

**USAREC Regulation 5-4**

**Management**

# **Strategic Planning and Management**

**Headquarters  
United States Army Recruiting Command  
1307 3rd Avenue  
Fort Knox, KY 40121-2725  
21 August 2008**

**UNCLASSIFIED**

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## USAREC Regulation 5-4

Effective 1 September 2008

### Management

### Strategic Planning and Management

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For the Commander:

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**History.** This regulation is a new publication effective 1 September 2008.

**Summary.** This regulation covers policy, responsibilities, and procedures inherent in the U.S. Army Recruiting Command strategic planning process. It prescribes products associated with the Command Strategic Plan and details the institutionalization of strate-

gic planning within the U.S. Army Recruiting Command.

**Applicability.** This regulation is applicable to all personnel assigned or attached to the U.S. Army Recruiting Command.

**Proponent and exception authority.** The proponent of this regulation is the Assistant Chief of Staff, G5. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponent may delegate the approval authority, in writing, to a division chief within the proponent agency in the rank of lieutenant colonel or the civilian equivalent.

**Army management control process.** This regulation contains management con-

trols in accordance with AR 11-2, but does not identify key management controls that must be evaluated.

**Supplementation.** Supplementation of this regulation is prohibited.

**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: RCSM, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

**Distribution.** This publication is available in electronic media only and is intended for command distribution level C.

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### **Glossary**

## Chapter 1 General

### 1-1. Purpose

This regulation prescribes the general policies governing strategic planning and management within the U.S. Army Recruiting Command (USAREC).

### 1-2. References

For required and related publications see appendix A.

### 1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

### 1-4. Authority

The main policy directive authorizing and defining strategic planning and management is AR 5-1.

## Chapter 2 Policies

### 2-1. Strategic planning

a. Introduction. The USAREC Assistant Chief of Staff (ACofS), G5, leads a deliberative strategic planning process (SPP) to produce an annual strategic plan. The USAREC Strategic Plan provides a framework for defining USAREC's activities 3 to 5 years into the future (see fig 2-1). Strategic planning is a separate function, but it is integral to the Planning, Programming, Budgeting, and Execution System. Strategic planning provides a long-term focus for near- and mid-term efforts. It is important that USAREC strategy, plans, and concepts developed within the SPP are supported by a programmatic system that identifies, budgets, and acquires the capabilities required. The SPP also identifies significant long-term social, political, military, demographic, and economic world trends and their potential implications to USAREC operations.

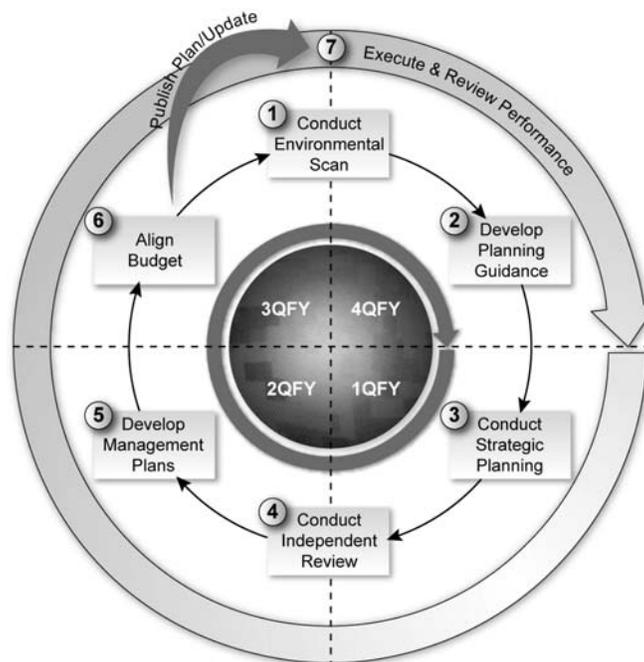


Figure 2-1. SPP

b. The SPP. Strategic planning is the process by which USAREC leaders and managers envision the organization's future and develop the necessary procedures and operations to achieve that vision (see fig 2-2). It is a continuous and systematic effort to anticipate the future requirements of USAREC and its customers. Strategic planning focuses and aligns all efforts within an organization on core competencies, key strategies, and actions that must be taken to achieve success. This ability to focus and align all organizational processes toward a common end is the most powerful element of the strategic plan. The USAREC Strategic Plan contains:

- (1) A comprehensive mission statement that clearly communicates USAREC's purpose;
- (2) A clear vision statement that directs USAREC to a desired future state;
- (3) Values to guide the organization;
- (4) Measurable goals and objectives, including expected metrics and targets, for USAREC's key processes;
- (5) A description of how USAREC's goals and objectives will be achieved, including a description of the human capital, operational processes, technology, and other resources required to meet those goals and objectives;
- (6) An identification of those key factors internal and external to the organization that could significantly affect the achievement of the goals and objectives; and
- (7) A description of the assessment process used to determine how well all the organization's key processes and functions are aligned to achieve its goals and objectives.

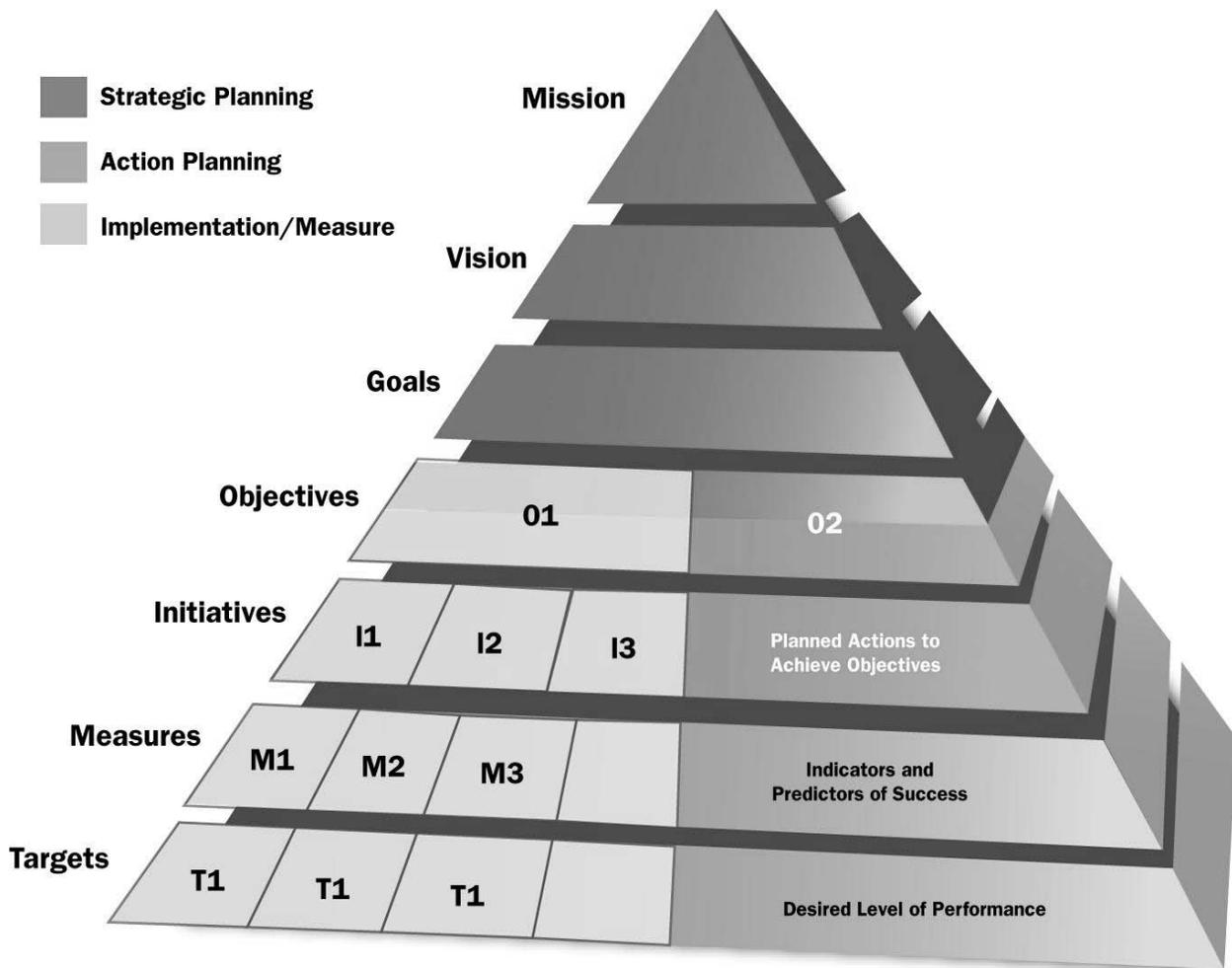


Figure 2-2. The USAREC strategic planning framework

- c. The strategic plan:
  - (1) Is a living document that provides a road map for current decisions while maintaining the overall focus on long-term term, continuous improvement;
  - (2) Links and aligns the organization's vision, mission, goals, and objectives with the strategic plan of the next higher echelon; and
  - (3) Forms the basis for development and implementation of action plans aimed at measurable performance results.
- d. Action plans:
  - (1) Are used at all management levels to translate the vision, goals, and objectives of the strategic plan into action.
  - (2) Contain measurable performance goals or targets and milestones for monitoring and achieving results.
  - (3) Focus the efforts of employees and align organizational processes to the strategic plan.
  - (4) Impact all employees down to the individual level.
  - (5) When implemented, complete the deployment of the strategic plan throughout the organization.

## **2-2. Strategic management**

- a. USAREC managers are held accountable for results within their assigned goals, objectives, initiatives, and programs. The USAREC ACofS, G5, monitors performance against the strategic plan and provides guidance to managers to improve performance. USAREC's strategic management approach contains four key elements:
  - (1) Development of a strategic plan that meets the current and future needs of the organization and its customers.
  - (2) Deployment of that plan throughout the organization in the form of a shared vision and the implementation of action plans to achieve stated vision, goals, and objectives.
  - (3) Periodic, systematic assessment of the results achieved through the implementation of action plans to determine performance levels, progress, and opportunities for improvement.
  - (4) Refinement of the strategic plan and supporting action plans based on external changes (for example, changes to higher headquarters' goals, resources, and operating environment); analysis of the organization's strengths, weaknesses, opportunities, and threats; and results of previous organizational assessments.
- b. USAREC uses a Strategic Management Plan (SMP) to manage goals, objectives, initiatives, and programs. The SMP assesses performance under the strategic plan and brings USAREC senior leader focus and resources to bear where needed through a quarterly command review (QCR) and annual off-site conference. The SMP:
  - (1) Focuses on achieving selected goals, objectives, initiatives, and programs tied to the USAREC vision, mission, and priorities;
  - (2) Establishes goals, strategies, and cross functional long-term objectives to guide the reviews;
  - (3) Catalogs performance measures as an aid to gauging progress against the strategic plan; and
  - (4) Links the USAREC Strategic Plan to the Planning, Programming, Budgeting, and Execution System.

## **2-3. Institutionalizing strategic planning and management**

- a. To institutionalize strategic planning and management throughout USAREC, this regulation:
  - (1) Formalizes the strategic planning and management relationships between the USAREC staff elements and managers;
  - (2) Delineates responsibilities for strategic planning and management within USAREC;
  - (3) Prescribes products and tools associated with strategic planning and management;
  - (4) Provides a method for developing and managing strategic plans against future recruiting requirements; and
  - (5) Establishes a method for including input from the brigades into the programming and prioritization process.
- b. Key elements of the institutionalization program include:
  - (1) A formally documented process. This regulation formally serves as the regulatory document for USAREC strategic planning and management.
  - (2) Stakeholder involvement and commitment. With the publication of this regulation, USAREC strategic planning and management incorporates the command group, all primary and special staffs, and brigade command teams into the SPP and defines strategic planning and management as a commandwide effort.
  - (3) Subordinate and leader development. Institutionalization requires that leaders be exposed to the planning process early in their USAREC careers, and that their understanding is cultivated as they mature and advance within USAREC.
  - (4) An interactive process. The USAREC ACofS, G5, exercises a commandwide, interactive process to include

people, programs, agencies, and documents to effect the SPP. The SPP is flexible and adaptable, and it provides a forum for the review and debate of strategic issues.

## **Chapter 3**

### **Assignment of Responsibilities**

#### **3-1. Commanding General**

- a. Provides vision and strategic direction, establishes requirements and priorities, and provides resources to accomplish goals, objectives, and initiatives.
- b. Provides a common set of assumptions, priorities, intent, and critical planning factors required to develop future strategies and plans.
- c. Formally communicates strategic guidance by publishing initial planning guidance through the ACofS, G5, to the command.
- d. Approves the USAREC Strategic Plan for implementation.

#### **3-2. Chief of Staff**

- a. Exercises leadership and management oversight of the USAREC staff in developing and executing the strategic plan.
- b. Directs and allocates resources required to support development and execution of the strategic plan.
- c. Has oversight for the development and implementation of the SMP.
- d. Leads and manages the strategic plan QCR process with analytical and administrative support from the ACofS, G5.

#### **3-3. ACofS, G5**

- a. Leads and manages the commandwide effort to develop and monitor the USAREC Strategic Plan using the SPP as a framework.
- b. Advises and assists the USAREC Commanding General in providing annual strategic planning guidance on goals and objectives, the priorities for objectives and initiatives, and resources required to execute the strategic plan.
- c. Develops and implements the SMP. Coordinates and facilitates a QCR of the strategic plan, which includes the goals, objectives, initiatives, and programs. Responsible for administrative guidance, management, and organization of the QCR process.
- d. Systematically monitors and assesses performance of the strategic plan to identify risks, threats, and adequacy of the current strategy.
- e. Assesses the capabilities of USAREC to accomplish the tasks and requirements of the strategic plan.
- f. Captures ongoing analysis efforts throughout the command and staff to assess USAREC's ability to accomplish goals, objectives, and initiatives.
- g. In consultation with the ACofS, G4/8, prepares programmatic advice and recommendations for executing the strategic plan.
- h. In consultation with the ACofS, G7/9, develops a strategic communication plan for releasing strategic plan information within the Army and to the public.
- i. Provides functional management oversight of goals and objectives related to strategic planning and management.

#### **3-4. ACofS, G1**

- a. Provides subject matter experts (SMEs) and participation in the SPP.
- b. As appropriate, leads and manages programs and initiatives supporting the strategic goals and objectives.
- c. Provides functional management oversight of goals and objectives related to human resources.

#### **3-5. ACofS, G2**

- a. Provides SMEs for and participates in the SPP.
- b. Continuously monitors and studies the USAREC-external environment to identify conditions and trends that may warrant a change in the strategic direction for the command.
- c. Provides studies, papers, and reports when significant changes or factors in the strategic environment are identi-

fied that warrant changes in the strategic plan.

d. Provides threat assessment report for consideration in the strengths, weaknesses, opportunities, and threats analysis. Updates when significant, unanticipated issues and developments emerge.

e. Contributes to strategic plans and assessments by providing risk evaluations, plausibility, and probability of future operational environments analyses.

f. Coordinates and collaborates with the U.S. Army Accessions Command, Center for Accessions Research; and other external organizations on recruiting-related studies and reports as input to internal assessments, studies, and reports.

g. Provides functional management oversight of goals and objectives related to market intelligence and mission analysis.

### **3-6. ACofS, G3**

a. Provides SMEs and participation in the SPP.

b. As appropriate, leads and manages programs and initiatives supporting the strategic goals and objectives.

c. Provides functional management oversight of goals and objectives related to recruiting operations.

d. Issues annual operations order incorporating the near-term goals and objectives of the USAREC Strategic Plan.

### **3-7. ACofS, G4/8**

a. Provides SMEs for and participates in the SPP.

b. Provides advice and guidance to the command and staff on program recommendations and budget proposals to conform to the priorities established in the strategic plan.

c. Integrates resource and capability analyses to support developing constrained strategies and options.

d. Conducts tradeoff analyses between capability effectiveness and alternative resource distributions.

e. Serves as the focal point for liaison with the U.S. Army Accessions Command, Deputy Chief of Staff, G4/8, for resourcing execution of the strategic plan.

f. As appropriate, leads and manages programs and initiatives supporting the strategic goals and objectives.

g. Provides functional management oversight of goals and objectives related to resources and logistics management.

### **3-8. ACofS, G6**

a. Provides SMEs for and participates in the SPP.

b. Provides advice and guidance to the command and staff on information technology (IT) to support implementation of the strategic plan.

c. Implements IT programs, systems, applications, and services to enable execution of the goals, objectives, and initiatives contained in the strategic plan.

d. As appropriate, leads and manages programs and initiatives supporting the strategic goals and objectives.

e. Provides functional management oversight of goals and objectives related to IT.

### **3-9. ACofS, G7/9**

a. Provides SMEs for and participates in the SPP.

b. Establishes policy on the release of strategic plan information to the public.

c. In consultation with the ACofS, G5, executes the strategic communications plan for releasing strategic plan information within the Army and to the public.

d. Provides guidance and support to publicizing the USAREC Strategic Plan and associated programs.

e. As appropriate, leads and manages programs and initiatives supporting the strategic goals and objectives.

f. Provides functional management oversight of goals and objectives related to marketing, education, and outreach.

### **3-10. ACofS, RRS-T**

a. Provides SMEs for and participates in the SPP.

b. As appropriate, leads and manages programs and initiatives supporting the strategic goals and objectives.

c. Provides functional management oversight of goals and objectives related to training and recruiting doctrine.

**3-11. Brigade commanders**

- a. Participate in the annual strategic planning off-site conference.
- b. Provide timely and substantive input in the development of each strategic planning document or product.

**3-12. Goal champions**

- a. Responsible for managing assigned goal area.
- b. Lead and direct the activities of a cross functional goal action team during the development and execution of the strategic plan.

**3-13. Goal action teams**

- a. Assist the goal champion in developing and executing action plans.
- b. Provide functional expertise and support to produce deliverables according to established schedules and milestones.

## **Appendix A References**

### **Section I Required Publication**

#### **AR 5-1**

Total Army Quality Management. (Cited in para 1-4.)

### **Section II Related Publications**

#### **AR 1-1**

Planning, Programming, Budgeting, and Execution System.

#### **AR 5-24**

Management Improvement and Productivity Enhancement in the Department of the Army.

#### **AR 11-32**

Army Long-Range Planning System.

#### **CJCSI 3100.01A**

Joint Strategic Planning System.

#### **DA Memo 5-4**

Army Strategic Management Plan.

#### **USAREC Reg 10-1**

Headquarters, United States Army Recruiting Command.

#### **USAREC Reg 11-1**

Assignment of Program and Budget Responsibilities.

#### **USAREC Strategic Plan.**

### **Section III Prescribed Forms**

This section contains no entries.

### **Section IV Referenced Forms**

This section contains no entries.

## **Glossary**

### **Section I Abbreviations**

#### **ACofS**

Assistant Chief of Staff

#### **IT**

information technology

#### **QCR**

quarterly command review

#### **SME**

subject matter expert

#### **SMP**

Strategic Management Plan

#### **SPP**

strategic planning process

#### **USAREC**

U.S. Army Recruiting Command

### **Section II Terms**

#### **action plans**

Documents that describe the specific method or process to achieve the results called for by one or more objectives of the strategic plan.

#### **alignment**

The manner in which two or more processes or functions within an organization support all others in the attainment of a stated goal. More specifically, alignment refers to consistency of plans, processes, information, resource decisions, actions, results, analysis, and learning to support key organization-wide goals.

#### **analysis**

Analysis refers to an examination of facts and data to provide a basis for effective decisions. Analysis often involves the determination of cause-effect relationships.

#### **assessment**

Is a systematic process of collecting and analyzing data to determine the current, historical, or projected status of an organization.

#### **continuous improvement**

The improvement of products, services, and processes through incremental and breakthrough innovation that is focused on meeting and exceeding customer needs. Does not connote a constant improvement in a process but a continual awareness of processes and their changing need for improvement.

#### **core competencies**

The knowledge and skills needed within the workforce to perform an important business function of the organization.

Core competencies directly relate to mission and customer service and are those processes and functions that could not be outsourced without substantially weakening the organization.

**customer**

A customer is anyone for whom an organization or individual provides goods or services or a person or group who uses the output of a process. External customers reside outside the producing organization. Internal customers reside inside the producing organization.

**customer focus**

The core principle of Total Army Quality that ensures every activity performed within an organization directly supports providing added value from the customer's perspective.

**deployment**

Refers to the extent to which an organization's approach to a specific action (for example, vision, goals, and strategies) is applied throughout the organization. Deployment is evaluated on the basis of breadth and depth of application of the approach to relevant processes and work units throughout the organization.

**effective**

Adequate to accomplish a purpose; producing the intended or expected result.

**efficiencies**

Allocated budget dollars saved by executing programs in a more efficient manner that can be reprogrammed to fund other requirements within the same appropriation category.

**efficient**

Being able to meet all requirements with a minimum expenditure of resources.

**goal**

Is a specific end toward by which resources and effort are expended.

**goal champion**

The individual with responsibility for developing a goal into supporting objectives, initiatives, metrics and measures, and the authority to approve changes within their assigned goal area.

**initiative**

Provides the specific actions required to achieve the stated objectives.

**leadership**

The process of influencing people—by providing purpose, direction, and motivation—while operating to accomplish the mission and improving the organization.

**management**

The process of acquiring, organizing, and controlling resources (people, money, materiel, facilities, information, time, etcetera,) to effectively and efficiently accomplish the mission. Management is linked with leadership, just as doctrine, systems, processes, facilities, and equipment are connected with the people who use them.

**metrics**

A measurement taken over a period of time that communicates vital information about a process or activity. A metric should drive appropriate leadership or management action. Physically, a metric package consists of an operational definition, measurement over time, and presentation.

**mission**

Captures the enduring nature of what the organization is about; its grand purpose.

**objective**

Provides specificity about how goals will be accomplished.

**performance**

The output results that are obtained from processes, products, and services that permit evaluation and comparison relative to goals, standards, past results, and other organizations.

**process**

A systematic series of actions directed toward the achievement of a goal. Is the combination of people, machines, equipment, raw materials, methods, and environment that produces a given product or service.

**product**

Refers to the physical output resulting from a process or service.

**resources**

The people, equipment, tools, raw materials, funds, and information a manager requires enabling the production of a product or service or the achievement of a goal, objective, or initiative.

**service**

A physical activity performed in fulfillment of a customer requirement.

**stakeholders**

Includes all groups that might be affected by an organization's actions and success. Examples of key stakeholders include leaders, customers, employees, partners, and local or professional communities.

**strategic management approach**

A disciplined method of directing all activities of an organization to focus on the goals stated in the strategic plan.

**strategic plan**

The document produced by the process by which an organization envisions its future and develops special management strategies and action or implementation plans to achieve that future.

**vision**

An organization's view of how it would like to be perceived by its customers at some future point. It is the organization's ideal, providing a focus for efforts and goal setting.

# USAREC

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