problem. Commanders who network with their counterparts and other internal elements of the command create win-win situations. This includes internal, subordinate, and higher headquarters staff elements. Staying in touch with the field helps the staff stay connected with recruiting and thus provides better service and support to commanders and their recruiters. Successful commanders understand the importance of networking with their staff, the staff of their subordinate commanders, and their higher headquarters staff.

OTHER RECRUITERS

2-22. Commanders who understand the value of networking encourage their recruiters and leaders to network with their recruiting counterparts by emphasizing effective networking techniques during unit and individual training. Successful commanders make it a point to inquire about networking activities during station inspections. Networking between recruiters occurs within the station and crosses station, company, battalion, and at times brigade boundaries.

EXTERNAL NETWORK

2-23. External networking activities include the unified efforts at all levels, from recruiter to HQ USAREC, to synchronize with the civilian community and the institutions of America—the military, higher education, industry, and other governmental and nongovernmental agencies. Networking activities are vital to recruiting success. Consider actions like the base realignment and closure, which has resulted in fewer units stationed throughout America. In many instances, it will be the recruiter who becomes the face of the Army for many Americans. As an example, at the local level, recruiters coordinate with college and high school officials to obtain student lists. Company and battalion commanders develop working rela-

tionships with local community leaders, school administrators, and school boards while HQ USAREC works with Government agencies across the Nation to make sure school lists are available. These coordinated efforts promote success at all levels. The external network also includes organizations, agencies, community groups, and other elements that can help commanders and their recruiters accomplish the mission. USAREC cultivates mutual support with national organizations such as the American Red Cross and the Boys and Girls Clubs of America. Commanders will discover these and other resources during internal networking activities. For example, the USAREC G7/9 maintains a list of organizations that have signed a memorandum of understanding with the command.

2-24. Targets of opportunity for networking exist everywhere. Commanders should keep detailed records of their external networking activities, and they should train their recruiters to do the same. Recruiters can maintain networking records in their Recruiter Zone calendar and school folders. Recordkeeping systems such as these help identify quality network targets.

COMMUNITY NETWORK

2-25. A network of business, civic, religious, and education organizations connects every community. The people in these organizations are the heart and soul of America; they form the fabric of our democracy and make things happen within their communities. Many members of these organizations have served our country and they understand the price of freedom. They want to help.

2-26. The development of centers of influence (COIs) requires detailed planning and lots of followup. Community members cooperate where the recruiter has formed relationships built on trust. Smart recruiters go the extra mile for their COIs and they understand how to use followup to cement relationships.

2-27. Recruiters need the willing support and cooperation of community leaders. The people who make up community civic groups are school officials, college and university staff and faculty, business owners, and political leaders. These people join community organizations and participate in local events because they care about their neighborhoods and the people who live there. These local leaders wield enormous influence. The recruiting leader cannot hope to succeed without the help of these COIs. Getting their help means giving something valuable in return. Leaders, company and battalion commanders in particular, must demonstrate their own genuine desire to contribute to the community. Leaders must actively and visibly give of their own time and energy.

2-28. Many recruiters, particularly USAR recruiters, have been a part of the community for several years. Previous commanders will have left gaining commanders a record of their community involvement. New commanders can study the efforts of their predecessors and pick up where they left off. The Civilian Aide to the Secretary of the Army can open doors to many community institutions. A review of Future Soldier enlistment packets can help identify family members who occupy key positions in the community. These Army Families will be very willing to witness for the Army when asked. They now have a personal stake in the Army. Another point of entry into the community is at USAR troop program units (TPUs). Moms and dads, veterans, and community leaders who are predisposed to assist in the recruiting effort staff the TPUs. Leaders should learn about the existing community network during the right seat and left seat ride program (see USAREC Reg 350-1, app C). Sometimes networking with other recruiting units will help develop a network strategy. Community organizations that span the boundaries of recruiting units will require joint networking operations with neighboring commanders.

BUSINESSES

2-29. Businesses provide commanders and leaders access to the working market. This very sensitive AO requires careful planning and a business-minded approach. Business owners compete for their workforce from the same pool of talent as the Army and other services. Knowing this, commanders must position their organizations to build working relations with local businesses, both large and small, to benefit them as well as the Army. Teaming up with small business owners can help create part-time work for students, recent graduates, and Future Soldiers waiting to ship to basic training (BT). By going the extra mile to help others, leaders create a powerful network of advocates and influencers that help shape the recruiting campaign. For example, commanders can share market information with human resource directors of medium to large companies to position their stations to benefit when these companies downsize. Networking with the small business owner, the recruiting leader can develop a Partnership for Youth Success (PaYS) on a smaller, local scale.

2-30. USAREC has partnered with many Fortune 500 businesses at the national level to provide them with skilled labor in the form of well trained and disciplined Soldiers leaving military service at their expiration term of service. PaYS is a program that will help commanders and leaders gain access to businesses within their AOs without jeopardizing the objectives of local businesses. Existing PaYS partnerships can be used to strengthen the network with participating businesses.

SCHOOLS

2-31. Recruiting success rests squarely on a solid School Recruiting Program (SRP). Recruiting quality Soldiers to fight the Overseas Contingency Operation means recruiters and their leaders must be fully engaged with the market in their secondary and postsecondary schools. An SRP is a key shaping operation that promotes market dominance. An SRP begins with the recruiter, who must establish and maintain a relationship of trust and credibility with educators, students, and parents. Even the best laid SRP will fail without the support of these key influencers. Building such a relationship requires time, patience, persistence, and the full support of recruiting leaders.

2-32. The school market includes all educational institutions, public and private. Colleges and universities, vocational-technical schools, and trade schools yield the highest number of quality enlistments; however, recruiters must establish their presence in secondary schools by working with students well before the senior year. In fact, successful recruiting in the postsecondary market can develop only from a foundation laid in the secondary school market.

2-33. An SRP is a long-term investment. Oftentimes an SRP initiative returns immediate results, that is, enlistments in the current recruit ship month or in the months that follow. The greater payoff, however, comes much later and over time.

2-34. Recruiters and their leaders should begin communicating with students and their influencers during the early high school years, even as early as the seventh and eighth grades. Such efforts fix the image of the Soldier as a person students can admire, respect, and hope to emulate. Patient, persistent, and professional interaction builds in young students an understanding of what and who a Soldier is. They see a person who lives the Army values and the Soldier's creed.

EDUCATION SERVICES SPECIALISTS

2-35. The education services specialist (ESS) is a combat multiplier at battalion, brigade, and USAREC levels. The ESS is the commander's education expert; they have the skills, training, and knowledge to help the commander dominate the secondary and postsecondary school markets. This key civilian employee performs a number of important duties:

- Helps identify high-priority schools and markets of opportunity.
- Assists recruiters in gaining and maintaining access to schools and obtaining student directories.
- Assists in marketing and scheduling the Armed Services Vocational Aptitude Battery (ASVAB) Career Exploration Program (CEP).
- Serves on battalion and brigade targeting boards. (See chap 8 for a detailed discussion of the targeting board concept.)
- Advises the commander where best to employ "push" sustainment assets. (See chap 5 for a discussion of sustainment assets.)

2-36. Example: The brigade market and mission analyst (S2) runs an assessment that identifies two battalions that are markets of opportunity. One battalion has three companies that are markets of opportunity. Further, one of these companies has two markets of opportunity stations, one of which has a ZIP Code that last year yielded 80 Department of Defense (DOD) GA enlistments.

2-37. In too many cases, recruiters present the Army as something a young man or woman should consider as they approach graduation. An effective and sustained SRP will produce high school seniors (HSSRs) whose minds hold a positive image of a Soldier, an image that began to develop years earlier. When the time comes to choose what to do next, many of these graduating seniors will choose to become Soldiers themselves and attempt to emulate the recruiters they met years before.

2-38. The SRP is the cornerstone of mission accomplishment. Without a strong schools program, there cannot be an effective grad recruiting program. Establishing, executing, and maintaining the SRP is ultimately the responsibility of the station commander and recruiter. The process is ongoing throughout the school year. Teamwork and coordination at all levels is essential.

2-39. Some postsecondary and secondary schools refuse to give student directories to recruiters, despite Federal laws that mandate their release. Current laws promote access to students by requiring educators to cooperate with military recruiters just as they would with college or business recruiters. Commanders should be aware of such laws and should cite them only when the situation demands. However, recruiters and their leaders cannot rely on public law to gain access to schools and students. Real success can come only with a well-planned and well-executed SRP.

2-40. Recruiters execute the SRP in the schools, but recruiters alone cannot fully implement an SRP. Commanders at all levels play a role in developing and executing an effective SRP. Station commanders help recruiters understand their zones and tailor plans to fit each of their schools. Company and battalion commanders network with senior educators to promote the value of Army service. Commanders develop and coordinate long-range plans that employ support assets—Total Army Involvement in Recruiting (TAIR), active duty for operational support-reserve component (ADOS-RC), the APT (Golden Knights), AMU, and others—to develop leads and "soften the market" for recruiters.

CIVIC ORGANIZATIONS

2-41. Important civic organizations exist in every community. Most communities have a Rotary Club, Lions Club, Veterans of Foreign Wars, American Legion, Kiwanis Club, and many others that are both patriotic and service oriented. Many of these organizations sponsor ongoing community activities associated with young people. For example, Kiwanis in many communities sponsor a Circle K club on college campuses or Key Clubs at local high schools. Commanders who join and encourage their subordinates to join these clubs show community leaders the Army really cares about their community and are not just passing through on assignment. This is a low cost and fun way to recruit. Membership in any of these clubs is another way to keep the Army connected with America. Commanders must contact the youth organizations within their communities and try to build an external network of recruiting multipliers.

OTHER ORGANIZATIONS

2-42. To join or support a civic organization is a decision commanders make after careful assessment and in some cases a legal opinion. A commander must exercise due diligence to make sure participation in a particular organization will not bring discredit on the Army that could hinder recruiting operations.

2-43. Commanders must use their internal network to ensure they build the right external network. Advice from the brigade judge advocate, other commanders, and the advertising and public affairs (APA) specialists will help commanders and recruiting leaders build the right and most effective external network.

REFERRALS

2-44. Commanders must ensure every member of the command fully understands the importance of the external network and how it impacts the recruiting mission. Establishing working relationships with community and education leaders isn't done solely to promote the Army. The main purpose of external networking is to gain unlimited access to all target market leads and, more importantly, to generate referrals.

2-45. Referred leads are a recruiter's prime lead source because they convert to enlistments much more frequently than any other lead. Generally speaking, individuals who were referred to a recruiter are more comfortable and open during the Army interview. The trust and respect, the individual has for the person making the referral automatically transfers to the recruiter.

2-46. Recruiters are taught at the RRS how to identify and develop COIs (educators, community leaders, Future Soldiers, etcetera,) who can provide qualified leads. When recruiters are out in their area, they should talk to everyone they come in contact with. Every person within the community is a potential lead source. Recruiters should develop comfortable and friendly techniques to break the ice with people. They should patronize local businesses and be a familiar face in the community both on- and off-duty. When stopping for gas, getting a haircut, eating at a restaurant, or checking out at the grocery store, recruiters should always ask for a referral and leave a business card. Commanders must ensure that asking for referrals isn't only limited to recruiters. Every member of the command, Soldier and civilian alike, regardless of rank or position, should promote the Army at every opportunity and ask for referrals.

SUMMARY

2-47. The ultimate objective of the Army is to fight and win our Nation's wars. USAREC's ultimate objective is to enlist or commission young Americans who possess the intellectual, physical, and emotional toughness to become Soldiers and who can develop into self-aware and adaptive leaders. The command harnesses the power of technology to collect, process, and manage information. Internal and external networks help disseminate information to help recruiting leaders dominate their markets. At the center of the network is the recruiter, who is the network sensor on the ground. Commanders synthesize the information and form operational strategies that benefit the recruiter. An effective network generates increasingly more accurate leads that recruiters target, engage, and lead into their Army's future force.

Chapter 3

Operational Environment

"The Joint Force and mission partners must have rapid access to relevant, accurate, and timely information, and also the ability to create and share the knowledge required to make superior decisions in an assured environment amid unprecedented quantities of operational data."

Net-Centric Operational Environment
Joint Integrating Concept

RECRUITING OPERATIONAL ENVIRONMENT

3-1. FM 3-0 states: "Military operations occur within a complex framework of environmental factors that shape their nature and effect their outcomes. This requires a broad understanding of the strategic and operational environment and their relevance to each mission." The operational environment of recruiting is very similar. It depicts the physical environment, technology, local resources, and culture of the population. The operational environment is further defined by operational variables, those aspects of the environment that differ from one area to another.

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OPERATIONAL VARIABLES

3-2. The Army has eight interrelated operational variables: Political, military, economic, social, information, infrastructure, physical environment, and time. As a set, these operational variables are often abbreviated as PMESII-PT. The variables provide a view of the operational environment that emphasizes its human aspects.

3-3. Political factors do influence recruiting. During national elections, young people and those who influence them may choose to await the outcome before making a decision. In areas of the country where elected officials favor military service, young people may enlist in greater numbers. The opposite holds true in areas where elected officials are unfamiliar or dissatisfied with the military. All of these factors influence the recruiting environment.

3-4. The military variable includes the capabilities of all Armed Forces in any given recruiting area (station, company, etcetera). This includes active military installations and reserve and national guard units. Sister services installations located in or near communities can have a negative impact on Army recruiting efforts and affect the recruiting mission. The presence of Army installations however, can have a positive impact on the market as well as provide force multipliers such as TAIR teams, recruiter support, and educator tours. A military presence can affect the recruiting environment.

3-5. Economic factors in an area can have a strong influence on the recruiting environment. The labor market has a direct affect on recruiting operations. When unemployment rates go up, enlistments go up. When unemployment rates go down, enlistments go down. Areas that are economically depressed have higher enlistment rates, as young men and women seek the opportunity to escape economic hardship. A good understanding of the economic situation in their AO enables recruiters to plan their operations for optimum success.

3-6. The social variable describes societies within an operational environment. A society is a population whose members are subject to the same political authority, occupy a common territory, have a common culture, and share a sense of identity. Cultural awareness helps recruiters identify the various market segments within the community, builds rapport, and reduces misunderstandings. Understanding the social variable can provide recruiters insight into individual and group intentions and improve their ability to accomplish the mission. Leaders and recruiters alike must become knowledgeable of societal aspects within their AO to better understand the impact of recruiting operations on the population.

3-7. The information environment is the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information (JP 3-13). Successful recruiting operations must take into account the populations' perceptions, beliefs, and behaviors toward military service. Leaders must incorporate cultural awareness and relevant social and political factors into their operation plan. Face-to-face interaction by leaders and Soldiers with members of the communities strengthens relationships and improves their perceptions of the Army. Such interaction amplifies positive actions and increases goodwill and support for the recruiting effort. Likewise, information meetings with key local government officials, civilian leaders, and educators will also have a positive effect on mission success.

3-8. Infrastructure. Infrastructure is defined as the basic structure of an organization or system; the stock of facilities, services, and equipment in a country, including factories, roads, and schools, that are needed for it to function properly. Since the recruiters' target market consists of 17 to 24 year old HSSRs and graduates, schools can easily be regarded as the infrastructure of recruiting operations. Schools are the foundation for all recruiting operations whether they're high schools, colleges, universities, vocational and trade schools, or professional institutions. It is this student base (infrastructure) that produces Future Soldiers. Good SRPs equate to successful recruiting operations (see chap 11).

3-9. Physical environment consists of geographic factors such as terrain, urban, suburban, and rural areas that define where recruiting operations can occur. Demographic factors such as population density, ethnicity, male and female populations, and income distribution affect where and how to recruit. USAREC locates stations in areas that promote visibility and access to youth populations. Recruiting operates differently in areas with a high density of specific ethnic groups or income levels. Commanders must take each of these factors into account when they plan operations.

3-10. The recruiting calendar manages the timing and flow of the recruiting mission. The calendar consists of two schedules: The phase line (PL) which designates the time period for writing contracts and the recruit ship month which designates the time period for processing accessions to the training base. The two schedules are staggered and overlap to ensure an even flow of enlistees and shippers. This procedure separates the two operations and prevents guidance counselors (GCs) and military entrance processing stations' (MEPS') personnel from being overwhelmed with too many people to counsel and process on any given day.

MISSION

3-11. The Army's end strength is one factor that determines the annual joint service recruiting mission. Mission calculation begins during the annual budget process. Congress and DOD decide how many Soldiers, Sailors, Airmen, and Marines the Nation needs to support the National Security Strategy. DOD then tells the Army and other services how many service members may serve in the Active and Reserve Components.

3-12. Department of the Army (DA) estimates how many Soldiers will remain in the Army and how many will retire or leave for other reasons. These estimates consider retention rates and projected losses for all ranks, branches, and military occupational specialties (MOSs). This process tells the Army how many enlisted Soldiers, officers, and warrant officers must enter the Active and Reserve Components during the coming fiscal year. This figure is then given to the U.S. Army Accessions Command, and distribute to USAREC, U.S. Army Cadet Command, U.S. Military Academy, and the Army National Guard (ARNG) for mission assignment.

3-13. The accession mission received by USAREC is the exact number of people by education and mental test category who must enter active duty (AD) during specific months of the year to complete training and be assigned to units. The accession mission addresses the RA, USAR, Army Medical Department (AMEDD), Officer Candidate School (OCS), Warrant Officer Flight Training (WOFT), chaplain recruiting, and other special program requirements. The CG meets these requirements by assigning the command a net contract mission.

3-14. The net contract mission is determined by calculating DA and DOD past production, seasonal Future Soldier losses, and mission categories for each battalion's particular market. The net contract mission also takes into consideration each battalion's recruiter strength and geographical location to ensure a fair and equitable mission assignment.

COMPETITION

3-15. The Army is in competition for the service of America's youth. The three primary competitors are: Postsecondary schools, industry, and sister services. Unlike its competition, USAREC works to give young men and women the opportunities they want and deserve while serving to protect the freedom and security of our Nation. After high school, young men and women usually have one of three career choices: Continue their education, get a job, or join the military. Using counseling techniques, the recruiter presents the benefits of Army service and college attendance while on AD or serving in a reserve capacity as well as the value of Army leadership, training, and experience to the civilian job market. The recruiter's objective is to ensure young men and women have the best opportunity to achieve their lifetime goals, be it money for school, technical and managerial skills, or a military career.

RECRUITERS

3-16. USAREC distributes its recruiting force so there are enough young people for each station to achieve its mission. The command does not simply set up a recruiting station in every community with a population that meets or exceeds some minimum number. Placing recruiters and recruiting stations involve careful research and study of population density, age distribution, propensity to consider military service, income levels, industry, the size and location of secondary and postsecondary schools, and a host of other factors. Natural terrain features—rivers and mountains, for example—transportation systems, and the location of MEPS also factor into the decision.

ELEMENTS OF THE MARKET

3-17. The recruiting market consists of four elements: The potential market, the qualified military available (QMA) market, the target market, and the penetrated market.

POTENTIAL MARKET

3-18. The potential market consists of people who show an interest in Army service or would show an interest if they understood how the Army could satisfy their needs and desires.

QMA MARKET

3-19. The QMA market consists of people in the potential market who are qualified to serve in the Army. These people are of the right age, meet the medical and moral qualifications for Army service, have the right education credentials and aptitude, and are not serving in the military.

TARGET MARKET

3-20. The Army's target market is defined as 17- to 24-year-old males who possess a high school diploma and score 50 or higher (category I through IIIA) on the ASVAB test.

PENETRATED MARKET

3-21. The penetrated market is that portion of the potential market currently serving in the Army or enlisted and serving in the Future Soldier Training Program (FSTP).

MARKET SEGMENTATION

3-22. Segmenting is the grouping of individuals by like characteristics to more effectively target their needs and desires or to more efficiently promote military service through various promotional strategies. Currently, USAREC segments the market by education, aptitude, ethnicity, lifestyle, and geography. The two primary means of segmentation are education and aptitude. The education segment includes non-high school diploma grads, Tier II high school grads (that is, general educational development), Tier I high school diploma graduates (HSDGs), and high grads (30 college credit hours or more). Aptitude segments are defined as Alphas (I-IIIA), Bravos (IIIB), and category IV (cat IV). These elements combine to provide the RA mission categories of GA (grad alphas), SA (senior alphas), and Other (remaining categories). The quality market consists of the combined GSA (grad and senior alpha) market.

3-23. USAREC's ethnic segments are identified as Caucasian, African-American, Hispanic, Asian-Pacific Islander, Native American, and Other. The market segment analysis model (MV50) used by USAREC, classifies lifestyle segments by socioeconomic and behavior patterns. The data reveals demographical areas where a high probability exists for target market individuals to consider military service. Geographic segments are further defined by the boundaries at brigade, battalion, company, and station level.

OPERATIONAL CONCEPT

3-24. Successful recruiting for the Army demands an aggressive flexible marketing strategy and the capability to adapt to current market trends. Recruiters and leaders are expected to do more with respect to gathering, understanding, integrating, and using information to solve problems, target the market, and make decisions. Decisionmaking is a dynamic, multidimensional process whereby commanders make near-term decisions while planning for mid- and long-range operations (fig 3-1 depicts the military decisionmaking process (MDMP)).

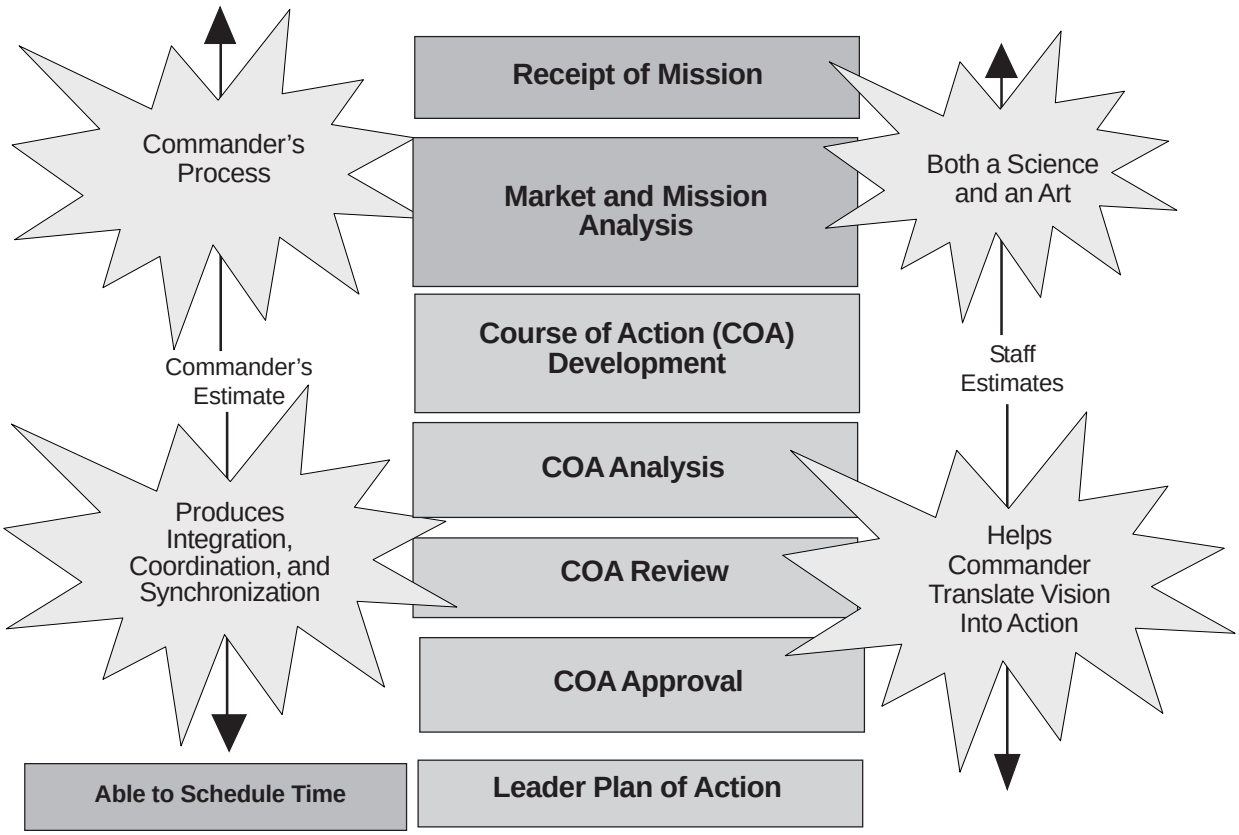

Figure 3-1. MDMP

RECRUITING OPERATIONS

3-25. Leaders should understand recruiting operations are continuous, cyclic, and seasonal in nature. This in part is affected by the demands of the command's accession mission. Many operations occur annually (back-to-school programs happen about the same time every year); however, there are patterns to this fluctuation.

Prospecting operations often change seasonally due to holidays, midterm graduation, and during summer months when the majority of our target market is no longer in school.

CONCEPT OF OPERATIONS

3-26. The concept of operations describes how commanders see the actions of subordinate units fitting together to accomplish the mission. The concept of operations expands the commander's selected COA and expresses how each recruiting function contributes to mission accomplishment. Where the commander's intent focuses on specific recruiting mission requirements, the concept of operations determines methods the force will use to synchronize recruiting functions and translate them into action. Commanders ensure the concept of operations is consistent with both their intent and that of the next two higher commanders.

RECRUITING FUNCTIONS

3-27. Recruiting functions help commanders plan, synchronize, and execute the mission. Commanders use recruiting functions during the decisionmaking process to develop the concept of operation and to direct all elements of the organization toward mission accomplishment and long-term operations. This process validates the idea that recruiting operations are not only cyclical, but also continuous. Chapter 4 discusses recruiting functions in detail.

CONTINUOUS OPERATIONS

3-28. All recruiting operations (decisive, shaping, and sustaining) are planned and executed continuously. Even though some operations may not be executed simultaneously, leaders must ensure they are planned. Continuous planning and execution of recruiting operations ensures success in the close fight (that is, the current PL) and lays the foundation for continued success in the next quarter and beyond.

SUMMARY

3-29. Whether conducting combat operations on the field of battle or recruiting operations in America's Heartland, understanding the operational environment is key to any mission's success. In recruiting, environmental factors appear in geographic, political, and socioeconomic forms. It is the responsibility of every leader to thoroughly understand their operational environment and the methods used to successfully exploit market opportunities and overcome any existing or potential threats that could affect mission success.

PART TWO

Operational Foundations

Chapter 4 describes the recruiting functions. This chapter helps commanders understand the concept of recruiting functions, how they interrelate, and how they are used to direct and control operations.

Chapter 5 describes sustainment activities and how they support the force, the commander's intent, and the concept of operations leading to mission accomplishment.

Chapter 6 describes the art and science of recruiting at the various levels of command and how effective results can be achieved when art is combined with science to position a well-trained force in an opportune recruiting market.

Chapter 7 describes basic leadership skills, the challenges, and situational demands of recruiting and leading in a geographically dispersed command.

Chapter 8 describes how commanders gather and analyze intelligence, formulate operation plans, and assess the plan's effectiveness.

Chapter 9 describes how commanders position and mission their force for optimum mission success.

Chapter 4

Recruiting Operations

Recruiting operations exhibit very real similarities to Army field operations. Both require strong leadership and both require leaders who fully understand their operational environment. The combat leader must understand the terrain, the enemy's disposition and strength, and the capabilities of their own forces. The recruiting leader must fully understand where the target market lives, works, and goes to school. More importantly, the leader must know how best to communicate with the people who make up the market. The Army's ability to carry out its mission depends on the success of recruiting operations. Recruiters must influence not only the young men and women who might enlist, but the people to whom those young people turn for guidance. Army service is inherently dangerous. Parents, teachers, and other adults rightly seek to protect their youth from harm, but they also understand the need to defend the Nation's interests abroad.

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4-1. The eight recruiting functions (intelligence, prospecting, interviewing, processing, FSTP, training, sustainment, and command and control (C2)) are the fundamentals of the recruiting process. Intelligence allows commanders to visualize and describe their markets and to place their forces to best advantage. Prospecting puts the commander's forces in direct contact with the target market. Interviewing allows recruiters to tell their Army story, counsel individuals, and ask them to enlist. Processing determines applicant qualifications and matches applicant desires with the Army's needs. The FSTP prepares Future Soldiers for the rigors of Army service. Training develops and sustains recruiter skills. Sustainment looks after the needs of recruiters and their Families and provides operational support while maintaining facilities and equipment. C2 makes it possible for commanders to plan, direct, coordinate, and control recruiting operations.

4-2. It can be helpful to draw parallels between the Army's six warfighting functions and the eight recruiting functions. FM 3-0 defines warfighting functions as a "group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives." Warfighting functions provide the Army with a grouping of tasks and systems. The recruiting functions serve the same purpose for the commander. Commanders and their staffs use the recruiting functions to assess the planning, preparation, and execution of an operation. Warfighting and recruiting functions share the same operational concept.

4-3. Armed with a coherent and focused intent, commanders and staffs develop the concept of operations and synchronize recruiting functions. Recruiting functions are the human and material resources, people, organizations, information, and processes commanders employ to conduct operations.

4-4. Recruiting operations must address every recruiting function. Commanders should plan (translate the commander's vision into a specific COA for preparation and execution), prepare (initiate operations that will prepare the force to execute the plan), and execute (put the plan into action, assess progress, and make any necessary adjustments to accomplish the mission).

4-5. For example, a recruiter or a recruiting team plans to conduct a recruiting operation in conjunction with a job fair at a community college. The recruiter prepares by securing table space at the job fair and calling all known leads who attend the college, asking them to stop by the Army table for some literature. The recruiter then executes the operation by attending the fair, meeting with those leads, and securing appointments to tell the Army story.

4-6. Recruiting functions are linked. No single function can succeed to any degree without the others, and the wise commander learns quickly how to balance these functions to their advantage. For example, commanders must understand that success requires both prospecting and processing. Good market intelligence lays the foundation for effective and efficient prospecting. Effective and reliable sustainment functions allow recruiters to focus their attention and energy on prospecting and processing.

INTELLIGENCE

4-7. Intelligence supports the planning of recruiting operations. Intelligence gives the leader both a historical view of operations and a current demographic picture of the market. Intelligence helps leaders identify target markets and properly employ their recruiting assets. This system examines a host of data: School populations, census figures, demographics, medical school student populations, TPU vacancies, projected FSTP losses, historical production figures, and much more.

4-8. Intelligence in USAREC is all about understanding the market so the force can apply its resources to target the most valuable markets. Commanders at every level, station through HQ USAREC, must be able to analyze the variables, be situationally aware, and develop simple and executable operation plans. USAREC thinks and analyzes nationally, leaders at brigade and battalion think regionally, and leaders at the company and station levels think locally.

PROSPECTING

4-9. Prospecting is nothing more than trying to contact qualified individuals who may agree to hear the Army story. Prospecting takes place at recruiter level and is the key to recruiting success.

4-10. Of course, a commander cannot direct recruiters to simply "go out and prospect!" Like any other tactical mission, prospecting must be planned and purposeful if it is to be effective. A combat leader would never lead troops onto a battlefield without a map, a compass, binoculars, and radio, nor without some intelligence as to the enemy's disposition. Likewise, no leader should send recruiters to wander the neighborhoods looking for potential recruits or sitting at their desks day after day dialing numbers out of the local phone book. Such tactics might eventually get results, but the process would waste enormous time and effort.

4-11. Just as we can define prospecting methods, we can define lead sources. Leads come from various sources such as those electronically supplied by USAREC, student directories, referrals (COIs, TPU members, and Future Soldiers, for example), and face-to-face encounters.

4-12. It is virtually impossible to label any one lead source as "the best." The success rate for a lead source can vary from market to market and from one recruiter to another. Even the time of year can affect the quality of a lead source. Recruiters indicate the lead source on all their prospect data records. Leaders then use that prospecting data to identify a recruiter's best lead source.

4-13. The urgent nature of recruiting requires commanders to carefully study and map the market so they can direct their forces to the most target-rich areas. Commanders at all levels have tools that help determine where, when, and how to prospect most effectively. At station level commanders must consider their strengths, weaknesses, opportunities, and threats (SWOT), recruiting functions analysis, and prospecting analysis to prepare their recruiting operation plan (ROP).

4-14. SWOT analysis helps commanders understand the strengths and weaknesses of their station and the opportunities and threats within their market. Recruiting functions analysis provides leaders with a systematic method to analyze and plan recruiting operations using all of their resources. An accurate and consistent analysis of each recruiting function provides leaders with the components of their ROP. Prospecting analysis is a review of the recruiter's and station's prospecting performance (contact methods and contact time reports) against the mission. The most efficient prospecting methods result in the lowest ratio of enlistments to interviews. The mission accomplishment plan (MAP) which is based on the mission and the station's conversion data determines the station's prospecting goals.

4-15. MAP is a mathematical calculation of historical conversion data automatically generated by Leader Zone (LZ). The RA mission typically calls for a station to enlist a certain number of HSDGs and current year HSSRs for a given PL. The MAP determines how many Army interviews recruiters must conduct week by week to achieve the station's mission by category.

4-16. Special missions include recruiting for officer procurement programs: OCS, WOFT, AMEDD, the Chaplain Corps, and others. The command has recruiters specialized in recruiting doctors, nurses, chaplains, and prospects among professionals and students pursuing degrees in those fields. A few HSDGs qualify to enlist for WOFT (even HSSRs may apply), but most successful WOFT enlistees have completed at least 2 years of postsecondary study. OCS requires at least a bachelor's degree. Commanders must ensure their recruiting forces actively work the college market to gain enlistments in these special categories.

4-17. Commanders receive their mission with specific categories for HSSRs, high school graduates, prior service (PS) (USAR only), and special missions. Success means a commander fills all mission requirements by category. Therefore, the commander must determine how best to prospect for each category.

4-18. Recruiters have three ways to prospect: By telephone, face-to-face, and e-mail.

- Telephone prospecting often proves to be the most efficient way to reach prospects. A skillful and self-disciplined recruiter can dial a great many phone numbers in 1 hour and speak with many prospects and influencers (parents and siblings, for example). In thinly populated rural areas—such as Nebraska, Wyoming, and Montana—the telephone allows the recruiter to

reach prospects who may live many miles from the station. Thus, the telephone is the recruiter's "prospecting method of choice."

- Face-to-face prospecting is the most effective way to reach prospects. It gives recruiters the opportunity to meet face-to-face with people they can't reach by phone.
- E-mail prospecting is a very effective way to reach today's market. An e-mail message however, can never be as effective or as personal as a face-to-face conversation or even a phone call. Today, the telephone is not as useful as it once was, and it is impossible for a recruiter to speak personally with every prospect in their market. E-mail is a fast, efficient, and low-cost way to communicate with large numbers of prospects.

4-19. Telephone prospecting has a track record of success. A high percentage of enlistments have begun with a phone call. In some markets, newer technology has somewhat reduced the telephone's effectiveness for prospecting. Answering machines and caller identification devices allow families to screen incoming calls. Nonetheless, desktop telephones and cellular phones remain an important recruiting tool.

4-20. Face-to-face prospecting has the potential to accomplish a large portion of the monthly mission. Its effectiveness, however, depends greatly on the skill of the recruiting force. The number of people a recruiter talks to face-to-face before obtaining an enlistment is generally far fewer than that of any other prospecting method. Face-to-face prospecting is a planned activity designed to contact individuals with whom the recruiter only has a name and address. Successful recruiters employ face-to-face prospecting on their way to and from all other recruiting activities.

4-21. E-mail prospecting can be an effective prospecting tool and recruiters must use every tool available in pursuit of the mission. A word of caution is in order. Commanders must be sure their e-mail prospecting operations deliver a message consistent with current Army and DOD recruiting policy. The command provides message templates readily available on the Enterprise portal.

INTERVIEWING

4-22. The Army interview truly is the centerpiece and art of recruiting. All recruiting functions either support or are the direct result of the Army interview. The Army interview is where the recruiter combines their training, experience, and counseling skills to guide individuals through the goal setting and career planning process. Strong interpersonal skills and an outgoing personality may get the appointment; but the recruiter's knowledge, honesty, and sincere desire to do what is best for the person is what wins the enlistment (see chap 14).

PROCESSING

4-23. The processing function ensures only qualified applicants enlist as Future Soldiers. Processing evaluates the applicant's qualifications and matches a qualified applicant with the needs of the Army. Processing begins when the prospect agrees to join the Army.

4-24. The first step in processing is to establish the applicant's qualifications. The recruiter starts by asking the applicant some very frank and open questions. The applicant's answers help establish their identity, citizenship, education credentials, marital status, medical history, moral eligibility, and more. The applicant furnishes

documents—such as birth certificate, Social Security card, and diploma, for example—to verify eligibility. In some cases, the recruiter may need to check with police agencies and courts or collect medical or dental records.

4-25. Testing is a critically important part of processing. The ASVAB measures the applicant's mental abilities. Local MEPS administer all testing. Applicants take the test either in high schools, at the MEPS, or at remote mobile examination team sites. The Armed Forces Qualification Test (AFQT) score establishes the applicant's eligibility to enlist and eligibility for special programs. For example, all applicants must meet the current minimum AFQT score. Special programs—such as some enlistment bonuses, the Army College Fund (ACF), and the OCS enlistment option—require an AFQT of 50 or higher.

4-26. Testing also produces a set of 10 so-called "line scores," which indicate the applicant's aptitude for various types of work. To enlist for any MOS, the applicant must meet or exceed a minimum on one or more of these line scores. Some MOSs require additional special testing, such as tests that measure an applicant's aptitude for learning a new language.

4-27. Mentally qualified applicants next undergo a medical examination at the MEPS. The MEPS chief medical officer determines each applicant's medical eligibility for military service. Applicants receive a medical "profile," which designates medical fitness for Army occupations. Certain medical restrictions—such as color blindness, a slight hearing loss, and others—may not disqualify an applicant for enlistment, but may restrict the applicant's enlistment options.

4-28. Once an applicant is fully qualified—mentally, medically, morally, and administratively—they meet with an Army GC who selects an enlistment option and MOS or confirms their reservation made by the recruiter in the Future Soldier Remote Reservation System (FSR2S). The GC picks up the relationship of trust and credibility the recruiter first established. The GC's role in processing is to match the applicant's desires and qualifications with the Army's needs. If the applicant truly feels that Army service is their best choice, the Army and the applicant will be a good match. The applicant will not enter into an agreement with the Army under duress, but will do so willingly and eagerly.

FSTP

4-29. Applicants become Future Soldiers when they take the Oath of Enlistment and enter the FSTP. This program prepares the new member for the rigors of initial entry training and life as a Soldier. The U.S. Military Entrance Processing Command (USMEPCOM) refers to this period as the Delayed Entry Program for applicants who enlist in the RA or Delayed Training Program for those who enlist in the USAR. USAREC uses FSTP because the name clearly defines the purpose of the program and its members: They are the warriors of tomorrow. In the FSTP, station commanders take on the role of platoon leader or platoon sergeant. The recruiter assumes the role of squad leader and the Future Soldier becomes a member of the "squad."

4-30. The Future Soldier remains in the FSTP from the day they enlist until the day they ship to AD. The program prepares the new Soldier mentally, emotionally, and physically for Army service. Preparation includes leadership and counseling from the squad leader and platoon sergeant, physical fitness training, and formal training via Army distance learning.

4-31. Each Future Soldier must pass a physical fitness assessment. The physical fitness assessment is a modified "1-1-1" physical fitness test—one minute each of pushups and situps and a 1-mile run. Online courses include first aid, use and maintenance of protective masks and clothing, Army writing, and communications.

4-32. The FSTP helps new enlistees become comfortable with their new Army Family. Wise recruiters also become extended members of their enlistees' families. Recruiters build relationships of trust and credibility with their Future Soldiers and their families. Such relationships help sustain a Future Soldier's commitment to the Army, ease the minds of parents, and frequently result in referrals that lead to even more enlistments.

TRAINING

4-33. The goal of training in USAREC is to improve the ability of recruiters and to develop recruiting leaders. Effective training begins with a study of doctrine and the current state of operational capabilities. The individual or unit that regularly fails to achieve mission may need training.

4-34. Training programs focus on tasks directly related to the unit's METL, coupled with an understanding of future requirements based on the cyclic nature of recruiting. Commanders think about training as they think of and describe recruiting operations. The training systems consist of things that make sure every unit is at the highest readiness level. According to paragraph 1-27, training itself occurs while fully engaged operationally. It is crucial that units learn and improve their skills with each completed task or action by using proper metrics and after-action reviews (AARs).

SUSTAINMENT

4-35. Sustainment supports the whole recruiting Family and is integrated into all recruiting operations. Sustainment uses military, civilian, and contracted resources to provide the physical means for recruiters to work. The sustainment recruiting function includes human resources, intelligence gathering, operational support, facilities and logistics, marketing, educational support, Family support, and much more. Chapter 5 discusses sustainment in more detail.

C2

4-36. C2 is fundamental to both the art and science of recruiting. Each recruiting function relies on it for integration and synchronization. Commanders combine the art of command and the science of control to accomplish their mission. It includes those tasks associated with acquiring information, managing relevant information, and directing and leading subordinates.

4-37. Recruiting leaders use the command's high-speed communication and information systems to understand, visualize, describe, and direct operations. Technology enhances leader, unit, and Soldier performance and assists commanders to make informed decisions, assign authority, and synchronize recruiting functions. It also helps commanders adjust operational plans, even while focusing on the current one.

4-38. Recruiters and their leaders have some of the best communication equipment and systems available today. Cellular telephones and laptop computers make communication easy and fast. However, technology does not replace the importance of the commander's presence on the ground to positively influence the outcome of

operations. Commanders and other senior leaders, however, must resist the temptation to micromanage the tactical actions of their subordinates.

ROP

4-39. The ROP is a strategic plan designed to accomplish the mission and improve recruiting performance. This plan is mission based and formulated using information derived from the recruiting functions, the unit's SWOT analysis, and the commander's intent. The ROP provides commanders a template which enables them to visualize (determine the desired outcome), describe (provide a concept of operations), and direct (assign tasks) their force. At the station and company level, the ROP focuses on decisive operations that impact the current PL; while battalion and brigade plans usually focus on shaping and sustaining operations that create favorable conditions for decisive operations.

4-40. ROP development is a continuous process. The process begins with a detailed analysis of the recruiting environment and culminates in a synchronized operational plan to accomplish the mission. Subordinate plans, even though market driven, must be nested in the next higher echelon's plans. Once implemented, the ROP must be continuously monitored and adjusted if necessary to redirect operations or exploit timely opportunities. Inprocess reviews (IPRs) are used to monitor the ROP from recruiter to battalion levels.

4-41. The ROP addresses real-time objectives in a real-time environment. Therefore, it is vitally important each echelon of command conduct a comprehensive market and unit analysis using the SWOT approach. Analyzing the unit's SWOT can be a highly valuable exercise. SWOT analysis looks at every factor inherent in the unit's mission and market; market areas the commander must maintain and areas that have been overlooked. One definition of situational awareness is the degree of accuracy by which one's perception of reality mirrors reality. SWOT analysis is the commander's opportunity to square perceptions with reality. As with the ROP, the SWOT need not adhere to a prescribed format. However, the SWOT should exhibit a careful and thorough understanding of the forces that affect the unit's ability to recruit. A station's SWOT might look something like the example in figure 4-1.

Strengths	Weaknesses
• All seasoned recruiters. • Access to all schools. • Respected by the community. • Have supportive TPUs.	• Two recruiters on leave. • Fifteen percent Future Soldier loss rate. • Unfavorable station location. • COI development.
Opportunities	**Threats**
• Closing of a local assembly plant with an unskilled workforce. • Increase in unemployment rate. • Navy is the only military competition. • March to Success (M2S) Program for high school dropouts.	• School board comtemplating cancellation of school ASVAB participation. • Forty percent and growing high school dropout rate. • ARNG offers free tuitition at state colleges and universities.

Figure 4-1. Example of a Station's SWOT

4-42. Preparing a SWOT involves asking hard questions (see USAREC Manual 3-02, app D) and giving honest answers. It does little good for a station commander to say all recruiters are well trained when abundant evidence says otherwise. The commander must bear in mind that a weakness can point the way to an opportunity to build new strengths. For example, a station commander may see the station has performed poorly in the HSSR market, despite having complete lists for every school. This situation points to an opportunity. Vigorous, sustained, and carefully planned prospecting can lead to higher levels of performance in the HSSR market. Such a plan can pay off with better performance in high school graduate markets in the years ahead.

4-43. Using the recruiting functions to construct the ROP will provide leaders with a systematic method to plan recruiting operations using all of their resources. An accurate and consistent analysis of each recruiting function should provide leaders with the components of their plan.

- Intelligence. The intelligence piece of the plan provides all leaders with the necessary information to identify and locate their market. At the tactical level this information should provide leaders with more than just numbers. It should assist them in targeting productive segments of their market. Information analyzed at each level may vary but an understanding of what information is available and how to use it to gain insight into the market is critical. Zone reports, market share, school information, demographics, competition, and historical data are some of the tools available.
- Prospecting. Planning prospecting activities and the strategies to accomplish them are key components of the ROP. The MAP provides a historical prospecting picture through analysis of conversion data that will establish prospecting requirements at each step of the recruiting process for the PL. Prospecting analysis provides leaders with the means to target effective lead sources by planning operations that exploit them. At the tactical level the ROP should consider the strategies for all prospecting methods, concentrateing on those most productive.
- Interviewing. At the tactical level the ROP should allow sufficient time for interviewing and any associated travel time. Even though the MAP approximates the number of interviews (appointments conducted) required during the PL, the ROP should be flexible enough to accommodate any variation.
- Processing. The number of processing days in any PL must be considered when developing the ROP. This information is also used to develop the MAP. Besides the number of processing days, other areas to consider that could impact mission are development of strategies to improve processing results at MEPS or through improved waiver processing procedures. The MAP is also used as a tool to track processing efficiency at each level and will provide important training and early warning indicators.
- Future Soldiers. Future Soldiers at the tactical level can play a key role in the prospecting portion of the ROP by providing referrals. FSTP events for the current PL can also impact current operations and must be considered. Identifying trends in losses, providing training, and leaders' involvement in counseling Future Soldiers can have a positive impact on the program and mission. Forecasting and planning for known losses is one area that must be considered.
- Training. Planned training activities occurring during the PL should be incorporated into the ROP. Training assessments and the conduct of effective training at the tactical level impact mission accomplishment by improving performance. Extended recruiter absence for Noncommissioned Officer Education System and career development courses should also be considered and its impact on the ROP.

- Sustainment. Support assets such as TAIR, ASB, ADOS-RC, and advertising events and displays should also be considered when developing a ROP. Events that require support as indicated on the synchronization matrix (see fig 8-2) are vital to the successful execution of decisive, shaping, and sustaining operations. Efficient use of scheduled and nonscheduled support assets is critical to mission success.
- C2 is the related tasks and systems that support commanders in exercising authority and direction. It includes those tasks associated with acquiring information, managing relevant information, and directing and leading subordinates. Through C2, commanders integrate all recruiting functions to accomplish the mission. Improved communication and computer technology gives leaders the C2 necessary to effectively and efficiently lead their force. Access to timely and accurate information gives commanders a real-time operational view of their market. C2 enables commanders to synchronize their forces and make sound operational decisions.

4-44. Command directives and guidance should be thoroughly reviewed prior to determining the objective. The directives and guidance will place emphasis on critical areas that must be considered during ROP development. In many situations, the subordinate commander's objectives will mirror those of their commander.

4-45. Once the objective is determined, develop a concept of operations to achieve this objective (describe). This concept should include those decisive, shaping, and sustaining operations, that when combined, culminate in accomplishing the objective. These operations lay the foundation for continued success. Commanders should consider operations that will have both near- and long-term impact on the operating environment. These operations can result in consistent recruiting practices at the most important level in USAREC, the recruiter.

4-46. After the decisive, shaping, and sustaining operations have been determined, specific tasks should be developed for subordinate units (direct). These tasks should align themselves with the recruiting functions. Commanders must carefully consider the intent of each task and the potential impact they will have on the recruiter. Always develop tasks that are logical and achievable.

4-47. A well-designed ROP should produce positive residual fallout. Planned activities to improve the FSTP accession rate by increasing recruiter followup could result in an increase of referrals and contracts.

4-48. An ROP at any level should not require unrealistic recruiting activities to ensure mission accomplishment. Unreachable requirements irrespective of real-time analysis can stifle initiative and negatively affect the mission. Company and battalion ROP development should support and be supported by the recruiter's and station's plan.

4-49. Commanders should review the ROP at all levels to ensure they are nested in the higher levels plan. The extent of this review is determined by the commander and their directives. IPRs provide all leaders with the opportunity to make appropriate adjustments on an as needed basis.

SUMMARY

4-50. Recruiting functions comprise the human and material resources commanders use to direct and control operations. Wise commanders quickly learn to employ recruiting functions in balance. Intelligence enables the commander to visualize,

describe, and direct their force to act on markets of opportunity. Prospecting is the key to recruiting success, without prospecting, no other recruiting activity can occur. Interviewing is the art of recruiting. All other recruiting functions either support or are the result of interviewing. Processing matches qualified applicants with Army jobs and the FSTP prepares enlistees for life as Soldiers. Training sustains the recruiter's skills and sustainment makes it possible for recruiters to work. C2 enables commanders to synchronize their forces and make sound battlefield adjustments.

Chapter 5

Sustainment

"In peace or war, the presence of people and materiel in units establishes a requirement for sustainment. People, skills, capability, and things are maintained to the standard set for mission accomplishment by replacement, rotation, repair, and training operations."

How the Army Runs – A Senior Leader Reference Handbook
U.S. Army War College, 2001-2002

Sustainment is what keeps the organization running effectively and efficiently. The primary sustainment tasks are to man, arm, fuel, fix, and move the force. Just as in the civilian world, the Army has members who provide health care, handle personnel records, and operate computer networks. Sustainment is aligned with the same thought process. Human resources support, transportation demands, reports, market analysis, and supply are but a few. Sustainment incorporates marketing and outreach as well as family readiness group (FRG) support.

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5-1. Sustainment focuses resources to support the commander's intent and the concept of operations and maximizes freedom of action. Without proper employment of sustainment operations, decisive and shaping operations cannot go forward successfully.

5-2. Like Soldiers in any Army organization, recruiters cannot function without support. USAREC Soldiers and their Families live and work in communities throughout the United States and overseas. Most live in areas far from the familiar environment of a military installation. Therefore, these Soldiers must rely on sustainment operations to:

- Take care of their personal needs such as pay and medical and dental care.
- Furnish and maintain the professional tools they need to succeed.

5-3. Sustainment is designed to operate by both "push and pull." Commanders from

battalion through HQ USAREC push sustainment operations forward (ADOS-RC, Hometown Recruiter Assistance Program (HRAP), TAIR, Special Recruiter Assistance Program, U.S. Army Mission Support Battalion (MSB)) to assist stations that occupy key markets. The system also allows station and company commanders to pull sustainment that they need (TAIR, HRAP, ADOS-RC, etcetera,) to put support at the right place at the right time in front of the right audience.

KEY SUSTAINMENT FUNCTIONS

5-4. Sustainment functions consist of many unified actions. Planning, preparing, and executing support involves matching and mixing functions. At all levels of operations, the key sustainment functions include:

- Human resources support.
- Maintenance (office equipment and furniture).
- Transportation (Government-owned vehicles and commercial transportation to move applicants to and from the MEPS).
- Facilities (such as stations and headquarters space for companies and battalions).
- Market analysis.
- Supply (transportation, real estate, office supplies).
- Technical support.
- Marketing, education, and outreach.

SUSTAINMENT PLANNING AND PREPARATION

5-5. Staff members assist commanders in developing sustainment plans. The vision and intent of higher commanders is the basis of these plans. In order to support their concept of operations, commanders visualize what tasks to complete. The staff must ensure sustainment operations support the concept of operation. The plan must also set up priorities of support and link with the priorities in the commander's intent and other directives from higher headquarters.

SUSTAINMENT PLANNING CONSIDERATIONS

5-6. Commanders at all levels must think long range with respect to sustainment. Many sustainment functions, such as marketing and outreach, require weeks or even months of planning and coordination.

5-7. Sustainment is not infinite. Limited time, money, personnel, and equipment require commanders to carefully study their markets to find out where, when, and how to employ scarce sustainment resources.

USAREC, BRIGADE, AND BATTALION SUSTAINMENT FUNCTIONS

5-8. Every level of command provides resources and logistics for recruiting operations. This includes personnel as well as equipment that are vital to the field's ability to carry out the mission. Some of the more common functions are:

- Personnel service support.
- Supply and logistics.
- Education service support.
- Incentive program management.
- Operations and staff support.
- Family advocacy programs.
- Soldier and FRGs.

5-9. FRGs are present in virtually all Army organizations. These groups are known

as FRGs, but the full name is Soldier and family readiness group to recognize the fact that they represent not only the Families of married Soldiers, but single Soldiers as well. Commanders are responsible for all aspects of Soldier and FRGs, to include guiding group leaders in planning activities and ensuring their overall success. At USAREC, brigade, and battalion levels the Soldier and family assistance program manager (SFA) assists the commander in accomplishing family readiness goals.

5-10. The staff at HQ USAREC and brigade levels include the family advocacy program coordinator (FAPC). The FAPC assists the commander in offering family advocacy services to recruiters, Soldiers, and their Families. The FAPC works to prevent spouse and child abuse and to ensure personnel are trained to properly respond to and report abuse. The FAPC also:

- Assists commanders in addressing the problems of spouse and child abuse.
- Provides information and education designed to support strong, self-reliant Families and to enhance coping skills.
- Helps coordinate services to at-risk Families who are vulnerable to the kinds of stresses that can lead to abuse.
- Encourages voluntary self-referral through education and awareness programs.
- Partners with installation and community organizations to promote community cohesion.

5-11. Through upbeat education and support programs, the Family and Soldier readiness system deals with the state of preparedness of the Army Family. It promotes independence and improves Family well-being. Figure 5-1 shows USAREC's Soldier and family readiness structure.

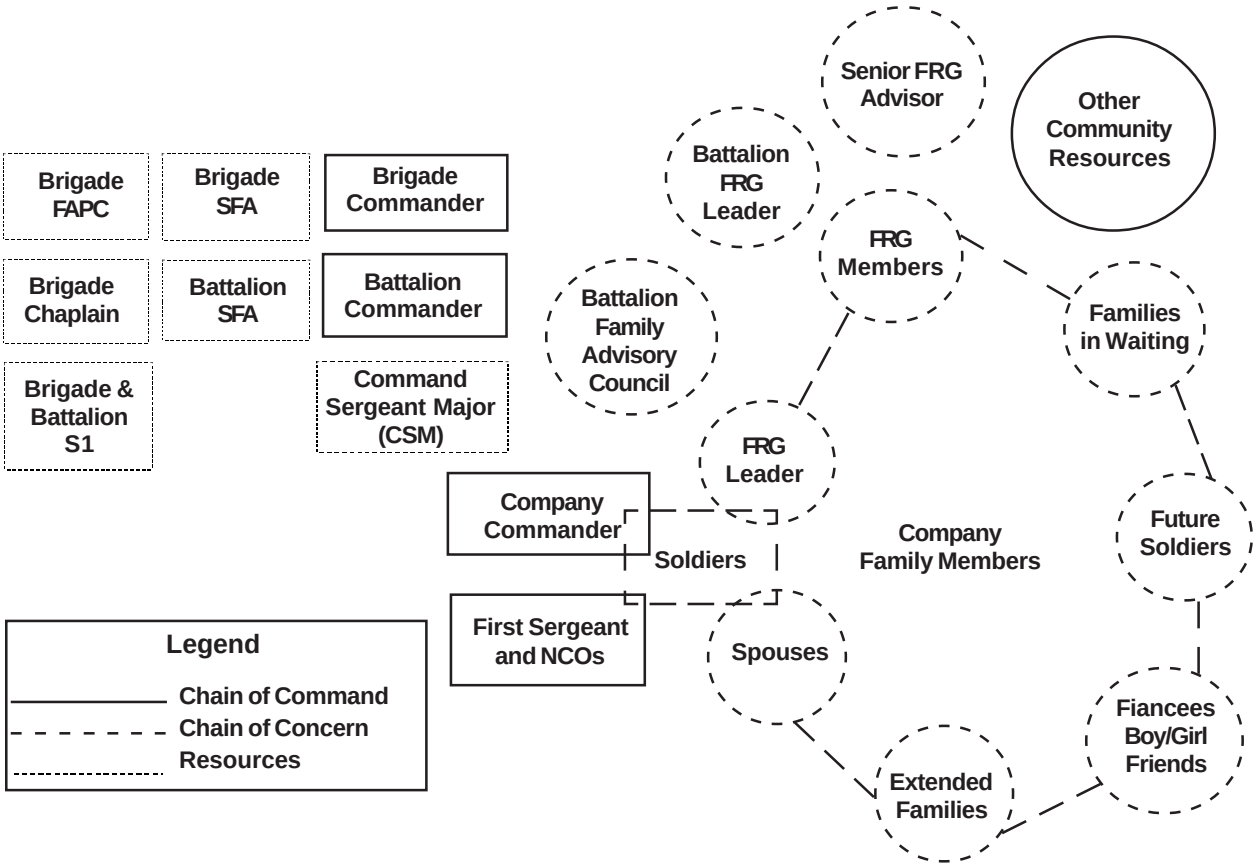

Figure 5-1. USAREC's Soldier and Family Readiness Structure

PERSONNEL SERVICES (G1, S1)

5-12. The Human Resources Division of HQ USAREC gives support to:
- Soldiers.
- Civilian employees.
- Family members.

5-13. At battalion the S1 advises the commander and supports the battalion's human resources, both military and civilian. In addition to giving medical, administrative, and financial support, they are responsible for monitoring and assessing:
- Personnel strength and readiness.
- Unit morale.
- Command climate.
- Stress.
- Unit cohesion.

MARKET AND MISSION ANALYSIS (G2, S2)

5-14. G2 is USAREC's intelligence-gathering arm. The market and mission analysts collect and study statistical information about the recruiting market. Through reports, the information is available to commanders.

5-15. The Market Studies and Analysis Branch of the brigade S3:
- Conducts the PAE and missioning process.
- Maintains the Automated Territorial Alignment System database.
- Evaluates changing markets.
- Participates in the targeting board.
- Conducts planning for future operations.

5-16. Using reports from these staff elements, commanders decide where to focus their recruiting operations.

OPERATIONS AND TRAINING (G3, S3)

5-17. The G3 is the largest staff element in HQ USAREC. G3 oversees activities for enlistment and commissioning programs from civilian life. G3 manages day-to-day recruiting operations commandwide and manages special missions recruiting for OCS, WOFT, band, and linguist missions. G3 writes and reviews recruiting policies and procedures, develops incentive programs aimed at both recruiting prospects and recruiters, and manages the computerized recruiting accession system used in Army GC shops. G3 reviews and processes requests for enlistment waivers.

5-18. At brigade the S3 supervises personnel on all matters pertaining to the various recruiting programs (officers and enlisted) of subordinate battalions. Directs and monitors battalion recruiter training requirements and the Enlistment Standards Program. Coordinates, conducts, and assists in market studies at brigade and battalion levels and participates in the targeting board and fusion cell. The battalion S3 develops production statistics of interest to the commander and supplies reports to higher headquarters. The S3 supervises the GC shop, reviews enlistment packets, administers the Recruiter Incentive Awards Program, and manages the Recruiting Partnership Council (RPC) and ADOS-RC programs.

RESOURCE AND LOGISTICS MANAGEMENT (G4/8, LOGISTICS DIVISION, AND COMPTROLLER DIVISION)

5-19. G4/8 is the principal management and financial advisor to the CG. G4/8 col-

lects, validates, and documents command funding and manpower requirements and monitors program resources and program execution. Major functions managed by G4/8 are budget management, accounting operations, supply management, force structure, travel management, procurement support, and facilities. At the battalion, the S4 and the resource management specialist manage the commander's material assets, especially the critically important General Services Administration vehicle fleet.

MARKETING, EDUCATION, AND OUTREACH (G7/9, APA)

5-20. In a typical Army organization, the G7/9 deals with news media and may publish a newspaper as part of the Command Information Program. At HQ USAREC, the G7/9 (also known as Marketing, Education, and Outreach) carries out a multitude of support tasks with nationwide visibility. Local advertising, promotions, public affairs, events, education—all this and more—belong to the G7/9 at command level. At brigade and battalion level, this staff element is commonly known as APA.

5-21. G7/9 responsibilities are:

- Local advertising. Battalion APA can draw from the command's collection of more than 600 Media Advertisement Placement System ads to place advertising in local media. The Media Advertisement Placement System simplifies the ordering, placement, creation, and fulfillment of local advertising. This system is available over the Internet. Services include:
  - Print ads for publication.
  - Radio scripts for broadcast.
  - Exhibit space ordering.
  - Cinema buys.
  - Related creative materials access.

  The commander can use the above resources within the limits of the battalion's advertising budget.
- National events and conferences, such as Army racing and the Army Soldier Show.
- Recruiter Journal magazine. This monthly publication carries articles about successful recruiting operations, news from around the command, and a recruiter quiz. Station commanders and higher level commanders should read this magazine and look for ways to improve their own operations. The Recruiter Journal is also a good medium for commanders to share their own success stories and to put the spotlight on successful subordinates.
- Pocket Recruiter Guide.

5-22. An effective SRP accomplishes this mission. The SRP is a crucial component of any commander's operations. In fact, no commander can succeed without a well planned and well executed SRP. Recruiters must have physical access to schools and a list of students. Getting such access means recruiters and station commanders must establish their credibility with school officials, parents, and COIs in their markets. Some markets resist the efforts of recruiters and station commanders. In these situations, the battalion or brigade ESS can assist.

5-23. PaYS is a recruiting idea developed by USAREC to appeal to young people interested in obtaining a quality civilian job after serving in the Army. This unique program is part of the Army's effort to partner with America's business community and connect them with the Army.

5-24. Recruiting is an Army imperative and must involve the entire Army. Commanders can draw on the assets of the Total Army (Active, Reserve, and National Guard) to increase awareness and create interest in Army opportunities. TAIR and

ADOS-RC programs can help commanders and recruiters penetrate their markets.

5-25. TAIR events enhance the Army's image in the community and showcase Army opportunities. TAIR events can include Army band clinics, MOS and skill clinics, sports clinics, and static displays of equipment and vehicles. Leaders need not limit TAIR event support to RA assets. USAR and National Guard units can support TAIR events with assets that are often more accessible than RA assets.

5-26. The major objective of the commander's TAIR and ADOS-RC programs is to help recruiters reach and win over their target audience. Awareness activities should have secondary emphasis, such as boosting general public awareness of Army recruiting efforts.

INFORMATION MANAGEMENT (G6, S6)

5-27. Communications is the crucial center of gravity for recruiting. The G6 plays a vital role in maintaining the communication networks that carry information throughout the command. G6 manages and maintains the command's voice and data communications systems. These systems transmit vital recruiting data to commanders at all levels of the command.

5-28. At the battalion and brigade level, the S6 (information management officer):

- Orients new personnel on automation and communication resources.
- Gives formal and hands-on training, as well as assistance in the use of command standard software packages (ARISS, modular telephone systems, local area network, and e-mail).
- Serves as the information systems security officer with responsibility for automation physical security and password control.

RECRUITING AND RETENTION SCHOOL-FORWARD

5-29. The Commandant, RRS, Fort Jackson, SC, serves a dual role as the Assistant Chief of Staff (ACS), Recruiting and Retention School-Forward (RRS-F) under an agreement between the CG USAREC and the CG Soldier Support Institute. The office is responsible for doctrine development, DL, schools management, and personnel development for MOS 79R Recruiter, Recruiting Officer, and all associated classification and structure elements. The RRS-F also serves as the executive agent for the USAREC staff proponent working group, which meets quarterly to synchronize doctrine, personnel proponency, and training requirements.

5-30. The RRS-F develops and fields support material to assist in the institutional and self-development recruiter training domains. These materials include video productions and distance learning resources such as the Web-based Virtual Classroom Server and the Learning Management System. The RRS-F also evaluates commercial training programs for DL and institutional use.

STAFF JUDGE ADVOCATE

5-31. The Staff Judge Advocate (SJA) advises the CG, deputy commanding general, HQ USAREC staff, and subordinate USAREC commanders on the full spectrum of legal matters. The list of functions include: Military justice, standards of conduct, procurement law, administrative law, fiscal law, litigation, civilian personnel and labor law, legislation, intellectual property, claims, military personnel law, and enlistment law including revisions or development of needed legislation or Army policy to further all Army recruiting programs. This includes proponency for USAREC directives, policy, training information, and programs in these areas.

5-32. The SJA provides exclusive legal advice to the CG and staff concerning military disciplinary actions for approximately 10,000 personnel, including courts-martial, separation actions, reprimands, and recruiting improprieties and inquiries. The SJA routinely provides legal services regarding congressional inquiries, Freedom of Information Act requests, Lautenberg Amendment, and other enlistment eligibility opinions, ethics, contracting, and civilian labor law. Contracting, outsourcing, advertising, outreach, and research programs receive tailored legal support related to the unique recruiting mission. Each area requires extensive experience and expertise to ensure the command conducts these missions in a lawful, effective, and prudent manner.

COMMAND CHAPLAIN

5-33. Through dedication, USAREC and brigade unit ministry teams (UMTs) take care of Soldiers and Families. The UMT gives pastoral care and ministry for the religious, spiritual, moral, and emotional well-being of the command's Soldiers and their Families. Due to the geographical dispersion of the command, the chaplain encourages the members of the Chaplain Reserve Support Program to assist in their ministry. The chaplain helps the commander set up a moral, ethical, and spiritual climate to maintain ethical and humanitarian leadership practices.

5-34. Recruiting can be a stressful activity. Long hours and having to deal regularly with rejection can degrade a Soldier's ability to cope with stress. A Soldier whose mind cannot focus on the recruiting mission will contribute little toward mission success. The wise commander will employ the UMT to help sustain the recruiting force.

ASB

5-35. The ASB serves as the C2 headquarters for the MSB, the AMU, and the APT (Golden Knights).

5-36. To provide quality leads to the entire accessions effort, the MSB:

- Conducts professional touring and convention exhibits.
- Gives multimedia and graphic support.
- Markets incentive products providing a strategic edge in presenting and reconnecting the U.S. Army with America.

5-37. The MSB fosters and maintains a positive command climate that meets the professional and personal needs of Soldiers, civilians, and Family members.

USMEPCOM

5-38. USMEPCOM is an important partner with USAREC. This multiservice command ensures the quality of military accessions during peacetime and mobilization is in accordance with established standards. USMEPCOM operates the MEPS that test the mental and medical qualifications of applicants for all branches of the Armed Forces.

5-39. USAREC's recruiters and GCs work daily with USMEPCOM to enlist new Soldiers and ship them to the training base.

SUMMARY

5-40. Sustainment operations focus resources to support the commander's intent, the concept of operations, and provide for the maximum freedom of action. Successful shaping and key operations require the effective employment of sustainment operations. Sustainment operations provide mission support for current and future operations, as well as supporting the Soldiers and civilians of the command and their Families. Sustainment functions consist of many components with the overall purpose of providing for Soldiers' personal needs and furnishing and maintaining the professional tools they need to accomplish their missions. Commanders must see sustainment as an enabling operation. Without the proper employment of sustainment, shaping and key operations cannot go forward successfully.

5-41. In the sustainment planning stage, the vision and intent of higher level commanders form the basis for plan development. A long-range vision by commanders at all levels is critical. Several sustainment functions require months of lead time to plan and coordinate. Resources such as time, money, and personnel are limited and require careful study and analysis by commanders to ensure their proper employment. Each level of command provides resources and logistics for recruiting operations. They include personnel needs as well as the equipment necessary to carry out the mission.

5-42. G1 and S1 elements advise commanders and support their units in the human resource area. G2 is the intelligence arm of USAREC. G2 gives the commander market statistics and historical information. At the brigade level, S3 is responsible for conducting PAE and the missioning process. Battalion and brigade S3 elements also provide production information for commanders and oversee enlistment standards for the unit. The G3 element at USAREC oversees activities for enlistment and commissioning programs. RRS-F is responsible for the command's recruiting doctrine.

5-43. G4/8 is the principal advisor to the commander on financial and management issues. At brigades and battalions, S4s manage the material assets of the unit, including the General Services Administration fleet and recruiting facilities. G7/9 elements manage APA, either nationally or locally, for the command. G6 and S6 elements manage and maintain the command's voice and data systems across the command; a critical role in today's recruiting environment.

Chapter 6

Art and Science of Recruiting

"Today's military must have the skills to work in novel, culturally complex situations and that social sciences can inform and prepare forces for a dynamic human-centered environment in which they must adapt to changing conditions and more fully understand human nature, and foreign cultures and societies."

Andre van Tilborg
Deputy Undersecretary for Science and Technology
Department of Defense

6-1. Recruiting is a combination of art and science. Effective results can be achieved when the art is combined with the science to position a well-trained force in an opportune market. As shown in figure 6-1, in the profession of arms, the art of combat operations begins at the headquarters. When moving down through the subordinate units, the art is refined into science: The individual tasks of combat operations.

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- **Operational Art 6-3**
- **Recruiting Art 6-3**
- **Interpersonal Skills 6-3**
- **Appearances 6-4**
- **Attitude 6-4**

The Science of Recruiting 6-4
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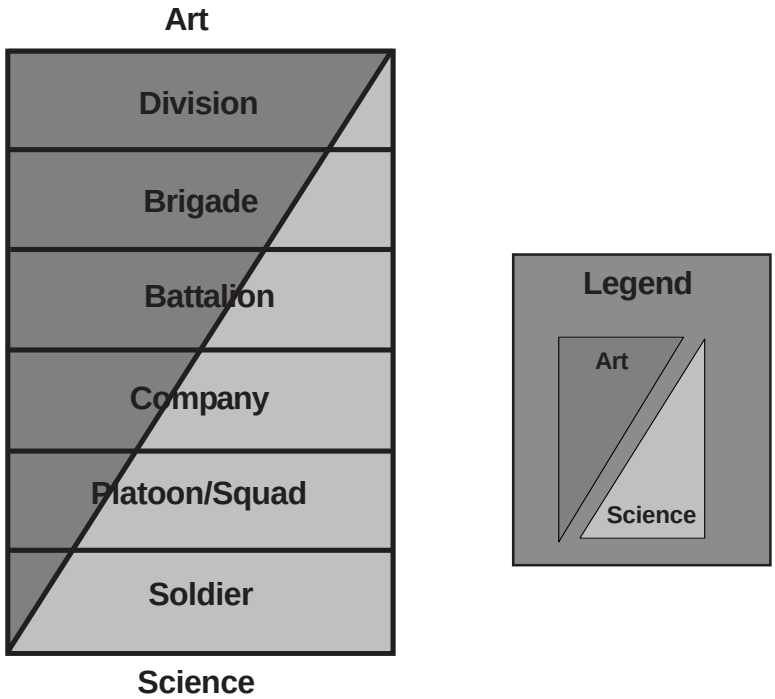
- **Diversity of American Citizens 6-5**

Summary 6-5

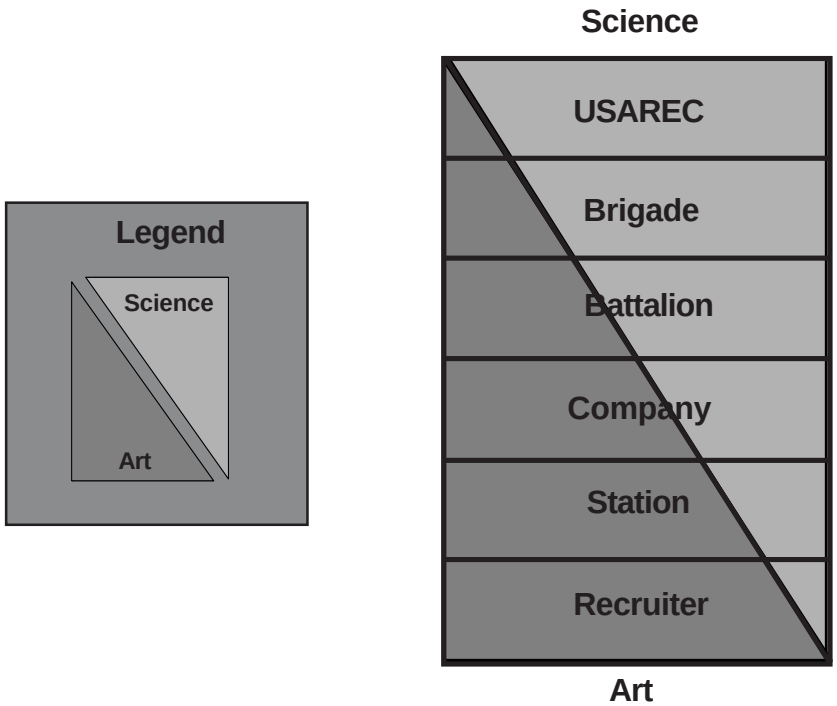
6-2. As shown in figure 6-2, USAREC has reversed the art versus science argument. At the headquarters, USAREC practices almost pure science: Demographics, market share, and so on. In the station, recruiters practice almost pure art. Recruiters use their interpersonal and conceptual skills to win over America's young people and promote the merits of Army service. The battalion and company levels are the points where art and science intersect.

6-3. Battalion- and company-level leaders must be proficient in the science of recruiting, directing their force to areas of opportunity capable of supporting their mission. They must be equally adept in the art of directing those forces to the right markets at the right time to achieve their near-term and long-range missions. Leaders and recruiters alike learn the basic art and science skills at the RRS. They refine those skills through constant "live fire" practical application, individual study, and organizational training programs.



Art begins at Division and is refined in science as it moves through subordinate units.

Figure 6-1. Art Versus Science



USAREC uses science of recruiting while recruiters use art of recruiting.

Figure 6-2. Science Versus Art

THE ART OF RECRUITING

6-4. The art of recruiting changes with the level of command. At headquarters level, science determines MOS placement priorities, lead times to meet enlistment criteria (such as security interviews and language testing), mental and physical requirements, and projected losses in order to meet MOS-fill requirements. The art applies to the command's ability to react and adjust to changes in MOS structure, such as the addition or deletion of an MOS or a change in MOS qualifications.

OPERATIONAL ART

6-5. At battalion, company, and station levels, operational art is defined as the commander's ability to see the mission and take appropriate action to consistently achieve it—month by month, category by category—through dynamic leadership. A key leadership decision is determining where and when to prospect. Commanders must devise effective ways to position their force for mission success in the current and following months. For example, a commander can direct a portion of the unit's prospecting activities toward the junior market in December. Such a shaping operation lays the foundation for recruiting.

RECRUITING ART

6-6. The art of recruiting is the practice of adapting and applying dynamic interpersonal and leadership competencies and communication techniques with personal experience to tell the Army story. It is the centerpiece of recruiting operations and demonstrated daily by every recruiter in the command. Interpersonal communication and leadership skills guide the recruiter through the Army interview process determining needs and desires, uncovering hopes and dreams, and describing the merits of service to country and the pride of being a Soldier.

INTERPERSONAL SKILLS

6-7. Recruiters are masters of interpersonal communications. The skillful use of verbal, nonverbal, and symbolic communication is vital to their mission success. Each of these three forms of communication has a distinctive purpose:

- Verbal. Verbal communication is often the clearest, but least understood and most abused form of communication. A verbal exchange occurs when one person speaks to another, but the exchange of words does not necessarily result in effective communication. A wall or filter between the speaker and the listener can distort the message. A poor choice of words, the wrong tone of voice, or lack of eye contact can easily affect the value of the communication. The use of Army acronyms, military jargon, and slang can easily confuse prospects and influencers and cause them to lose interest.
- Nonverbal. People do not always need words to communicate. Most nonverbal communication occurs at the subconscious level. Many people are unaware of their nonverbal communication and the effect it has on others. Seemingly little things, like a gesture or facial expression, can send a positive or negative message to the prospect and their influencers, as well as COIs. Recruiters should be aware of these nonverbal forms of communication and use them to their advantage.
- Symbolic. History is full of stories of leaders who understood and employed the power of symbols and symbolic gestures to influence the behavior of their followers. Recruiters must understand that what they do and how they do it can leave a lasting impression on prospects, Future Soldiers, and the people who influence them. When a Future Soldier fails to attend an FSTP function and the recruiter visits the home to check on them, that recruiter symboli-

cally communicates a very important message to the young recruits and their family. Of course, the recruiter wants to know why the Future Soldier didn't show up at the function. The real message, however, is that Army leaders see to the welfare of their Soldiers and that the Army "takes care of its own." The same holds true when a recruiter shows up on time at significant events, such as school award ceremonies and football games for their Future Soldiers.

APPEARANCES

6-8. A recruiter gets only one chance to make a good first impression. The recruiter's personal appearance sets the tone of the meeting. Appearance is a form of nonverbal communication. To convey a sharp professional image, the recruiter must give careful attention to:

- Uniform. A clean, neatly pressed uniform speaks volumes about the recruiter's self-image and the Army. Likewise, civilian recruiters must dress to convey a professional image.
- Recruiting materials. Printed materials in the recruiter's computer bag must be neat and up to date. The computer bag itself should be clean and in good repair.
- Computer. The recruiter must keep the battery fully charged and ready for use in an Army interview.
- Vehicle. A clean, properly maintained vehicle, like the uniform, projects a professional image.
- Office. The recruiter's workstation (indeed, the entire station) must be neat, orderly, and maintained in a professional state at all times.

Appearance includes the recruiter's personal grooming, physical fitness, and military bearing.

ATTITUDE

6-9. Recruiters must believe in the Army. More importantly, they must believe in themselves and their ability to tell the Army story. Confidence is an essential element for success. A positive attitude boosts self-esteem and goes a long way in passing on a positive image of the Army.

THE SCIENCE OF RECRUITING

6-10. The science of recruiting is the study of market data and using this knowledge to predict market behavior. The study of enlistment data identifies trends and helps commanders understand the market. Leaders need to know where the target market lives, works, and goes to school. Just as an infantry leader must know the terrain and the enemy, the recruiting leader must know which segments of the population are most likely to consider military service. The knowledge gained through the application of recruiting science helps commanders decide when and where to direct operations and deploy valuable sustainment assets.

DEMOGRAPHICS

6-11. The study of demographics is a prime component of the science of recruiting. Demographics is the study of human populations and population segments. A demographic study may include such factors as age, race, income, educational achievement, marital status, and lifestyle traits.

DIVERSITY OF AMERICAN CITIZENS

6-12. The strength of the all-volunteer Army rests in the fact it is as diverse as the general population of the Nation. At the macro level, demographic study gives USAREC a better understanding of the diversity of the American population. This understanding defines the market, helps develop marketing strategies, and focuses recruiting efforts. At the micro level, demographic study gives detailed information, down to ZIP Code plus four levels, of applicants who will likely satisfy basic criteria for military service. The gathering of market information is called information preparation of the environment.

6-13. Just as detailed knowledge of the terrain and enemy is critical for planners of military operations, demographic study is critical for leaders and recruiters to identify target rich markets and maximize use of their limited resources. To understand, visualize, describe, and direct their force, leaders must understand both the art and science of recruiting.

SUMMARY

6-14. Recruiting and combat operations both use the dynamics of art and science in the conduct of their missions. The major difference is that pure art is practiced at the lowest level in recruiting operations, and at the highest level in combat operations. HQ USAREC practices art by planning and making adjustments based on changing situations in the command. Companies and battalions practice art by identifying targets of opportunity and directing prospecting efforts in those areas in a timely manner.

6-15. Recruiters' interaction with their market is almost purely art. A recruiter's success relies on their verbal and nonverbal communication skills, product knowledge, professional appearance, and presentation skills. Telling the Army story encompasses art in its purest form. The science of recruiting represents the institutional knowledge and practices of the command that have proven successful. This analysis and understanding allows leaders to predict and capitalize on market opportunities and respond to trends.

Chapter 7

Command

"Regardless of age or grade, Soldiers should be treated as mature individuals. Soldiers are men and women engaged in an honorable profession and deserve to be treated as such."

GEN Bruce Clarke

Captain, colonel, general officer, or station commander, every commander today takes on the role of leader, trainer, mentor, and coach. One should look forward to taking command, as it has always been viewed as a sacred duty. Commanders bear responsibility for lives and missions and so are accountable to their superiors, the Army, and the Nation.

7-1. Commanders set standards and either reward superior performance or punish bad behavior. Each command takes on the personal characteristics of its commander. Therefore, commanders must set a personal example; they must remember their public actions have great impact both inside and outside their command.

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COMMAND IN RECRUITING

7-2. Command of a recruiting unit is no different from command of any other Army unit. Command is command, and it requires a basic load of leadership skills, technical proficiency, a high energy level, and a true love and concern for Soldiers. New recruiting commanders must set aside time for self-development to grasp the conceptual, technical, and tactical aspects of recruiting operations. Commanders who display adaptability, an eagerness to learn, and a true commitment to selfless service, will inspire their subordinates and win their respect. Successful recruiting commanders also possess self-awareness, they know their own strengths and weaknesses, and are able to adapt to changing situations.

COMMAND CLIMATE

7-3. Leadership and morale can be affected by command climate factors which in recruiting are compounded by the geographic dispersion of Soldiers and units. The most important task of a commander is to establish a climate of integrity, mutual

trust, confidence, and respect by maintaining open communication and dialog with their subordinates. Commanders who have an accurate awareness of the perceptions and views of the Soldiers in their units possess a definite leadership advantage.

SITUATIONAL AWARENESS

7-4. Commanders and their Soldiers face numerous challenges and situational demands, unlike any they have faced before. Considering geographic dispersion and highly decentralized operational requirements, leaders at every level must think and act in an adaptive way. Commanders must rely on their Soldiers' and subordinate commanders' skills and abilities to adapt and take action in ambiguous situations. Successful commanders use opportunities such as IPRs, AARs, and developmental counseling to review and offer suggestions for improvement.

7-5. Recruiting functions like warfighting functions are the physical means by which the commander directs and controls the operation. The recruiting functions systematically direct all elements of the organization towards mission accomplishment. Figure 7-1 shows the thought process the commander uses to visualize, describe, and direct recruiting operations.

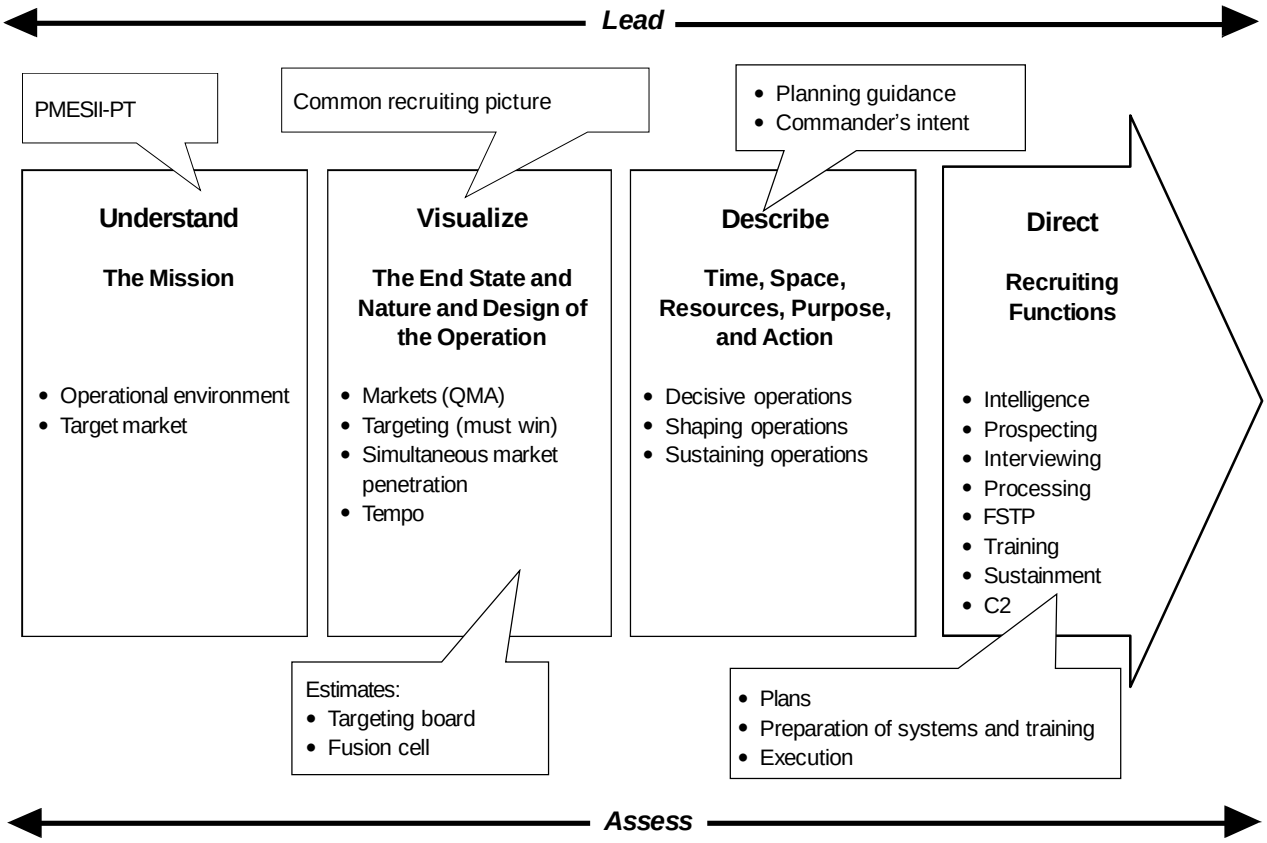

Figure 7-1. Thought Process

7-6. Leaders use the common recruiting picture to visualize the concept of an operation. This visualization helps commanders describe the operational tasks their subordinates must execute to accomplish the mission.

7-7. USAREC is widely dispersed throughout the continental United States and overseas. Thus, commanders have more autonomy, flexibility, and freedom of movement than most other Army leaders.

7-8. Successful commands grow directly from quality leadership. Recruiting leaders, even though they operate in a dynamic and ambiguous environment, follow the basic tenets of leadership. Leaders must:

- Know their job. Difficult tasks demand strong, positive leadership to define missions and develop plans.
- Act in order to be effective. Soldiers need good leaders to guide and care for them.
- Be involved with Soldiers and their Families. Soldiers are more productive when they know their leaders care about the well-being of their Families.
- Be out front and visible to Soldiers and be seen as working hard to solve issues affecting them.
- Work hard to encourage Soldiers and ensure they have the training and resources they need to succeed.
- Provide inspirational leadership.

7-9. Winning leaders are teachers and winning organizations encourage and reward teaching. The leadership equation has multiple variables:

- Personality and abilities of the commander.
- Complexity of tasks.
- Abilities and maturity of the members of the organization.
- Level of development of the organizational team.
- External environment in which the unit operates.
- Operating parameters established by higher level commanders.

ADAPTABILITY

7-10. A tenet of leadership is the commander's ability to adapt. The smart commander is always prepared to respond to changes in the operational environment. Nowhere is adaptability more important than in recruiting. Officers and noncommissioned officers (NCOs) who move into a recruiting assignment for the first time will encounter operations and terms substantially different from anything they've experienced in their Army careers. New commanders should approach the assignment with understanding and commitment. They must also rely on their ability and experience to lead and motivate their Soldiers.

7-11. When they first put on the Recruiter Badge, Soldiers find themselves with missions very different from what they knew in the infantry, armor, field artillery, or other fields. Instead of finding the enemy, the Soldier is looking for prospects; instead of avoiding detection, the Soldier is advertising their presence; instead of engaging the enemy, the Soldier is educating prospects by telling their Army story.

COMMUNICATION

7-12. In a geographically dispersed command such as USAREC, communication is challenging at best. Even with state-of-the-art computer and communication systems, nothing can replace face-to-face and one-on-one direct communications between commanders and Soldiers. Face-to-face communication is always effective, whether in a station, company area, or on a house call with a recruiter. Leaders must communicate by clearly saying what they mean. This established leadership presence makes a significant difference in how Soldiers receive and act on messages; walking point with Soldiers communicates a sense of caring and commitment to the recruiter and the mission. The leader's presence speaks volumes. In

recruiting, as in combat, successful commanders are those who move to the critical point and lead by example.

LANGUAGE BARRIERS

7-13. Learning the technical and tactical components of recruiting is a significant challenge for new commanders. Officers must quickly learn a new language that speaks of FSTP, LPA, MAP, GSA, and COIs to mention a few. Most officers arrive at USAREC with little or no recruiting experience. As such, a successful commander accepts the challenge and quickly adapts through study and observation.

LEADER DEVELOPMENT

7-14. A duty of every leader is to develop their subordinates. USAREC has developed programs to train and certify leaders through resident and DL courses. Some programs address conceptual, tactical, and technical learning needs; others deal with recruiting management and leadership.

COMMAND STRUCTURE

7-15. USAREC is a complex organization that structurally resembles an Army division. It is comprised of six brigades, 44 battalions, and approximately 250 companies. USAREC is dispersed throughout the continental United States, Puerto Rico, the Virgin Islands, Guam, American Samoa, Europe, and Asia. The levels within the command are then further dispersed which makes their success dependent on the strength and communication of its members.

HQ USAREC

7-16. At the strategic level, HQ USAREC researches market trends and develops marketing strategies (shaping operations) that ensures recruiting activities and programs remain current with market trends. New incentives help recruiters sustain momentum for the near- and long-term mission.

7-17. Most importantly, HQ USAREC exists to make sure that all resources needed to complete the mission are functioning when, where, and how they should. The USAREC Command Group (CG, deputy commanding general, and CSM) manages worldwide recruiting operations.

BRIGADE

7-18. The brigade's primary task is to coordinate the plans and actions of their subordinate units to complete the mission. Brigade commanders make sure the policies and directives of the CG are put into practice throughout their AO.

Levels of Recruiting

Fundamental to the Army's recruiting doctrine is an appreciation for the levels of recruiting: Strategic, operational, and tactical. The levels of recruiting are defined more by the consequence of their outcome than by the level of command to which they correspond.

The strategic level involves nationwide, long-range issues in response to national, DOD, and DA recruiting issues and objectives. Important factors at this level include determining the size and scope of the accession mission, the mix of applicants required to meet the mission, Army enlistment incentives, and how best to advertise the Army's opportunities in the national market.

The operational level provides the vital link between strategic recruiting objectives and the tactical employment of the field recruiting force. The operational link is at the brigade and battalion levels. At the operational level, recruiting forces attain strategic objectives through the design, organization, and conduct of recruiting operations. Brigades and battalions realize the command's operational capabilities using the recruiting functions discussed in chapter 4. Operational commanders, through their understanding of the linkage between strategic and tactical objectives, turn national mission objectives and intent into meaningful and attainable regional and local objectives.

The tactical level involves the daily activities of the recruiting force. This level embraces everything done individually by recruiters and collectively by stations and companies throughout the market. Activities at the tactical level include advertising Army opportunities in the local community, prospecting, processing, and maintaining and accessing Future Soldiers.

7-19. At the operational level, brigade and battalion staffs prepare an operational plan. The staff continually assesses existing programs and plans for the needs of Soldiers in the field. Most importantly, the brigade staff exists to ensure all resources required to accomplish the mission are available and functioning properly. Examples include contracting support, market studies, and facility management.

BATTALION

7-20. The battalion leaders—the commander and CSM—provide purpose, direction, motivation, and support to recruiting efforts at company and station levels. Those leaders plan recruiting operations that capitalize on market potential using all available resources, to include:

- Time.
- Personnel.
- Training support.
- Local advertising.
- Enlistment processing support.
- Creating conditions for future success.

7-21. The battalion commander uses the MDMP to determine the best COA to follow when executing their plans. The commander's staff executes planning to determine how best to support the selected COAs.

7-22. Upon receipt of the mission, the commander analyzes the mission and the market to determine how best to allot portions of the mission to subordinate units. Chapter 8 describes market intelligence in detail. The commander's staff conducts concurrent mission and market analysis to help the commander determine the best COA. This analysis also decides which part of the battalion's mission to assign to a specific subordinate headquarters. Once the mission is down to the company and station levels, the battalion provides resource support to these subordinate units.

7-23. The battalion commander also conducts market-shaping operations to help subordinate units achieve their missions. These activities include, but are not limited to:

- Giving presentations to high schools, postsecondary schools, businesses, and community leaders.
- Interviewing with the broadcast and print media to tell the Army story and educate the audience on the benefits of Army service.

COMPANY

7-24. The company commander:
- Is responsible for station and company mission success.
- Must be able to react to situation changes quickly and understand every aspect of the recruiting process.
- Must be involved and proactive as both leader and manager.
- Must lead their Soldiers and manage their resources.

7-25. A good leader will:
- Encourage people to share good ideas and develop strong values.
- Take conscious actions to create energy and direct it to productive uses.
- Value, promote, and protect those who take intelligent risks.
- Create conditions for success.

7-26. Leaders who involve their Soldiers in the decisionmaking process and actively seek their ideas will develop a solid unit that is highly motivated and mission oriented.

STATION

7-27. Station commanders have one of the most critical leadership roles in the C2 process. Station commanders are the platoon sergeants of recruiting and they shoulder a multitude of critical responsibilities:
- Lead and train Soldiers.
- Use leader focus and the recruiting functions to direct efforts toward mission accomplishment.
- Mentor Soldiers to rise above their weaknesses and develop their strengths.
- Receive the station's recruiting mission and develop a plan to achieve it.
- Monitor and direct prospecting and processing activities.
- Lead and direct the training of Future Soldiers.
- Establish conditions for future success through the conduct of shaping operations.

BATTLE RHYTHM

7-28. Expected and recurring events happen in every complex process. Even amidst apparent chaos, scientists have observed patterns and order, a natural rhythm. Rhythm in its truest sense is defined as flow, movement, procedure, characterized by basically regular recurrence of elements or conditions in alteration with different or opposite elements or conditions. We can agree that a military operation is a complex and often chaotic process spanning a length of time. Recruiting operations are no different. A quick analysis of operation activities readily reveals predictable and recurring event patterns within a prescribed period.

7-29. The term battle rhythm describes the events a unit conducts on a recurring basis that facilitates setting the conditions for success. Many factors influence a unit's battle rhythm, such as:
- The unit's state of training.
- Battle rhythm of the higher headquarters.
- The current mission.

7-30. The operational tempo may fluctuate, but battle rhythm remains predictable. Some missions require much more time and effort to plan and prepare for than others. Additionally, the battle rhythm cannot be so inflexible that leaders fail to exploit markets of opportunity as they develop.

7-31. Battle rhythm is an important part of C2. It is the process whereby the commander and staff bring into line their daily operating rhythm within the planning, decision, execution, and assessment cycles to allow the commander to make timely decisions. The amount and scope of information and activities needed to conduct even a small operation can be surprising. As technology expands the volume and thus the complexity of information available to a commander, information management becomes more important. To maintain operational tempo, there must be a seamless nonstop dialogue up and down the chain as well as side to side. Important information must pass to the correct activity right away. A battle rhythm helps establish these processes. The commander must make sure the unit's battle rhythm links to that of higher headquarters and that subordinate units align their battle rhythm with their commander's.

7-32. Some of the planning, decision, and operating cycles that influence battle rhythm include:

- Market intelligence.
- Mission assignment.
- Prospecting.
- Processing.
- Future Soldier preparation.

7-33. For the commander to create a quick-to-respond battle rhythm, they should identify and prioritize the many activities and make sure they occur at the right time and in the right order. Battle rhythm should be dynamic, not rigid. A dynamic battle rhythm builds a tempo into the execution and aids in balancing the critical elements of time and information. A dynamic battle rhythm also helps identify circumstances that require the commander's physical presence. Absence of battle rhythm leads to missed opportunities and staff inefficiency, leaving commanders unprepared to act at critical decision points.

RISK MANAGEMENT

7-34. We cannot eliminate risk. Risk is inherent to all operations and recruiting is no exception. When we aspire to spectacular achievement, we risk spectacular failure. We can retreat to a position of safety, but then we risk accomplishing little or nothing. The best we can do is to determine the amount of risk we can afford to accept and prepare for the possible consequences.

7-35. Risk management is the process of measuring or assessing risk and then developing strategies to deal with them. The first step in risk management is to prioritize risks. When assessing an operation, the risks to consider include: What is the greatest loss that may occur? How likely is loss to occur? Once identified, the risks should be prioritized to deal with those of high cost and those most likely to occur.

7-36. The process is not entirely scientific, and it is easy to misjudge. Once the leader has assessed the risks, one or more of the following approaches can be chosen:

- Avoidance. Choose to do nothing and thereby avoid the risk. For example, one may choose not to fly on a passenger jet to avoid the possibility of being hijacked. Avoidance certainly eliminates risk, but to do nothing means to forfeit any potential for gain.
- Reduction. Take steps to reduce the severity of the potential loss.
- Retention. Accept whatever loss occurs.
- Transfer. Allow someone else to take the risk.

There is no ideal strategy for dealing with risk. The leader's job is to size up the risk and employ good judgment to create a plan of action.

7-37. Once the plan has been implemented, the leader should review the operation and evaluate the plan. The review and evaluation will prove helpful during the next risk assessment.

QUALITY OF LEADERSHIP

7-38. 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. Leadership in the recruiting environment, although similar in nature to previous assignments, is a challenge for new commanders. The geographic dispersion of many units presents special C2 challenges.

7-39. All levels of command have a role in station success. The strategic level comprised of DOD and DA determines the mix and size of the overall mission and provides the resources necessary to accomplish the mission. Brigades and battalions turn national mission objectives and intent into attainable regional strategies and operations respectively. The company and station represent the tactical level and are involved in daily recruiting activities.

SUMMARY

7-40. Commanders direct recruiting operations through recruiting functions (warfighting functions) and the commander's personal presence. Recruiting commanders have more autonomy, flexibility, and freedom of movement than most other unit commanders. Due to geographically dispersed units and markets, commanders must be adaptive and innovative when planning and directing operations. Commanders at all levels must conduct risk assessments to maximize their unit's potential to successfully execute, shape, and support recruiting operations. And most importantly, commanders must establish an atmosphere of mutual trust, confidence, and respect with their Soldiers

Chapter 8

Market Intelligence

"When I took a decision or adopted an alternative, it was after studying every relevant — and many an irrelevant — factor. Geography, tribal structure, religion, social customs, language, appetites, standards — all were at my finger-ends. The enemy I knew almost like my own side."

T.E. Lawrence
1933

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PREOPERATION PHASE

8-1. Commanders gather information during the preoperational phase. The process of forming a common recruiting picture is very similar to that of the battlefield commander who gathers critical enemy and battlespace information. Battlefield commanders use such information to decide where best to fight and how to use their forces. In recruiting, market intelligence helps commanders visualize and describe their market and recruiting environment in a specific recruiting AO. Market intelligence depicts both how a unit is performing within its market and what markets of opportunity are worth exploiting or expanding.

8-2. Market intelligence also provides templates that help focus on information gathering and analysis. Market intelligence provides a framework for the coherent use of numerous analytic tools. As a doctrinal methodology, it is a flexible framework within which an organization determines the templates that best help it to visualize and analyze its markets. Market intelligence is a way to help filter through data and information, target beneficial markets, and synchronize limited resources. It is designed to support staff estimates, positioning in the market, missioning for the market, and recruiting market decisionmaking. Applying market intelligence helps the commander selectively apply and maximize recruiting assets at critical points in time and space.

MARKET INTELLIGENCE

8-3. The four-part market intelligence process ensures the command understands

and focuses efforts on markets of priority to achieve success. The four steps are: (1) Define the local recruiting environment, (2) describe the effects of the recruiting environment, (3) evaluate the market, and (4) synchronize assets to target high payoff zones and events. Leaders access this information via the Report Management Zone on the USAREC Internet portal. This data is stored in marketing information systems and databases. This information is vital to the market intelligence process. These systems allow trends to be broken down by their supporting demographics and segments depicting exactly who is being recruited versus who is available to be recruited. This provides clarity to the market in the form of where enlistments are coming from, what each service is achieving within the market, and where best to find more enlistments.

STEP 1 - DEFINE THE LOCAL RECRUITING ENVIRONMENT

8-4. The market environment can be defined by looking at key environmental indicators: Station boundaries, schools, traffic flow, malls, competition (colleges, industry, and other DOD locations), population density, labor rates, income levels, education levels, economy, and types of employment. Armed with this information, G2 can identify characteristics of the current and future recruiting environment which influence recruiting operations. The following reports and overlays supply this information; commanders use these reports to visualize the market's layout.

- Geographic overlay depicts the station, company, and battalion AO.
- Sociopolitical overlay depicts state, county, and city boundaries; school locations and boundaries; ZIP Code boundaries; and road networks, square mileage, and area codes.
- Economic overlay depicts differing levels of unemployment as well as industry and areas of growth within the AO.
- Education overlay compares schools in terms of contract potential. From this overlay a college and high school targeting matrix provide an objective comparative analysis. To target schools, each must be prioritized in the same manner. How recruiters market themselves may be different in each school. Human intelligence must be included in the analysis to supply the subjective information in the decision matrix depicted in table 8-1. Table 8-2 guides decisions based on potential and experience. The analysis tells leaders where to put the main effort and concentrate their limited resources.
- Competitive overlay depicts sister service boundaries, station locations, recruiter strength, military installations and facilities (MEPS, active, reserve, guard, sister service), and major employers' locations. This overlay not

Table 8-1
College and High School Targeting Matrix

	School 1	School 2	School 3
Access	3	3	3
List	6	9	6
Quality/Student ASVAB	6	6	6
TAIR Acceptance	3	4.5	4.5
COI Participation	3	3	2
Publicity	3	3	3
FSTP	2	4	2
Presentation	1	3	3
Value	*27*	*35.5*	*29.5*
Population	**51**	**40**	**20**
Priority	*2*	*1*	*3*

only depicts the limits of the recruiting area of interest, but also assists commanders evaluate the competition.

Table 8-2
Decision Matrix

	Access	List	Student ASVAB	TAIR	COI	Publicity	FSTP	Presentation
Green	Unlimited	Complete	Mandatory	Accepts	2 or more	Open	Met Goal	5 or more
Amber	Limited	Name Only	Voluntary	Restricts	1 at least	Restricts	Missed Goal	1 to 4
Red	Yearly	None	Refuses	Refuses	None to 2	Refuses	Zero FSTP	Refuses
Weight	1.0	3.0	2.0	1.5	1.0	1.0	2.0	1.0

STEP 2 - DESCRIBE THE EFFECTS OF THE RECRUITING ENVIRONMENT

8-5. The environment describes the area. Segmentation describes the people. At the macro level, USAREC's market is that portion of the total population which qualifies for military service, in other words, the recruitable population. From that point, then, to assume a completely homogeneous market, every recruiter in every region of the country could use the same tools and techniques to motivate individuals toward service in the Army. This however is not the case. Therefore, USAREC attempts to define the market population by segments.

8-6. Commonly USAREC views these segments in terms of mission categories and general demographic groupings: Education level, gender, ethnicity, and so on. 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. Population, race, housing (own versus rent and property value), labor, education, household information, and income levels.
- Lifestyles. Based on a lifestyle segmentation process that divides the market into "targetable" groups with similar demographic characteristics, lifestyles, purchase behaviors, work patterns, and attitudes.
- Psychographics. Wants, needs, and desires. What types of people live in the unit's AO and what are their interests?

8-7. Commanders must understand how the segments influence the total market. They must know segments unique or common to their AO and how best to target them. Lifestyle trends, cultural and social values, historical perceptions of military service are all dynamics of the market.

STEP 3 - EVALUATE THE MARKET

8-8. While the overall intent of the market intelligence process is to help commanders determine whom to target and where to focus their recruiting effort, this step of market intelligence requires commanders to look at performance. By profiling the contracts achieved, the commander gains insight to the market. Performance analysis in terms of incentives and career division provides evidence into what motivates individuals to Army service within a specific AO. To be sure, a particular lifestyle segment may theoretically be predisposed to the combat arms, but there may be regional cultural inclinations that can only be determined from performance analysis.

8-9. Commanders must also look at market events and production and processing hot zones within each station's market. These market segments should be evaluated from the perspective of areas that need a renewed marketing strategy versus those that can be maintained in line with current efforts. Several overlays help the commander gather this information and provide a format for analysis to identify characteristics of the current and future market:

- Demographic overlay depicts population, ethnicity, growth, age, education, and aptitude.
- Psychographic overlay depicts propensity and the generational cohort.
- Socioeconomic overlay depicts lifestyle segmentation, regional trends, and metropolitan statistical areas.
- Sociocultural overlay depicts social enclaves and urban, suburban, and rural communities.
- Production overlay depicts the following:
  - DOD and Army quality categories.
  - FSTP loss trends by category.
  - Special mission production.
  - Production by component, job skills, years of service, enlistment option.
- A marketing events calendar lists events that offer opportunities to showcase the Army story. A target-rich event is where a commander might want to deploy a high-visibility resource, such as the Golden Knights, the rock climbing wall, or a static display. Recurring events should be posted on a market seasonality calendar. Careful planning precludes the tendency to reinvent the wheel as commanders rotate in and out of the unit.

STEP 4 - SYNCHRONIZE ASSETS TO TARGET HIGH PAYOFF ZONES AND EVENTS

8-10. The targeting process is the culmination of market intelligence efforts. The final phase of market intelligence determines high payoff school and community zones and events. The conclusions derived from market intelligence analysis frame the market penetration approach and the decision a commander makes with regard to the type of operation the unit undertakes in a specific market. This market approach must consider community, college, and high school events in terms of the propensities of the population segments most likely to attend. This then determines the types of resources used for the event. The goal of targeted marketing is to develop strong local leads for recruiters. Targeted marketing calls on the commander's skills as a planner and director of assets (recruiters) and resources (advertising dollars, TAIR, HRAP, and so on).

8-11. Commanders focus their Soldiers and resource efforts to target these high payoff events. Targeting drives the planning process. Where and how to influence the market depends on what targets have been selected during the market intelligence process. The commander's target list focuses on historically productive areas or areas deemed to have potential for future success. Consideration must also be given to the following: Quality markets, ethnic markets, nontraditional markets (green card, sister service), PS, and special mission markets of interest.

8-12. Commanders choose the targets where they have the best opportunity to influence, penetrate, and increase production in relation to the resources available. Recruiters cannot be in all places all the time. The target list must include, but is not limited to, the following: Community events, colleges, high schools, industry, primary and secondary markets (ZIP Codes), and potential markets based on segmentation.

8-13. The logical follow-on to the market intelligence process is: How to further exploit existing markets, and perhaps more importantly, how to break into closed

markets? Subsequently, commanders focus local station efforts in much the same way they develop a battle plan in tactical units. The targeting board concept represents the synchronization process which not only ensures intelligence flows from station to headquarters, but also focuses the recruiting functions to attack with the right resource at the right time against the right target.

8-14. The two primary strategies USAREC uses are market penetration, in those markets where USAREC's objective is to maintain or increase quality market share; and market expansion, in those markets where USAREC desires to expand their market. The simple definition of market penetration is to recruit additional individuals from a market where contracts are already written. If a station is writing contracts from a college campus within their station's boundary, they would have "penetrated" that market. A plan to increase the number of contracts they write from that same campus would be a deeper penetration plan.

8-15. Market expansion is a little more difficult to define, as there are two means to expand a market. The first is to offer current enlistment options to new markets. An example would be if the Army chose to allow asthmatics to enlist. This type of market expansion of course is beyond USAREC's scope, as those decisions are made at the DOD and DA level.

8-16. The second type of market expansion is to prospect in market segments where the Army has never prospected before. An example would be a prestigious college campus that recruiters tend to ignore. Perhaps the high tuition and social status of the student body suggests disinterest in Army service. Recruiters therefore ignore that market and invest their limited time and resources elsewhere.

8-17. Commanders must focus on finding new markets of opportunity and offer incentive programs geared toward prospects' needs, wants, and desires. For a college campus, this may include leading with service to humanity, focusing on OCS, WOFT, or 18X. These opportunities offer the challenge of leadership, as opposed to monetary incentives such as the Loan Repayment Program (LRP) or ACF. This change of focus allows USAREC to appeal to segments of the youth population that recruiters may otherwise overlook.

8-18. The goal of targeted marketing is to develop strong local leads for recruiters. A good example of market expansion is the automotive industry's expansion of the minivan market to "soccer moms." By illustrating how a minivan could better suit their lifestyle, the automotive industry expanded the total number of people who would consider purchasing their product.

8-19. Expanding a market relies on how the commander chooses to identify a segment of opportunity, develop a strategy to address that market segment, and relay to their subordinates and staff the commander's intent. At a time when the Army is rapidly transforming, from recruiting for "employment" to recruiting for "deployment," it must offer more incentives than ever before. Instead of offering coupons (the ACF, for example) with our traditional methods in traditional markets, recruiters must now speak warrior ethos and Army values to new segments with new appealing methods.

TARGETING BOARD

8-20. The targeting board at battalion and brigade level convenes quarterly. The mission of the targeting board is to synchronize the employment of resources. The targeting board supports the commander's vision and intent by finding the correct

balance of resources. The board must also develop an integrated market penetration plan to achieve specific objectives within prioritized markets. At the battalion level, targeting board membership must include—but is not limited to—the commander, CSM, executive officer, S3 (RA and USAR operations officers or NCOs, S2, ESS, APA, and company-level leaders. The same concept applies at brigade level, where the targeting board includes key elements of a larger and more extensive staff. No matter the level of command, the targeting board evaluates intelligence from the lowest level to the headquarters and develops a coordinated and prioritized COA or target list.

PLANNING SYSTEM

8-21. A company, battalion, and brigade synchronized marketing calendar is one of the keys to proper planning. The events required for this effort are primarily found in a community events calendar or on an Internet site run by the local board of tourism or similar agency. Typically, these calendars list community events: Fairs, festivals, displays, career fairs, demonstrations, celebrations, and similar activities. Events from the local high school district's school calendars (career nights, college information nights, major sporting events, for example) can also be included.

8-22. Listings should include such information as projected attendance, target audience, length and location of event, space and booth requirements, and so on. Local market and market conditions can be accurately defined through market intelligence analysis. Once it has been determined what segments of the market are going to be at specific events, leaders can orient the station's and recruiter's efforts at those events more effectively and efficiently. The commander must look ahead at least a full quarter to align and request resources such as advertising, TAIR units, ADOS-RC and HRAP assets, and others. In doing so, the commander is able to make specific requests for support to each agency and can back up the need by depicting the analysis results that argue in favor of the requested asset.

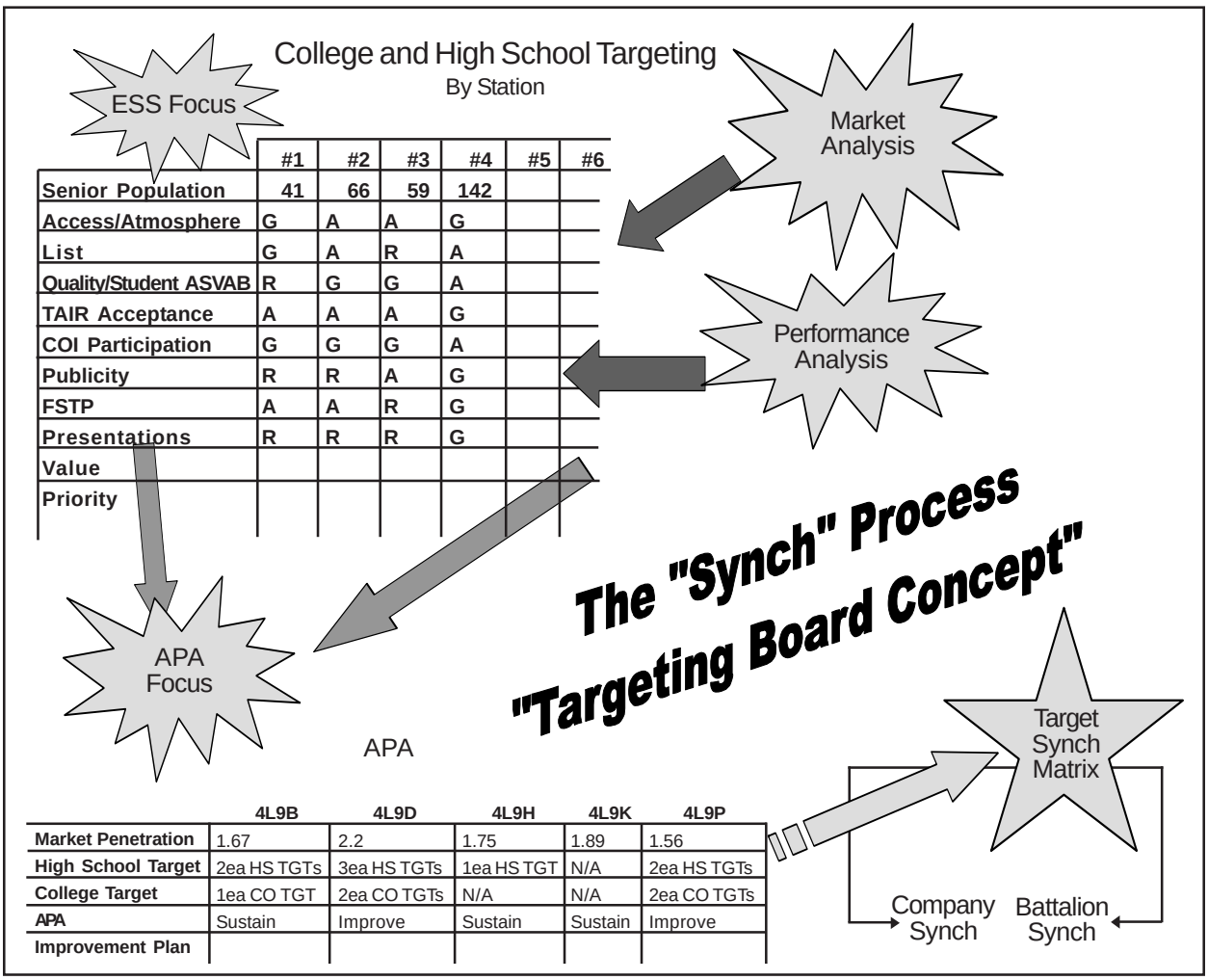
8-23. The logical follow-on to the synchronized marketing calendar is the conduct of a once or twice monthly targeting board meeting. This meeting uses the analysis embedded and derived from the market intelligence process through the planning calendar into actionable events, tasks, and focused efforts for each company, station, and recruiter.

STATED OBJECTIVE

8-24. Sixty days before the targeting board meeting, the commander must designate priority of effort, intent for support, and targeting priorities.

8-25. Approximately 2 weeks before the targeting board meeting, the APA chief prepares and distributes a draft advertising plan based on the commander's stated priority of effort. The S2 conducts market intelligence to identify zones where the propensity to enlist is high; market areas of interest (MAIs) and engagement areas where other services are focusing their efforts; and zones where civilian employers are downsizing. The S2 point of contact recommends prioritization of effort. The S2 considers the strength of USAR priority units, vacancy posture, and the priorities of commanders of supported regional readiness commands and major subordinate commands. The ESS identifies targeted schools in School Zone and nominates schools (colleges, high schools, and vocational) for targeting to support the commander's objective for the MAI. Battalions target stations with company input. Company commanders prepare a list of targets for nomination in accordance with guidance, targeting priorities, and stated objectives by designated MAIs. Company commanders

should also recommend assets to employ against the nominated target and a quantifiable objective. Company commanders must consider all assets for employment to include battalion trainers, TAIR, COIs, FSTP, ADOS-RC, brigade assets (foreign language advocate, band liaison, rock wall), as well as national assets. During the targeting board meeting, the company commander should be prepared to discuss their lessons learned from AARs conducted in their company from the previous quarter's COA. Figure 8-1 depicts an example of the college and high school targeting using the station targeting board concept.



	#1	#2	#3	#4	#5	#6
Senior Population	41	66	59	142		
Access/Atmosphere	G	A	A	G		
List	G	A	R	A		
Quality/Student ASVAB	R	G	G	A		
TAIR Acceptance	A	A	A	G		
COI Participation	G	G	G	A		
Publicity	R	R	A	G		
FSTP	A	A	R	G		
Presentations	R	R	R	G		
Value						
Priority						

	4L9B	4L9D	4L9H	4L9K	4L9P
Market Penetration	1.67	2.2	1.75	1.89	1.56
High School Target	2ea HS TGTs	3ea HS TGTs	1ea HS TGT	N/A	2ea HS TGTs
College Target	1ea CO TGT	2ea CO TGTs	N/A	N/A	2ea CO TGTs
APA	Sustain	Improve	Sustain	Sustain	Improve
Improvement Plan					

Figure 8-1. College and High School Targeting by Station

TARGETING PLAN

8-26. The resulting target plan must comply with HQ USAREC's and brigade's targeting guidance. The plan should synchronize resources to effectively attack high payoff targets, high propensity markets, and counter any DOD pressure in designated engagement areas and MAIs. It should focus the recruiting effort on the market's center of gravity and maximize the employment of limited resources. The targeting plan includes market intelligence 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.

8-27. It is important to remember the employment and distribution of assets is not based solely on a fair share basis. Some objectives require engagement from multiple assets to achieve the desired effect in the market. In determining assets to employ, the targeting board must consider a variety of assets regardless of perceived availability. TAIR, MSB, APT (Golden Knights), ADOS-RC, HRAP, FSTP, COIs, and the AMU must all be considered to attack national and high payoff targets. Company and station commanders hold similar meetings at their levels. Thus all levels of command understand the commander's intent and leaders give direction and focus down to recruiter level.

SYNCHRONIZATION MATRIX

8-28. Targeting is not the end of the process; it is actually the starting point. What follows is the synchronization of all recruiting assets at the station and company level, and for certain critical events, the synchronization of battalion assets. Figures 8-2 and 8-3 depict examples of station and company synchronization matrices.

8-29. Company commanders must plan for assets external to the company as far ahead as possible. Thinking long range, using the market seasonality calendar, avoids overlooking important events and helps put the best assets in place to influence the market.

8-30. Brigade and battalion commanders play a key role in the target planning and synchronization effort. They ensure the market segments and embedded analysis are valid. They also validate the subunit's analysis process via a crosswalk. Next, they select events (fairs, demonstrations, career nights, and so on) that align with the targeted markets in the unit's area.

EVENT DATE	EVENT	RS	LOCATION	ADOS-RC	HRAP	COI Events	ASB	TAIR	SRAP	Future Solider Training	Battalion Asset Event	Company Cdr Presence?	Battalion Cdr Presence?	RPI / PPI	RS Presentation/Booth	APA News Release	APA Print Ad	APA Radio	APA Flyers	Estim Attendance	Train-Up Required?	Type of Training Required	Rehearsal Date	Estimated Cost	Notes
Jul 09																									
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					30	N			750.00	COL (ret) Bigwig/Speaker
Aug 09																									
8/10	FSTP mega-function	3E2	San Juan State Park			X			X	X		X			X	X				50	N			250.00	Park scheduled
8/21-8/23	Multi-school career fair	3F5	EXPO Center		X	X		X		X	X	X			X	X	X	X	X	2K	Y	Rock Wall	8/10	500.00	SC Rock Wall Certification 8/10
Sep 09																									
9/5	DSU: Flight Club meeting	3E2B	Goodman Airfield			X		X			X	X	X		X		X		X	75					Coordinate for TAIR Team
9/30	ASU soccer game	3M4L	ASU Sports Complex					X		X					X					300					
9/30	Jonesburg homecoming	3M2E	Jonesburg HS							X		X			X					500					Coordinate with ROTC Dept

Figure 8-2. Example of a Station's Synchronization Matrix

Synchronize and Focus Resources

	June			July	
Unit/Week	**2 - 9**	**10 - 17**	**18 - 25**	**26 - 2**	**3 - 10**
Company: 4L9	Lee HS College Night **4L9A**	Hispanic Arts Fest **4L9D**	Rodeo Days Barbeque Fest Tractor Pull **4L9C**	All Forces Air Show **ALL Stations**	"Hoop it Up" Basketball Tourney **4L9F**
Marketing & Advertising Focus	HS Bulletin Boards ACF/MGIB 2-, 3-, 4-Year USAR SMP	Program Add: CS "Commo" Skills Tng EB	Radio Spot: CA - Adventure Trn: 4-Year ACF	Newspaper: Army Aviation Jobs Promo LRP	Game Program: CS/CSS LRP
TAIR	NA	NA	A Co/29th NG HUMMWV/.50 Cal/Night Scope	246th USAR Air Ambulance Company Static Helicopter	
RPI/Recruiter Assistance	Day in the Life Video *HRAP	SSG Gonzales (Female)	Ranger Posters Adventure Van	Cinema Van	Female MP Display *HRAP
Station's Prospecting Plan					

Figure 8-3. Example of a Company's Synchronization Matrix

FUSION CELL

8-31. The fusion cell is a collaborative group consisting primarily of the S2, S3, APA, and ESS and is supported by other staff members as required. The cell monitors and manages the commander's approved targeting plan. Under the direction of the XO, the fusion cell ensures all assets and resources are identified, available, and properly employed in support of the commander's primary and supporting COAs. The S2 and S3 continually review and analyze data to identify any challenges and opportunities that could affect the allocation of assets and resources and presents them to the commander with alternative COAs. The ESS and APA continually monitor the COAs to ensure events and advertising support the targeting plan down to the lowest level. The fusion cell ensures the alignment of resources with the commander's targeting plan.

AARs

8-32. AARs validate MAIs. A commander must use an AAR to measure the effectiveness of their approach to each targeted event and market. An AAR measures effectiveness in terms of leads gained, appointments made and conducted, and the enlistments that ultimately result. Evaluating the target focus is a commander's task and is a key part of the AAR system. This analysis involves comparing numbers: The number of leads, appointments made and conducted, applicants processed, and finally the number of contracts the effort yielded. Analysis will reveal the event's value, identify deficiencies, and point the way to better approaches to take in the future. AARs determine the return on investment. They spotlight assets or resources that were well received, that is, had positive impact and those that fell short of expectations.

SUMMARY

8-33. This chapter has discussed the four steps of the market intelligence process and how commanders use the process to identify and understand markets of priority. To understand the market, the leader must define the unit's boundaries, identify the competition (other employers, sister services, secondary and postsecondary schools, for example), and the unit's performance. This understanding helps commanders plan recruiting operations that best exploit the characteristics of the market. Finally, the AAR measures an operation's return on investment and points the way to better performance.

Chapter 9

The Missioning Process

> *"Ambiguity is the rule. Uncertainty is the norm. And so our Army must change to build the force that can defeat the challenges that lie ahead."*
>
> General Schoomaker

A Soldier's mission and position must be well thought out and must support the intent of the commander. Recruiting leaders must determine which markets have priority and ensure their recruiters are in the best possible position for success.

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9-1. Responsibility for positioning and missioning the recruiting force rests with all commanders. This chapter discusses the process used by USAREC to ensure recruiting resources are properly positioned to accomplish the mission.

9-2. A great deal of resources are expended to ensure every possible contingency is considered when positioning and missioning the recruiting force. Because the process is rather complicated, it is necessary to have a basic understanding of such things as how recruiters are distributed, where the number of recruiters and the mission come from, what kinds of missions there are, and what leaders need to consider when positioning stations and assigning missions.

9-3. Identifying high priority markets is also critical to make sure the Army gets the most out of its valuable resources. The intent is to ensure recruiters are in the best possible locations, the mission is achievable, and the right markets are targeted. To ensure this, leaders must clearly understand the process. The commander is responsible for the efficient and effective use of recruiters and the distribution of USAREC's mission.

9-4. The USAREC G2 is the CG's staff proponent for market intelligence and mission analysis and coordinates the positioning and missioning processes. These processes include:

- Alignment. One of the critical foundations of positioning, missioning, and targeting is to ensure all three efforts are aligned with each other. It would be useless to position recruiters heavily in one area, mission heavily in another, and then target somewhere else. Common data and similar mathematical models allow the command to coordinate these three efforts. It is the responsibility of the G2 to execute this process for the command. It is the responsibility of every commander and their staff to refine the G2 prod-

ucts and make final determination of how to execute the final placement of recruiters as well as the final targeting of recruiting markets.

- Positioning the force. USAREC places recruiters in every identified market. The placement of these forces is critical to the success of the command. Every station has the ability to achieve their mission when given the right market and the right tools.
- Recruiter requirement. The command determines the number of recruiters needed to accomplish the mission by using G2 models and mathematical formulas. Once the CG accepts those numbers, they are submitted to DA for approval.
- Recruiter distribution. When the required number of recruiters is determined, G2 conducts the analysis necessary to properly distribute the force throughout the recruiting AO. The use of mathematical models to identify the recruiting potential in every ZIP Code is essential. This is an iterative process with each level of the command placing recruiters and defining unit boundaries two levels down. The field is responsible for refinement of the plan beginning at the recruiter level of detail and working back up through the chain of command. This ensures that ground truth is taken into account and the recruiting force is placed in the best locations.
- Missioning the force. In developing the contract mission plan, the CG considers such things as congressional constraints, category restrictions such as female and PS requirements, and the availability of BT seats and MOS restrictions. G2 is tasked by the CG to analyze USAREC's accession mission in light of existing Future Soldier posture so that the supporting contract mission can be developed. A contract mission is defined as the number of individuals that must be placed in the FSTP each month. As part of the contract process USAREC controls dates, options, and MOSs available for selection, thus ensuring BT and advanced individual training seat requirements are met. Recruiters receive contract mission credit on the day their applicants enlist in the FSTP. USAREC receives accession mission credit on the day the individual leaves for BT.
- Selection boards. USAREC selection boards select candidates for enlistment in officer procurement programs: OCS, WOFT, and technical warrant officer. The recruiter receives mission credit when USAREC approves the applicant's packet. AMEDD is similar; however, AMEDD recruiters receive mission credit only after the individual is commissioned or accesses on AD.

MISSION FOR THE MARKET

9-5. Recruiting is a long-term process requiring a mission strategy that sows the seeds for success. Missioning is the process of distributing the recruiting contract mission to the recruiting force to ensure accomplishment of the Army accession mission.

9-6. The mission is distributed based on defined market factors providing the opportunity for success at all levels of the command. Missioning is an analytical process dependent on the products of market intelligence, standardized models, the positioning of the force, and the experience and situational awareness of the recruiting leader.

CONTRACT MISSION

9-7. Several factors must be considered when formulating the contract mission. Approved defined market variables are used to determine mission percentage for each brigade and battalion. These requirements represent the initial mission breakdown by quantity and recruiting category for each brigade and battalion.

RA MISSION

9-8. The RA mission is market driven. No two areas are alike; market, terrain, location, and other factors vary from one area to the next. Therefore, no two missions will be alike. The intent is to position and mission the recruiting force for market dominance, which is determined by comparing the percentage of contracts taken by each recruiting service from a specific area. This philosophy of missioning establishes the required level of focused leadership necessary to direct recruiting operations and accomplish the mission.

9-9. The example below shows why it is necessary to review available data (such as the market share report) when making mission assignments. Analysis of available data could lead to a different COA.

Example of Incorrect Mission Assignment

If a station is taking 52 percent of the DOD market and not making mission, it may be an indication that the station was overmissioned. On the other hand, if the station is taking only 30 percent of the DOD market but accomplishing 150 percent of their mission, it may be an indication the station was undermissioned. In this case, however, a market of opportunity may have been identified, which should be exploited to increase market penetration. One must also consider out of area contracts written and FSTP losses.

9-10. Commanders also need to consider the availability of their personnel (personnel strengths; programmed absences, such as leave and military schooling; number of new recruiters; and so on). Overstrength stations can pose as many difficulties when assigning mission as those that are understrength. Each station's AO is designed to support a specified number of recruiters. If additional recruiters are assigned to the station, care should be exercised to ensure additional mission is not assigned. The additional mission may be more than the area can support, and the station could fail through no fault of its own. Mission must be based on approved market variables, regardless of recruiter fill. Positioning is a snapshot in time. Mission is constantly updated with real-time data.

9-11. Next, leaders must take time to review where they have been and ask questions: What is different, what is the same, and how do the differences matter? Leaders should review recruiting trends and how their recruiters performed during the same period last year. What lead sources were successful? Did stations accomplish more or less than the mission assigned? Why? What was their market share and penetration then as compared to now? Leaders should not only look at the quantity achieved, but the quality achieved by mission category. Has there been a change in the market that could affect a specific mission category? If a high school has recently closed or opened, how does this event affect the senior market? Could this school closing reduce a recruiter's ability to achieve the same senior or grad enlistments they had last year? What was the RA and USAR recruiter strength and experience level? What was the unemployment rate?

9-12. No single piece of information is more or less important than any other. Commanders should consider all available information during their decisionmaking process to determine the best COA. Good decisions are based on good intelligence.

USAR MISSION

9-13. The USAR market is clustered around USAR centers where TPUs are located. The Army uses a 50-mile radius around a TPU to define a reasonable travel distance for a Soldier and thus its market area. Assessing the USAR mission requires a little more information than the RA mission. Leaders have to accomplish all the things we have just discussed and then some. USAR missions require us to recruit for specific USAR units and the MOS vacancies in those units. We cannot recruit for TPUs that have no vacancies.

9-14. Leaders have several ways to identify TPU vacancies. The most direct method is to visit the TPU. The unit administrator working with the strength management office can provide current and projected unit vacancies on the spot. Also, every recruiting brigade and battalion has a Reserve Partnership Council which meets periodically to discuss issues such as vacancies, unit retention problems, and strength projections. Vacancies can also be identified using the Automated Unit Vacancy List Report. This report identifies each unit's vacancies by MOS, gender, pay grade, and PS status. Proper use of these tools will ensure proper missioning. Recruiters (RA and USAR) can enlist RA and USAR Future Soldiers.

SPECIAL MISSIONS

9-15. When assigning special missions (for example, OCS and WOFT) commanders must first consider their market. Care must be given to ensure the market exists before a mission is assigned. For example, if a company does not have a 4-year college program in its AO, it may not be wise to assign an OCS mission to that company.

9-16. OCS, WOFT, chaplain, and AMEDD applicants require greater time to process, and must meet special qualifications. All support staff must be aware of the special requirements and additional processing time. The chaplain mission is assigned to chaplain recruiters located within each brigade, and the AMEDD mission to the medical recruiting battalions.

MISSION DEVELOPMENT

9-17. It is important to understand how mission numbers are developed and distributed. It is also important to identify priority markets. Prioritizing markets allow commanders to properly allocate their resources. The overall goal is to have recruiters in the right place, at the right time, in the right numbers to ensure the greatest chance of success. Alignment in the missioning process is critical. Wasting resources by positioning too many or too few recruiters in any particular area could negatively impact overall mission achievement.

9-18. The systems used to position and mission the force ensures each station has sufficient manpower and market to support the mission. The command uses mathematical models to identify, down to individual ZIP Code, the recruiting potential in any given recruiter zone. In developing the RA mission, the CG must take into account congressional constraints, category restrictions, and male to female ratios. The RA mission is market driven. The USAR mission is also market driven and also reflects specific vacancies in local TPUs. It is not uncommon for missions between stations of the same company to be different.

9-19. The purpose of the process is to assign the mission based on the market resources available for achieving mission by category, rather than equally dividing

the mission. DOD market analysis can be a strong indicator if an area is undermissioned or overmissioned. Special missions should also be assigned based on market and the potential to achieve the mission. To ensure the greatest opportunity for success, commanders should consider all information available.

9-20. Proper distribution of the recruiting mission is critical to ensure overall accomplishment of the mission. Mission models distribute the mission based on historical performance. However, company commanders must know their leaders' and Soldiers' capabilities and distribute their recruiting mission in a manner that is equitable and provides the best opportunity to succeed. Leave, schooling, and Family situations all impact a station's performance and each of these situations must be considered when distributing the mission.

SUMMARY

9-21. The responsibility of positioning and missioning the recruiting force rests with the commander. Commanders must have a basic understanding of recruiter positioning and missioning methodologies when positioning stations and assigning missions. Commanders must ensure recruiters are in the best possible locations, the mission is achievable, and the right markets are targeted. G2 is the proponent for market intelligence and mission analysis and coordinates the positioning and missioning processes. Proper positioning of the recruiting force and distribution of the recruiting mission is essential for mission accomplishment.

PART THREE

Recruiting Operations

Army recruiting, at its core, is a simple activity. Recruiters recruit. This statement oversimplifies the recruiting mission, but recruiters have just one job: To seek out, interview, and process young Americans for enlistment or commissioning. Wise commanders do not try to overburden recruiters or overcomplicate the process.

There is much more to say about how recruiting works, and the many actions that must take place before the recruiter can effectively engage the market. Nevertheless, this command has a single mission that changes little from year to year, whether in peacetime or in time of war. The size of the mission changes according to the needs of the Army, but the core mission remains constant: Provide the strength of the Army.

This relatively small command plays a major role in the overall success of the Army. The Army cannot fight without warriors, so the Army depends on USAREC to find them. The Army conducts military operations to carry out its mission of fighting the Nation's wars. USAREC conducts recruiting operations to carry out its mission of recruiting the Nation's Army.

FM 3-0 states, "A major operation is a series of tactical actions (battles, engagements, strikes) conducted by combat forces…….coordinated in time and place, to achieve strategic or operational objectives in an operational area. These actions are conducted simultaneously or sequentially in accordance with a common plan and are controlled by a single commander." Similarly, recruiting is a major operation and a series or collection of tactical activities classified by USAREC as decisive, shaping, and sustaining operations.

Chapter 10 discusses decisive operations. Decisive recruiting operations put the recruiter in direct, interpersonal contact with the target market for the purpose of an enlistment or commission.

Chapter 11 discusses shaping operations. Shaping operations create favorable conditions in the AO for follow-on decisive operations. Shaping operations positively influence the target market's perception of the Army and its mission.

Chapter 12 discusses sustaining operations. Sustaining operations provide the means to carry out recruiting operations. Sustaining operations furnish and maintain facilities, equipment, and infrastructure. Sustaining operations also manage the fiscal resources that fuel recruiting, the training that builds recruiting power, the personnel pipeline that keeps recruiting foxholes operational, and the Soldier and Family wellness programs.

Chapter 10

Decisive Operations

> *"Don't delay. The best is the enemy of the good. By this I mean that a good plan violently executed now, is better than a perfect plan next week. War is a very simple thing, and the determining characteristics are self-confidence, speed, and audacity. None of these things can be done perfectly, but all can be done well."*
>
> General George S. Patton

A well trained, well prepared recruiting force has the capability to decisively exploit all existing and newly discovered markets of opportunity within their AO. They must be agile and quick to respond to market trends and societal events that could affect the recruiting mission.

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10-1. Decisive operations directly accomplish the mission. They determine the outcome of a major operation, battle, or engagement. The decisive operation is the focal point around which commanders design the entire operation. Commanders designate activities that directly accomplish their mission as their decisive operation(s) in their concept of operation. Every decisive operation has an objective. The commander must be able to shift their decisive operations quickly to take advantage of opportunities as they are discovered or created. For USAREC, decisive operations are those that put the recruiter in direct, interpersonal contact with the market (prospecting, interviewing, processing, FSTP).

10-2. The personal encounter between a recruiter and prospect is the decisive operation that starts the prospective Future Soldier down the processing path to enlistment or commission. The purpose of all sustaining, shaping, and decisive operations is to cause that event—the Army interview—to occur as frequently as possible.

10-3. Decisive operations most often work in sequence; each activity depends on the completion of a previous step. For example, recruiters contact leads and conduct prospecting operations. Prospecting generates Army interviews, which lead to processing, and ultimately an enlistment or commission. Decisive operations are the spearhead. All other operations and activities support them.

10-4. Some shaping and sustaining operations are conducted before decisive operations to prepare the market and enable the recruiting force. Others occur during or

after the decisive operations to prepare for future operations. The distinctive nature of the recruiting environment requires leaders at all levels to be decisive in recruiting operations, shape their recruiting efforts, and sustain their force's ability to win.

10-5. The following are decisive recruiting operations:

- Prospecting.
- Interviewing.
- Processing.
- FSTP.

10-6. Decisive recruiting operations begin with prospecting. Recruiters get leads from many sources which include headquarters advertising leads, Army Career Explorer leads, and purchased professional lists (for example, doctors, dentists, veterinarians, and chaplains) which are made available daily via the recruiter workstation (RWS).

10-7. Even though the majority of leads come from outside sources, recruiters do generate leads. Recruiters generate leads by soliciting student directories from high schools, postsecondary schools, and professional colleges (medical and nursing schools and seminaries). Recruiters also generate leads from TAIR events, school setups, professional conferences, TPU members on ADOS-RC, and referrals.

10-8. Prospecting creates opportunities for recruiters to come face-to-face with qualified prospects. Recruiters should welcome any opportunity to tell the Army story to whomever they meet. Even people who appear to be ineligible for Army service (for example, persons with physical disabilities) can become valuable allies in the recruiter's network. They can pass the message on to other people who may be eligible. Every person in a recruiter's market is a potential COI.

10-9. Prospecting can be defined as a recruiter's attempt to personally contact individuals who are eligible for military service to discuss, at a subsequent meeting, the possibilities of an Army enlistment or commission. Prospecting forms the bedrock of all recruiting activities. Effective prospecting operations are the product of well planned and properly executed shaping and sustaining operations. Market intelligence, a shaping operation, defines the recruiter's zone and identifies areas of high market potential. Training, a sustaining operation, develops and maintains recruiters' prospecting, interviewing, processing, and Future Soldier training skills.

10-10. Interviewing is where recruiters meet face-to-face with prospective Future Soldiers to tell their Army story. Recruiters use their leadership and developmental counseling techniques to lead prospects through the decisionmaking process and ask for a commitment. Interviewing is the centerpiece and art of the recruiting process.

10-11. Processing begins when the prospect agrees to enlist or applies for a commission. Processing determines the applicant's education, aptitude, medical, and moral qualifications. Processing concludes when the applicant enlists or is commissioned and becomes a Future Soldier.

10-12. The FSTP prepares new members for the rigors of training and life as an American Soldier. During this operation, recruiters maintain contact with Future Soldiers, reinforce their decision to join the Army, and ease the transformation from civilian to military life. Properly motivated Future Soldiers can be a valuable recruiting asset by positively influencing their peers and providing quality leads.

10-13. Decisive operations are conducted chiefly at the recruiter level. They are tactical maneuvers and engagements designed to penetrate the recruiting market and lead prospects to a decision to join the Army. Commanders at company and station levels are responsible for directing tactical operations.

10-14. The key to any successful operation—decisive, shaping, or sustaining—is the design of the operational plan. Commanders at all levels must consider the following as they develop and execute their operational plan:

- **Mission**. Commanders provide their subordinates with a clear statement of what to accomplish and why. They anticipate likely developments. To prepare subordinates for subsequent actions, commanders give them their superior's mission and intent, tell them what they envision for the future, and issue warning orders as appropriate. To maintain momentum, they assign subordinates tasks that encompass the full scope of the operation.
- **Market**. Leaders must identify markets that have proven most productive or have good potential. Leaders must also consider recruiters' experience level and seasonal effects.
- **MAP**. The MAP is a mathematical calculation of a station's operational performance. The MAP tells the station commander, for example, the number of appointments conducted over a period of time. Of those appointments conducted, some of them developed into further processing, and a portion of those enlisted. Through a process of division and multiplication (automated through ARISS), a leader can reasonably predict how much activity should occur to achieve the mission. Nothing about this exercise guarantees success, but the wise leader pays careful attention to the MAP.
- **Leads and prospecting analysis (LPA)**. LPA shows avenues of approach to the market. In other words LPA identifies the lead sources that have proven most fruitful.
- **Scheme of maneuver**. The combination of MAP and LPA shows recruiters where to go, when to go, and what outcome they should expect.
- **Mass of forces**. Leaders can mass recruiters or even stations on a single target or event. The vignette at the end of this chapter offers a good example of massing forces. Another use of mass is to exploit effective networking to concentrate recruiting activities on a target.

OPERATION ANALYSIS

10-15. Commanders must consider the variables listed above when analyzing and developing an executable COA. Prior to T-2, commanders at each level can use the analysis and planning process to seek subordinates' input and use the development of the plan as a team building process. SWOT and recruiting functions analysis will drive the training plan. Operation analysis must be synchronized with recruiting operations to directly support the mission.

10-16. Commanders, especially battalion commanders, must have one foot in the current PL and one foot in the future quarter. Such long-range thinking ensures training, availability of assets, and event scheduling are accomplished to create conditions for success. To turn planning into action, company and battalion commanders must develop a planning calendar, which will provide a tool for their small unit leaders (station commanders) to use periodically to look ahead.

10-17. Leaders at company, battalion, and brigade levels must synchronize their efforts to ensure they complement, not detract from, the efforts of the recruiter on the ground. Leaders must always remember the recruiter is the person charged with carrying out the recruiting mission. The chain of command must focus on the

future fight to create conditions for success. The command can study the results of successful operations and use that information to frame the next operation.

PLANNING AND MANAGING THE USE OF TIME

10-18. Leaders and recruiters must be ever mindful of the one element over which they have no control, time. No one can control time, but one can control the use of time. Leaders should train their recruiters to make the best use of the 24 hours they have each day. They should execute their short- and long-range plans to accomplish the mission as quickly and economically as possible.

10-19. Every member of the team should have clear, specific goals and they should be annotated in their Recruiter Zone calendar. They should set priorities and do the most important things first. Leaders should follow the same practice and remember that their actions and decisions will affect the lives of their subordinates. Leaders should train their subordinates, give them a mission to perform, and then allow them to perform it.

CONDUCT OF OPERATIONS

10-20. The recruiting functions mentioned in chapter 4 (intelligence, prospecting, interviewing, processing, FSTP, training, sustainment, and C2) are the framework of recruiting operations. Periodic review of each recruiting function during a PL will help ensure all elements of the organization, to include material resources, are properly directed. The following is a discussion of each recruiting function.

INTELLIGENCE

10-21. The first step in planning decisive operations is to identify and understand the market. Market intelligence as described in chapter 8 is critical in determining the characteristics of any decisive recruiting operation. Developing plans without proper market intelligence usually results in failed objectives. Commanders use this resource to initiate the planning phase. Each recruiting zone is different. Market penetration must be analyzed, and the results of this analysis should be considered during the development of a prospecting plan to ensure the station is penetrating the market and that the Army is taking its share.

10-22. Market share reports can show the station commander how many enlistments the station will need to get their share of the market in each ZIP Code. With this information, the station commander can set specific goals for each ZIP Code. These goals, based on historical data, do not replace the mission, they are only benchmarks. The team can then periodically check their progress against goals and adjust their operational plans if necessary.

10-23. A well-designed ROP should provide enough prospects to accomplish the mission. A MAP looks at the entire enlistment process, from appointments made through enlistments. The numbers in the MAP come from the organization's historical performance and the mission. The idea is to look at today's mission in the light of yesterday's performance. The analysis shows the amount of activity recruiters should generate at each step of the recruiting process. The plan must have short- and mid-range objectives. (See USAREC Manual 3-02, app A.)

10-24. Leaders at every level have a role to play in executing the MAP. The leader must monitor progress at every step. Shortfalls at test and test pass, for example, will naturally result in shortfalls during later steps of the recruiting process. Of course, every member of the team must remember the objective is not to merely

make appointments or to test applicants. The objective is to lead qualified people into the Army.

10-25. The station commander should review the mission and determine the best way to attack the market. This review will show how much prospecting will be needed in the grad and senior markets. The review will also suggest how much emphasis to place on specific prospecting techniques: Telephone, face-to-face, and e-mail. The station commander should know how many applicants are close to enlistment and when they are projected to process and enlist.

10-26. The station commander should also review potential FSTP losses and factor those losses into the prospecting plan. The station commander should also know each recruiter's prospecting strengths and use those strengths to their advantage.

10-27. A ROP is similar to a sketch map in many ways because it states the present location and indicates the destination or objective. Differences exist in the kinds of objectives pursued. Objectives lend direction and purpose to planning activity. If these objectives are clear and realistic and if all team members understand them, planning can proceed on a basis designed to seek the best means to accomplish them. However, if objectives are vague or unrealistic, planning can be difficult, even futile. The plan can be no better than the objective. The ROP must be nested one level up to the brigade level, to ensure the ROP meets the operational intent of the senior commander.

PROSPECTING

10-28. Prospecting must be planned and consistently executed. A prospecting plan should focus on the right market at the right time. A mission for seniors directs recruiters to prospect in the high school market. A mission for grads directs effort in postsecondary schools. The planning process requires leaders to use market intelligence to understand their markets. Understanding the market allows the leader to direct recruiters to target-rich environments (for example, schools, ZIP Codes with high potential).

10-29. Consistent effort and predictable schedules positively affect recruiting efforts. Recruiters should make a point to visit key locations (for example, schools and hangouts frequented by the target market) on a regular schedule. Such planning routines make the public comfortable with the presence of the recruiter and enhance the effort.

10-30. Leaders at all levels should remember that the effort going on today affects not only today's mission, but tomorrow's as well. Recruiting is a steady, day-by-day, month-by-month effort. Every month brings a new mission. Every encounter with a prospect or an influencer has the potential to produce an enlistment, either in the short term or down the road.

10-31. LPA is required to maximize recruiters' prospecting opportunities and ensure total market penetration. Lead sources include but are not limited to college lists, high school lists, members of the FSTP, advanced lead refinement lists, school ASVAB, applicant referrals, e-mail, TAIR events, and COIs.

10-32. Commanders should evaluate proficiency in relation to the specific source of lead for their recruiters. This analysis helps station commanders identify skill gaps and provides valuable intelligence into the most efficient and effective lead sources. This process enables the station commander to fight the current battle using the current strengths of their recruiters while shaping the future by conducting training to improve recruiters' weaknesses.

INTERVIEWING

10-33. Interviewing is the art of recruiting. It is where a recruiter comes face-to-face with a prospect to tell their Army story. The interview is the centerpiece of recruiting. A recruiter's success is determined by their mastery of interpersonal skills and interview techniques.

10-34. The interview is a nonlinear process, but does follow a logical sequence of steps. The steps of the interview are: Establish trust and credibility, prequalification, identify and establish goals, generate and compare alternatives, the decisionmaking process, working through obstacles, and finally engendering a commitment (see USAREC Manual 3-01).

10-35. No two interviews are alike. Recruiters must rely on their training, experience, intuition, and the fundamentals of effective counseling to move through the interview. Regardless of the situations they encounter, they must be able to adapt, adjust, and stay on course. During the course of the interview recruiters may have to retrace earlier discussions or jump ahead depending on the situation and the prospect. The interview is not a lock-step process. By paying close attention to what is occurring during the interview, recruiters can help the prospect identify their goals, formulate a plan, present the Army as the prospect's best alternative, and ask them to join.

PROCESSING

10-36. Processing is a key component of decisive operations and is the logical follow-on to the interview. The prospect becomes an applicant when they respond to developmental counseling and agree to process for enlistment or commissioning. The follow-on steps in processing turn the civilian into a Future Soldier. The relationship moves to a new level as the recruiter begins to collect information to establish the applicant's qualifications.

10-37. Processing involves mental testing (for most applicants), a medical examination, and collecting documents—birth certificate, diploma, marriage license, driver's license, professional license, and so on. Different types of applicants have different processing requirements. All applicants for enlistment must have a qualifying ASVAB score, applicants for commissioning do not. All processing, however, has two purposes: To assess an applicant's qualifications and to bring qualified volunteers into the Army.

10-38. FSR2S allows recruiters to make temporary MOS reservations during the Army interview via their RWS. FSR2S allows the recruiter to work with the applicant in the applicant's home and in the presence of family members and other influencers. This feature enhances the credibility of the Army and the recruiter. The applicant and their family feel more at ease, and the recruiter feels more confident. FSR2S greatly reduces the workload at the MEPS and the time applicants spend in MEPS processing.

10-39. With FSR2S, the recruiter helps the applicant select an MOS and temporarily reserve a "training seat," even if the applicant has not yet taken the ASVAB or medical exam. This process requires the recruiter to evaluate the applicant's qualifications before they make the temporary reservation. The recruiter evaluates qualifications as follows:

- Age, citizenship, education, dependents. The recruiter collects original documents.
- Medical history. The recruiter carefully and thoroughly questions the applicant about their current state of health and medical history. This interview must include questions about the applicant's use of illegal and controlled substances. The recruiter asks the applicant for medical documents when appropriate.
- Law violations. The recruiter asks the applicant about any history of law violations, no matter how trivial. Army and USAREC regulations and policies require the recruiter to ask for written records from law enforcement agencies and courts in some cases.
- Mental ability. The recruiter gives the applicant an informal test to measure their mental ability. The Computerized Adaptive Screening Test or the Enlistment Screening Test predicts ASVAB performance. Either test predicts both the AFQT score and "line scores" that indicate the applicant's aptitude for various kinds of work. Of course, some applicants will have taken the ASVAB in school or at a mobile examination team site. If the test scores are less than 2 years old, the recruiter may use those scores for enlistment purposes.

10-40. When the recruiter feels confident that the applicant meets qualifications, they can proceed to make a temporary reservation. Unless the applicant has tested and undergone a medical examination, they must take the ASVAB and a physical within a prescribed number of days after making the temporary reservation. When the applicant meets all enlistment qualifications, an Army GC makes the reservation permanent. Applicants for enlistment must also take the Oath of Enlistment.

10-41. Processing offers opportunity for commanders at station and company levels and higher to influence the course of operations. The FSR2S eliminates some of the administrative steps of the enlistment process, but not every applicant qualifies to enlist via FSR2S. PS applicants, for example, and applicants who have only a general education development diploma must enlist through the normal MEPS process. LZ allows leaders the ability to view each processing step to address any problems that may occur.

10-42. Leaders involved with applicants for enlistment can monitor processing with tools such as the Tested Not Enlisted (TNE) Report and the Qualified Not Enlisted (QNE) Report. Commanders access these reports through LZ. The TNE Report lists applicants who have taken and passed the ASVAB, but who have not taken a medical exam. The QNE Report lists applicants who are fully qualified, both mentally and medically, but have not enlisted.

- These reports help station commanders identify recruiter skill gaps. For example, a station commander may notice that a recruiter tests many applicants, but has difficulty moving them forward to the MEPS physical and enlistment. Another recruiter may have a significant number of fully qualified applicants who have not enlisted. The station commander should try to find out why these applicants have not become Future Soldiers. The station commander should use training, mentoring, and counseling to help recruiters become more tactically proficient and to make processing more efficient.
- A company commander might review the TNE Report or QNE Report to look for trends developing in stations or even with individual recruiters. The reports clearly identify who is generating the activity and which recruiters or stations habitually appear on the report. The remarks entered by recruiters and station commanders make it easy for commanders to discern trends and identify skill gaps.

FUTURE SOLDIERS

10-43. FSTP followup must be tackled aggressively. Recruiters and leaders communicate with Future Soldiers to maintain motivation, gather additional information about the Future Soldier, determine if any changes with the Future Soldier have occurred since enlisting, and to obtain referrals. Stations conduct FSTP functions to help motivate and train Future Soldiers and gain referrals. These functions are scheduled well in advance, are thoroughly planned, and are well executed.

Example of Simultaneous Use of Recruiting Functions

In a somewhat rural company in Texas, two of the more rural counties combined their efforts every year for a county fair and mud race competition. This was not normally a big event. Recruiters almost never attended. However, the new company commander could not be dissuaded. He had decided to make it a "big" event.

At the battalion targeting board meeting, he learned the Army Adventure Van was scheduled (as a push resource from USAREC) to be in the battalion area. He requested (pulled the resource) the Adventure Van for the county fair. The battalion APA chief decided to help, but did not have money to place advanced advertising (mass) for the Adventure Van in those counties.

The APA chief went to a western wear store, and asked if they were interested in an advertising opportunity. Of course they were. They decided to donate two cowboy hats to the local radio station for a drawing. The cowboy hats were pre-positioned a month in advance in the two stations that covered the two counties. The local radio station that was advertising the county fair included the cowboy hat drawing every time they mentioned the county fair and gave the location of the two stations. Interested constituents could view the hats and sign up for the drawing at the stations. Literally hundreds of people came to the stations to sign up for the drawing, some stayed to talk to recruiters about their goals.

The company commander made sure that Future Soldiers and their influencers were invited to assist the recruiters at the county fair. In fact, Families of the recruiters (FRG) were also invited.

The day of the fair came with the radio station as the primary announcer for the mud races. It was clear the Army's efforts had dramatically increased attendance, so the station considered the Army a cosponsor. After each race, the announcer would promote a feature of the Army. As the next racers readied their vehicles, the audience would hear, "If you need help paying off student loans, see the Army recruiters located by the food tent." Or, "Do you need money to pay for college? The Army has the Army College Fund. See the recruiters at the food tent."

Meanwhile influencers mixed with recruiter Families and FRG members as they helped channel people through the Adventure Van. The FRG continually answered questions about Army life. These discussions reassured influencers that their loved ones had made a good choice. In fact, just seeing the Soldiers interacting with their Families did amazing things to the commitment level of all of the Future Soldiers.

After the drawing for the cowboy hat, the second hat was awarded by the radio station to the Future Soldier who had brought in the most referrals to the Army recruiters (incentive). The end result of an event that was "not worth the effort" was hundreds of leads. Rigorous followup netted enough total enlistments, directly attributable to this event, to make 4 months' mission for those two stations.

The decisive operation included the following recruiting functions:

- **Intelligence**. The unit had knowledge of the event far enough in advance to plan and conduct an operation. The APA chief understood the demographics and used a cowboy hat that he knew would appeal to the market.

- **Prospecting**. This was event prospecting that included the ASB asset of the Adventure Van. It also included Future Soldiers, Families, and other referrals. Telephone prospecting during the month prior helped generate interest in the event and gave recruiters an "excuse" to call. Rigorous followup (exploitation) was done mostly by telephone.
- **Interviewing and processing**. The commander decided not to use these recruiting functions. He didn't want recruiters attempting to conduct an Army interview on the spot. He felt that there would be too many distractions.
- **Future Soldiers**. Future Soldiers reconfirmed their commitment by attending, felt part of a team, and worked for their promotion. Their influencers also became more committed.
- **Training**. The training impact on recruiters and station commanders was specifically how to conduct a decisive operation (event prospecting).
- **Sustainment**. The Adventure Van, FRG involvement, etcetera, were part of the sustainment function.
- **C2**. The company commander had specific lead-capturing mechanisms in place with metrics. This allowed him to continually update his situational awareness and make any necessary battlefield adjustments.

Although this was a decisive operation, parts of it were shaping and sustaining. Future Soldiers provided leads (decisive) and brought influencers (sustaining). Family readiness involvement improved the sustaining operation. Contact with the local radio station, free advertising, and the advance telephone calls were all shaping operations.

IPRs AND AARs

10-44. A learning organization continuously conducts IPRs and AARs to identify shortfalls that may affect mission accomplishment. By the end of the reviews, participants must clearly understand what went right, what went wrong, and how to improve. Self-assessment is more meaningful than a judgment issued by a superior.

10-45. The IPRs and AARs (see USAREC Manual 3-02, app D) at station, company, battalion, and brigade levels reveal training requirements and serve as a method commanders use to provide direction for operational and planning activities that lead to successful decisive, shaping, and sustaining operations. IPRs and AARs give the commander a feedback mechanism that fosters continuity among such diverse systems as training, force integration, resource management, logistics, and personnel. They fix responsibility with the brigade and battalion staffs for gathering and analyzing data and providing recommendations. This action ensures all battalion and brigade staff sections efforts are synchronized and all resources are integrated into the overall strategy. It ensures each staff section participates in the process and understands their value added to the mission.

10-46. IPRs and AARs provide commanders the ability to review and make refinements to not only operations in progress, but also the ability to look forward and develop operations for the next quarter.

SUMMARY

10-47. Decisive recruiting operations directly achieve the mission. Prospecting is the enabler for all other decisive operations. Leaders need to think long range to promote consistent mission accomplishment. IPRs and AARs are the tools leaders use to promote steady improvement in the unit's performance.

Chapter 11

Shaping Operations

"It cannot be too often repeated that in modern war, and especially in modern naval war, the chief factor in achieving triumph is what has been done in the way of thorough preparation and training before the beginning of the war."

President Theodore Roosevelt

USAREC conducts nationwide shaping operations in the form of promotional ads 24 hours a day, 7 days a week. Forward-deployed forces in the form of recruiting stations maintain an Army presence and are a familiar sight in communities throughout the Nation. Well designed and executed school programs and TAIR activities enhance Army awareness in the community and help shape the local market for successful recruiting operations.

11-1. Commanders conduct shaping operations to create and preserve conditions for the effective decisive operations. Commanders use shaping operations in much the same way. A shaping operation can be defined as any operation or activity that prepares or softens the market for decisive operations such as prospecting. They can occur before, during, or after the start of decisive operations and can remove obstacles or create opportunities to enhance current or future decisive operations.

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11-2. Shaping operations can become decisive when they create the opportunity in themselves to provide interpersonal contact between the recruiter and their target market. Even though these operations are shaping by design, they can become decisive during their execution.

11-3. Market intelligence is not considered a shaping operation by warfighting standards. However, market intelligence is critical to the success of decisive recruiting operations. Market intelligence does not directly impact the target market as do other shaping operations. Market intelligence does, however, provide commanders valuable market information that affects where and how to deploy their forces and direct decisive operations. Accurate market intelligence allows commanders to attain maximum results with an economy of force.

11-4. In warfighting, shaping operations use all the elements of combat power to neutralize or reduce enemy capabilities. In recruiting, shaping operations increase market awareness and multiply recruiters' effectiveness. Shaping operations alone cannot assure success, but their positive affect on the target market can improve the outcome of decisive operations

11-5. Like some sustaining and decisive operations, shaping operations can have characteristics of other types of operations. The following are shaping operations:

- Market intelligence. The chief proponent of market intelligence is the command's office of Market Intelligence and Mission Analysis (also known as the ACS, G2). Elements of market intelligence include LPA, MAP, the Market Share Report, and numerous other reports.
- SRP. High schools and postsecondary schools.
- Advertising and promotion. The chief proponent at USAREC is the ACS, G7/9. At brigade level and below, this staff element is usually known as APA. The G7/9 and APA work closely with their counterparts at USAAC, who manage national advertising and promotions.

11-6. The SRP provides the majority of Army enlistments and commissions. High school programs target the junior and senior class and follow-on grad market. The postsecondary market provides grad and high-grad enlistments, while the professional colleges and universities supply medical and chaplain commissions. An SRP not only produces the leads necessary for decisive recruiting operations—it also establishes an Army presence among students, faculty, and the community in general. A good SRP is vital to Army recruiting success.

11-7. Advertising, ASB, and TAIR events all represent shaping operations that positively influence the target market. National advertising can be found in popular sporting magazines and television commercials aired during Army-sponsored events such as NASCAR and NHRA races. ASB assets such as the APT (Golden Knights) and AMU participate in competitions and are featured during high profile events. Exhibits such as the rock climbing wall and adventure van support local school programs and maintain Army awareness by participating in community events. ASB exhibitors solicit leads from attendees and provide them to sponsor recruiters for followup. TAIR events such as Army band clinics and culinary arts teams demonstrate Soldier skills in schools to promote awareness and create interest in Army programs in the target market.

PAE

11-8. Commanders may conduct a self-directed PAE annually for training and to enhance understanding of their operational area. Each battalion conducts a total analysis of each station and its composition, boundaries, schools, supporting population, and various other factors requiring analysis and consideration. Since commanders may conduct PAEs infrequently, they should implement a market analysis system to determine the appropriate recruiter structure for each local market and the correct positioning of stations in those markets.

11-9. As trends and enlistment data, measured against associated market segments and demographics, come into focus, it will become intuitively clear how to position and mission the force. Companies and stations must use the market information derived from the PAE to plan and conduct recruiting operations to effectively penetrate their local market.

MARKET SHARE REPORT

11-10. There are many aspects to market analysis, one of which is the interpreta-

tion and analysis of the DOD Market Share Report. The company commander must analyze each station's performance as compared to sister services in their AO. Market share and market penetration are indicators of how the Army and other services perform in a given market. The information derived from this analysis should be used when missioning stations. The Market Share Report in conjunction with a current PAE can be used to construct a market analysis of any company and discover weak, mediocre, and strong station areas.

BATTALION PAE

11-11. When a battalion conducts a PAE, input and recommendations from the companies and stations is crucial. Units operating with all available assets and existing structure and adapting them to current market conditions gives an accurate picture of manpower and structure requirements. Thus, when a station's strength does need changing or repositioning, the moves will be based on current market conditions.

MISSION PLANNING

11-12. The commander's analysis of market intelligence provides critical information that feeds into the missioning process. For example, analysis of market intelligence identifies ZIP Codes and schools where DOD recruiters have enjoyed high levels of success. This information helps the commander make important decisions about resourcing and missioning. Commanders must assign missions based on market conditions for each station. This brings the fair fight ideology into focus. Stations within a company may appear homogeneous in aggregate, but each station serves a segment of the company's market. One station's market segment may differ greatly from that of its neighbors. Even within one station, there can be big differences in each recruiter's market. Commanders must ensure the mission is assigned through the company to the station.

SRP

11-13. No other program shapes the recruiting battlefield and establishes conditions for the conduct of decisive operations more than the SRP. The SRP provides timely information for use by commanders at all levels in managing the recruiting efforts of the field force in assigned schools.

11-14. The ASVAB CEP is a key element of the schools programs. This test is the most widely used aptitude test in the country and is offered through the DOD Student Testing Program to interested high schools and other educational institutions. The school ASVAB CEP provides the field recruiter with a source of prequalified leads and is used as a method to gain and maintain access to the school market. Aggressive followup on these leads has a definite impact on decisive and shaping operations. Commanders must provide the resources to enable a strong and active presence in the college, vo-tech, and high school markets.

11-15. The M2S Program is a combat multiplier and key element in the SRP. M2S is a free test-preparation program to assist schools and students with the American College Test, the Scholastic Assessment Test, state assessment tests, state exit exams, and the ASVAB. School officials view this program as an excellent tool that supports their efforts to keep students in school and graduate.

POSTSECONDARY MARKETS

11-16. A strong and active presence in the college market is critical to sustained

success in grad recruiting. Colleges are shared markets within each station. The assigned recruiter will serve as the college's point of contact for all recruiting activities. The station commander directs all recruiting activities on and around assigned colleges and ensures college folders are maintained. When approaching colleges, the approach must address the fundamental needs of the college which are enrollment of students and financial assistance for students.

11-17. College students are looking for both near- and long-term benefits. The near-term benefits are the Concurrent Admissions Program (ConAP) for USAR enlistees, Specialized Training for Army Reserve Readiness Program for local USAR units, and use of the USAR job vacancy report. The long-term benefits are ConAP for AD enlistees, LRP, and Reserve Officers' Training Corps. The following college personnel are possible COIs: Admission officers, registrars, financial aid officers and counselors, placement officers, student services officers, veterans affairs officers, veterans and TPU members on staff, advisors to college newspapers, radio and television stations, department chairpersons, Reserve Officers' Training Corps personnel, and ConAP points of contact.

11-18. Recruiters and leaders must understand different offices have different interests based on their roles. Recruiters should approach each office with a message tailored to that role. For example, admissions officers could see the Army as competition and it might be imprudent to ask this department for student directory information. Requests of this nature should be presented to the registrar. Also many colleges have exit and entrance briefings for students who receive financial aid. This provides an excellent opportunity to present Army educational funding opportunities, especially the LRP.

11-19. When working the postsecondary market, it is important to understand that students leave college at certain times. "Stopout" (drop out from college) typically occurs at either of three points in the academic year:

- Within the first 6 weeks of the semester when a student can withdraw with no academic penalty and still receive a refund.
- Within 11 weeks into the semester, when a student can still withdraw with no academic penalty but does not receive a refund.
- After the semester ends, grades are received, and tuition is due for the next semester.

11-20. Generally, attrition during the first year of college is higher than in subsequent years and occurs especially at the midterm grading period, at the end of the semester, and again at the end of the second semester. Currently, about one in four college freshmen drop out before their sophomore year.

COMMUNITY COLLEGES

11-21. In addition to regionally accredited 4-year degree-granting institutions, the postsecondary market also includes community colleges. These are regionally accredited 2-year degree-granting institutions offering studies toward an associate of arts, associate of science, or associate of applied science degrees. The unique qualities of a community college are that it serves a defined geographical area, offers courses to serve the economic base of that area, and it offers academic programs for students planning to transfer to a college. The average age of students who attend a community college is 29 and most, if not all commute from their home.

CERTIFICATION AND DIPLOMA PROGRAMS

11-22. The postsecondary market also includes institutions that offer fully accredited postsecondary certificate and diploma programs. This includes vocational-tech-

nical schools, career centers, academies, learning centers, training centers, and technical institutions. These institutions train for specific occupations and careers. Examples of occupations include: Practical nursing, computer operator, medical assistant, automotive repair, welding, and similar programs.

AREA POSTING

11-23. The process of posting an area to create awareness of recruiting programs in the market and to support advertising efforts shapes the local market to enhance future decisive operations. This is accomplished by placing posters in storefronts, gathering points, and strategic locations within the AO as well as working the Internet.

RPC

11-24. RPC is a forum for resolving issues at the levels of battalion and supported U.S. Army Regional Support Commands; and at the brigade and the numbered armies in the continental United States. These meetings address such common areas of interest as the automated USAREC and USAR Unit Referral Program, USAR Recruit Quota System Vacancy System, advertising support, location of recruiters, market analysis in relation to the Troop Action Program, discussion of relative priorities for unit recruiting, reservists enlisting in the Active Component, and recruiting for hard-to-fill unit vacancies, to name a few. An effective RPC can improve communications and enhance relationships which greatly affect current and future recruiting operations.

OUTREACH ACTIVITIES

11-25. An educator tour is an outreach activity that many commanders have used with great success. The commander invites key educators and other COIs to visit an Army installation as guests of the Army. Invitees should include influencers from postsecondary schools and high schools. The list should include presidents, vice presidents, deans, academic advisors, and faculty from postsecondary institutions. From high schools, commanders should invite principals and vice principals, guidance counselors, school board members, Parent-Teacher Association leaders, and teachers.

11-26. The purpose of an educator tour is to give these key influencers a clear picture of Army education and training programs. The payoff is better access to campuses and students and improved potential to enlist quality Soldiers. Commanders must resist the temptation to invite the same friendly, familiar people to every tour. Leaders should instead target influencers who have resisted Army recruiting efforts. In many cases, an educator tour can completely change an influencer's negative view of the Army and turn them into an ally.

OPERATIONAL FORCE MULTIPLIERS

11-27. Commanders must develop their combat multipliers: COIs, guidance counselors, very important persons, TPU members, Veterans of Foreign Wars, and others. Civilian community support is an important aspect of recruiting. Recruiters and commanders alike should be actively involved in the civilian community. Key community leaders can be very helpful in creating a good atmosphere for local Army recruiters. Employment of these resources (combat multipliers) is an effective means to ensure future success while also affecting current decisive operations.

11-28. Guidance counselors and business, civic, and local government leaders have the ability to provide active support of our efforts to tell the Army story. Commanders must ensure station commanders plan for and obtain maximum use of each combat

multiplier. These assets will not normally be used or if used will not be used wisely unless the commander is actively involved in the planning and execution.

PROMOTIONAL EVENTS

11-29. Army commands, field operating agencies, the ARNG, and the USAR participate in recruiting efforts by furnishing equipment and personnel in support of TAIR events. TAIR events fall into two basic categories. The first and primary objective is to provide recruiters with leads, the second is to promote Army awareness. Both objectives impact on decisive, shaping, and sustaining recruiting operations.

11-30. ASB provides exhibits such as the cinema pod, cinema van, adventure van, the APT (Golden Knights), and the AMU to support the recruiter on the ground. These exhibits and demonstrations add excitement to the Army story, help penetrate markets, and generate leads for recruiters. All of these impact on shaping the market for recruiting operations.

SUMMARY

11-31. Shaping operations establish favorable conditions in the AO which positively affects decisive operations. Leaders develop knowledge of their markets and this knowledge enables them to direct their recruiters into the most target-rich environments. Outreach activities enhance the market's understanding of Army programs and make the public more receptive to the Army story.

Chapter 12

Sustaining Operations

"Many generals have failed in war because they neglected to ensure that what they wanted to achieve operationally was commensurate with their administrative resources; and some have failed because they over-ensured in this respect. The lesson is, there must always be a nice balance between the two requirements."

Field Marshal Bernard Law Montgomery

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12-1. Sustainment is as important to success as any other part of the commander's operational plan. The D-Day invasion of Normandy was a successful decisive operation that could never have succeeded without massive sustainment. Sustaining operations are utterly inseparable from shaping and decisive operations, although they are not themselves decisive. Sustainment is a central aspect of operations, not an adjunct to them.

12-2. Sustainment provides the resources and infrastructure that makes recruiting possible. Sustainment preserves the freedom of action necessary to take advantage of opportunity. To meet the sustainment challenge, commanders must grasp both the operational and logistical possibilities and limitations of their situations. Sustainment involves providing and maintaining the levels of personnel and materiel required to sustain the operation throughout its duration.

12-3. It is the combination of decisive, shaping, and sustaining operations that lead to mission success. No one activity can do the job. Advertising alone will not bring prospects into the Army. TAIR events, the Army logo on a race car, a Golden Knights parachute jump—none of those actions, events, or symbols alone will perform USAREC's mission. However, advertising, TAIR events, and public displays of Army skills generate leads and create interest in Army service. These gains facilitate recruiters' prospecting efforts.

12-4. Achieving the recruiting mission does not require USAREC to take anything away from what is generally thought of as "the competition"—the other branches, postsecondary schools, and private industry. On the contrary, recruiters are most successful where they can demonstrate the value of Army service by honestly telling the Army story. To tell that story, USAREC must place well-trained recruiters in the right markets at the right time. Commanders do this by synchronizing market intelligence and sustainment operations to support shaping and decisive operations.

SUSTAINING OPERATIONS IN USAREC

12-5. Every level of command conducts sustaining operations and provides resources and logistics for recruiting operations. Logistics estimates are an integral part of every commander's decisionmaking process. Many elements of sustaining operations occur in cooperation with other federal agencies. For example, the General Services Administration furnishes the thousands of motor vehicles recruiters operate. The Army Corps of Engineers works closely with USAREC in finding, selecting, and leasing recruiting facilities.

12-6. When planning recruiting operations, commanders must consider the impact of the more common sustainment functions, such as:

- Technical support and maintenance. Computers, telephones, and motor vehicles are critically important to the execution of any recruiting operation. Keeping this equipment in operational condition is a commander's imperative and a recruiter's responsibility. Recruiting operations rely heavily on automation, so computers and peripherals (for example, scanners and printers) are vital to mission success.
- Training. Recruiters, like all Soldiers and employees, require training, either to learn the basic skills for recruiting, to learn new skills, or to refresh their knowledge.
- Supply. This includes vouchers for transportation of applicants, real estate, and office supplies required to equip and sustain recruiting forces.
- Human resources support. Provide support needed for manning the force, to include personnel support and services to Soldiers, their Families, DA civilians and contractors, to include morale, welfare, and recreation.
- Financial management operations. Financial management operations provide finance services and resource management services to commanders.
- Chaplain support. Army chaplains support recruiting forces in much the same way they support troops elsewhere. Each brigade has a UMT to support operations as directed by the brigade commander. This can include spiritual care, conduct of religious services and ceremonies, such as marriages and funerals, personal counseling, marriage counseling, suicide prevention, and training.
- Legal support. Each brigade has a team of lawyers and paralegals to provide legal assistance and advice in military justice and administrative, contract, and civil law.

12-7. To carry out their mission, recruiters need a place to live and work, a way to communicate, and a way to maneuver. Leaders need recruiters, Soldiers, and civilians to conduct decisive operations.

12-8. The typical recruiter works from a brick-and-mortar station. Recruiters need much more than just a station from which to work. The station must be positioned to take best advantage of the market. The station must also present an attractive, professional appearance to the public. Signage (posters and banners) and furnishings should be consistent in recruiting facilities to send a consistent message to the public.

12-9. Today's recruiter has a host of modern communication gear: Land-line telephones, cellular phones, and the RWS. These tools are as important to the recruiter as a weapon is to an infantryman. Like any other Soldier or employee, recruiters give little thought to their tools or working environment until something goes wrong. So it should be. The recruiter should not have to worry about whether the phones or computers are working. Maintaining this vital equipment is a part of the sustaining operation that runs in the background with minimum involvement of the re-

cruiter.

12-10. Commanders develop a keen understanding of the effects of sustainment on operations. They balance audacity and prudence in terms of sustainment and the other recruiting functions. To a significant degree, sustainment determines operational reach and approach. Sustaining operations establish the staying power of recruiting forces and the depth of operations. They enable commanders to mass the effects of recruiting power repeatedly and maintain freedom of action.

CHARACTERISTICS OF SUSTAINING OPERATIONS

12-11. Commanders integrate operational and sustainment planning through the common recruiting picture. They require timely sustainment information to plan effectively. Staffs assist commanders by determining detailed sustainment requirements during mission analysis. Parallel planning among staffs develops sustainment plans that provides enough support for each phase of the sustaining operation. If the operation is phased, the sustainment plan anticipates requirements by phase.

12-12. All sustaining operations exhibit the following characteristics. In fact, these characteristics are common to all recruiting operations.

- Executable. Commanders maximize the use of limited resources by establishing sustainment priorities and directing priorities of support. Staffs then develop a concept that meets the commander's intent and planning guidance. In developing the concept of sustainment, they ensure that it is executable, responsive, and flexible enough to accommodate changes in the situation.
- Capable of accomplishing the mission. Sustainability is the ability to maintain continuous support during all phases of operations. Sustainment planners determine requirements over time and synchronize the delivery of resources throughout the operation.
- Simple. Commanders should avoid complexity in both their planning and execution of sustaining operations. Mission orders, rehearsals, and standing operating procedures contribute to simplicity.
- Flexible. The key to flexibility lies in the ability to adapt sustainment structures and procedures to changing situations, missions, and concepts of operations. Sustainment plans and operations must be flexible enough to achieve both responsiveness and economy of force. The commander's decision to exploit an opportunity, prepare for future decisive or shaping operations, or continue current operations may alter sustainment priorities.

12-13. Sustaining operations are as important as any other part of the commander's operational plan. They enable shaping and decisive operations by providing support. Sustainment includes force generation and management activities that ensure the long-term viability of the force. In combat operations, a unit's flexibility to maneuver or to mass fires extensively and its capacity for prolonged operations relies heavily on its sustainment system. In recruiting, every level of command conducts sustaining operations and provides resources and logistics for recruiting operations.

12-14. Commanders must consider the effect of the most common sustainment functions when planning recruiting operations. Staff elements assist commanders by determining detailed sustainment requirements during mission analysis. Staffs, directed by commanders, provide estimates that examine support for operational missions and requirements. Sustainment estimates provide a detailed and realistic picture of available assets, their capabilities, and options for employment. The sustainment estimates aid in the development of sustainment plans.

CONDUCT OF SUSTAINING OPERATIONS

12-15. Planning, managing, and executing support involves synchronizing and integrating sustainment functions. Integration consists of synchronizing sustainment operations with all aspects of the recruiting functions. The concept of operations achieves this through a thorough understanding of the commander's intent and synchronization of the sustainment plan. What follows is a discussion of typical sustaining operations in recruiting and how they support decisive and shaping operations.

TRAINING

12-16. Training is a command responsibility and is the foundation for recruiting operations. The development of an effective sustainment training program is a key component of effective recruiting. Training should involve techniques of recruiting, but also serve as an opportunity to restore confidence and ignite enthusiasm. A properly executed training program as depicted by the sustainment training model in figure 12-1 is absolutely essential for success. Sustainment training on basic leadership techniques must be conducted regularly. All training is based on identified needs.

Figure 12-1. Sustainment Training Model

12-17. Assessment of skill gaps at recruiter, station commander, and company level is the most difficult part of training. However, there are a number of tools leaders use to conduct their assessment. First is personal observation. There is no substitute for being in stations with recruiters. Second, leaders should analyze the MAP to provide significant clues to operational shortfalls. Third, leaders should review the Certification Program Handbooks, station training folders, and the company METL to determine if there are any documented skill gaps. Once skill gaps are identified, commanders must ensure appropriate training is conducted and documented.

SYNCHRONIZATION OF STAFF

12-18. The following staff elements conduct some elements of marketing, partnership, and outreach:

- **G2 and S2**. The G2 and S2 provide timely and accurate market intelligence reports, which are essential for the recruiting force to sustain mission success. The recruiting force must have accurate reports to ensure prospecting plans can be created to exploit markets of opportunity.
- **G7/9 and APA**. The U.S. Army Accessions Command manages all national advertising campaigns for Army programs. Brigades and battalions have budgets for local advertising campaigns directed at specific market segments. Brigade and battalion APA staffs plan local activities to support mission requirements and the commander's assessment of the market. APA runs the Command Information Program, MSB and TAIR activities, and plans and supports community relations events. The APA chief is actively involved in the targeting board synchronization process at brigade and battalion levels.
- **ESS**. 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 job involves good public relation skills and a working knowledge of educational theories, principles, and procedures at the secondary and postsecondary level. In order to achieve the mission the ESS must spend a good deal of time in the schools, working with and assisting the recruiting field force. The objective is to establish and maintain a good working relationship with the schools which will enable the recruiter to sustain an effective SRP. Additionally, the ESS can assist recruiters and their Families in achieving their educational goals.

SUMMARY

12-19. Sustaining operations do not directly achieve the recruiting mission. However, these operations make it possible for shaping and decisive operations to go forward. Successful conduct of sustaining operations requires careful and thorough coordination of staff elements.

PART FOUR

Connecting With America

Part Four discusses the Army in the community and the telling of an Army story through:

- The Recruiter: The face of our Army.
- The Army story.

Chapter 13 describes the recruiter as the face of our Army. The Army recruiter is the one visiting the parents of the Future Soldier and talking to America's young people about duty, honor, and selfless service.

Chapter 14 describes the telling of an Army story. How national and local advertising impact the target market and the recruiter's ability to motivate and lead a prospective civilian to become a Future Soldier. Prospecting avenues and storytelling resources are covered in this chapter as well. Topics covered in detail include:

- Leadership.
- Counseling.
- Prospecting.
- Use of technologies.
- Care of Future Soldiers.

Chapter 13

The Recruiter: The Face of Our Army

"Soldiers represent all that is good about America."

SMA Kenneth Preston
13th Sergeant Major of the Army

"The choice of Noncommissioned Officers is an object of the greatest importance. The order and discipline of a regiment depends so much on their behavior, that too much care cannot be taken in preferring none to that trust but those who by their merit and good conduct are entitled to it. Honesty, sobriety, and a remarkable attention to every point of duty, with a neatness in their dress, are indispensable requirements."

Regulations for the Order and
Discipline of the Troops of the
United States
1779
GEN Friedrich Wilhelm von Steueben

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13-1. No element of the Army has a closer relationship with the American community than USAREC. In cities and towns across America, even those with military installations nearby, the recruiter is the face of our Army. Army recruiters live next door to other Americans with their Families, visit prospects and their parents in their homes, and are a regular presence in every high school in America. In most communities—urban, suburban, and rural—the recruiter is the face of our Army.

THE PROFESSIONAL

13-2. American Soldiers, possessed of a fierce warrior ethos and spirit, fight in close combat, dominate key assets and terrain, decisively end conflicts, control the move of people, protect resource flows, and maintain post-conflict stability. Our Army at War – Relevant & Ready.

13-3. This highly visible interaction places a heavy responsibility on recruiters and their leaders. Members of USAREC live in a fishbowl, their conduct examined continuously, and appearance speaking volumes about not only them, but about the uniformed service they represent. The American people justifiably look to their military to be skilled in the technical aspects of the profession of arms and to be

trustworthy men and women of honor, character, and integrity. The Army offers incredible opportunities to Americans, enlistment incentives abound. Yet, the personal example of the recruiter remains the single most influential factor in a young man's or woman's decision to enlist.

THE RECRUITER AS A LEADER

13-4. We cannot sell the Army because no American will buy the Army. Service to one's country, putting one's life on the line to defend its very freedom, and the American values we all hold dear is not a concept to which we can attach cash value. Therefore, a prospective Future Soldier probably will not respond warmly to an appeal based solely on some tangible value model. Money for college and cash incentives may offer reasons for a second look at Army service, but first we must appeal to the heart.

13-5. Thus we cannot think of USAREC as a sales organization. First and last, recruiters are leaders. The recruiter will never succeed in this command, or for that matter in any other Soldier role, without a firm mastery of leadership skills. Recruiters demonstrate the personal strengths (mental, physical, and emotional toughness) required to be successful in any endeavor.

13-6. Cash incentives alone do not motivate people to enlist. Research tells us today's young people do not respond to canned sales pitches. Young people do respond, however, to the urgent, personal appeal of a recruiter whose character and behavior embodies the Soldier's creed. They respond, as Americans have always responded, to leadership. They respect and follow a Soldier who every day demonstrates the warrior ethos. People respond to a leader who truly cares about them. Successful Army recruiters lead prospects to a decision to enlist by applying their skills as a leader, mentor, and coach. Young men and women enlist because they trust and respect their recruiter and aspire to follow their example.

13-7. The Soldier remains the indispensable part of our Nation's defense. Without Soldiers, there is no Army. And where do these Soldiers come from? They come from those urban and rural neighborhoods, large and small, where Army recruiters live and work. Soldiers leave behind their comfortable homes and temporarily set aside their personal plans to put on the Army uniform to help protect their country from her enemies. They do this because someone, an Army recruiter, helped them understand the necessity, the value, and the honor of performing selfless service as a Soldier.

13-8. The Army's ability to close with and destroy the Nation's enemies depends directly on having the men and women it needs to carry out the mission. Thus, the recruiter and the entire command are not merely sideline players, they are key members of the Army team. Before the Army can deploy a combat-ready unit, it must first train and equip Soldiers. Before we can train and equip Soldiers, the recruiter must find and convince qualified men and women to enlist. Thus the recruiter holds the key to providing and maintaining the strength of the Army.

13-9. The Soldier who volunteered or was detailed to USAREC has been given an awesome responsibility. They have become the face of the Army in America's hometown. Recruiting duty challenges the Soldier's leadership skills in ways no other assignment can match. Recruiting duty offers unique and intangible rewards. Each day the interpersonal skills and indirect leadership practiced by recruiters directly contributes to honing the leadership skills of the recruiter that will make them a more valuable asset to any command and unit within the Army. Soldiers find that a recruiting assignment requires a deep and personal commitment from them, their

leaders, and even their Families.

SUMMARY

13-10. When all of the planning and analyzing is complete, the success of recruiting operations rests on the shoulders of individual Soldiers. The recruiters assigned throughout the country, whether in small towns or large cities, are the final key component to accomplishing the mission. Our market may be interested in speaking with recruiters based on incentives and national advertising efforts, but they enlist because of the relationship they build with their recruiter. The leadership and personal example of the recruiter are the two most important factors influencing the young man or woman considering military service. The Army's ability to engage and destroy the Nation's enemies relies directly on young men and women volunteering to serve in the country's defense. The interpersonal skills and leadership recruiters demonstrate daily are the key factors in young men's and women's decision to serve.

Chapter 14

The Army Story

"Tell the Army Story so that the Army's relevance and direction are clearly understood and supported."

The Way Ahead: Our Army at War

THE ARMY INTERVIEW

14-1. The Army interview is the art of recruiting and the centerpiece of recruiting operations. All recruiting operations either support or are the direct result of the Army interview. The interview begins with the recruiter's personal Army story, goes into prequalification, then segues into developmental counseling which leads to the decisionmaking process. No two interviews are alike, just as no two prospects are alike. During the course of the interview, the recruiter uncovers the prospect's needs, wants, and desires, and shows them how the Army can help them realize both their individual and professional goals. The Army interview is the most important decisive recruiting operation. (For a detailed description of the Army interview see USAREC Manual 3-01.)

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THE ARMY STORY

14-2. What is the Army story and how is it told? The Army story is one of brave patriots who went to war and won our Nation's freedom from England. It is the story of warriors who held the Union together in the Civil War. It is the story of ordinary men and women who did extraordinary things to preserve freedom through two world wars, along with conflicts in Korea, Vietnam, Grenada, Bosnia, and the Persian Gulf. Today, it is the story of twenty-first century members of the millennial generation, so-called echo-boomers, going into battle against a new enemy, in a war with an end we cannot foretell. The Army story consists of each Soldier's personal experiences.

14-3. There are many ways to tell the Army story. We tell the Army story by advertising in print and broadcast media. We respond to e-mail inquiries from young people who visit our Web page. Recruiters chat with prospects via instant messaging. Telling the Army story is a company commander addressing a Rotary Club meeting; it is putting the Army logo on a race car. A Soldier tells the Army story when they wear their uniform to a place of worship and tells their neighbors that yes, I am proud to be a Soldier.

14-4. A wrinkled, white-haired veteran tells the Army story by speaking openly about fear, courage, and leadership for a docudrama about World War II. We tell the Army story when we display the Army's skills by deploying the APT (Golden Knights) and the AMU. Telling the Army story is an Army band conducting a clinic with students at a college or high school.

14-5. Every tactic we use to tell the Army story serves a purpose. Yet, at the end of the day, the most effective, the most decisive voice telling the Army story is that of the Soldier who wears the Army Recruiter Badge. The recruiter's Army story is personal, yet universal in its impact on the audience when told with honesty and conviction. This is the recruiter's opportunity to present details of their own Army experiences. The recruiter's Army story may include their initial enlistment experience and subsequent assignments, promotions, awards, campaigns, and assignment locations. The recruiter's personal story reveals the world of the Army to the prospective Future Soldier. It allows them to see the Army through the recruiter's eyes, and picture themselves as Soldiers. The recruiter working face-to-face with a prospective Future Soldier has the most immediate and most effective impact on mission success.

14-6. Telling the Army story is not USAREC's mission alone; it is a responsibility of the Total Army. The Army must inform the American people of its mission, its purpose, and its direction. The American people support the Army with their tax dollars, but they join the Army Family when their sons and daughters put on the uniform. The public deserves to understand the urgent business in which the Army is engaged. The American people need to understand that our Nation is at war, a war unlike any we have known before. Furthermore, the Army must deliver the very clear message that today's Army is relevant and ready to fulfill its mission.

LEADERSHIP SKILLS

14-7. Leadership skills are as important in recruiting as in any other Army activity. One important role of a leader is that of counselor. All Army recruiters—NCOs, officers, and civilian employees—are leaders by virtue of rank and position. The relationship between recruiter and prospect is similar to the relationship between a leader and a young Soldier. Thus, it is easy to see how developmental counseling plays a major role in the recruiter's work.

14-8. Every recruiter has been involved in developmental counseling to some degree throughout their career. Soldiers new to USAREC bring varying degrees of leadership experience, and that experience usually includes some involvement in mentoring subordinates through teaching, coaching, and counseling. The new recruiter will find interviewing a young prospective Future Soldier has many parallels to counseling a subordinate Soldier. Table 14-1 lists these parallels.

Table 14-1
Correlation Between the Army Interview and Developmental Counseling

Purpose: Clearly define the purpose of the counseling.	The recruiter explains to the prospect the importance of mapping out their future and how the Army can fit into those plans.
Flexibility: Fit the counseling style to the character of each subordinate and to the relationship desired.	The recruiter must learn as much as possible about the prospect and tailor the interview to fit the individual.

Table 14-1
Correlation Between the Army Interview and Developmental Counseling--continued

Respect: View subordinates as unique, complex individuals, each with a distinct set of values, beliefs, and attitudes.	The recruiter must gain the prospect's respect by establishing credibility and trust. Likewise, the recruiter must always respect the prospect's values, beliefs, and attitudes and show how Army values complement and support them.
Communication: Establish open, two-way communication with subordinates using spoken language, nonverbal actions, gestures, and body language. Effective counselors listen more than they speak.	Army interviews require open two-way communication between the recruiter and the prospect. The recruiter must actively listen to what the prospect has to say.
Support: Encourage subordinates through actions while guiding them through their problems.	The recruiter skillfully guides and leads the prospect toward a plan of action that will help them achieve their goals and solve their career problems.

INTERVIEWING AND COUNSELING

14-9. The interview is where recruiters apply their leadership skills directly, face-to-face with a young man or woman. The prospect is not a subordinate and certainly the recruiter does not have military authority over this person. Recruiters cannot lead or counsel young civilians the same way they deal with a subordinate Soldier. Nonetheless, the prospect is a person who has certain ideas about their future. The interview is the recruiter's opportunity to lead and motivate that person to make a decision about Army service. Many interviews are the beginning of a relationship fostered on credibility and trust. Quite often, this relationship takes considerable time to develop.

14-10. The first challenge for the recruiter is to establish a relationship of trust with the prospective Future Soldier. Prospects will never share their true self with a recruiter unless they feel they can trust the recruiter. This is where the recruiter must demonstrate strong moral character through behavior. Very likely, the prospect knows a little about the recruiter through contacts with friends, family members, and classmates. It is well for a recruiter to talk about duty, loyalty, and selfless service; but recruiters must also live and demonstrate these values both on- and off-duty. The prospect will trust a recruiter who embodies the Army values.

14-11. The RRS trains recruiters to become skilled professional growth counselors. FM 6-22 describes professional growth counseling as "planning for the accomplishment of individual and professional goals." During the counseling session (Army interview), the recruiter must help prospects develop short- and long-term goals and objectives. The recruiter must also empower, excite, and mentally stimulate the young person. Most importantly, recruiters must have the courage to communicate their intent. Recruiters must make it clear to the prospect that their intent, and expectation, is that the prospect enlists.

DECISIONMAKING PROCESS

14-12. During the decisionmaking process the recruiter must be able to point out alternatives the individual can choose to reach their career goals. The experienced leader will allow the final decision to reside with the person who will be affected the most, the prospect. The recruiter must suggest, recommend, and advise the prospect about each COA available and ask the prospect to make a decision. The wording of the question should be direct enough to ensure there is no question in the prospect's mind that a decision has to be made. Once the prospect selects the best COA, the recruiter's next step is to engender their commitment to join the Army.

COUNSELING SKILLS AND TECHNOLOGY

14-13. The RWS assists recruiters in communicating their message to Army prospects but it's the recruiter's interpersonal skills that make the critical difference. The recruiter's influence engenders commitment and propels young Americans to join the Army team. The RWS stores information about Army programs and allows recruiters to present information to reinforce their message during counseling with a prospective Future Soldier. The RWS, however, will never replace or substitute for the recruiter. In the hands of a skillful recruiter, the RWS becomes an effective tool to reinforce and enhance the interview. But, it is the recruiter who looks the prospect in the eye and challenges them to set aside personal desires, to leave behind the comfort and safety of home to put on the Army uniform. The RWS cannot help a young person identify their strengths or weaknesses, set goals, or develop and implement a plan of action. No machine can teach, coach, motivate, or inspire the way the recruiter can and must do.

SUMMARY

14-14. The Army interview is the centerpiece of recruiting operations and the art of recruiting. All recruiting operations either support or are a direct result of the Army interview. Recruiters must be skilled at telling their Army story, conducting developmental counseling, and leading prospects through the decisionmaking process. The RWS allows recruiters to present information that reinforces their message during the Army interview.

Glossary

AAR	after-action review
ACF	Army College Fund
ACS	Assistant Chief of Staff
AD	active duty
ADOS-RC	active duty for operational support-reserve component
AFQT	Armed Forces Qualification Test
AMEDD	Army Medical Department
AMU	U.S. Army Marksmanship Unit
AO	area of operation
APA	advertising and public affairs
APT	U.S. Army Parachute Team
ARISS	Army Recruiting Information Support System
ARNG	Army National Guard
ASB	U.S. Army Accessions Support Brigade
ASVAB	Armed Services Vocational Aptitude Battery
BT	basic training
C2	command and control
CEP	Career Exploration Program
CG	commanding general
COA	course of action
COI	centers of influence
ConAP	Concurrent Admissions Program
CSM	command sergeant major
DA	Department of the Army

DL	distributed learning
DOD	Department of Defense
DTMS	Digital Training Management System
ESS	education services specialist
FAPC	family advocacy program coordinator
FRG	family readiness group
FSR2S	Future Soldier Remote Reservation System
FSTP	Future Soldier Training Program
GC	guidance counselor
HQ USAREC	Headquarters, U.S. Army Recruiting Command
HRAP	Hometown Recruiter Assistance Program
HSDG	high school diploma graduate
HSSR	high school senior
IPR	inprocess review
LRP	Loan Repayment Program
LPA	lead and prospecting analysis
LZ	Leader Zone
MAI	market area of interest
MAP	mission accomplishment plan
MDMP	military decisionmaking process
MEPS	military entrance processing station
METL	mission-essential task list
MOS	military occupational specialty
MSB	U.S. Army Mission Support Battalion
NCO	noncommissioned officer
M2S	march to success
OCS	Officer Candidate School

PAE	positioning, analysis, and evaluation
PaYS	Partnership for Youth Success
PL	phase line
PS	prior service
QMA	qualified military available
QNE	qualified not enlisted
RA	Regular Army
ROP	recruiting operation plan
RPC	Recruiting Partnership Council
RRS	Recruiting and Retention School
RRS-F	Recruiting and Retention School-Forward
RWS	recruiter workstation
SFA	Soldier and family assistance program manager
SJA	staff judge advocate
SRP	School Recruiting Program
SWOT	strengths, weaknesses, opportunities, and threats
TAIR	Total Army Involvement in Recruiting
TNE	tested not enlisted
TPU	troop program unit
UMT	unit ministry team
USAR	U.S. Army Reserve
USAREC	U.S. Army Recruiting Command
USMEPCOM	U.S. Military Entrance Processing Command
WOFT	Warrant Officer Flight Training

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