

Personnel Procurement

Instructional Guide for Battalion Leadership Teams and Guidance Counselors  
on the Partnership for Youth Success Program

For the Commander:

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**History.** This UPDATE publishes a revised USAREC Pam 601-33.

**Summary.** This pamphlet provides guidance to battalion leadership teams and Army guidance counselors on the implementation of the Partnership for Youth Success Program. It includes guidance on recruiting battalion level

marketing, recruiting battalion oversight responsibilities, and guidance counselor enlistment procedures. Also, rules of engagement for recruiters are addressed.

**Applicability.** This pamphlet is applicable to all elements of this command that are directly responsible for prospecting for potential companies for youth success partnerships or processing applicants for enlistment in the Army.

**Proponent and exception authority.** The proponent for this pamphlet is the Assistant Chief of Staff, G-5. The proponent has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulation. Proponent may delegate this authority, in writing, to a division chief within the proponent agency

in the grade of GS-12.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCMPO-P, 1307 3rd Avenue, Fort Knox, KY 40121-2726.

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**Chapter 1**  
**Introduction**

**1-1. Purpose**

This pamphlet provides guidance to battalion

leadership teams (BLTs), guidance counselors (GCs), and recruiters on the rules of engagement for marketing and managing the Partnership for Youth Success (PaYS) Program. It is designed as a how-to pamphlet for securing local and regional PaYS partnerships, processing PaYS applicants, using PaYS as a recruiting tool, and supervising the PaYS process.

**1-2. Related form**  
USAREC Form 1202 (Statement of Understanding (SOU) - Partnership for Youth Success (PaYS)).

**1-3. Explanation of abbreviations and terms**  
Abbreviations and special terms used in this pamphlet are explained in the glossary.

**1-4. General**  
a. The PaYS Program provides America's youth with an opportunity to serve their country while they prepare for their future. Soldiers learn technical skills required by the civilian sector along with work ethic, teamwork, communication, and leadership during an enlistment in the Army or initial entry training (IET) for the United States Army Reserve (USAR). Regular Army (RA) Soldiers transition to the PaYS partner, selected at the time of enlistment, after completing their active duty tour. Soldiers in the USAR transition to the PaYS partner after completion of IET.

b. PaYS is a strategic program that BLTs can leverage to their advantage. The opportunity to connect the Army with high-profile employers in

the recruiting battalion (Rctg Bn) area can open several avenues for recruiting and community building. For example, a number of the participating PaYS partners and local Army recruiters have coparticipated in job fairs and community events. Other participants can leverage access to local high schools by simply indicating to school administrators that they like the quality of their Army veteran employees. This connection to corporate America and local government agencies is a critical part of reconnecting America with the Army. The PaYS Program has long-term benefits to your market. As we continue to monitor the success of the program and ensure veterans are getting jobs, we establish a strong base of Army veterans who will remember that the Army invested in their future. These veterans are the parents and influencers of future generations that will consider the Army a great place to start their careers. The Office of the PaYS Program Manager (PM); Headquarters, United States Army Recruiting Command, administers the PaYS Program. The Office of the PaYS PM has two functional branches, the Marketing and Administration Branch and the Information Management Branch, which includes a Help Desk.

(1) The Marketing and Administration Branch is responsible for preparation of PaYS correspondence, assists the BLTs throughout the life cycle of each nominated potential partner, provides red-carpet customer service to each participating PaYS partner, and assists PaYS Soldiers with questions and partner contact information. The administration cell of this team prepares all Memorandums of Agreement

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(MOAs) between the Army and prospective PaYS partners. The PaYS Marketing Team is available to assist BLTs as they present the PaYS Program and secure an agreement to partner. The PaYS Marketing Team is available to provide PaYS training to GCs and recruiters. You may contact the PaYS Marketing Team at (502) 626-1600 or 1-800-223-3735, extension 61600. For the status of an MOA contact the program administrator at (502) 626-0287 or 1-800-223-3735, extension 60287.

(2) The Information Management Branch designs and develops the Web site to provide general information to the public (Internet) and to provide a medium for data collection and reporting with the recruiting force (Intranet). It collects and reconciles partner job forecasts, aligns these jobs with a military occupational specialty (MOS) and expiration term of service (ETS) year, and makes the jobs available in the Recruit Quota System (REQUEST) for enlisting Soldiers. The branch also determines the status of Soldiers throughout their Army enlistment life cycle, provides this status to the partner, and monitors the transition of PaYS Soldiers to their selected partner company.

(3) The Help Desk is available to respond to requests for assistance on all technical matters pertaining to the PaYS Program from partners, the recruiting force, and Soldiers. It is responsible for providing partners with bimonthly reports of participating Soldiers and reporting and tracking of missing USAREC Forms 1202 (Statement of Understanding (SOU) - Partnership for Youth Success (PaYS)) for each Military Entrance Processing Station (Soldiers without a USAREC Form 1202 may not be recognized by participating partners). The Help Desk's telephone number is (502) 626-1222 or 1-800-223-3735, extension 61222 or e-mail [Payshelpdesk@usarec.army.mil](mailto:Payshelpdesk@usarec.army.mil).

## **Chapter 2**

### **Responsibilities of the BLT**

#### **2-1. Marketing and partnership referral process**

a. Rctg Bns and their subordinate elements are responsible for prospecting, nominating, briefing, and processing local and regional companies as well as state and local government agencies for partnership in the PaYS Program. Rctg Bn commanders are responsible for tracking and reporting the status of their top three partner nominations to the assigned marketing analyst in the PaYS PM Office. The top three nominations are also a part of the Commanding General's (CG's) Rctg Bn brief. New nominations will replace those reaching partner status or those terminated for various reasons. It is essential for Rctg Bns to provide the PaYS marketing analyst with current contact information for Rctg Bn staff working with each of the top three partners.

b. As a general rule, local and regional employers should have a minimum of 500 employees. This quantity provides a company size

that can reasonably forecast jobs 2 to 6 years into the future. Smaller companies will have greater difficulty in making such a forecast. Smaller companies will also have more difficulty in supporting their commitment to USAR annual training and mobilizations. On a case-by-case basis, Rctg Bn commanders may request an exception from the CG to prospect for companies smaller than 500 employees.

c. The PaYS marketing analysts are responsible for assisting the Rctg Bn commanders as they prospect, nominate, brief, and process potential partners within their recruiting areas. The PaYS Reports Web site link from the United States Army Recruiting Command's (USAREC's) Intranet homepage contains all nominated potential partners. Companies in your Rctg Bn area may already be nominated or previously terminated. Companies may have declined to participate or were possibly rejected by the command. Reasons for rejection may include issues with labor unions, company image not in keeping with the Army image, or the company only hires part-time employees. Prior to submitting the company for nomination, check the drop-down list. If the company is on the list do not resubmit it. The PaYS PM may authorize the PaYS marketing analyst assigned to the Rctg Bn to make the presentation to Fortune 500 companies. Fortune 500 companies may allow one chance to present the briefing, so it is vital that the person doing the briefing be the most knowledgeable speaker available.

d. Rctg Bns make recommendations for PaYS partnerships to the PaYS PM by using the online partnership referral system available on the PaYS Reports link listed on the USAREC Intranet homepage. The PaYS marketing analyst will complete detailed research (financial history, turnover rates, etc.) before the company is recommended to the CG. However, the Rctg Bn should be aware of any adverse media coverage or negative reputation in the local area before nomination. As a minimum, the following information is required when submitting nominations:

- (1) Name of company.
- (2) Type of company (service, manufacturing, retail, distribution, construction, etc.).
- (3) Size of company (number of employees locally and nationally).
- (4) Company history (i.e., went public in 1988, bought Company A in 1999, etc.).
- (5) Reputation. Any positive or negative press in local media (i.e., voted best company to work for in 2004, awarded the J.D. Power and Associate Award, etc.).
- (6) Name, telephone number, and e-mail address of company point of contact.
- (7) Length of time company has been in business.

e. The PaYS PM submits final recommendations along with the collected information to the CG USAREC for approval after the Rctg Bn enters the information in the online referral system, PaYS Potential Partners Company Lead Referral System, and the assigned PaYS mar-

keting analyst has completed an indepth research on each company. The PaYS marketing analyst will keep the Rctg Bns informed throughout this process by updating the online referral system and/or through telephone contact. By selecting the PaYS Reports link Rctg Bns are able to view the status of local and regional referrals as well as the status of prospects with nationwide impact.

f. Rctg Bns are not authorized to make a presentation until the CG approves the potential partner. The CG's approval constitutes permission to schedule the presentation to the target companies or agencies. The PaYS marketing presentation is available for download off the PaYS Reports link from USAREC's Intranet homepage. The PaYS Marketing Team is available to assist the person conducting the briefing either before the briefing or as a participant via conference call.

g. The PaYS marketing presentation is formatted according to the USAREC standard and is regularly updated. Rctg Bns may change backgrounds only if they are using formats approved by the recruiting brigade commander as the recruiting brigade standard. It is vital that the text avoid any implication of job guarantee or contractual agreement; therefore, the PaYS PM must approve any changes in the text.

h. Local USAR units have a vested interest in working with BLTs in fostering positive relationships with PaYS partner companies. Having the opportunity for a job with a quality company upon completion of IET is a significant benefit to USAR Soldiers. USAR PaYS Soldiers who arrive at their unit qualified in an MOS and have a full-time job with a local company should reduce attrition. Local USAR units are also valuable sources for identifying potential PaYS partners through the Recruiting Partnership Council meetings with the BLT.

#### **2-2. MOAs**

a. As part of the PaYS marketing presentation to prospective partners, Rctg Bns may include a draft copy of the PaYS MOA found on [www.armypays.com](http://www.armypays.com). Although not a legal contract, the MOA is a legal document that must remain consistent in language from one partnership to another. The CG USAREC is the approval authority for changes in the MOA. When changes in the MOA are required due to a unique partnership, the PaYS PM will obtain a legal review from the USAREC Staff Judge Advocate before submitting the changes to the CG. The current MOA has evolved through numerous corporate partner legal reviews. The purpose of providing the draft during the initial presentation is to allow the prospective partner to review the terms of the agreement and facilitate the sales closing. ("Providing your legal department accepts the terms of the MOA, would you like to become a PaYS partner and take advantage of the high quality skilled young men and women...")

b. When a marketing presentation is complete, Rctg Bns will contact the assigned PaYS

marketing analyst on whether or not the prospect has expressed further interest, requires additional information, agrees to partner, or declines altogether. The PaYS marketing analyst will update the PaYS Potential Partners Company Lead Referral System accordingly. For those prospects that express interest in participating in the program, the Rctg Bn must provide the PaYS marketing analyst with the following information to generate an official MOA:

- (1) Legal name of company.
- (2) Signature block of the official signing the MOA.
- (3) Title of the official signing the MOA.
- (4) Telephone number of the official signing the MOA.
- (5) Signature block of the partner point of contact.
- (6) Title of the prospective partner point of contact.
- (7) Telephone number of the partner point of contact.
- (8) Fax number of the partner point of contact.
- (9) Complete mailing address (no post office box) of the partner point of contact.

c. The PaYS program administrator will prepare two official copies of the MOA and send them to the prospective partners for signature. The appropriate authority for the prospective partner will sign both copies and return them in the envelope provided to the PaYS PM who submits them to the USAREC Command Group for signature. The CG, Deputy Commanding General, Chief of Staff, or the PaYS PM will sign both copies of the MOA. The PaYS program administrator will forward one copy of the signed MOA to the new PaYS partner and retain one copy on file.

d. Once the MOA has all the required signatures, the PaYS Help Desk will issue user identifications and passwords to the designated partner job submitters. Rctg Bns can familiarize themselves with the job-loading procedures by taking the online job-loading tutorial found on the PaYS Reports Web site. The marketing analyst will review job descriptions and qualifications and match selected MOSs with each job. The marketing analyst activates jobs when the MOS match is complete. Active jobs are visible to GCs while performing a job search using REQUEST. The marketing analyst will monitor the selling of each PaYS partner's loaded positions and will contact specific GCs to facilitate the selling of stagnant positions.

e. This entire process seems lengthy and BLTs may feel the need to streamline the process. Protecting all parties involved is the reason each process must be included preventing future problems as PaYS Soldiers begin their transition to civilian life.

### **2-3. Rctg Bn operations responsibilities**

a. Rctg Bns are responsible for ensuring GCs follow the process outlined in chapter 3. The Day After QC workflow is initiated by receiving the end of day report when the appli-

cant has been verified by the senior guidance counselor (SGC). Rctg Bn operations should verify those records with the PaYS Program in Incentives (050 - Partnership for Youth Success (PaYS) Program) and have the scanned USAREC Form 1202 in the DEP folder.

b. Rctg Bn operations should disapprove the workflow and complete the remarks for those records that are missing the required USAREC Form 1202. Corrective action is required for each notification of a disapproved Rctg Bn operations quality control (QC). This information is available by contacting the Help Desk at (502) 626-1222 or 1-800-223-3735, extension 61222.

### **2-4. Advertising and public affairs**

a. PaYS partners are valuable centers of influence. Rctg Bns are encouraged to capitalize on newly formed partnerships by arranging for media releases, presentations of PaYS partner certificates, or other appropriate events. The Office of the PaYS PM will provide certificates for PaYS partners that will be included with the MOA mailing. Allow a minimum 2-week notice to the PaYS Office for ceremonial MOA signings.

b. If possible, schedule joint signing ceremonies or joint publicity events for larger and influential companies during scheduled visits by the CG or Deputy Commanding General to the Rctg Bn. To coordinate a PaYS event during a general officer visit, notify the PaYS marketing analyst. Rctg Bns will coordinate with the Command Group and aide-de-camp about specifics of each partnership company. Allow a minimum 2-week notice to the command for ceremonial MOA signings. On-site ceremonies use copies of the previously signed original MOA. Rctg Bns should plan ahead and allow time for the PaYS team to prepare copies of the MOA and send them via first class mail.

c. Consider the following when arranging a ceremonial signing:

- (1) Army branding banners.
- (2) Army flag.
- (3) USAREC flag or Rctg Bn colors.
- (4) Company leadership teams and area recruiters.
- (5) Inviting the following dignitaries:
  - (a) State Department of Veteran's Affairs Director.
  - (b) Federal Department of Labor Veteran's Training and Assistance Representative.
  - (c) Local area RA and USAR general officers or representatives.
  - (d) State or local area Employer Support to Guard and Reserve Representative.
  - (e) Other local and regional centers of influence such as the state Civilian Aide to the Secretary of the Army.

d. Rctg Bns are also encouraged to develop strong relationships with PaYS partners in their Rctg Bn area. It is especially important to keep GCs informed about local partnerships in which the PaYS partner is interested in providing employment opportunities locally for the returning Soldiers. It is also important for Rctg Bns to

know points of contact for partner companies that are willing to participate in joint job fairs, community events, and high school visits.

## **Chapter 3 GC Procedures**

### **3-1. GC process**

a. Offer the PaYS Program to each eligible applicant, focusing on utilizing the program on those applicants who are hard sells or close to being qualified but not enlisting.

b. Follow the normal REQUEST reservation procedures. The GC can view related PaYS jobs corresponding with the selected MOS and enlistment term by selecting a search method. The default search for RA lists those PaYS partners who have jobs loaded in the Rctg Bn area. By clicking on the Selected PaYS Job Criteria drop-down arrow, the GC has the choice of changing the search methodology to a nationwide (all) search, to a partner search, or a ZIP Code search. The default search for USAR is a 50-mile radius search from either home of record ZIP Code or choice ZIP Code. A 100-mile radius search is available using the radio button provided.

c. The GC can review up to 20 PaYS jobs that correspond to the selected MOS and enlistment term. The details tab shows each PaYS job description and job qualification. Applicants selecting a PaYS job should be familiar with both job description and job qualification requirements. Just as certain Army MOSs have specific job qualifications such as age or educational requirements, so do some of the PaYS positions and GCs must ensure the applicant is aware of any additional requirements.

d. When the reservation process is complete, USAREC Form 1202 automatically prints. The applicant must sign and date it. The GC must print his or her name, sign, and also date it. The applicant receives a copy of the USAREC Form 1202 to ensure they have the pertinent PaYS partner point of contact information, job detail information, and details the Soldier must take to complete the PaYS agreement upon ETS. The GC is required to scan the USAREC Form 1202 into Electronic Records Management (ERM) in the DEP/DTP folder under PaYS LOI. The USAREC Form 1202 serves as an official document for both the Army and the PaYS partner, and clearly defines the terms of the PaYS agreement. The PaYS Help Desk accesses the USAREC Form 1202 through ERM and electronically transmits it to the PaYS partner. The PaYS partner requires a USAREC Form 1202 in order to set up the initial interview with the PaYS Soldier.

e. In a future Guidance Counselor Redesign release the USAREC Form 1202 will be an electronic form with electronic signatures. The USAREC Form 1202 will populate and be available for signatures after annex A (annex forms) has been signed and saved. The GC will click on the form link to display the USAREC Form 1202 in pdf format. Once the applicant and GC have

signed the electronic USAREC Form 1202, it will save in the correct folder. The folder name will change from PaYS LOI to PaYS SOU.

f. The GC can do a search for available PaYS jobs in REQUEST. The REQUEST Manager/ Reports Tab contains the PaYS Program Report. Entering an MOS and position start date (ETS year) will start a search for either RA or USAR PaYS job. The resulting report will show which PaYS positions match the search criteria. The GC must scroll right to see which of the resulting positions have open positions available. Enter the assignment number for "assign ID" search criteria when updating PaYS option.

### **3-2. SGC procedures**

a. SGCs must verify 100 percent scan rate of USAREC Forms 1202 into ERM at Delayed Entry Program QC or before verifying the end-of-day activities in REQUEST. To confirm the GC has scanned the USAREC Forms 1202 into ERM the SGC may view the QC Summary Report. Reviewing the "Differences Since Last Summary Report" will show all documents scanned into ERM. If in doubt, open the ERM folder and go to View Packet. Verify each folder contains the required documentation including the USAREC Form 1202.

b. The SGC is responsible for reviewing a portion of the PaYS USAREC Forms 1202 ensuring they are signed and dated by both the applicant and the GC prior to scanning.

### **3-3. PaYS team support to GCs**

The Office of the PaYS PM is available to assist GCs with processing problems as well as system problems. The first step is to contact the PaYS Help Desk at (502) 626-1222 or 1-800-223-3735, extension 61222. For problems associated with policy, partner information, or GC process the Help Desk will refer you to a marketing analyst. For system problems the Help Desk will either address the problem or put you in contact with the appropriate USAREC help agency.

## **Chapter 4**

### **Recruiter Rules of Engagement**

#### **4-1. PaYS as a recruiting multiplier**

The association between the applicant qualification process and the PaYS job description often results in the assumption that the PaYS Program is exclusively a GC program. Recruiters, unless assigned to a point-of-sale recruiting company or Rctg Bn underestimate PaYS as a selling tool. Knowledge of the PaYS Program is an additional multiplier the recruiter can use to get an applicant to the floor.

#### **4-2. Presenting PaYS to applicants and their influencers**

a. The CG's intent is for recruiters to sell the PaYS concept. While recruiters cannot sell a specific job or MOS, they can sell the fact that the program exists. PaYS is evidence that cor-

porate America and Government agencies want employees with Army skill training and experience. Apprehensive parents will find it comforting knowing the Army has a program that invests in their child's professional future.

b. Recruiters can also discuss the names of participating partners as long as they do not promise employment with a specific company. In this regard it is important for recruiters to understand that the PaYS Program is not a guarantee of employment. The program establishes a relationship between the Soldier and participating company and affords the Soldier priority employment consideration. Priority employment consideration may not sound like much. However, this consideration establishes a relationship between the Soldier and senior human resource manager of the partner company. Priority consideration ensures the PaYS Soldier's resume will be seen and also bypass several application screenings, moving directly to an interview with the partner company. In some cases, the PaYS Soldier is leaping past thousands of applications and resumes.

c. Recruiters can also sell the fact that America's major employers are looking for the qualities that an individual achieves through Army service. These qualities include strong work ethics, motivation, experience, and maturity. Army veterans are the kind of employees sought by America's most prestigious employers.

## **Glossary**

### **Section I Abbreviations**

**BLT**  
battalion leadership team

**CG**  
Commanding General

**ERM**  
Electronic Records Management

**ETS**  
expiration term of service

**GC**  
guidance counselor

**IET**  
initial entry training

**MOA**  
Memorandum of Agreement

**MOS**  
military occupational specialty

**PaYS**  
partnership for youth success

**PM**  
program manager

**QC**  
quality control

**RA**  
Regular Army

**Rctg Bn**  
recruiting battalion

**REQUEST**  
Recruit Quota System

**SGC**  
senior guidance counselor

**USAR**  
United States Army Reserve

**USAREC**  
United States Army Recruiting Command

### **Section II Terms**

**PA**  
Alphabetic code, in REQUEST, that identifies a Soldier as a PaYS participant.

**partnership for youth success partner or company**  
Company, corporation, or Government agency that has signed a PaYS MOA.

### **statement of understanding**

A document signed by the applicant upon enlistment and outlines the details of the PaYS Program.