

Chaplain Recruiting Operations

15 April 2008

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Preface

The mission of the U.S. Army Recruiting Command's (USAREC's) chaplain recruiting force is to maintain the strength of the Regular Army (RA) and Army Reserve (AR) Chaplain Corps. Chaplain recruiters conduct specialized recruiting operations in America's seminaries, theological schools, and churches to recruit this critically important cadre. The Chaplain Corps is an integral part of our fighting force ministering to the Soldier's spiritual and religious needs.

The recruitment of chaplains relies on the expertise of recruiters to communicate with school officials and working clergy (in various faith groups) about the opportunities and ministerial fulfillment that comes with Army service. This manual will give officers and noncommissioned officers (NCOs) assigned to chaplain recruiting duty a foundation for planning and conducting successful operations.

PURPOSE

This manual establishes chaplain recruiting doctrine. It discusses how recruiters and leaders should think about recruiting operations. The "how to think" methodology addresses the specialized nature of chaplain recruiting operations. Leaders should not view the contents of this manual as the all-inclusive final authority on how to recruit, but rather as the foundation for their operations. USAREC seeks to foster a climate of innovation to develop adaptive, self-aware leaders who are willing to take intelligent risks in pursuit of mission accomplishment.

SCOPE

The manual has two parts. Part One (chaps 1 and 2) discusses the operational environment of the station and command. Part Two (chaps 3 through 7) describes decisive, shaping, and sustaining operations and devotes a separate chapter to the Army interview.

APPLICABILITY

This manual provides the foundation for chaplain recruiting. Every chaplain recruiting leader must read, understand, adopt, and apply the doctrine to all chaplain recruiting operations, leadership, and training.

INTRODUCTION

This manual provides the best business practices for chaplain recruiting teams (CRTs). Successful recruiting leaders share their own experiences throughout this manual to help develop these practices. The examples have been tested by the rigors of real-world recruiting and they work. Even though the practices in this manual have been successful, no single approach is right for every situation. This manual simply offers recruiters and leaders a foundation of "how to think" about conducting decisive, shaping, and sustaining operations in the field.

With USAREC Manual 3-0 as its doctrinal base, this manual seeks to promote a culture of innovation within the chaplain recruiting force. Chaplain recruiting leaders should study the examples in this manual and use them as a guide to develop operational plans tailored for their mission and situation. Chaplain recruiting leaders should read USAREC Manual 3-0 to get the most out of this publication.

A primary responsibility of each recruiter is to develop and sustain relationships with seminary and theological school faculty, clergy, religious organizations, community leaders, and groups that support chaplain recruiters. The recruiter must become an integral part of the religious community by earning their trust and respect. The Army must dominate all other services in chaplain recruiting to provide our large force with the spiritual and religious support they need and deserve.

ADMINISTRATIVE INFORMATION

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

PART ONE

Recruiting Environment

Part One discusses the recruiting actions and command structure at the recruiter level. The leader's ability to penetrate their market with a properly trained and led force ensures Army readiness.

Chapter 1 describes the operational framework of a network-centric command and applies the concepts of USAREC Manual 3-0, chapter 2, to the station level. It details the internal and external flow of information and how it supports the recruiting operation and leads to mission success.

Chapter 2 discusses leadership and operational responsibilities. It describes the art of command and how leaders visualize, describe, and direct recruiting operations in their market. Chapter 2 is based on the doctrine found in USAREC Manual 3-0, chapter 7.

Chapter 1

Network Recruiting Actions

We must build forces that draw upon the revolutionary advances in the technology of war...one that relies more heavily on stealth, precision weaponry, and information technologies.

George W. Bush
Commander in Chief

1-1. USAREC is a network-centric command with the recruiter at its center. In simple terms, network-centric recruiting is the sharing and assessing of information to gain an operational advantage within the market. Network-centric operations focus primarily, but not exclusively, on the tactical levels of command (recruiter and station). The recruiting network consists of two parts (internal and external). Together they form the information environment, or infostructure, of the command. These parts are the aggregate of individuals, organizations, and systems that collect, manage, process, replicate, and disseminate information during shaping operations.

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INTERNAL NETWORK

1-2. The success of any military mission relies heavily on command and support. The infantry commander relies on lines of communication for ammunition, rations, and other supplies. Enlisted recruiting leaders in pursuit of high school seniors and graduates rely on higher headquarters and assets from the mainstream Army. Total Army Involvement in Recruiting (TAIR) assets, such as military occupational specialty clinics, are an important source of enlisted leads. Chaplain recruiting leaders call on similar assets. Chaplains from active and reserve units can also serve as speakers to address gatherings of seminary students, clergy, and religious leaders.

1-3. The recruiting information system gathers, refines, and shares information. Recruiter conversion data and lead source analysis (LSA) yield vital intelligence about how efficiently the recruiter is processing leads.

EXTERNAL NETWORK

1-4. Schools are a major source of leads for the recruiter. Seminaries and faith-based colleges and universities hold a wealth of influential people who can aid the

recruiting effort. Financial aid advisors, professors, and deans are vital centers of influence (COIs) for the recruiter. AR chaplains are potential COIs, very important persons (VIPs), and subject matter experts. Pastors of local churches can also open doors for recruiters.

1-5. Recruiters develop their markets by establishing relationships with leaders of religious organizations and denominations. Recruiters should become active participants at meetings of local and regional denominational, religious, and para-church groups.

RECRUITER-CENTERED NETWORK

1-6. Figure 1-1 illustrates the recruiter-centered network and how the information and relevance of the network overlaps and connects with other parts. The information systems link users to relevant data and to one another.

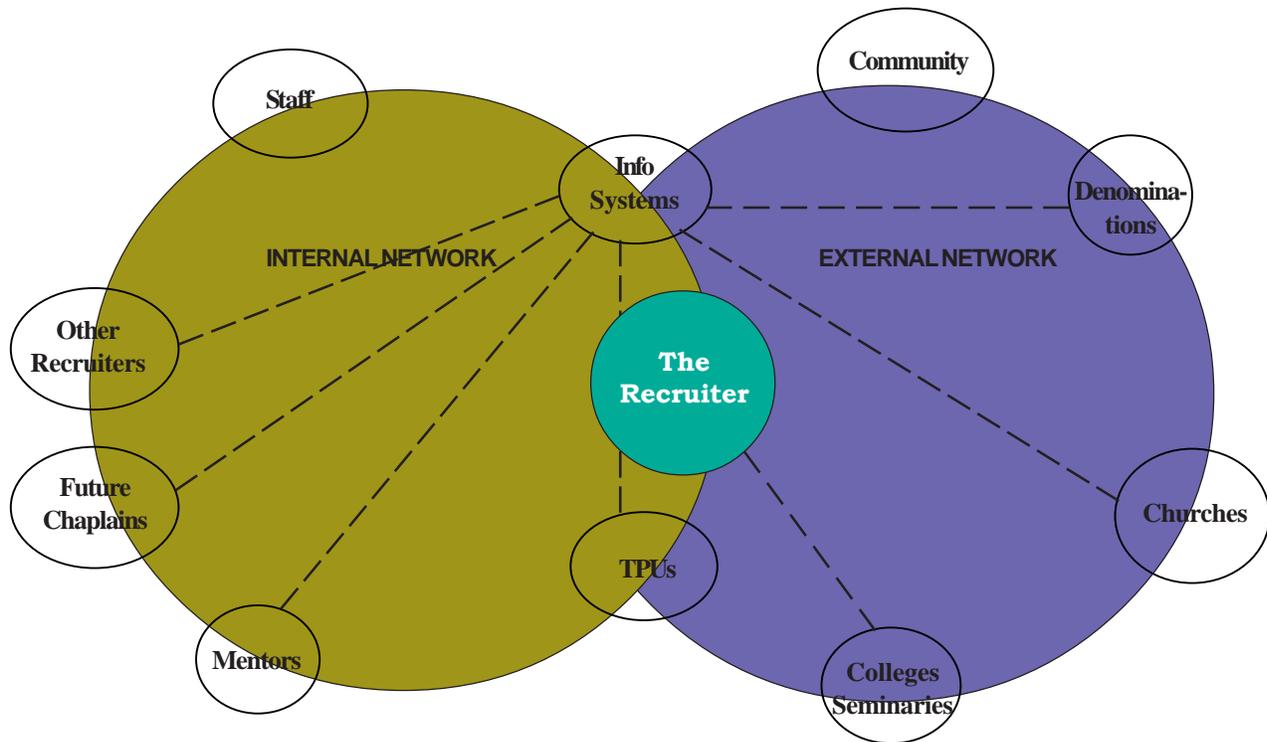


Figure 1-1. Recruiter-Centered Network

Chapter 2

Command

You must love those you lead before you can be an effective leader. You can certainly command without that sense of commitment, but you cannot lead without it. Without leadership, command is a hollow experience, a vacuum often filled with mistrust and arrogance.

GEN Shinseki

HISTORY

2-1. USAREC assumed responsibility for recruiting chaplains in 1996. Today, every chaplain regardless of their faith group who enters the RA or AR does so with the help of a chaplain recruiter.

COMPOSITION

2-2. The CRT consists of one or more recruiting chaplains and one or more chaplain recruiting NCOs. The U.S. Army Special Missions Brigade (SMB), Chaplain Recruiting Branch (CRB), is responsible for the mission, supervision, and training of recruiters and leaders. The senior recruiting chaplain is designated the officer in charge (OIC) and is responsible for the supervision, training, and welfare of all the other members of the CRT. The station commander of each CRT is normally a 79R career recruiter. The station commander provides a high degree of recruiting expertise which contributes to mission accomplishment. The station commander is responsible for the quality and forwarding and tracking of all application packets

through board processing and accessioning. Station commanders develop relationships with COIs and community religious leaders, maintain a tracking and mentorship program for all Future Chaplains, and ensure direct commission and accession (DCA) program implementation.

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2-3. The OIC receives command and management directives from the CRB. The uniqueness of chaplain recruiting necessitates close coordination and consultation with the CRB. Although reports may be received from various personnel assigned or attached to the SMB, command management functions will be performed by the CRB.

COMMAND

2-4. Command of recruiting Soldiers is the same as commanding Soldiers in any other unit in the Army. The complexities of command are based on the strengths and weaknesses of the unit, the unit's mission, and the situations that confront it.

2-5. Recruiters are involved in continuous operations, and the majority of these operations take place in unfamiliar locations throughout the United States. There is no training downtime, no block leave periods, and no second chances. Recruiting operations are live fire and continuously adjusted for maximum affect throughout the mission year. Leading a CRT offers challenges that surpass those of most non-combat assignments. The rewards, however, can be great.

LEADERSHIP

2-6. Leadership is the most dynamic element of recruiting operations. OICs must constantly fine-tune their skills to provide recruiters with new and innovative ways of accomplishing the mission. The repetitive tactics of recruiting requires leaders to present fresh and creative ideas that will motivate and inspire their recruiting force.

CHALLENGES

2-7. Recruiting leaders should shield their Soldiers from distractions. Training, confidence, and attitude help a Soldier survive in combat and in recruiting. Recruiters have little time to practice telephone prospecting, study interview techniques, or rehearse group presentations. Every prospecting call, every interview, and every speaking engagement can mean the difference between mission achievement and failure. A recruiter's actions can positively or negatively affect the mission. Leaders must understand the stressful nature of recruiting and adjust their leadership approach accordingly.

IMPACT

2-8. Leaders should provide purpose, direction, and motivation—while operating to accomplish the mission and improve their unit. Army leaders are judged by the condition of their unit when they leave. Leaders must continuously demonstrate their honesty and integrity to superiors and subordinates alike. They must also show a genuine concern for recruiters and their Families.

ARMY VALUES

2-9. Station OICs must instill Army values in their Soldiers. It is the Army values that set us apart from all other nations and make it the premier service of all four branches. Mission failure in recruiting as on the battlefield, can be traced back to a deviation from one or more of the Army values. Soldiers who embrace Army values can always be counted on to accomplish their mission, despite the sometimes tedious and frustrating nature of recruiting.

SHAPING CULTURE

2-10. Recruiting leaders must foster creativity and innovation within their commands. Recruiters are professional officers and NCOs who can think and act independently, and their leaders should encourage them to do so. Leaders must be comfortable working with officers and NCOs and reinforce why they are executing actions and how they fit into the overarching scheme of maneuvers.

RECRUITING OPERATION PLAN

2-11. The recruiting operation plan (ROP) is a systematic planning approach, used to maximize recruiting efforts and realize mission success. The ROP is focused on the current and two future quarters while developing operational strategies for the year. The ROP is formulated using the seven elements of the recruiting operating system (ROS) as its tactical roadmap. Each station's market is different and a "one size fits all" prospecting directive or operation can stifle even the best recruiting efforts. Even though the ROP is market driven, it must be nested in the CRB's plan. The OIC combines the recruiting team's plans with the CRB's and formulates the ROP. OICs must consider their recruiting team's strengths, weaknesses, opportunities, and threats (SWOT) when formulating their ROP. The ROP should cover the current and two future quarters and focus specifically on the current quarter. The ROP will be properly annotated in the appropriate location on the situational awareness board (SAB).

2-12. The first step in the development of an ROP is intelligence preparation of the environment (IPE). IPE is a four-step procedure that defines the recruiting environment, describes the demographics, evaluates the market, and synchronizes assets to target high payoff zones and events. Various command-generated reports such as demographic, economic, and education help OICs define their market. Recruiters, however, are their eyes and ears on the ground and can provide valuable real-time market information. Compilation of the CRT's ROP gives the OIC a good market evaluation, identifies high payoff zones, and alerts them to events in their area of operation (AO).

2-13. Market evaluation uncovers recruiting "hot zones," such as highly productive schools, gathering places, or economic trends within the AO. The evaluation will also reveal school and seasonal community events that can have a positive or negative affect on the overall prospecting efforts. When compiling the CRT's ROP, OICs should verify market information through the G-2 Web site, past experiences, historical production, and market information obtained from schools, residencies, periodicals, and other services.

2-14. The information gathered from the market evaluation will verify the recruiters' ROPs and ensure all prospecting activities are directed to high payoff zones and events in the quarter. Directing prospecting efforts to high payoff areas will maximize the CRT's time and increase commission efficiency.

2-15. After evaluating the market, the OIC should verify their subordinates' lead generation and prospecting plans. Lead generation and prospecting is the key to recruiting success and must be thoughtfully planned. The OIC should ensure subordinates use their IPE, LSA (see app B), and mission accomplishment plan (MAP) conversion data when formulating their plans. OICs must also verify their CRT's simultaneous market penetration and compliance with their intent. After evaluation and adjustment of the CRT's plans the OIC will formulate the ROP. The ROP should be properly annotated in the proper location on the SAB. The plan should be

brief and written using descriptive bullet comments. The ROP must reflect market and MAP data and address the SWOT.

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

2-16. The OIC must ensure the CRT's ROP has enough flexibility written in, to easily accommodate processing activities. The lead generation and prospecting plan should not be compromised to accommodate processing. The only reason to revise a lead generation and prospecting plan should be to redirect prospecting efforts, not steal time for processing.

2-17. The ROP should include all TAIR, COI, and other lead generation events. Funded and unfunded events should be scheduled and annotated on the synchronization matrix. These planned events must take place. The Future Chaplain is also exponentially important to the recruiter and the Army. Future Chaplains can be considered as COIs who can refer prospects, provide valuable IPE and blueprint information, and promote Army awareness in the community.

2-18. Station and CRB training should be included in the ROP and identify the day, location, and time.

2-19. Scheduled events in the ROP should include any requested recruiting service support (RSS) activities such as TAIR, active duty for special work (ADSW), seminary visits, conference attendance, and guest speakers. Events should be annotated on the synchronization matrix. The events planning sheet should also be submitted to the CRB for discussion at the quarterly AAR.

2-20. Command and control (C2) represents the OIC's C2 of their CRT. The computer is the virtual management, training, and leads resource tool. Communication is the center of gravity in recruiting and the means by which the recruiting force contacts their market and accesses the recruiting infrastructure.

2-21. The ROP is primarily a tactical plan aimed at maximizing recruiting efforts and realizing mission success. OICs lead their force to execute the command's mission strategy and provide the Army's chaplain strength.

DUTY OF LEADERSHIP

2-22. The most important duty of any commander is to establish a climate of integrity, mutual trust, confidence, and respect. When leadership is not synchronized, subordinates know it. Leadership in a geographically dispersed command places a premium on communication and rank maturity. In recruiting, as in combat operations, the leader moves to the critical point and leads by personal example. Good leaders encourage Soldiers to develop good ideas and strong values. Leaders should take deliberate action to generate energy and channel it to productive uses.

COMMUNICATION

2-23. In a geographically dispersed command, communication is not easy. Computers and cell phones deliver information quickly, but nothing replaces face-to-face contact between leaders and Soldiers. The leader's presence in the station makes all the difference in the way Soldiers receive and act on a message. The OIC can show genuine concern by accompanying a recruiter on an interview or by speaking to a group of ministers in the recruiter's area.

RESPONSIBILITY

2-24. The OIC is responsible for their station's mission success. They must be able to react to situational changes quickly. They must understand every aspect of recruiting. They must be directly involved in recruiting operations and be proactive. The OIC is required to be both leader and manager. In *The Seven Habits of Highly Effective People*, author Steven Covey wrote, "Leadership is the first creation. Leadership is not management. Management is the second creation. Management is a bottom line focus: How can I best accomplish certain things? Leadership deals with the top line: What are the things I want to accomplish?" In the words of both Peter Drucker and Warren Bennis, "Management is doing things right; leadership is doing the right things. Management is efficiency in climbing the ladder of success; leadership determines what wall the ladder should lean against." OICs lead their force; manage resources; and value, promote, and protect those who take intelligent risks. Leaders, who involve subordinates in the decisionmaking process and actively seek their ideas, will develop a cohesive unit that is highly motivated and mission oriented.

VISUALIZE

2-25. Upon receipt of a mission, leaders must consider their market and conduct a mission analysis. This analysis will result in their initial vision of a recruiting plan, which they must continually affirm or modify. Leaders use IPE command guidance and their own experience to develop their vision.

2-26. Leaders must clearly understand their market and resources to visualize or frame the desired outcome. What is the mission by religious category? What is the market propensity? What network-centric operations, internal and external, should be employed or are scheduled that will contribute to mission success? The leader's vision should result in tasks to be accomplished; who is to do them; and when, where, and why the tasks are to be done.

2-27. Recruiting and support operations do not happen in any set order. Rarely can a recruiter accomplish their mission by following a set of prescribed steps. Recruiting requires adaptive, self-aware leaders who can take intelligent risks. Simultaneous market penetration (recruiting in the "working" market while recruiting in the school market) is an example of nonlinear recruiting operations. Even when assigned a specific mission, recruiters must prospect in all markets such as universities, seminaries, and working clergy. Recruiters must maximize their efforts and maintain a presence within their multimarket zone. Flexible recruiting plans enable recruiters to shift prospecting efforts during the mission to engage markets of greater opportunity or of higher mission priority.

2-28. Centers of gravity are those characteristics, capabilities, or localities from which a military force derives its freedom of action, physical strength, or will to fight. Once identified, it becomes the focus of the CRT's intent and operational design. The center of gravity in recruiting is communication, the up and down flow of information and support. Communication is a vital tool that coordinates the internal and external workings of a network-centric command.

2-29. A decisive point is a place where a leader can gain a significant advantage over the market. Decisive points are universities, seminaries, and the working market. Just as in battlefield operations, there are more decisive points than the recruiting force can exploit. Part of the operational art of recruiting is identifying the

decisive points that penetrate the market quickly and efficiently and result in the Army's domination of the chaplain market.

DESCRIBE

2-30. Leaders use their planning guidance, IPE, available resources, and experience to describe recruiting operations. Leaders share the plan with subordinates for execution so they understand the measurement of recruiting success.

2-31. The leader's intent is a clear, concise statement of what the force must accomplish. The CRT will use this foundation for all operations.

DIRECT

2-32. Leaders direct recruiting operations using the elements of the ROS. The ROS is composed of seven elements used both separately and in combination, depending on the situation, to accomplish the mission. The seven elements of the ROS are intelligence, prospecting, processing, Future Chaplains, training, RSS, and C2.

INTELLIGENCE

2-33. The intelligence system (G-2) collects, processes, produces, and disseminates data to assist with IPE down to station level. IPE includes demographics, historical data, and current trends. Leaders use IPE to direct recruiting efforts to the most profitable markets within their areas. In chaplain recruiting, intelligence shows where markets exist for each of the numerous categories of chaplains and chaplain candidates. This intelligence allows OICs to apply the principle of missioning the market.

PROSPECTING (MANEUVER)

2-34. Prospecting is the operation recruiters use to locate, identify, and contact potential chaplains. Recruiters can employ the four prospecting techniques: Telephone prospecting (P1), referral prospecting (P2), face-to-face prospecting (P3), and Internet prospecting (P4).

PROCESSING

2-35. Processing is best described as leadership-based relationship management. The recruiter leads the applicant through the process. Every prospecting effort recruiters make should focus on creating an opportunity to tell the Army chaplain story to a prospect. Processing is where the recruiter schedules applicants for physical examinations and preparation of board applications. It is also the first chance to introduce the prospect to warrior ethos and the Army values.

FUTURE CHAPLAINS

2-36. Recruiters formalize the status change from applicant to Future Chaplain by providing assistance and guidance just as they would to a new Soldier in their squad or section. Chaplain and chaplain candidate applicants are classified as Future Chaplains. Recruiters reaffirm, through orientation, the Army chaplain program and establish a professional relationship. Followup with Future Chaplains is a continuous process that requires an ongoing commitment to prepare them for Army life and attendance at the Chaplain Basic Officer Leadership Course.

TRAINING

2-37. Training is a vital part of mission success. The CRB is responsible for training OICs with resident courses at the CRB and through distributed learning. These programs equip leaders with the operational, administrative, and technical expertise they need to lead their units. Leaders also have a responsibility to seek self-development through professional reading and study. The OIC is responsible for the training of all members of the CRT. Performance evaluations are conducted to identify vulnerabilities, set goals, develop and implement plans of action, and provide oversight and motivation through the process. Leaders must know the strengths, weaknesses, and professional goals of their subordinates.

RSS

2-38. OICs use RSS to create interest and generate leads through shaping and sustaining operations. The RSS includes a variety of established programs, including TAIR and ADSW. For example, the U.S. Army Accessions Support Brigade provides professional display support for ministerial conventions. Funding is available to pay for AR chaplains to support local conventions and meetings of working clergy.

C2

2-39. Command at the station level is the exercise of authority and direction by the OIC to direct the conduct of chaplain recruiting operations. Control functions occur through the arrangement of personnel, equipment, communications, facilities, and procedures employed by the OIC in planning, directing, coordinating, and controlling all recruiting efforts.

AAR

2-40. Directing daily recruiting operations can challenge even the most experienced leader. Keeping track of operations, especially in a large area, can be tedious, but operations are only part of the picture. Leaders must also be aware of their subordinates' abilities; taking advantage of their strengths and training to overcome weaknesses. The tool leaders use to monitor and direct operational and recruiting activities is the AAR. The AAR, as described in TC 25-20 is a bidirectional communication and learning instrument. The AAR provides information to the leader so they can evaluate what is working, what isn't, and improve recruiting performance. Mastering the use of the AAR in the recruiting environment is essential for all leaders.

2-41. The AAR should be viewed as the ultimate tool for the transformational leader. Consistent and well planned AARs are critical to mission accomplishment. TC 25-20 states, "An after-action-review is a professional discussion of an event, focused on performance standards, that enables Soldiers to discover for themselves what happened, and how to sustain strengths and improve on weaknesses. The AAR is a tool leaders can use to get maximum benefit from every mission or task."

2-42. The continuous operating tempo of recruiting demands that OICs blend elements of the inprocess review (IPR) into the AAR. FM 6-22 states, "An inprocess review (IPR) is a quality control checkpoint on the path to mission accomplishment. Assessment begins with forming a picture of the organization's performance as early as possible. Leaders anticipate in which areas the organization might have trouble and focus attention there." The AAR can also be used to encourage and enable subordinates to improve their ROP by conducting their own analysis. Leaders can establish an atmosphere of mutual trust by encouraging their subordinates to speak

freely and provide constructive feedback.

Note: The leader's method of communication will vary with each subordinate and situation. Leaders should consider the subordinate's experience, problem-solving abilities, and decisionmaking skills when communicating during the review.

2-43. The AAR has three steps: Preparation, conducting the review, and followup. Each step is necessary to identify areas of the ROP that may need adjustment. The AAR should have a positive impact on the CRT's ability to accomplish the mission. The opposite can occur, however, if the AAR is to simply collect MAP data, rather than address and solve real prospecting and processing issues. The AAR identifies operational and motivational trends that can positively and negatively affect the mission. Positive trends should be exploited and negative trends adjusted or trained. The leader must thoroughly understand each element of the ROS to affect such changes.

2-44. Preparation is the key to an effective AAR. Leaders should analyze the MAP, processing data, and all other pertinent information. The analysis should address the goals and strategies of the ROP and be used to develop AAR discussion points. AAR discussions may differ, but the review sequence should remain the same. This uniformity promotes preparation, develops patterns of thinking, and fosters successful habits in subordinates. The time and frequency of the AAR should be consistent. Leaders should select times that have the least effect on recruiting operations and be held frequent enough to allow for timely corrective actions.

2-45. The AAR will be conducted by the OIC. Conducting the AAR early in the day allows for adjustment and the implementation of alternative courses of action (COAs). The AAR should begin with a personal dialogue between participants. OICs are responsible for more than "filling the foxholes"; they are also responsible for the care of the recruiters who fill them. They should open the discussion by addressing any Soldier or Family support issues that may affect morale. The OIC's prepared outline should guide the conversation. The suggested AAR sequence is: (1) present mission posture, (2) projections, (3) processing, (4) prospecting, (5) plan, and (6) personnel.

2-46. Leaders should ask questions regarding the subordinate's current mission posture. What was supposed to happen, what did happen, and what can be done to improve? Ask open-ended and factfinding questions to determine any obstacles or potential obstacles that could affect mission accomplishment. Projections should be reviewed and verified. All applicants should be discussed to reveal any potential problems that may need special attention. Prospecting should begin with a current MAP analysis. Results of each prospecting method should be reviewed. The review and discussion of the ROP should lead to an agreement on what was supposed to happen, what did or did not happen, and why? The AAR should reveal the underlying reasons for any shortfall and an agreed upon COA to overcome them.

2-47. Followup is at the discretion of the OIC. Follow-on meetings and IPRs should be scheduled at the close of each AAR. Followup is important to operational success and should be adhered to. Canceling or rescheduling followups weakens the AAR's effectiveness and demeans its importance. Establishing a date for followup compels subordinates to enact COAs and prepare results for the review.

PART TWO

Chaplain Recruiting Operations

Station OICs conduct recruiting operations within their station's zones. Recruiting operations consist of planning, prospecting, counseling, processing, and Future Chaplain activities. Recruiting operations are decisive, shaping, and sustaining. Recruiting operations can be conducted either sequentially or simultaneously.

Chapter 3 describes the information-gathering phase of recruiting operations. Prior to the execution of any recruiting operation, leaders gather and analyze pertinent market information.

Chapter 4 describes the decisive phase of recruiting operations. It emphasizes the importance of simultaneously executing prospecting, counseling, and processing operations.

Chapter 5 describes the shaping phase of recruiting operations. Shaping operations create market conditions that aid in mission accomplishment now and in the future.

Chapter 6 describes the sustaining phase of recruiting operations. Essential service and support is necessary to sustain operations and support recruiter activities. Sustainment operations enable successful decisive and shaping operations.

Chapter 7 describes the Army interview and how a commission can meet a prospect's needs and help them realize their goals. Delivered by the recruiter, the Army interview is the primary decisive operation all others support.

Chapter 3

Intelligence Preparation of the Environment

It is not always what we know or analyzed before we make a decision that makes it a great decision. It is what we do after we make the decision to implement and execute it that makes it a good decision.

William Pollard

3-1. Successful recruiting operations require a thorough and detailed IPE. IPE is the gathering of market information. IPE includes, but is not limited to, information on the CRT's market capabilities, local economy, demographics, past production, and military competition.

This market intelligence provides the CRT with the information needed to make competent mission planning and prospecting decisions. Even though IPE is the foundation for mission planning, it is not flawless. IPE is an ongoing process, which must be updated as market changes occur. These changes are usually noticed at the CRT level, which makes it imperative leaders remain flexible and ready to shift recruiting operations if necessary to achieve the mission. Successful CRT leaders see first, understand first, and finish decisively by exploiting the situation. IPE may include, but is not limited to, CRT operations, market analysis, LSA, and school data.

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MARKET AWARENESS

3-2. Market awareness is crucial to any leader. CRT leaders must understand the potential of their market to effectively position their force to achieve optimum performance. The information available to leaders has never been more plentiful. With the resources available, OICs have an unprecedented ability to see first—where the most lucrative markets are located; understand first—how resources can best be positioned to take advantage of those opportunities; act first—be the first service to engage those markets; and finish decisively—by dominating those markets.

SAB

3-3. Situational awareness means to be aware of one's surroundings. For the OIC, situational awareness means having thorough knowledge of the unit's mission, its market, and the resources for pursuing mission accomplishment. The SAB organizes and displays the OIC's four key considerations: The mission, the market, the ROP, and SWOT analysis (see app B). Like Army commanders in the field, OICs need a way to graphically depict the situation they face. Every recruiting station features an SAB. The SAB displays a snapshot of recruiting operations, personnel,

logistics, and market demographics. In other words, the SAB portrays the unit's contemporary operating environment. The OIC uses the board to visualize, describe, and direct recruiting operations.

PREOPERATION PHASE

3-4. During the preoperation phase of battle preparation, leaders gather information. Information is obtained from a multitude of sources and analyzed. This process provides critical zone and market information, which enables OICs to make intelligent decisions concerning where and how to employ their force.

Chapter 4

Decisive Operations

Take time to deliberate; but when the time for action arrives, stop thinking and go in.

Andrew Jackson

4-1. Decisive recruiting operations directly accomplish the assigned mission. Simultaneous completion of multiple recruiting actions such as prospecting and processing, occur through decisive recruiting operations. Ultimately, decisive recruiting operations determine the outcome of a recruiter's success and mission accomplishment. Informed leaders decide when, where, and if to shift prospecting efforts and recruiting support.

Shifting prospecting efforts may be necessary to accommodate market or mission changes. Shaping and sustaining operations ensure the decisive operations are effective. Decisive operations include:

- Prospecting:
 - Telephone prospecting (P1).
 - Referral prospecting (P2).
 - Face-to-face prospecting (P3).
 - Internet prospecting (P4).
- Managing Future Chaplains.

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PROSPECTING

4-2. Leaders achieve the mission by properly maneuvering their force to meet mission objectives. Prospecting is the maneuver recruiters employ to gain an advantage within their market to accomplish the mission. Prospecting is the primary tool recruiters use to achieve mission success in specific markets.

4-3. Operational prospecting involves the timely placement of recruiters at critical locations to achieve an operational advantage. Examples of locations for operational prospecting are denominational meetings, seminars, workshops, student conferences, and school table days. Events of this nature produce operational information, provide lists of attendees, and create opportunities for face-to-face meetings with students and clergy.

4-4. Tactical prospecting achieves the interim objectives required to ultimately accomplish the mission. Prospecting, as previously discussed, is the single most reliable means of moving the recruiting force toward mission accomplishment. Station OICs can gain operational advantage by targeting specific markets such as clergy, seminaries, and religious colleges. Once the target market is identified, OICs should set goals with predetermined contact objectives, such as number of calls, number of appointments. They can further refine the plan by determining the most advantageous times of the day to reach the targeted markets.

TELEPHONE

4-5. Recruiters must make every effort to obtain student lists. Even though seminaries and religious colleges are not required by law to provide student lists, recruiters must look for other methods to obtain lists and conduct telephone prospecting.

4-6. Plan and implement telephone prospecting sessions within the station to target specific market segments and achieve the mission. It is the most efficient method used to contact large numbers of people in a short amount of time. Telephone prospecting allows recruiters to switch from one market to another during the same prospecting session. This is a good strategy for simultaneous market penetration.

4-7. Determine what percentage of telephone prospecting time should be devoted to each segment of the market to achieve the mission. For example, if chaplain candidates are 20 percent of the mission, it may get a similar percentage of prospecting attention to achieve it. Determine by zone and mission category the best call times and have recruiters block those times in their planning tool. Direct prospecting in specific zones (ZIP Codes) based on market propensity and past performance. Help recruiters refine their prospecting efforts by identifying students who are members of the student leadership, student clergy associations, etcetera. This activity requires indepth intelligence gathering from school bulletins, yearbooks, faculty, friends, newspapers, etcetera.

4-8. Telephone prospecting can be used to shape future prospecting operations. Contacting junior religion and pastoral majors or underclassmen will help establish rapport and gather valuable blueprinting information. It can also be used to promote attendance at upcoming events, such as alumni days and TAIR events.

REFERRAL

4-9. Referrals are the recruiter's most productive lead source. Since referrals come from someone within the lead's circle of influence, credibility naturally transfers from the influencer to the recruiter. When contacting a person who was referred by a friend, relative, associate COI or VIP, they are more likely to agree to an appointment. Contacting a lead that is expecting a call or visit gives the recruiter a greater sense of purpose and enthusiasm. It is important to develop and maintain rapport with all local recruiting stations and solicit chaplain referrals.

FACE-TO-FACE

4-10. Recruiters must be proficient in their ability to conduct face-to-face prospecting activities in both the "working clergy" and "student" markets. Recruiters must focus their prospecting efforts in markets that support the station's mission. Seminaries and faith-based universities within the station's area should be divided into

sectors to minimize travel time between stops and allow for the seamless integration of other recruiting activities.

4-11. Recruiters should visit established COIs and VIPs to maintain their professional relationship and update them regarding chaplain programs. This time should also be used to obtain any lists, schedule and confirm future presentations, and possibly meet and develop new COIs and VIPs.

4-12. Recruiters should visit areas such as churches, coffee shops, and student unions where clergy and seminary students gather. While there, recruiters should also post the area, where allowed, with appropriate chaplain literature. Talk with students and professionals and identify those who may show interest. Deliver a brief message about Army chaplaincy, conduct a brief interview or schedule a formal one, and always ask for referrals.

4-13. Recruiters must follow up with all individuals who demonstrated an interest in the Army. Contact all the referrals obtained during the face-to-face prospecting as soon as possible and document all actions. It is a good business practice to call and thank the COIs and VIPs visited for their time and help.

INTERNET

4-14. The recruiter must be proficient in their ability to obtain qualified leads from the World Wide Web. The Internet offers an impersonal and nonconfrontational way for clergy and seminary students to inquire about the Army and its opportunities.

4-15. Recruiters should search for sites using a Web browser and search engine that attracts clergy. Some examples would be religious organization Web sites that provide convention and conference schedules, clergy-professional Web sites, clergy and faith-based blogs, colleges (preprofessional, graduate, etcetera,); student clubs and associations, resume sites (monster.com), student lists, and e-mail addresses. Useful sites should be “bookmarked” or saved for future use.

4-16. Recruiters should develop a series of approved e-mail messages that will inform prospects about chaplain programs and current incentives. Inquiries or e-mail responses should be contacted immediately. They must establish a dialogue with prospects designed to create interest through the use of e-mail packages that highlight specific areas of interest and solicit them for referrals. They should also develop a series of approved, attention grabbing e-mail responses to typical inquiries about chaplain options.

4-17. Recruiters should also suggest to seminaries and faith-based universities and colleges to place the chaplain.goarmy.com link on their Web sites. Once approval is received, they must request information management support from the CRB through the brigade for implementation.

Note: Be sure the link is specific and takes the user to a page tailored to the target audience such as: <http://chaplain.goarmy.com> for information on the Army chaplain and chaplain candidate incentive programs.

MAINTENANCE OF FUTURE CHAPLANS

4-18. The recruiter must be systematic and organized in all followup activities to

ensure chaplain candidates receive all necessary program guidance and information. They must determine the sustainment procedures for each of their candidates such as those preparing for direct commissions, educational delays, and AR commissions. Direct commission Future Chaplains must be contacted once a month and once a week the month prior to Chaplain Basic Officer Leadership Course attendance. Students should be contacted semiannually, educational delays semiannually, and AR commissions once a month until orders arrive.

MENTOR PROGRAM

4-19. The mentor program assists recruiters and chaplain candidates (see USAREC Reg 601-107). Chaplain mentors can be RA, AR, or retired chaplains or senior chaplain assistants. They are volunteers who provide followup assistance for recruiters and offer counsel and guidance to Future Chaplains in their area. Since recruiters operate in a multistate area, their time to mentor Future Chaplains is very limited. The mentor program fills that void and enables recruiters to maximize their prospecting efforts.

PLANNING AND TIME MANAGEMENT

4-20. The recruiting plan for success is extremely comprehensive and all new recruiters must be aware of the importance of proper planning techniques as well as time management skills. Recruiters should document the yearly section of their planning tool. They should identify chaplain board dates for mission categories and set milestones for prospecting activities. Recruiters should also identify and plan for seasonal activities and incorporate them into their mid-range and short-range plans. They should also identify the best times to schedule seminary events for each category as appropriate; document and identify activities that may affect time and lead generation activities and document major annual events such as alumni days and seminary and college graduations.

4-21. Recruiters should develop a detailed quarterly planning cycle. It will be used to document the upcoming quarter and should be completed not later than 2 weeks prior to the end of the current quarter and posted in the monthly (mid-range) section of their planning tool. The mid-range section should also include holidays, leave, training holidays, school, and COI events. Appropriate time should also be reserved for lead source prospecting and training. Activities should be flexible enough to accommodate any operational deadlines and allow time for processing applicants. The quarterly plan should be reviewed by the OIC.

4-22. Recruiters should document the monthly section of their planning tool. They should shift the planned activities from their long-range plan to specific monthly dates and identify activities that may affect time allotted for lead generation activities.

4-23. The daily section of the planning tool should reflect the current 2-week planning cycle and reflect a daily prospecting and activities plan with an area to document their results. The prospecting plan should be appropriate for the season and the market. Activities should be annotated along with a plan to visit colleges and seminaries. The planning tool should also contain an area to plan sustainment and followup measures and document the results.

4-24. The 2-week planning cycle should be finalized by close of business Friday in the monthly and daily sections of the planning tool. The OIC should verify the number of hours available for prospecting each day and the amount of time planned for each prospecting session. Confirm the initial and followup interviews scheduled for the upcoming week and processing downtime scheduled for the coming week such as Military Entrance Processing Station training days and USAREC training holidays. Review planned school and COI and VIP activities scheduled or changed after initial completion of the 2-week calendar. Identify physical training sessions and known absences scheduled (or changed) after initial completion of the 2-week calendar. Refine the weekly plan, and include at least one session of professional relationship building with COIs, VIPs, college or seminary officials, and faculty members. The plan should also include a self-development plan and allow time for planning, reflection, and adjustment of next week's plan.

Chapter 5

Shaping Operations

Information is a powerful component of battlespace shaping. Not only do our actions matter, but the perceptions that our actions create matter as well.

Edward Hanlon, Jr.
Lieutenant General, U.S. Marine Corps
Commanding General

5-1. Shaping operations create and preserve conditions for the success of the decisive operation. They support the decisive recruiting operation by affecting market capabilities and influencing the target market. Most shaping operations occur before, concurrently with, or after the start of the decisive operation. They may involve any combination of recruiting activities and occur throughout the recruiter's zone.

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5-2. OICs conduct shaping operations such as, school programs and COI and VIP development, while directing decisive operations. OICs may designate a successful shaping operation such as a denominational convention as a decisive operation (prospecting) if conditions are favorable for such activity. Shaping operations include:

- Lead generation.
- Analyzing the market.
- Mission planning.
- Seminary and college programs.
- COI and VIP development.
- TAIR.
- AAR.
- Recruiter training.
- Denominational conventions.

SHAPING EVENTS

5-3. OICs must ensure recruiters constantly add new leads to their lead refinement list. Lead generation represents the single most important shaping action that must occur prior to the decisive operation of prospecting.

PLANNING SHAPING OPERATIONS

5-4. Timing is critical. Typically, individuals planning to serve in the military will respond positively to the first service that contacts them. It is imperative the Army makes contact with these professionals first.

SCHOOL RECRUITING PROGRAMS

5-5. The chaplain recruiting market is diverse. Recruiters must be aware of the diversity and how it affects their market, mission, and planning. The recruiter must visit all accredited faith-based schools in their area. The following are examples of faith-based schools: Seminaries, Christian colleges, or those that offer qualifying degree programs.

5-6. The recruiter will establish a working relationship with key faculty, staff, and students. Examples of key faculty, staff, and students in preprofessional (undergraduate) schools are registrars, placement directors, advisors, professors, chairpersons, club officers, and Reserve Officers' Training Corps professors. Examples of key personnel in professional schools would be financial aid advisors, dean of students, and advisors of seminary students. Key personnel in graduate schools would include residency coordinators, financial aid advisors, dean of students, and advisors for students in any theology or ministerial field.

5-7. The recruiter will develop key personnel into COIs and VIPs. The recruiter will also coordinate COI functions with key members of the schools located within the station's zone.

5-8. The recruiter will plan regular school visits to gain acceptance from the staff and students. Recruiters should also try to obtain personnel or student directories from key personnel such as, residency directors, financial aid directors, and class presidents.

5-9. The recruiter will send mail outs by placing chaplain program information in mailboxes (e-mail and physical mailboxes) of students whose school programs fulfill mission requirements. The recruiter will also place recruiting publicity items (RPIs), business cards, and other mission-related information in approved locations such as break areas, student union buildings, and student lounges.

5-10. The recruiter will plan, conduct, and exploit special events in their AO using the events planner and synch matrix (see app C). Events may include but are not limited to, chaplain presentations at job fairs, TAIR events, professional student organizational meetings, religious association meetings, denominational conventions, and student and educator tours.

MARKET PENETRATION PLAN

5-11. The working clergy market penetration plan is the key to mission accomplishment. The recruiter must be aware of all their market resources. They must be able to identify markets of opportunity in their AO and establish rapport with key personnel who are or can be developed into COIs and VIPs. COIs and VIPs can be

found in every area of concentration and the institutions that train them. The following is a suggested list of people and organizations that can produce COIs and VIPs:

- Faculty and staff of seminary and religious degree-producing colleges.
- Officers of local and national denominational associations and organizations.
- Transition and retention NCOs and unit administrators at troop program units (TPUs).
- Members and officers of veteran's organizations, such as Veterans of Foreign Wars and American Legion.
- Professional clergy.

Recruiters should also solicit COIs, VIPs, and contacts to obtain personnel and student directories from:

- Seminary and religious degree-producing colleges.
- Denominational conventions (local and national level attendees).
- Denominational and religious organizations and associations.

5-12. Recruiters should distribute Chaplain Corps information in their target market. Mission-related information should be placed in mailboxes (e-mail and physical mailboxes). RPIs, business cards, and other mission-related information should be posted in approved locations. Materials should be distributed in the following areas:

- Working professionals.
- Students in final year of studies.
- Faculty and staff.
- Denominational and religious conventions (local and national level).
- Unemployment and temporary employment agencies.
- Veteran's organizations.

5-13. Recruiters should conduct presentations and events whenever and wherever possible. Recruiters should schedule their events to coincide with institutional activities where leads can be obtained such as:

- Seminary and religious degree-producing colleges.
- Denominational and religious conventions (local and national level).
- TPUs.
- Denominational and religious organizations and associations.
- Veterans organizations.
- Sister recruiting services.
- Army program participants (active duty (AD) and AR obligors).

Chapter 6

Sustaining Operations

Soldiers trained in a joint and expeditionary context will be confident that they are organized, trained, and equipped to go anywhere in the world, at any time, in any environment, against any adversary, to accomplish the assigned mission.

GEN Schoomaker
Chief of Staff

6-1. Sustaining operations enable decisive and shaping operations by providing market and recruiter support. While sustaining operations are inseparable from decisive and shaping operations, they are not usually decisive themselves. Sustaining operations are perpetual and a vital part of the recruiting operation. Failure to sustain the recruiting operation can have a negative impact on market penetration, recruiter success, and mission accomplishment. Sustaining operations determine how long the recruiting force can exploit successful decisive and shaping operations.

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LOGISTICS

6-2. The brigade provides the major portion of logistics support to the station. Facilities, vehicles, cell phones, etcetera, are maintained by the brigade and monitored by the CRB. In most cases, repair or replacement requires simple coordination with brigade personnel. With the exception of RPIs, logistical support items are “pushed” to the stations to avoid distracting recruiters from accomplishing their primary function. Even though brigades have a limited staff, it is normally sufficient to support its chaplain stations.

ADVERTISING ASSETS

6-3. The OIC is responsible to keep an ample supply of advertising assets such as posters, RPIs, and personal publicity items available in the station at all times. All

planned events should be evaluated to ensure stock levels have been increased to support them. OICs use the online ordering system to maintain needed literature.

RECRUITING SUPPLIES

6-4. Station supply, a seemingly minor function, can have a major impact on time management. Something as simple as having printer paper to complete processing can impact the mission. Monitoring of stock levels and the timely ordering of supplies is necessary for daily operations and applicant processing.

PUBLIC AFFAIRS EVENTS

6-5. OICs frequently plan and execute events that are designed to increase Army awareness and maintain a close working relationship with members of the community, Future Chaplains, and potential chaplains.

PERSONNEL MANAGEMENT

6-6. The most important resource in the station is its personnel. Leaders who genuinely care for Soldiers inspire them to make and exceed the mission. Caring for Soldiers transcends time off and leave management. It is having a vested interest in the professional growth of each Soldier in the station, genuinely caring about the health (physical, mental, and emotional) of Family members, and instilling a “no mission too tough” mentality within the team.

6-7. Recruiters are the station’s most important resource. They are the ultimate recruiting system and deserve positive leaders genuinely concerned about their welfare and the welfare of their Families. OICs by the nature of their position have a vested interest in their Soldier’s careers and a responsibility for the health and welfare of their Family members.

6-8. OICs demonstrate this care through proper personnel management techniques. Of particular importance is the need for programmed leaves. Very few noncombat assignments have an operational tempo comparable to that of USAREC. That’s why it is vitally important Soldiers periodically take time away from the mission and spend it with Family and friends. A well developed leave plan will promote high morale and maintain operational effectiveness within the station. A good leave plan should be implemented at the beginning of the fiscal year (FY). All Soldiers earn 30 days of vacation each year, so it is reasonable to expect each recruiter to program and take 1 week of leave per quarter. Recruiters should be allowed, when possible, to program their leave during their spouse or Family’s vacation days.

6-9. Leave is a right and not a privilege. Only in the most extreme circumstances should a Soldier’s programmed leave ever be canceled. OICs must ensure recruiters schedule and take their programmed leave.

6-10. Emergency leaves, although not a common occurrence, are unprogrammed and directly affect the station’s mission. A sense of teamwork within the station should suffice to achieve the station’s mission during the recruiter’s absence.

PERSONNEL INTEGRATION

6-11. OICs are responsible to integrate new recruiters, oversee their Soldiers' professional development, and provide counseling. As in any unit, leaders are responsible for their subordinates both on- and off-duty. The operational tempo of recruiting often causes the Soldier to overlook their personal development. The OIC therefore must ensure their Soldiers follow through with their professional development training requirements.

6-12. OICs should have a comprehensive sponsorship program which supports the CRB's programs. They should assist new recruiters with inprocessing and help them find suitable housing. The OIC should learn as much as they can about the Soldier and their Family prior to their arrival. Once the Soldier is settled a house visit should be scheduled at the Soldier's residence. The visit should include a briefing to the spouse explaining the duties of a recruiter, the duty hours, and what to expect during their tour. The spouse should also be given the station's number and a list of support agencies they can call for assistance.

6-13. The OIC should analyze the strengths of the new recruiter and assign them to the appropriate recruiting zone. The OIC must provide the new recruiter a personal overview and tour of the zone, to include accompanying the new recruiter to their assigned schools. The OIC should have an aggressive physical fitness program to maintain or improve the fitness of their recruiters.

6-14. Leaders should monitor each Soldier's progress toward promotion to the next higher grade. Ensure recruiters are afforded the time to update their official records, take appropriate career and leadership correspondence courses and college courses when feasible. Counsel all Soldiers and complete a noncommissioned officer evaluation report or officer evaluation report. Record the support bullets on a skeleton award recommendation to ensure speed and accuracy of information when recommending the Soldier for an award.

6-15. The OIC should keep recruiters focused on personal safety when they are planning house calls, driving long distances, or working long or unusual hours. They should also take appropriate steps, upon receipt of credible terrorist threats, to secure their personnel and the facility. They should personally contact law enforcement officials to schedule added security measures.

SOLDIER DEVELOPMENT AT STATION LEVEL

6-16. Reception and integration of new recruiters into the recruiting station is accomplished by the OIC or station commander.

6-17. The first step in the reception integration process is sponsorship. The OIC or station commander will forward a welcome letter to the new Soldier within 10 calendar days of the sponsor appointment, contact the new Soldier, and help them find adequate housing. Upon their arrival, the new Soldier will be introduced to key personnel and be scheduled for inprocessing at the brigade or appropriate agency. They will be provided with a map and a guided tour of their AO. The OIC will give the new recruiter a situational awareness briefing and provide them with a copy of the station's standing operating procedure and a calendar of events. The new recruiter will also

be assigned a mentor within the station to help transition the Soldier to their new area and market.

6-18. The OIC should provide the new recruiter with an initial or welcome counseling session that will cover both general and job specific procedures, requirements, and expectations. General topics will consist of:

- Warrior ethos (reinforce the organization as a values driven unit that operates with warrior ethos).
- Army values (verify all recruiters have an Army values card and Army values tag).
- Duties and expectations.
- Rating scheme.
- Personal and Family support.
- Leave policy.

Job specific topics will include:

- Informing and clarifying expected standards, values, attributes, skills, and actions.
- Directing the new recruiter's focus on warrior tasks and drills that support the mission.
- Explaining the necessity of being an expert and professional.
- Reviewing FM 6-22, appendix B.
- Identifying the need for performance counseling.
- Assessing the Soldier's skills and potential and recording results on DA Form 2166-8-1 (Noncommissioned Officer Counseling and Support Form) or DA Form 4856 (Developmental Counseling Form) or DA Form 67-9 (Officer Evaluation Report) or DA Form 67-9-1 (Officer Evaluation Report Support Form), as applicable.

CONDUCT STATION TRAINING

6-19. The OIC should ensure recruiter training addresses identified training needs and is conducted using current regulatory guidance. The OIC will identify training needs using the MAP, USAREC Form 1260-A (Chaplain Recruiting Unit Assets), SAB analysis, etcetera. Training should be well planned and prepared. Instructors should be proficient in all performance tasks they will train, and have all necessary documents, regulations, and training aids. The OIC should ensure trainers have rehearsed their lesson prior to the actual training event.

6-20. All training should be well structured, organized, and understandable to get the greatest training impact. Distracters, such as cell phones, pagers, and the like should be turned off. All training material should reflect current doctrine and use realistic situations and events. An AAR should be conducted after the training session to determine what went right, what went wrong, and how to improve for the next training session. USAREC Form 967 (Training Record) should be completed, comments and suggestions annotated, and placed in the station's training folder.

ADSW

6-21. The recruiter must become familiar with applicable USAREC ADSW guidelines and AR 135-200. The ADSW category of duty was established to clearly identify tours for the training of individual Soldiers (active duty for training), and tours to

accomplish AR work projects or missions.

6-22. ADSW tours will not be used to meet real or perceived manpower shortages. ADSW tours are for the purpose of providing support to accomplish work vital to the AR mission such as:

- Providing administrative support for AR related projects or organizations.
- Providing support to TAIR, local and national conventions, and other events.
- Participating as guest speakers at TAIR events, conventions, or local presentations.
- Attending meetings of military and civilian organizations in support of recruiting efforts.

6-23. AR Soldiers will not be placed on ADSW for more than 10 days without permission from the USAREC ADSW manager, to include allocated travel time. AR Soldiers will not be placed on incremental periods of ADSW to avoid pay entitlements for non-duty days (Monday through Friday duties, off Saturday and Sunday, return to duty Monday through Friday).

6-24. The OIC is responsible for reviewing, approving, and forwarding ADSW requests initiated at their level.

6-25. The CRB is responsible to track requests and ADSW expenditures. USAREC is the approval authority for ADSW tours. The approval authority will maintain all approved ADSW tour requests in accordance with AR 135-200, paragraph 6-1h, for the current and previous FY. Disapproved requests will be returned to the originating team to inform the applicants.

6-26. The OIC and recruiter will ensure all requests for officers' ADSW tours are forwarded, via e-mail, to the CRB for consideration and approval. Requests will be made using the ADSW template. The recruiter is responsible for completing block 1, block 2, block 3, block 4, and block 5. It is important to complete all sections in block 6, to ensure the funds support the requested ADSW duty. The OIC will complete block 9. The CRB will complete block 10 and the SMB will complete block 11. Completion of the ADSW template does not generate orders for the ADSW Soldier. The ADSW template is only used to obtain the funding.

6-27. The recruiter will assist the ADSW Soldier in completing DA Form 1058-R (Application for Active Duty for Training, Active Duty for Special Work, Temporary Tour of Active Duty, and Annual Training for Soldiers of the Army National Guard and U.S. Army Reserve) (front and back). The DA Form 1058-R must be signed by the OIC, Soldier, and records custodian, who will then forward the DA Form 1058-R to the appropriate regional readiness command to generate the orders. The proper completion of this form is the recruiter's responsibility, not USAREC's or the CRB's. The recruiter must also obtain a written statement signed by the ADSW Soldier stating their employer is aware of the requested training or duty. If the Soldier is self-employed or unemployed, a written statement to this effect is acceptable.

6-28. Once the ADSW template is received at the CRB and approved by the operations noncommissioned officer in charge, the template will be forwarded to the USAREC ADSW manager to request funds. When approved, the funds are electronically trans-

ferred to the proper regional readiness command and the orders are generated. All requests for ADSW will be submitted no less than 30 days prior to the duty start date.

6-29. An AAR will be submitted to the CRB no later than 7 days after the completion of the event. The AAR will discuss the who, what, when, and where of each event. It will include information such as, the number of leads generated, referrals obtained, and COIs developed. In addition, a USAREC Form 979 (Active Duty for Special Work Performance Report) will be attached to the AAR in accordance with USAREC Reg 601-106.

COMMISSIONING CEREMONY

6-30. Commissioning is an occasion of official ceremony. It will not be sensationalized or publicized in an inappropriate manner. Activities such as, parachuting, helicopter commissions, and other activities clearly not in keeping with the solemn and serious nature associated with taking the Oath of Office is prohibited.

6-31. The Oath of Office will be administered by a commissioned officer of any component of the armed services of the United States (AD, National Guard, or Reserve) or other individuals authorized to do so in accordance with the instructions on DA Form 71 (Oath of Office - Military Personnel).

6-32. Suitable arrangements will be made to ensure that the oath is administered in a dignified manner and in appropriate surroundings.

6-33. The ceremony should be personalized and made meaningful to the individual taking the oath. The U.S. flag will be displayed prominently near the individual taking the oath.

6-34. The recruiter will confirm that the newly commissioned officer has received an Army officer's guide after the Oath of Office has been administered. The officer administering the oath should wear the dress uniform of the appropriate service.

6-35. Appropriate photographic coverage should be provided and a hometown news release initiated in accordance with DA Pam 360-3. The recruiter should obtain a congratulatory card and a set of chaplain or staff specialist insignia and rank for the newly selected officer.

6-36. After the Oath of Office has been rendered to the new officer, present them with the congratulatory card. Include a personal heartfelt message from the recruiter on the first page. This is also the perfect time to present the new officer with their first set of insignia and rank which can be placed inside the card.

6-37. It is appropriate to have a cake with the new officer's name and rank prominently displayed. Soft drinks, punch, finger foods, etcetera, can be served following the commissioning ceremony. Check with the CRB to ensure proper reimbursement is made.

6-38. After the Oath of Office has been administered, ensure the newly commissioned officer signs the DA Form 71 as their name appears on the form. The individual's full first, middle, and last names must be written out completely. Middle

initial cannot be used on DA Form 71. A copy of DA Form 71 will be given to the new officer for their personal records. The original and two copies will be forwarded to the U.S. Army Human Resources Command for processing no later than 3 working days after commissioning. The DA Form 71 will be dated the exact date of the ceremony.

6-39. The recruiter should prepare for the commissioning ceremony during the initial interview while telling the Army story. The applicant should fully understand, and be aware of, the commissioning ceremony as soon as they commit to process for a commission as an Army officer. Once the applicant commits to process an application to become an Army officer, the recruiter should thoroughly explain what will occur during the commissioning ceremony.

6-40. The applicant should be notified that the officer administering the Oath of Office, if selected, will be of their choosing. The applicant should be encouraged to consider anyone who they desire and is qualified to administer the oath. The recruiter shall notify their chain of command of any officers above the rank of lieutenant colonel who will be commissioning or attending the commissioning ceremony. This includes retired officers in the grade of colonel or higher.

6-41. Obtain a list of individuals the applicant would like to invite to the commissioning ceremony, if selected. Upon notification that the applicant has been selected, confirm the guest list, and ensure civilian technicians mail personal invitations once the exact date, time, and location have been confirmed. Applicants who are students should consider arranging for the commissioning ceremony to take place at their school to be witnessed by their peers, instructors, and fellow students.

Chapter 7

Telling the Army Story

Our Nation's sons and daughters need qualified, committed, and called men and women to serve as spiritual leaders to help sustain them in the fulfillment of their duty.

7-1. The technique of telling the Army story is the real art of recruiting operations. Unlike the science of recruiting operations, its primary function is to establish credibility for the Army within the community. Credibility is established by honesty and consistency in statements and actions. Once credibility has been established, trust will follow closely behind. This credibility and trust is what the recruiter affects in the community, through appearance, character, military bearing, and professionalism. This same trust is exemplified during the Army interview, as the recruiter shares personal and Army career experiences with prospective chaplains.

7-2. The Army story should be a sincere and compelling expression of one's deep patriotism and love of country. It should define today's Soldier as formidable, disciplined, well trained, and well equipped who ultimately represents and enables the capabilities we as an Army provide the Nation. The honesty, integrity, and sincerity of the Army recruiter during the Army interview, combined with the tenets of warrior ethos will tell their Army story.

7-3. The Army interview is a well developed presentation that combines a recruiter's leadership skills, counseling experience, and Army programs expertise that guides an applicant through the decisionmaking process. The Army interview is modeled after developmental counseling outlined in FM 6-22, appendix C, and the Army interview in USAREC Manual 3-01. Recruiters use the same leadership and counseling skills learned in the enlisted market and simply apply them to the recruiting of chaplains. Table 7-1 depicts the correlations between the Army interview and developmental counseling.

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Table 7-1
Correlation Between Developmental Counseling and the Army Interview

Developmental Counseling	The Army Interview
Purpose: Clearly define the purpose of the counseling.	The recruiter explains up front why the prospective Future Officer should meet to discuss their future and how the Army might 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.
Respect: View subordinates as unique, complex individuals, each with a distinct set of values, beliefs, and attitudes.	Recruiters must gain the respect through establishing credibility and trust. Likewise, the recruiter must always respect the prospect's values, beliefs, and attitudes and show the prospect how Army values complement and support those of the prospect.
Communication: Establish open, two-way communication with subordinates using spoken language, non-verbal actions, gestures, and body language. Effective counselors listen more than they speak.	Recruiting 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 him or her achieve goals and solve problems by enlisting in the Army.

COUNSELING SESSIONS

7-4. Imagine a developmental counseling session where the leader, instead of listening to and addressing the Soldier's needs, spends the entire session talking about their experiences. This communication deficiency is actually quite common in developmental counseling sessions. The same holds true of the Army interview. It is crucial that recruiters remain focused on the purpose of the interview, and properly employ the developmental counseling techniques.

PURPOSE

7-5. The purpose of the interview must be stated clearly, it should not come as a surprise to the prospect sometime during the interview. Trust is clearly displayed by open, honest dialog between the recruiter and prospect. This first step of the interview process is key, it sets the tone for the rest of the interview. A good first impression is crucial to a successful interview.

FLEXIBILITY

7-6. A recruiter must be able to respond to the prospect's needs during the interview. They must present themselves as a highly trained professional, a good listener, an accomplished counselor, and an honest fact giver. Flexibility allows the recruiter to tailor the interview to the applicant's personality and uncover their needs, wants, and desires. Once this information is received, the recruiter can then show the prospect career opportunities they may want to consider.

RESPECT

7-7. Once a prospect states their career objectives to a recruiter, no attempt should be made to discount or trivialize them. Seminary students as well as working professionals are not reliant on the Army to pursue their career goals so respect and professionalism must be displayed at all times. Army opportunities should be presented to these professionals with their best interests in mind, and relate to them how they can minister to the spiritual and religious needs of our Soldiers and their Families.

COMMUNICATION

7-8. Consistent, successful interviews can be attributed to a recruiter's effective use of listening skills. In the book, *The Seven Habits of Highly Effective People*, Stephen Covey states, "that during communication the speaker must seek first to understand, then to be understood." This two-way communication (see table 7-1) is critical during the Army interview. The recruiter uses active listening techniques to determine the prospect's needs and desires, and how they can be realized with a career in the Army.

SUPPORT

7-9. Recruiters must show they are genuinely supportive of the prospect's goals and concerns. This can be done by offering encouragement to the prospects as they discuss the possibilities of an Army career. Since most prospects fear the unknown, asking them to make a career decision of this magnitude requires a significant leap of faith on their part. Recruiters must understand this natural fear and positively reinforce the prospect's goals and concerns throughout the interview.

INTERVIEWS

7-10. Even though the steps of an interview are numbered and defined, each interview presents its own unique set of challenges and circumstances. That is why it is so important recruiters have a thorough understanding of the Army interview. It allows the recruiter to be flexible during the interview and able to adapt to any unforeseen circumstances or situations. There is no such thing as a textbook interview.

Appendix A

The Situational Awareness Board

A-1. Situational awareness, in simple terms, is being aware of one's surroundings. For the OIC, situational awareness means having thorough knowledge of the unit's mission, its market, and the resources for pursuing mission accomplishment. Like Army commanders in the field, OICs need a way to graphically depict the situation. Every recruiting station features an SAB. The SAB displays a snapshot of recruiting operations, personnel, logistics, and market demographics. In other words, the SAB portrays the unit's contemporary operating environment. The OIC uses the board to visualize, describe, and direct recruiting operations.

A-2. The board itself is a simple wall-mounted presentation cabinet with a pair of hinged doors that open from the center. When open, the inside left door displays a large laminated form that shows the unit's mission and achievements for each mission period. Chaplain recruiting, with its annual mission, is broken down into quarterly goals. Leaders post achievements as they occur. A map with three clear vinyl overlays affixed to the middle panel displays the AO. The inside right door is where the OIC posts the ROP and an analysis of the unit's SWOT.

A-3. It is important to understand both what the SAB is and what it is not. The SAB is a functional tool, it is not a mere "briefing board." The OIC uses the board daily to focus the team on their mission. Mission data is an ever-present visual reminder of what has been accomplished and what remains undone. With that information, the OIC can often redirect efforts toward mission categories that remain unfilled. The SAB bears a functional resemblance to the sand table that is familiar to Soldiers with experience in training or combat operations. Table A-1 shows how the SAB resembles a sand table or battle board. The SAB organizes and displays the four key considerations: The mission, the market, the ROP, and SWOT analysis.

Table A-1
Similarities Between Sand Tables and the SAB

Familiar Army Terminology	Recruiting Equivalent
Sand Table or Battle Board	Situational Awareness Board
Identifies SWOT	Identifies SWOT
Provides visual layout of the battlefield	Provides visual layout of the market
Identifies avenues of approach	Identifies states in the AO
Identifies high-value target payoffs	Identifies colleges and seminaries
Identifies boundaries of the battle area	Identifies recruiting boundaries
Battlefield operation overlays	Recruiting operation overlays

A-4. A laminated form, USAREC Form 711-9-A (Chaplain Mission Performance Summary) displays the unit's mission by quarter by mission categories. The mission

numbers help the OIC focus the team's attention and effort in pursuit of mission accomplishment. As achievements occur, the OIC posts them on a separate line for each quarter. Totals for the current quarter and for the year are updated at the end of each recruiting quarter.

A-5. The market is the geographic area in which the unit maneuvers and significant features that lie within its boundaries. Those features include the population, religious schools, seminaries, and working clergy. The map and overlays show the station's boundaries, the locations of schools, AR and National Guard units, and the residential location of each person who commissioned during the current FY. A recruiting unit's mission is to recruit Soldiers. The unit's battlefield is the market recruiters exploit in search of prospects. CRTs are located in cities close to appropriate colleges, universities, and theological seminaries. The map lets the OIC see at a glance where the target-rich areas lie. By posting achievements on an overlay, the OIC can quickly measure the effectiveness of recruiting operations. Self-adhesive color-coded paper dots denote where the unit is getting their commissions. The colors and markings on those dots indicate the mission category for every chaplain commissioned.

A-6. The Future Chaplain Program is a vital part of the OIC's ROP. Future Chaplains are a source of both potential gains and losses. The potential gains come from referrals. Leads from referrals have a high degree of credibility and so tend to convert quickly to applicants. The potential for loss lies in the inescapable fact that not all new chaplain candidates fulfill their commitment and report for active or reserve duty. The OIC needs a plan that both exploits the potential for gain (referrals) and prevents losses. Such a plan must include regular, planned followup between the recruiter, mentor, and the Future Chaplain. The mentor program prepares Future Chaplains and their families for Army life. The Future Chaplains are the OIC's responsibility; all Future Chaplain events must be carefully planned and executed.

A-7. Unlike Army combat units who have regular cycles of deployment, maintenance, and training, recruiting units never have an opportunity to "stand down" for training. This operational environment makes training even more important, therefore OICs must build regular sustainment training into their ROP.

A-8. OICs rely on RSS to collect and analyze market intelligence, handle personnel actions, support recruiters' Families, and maintain the facilities and equipment. RSS includes advertising, static displays at conferences and schools, reserve and AD chaplains and chaplain assistants working with recruiters—in short, any resource that helps recruiters prospect, process, and achieve their mission. OICs must weave RSS assets into their plans. Advertising alone does not substitute for vigorous prospecting, but advertising does make the market more receptive to prospecting efforts. TAIR assets cannot replace a sound school recruiting program, but they do lend credibility and create interest in the recruiter's message.

A-9. The telephone and computer are indispensable C2 tools that support the OIC's ROP. The OIC must determine the best time and the best markets in which to use these tools for prospecting.

A-10. 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 OIC 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 OIC'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 recruiting station’s SWOT might look something like the example in table A-2.

Table A-2
SWOT

<p style="text-align: center;">Strengths</p> <ol style="list-style-type: none"> 1. Seminary market (sustained strong performance for 6 months) 2. All four recruiters trained 3. Complete lists from six seminaries and religious colleges 4. 85% market share 	<p style="text-align: center;">Weaknesses</p> <ol style="list-style-type: none"> 1. Weak in working clergy market 2. No student lists from two seminaries 3. Have not met contact milestone in three faith-based colleges
<p style="text-align: center;">Opportunities</p> <ol style="list-style-type: none"> 1. Large faith-based college population 2. 20% market share in Evangelical Seminary—opportunity for growth 	<p style="text-align: center;">Threats</p> <ol style="list-style-type: none"> 1. Two recruiters on orders for NCOES schools

A-11. Preparing a SWOT involves asking hard questions and giving honest answers. It does little good for an OIC to say all recruiters are well trained when abundant evidence shows otherwise. The OIC must bear in mind that a weakness can point the way to an opportunity to build new strengths. For example, an OIC may see the station has performed poorly in the seminary or working clergy market, despite having sufficient leads. This situation points to an opportunity. Vigorous, sustained, and carefully planned prospecting can lead to higher levels of prospecting success and mission accomplishment.

A-12. The SAB is the OIC’s tool for planning and directing recruiting operations. OICs employ the SAB when conducting AARs with their subordinates and when planning and conducting unit training. The SAB is not, by design, a briefing tool. However, OICs must from time to time communicate their unit’s performance to visitors. For this purpose, the SAB is a readily available resource.

A-13. The synchronization matrix helps the OIC develop an organized plan for exploiting events in the AO. The synch matrix is not a form with fixed fields to capture mandatory data, but may serve as a good starting point. The OIC is free to modify the design to suit the unit’s needs (see events planning at app C). The form also encourages the leader to think about important points. What will the event cost the Government (in dollars), how many people might attend, and how many new leads might develop from it?

A-14. A companion to the synch matrix is the event planning sheet. Each event on the synch matrix should have its own event planning sheet. OICs use the event planning sheet to facilitate systematic planning of a recruiting event. OICs initiate a planning sheet weeks, even months, in advance. How early to begin planning depends on the nature and complexity of the event, but 6 weeks is not too early for most events. The planning sheet summarizes significant aspects of the event and tracks support requirements. After an event, the sheet will serve as a historical record and an example for planning similar events. The sheet has no form number, units may modify it to suit their individual needs and command requirements.

A-15. The LSA helps the OIC direct the force toward lead sources that perform best. The OIC gets LSA from the Leader Zone.

A-16. The MAP shows the OIC how much activity must happen at each step: How many appointments recruiters must make and conduct; how many applicants must pass the physical and assess to make the mission. Calculations for each station are made automatically in the DCA Program. The DCA Program collects the data from recruiters' daily input. (See USAREC Manual 3-0, app A, for a detailed discussion.)

A-17. Future Chaplain Tracking Log located on DCA Program, lists each member of the station's Future Chaplains by name, recruiter, mission category, and other pertinent information.

A-18. USAREC Form 1161 (Chaplain Graduate School Data Sheet) is kept for seminaries and faith-based colleges. The forms display school populations, the number of accessions for the current FY, and the recruiter assigned to each school.

A-19. USAREC Form 1260-A (Chaplain Recruiting Unit Assets) captures data on recruiters (number assigned), school data, and performance data for the fiscal year to date.

Appendix B

Lead Source Analysis

B-1. When planning prospecting operations, one of the most important tools available to the OIC is the LSA. The LSA provides information on the prospecting method used that resulted in interviews conducted and commissions gained. This appendix discusses how to use the LSA to determine which lead source is the most efficient, the most effective, the least efficient, the least effective, and how to identify training indicators for use in the development of a unit's training program.

B-2. The LSA is not an analysis by itself as the name suggests. It is simply information on a document. The OIC must use this information to conduct their own analysis of how various lead sources are being used and the extent to which they are being used successfully.

B-3. Most efficient lead source. The most efficient lead source will be the lead source that results in the lowest ratio of commissions to interviews conducted. Typically, various referral lead sources are the most efficient of all lead sources.

B-4. Least efficient lead source. The least efficient lead source is the lead source that has the highest ratio of commissions to interviews conducted.

B-5. Most effective lead source. The most effective lead source is simply the lead source that generates the highest number of commissions.

B-6. Least effective lead source. The least effective lead source is the lead source that has generated the fewest number of commissions.

B-7. OICs conduct an analysis of lead sources in order to develop and adjust their prospecting operations. Based on the unit's current mission posture and the amount of time remaining in the quarter, the OIC may direct prospecting operations using the most effective lead sources. If little time remains to accomplish the mission, the OIC should look at the LSA to determine what prospecting method is best suited to gain commissions quickly. If the mission has already been accomplished, the OIC may direct prospecting efforts using lead sources that allow the recruiter to focus on contacting a large amount of prospects.

B-8. It is important for the OIC to recognize that the most efficient lead source may not be the most effective, nor is the most effective always the most efficient. As mentioned earlier, referrals are typically the most efficient lead source. However, a unit without a solid recruiting network of COIs, VIPs, and Future Chaplains may not be able to generate enough interviews in order to gain a commission quickly. Training can help resolve this issue, but when a commission is needed quickly, the OIC must be able to determine which lead source will yield the commissions needed in the time available.

B-9. OICs should be able to determine through the LSA what percent of commis-

sions are generated by each lead source on average. Using this information, they should then plan their prospecting efforts to ensure an adequate amount of prospecting is dedicated to each lead source. If face-to-face prospecting typically results in 40 percent of each quarter's commissions, the OIC should be able to determine how many commissions are still due from the face-to-face lead source throughout the quarter.

B-10. While the LSA helps the OIC determine how to develop their prospecting plan to ensure mission accomplishment, it also provides training indicators. The OIC must ensure they include training that helps develop their recruiters to better use all lead sources. OICs must be aware of the individual strengths and weaknesses of each recruiter. As part of their development program for their recruiters, OICs should consider pairing recruiters with opposite strengths and weaknesses together. This could help a recruiter weak in one lead source become much stronger. Station prospecting events should be conducted using as many lead sources as possible.

Appendix C

Event Planning

C-1. The synchronization matrix helps the OIC develop an organized plan for exploiting events in the AO. The synch matrix is not a form with fixed fields to capture mandatory data, but the example at figure C-1 may serve as a good starting point. The local OIC is free to modify the design to suit the unit's needs. The sample includes fields to capture the date, time, and location of events. The columns in gray allow the OIC to consider the RSS assets that might best support the operation.

C-2. In figure C-1, the OIC plans to conduct a COI and Future Chaplain training event in support of the 10 August megafunction. The event will also include a special recruiting assistant and a recruiter presentation. The SMB advertising and public affairs will issue a news release. The form also encourages the leader to think about important points such as, how much will the event cost the Government (in dollars) and what is the potential gain? That is, how many people might attend and how many new leads might develop from it?

EVENT DATE	EVENT	RS	LOCATION	ADSW	HRAP	COI/Events	ASB	TAIR	SRAP	Future Chaplain Training	BN Asset Event	RPI/PPH	AS Presentation/Booth	A&PA News Release	A&PA Print Ad	A&PA Radio	A&PA Flyers	Estim. Attendance	Train-Up R. Required?	Type of Training Required	Rehearsal Date	Estimated Cost	Notes	
Jul 08																								
7/4	Independence Day parade	3M4L	Main Street		X	X			X	X	X			X		10K	Y	Guard			7/2 1400		HMMV scheduled	
7/12	Freshmen orientation	3E2B	DSU Main Campus	X							X	X				500	N						Table space coordinated	
7/27	COI luncheon	311H	Kiwanis Club		X			X			X					30	N					750.00	COL (ret) Bigwig/Speaker	
Aug 08																								
8/10	FSTP megafunction	3E2	San Juan State Park		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 08																								
9/5	DSU: Flight Club meeting	3E2B	Goodman Airfield		X	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								

Figure C-1. Synchronization Matrix

C-3. A companion to the synch matrix is the event planning sheet (see fig C-2). This sheet is not part of the binder. However, each event on the synch matrix should have its own event planning sheet. OICs use the event planning sheet to facilitate systematic planning of a recruiting event. OICs initiate a planning sheet weeks, even months, in advance. How early to begin planning depends on the nature and complexity of the event, but 6 weeks is not too early for most events. The planning sheet summarizes significant aspects of the event and tracks support requirements. After an event, the sheet will serve as a historical record and an example for planning similar events. The sheet has no form number, units may modify it to suit their individual needs and command requirements.

EVENT PLANNING SHEET		
Event: Promise Keepers Convention		
Date: 7-10 May 2008		
Event POC:		
Event Attendance (how many people attended last year):		
<u>Assets</u>	<u>Status</u>	<u>POC</u>
Booth Space	Scheduled	SMB A&PA
HMMV	Scheduled	SMB S-4
TAIR	Requested three additional chaplain recruiters	UA/301st Phone 555-1212
Advertising	Scheduled radio spots on faith-based station 5-12 May — suspense 1 April	SMB A&PA
ASB	Request additional HMMV — still working	SMB A&PA
 Concept of Operation: The city of Atlanta is holding the 2008 Promise Keeper's Convention from 7 to 10 May. Will have a strong Army chaplain recruiting force present to maximize the prospecting potential. All requests for assets need to be submitted at least 2 months prior to event and have confirmation on support 1 month prior. Plan to have two recruiters manning booth tied in with radio station remote team also collocated with booth; request black and gold HMMV to be in areas as an attention getter. Need bags, RPis, key chains, and other items of interest ready for display and give away.		
Station Requirements: Two recruiters at booth, 0900 - 2100; 1 recruiter per HMMV, 0900 - 2100.		
NCOIC:		
 Planned ROI:		
ADDITIONAL ACTIONS REQUIRED		
<ul style="list-style-type: none"> ● Have funds been requested and/or provided by SMB A&PA? ● Have promotional items been requested and/or provided by SMB A&PA? ● Are recruiters trained and certified on the equipment to be used? ● Advertisement type and dates? ● Rehearsal date? 		

Figure C-2. Sample Event Planning Sheet (flexible format)

Glossary

AAR	after-action review
AD	active duty
ADSW	active duty for special work
AO	area of operation
AR	Army Reserve
C2	command and control
COA	course of action
COI	centers of influence
CRB	Chaplain Recruiting Branch
CRT	chaplain recruiting team
DCA	direct commission and accession
FY	fiscal year
IPE	intelligence preparation of the environment
IPR	inprocess review
LSA	lead source analysis
MAP	mission accomplishment plan
NCO	noncommissioned officer
OIC	officer in charge
RA	Regular Army
ROP	recruiting operation plan
ROS	recruiting operating system
RPI	recruiting publicity item

RSS	recruiting service support
SAB	situational awareness board
SMB	U.S. Army Special Missions Brigade
SWOT	strengths, weaknesses, opportunities, and threats
TAIR	Total Army Involvement in Recruiting
TPU	troop program unit
USAREC	U.S. Army Recruiting Command
VIP	very important person

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DISTRIBUTION: This publication is published in electronic media only and is intended for command level A.

