

Recruiting Company Operations

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Headquarters
United States Army Recruiting Command
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SUMMARY of CHANGE

USAREC Manual 3-02
Recruiting Company Operations

This revision, dated 10 April 2013

- o Recruiting Company Operations, previously shared with Recruiting Station Operations, is now a stand-alone manual.
- o This manual addresses recruiting company operations within the small unit recruiting (SUR) organizational structure.
- o Added examples of a detailed recruiting operation plan (ROP) and SWOT analysis at company level (see chapter 9.)
- o Added a recruiting process Trouble Shooting Guide for recruiting company leaders (see appendix A).
- o Added a discussion of mission command with typical questions to ask during an in-process review (IPR) (see appendix B).
- o Added a division of labor at company level to determine the distribution of duties and responsibilities between the company commander and first sergeant (see appendix C).

FOREWARD

Leading a company is one of the most demanding jobs in the Army. It takes competent, confident, informed leaders who understand leadership fundamentals and the principles of mission command. Leading a recruiting company is no different. Recruiting operations may be somewhat unfamiliar, but leading is leading, regardless of branch or functional specialty.

The majority of commanders assigned to USAREC arrive with little or no recruiting experience and may be assuming their first command. The first sergeant, on the other hand possesses a vast amount of recruiting knowledge and expertise. The first sergeant's role as adviser to the commander and senior company trainer is crucial for a new commander's smooth transition into recruiting.

This edition of USAREC Manual 3-02, Recruiting Company Operations, describes the duties and responsibilities of the commander and first sergeant. Although the commander is responsible for everything that happens or fails to happen, it is unreasonable to think they can do everything themselves. That is why each commander is coupled with an experienced first sergeant to share the load.

The first sergeant is the commander's technical and tactical recruiting expert. The first sergeant must epitomize be, know, do. They must use their wisdom and experience to provide Soldiers with purpose, direction and motivation in support of the commander. The first sergeant must advise and assist the commander in the planning, coordinating, and execution of all recruiting operations within the company's AO. Commanders must establish a strong working relationship with their first sergeant and leverage their technical expertise and practical recruiting experience.

The challenge for any leader assigned to a position for which they are unfamiliar; is to quickly learn and adapt. Soldiers respect leaders who are proficient in their core-competencies, able to adapt to changing conditions in the operating environment, and have the courage to ask for assistance when necessary. This manual prescribes recruiting doctrine at company level to accommodate leaders who must be adaptive and creative in their operational approach to the ever changing recruiting market.



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Recruiting Company Operations

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Preface

USAREC Manual 3-02 provides company leaders with a common philosophy and language. It enhances unity of effort by defining and illustrating the U.S. Army Command's (USAREC) tactical and operational doctrine principles.

PURPOSE

USAREC Manual 3-02 is a "how to think" manual and serves as a user guide for company leaders. This manual defines the principles and concepts of recruiting operations, the roles and responsibilities of company leaders, and provides proven management techniques.

SCOPE

USAREC Manual 3-02 is the user manual for recruiting doctrine at company level. It emphasizes fundamentals and concepts as well as the command's best recruiting practices. It includes insights from commanders and first sergeants regarding operational and tactical maneuvers that have been successful. The manual explains decisive, shaping, and sustaining operations and how they relate to the recruiting functions.

INTRODUCTION

The contents of this manual are not regulatory. They are a compilation of strategies and field proven methods that thoroughly explain the what, why, and how of essential operational activities at company level. The methods detailed are not the remedy for every situation, but they do provide company leaders a doctrinal starting point from which to formulate and execute their operation plans.

APPLICABILITY

This manual applies to all company leaders. With appropriate modifications, the methods described can apply to any recruiting area and market. The doctrine in this manual is derived from USAREC Manual 3-0.

ADMINISTRATIVE INFORMATION

The proponent for this manual is Headquarters, United States Army Recruiting Command (HQ USAREC), Assistant Chief of Staff, Recruiting and Retention School-Forward. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCRRS-D, 1307 3rd Avenue, Fort Knox, KY 40121-2725; or by e-mail to doctrine@usarec.army.mil.

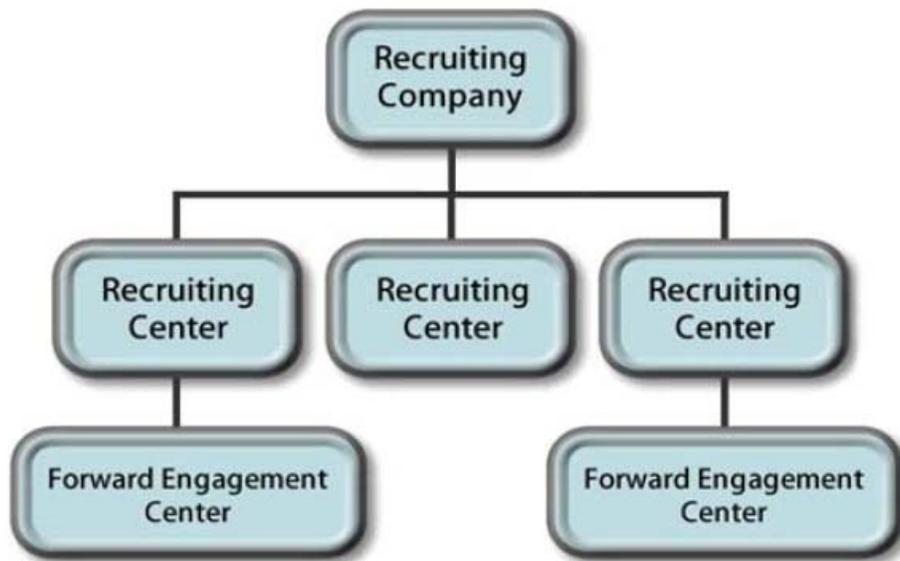


Figure 1-1. Recruiting company structure.

Recruiting companies are comprised of recruiting centers, forward engagement centers, and centers. *Company headquarters* will be co-located with the recruiting center that has the best access to all centers in the company AO. Company headquarters that are co-located within a recruiting center will have separate office space for the commander and first sergeant.

Recruiting centers consist of a minimum of 2 and maximum of 21 personnel. They are centrally located in high traffic locations within high population areas. The recruiting center structure is based on mutually supporting and synchronized teams led by a center commander. Recruiters in a center no longer work individually—they comprise teams responsible for specific recruiting functions. Mission success requires that all recruiters work together as a small unit. (See USAREC Manual 3-06.)

A *forward engagement center* (FEC) is a subset of a recruiting center and consists of two or more forward engagement team (FET) members as necessary. FET members are assigned to a recruiting center with duty at an approved FEC to conduct forward operations. They will act as liaison between applicants and the recruiting support team (RST). A FEC, determined only through the PAE process, is not intended to be a public facing location, but rather an administrative support location.

PART ONE

Duties and Responsibilities of Recruiting Company Leaders

Part One discusses the duties and responsibilities of the company commander and first sergeant. It describes the commander, first sergeant relationship and provides best business practices for successful company activities.

Chapter 1 describes the duties and responsibilities of the company commander.

Chapter 2 describes the duties and responsibilities of the first sergeant.

Chapter 1

Company Commander Duties and Responsibilities

"The American Soldier, the finest fighting Soldier in the world, deserves your steady leadership, your care, your compassion and your genuine love. You will know when you have given sufficient measure of these qualities. You will know when you look into your Soldiers' eyes, for it is there you will learn how they judge and respect you as a leader. In the end, you are a TRUE leader only when your leadership is ratified in the hearts of your Soldiers.

General William J. Livsey, Jr.

DUTIES

1-1. The duty of a recruiting company commander is to successfully engage the recruiting market. They do this by leading their company and providing quality guidance, direction, training and motivation. Commanders must establish a strong working relationship with their first sergeant and leverage their technical expertise and practical recruiting experience. (See appendix C, Division of Labor).

RESPONSIBILITIES

1-2. Company commanders balance mission with a positive command climate and a genuine care for Soldiers and their Family members. They manage their company's prospecting and processing performance, and conduct intelligence preparation of the environment (IPE) to position their force at the right time and place with the right message (see USAREC Reg 350-1 and Soldier Training Publication (STP) 12-79R-OCFS).

Company commanders are responsible for:

- Managing the Future Soldier Training Program (FSTP) to ensure Future Soldiers are properly trained, motivated, and ultimately shipped to initial military training (IMT).
- Developing, implementing, and managing the company's training plan, overseeing the Advanced Training Program (ATP), Recruiter Development Program (RDP) and proctoring the Critical Skills Assessment Test (CSAT).
- Developing the company's recruiting operation plan (ROP) and assessing the plan's effectiveness.
- Developing and managing the company's school recruiting program (SRP).

LEADER CHARACTERISITICS

1-3. Be, know, do describes the character, competence, and actions of all good leaders. A commander must have the courage to do what is right regardless of the circumstances or consequences. They must be competent and possess the personal, conceptual, and technical abilities necessary to build their sub-

ordinates' confidence. Commanders must be capable of making and communicating decisions, positively influencing and motivating their force, and providing the support necessary to accomplish the mission.

IMPACT

1-4. Company commanders must consistently demonstrate an attitude of honesty and integrity to superiors and subordinates alike. Recruiters must see and experience the commander's genuine concern for them and their families. The commander's leadership style should set the standard. Just as a chief executive officer's actions affect the profit margins of a corporation, the commander's actions affect the unit's recruiting performance.

Chapter 2

First Sergeant Duties and Responsibilities

“The first sergeant should run the company and be the most knowledgeable Soldier in it. By doing so, he gives the company commander time to lead it”

Brigadier General (Ret) John Johns
Former Deputy Assistant Secretary of Defense

DUTIES

2-1. The first sergeant is the commander’s technical and tactical recruiting expert. The first sergeant advises and assists the commander in the planning, coordinating, and execution of all recruiting activities and operations within the company’s AO. The first sergeant oversees the health, welfare, and morale of Soldiers. The first sergeant enforces the standards of conduct and appearance, manages the company’s professional development program, and is the top of the company’s NCO support channel. The first sergeant coaches and mentors center commanders and assists in the training of Soldiers. (See appendix C, Division of Labor).

RESPONSIBILITIES

2-2. The first sergeant directly supervises center commanders and executes recruiting operations. The first sergeant advises the commander on Soldier matters to include: leave, awards, duty positions, developmental training, welfare and recreational activities, human relations, equal opportunity, and alcohol and drug abuse concerns. The first sergeant coordinates unit administration to include submission of required reports, vehicular support, and supply. Provides council and guidance to subordinate personnel (see USAREC Reg 350-1, and STP 12-79R35-SM-TG). First sergeants are responsible for:

- Evaluating centers’ recruiting functions.
- Implementing the company’s recruiting operation plan.
- Directing the FSTP.
- Reviewing waivers and conducting in-progress reviews with center commanders to determine ROP effectiveness.

LEADER CHARACTERISTICS

2-3. The first sergeant must possess extraordinary leadership abilities, and display professional competence. They must enforce discipline, and foster loyalty and commitment in their Soldiers. The first sergeant should be the most experienced, knowledgeable, and motivated Soldier in the unit — the heart and soul of the company.

IMPACT

2-4. The first sergeant is the consummate expert and primary liaison with the commander on all matters concerning the mission and the well being of the unit's Soldiers and their Families. The first sergeant is the eyes and ears of the commander, and the mouth of their Soldiers. Even though the commander is responsible for everything that happens or fails to happen in the company, the first sergeant is the one who makes things happen.

PART TWO

The Recruiting Company Environment

Part Two discusses the company's command and operational responsibilities. It defines recruiting operations and explains how leaders can use operational performance to train, direct, and lead their force. This part provides leaders with a clear understanding of recruiting operations in a logical sequence that complements the leader's critical tasks and essential skills. It also concentrates on how leaders understand, visualize, describe and direct a recruiting company through the art and science of command and application of recruiting functions. Part two also defines the intelligence process, and how it is used in the recruiting environment to target the market, direct operations and synchronize assets.

Chapter 3 describes the operational framework of the network-centric command. It details the internal and external flow of information and how it supports recruiting operations and leads to achieving the mission.

Chapter 4 discusses command and the company commander's leadership and operational responsibilities. It describes the art of command and how to visualize, describe, and direct recruiting operations.

Chapter 5 describes the intelligence preparation of the environment, which is the process of analyzing data to form the common recruiting picture. This chapter discusses how to determine a unit's performance within its market and what market opportunities are available for greater exploitation.

Chapter 6 discusses how decisive operations—properly planned and executed—can exploit market opportunities. It also explains how prospecting is the cornerstone of recruiting and what assets are available to assist leaders in deep market penetration.

Chapter 7 addresses the importance of shaping operations and their role in successful decisive operations. It also explains how some shaping operations can connect and identify with the American public and particular demographic groups.

Chapter 8 describes how sustainment operations support the force and promote top performance. It also explains how the Family readiness group (FRG) supports Soldiers' spouses in this fast-paced, mission-intensive environment.

Chapter 9 describes the recruiting operation plan and how it can help commanders effectively and efficiently direct recruiting operations, while maximizing the company's recruiting efforts.

Chapter 3

Network-Centric Recruiting

3-1. The network-centric environment consists of both an internal and external information network. These two parts are the aggregate of individuals, organizations, and systems. They provide the market data and processing support necessary to shape the recruiting market for successful decisive operations. Company commanders must fully understand the network-centric recruiting model and how it affects each recruiting center's market. Even though networking commonality exists, there are still sources unique to particular recruiting centers. Commanders who stay current with market changes via the information network are better able to exploit opportunities and consistently lead their force to success.

INTERNAL NETWORK

3-2. The success of any mission relies heavily on command and support. Internal organizations, such as battalion, brigade, military entrance processing stations (MEPS), and HQ USAREC provide command guidance, and administrative, operational and logistical support that are vital to the company's success. Other internal agencies that support the recruiting mission and promote Army awareness are Total Army Involvement in Recruiting (TAIR). TAIR representatives conduct mobile clinics that promote military occupational specialities (MOSs), bands, sports, and other aspects of Army life. The Accessions Support Brigade (ASB) provides cinema vans, flight and armor simulators, the US Army Parachute Team, and the US Army Marksmanship Unit. All support activities influence the target market and provide leads.

3-3. The recruiting information system gathers, analyzes and shares information along all echelons of the command. Operational data is gathered from every step of the enlistment process allowing leaders to make informed decisions. Market information is provided through school directories, results from student Armed Services Vocational Aptitude Battery (ASVAB) lists, and commercial lead sources (purchased by the battalion). Demographic, income, military service, and education (DIME) reports and Department of Defense (DoD) market share reports also provide market intelligence. Accurate, timely, and relevant market information helps commanders select the best to achieve their mission.

3-4. The internal network helps commanders understand the operational environment so they can effectively and efficiently direct their company. The internal network provides unlimited market data and analysis which can be viewed in a variety of formats. Since most company commanders are physically removed from their leaders and subordinates, it's easy to feel, "out of the loop". The internal network, however, allows commanders to communicate and monitor data both up and down the chain of command.

3-5. Internal networks are not limited to the chain of command. Commanders are encouraged to reach outside their organizations to seek the wisdom and opinions of their peers. One of the best places to actively engage with other commanders is the Recruiting ProNet forum. Recruiting ProNet is USAREC's collaboration site that connects recruiters, recruiting leaders, and command staff. The forum allows members to openly voice opinions, give advice, ask questions, and share knowledge. Seeking outside opinions and advice from your peers is simply taking advantage of the knowledge base that exists within the command. Seeking advice should not be viewed as a weakness, but rather a strength and a sign of respect and solidarity between the officers and non-commissioned officers (NCOs) of this command.

EXTERNAL NETWORK

3-6. Many external organizations and social networks can positively impact mission success. Secondary and postsecondary schools are a primary lead source. Besides providing school lists, schools represent a significant source for centers of influence (COIs) and very important persons (VIP) in the form of students, guidance counselors, teachers, and administrators. External sources can improve the Army's credibility, provide leads in targeted markets, and open countless doors. Other external sources such as, Army reserve centers and National Guard armories can also impact the recruiting mission by providing Soldiers, space, and equipment.

3-7. Community support also contributes to mission success. Establishing relationships with city, county, state, and Federal Government agencies can help the recruiting force ease the task of gathering background information to determine an applicant's eligibility. Local newspapers and radio and television stations can help promote the Army in the community through public service announcements (PSA). Commanders and first sergeants should actively participate in organizations such as the Veterans of Foreign Wars, the American Legion, the local chamber of commerce, Rotary Club, and Lions Club. This participation places recruiting leaders in contact with potential COIs and VIPs. These influencers can furnish leads and promote the Army.

3-8. Social media have added effective new ways for the recruiting force to engage the market. Recruiting centers are using social networking sites such as Facebook, Twitter, and YouTube, to communicate with prospects, Future Soldiers, influencers, and the general public.

3-9. Company commanders and first sergeants are facilitators for their centers' external networks. Both should work continuously to improve and expand school accessibility, develop business affiliations, and improve community relations. These activities are all designed to shape the market for successful decisive operations. The external network is the source of enlistments and should be the main focus. Every opportunity to shape the market within the scope of the mission should be explored.

RECRUITING COMPANY NETWORK

3-10. Figure 3-1 illustrates a recruiting company network and how information and support intersect within its sphere of influence to form the recruiting company network.

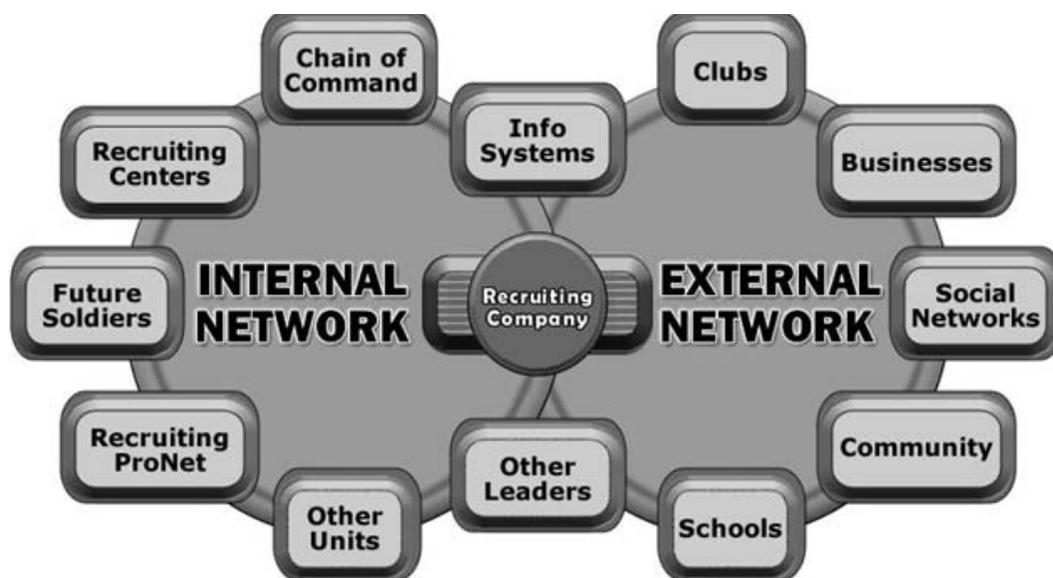


Figure 3-1. Recruiting company network.

3-11. Typical contacts within the company's external network include secondary and postsecondary school faculty and staff, employment services, business owners, community leaders, and religious leaders. These are generally thought of as the most productive contacts in the external network. However, company commanders should not limit their external network to just these examples. Commanders should develop working relationships with local USAR and ARNG representatives since most of their members are embedded within the company's AO. Expansion of the external network not only supports mission achievement, it also promotes Army awareness in the community.

3-12. In addition to developing and expanding their external network, commanders should be mentoring their center commanders and demonstrating how they too can expand their area of influence. The commander must play an active role in the community and network with community leaders to gain their support and help promote the Army.

3-13. The company centered network is a force multiplier commanders use to expand their information gathering capabilities. Using information derived from the internal and external network increases their force's ability to dominate the market. Timely and accurate information enables commanders to quickly focus on problem areas. This information along with personal observations can be used to direct the force and mentor center commanders.

3-14. Attack the objective and finish decisively has always been the Soldier's objective. Although the recruiting objective remains the same, the ever-changing terrain and tactics are a continuous challenge. Leaders must adapt to these ever-changing conditions and use every bit of available information and support to overcome them. The Army's mission is to fight and win our Nation's wars. The recruiting mission is to recruit men and women to maintain the force. Both missions rely heavily on the information network and the development of self-aware and adaptive leaders. The internal and external networks form the recruiting company network and are the enablers the commander needs to penetrate the market and ultimately achieve the mission.

Chapter 4

Command

4-1. Mission command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of operations. It is commander-led and blends the art of command and the science of control to integrate the recruiting functions to accomplish the mission. The role of the commander in mission command is to direct and lead from planning through execution, and to assess continually. Successful mission command requires the commander's presence and personal leadership as depicted in figure 4-1.

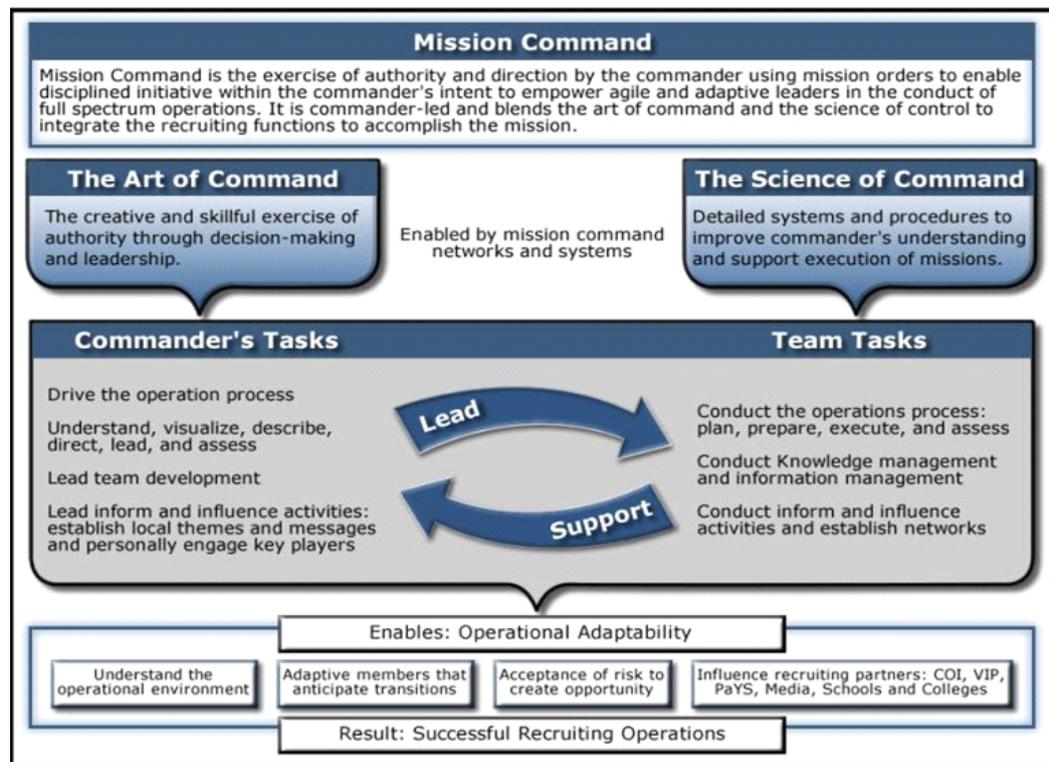


Figure 4-1. The art and science of mission command.

4-2. Command of a recruiting company is no different from command of any company, battery, or troop. The missions may differ, but command authority and structure are the same. In size, a recruiting company is smaller than a typical company sized element. Unlike other branches that become 100 percent operational only during deployment, Recruiting Command is always 100 percent operational.

4-3. The recruiting company commander's job is to lead their force by supporting operations and blocking any distractions that could impede mission accomplishment. Since recruiting is a continuous live-fire operation, it requires

leaders not only to be supportive, but inspirational and motivational as well. Company-level training should instill in the recruiting force a sense of confidence and a can-do attitude that will transfer to prospects, applicants, and Future Soldiers. Most Soldiers train to maintain proficiency when deployed. The recruiting force, however, is always deployed and must train during live-fire operations. Recruiters do not practice making telephone calls, conducting interviews, giving school presentations, or talking to parents and civic organizations. All their actions are live-fire and count toward mission accomplishment. The commander must keep their Soldiers trained, resourced, and motivated.

4-4. Deployed Soldiers perform their operations on or near the battlefield, while recruiters perform their operations in communities across America every day. As a result, leaders and recruiters as well as their families are most often quartered in the communities where they operate. They are often the only Army presence in the community, other than U.S. Army Reserve (USAR) or Army National Guard (ARNG) members. Their presence is important, because it promotes Army awareness and keeps people in touch with the Soldiers who serve to defend them. Telling the Army story at every opportunity educates the market and community and enables prospects to make informed decisions about Army service.

LEADERSHIP

4-5. Leadership is the least tangible and most dynamic element of recruiting operations. Purposeful leadership is crucial in small unit recruiting and is generally the difference between mission success and mission failure. Confident, audacious, and competent leadership serves as the catalyst that creates conditions for success. Leaders inspire Soldiers to succeed. Leaders provide purpose, direction, and motivation to their recruiting force based on the recruiting functions.

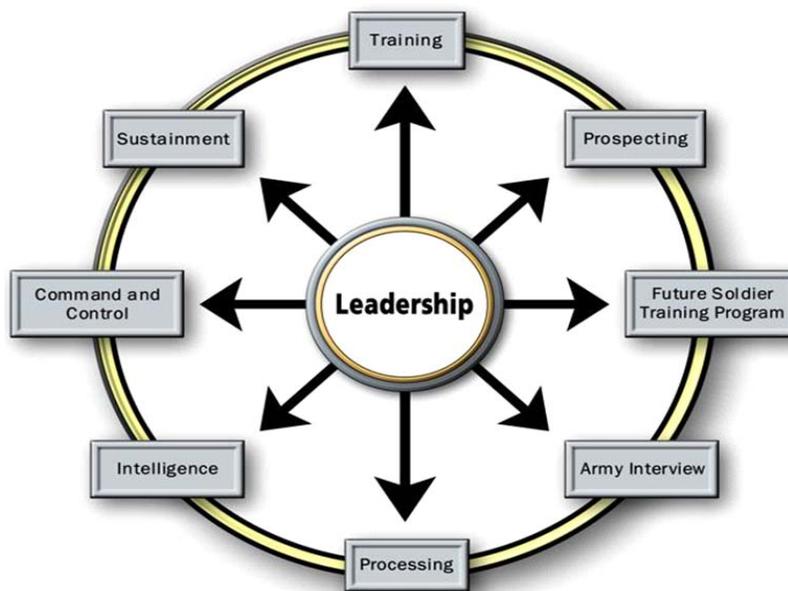


Figure 4-2. Leadership and recruiting functions model.

4-6. Recruiting functions are the decisive, shaping and sustaining operations that comprise the tasks and systems (people, organization, information, and processes) that commanders use to accomplish their missions and training objectives. The recruiting functions are intelligence, prospecting, interviewing, processing, Future Soldier Training Program (FSTP), training, sustainment, and mission command. Figure 4-2 illustrates the leadership, and recruiting functions model.

UNDERSTAND

4-7. Understanding is fundamental to the role of the company commander. Understanding involves analyzing and understanding the variables that affect each center's recruiting environment and the mission. Commanders apply judgment to the operational picture through the filter of their knowledge and experience. They must know the geography of their area of operations, such as the location of military installations and population centers. Commanders must also understand how culture affects recruiting operations. Cultural factors include shared beliefs, values, customs, and behaviors. These factors affect the relationship between civilians and the military. Such aspects of the recruiting environment represent both opportunities and threats.

4-8. Army Doctrine Reference Publication (ADRP) 3-0, Unified Land Operations, discusses the value of civil considerations to the commander's understanding of the operational environment. ADRP 3-0 speaks to combatant commanders, of course, but the same lessons apply to recruiting leaders. Commanders must develop a deep understanding of each recruiting center's operational environment. Commanders can achieve this understanding by talking often and in depth via in process reviews (IPR) and after action reviews (AAR) with their center commanders who live in the community and engage with it every day. Recruiting center teams are the ground sensors who gather valuable intelligence everyday by simply doing their jobs. The information, perceptions, and ideas they provide add to the commander's grasp of the environment.

4-9. Company commanders and first sergeants should regularly tour their AO as a part of their battle rhythm to observe subordinate leaders and team members as they conduct recruiting operations. Team members have a keen sense of the recruiting environment, and their intuition may detect trouble or opportunities long before their leaders might. Their intuition also deepens a commander's understanding, allowing them to anticipate potential opportunities and threats, information gaps, and capability shortfalls. Understanding becomes the basis of a commander's visualization.

4-10. To visualize mission success, the commander must start with the required recruiting mission for the immediate phase line and beyond. Next, the commander must examine and understand the environment, that is, the market in which each center operates. Here is where the commander applies the intelligence he or she has gathered from the recruiting center commanders. The commander considers the intelligence during mission planning and provides key information to the recruiting battalion for continued staff analysis. This process of information flow allows the geographically displaced battalion to also understand the company's recruiting environment.

4-11. The commander must also consider how each center has performed in the past. Historical recruiting data can illuminate seasonal trends and suggest how centers are expected to perform. Yesterday's performance, however, does not assure similar results today. Statistics are nothing more than predictors. Quality training, strong leadership, and a doable plan well-executed, will trump any statistical prediction.

4-12. Commanders and first sergeants typically are well-versed in applying troop leading procedures. Mission planning and mission variables found in ADRP 3-0 and the factors of METT-TC (Mission, enemy, terrain and weather, troops and support available, time available, and civil considerations) apply to recruiting, just as they apply on the battlefield. Recruiters do not engage real enemies, of course, but all the other factors have real meaning to the recruiting leader.

4-13. Commanders typically apply troop leading procedures that are linked to the military decision making process (MDMP). The recruiting battalion performs MDMP and pushes operational orders and missions to the company. The battalion's initial WARNO provides the company commander with information derived from the factors of METT-TC, staff analysis, and the most likely COAs.

- Mission. The recruiting mission leads the list. How many people in what categories must my company recruit? First sergeants are experts in the recruiting mission analysis process and apply their expertise throughout the entire recruiting phase line.
- Terrain and weather. A recruiting company's terrain refers to the secondary and postsecondary schools, neighborhoods, and communities where the people who comprise the market live. Some recruiting companies have centers that are located in urban areas, where traveling distances are short. Other companies have centers dispersed in suburban and rural areas where traveling distances are lengthy and can be affected by seasonal weather conditions and terrain features.
- Troops. The leaders and recruiters who comprise each recruiting center. It is imperative commanders know the number of recruiters available during each phase line. Recruiter availability can be affected by, assigned strength, noncommissioned officer education system (NCOES) and professional development school attendance, scheduled or emergency leave, and various administrative actions. Troops also include Future Soldiers, who provide leads and serve as COIs in their communities.
- Time available. The number of recruiting days available during any one period in which the company must achieve their mission, generally a month, quarter, or year. Time also refers to the number prospecting hours necessary to accomplish the mission. The commander can look at historical data to help predict how much prospecting the mission will demand.
- Civil considerations. Each recruiting center has a clear understanding of civil considerations. Using the lessons of ADRP 3-0, the center commander collects market information using the memory aid, ASCOPE—area, structures, capabilities, organizations, people, and events (see Field Manual 2-0)—and reports them to the company commander. The company commander factors the information into the company's SWOT analysis and forwards it to the battalion staff for their consideration. This

intelligence enables commanders to make informed operational decisions regarding the company's ROP.

4-14. Factors such as employment opportunities, seasonal events, and normal community activities increases the commander's depth of understanding. Understanding is the dynamic commanders use to develop, adjust or change recruiting operations already in progress. Relevant information helps commanders develop a situational understanding of the environment to better frame problems, assess situations, and make informed and timely operational decisions. Information fuels understanding and understanding fosters initiative.

VISUALIZE

4-15. Before commanders can visualize mission achievement they must clearly understand the operational environment, the market, and available resources. What is the mission? What is the market's propensity? What shaping and sustaining operations should be employed or are scheduled? Additionally, the commander must analyze the situation in terms of METT-TC, focusing on how these variables might affect the mission. (See ADRPs 3-0 and 6-0 for details on METT-TC). For example, terrain or travel, weather, and available support might have a large impact on operations during the next phase line. The commander must consider these and factor them into the company's ROP. This mental framing of the market and mission takes place during mission planning.

4-16. Most recruiting and support operations are nonlinear. Simultaneous market penetration (prospecting for graduates while prospecting for high school seniors) is a good example. Even though recruiting centers are prospecting for grads, they must also prospect in the high school senior market. Flexible recruiting plans enable center and company commanders to shift prospecting efforts during the phase line (PL) to engage markets of greater opportunity.

4-17. 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. The center of gravity in recruiting is communication: The up and down flow of information and support. Communication allows commanders to maneuver their units in harmony with the mission objectives of higher headquarters. It provides all levels of the command the immediate reinforcing support necessary to meet challenges and exploit opportunities.

4-18. With mission in hand, commanders must assess their company's SWOT. They must examine their unit's performance in each of the recruiting functions. Recruiting leaders refer to this as a recruiting functions analysis (RFA). An RFA helps commanders evaluate their unit's performance against the operational variables discussed in ADRP 3-0: political, military, economic, social, infrastructure, information, physical environment, and time (PMESII-PT). The RFA focuses on the human and material resources (Soldiers, organization, and equipment) that allow commanders to direct and control their unit's operations. The results of the centers' and company's SWOT and RFA combined with the battalion commander's intent, help commanders construct their ROP. The ROP serves as the company's guideline and is continually fine-tuned throughout its execution.

DESCRIBE

4-19. Commanders should use intelligence, available resources, and experience to describe recruiting operations. Describing facilitates a shared understanding between the company and center commanders regarding the mission, operations, and intent. The commander should ensure center commanders understand the visualization well enough to begin planning. This description allows center commanders to visualize what must be done to achieve the mission. The commander's description should clearly describe what the center commanders' combined efforts must accomplish. Mission command and the operations process are crucial for mission success. The operations process consists of planning, preparing and executing. The commander constantly assesses the operations process against current information throughout the mission. Figure 4-3 shows the relationship of the operations process, assessment and mission command.



Figure 4-3. The operations process.

ROP

4-20. The ROP is the commander's tactical plan. Building the ROP (see chapter 9) requires a systematic planning approach which maximizes recruiting efforts leading to mission success. The ROP is the final product of SWOT, RFA, and METT-TC considerations, combined with the commander's intent. The ROP is adjusted for each PL and uses the recruiting functions as its tactical road map. Each company's market is different. A "one size fits all" prospecting requirement pushed down from the battalion for example, can stifle even the best recruiting efforts. Each company ROP should reflect the commander's intent, OPORD execution areas, elements of all center ROPs, and be nested in the battalion's plan. A compilation of center ROPs provides commanders with real-time market information.

RECRUITING FUNCTIONS ANALYSIS

INTELLIGENCE

4-21. Intelligence analysis is the first step in ROP development. Intelligence is a four-step procedure that defines the recruiting environment, describes the demographics, evaluates the market, and targets high payoff zones and events.

4-22. The intelligence system collects, analyzes, and disseminates data to assist with intelligence down to center level. Intelligence includes demographics, historical data, and current trends which commanders use to direct recruiting efforts to profitable areas. Company commanders must constantly evaluate the intelligence systems and processes to ensure information is passed to higher headquarters for consideration.

4-23. Recruiting centers provide the company with timely intelligence. Every recruiter and leader is a sensor on the ground. They constantly scan their AO and provide market intelligence to the company. Gathering intelligence is as simple as talking with members of the community and interfacing with COIs, VIPs, and FSs. Current market information makes commanders aware of market trends, and the physical recruiting environment.

4-24. Market evaluation helps commanders identify high value recruiting targets, highly productive schools, gathering places, and economic trends. Market information can be gathered using the detailed ZIP Code and DOD market share reports. The market evaluation should also identify school and seasonal community events that can effect prospecting efforts.

4-25. The analysis gathered from a market evaluation helps verify the centers' ROPs and ensures prospecting activities are directed to high payoff zones and events during the PL. The commander then pushes the market information, with recommended targets of opportunity, to the battalion S2 for evaluation, staffing, and consideration during the targeting board.

PROSPECTING

4-26. Prospecting is the key to recruiting success and must be thoughtfully planned. Center commanders must consider their market intelligence, prospecting analysis, and conversion data when formulating their prospecting plans. Company commanders must validate each center's prospecting plan to ensure they are accurate and comply with the company's plan and battalion commander's intent.

INTERVIEWING

4-27. The Army interview is the art of recruiting. It is the main event of the recruiting process. Recruiting operations either cause or are the direct result of the Army interview. That said, it is imperative recruiters are well trained and well versed regarding Army programs and enlistment policies, and fully prepared to answer questions that parents and other influencers may ask.

PROCESSING

4-28. Processing begins when the prospect agrees to enlist. Processing activities are typically unscheduled events that occur during and after the Army interview. The ROP should have enough flexibility written in to easily accommodate this important activity. Center commanders must always be ready to adapt and modify their plan to accommodate processing events as they occur.

FUTURE SOLDIER TRAINING PROGRAM (FSTP)

4-29. The ROP should include all FSTP events. Funded and unfunded events should be scheduled and annotated on the synchronization matrix. (See chapter 9.) These planned events must take place. The FS is vitally important to the recruiting center and the Army. FSs also function as COIs. FSs refer prospects, provide valuable market intelligence and blueprint information, and promote Army awareness in the community.

TRAINING

4-30. Training increases the chances for success. Center, company, and battalion training should be included in the company ROP, designating the day, location, and time. Commanders should plan enough time to research and develop training plans that address weaknesses found during the SWOT, RFA, and prospecting analysis. The first sergeant should ensure the center's ROP and team members' plans allot time for self-development and required training.

SUSTAINMENT

4-31. Sustainment activities support recruiting centers and successful recruiting operations. Scheduled events in the ROP should include any requested sustainment activities such as TAIR, adventure van, rock climbing wall, or guest speakers. Center commanders should send an event planning sheet to the company commander for approval. The event must be noted on the company's synchronization matrix. Center commanders must understand that successful sustainment activities require thorough preparation and planning. All preparation and planning of sustainment activities should be included in the center and company ROP.

MISSION COMMAND

4-32. Mission command is the exercise of authority and direction over assigned forces to accomplish the mission. Mission command is fundamental to the art and science of recruiting. Through mission command, commanders lead their team to mission accomplishment as depicted in figure 4-4. Mission command functions are performed through personnel, equipment, communications, facilities, and procedures employed by the center leaders. The ROP and RFA are closely monitored by the first sergeant and company commander who use the daily IPR, and weekly AAR to exercise mission command (see chapter 9).



Figure 4-4. Fundamentals of mission command.

DIRECT

4-33. The company commander directs all aspects of operations. This direction is based on the situational understanding, which is maintained by continuous assessment. Directing and keeping track of operations, however, is only a part of the picture. Commanders must also be aware of their recruiting centers' abilities, take advantage of their strengths and train to overcome operational weaknesses. The tool commanders use to monitor and direct recruiting operations is the IPR. The IPR, as described in ADRP 6-22, is a quality control checkpoint on the path to mission accomplishment. The IPR provides operational information commanders use to evaluate the company's performance and redirect operations when necessary.

4-34. The intensive operating tempo of recruiting demands that commanders focus on the operations process, exercise the elements of mission command, and use the IPR to maintain a steady battle rhythm (see figure 4-5). IPRs are opportunities for the company commander, first sergeant and center commanders to talk about what's going on. They can catch problems early and take steps to correct or avoid them. The IPR can also be used to encourage and enable team members to improve their individual plans by conducting their own analysis. Company commanders can establish an atmosphere of mutual trust by encouraging center commanders to speak freely and provide constructive feedback.

Note: A leader's method of communication with subordinates will vary with each situation. Commanders should consider the center commander's experience, problem-solving abilities, and decision-making skills when communicating during the IPR.

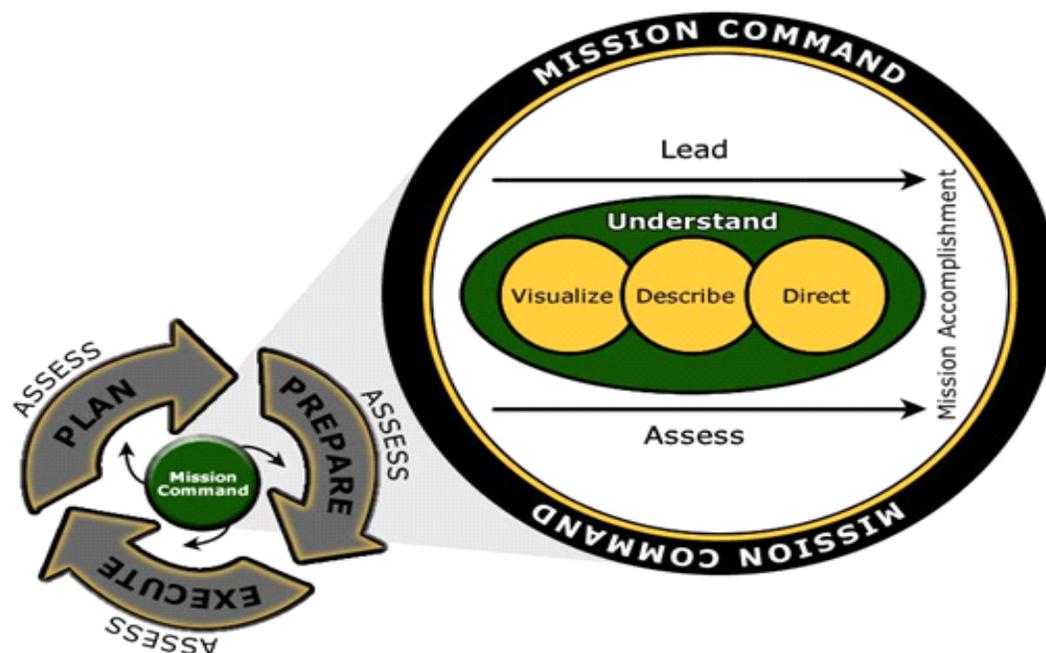


Figure 4-5. The operations process and mission command.

4-35. The IPR helps leaders focus on improving the organization, dominating the market, and accomplishing near-term objectives. The IPR provides leaders with a systematic review of operations and their results between echelons. The IPR works one level up and one level down. Center commanders conduct IPRs with their team members; first sergeants conduct IPRs with their center commanders and company commanders conduct IPRs with their first sergeant. Leaders focus the IPR on near-term objectives. IPRs are normally conducted daily, but can be conducted as often as necessary.

4-36. The IPR can have a positive impact on a center commander's ability to accomplish the mission. The opposite, however, will likely occur if the IPR becomes an administrative function rather than an operational review. Leaders won't uncover the real problems if they only focus on operational requirements, such as the number of telephone contacts or appointments made. IPRs based on the center's ROP and mission posture will identify choke points that can be positively changed through training and leadership. To effect such change, the leader must thoroughly understand each of the recruiting functions. (See appendix B, Mission Command for details of conducting an IPR.)

4-37. Commanders must understand, visualize, describe, direct, lead, and assess throughout the operations process. Commanders must have a thorough understanding of the recruiting environment, visualize the end state, describe through planning and concept of operations, and direct operations according to the ROP. Figure 4-6 illustrates the relationship between situational awareness, analysis, elements of mission command and the ROP.

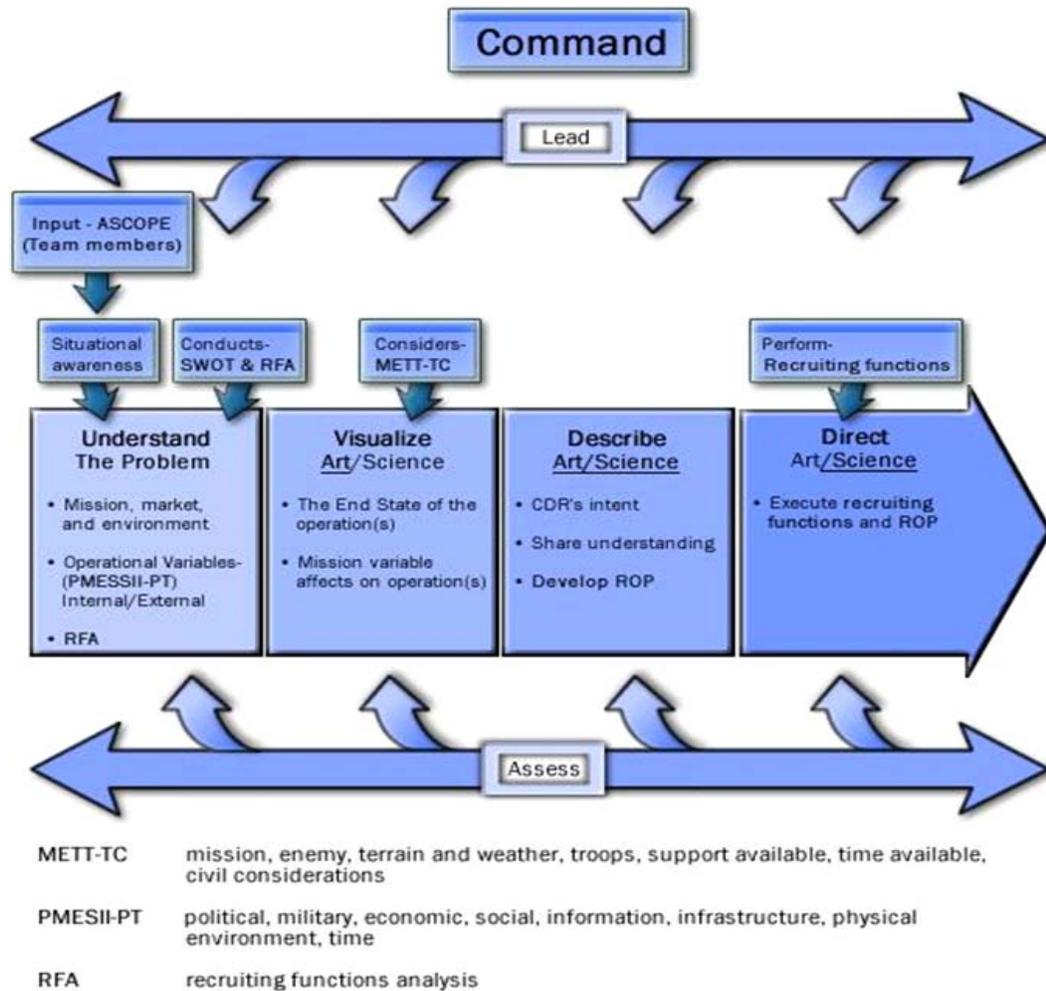


Figure 4-6. Relationship between mission command and the ROP.

SHAPING CULTURE

4-38. Commanders train their Soldiers while they are engaged in recruiting operations. This fact requires commanders to demonstrate proficiency and flexibility and serve as a model for their Soldiers. Flexibility enables commanders to successfully change their unit's focus; while keeping their Soldiers ready, willing, and motivated to accomplish the mission. A large number of today's Soldiers have been recruited from college campuses and are well educated. Commanders should take advantage of this resource and encourage their imaginative thought. It should be explained how executed actions fit into the overarching scheme of maneuvers. Questioning why certain operations are conducted should not be interpreted as a sign of disrespect. Subordinates who ask questions have accepted ownership and are looking for the most efficient and effective way to accomplish their mission.

CHALLENGE

4-39. Artillery, armor, and other combat arms branches use prepared simulations to challenge Soldiers' abilities and improve their war fighting edge. In recruiting, however, commanders and senior NCOs must create realistic

simulations (role-play) to help recruiters master the various tasks and skills necessary for mission success. These role-plays should not focus entirely on prospecting and processing, they should also include topics such as how to deal with internal and external leaders, parents, and student peer pressure. Simulations, as good as they may be, cannot replicate the variety of situations recruiters encounter every day during actual recruiting operations. Commanders must understand that effective training relies almost entirely on the accurate assessment of recruiter skills during live-fire operations.

COMMUNICATION

4-40. Communication is a challenge in a geographically dispersed command such as USAREC. Even lthough the command possesses computer and telephonic communication systems to aid in the timely delivery of messages, nothing can replace face-to-face, one-on-one direct communications between commanders and Soldiers. This is true whether it be in the center, company area, or in private conversation. Commanders must never shy away from saying what they mean clearly and directly. A commander's personal presence makes a significant difference in how subordinates respond to messages. Walking point with Soldiers, whether it's with a recruiter on a house call, face-to-face prospecting, or participating in a local media interview, communicates a sense of caring and commitment to the recruiter. A commander's presence speaks volumes. In recruiting, as in combat, commanders must move to the critical point and lead.

Chapter 5

Intelligence

5-1. Successful recruiting operations require thorough and detailed intelligence. Center commanders push information provided by team members (sensors) to company level for consideration. (See chapter 9 for a detailed description of a sensor). Information from both higher headquarters and recruiting centers increase the likelihood of successful operations. Commanders use current information to accomplish near term recruiting operations. Current information includes, but is not limited to, market capabilities, local economy, schools, demographics, past production, and military competition. This type of information helps commanders during the planning process.

5-2. The gathering and analysis of timely and accurate market intelligence helps commanders understand the operational environment. Successful decisive recruiting operations rely on good market intelligence.

5-3. The USAREC G2 and battalion S2 provide market research data to subordinate commanders. This information helps leaders target beneficial markets and synchronize their limited resources to conduct current recruiting activities and develop future operations.

5-4. Intelligence uncovers the unit's performance within its market and identifies markets of opportunity that should be exploited and expanded. Intelligence provides leaders with a variety of analytical tools they can use to analyze their market. The data is compiled, considering the geographic and demographic makeup of each center's market and recruiter strength.

5-5. After analysis and interpretation of the intelligence, commanders plan their operational strategy and direct their forces. Over time, both operational and seasonal trends become evident and should be recorded. The commander can then use this valuable information to plan operations. By planning similar operations during similar time periods, commanders can reliably predict good results.

5-6. Intelligence enables support staff to advise commanders on market trends enabling them to properly position and mission their forces. The recruiting market can be characterized as unpredictable and changeable at times, affording commanders little time to capitalize on newfound opportunities. Commanders, with the support of an informed staff and accurate market intelligence, are able to direct their forces and resources to decisively and successfully exploit every known market of opportunity.

INTELLIGENCE PROCESS AND ACTIVITIES

5-7. The intelligence process consists of four steps and four continuing activities. (Refer to FMs 2-0, 2-01.3, and 3-24.2 for specific details of Army intelligence.) Recruiting operational activities and intelligence processing overlap and recur as the mission demands. The intelligence processing activities, however, occur continuously and are guided by the commanders' input. Figure 5-1 shows the continual intelligence process.

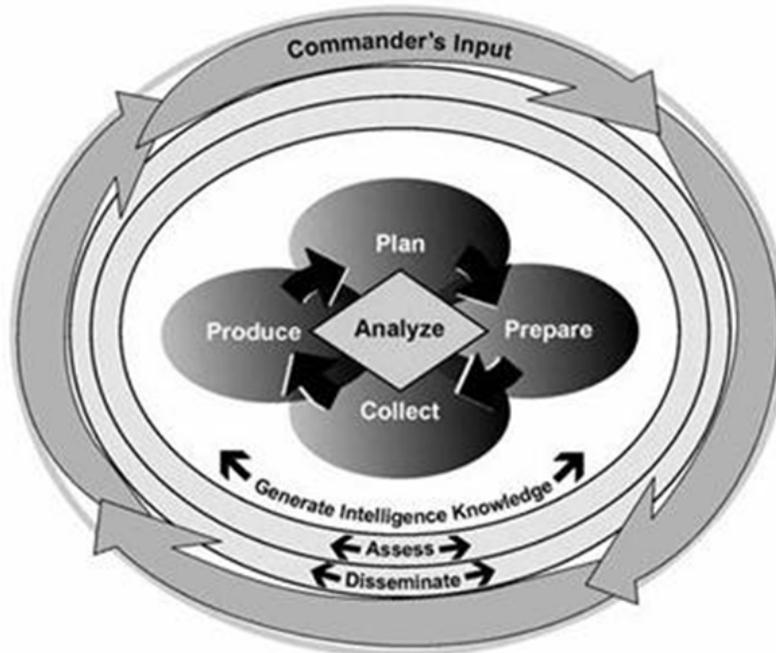


Figure 5-1. The intelligence process.

COMMANDER'S INPUT

5-8. The commanders' input, although not part of the intelligence process, is the primary means used to identify specific intelligence focus points. Recruiting center commanders provide recruiting environment information to the company commander who forwards the information to the next higher headquarters. This information triggers the intelligence and marketing staff to request additional input from the commander. The sharing of information helps upper echelon commanders understand and visualize the recruiting center's AO, so they can accurately describe and direct shaping and sustaining operations.

5-9. The intelligence gathering process and commanders' input directly influences a unit's mission planning and the application of targeted marketing products. Commanders may provide input at any point during the intelligence process to accommodate directives from higher headquarters or market changes.

INTELLIGENCE PROCESS CONTINUING ACTIVITIES

5-10. The four continuing activities—generate intelligence knowledge, analyze, assess, and disseminate—shape the intelligence process. They occur through-

out the process and can affect any step of the process at any time. The following paragraphs describe the continuing activities of the intelligence process.

GENERATE INTELLIGENCE KNOWLEDGE

5-11. Generating intelligence knowledge is a continuous activity facilitated by center commanders. This activity helps company commanders understand the operational environment beyond the immediate focus of the recruiting mission. The purpose of generating intelligence knowledge is to provide all echelons of recruiting with relevant knowledge for the conduct of operations within a specific AO. It serves as the foundation for performing intelligence preparation of the environment (IPE) and mission analysis.

5-12. The continuous activity of generating intelligence knowledge has three important aspects: Initial data-file development, operational and mission variables analysis, and intelligence survey development. The center commander's focus is on the collection and reporting of information and analysis of the AO to the company. By continuously performing this activity, the recruiting center can pass on timely information to the company relevant to their AO.

5-13. Operational and Mission Analysis is vital to successful recruiting operations. The Army uses two common variables to assist the commander. Analysis of the recruiting environment uses the operational variables of PMESII PT. These variables assist the center commander visualize the recruiting environment through an internal and external analysis. Analysis focused on the conduct of a specific mission or recruiting operation uses the mission variables of METT-TC. These variables assist the center and company commander describe the recruiting environment during ROP planning. (See chapter 4 for a detailed description of these variables).

ANALYZE

5-14. Analysis takes information from all sources, evaluates it then integrates it with existing information to produce current intelligence. This intelligence describes today's environment and attempts to predict future operations. The center commander analyzes the information, all relevant to the AO and determines how it will affect recruiting operations. This activity helps commanders focus on the right priorities and assets necessary to accomplish the mission. Analysis occurs at various stages throughout the intelligence process. Leaders at all levels must continuously conduct information analysis to ensure optimal use of their recruiting force.

ASSESS

5-15. Assessment is the continuous monitoring and evaluation of the current situation. Assessing the situation and available information begins upon receipt of the mission and continues throughout the intelligence process. During planning, the commander uses the assessment activity to ensure information received from the centers is relative and correct. During execution of the ROP, commanders continue to assess the effectiveness of the information. This requires a thorough knowledge of the ROP, the AO, the current situation, and recruiting doctrine.

DISSEMINATE

5-16. Dissemination is an information management activity that communicates current and relevant information of all kinds from one person to another for understanding. The purpose of dissemination within the recruiting center is to ensure team members receive the information they need to support recruiting operations. Timely and accurate information is key to the success of recruiting operations. The sharing of information with all team members ensures they understand the current operating picture. Likewise, timely decisions are critical for commanders at all levels. Commanders must receive information in time to support decision-making.

UPDATING THE COMMON OPERATIONAL PICTURE

5-17. The common operating picture (COP) is updated as new and relevant information is received. The common operating picture is displayed in the recruiting center and discussed during IPRs and situational awareness briefs (SAB). This helps center commanders interact with team members and higher echelon commanders.

5-18. It is as important for company and center commanders to disseminate information from higher echelons to team members, as it is to report information from the center to the recruiting company. We call this pushing and pulling information. This information transfer creates a common operating picture at all levels. Intelligence information is transferred through technical, staff, and command channels.

INTELLIGENCE PREPARATION OF THE ENVIRONMENT

5-19. A primary goal of any IPE is to detect obstacles and consider alternative COAs to maximize resources and direct operations against high-payoff targets. Earlier we discussed an overview of continuous intelligence activities. Now we will describe the considerations used within the steps of the intelligence process that discover and analyze potential mission obstacles within the company's environment.

5-20. IPE is the systematic process of analyzing mission and environment obstacles in the AO. It provides the intelligence base for current and future operations, supports the MDMP, and identifies high-payoff targets. In recruiting, market intelligence ensures the command understands the priority market and focuses their efforts on same. This procedure and the steps identified in figure 5-2 are performed continuously throughout the planning, preparation, and execution phases of the ROP.

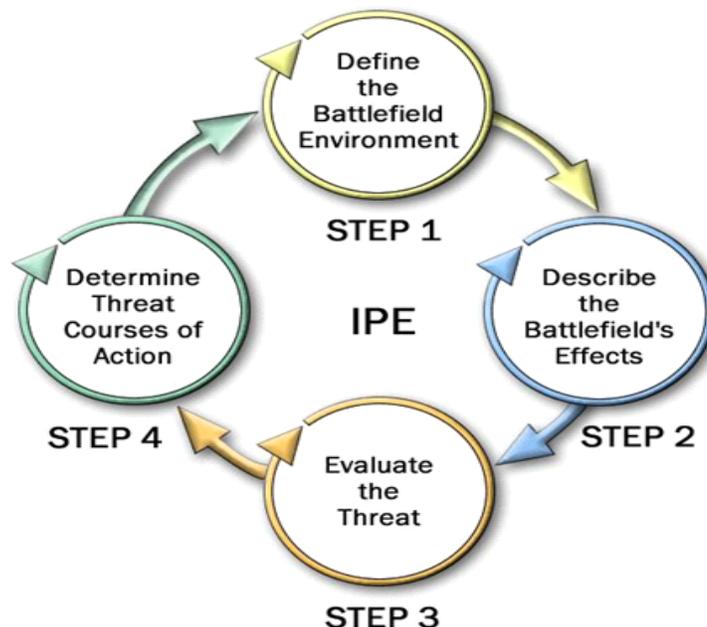


Figure 5-2. Steps of IPE.

5-21. Meeting and getting to know people who work and live within the recruiting center's AO is critical and takes time. However, these relationships can provide team members with important local information that can affect the target market and influence the development of alternative COAs. The center commander guides his team to establish relationships with individuals in:

- Target population groups
- Community infrastructure
- Historical, cultural, political, economic, urban, and rural areas

5-22. Without a detailed understanding of the market neither the center or company commander will be able to optimally direct their force. Misunderstanding the AO's effect on operational COAs may result in mission failure and a waste of valuable resources.

5-23. Civil considerations are important in recruiting operations. Commanders must be aware of what is happening within the AO during all mission planning and execution. Team members using ASCOPE provide commanders with key information for developing and selecting the best COAs. (See FM 2-0 and USAREC Manual 3-01, chapter 9 for a detailed description of ASCOPE).

SITUATIONAL AWARENESS

5-24. Situational awareness is having a thorough knowledge of one's market, mission, mission progress, and the resources for pursuing the mission. Intelligence gathering is the foundation for mission planning, and situational awareness, but it is only the foundation. Commanders at all levels must require a deeper awareness and assessment of the recruiting environment before planning and executing operations. Sensors within the center provide awareness and assessment support by providing current information, which assists in identifying obstacles and

threats to the mission in advance. In this sense, every team member is a vital source of information. The recruiting market is not static. The market changes continuously and leaders at both center and company level must remain ready to shift their operations when necessary.

5-25. Center management systems are comprised of Leader Zone (LZ), Report Management Zone (RMZ), and the Graphical Accessions Mapping Analysis Tool (GAMAT). Center management systems provide real-time information to keep company commanders aware of activities within their AO.

5-26. It's important to understand what the center's management system is and what it is not. Center management systems are not just a tool for briefing the current operating picture to higher echelon leaders and visitors. The information, data, and analysis contained within the various management systems help commanders guide their unit to mission success. Mission data is an ever-present visual reminder of what has taken place and what remains. This real-time information allows company and center commanders to redirect recruiting efforts toward mission categories that remain unfilled. The information provided by the recruiting management systems bears a functional resemblance to the sand tables used in training or combat operations.

5-27. Center commanders must be aware of their markets to identify opportunities and threats, and plan operations. The GAMAT assists center commanders by pinpointing the location of each school, major industry, and USAR and ARNG units located within the center's boundary. This information allows them to identify ZIP Codes, school assignments, and geographical challenges such as bridges, ferries, and mountain passes that may affect market penetration. Commanders must also be aware of the target market considering such things as education, gender and mental qualifications. Most importantly, commanders must know where best to focus their recruiting units. In any given AO, some neighborhoods or ZIP Codes yield more enlistments than others do. Commanders must concentrate operations in the most productive zones. Figure 5-3 shows the linkage between the intelligence and operations process.

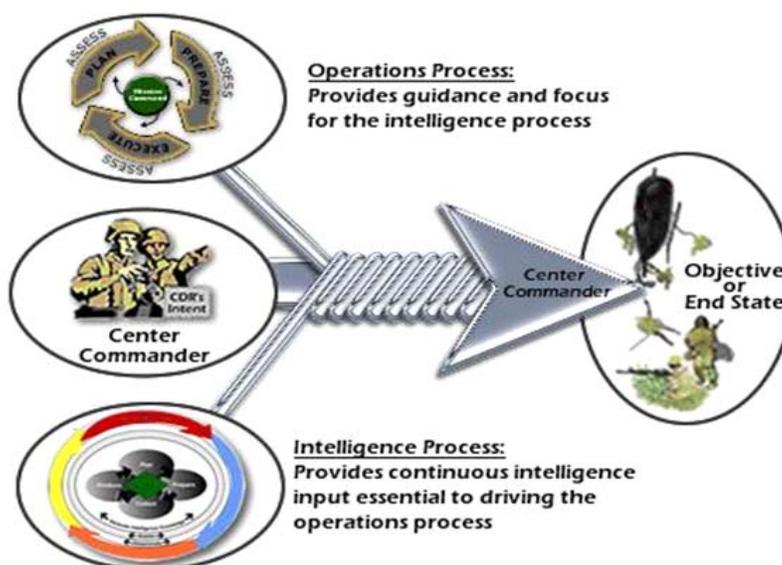


Figure 5-3. Relationship between the operations and intelligence processes.

DOD MARKET SHARE

5-28. DoD market share data represents DoD accomplishments in specific ZIP Codes. The report is generally available on or after the 20th calendar day of the month and provides data through the last PL. Commanders also use the data to establish goals for each ZIP Code, refine target markets, and develop realistic expectations.

PAE

5-29. Positioning analysis and evaluation (PAE) is normally directed by higher headquarters to correct and verify recruiting center boundary alignment. It is a historical look at the market, demographics, average production, and recommended center strength. This analysis drills down to ZIP Code level and allows commanders to see high payoff locations where recruiting operations should occur. Although the PAE process is not a center commander's task, they do participate as subject matter experts. Living in the AO and understanding the community makes center commanders a good information source for market activities within their recruiting zones. Some examples of market activities are: re-zoning of school districts, opening of new schools, walk-in traffic patterns, and misaligned ZIP Codes between centers.

PROSPECTING ANALYSIS

5-30. Prospecting analysis tracks the specific prospecting source of all enlistments (see appendix B). It gives center leaders the ability to evaluate their recruiting teams' performance in all prospecting activities and provides appropriate training in noticeably weak areas. Commanders should also review prospecting analysis from the previous year to date to ensure all seasonal lead sources have been identified and engaged. Only through simultaneous market penetration (prospecting in all markets), can commanders expect to consistently achieve the mission.

SCHOOL DATA

5-31. School data consists of a wide variety of information that can be useful when developing the company's SRP. It provides student population information and scheduled school activities. Student populations can be affected by such things as school district re-zoning and shifts in the demography due to employment or environmental variations. It also identifies students who've taken the ASVAB, enlisted in the RA and USAR, or enrolled in Reserve Officers' Training Corps (ROTC). Properly analyzed data can assist commanders direct or redirect recruiting efforts within the school to accomplish the mission and shape future operations.

DIME

5-32. The DIME report helps commanders understand the socioeconomic makeup of their particular market. This information allows center leaders to tailor their recruiting teams' prospecting approach to effectively reach the majority of their target market. The report also provides valuable socioeconomic and cultural insight that can be helpful when determining a prospect's needs and desires during the Army interview.

REPORTING

5-33. The timely and accurate reporting of information and intelligence is critical to successful recruiting operations. The most critical information collected is worthless if not reported in a timely manner. The transfer of intelligence information is continuous. Team members (sensors) report their information throughout the day and during their interface with the center commander or assistant center commander. The center commander communicates this intelligence to the company commander for consideration. The team shares and discusses this information during daily IPR and weekly or event driven AARs. This sharing leads to situational awareness for the team, adjusted application of recruiting tasks, or a change in directives.

STEP 1 - DEFINE THE LOCAL RECRUITING ENVIRONMENT

5-34. Defining the local market environment means identifying key factors. The factors include company and center boundaries, shopping malls, population density, age, economic status, major industries, employment rates, ethnicity, schools, USAR and ARNG units, competition, and traffic flow.

5-35. This intelligence represents the characteristics of the recruiting environment which can affect recruiting operations. Commanders must consider many pieces of intelligence to obtain a common operational picture. A basic component is geography; the physical location of the company headquarters and recruiting centers, transportation systems, and even mountain ranges, rivers, and lakes. Sociopolitical information includes political boundaries, school locations, and ZIP Codes. The commander must also understand the local economy—employment rates, industrial base, and areas of growth and decline. The educational environment compares schools in terms of potential.

5-36. Competition information consists of all active and reserve sister-service boundaries, recruiting center locations, recruiter strength, military installations, and major employer locations. This information provides leaders with the data necessary to evaluate their competition.

5-37. The DoD market share indicates the mental category and gender for all enlistments broken down by ZIP Code and easy to compare with the other services in the area. Other reports used to gain intelligence are the Automated Territorial Alignment System (ATAS), detailed center reports, average center report, bread and butter analysis, center summary report, market share analysis, historical market share, and high and low report. Out-of-area contract analysis will reveal where the company is losing contracts to other centers or gaining contracts from adjacent units. This tool helps identify gaps in the recruiting environment intelligence as well as limitations and opportunities for operations.

5-38. Intelligence is the gathering and analyzing of all available market information to ensure the force is in the best market, at the right time, with the right tools. Analysis of Army and DoD production, demographics, market, population, and the state of national and world affairs all impact the commander's mission strategy.

5-39. Understanding the dynamics of the market segments in their AO enables commanders to properly resource their centers, synchronize lead generation

and prospecting operations where possible, and develop simultaneous market penetration strategies. Market information should always be sought out, considered, and if feasible, included in the company's mission strategy.

5-40. A thorough analysis of market information will reveal consistently productive markets of opportunity commonly called "bread and butter" as well as those that produce little or no results. An evaluation of recruiting success will also reveal seasonal trends and market fluctuations that should be considered and planned for.

5-41. All analysis should be shared with center commanders not only to verify and refine the data, but to train and involve them in the company's mission strategy.

STEP 2 - DESCRIBE THE EFFECTS OF THE RECRUITING ENVIRONMENT

5-42. The environment describes the company's area. Market segmentation describes the groups of people within that area. Market segments are represented as categories and general demographic groupings: College students, high school graduates, high school seniors, females, prior service (PS), and race. There are three major ways to view the population:

- Demographic. Describes the area's population, race, housing (owned versus rented), property value, labor, education, household information, and income levels.
- Lifestyles. Hobbies, interests, consumer purchasing trends, music preferences, and the TV shows they watch.
- Psychographics. The study and measurement of attitudes, values, lifestyles, and opinions (wants, needs, and desires).

5-43. Commanders must also know what types of people live in their area and their interests. They must also understand how the segments influence the market as a whole, and what segments are common or unique to their centers' areas.

STEP 3 - EVALUATE THE MARKET

5-44. The overall intent of the intelligence process is to help commanders identify where to employ their forces and what market segment to target. It is equally important to analyze historical data. By analyzing achievements, commanders can gain insight to the market. Commanders analyze market events and production hot zones within each center's market to determine if they need a new marketing strategy or continuation of the current one. This information assists the commander gather information and provides a format to identify characteristics of the market for analysis:

- Demographic information (ethnicity, growth, age, education, and aptitude) depicts population.
- Psychographic information measures interest in the military and generational trends.
- Socioeconomic information analyzes lifestyle segmentation, regional trends, and metropolitan statistical areas.
- Socio-cultural information overlay depicts social enclaves and urban, suburban, and rural communities.

- Production information displays:
- DoD and Army quality categories.
- FSTP loss trends by category.
- Special mission production.
- Production by component such as, job skills, years of service and enlistment options.
- Marketing events calendar lists all events scheduled in the AO, otherwise known as targets. A target represents the best opportunity to influence, penetrate, and increase production in relation to the resources available. Recurring events should be posted on a synchronized marketing calendar. Careful planning precludes the tendency to reinvent the wheel when com-manders rotate in and out of the unit.

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

5-45. The final or targeting phase of intelligence completes the effort. Targeting determines high payoff school and community zones and events. Conclusions derived from the intelligence analysis frame the market penetration plan and help commanders identify and exploit high payoff markets. The targeting approach takes into consideration community and school events, and what market segments are likely to attend. This information gives company commanders sufficient time to support these events with displays, advertisements, and other external resources to positively impact the events.

SELECTED TARGETS

5-46. Where and how the market is influenced depends on what targets are selected during the intelligence process. Targeting influences the planning process and helps commanders focus their recruiters and resources on high payoff events. A commander's "target list" should also focus on markets where enlistments have been written in the past. Since recruiters cannot be in all places at all times, commanders should direct the recruiter's efforts in areas that present the best enlistment opportunities. A target list should include community events, secondary and postsecondary schools, industry, primary and secondary markets, and potential markets based on segmentation. Such a list is limited only by the commander's imagination.

FOLLOW-ON

5-47. The follow-on to the intelligence process is how to expand existing markets and break into closed markets. Commanders should focus on their centers much the same way they develop a battle plan around the enemy with their tactical units. The targeting board concept is the synchronization process, which ensures intelligence flows from center to headquarters, and allows commanders to direct their force at the right time on the right target with the right resources.

TARGETING BOARD

5-48. The objective of a targeting board is to synchronize the employment of resources to affect decisive operations, that is, prospecting and processing. The targeting board also seeks to provide adequate support to shaping opera-

tions, such as SRPs and special events. Commanders should develop an integrated market penetration plan to achieve specific objectives within designated and prioritized market areas of interest. A company level targeting board includes center commanders and recruiters. At the battalion, members include the commander, the command sergeant major, executive officer, S2, S3, education services specialist, advertising and public affairs officer, and company commanders. By involving all these people, the board can evaluate all available intelligence from center level up to battalion level.

OBJECTIVE

5-49. A synchronized marketing calendar is essential. Key events can be found in a community events calendar or an Internet site run by the local board of tourism, chamber of commerce, or similar agency. These calendars indicate community events such as fairs, festivals, displays, career fairs, demonstrations, and celebrations. Local school districts' calendars can provide the calendar's framework for events such as career nights, postsecondary school information nights, and sporting events. Important information for these events includes projected attendance, the target audience, length and location of the event, space and booth requirements, and cost to name a few.

5-50. If local market conditions are accurately defined, leaders can determine what segment of the market is attracted to specific events. Commanders can direct efforts at an event more effectively and efficiently. Commanders should always plan at least one quarter out (plan, prepare, and execute) to align and request resources such as advertising, TAIR assets, and Hometown Recruiter Assistance Program (HRAP) and active duty for operational support-reserve component (ADOS-RC) participants in support of the event.

5-51. Commanders should make specific requests for support based on their analysis and expected results. The commander should conduct a targeting board meeting once or twice a month to review the synchronized marketing calendar and information derived from the intelligence process. This information should then be analyzed and developed into actionable events, tasks, and focused efforts of each center and recruiter.

ULTIMATE GOAL

5-52. The ultimate goal of the targeting board is to determine what marketing assets are needed to achieve the commander's stated objective. It is important to understand that the employment and distribution of assets is not based solely on a "fair share" basis. Some objectives require engagement from multiple assets to achieve the desired objective for the market.

5-53. When determining the assets to employ, the targeting board must consider a variety of assets regardless of perceived availability. TAIR, the Accessions Support Brigade (ASB), Golden Knights, ADOS-RC, HRAP, FSTP, COIs, and the Army Marksmanship Unit (AMU) must all be considered to engage national and high value targets. Similar meetings occurring at the company and center level should model that of the battalion. This ensures all levels of the command understand the commander's intent and provides the direction and focus down to recruiter level.

TARGETING PLAN

5-54. The resulting target plan must comply with higher headquarters targeting guidance, synchronize resources to effectively engage markets of opportunity as well as markets with a high enlistment propensity. It should focus the effort to a specific market and maximize the employment of limited resources. The plan includes intelligence and the rationale for deploying specific assets to penetrate the market and measure the result in terms of contracts.

SYNCHRONIZATION MATRIX

5-55. Targeting is not the end of the process, only the starting point. What follows is the synchronization of recruiting assets at the center, company, and when required the battalion.

AFTER-ACTION REVIEW

5-56. A commander must use an AAR to measure the effectiveness of their approach to each targeted event and market. An AAR will measure effectiveness in terms of leads gained, appointments made and conducted, and ultimately enlistments. AARs determine the return on investment and whether or not to support the event in the future.

Chapter 6

Decisive Operations

6-1. Decisive operations are those which locate, qualify, process, enlist, and prepare young men and women for Army service. While the company commander is responsible for all their centers' and team members' decisive operations, the two which require their direct attention are prospecting and the FSTP.

PROSPECTING

6-2. Prospecting is a continuous operation and is as vital to the company's mission as gasoline is to an engine. Without prospecting, recruiting operations will cease. Inadequate prospecting is the major cause of mission shortfalls.

6-3. Commanders should be aware that low prospecting activity can often be attributed to a lack of sufficient telephone or face-to-face prospecting. The task of prospecting is simple enough; however, the psychological dynamics are quite complex. The term "call reluctance" describes this behavior. Even successful civilian salespeople resist telephone prospecting. Experts suggest that well developed and practiced plans can remove some of the uncertainty and minimize call reluctance. If a team member knows their prospecting activities will be monitored and critiqued, they will be more likely to complete the task.

6-4. Prospecting, one of the recruiter's five areas of emphasis should be performed by team members responsible for those activities every working day. The commander, together with their center commanders, should implement a well planned, supported, and resourced prospecting plan for each PL. The plan should remain flexible enough to adapt to changes in the market and environment. Results should be documented and evaluated daily by center leaders to detect any plan deficiencies or training needs. Commanders should provide feedback to their center commanders to help them guide their prospecting operations. Commanders should determine and communicate the lead sources each center must focus on, to take advantage of market trends or opportunities. Opportunities could be in the form of upcoming events such as TAIR, ASB, and ADOS-RC. These events normally require additional prospecting emphasis and must be included in the company's ROP.

6-5. The daily IPR provides company oversight and helps synchronize recruiting center operations with the company's ROP. The IPR is an opportune time to discuss any market changes or operational shortfalls. A good example of an operational shortfall or chokepoint would be a made-to-conduct ratio that is below the USAREC milestone. This shortfall, easily corrected through training and leadership, if left unattended, could negatively affect the center's and company's mission success. Sometimes it's hard to see the objective when totally engaged in the close fight. The daily IPR is the primary tool commanders

and first sergeants use to oversee the close fight and keep centers focused on their mission objective. (See the troubleshooting guide in appendix A.)

INTERVIEWING

6-6. The Army interview is the art of recruiting and the centerpiece of recruiting operations. The interview begins with the recruiter's personal Army story, goes into prequalification, then segues into developmental counseling which leads to the decision-making process. No two interviews are alike, just as no two prospects are alike. During the course of the interview, the recruiter uncovers the prospect's needs, wants, and desires, and shows them how the Army can help them realize both their individual and professional goals. The Army interview is the most important decisive recruiting operation. (For a detailed description of the Army interview, see USAREC Manual 3-01.)

PROCESSING

6-7. The processing function is a decisive operation that ensures only qualified applicants enlist as FSs. Processing evaluates the applicant's qualifications and matches a qualified applicant with the needs of the Army. Processing begins when the prospect agrees to join the Army. The first step in processing is to establish the applicant's qualifications. The recruiter starts by asking the applicant some very frank and open questions. The applicant's answers help establish their identity, citizenship, education credentials, marital status, medical history, moral eligibility, and more. The applicant furnishes documents—such as birth certificate, Social Security card, and diploma—to verify eligibility. In some cases, the recruiter may need to check with police agencies and courts or collect medical or dental records.

6-8. Testing is a critically important part of processing. The ASVAB measures the applicant's mental abilities. Local MEPS administer all testing. Applicants take the test either in high schools, at the MEPS, or at remote mobile examination team sites. The Armed Forces Qualification Test (AFQT) score establishes the applicant's eligibility to enlist and eligibility for special programs. For example, all applicants must meet the current minimum AFQT score. Special programs—such as some enlistment bonuses, the Army College Fund (ACF), and the OCS enlistment option—require an AFQT of 50 or higher.

6-9. Testing also produces a set of 10 so-called "line scores," which indicate the applicant's aptitude for various types of work. To enlist for any MOS, the applicant must meet or exceed a minimum on one or more of these line scores. Some MOSs require additional special testing, such as tests that measure an applicant's aptitude for learning a new language.

6-10. Mentally qualified applicants next undergo a medical examination at the MEPS. The MEPS chief medical officer determines each applicant's medical eligibility for military service. Applicants receive a medical "profile," which designates medical fitness for Army occupations. Certain medical restrictions—such as color blindness, a slight hearing loss, and others—may not disqualify an applicant for enlistment, but may restrict the applicant's enlistment options.

6-11. Once an applicant is fully qualified—mentally, medically, morally, and administratively—they meet with an Army guidance counselor (GC) who selects an enlistment option and MOS or confirms their reservation made by the recruiter in the Future Soldier Remote Reservation System (FSR2S). The GC picks up the relationship of trust and credibility the recruiter first established. The GC's role in processing is to match the applicant's desires and qualifications with the Army's needs. If the applicant truly feels that Army service is their best choice, the Army and the applicant will be a good match. The applicant will not enter into an agreement with the Army under duress, but will do so willingly and eagerly.

FSTP

6-12. Applicants become FSs when they enlist in the Delayed Entry Program (DEP) or Delayed Training Program (DTP). At the same time these new recruits enter the FSTP. The program prepares the new members for the rigors of initial entry training and life as a Soldier. In the FSTP, center commanders take on the role of platoon sergeant. The FSL assumes the role of squad leader and the FS becomes a member of the squad.

6-13. The FSTP is the company commander's program. The FSTP does much more than just prepare new Soldiers mentally, emotionally, and physically for Army service. The program also serves as a management tool that facilitates training, reinforces the new Soldier's commitment, and from a mission standpoint, motivates them to generate leads. The commander's involvement solidifies the program at center level and allows the commander and first sergeant to actively participate in preparing FSs for initial entry training.

6-14. The company commander is the overall manager of the FSTP. This managerial role requires them to monitor and advise center commanders regarding FSTP event planning, scheduling, FS follow-up, and training activities. Daily interaction with the FSL and periodic inspections will ensure FSTP events are properly planned, resourced, and communicated to Future Soldiers, COIs, and guests. Commanders should periodically attend training to ensure it is conducted professionally and that training standards are clearly defined and explained.

6-15. The company commander's timely communication with Future Soldier Family members and other influencers can serve as a quality control check of the FS's orientation and recruiter follow-up. The communication can also be used to provide influencers additional information, answer any questions, and ask for referrals. The commander should contact the FS's spouse or influencer (parent, guardian, girlfriend, boyfriend, or clergy) within 30 days of enlistment to ensure all their questions and concerns have been addressed. Sixty days prior to departure for training, the company commander should recontact the FS's significant other to reconfirm the ship date and address any concerns they may have.

Chapter 7

Shaping Operations

7-1. Shaping operations create and preserve conditions for the success of decisive operations. Shaping operations can uncover new markets of opportunity, as well as maintain or increase the current market's enlistment propensity. In addition to preparing the market for decisive operations, they can also be decisive in themselves. Activities planned to enhance SRPs, such as TAIR and ASB events and displays, can produce leads. Even though they are designed to promote the Army and create conditions for decisive operations they can be decisive themselves. Shaping is a flexible operation and can occur before, during, or after the start of decisive operations. The following vignette is an example of how shaping operations can become decisive operations.

Vignette

SGT Jones, just returned to the center after conducting a school visit at West Undershirt High School. During her AAR with SFC York, the center commander, SGT Jones mentioned that the new guidance counselor asked if the Army would like to participate in their upcoming career day. SFC York was shocked at the news. West was the center's largest high school but was very uncooperative with the military. The school limited all recruiters to a combined 1 hour school visit during lunch hour, once a semester on a specified day. SGT Jones explained that Mrs Lovechild the previous guidance counselor had retired and Mr. Sanders, who is also the commander of a training battalion in the local Army reserve unit had taken her place. Mr. Sanders told SGT Jones that he had met with the school board and convinced them to lift the visit restrictions for military recruiters. He also informed her that all visits would have to be scheduled through him.

Immediately after the AAR, SFC York contacted CPT Marriott to tell him the good news. He knew CPT Marriott would be interested because he and the first sergeant had made numerous attempts, as did the battalion ESS, to gain more access to the school. SFC York thought the career day would be an excellent opportunity to bring in a TAIR unit or one of the Army's adventure vans. CPT Marriott was very excited to hear the news and added the support request to his sync matrix for discussion at the upcoming battalion targeting board.

The battalion supported the event with an Adventure van and an Army culinary arts team. It seemed as though every student in the school came through that van. My team gathered a stack of leads,

Vignette (continued)

but more importantly, they actually made four appointments at the event and conducted them the following day. What started out as a shaping operation to gain exposure in the school actually turned into a decisive operation that netted us four good appointments that day.

MIGRATION

7-2. Recruiting exclusively in successful areas can lead to diminishing results. It is important to recruit in successful areas, but it is equally important to seek out new markets of opportunity. The same is true of COIs and very important persons (VIPs) who continually support the Army and the mission. Company commanders and first sergeants should continually nurture relationships with known influencers. This type of networking can build strong relationships with community leaders and create networking opportunities that can lead to other important alliances within the community.

EXAMPLES

7-3. Shaping operations include educator tours, COI and VIP events, TAIR and ASB events and displays, advertising, the battalion market council, FSTP, and the SRP, which produces the majority of leads.

SRP

7-4. The SRP is the company's primary shaping operation. The leads produced, represent the high school junior class, senior class, and graduate classes. The postsecondary school program allows ETs to track local graduates and generate new leads from the schools' student population. The company commander is responsible for the management and maintenance of the program. A successful high school program allows ETs to build trust and credibility with the students making them more approachable after they graduate.

7-5. The SRP is designed to penetrate the school market. A successful SRP is the result of a sound school program. The program's outline for secondary and postsecondary schools found in School Zone (SZ) establishes school priorities and FSTP goals. This information combines operational goals with a comprehensive outline and calendar of events to help recruiters establish and maintain an effective program. The intent is to increase overall production in the senior market and establish a foundation for future grad prospecting. Company commanders using the battalion's program as their guide should set the school's FSTP goals for their particular market and mission. Continual assessment and a quarterly school program review will help the commander determine what adjustments, if any, need to be made during the school year.

7-6. The company commander should assist center commanders establish their SRP. Their participation can also be helpful when trying to obtain student di-

rectory information or providing guidance for list construction when schools won't release. Company commanders are responsible to interface with high school and postsecondary school officials, and if necessary, explain the Hutchinson Amendment, the No Child Left Behind Act, or the Solomon Amendment when trying to obtain school directories (see USAREC Reg 601-104 and USAREC Pam 350-13). Company commanders, accompanied by the responsible ET, should personally visit each of the postsecondary schools in their area. Visits should be made at least once during the school year to enhance public relations and obtain student directories and stop-out lists. Since the SRP is the primary lead generator, every effort should be made by center and company alike, to gain school access and give ETs every available opportunity to tell their Army story.

SCHOOL PENETRATION PLAN

7-7. A good school penetration plan is based on the evaluation of information found on SZ. The plan must also follow the battalion's SRP guidance. The priority evaluation on the school folders will prioritize all schools by senior population, military interest, ASVAB testing, and other considerations. Schools will differ in size and accessibility. Some schools may only allow one presentation a year, while others may allow unlimited access. The company commander must have a thorough understanding of each school's visitation rules before actually committing time and resources.

7-8. The company commander should discuss with their center commanders, the enlistment potential of each school and compare it to actual enlistment data. The company and center commander should then set realistic enlistment goals for each school. A periodic review by the company commander will ensure the prospecting activities match the agreed upon enlistment goals and contact milestones.

7-9. The commander should review the calendar of events on the school folders to identify events and activities that will allow ET participation. An event planning sheet should be initiated at the center and forwarded to the company, indicating the purpose, date, size of audience, desired resources, and the expected return on investment. The request should then be entered on the company's synch matrix and forwarded to the battalion.

Chapter 8

Sustaining Operations

8-1. Sustaining operations enable decisive and shaping operations by providing market and recruiting 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, recruiting center success, and mission accomplishment.

PERSONNEL INTEGRATION

8-2. Commanders must establish a comprehensive sponsorship program. The program, in accordance with AR 600-8-8, should follow battalion, brigade, and USAREC guidelines (see USAREC Reg 350-1, appendix E). When a new Soldier arrives, it is a good idea to visit them at their residence. The company commander or first sergeant should accompany the center commander on the visit. The visit should include a warm welcome and an offer of assistance for any problems that may have arisen during the Soldier's move. This will demonstrate unit cohesiveness and eliminate any duplication of effort.

PERSONNEL MANAGEMENT

8-3. Soldiers are the recruiting center's most important resource. They are the ultimate recruiting system and deserve positive leaders who are genuinely concerned about them and their Families. Commanders by the nature of their position, have a vested interest in their Soldiers' careers and a responsibility for the health and welfare of their Family members. Commanders can demonstrate this care through proper personnel management techniques.

LEAVE MANAGEMENT

8-4. Of particular importance is the need for programmed leaves. Very few non-combatant assignments have an operational tempo comparable to recruiting. 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 throughout the company. All companies should have a good leave plan established at the beginning of the fiscal year (FY). Soldiers should be allowed, when possible, to program their leave to coincide with their spouse or Family's vacation days.

8-5. Leave is a right, not a privilege. Only in the most extreme circumstances should a Soldier's programmed leave ever be canceled. Commanders must ensure recruiters schedule and take their programmed leave.

8-6. Emergency leaves, although not a common occurrence, are not programmed and directly affect the company's mission. A sense of teamwork within each center should suffice in those situations to pick up the slack and achieve the mission.

FRG

8-7. The demanding nature of recruiting can be very challenging for both the recruiter and their Family. Helping Families understand the importance and complexities of their spouse's new duty assignment is critical for the morale of the Soldier and their Family's well-being. The FRG formed by the company commander provides training, feedback, support, and insight for spouses and addresses Family issues before they become a crisis. The high level of commitment and time required of recruiters to achieve their mission can have a negative impact on Family time. However, with a basic understanding of their spouse's job and a support group to talk with, the assignment will be more tolerable for the Family and allow their spouse to focus on the mission.

8-8. The FRG provides recruiters' Families insight and information about recruiting duty and emphasizes the importance of the mission. Army Families, accustomed to living on Army installations with unlimited access to Soldier and Family services, are often overwhelmed when placed in an unfamiliar civilian community. The FRG along with the Army Sponsorship Program assists those Families with their transition and helps minimize the confusion and uncertainty that accompanies such a move.

8-9. The FRG is made up of recruiters' and center commanders' wives and husbands. A group leader is chosen (normally the senior center commander's spouse) and serves as the group's spokesperson. The group welcomes new Families to the company and periodically holds meetings to discuss upcoming activities and to voice their issues and concerns. The information from these meetings is forwarded up the chain of command for review and appropriate action.

8-10. In addition to welcoming and helping Families, FRGs should be encouraged to plan activities that bring the local Army Family together. Activities can include picnics, holiday parties, or an evening get together during the annual training conference. Some groups have combined their events with their company's mega FSTP functions, bringing recruiters' and Future Soldiers' Families together. These events have proven to be a very effective way to reassure the Future Soldiers of their commitment and introduce the Army Family to their invited guests. FRGs can be much more than problem-solvers, they can be an integral part of the recruiting team. An effective FRG can become a combat multiplier and have a positive affect on recruiters and their performance.

TRAINING

8-11. Company commanders are the training managers in their units. They are responsible to provide training to ensure sustained mission accomplishment, professional development, and adherence to command guidance. The complexities of continuous real-time recruiting operations challenge leaders to develop the means and methods necessary to train and sustain their recruiting

force. Effective training builds proficiency, confidence, teamwork, and cohesiveness. Effective training also enables recruiting teams to rapidly adapt to changing situations and to take independent actions based on broad guidance. Soldier and leader development requires a focus on successful assessment of individual and unit proficiency. Effective assessment is essential to develop solid, viable teams fully capable of accomplishing the unit's mission.

8-12. Commanders must establish a company training program and be personally involved in its management. Company recruiter training will be conducted quarterly. The training will be oriented toward enhancing recruiters' technical abilities and Army interview skills. Center commander training will be conducted monthly. It will incorporate center commanders' specific tasks such as market analysis, SWOT analysis, ROP formulation, noncommissioned officer evaluation reports, and counseling. Training should be scheduled during less productive times if at all possible.

Chapter 9

Recruiting Operation Plan

9-1. The ROP is the company's near-term tactical plan aimed at maximizing the company's recruiting efforts and realizing mission success. The ROP is a tool commanders use to effectively and efficiently direct recruiting operations. Simply stated, the ROP is what executes the command's mission strategy.

9-2. The ROP is determined by the company commander in collaboration with their center commanders. The ROP planning process described in figure 9-1 is formulated for each PL. It is comprised of market, performance, intelligence, process and systems data analysis, command guidance, executing requirements, targeting, and the battalion commander's intent. Market and performance data help company commanders identify markets of opportunity and assess their force's capabilities, while the battalion commander's intent provides mission focus. This information is then applied to the company's mission.

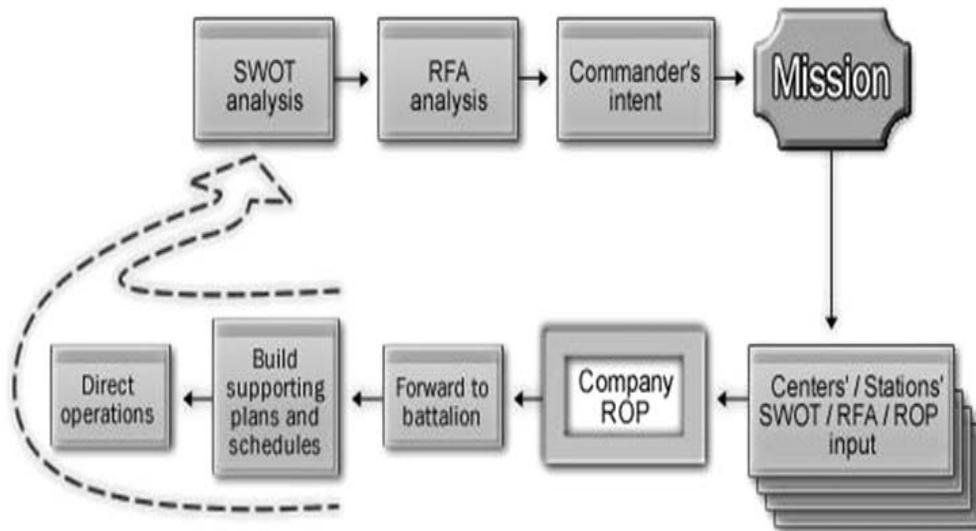


Figure 9-1. Company ROP planning process.

9-3. Market analysis uncovers the must-win, must-keep ZIP Codes and schools needed to support the company's mission. This is done by analyzing various market intelligence reports provided by the battalion S2. Reports such as market share, bread and butter, and DIME, provide commanders with statistical market information. Information supplied by team members in the recruiting centers is the most important ingredient in the plan as it provides boots on the ground intelligence regarding such things as current market activities and trends. This enables the company commander to identify targets of opportunity, high payoff school and community zones, and events which feed the targeting and planning process.

9-4. Targeting and event planning are critical in the initial steps of building a

company ROP and requesting assets of support. Commanders must consider community and school events, and what market segments are likely to attend. This information is vital to the company commander for short-, mid- and long-range planning and synchronization of local and national assets.

ROP INFORMATION SOURCES

9-5. Performance analysis is accomplished using conversion data and prospecting analysis. Conversion data serves as a training indicator by calculating the company's performance levels against USAREC benchmarks. Prospecting analysis compares recruiting centers' performance with the company's average to determine training needs, prospecting adjustments, or leadership issues.

9-6. Intelligence analysis is accomplished using all provided information to include the areas of ASCOPE by the recruiting center members. The company commander consolidates information, shares it with the center commanders, and forwards relevant information to the battalion. The information is then considered against current and future operations.

9-7. The SWOT and RFA provide information about the recruiting environment and the proficiency of recruiting tasks, systems, and processes. This information is critical for the development of the ROP. The SWOT and RFA are conducted separately, but the company commander does draw a correlation between the two to determine resources, training, planning, and direction of the unit.

9-8. The battalion commander's intent is a clear, concise statement of what the force must do and the conditions the force must meet to achieve the mission. It focuses on achieving the desired end state and is nested with the brigade commander's intent. Battalion commanders formulate and communicate their intent to describe the boundaries within which the company commander may exercise initiative while maintaining unity of effort.

STEPS OF THE ROP

9-9. There are four steps in ROP development. Prior to conducting any of these steps the commander and first sergeant must review, validate, redirect and approve each of the centers' SWOT/RFA/ROP. Once that is completed the first step of developing the company ROP is SWOT analysis—assessing the unit's strengths, weaknesses, opportunities, and threats. The second step is evaluating how well the unit is performing the eight recruiting functions: intelligence, prospecting, interviewing, processing, FSTP, training, sustainment, and mission command. RFA requires a thorough study of conversion data and prospecting performance. The third step is reviewing the SWOT and RFA to ensure the company's plan meets the battalion commander's intent and is nested in the battalion's plan. The fourth and final step of the ROP is to share it with recruiting center commanders for execution.

SWOT ANALYSIS

9-10. The SWOT analysis is a powerful technique for understanding the company's internal strengths and weaknesses, and external opportunities and threats. The

intelligence reported by the recruiting centers in the areas of ASCOPE assist the commanders in understanding the environment and the market’s perception of the Army. The commander considers the operational variables of PMESII-PT in the internal and external review to capture a thorough understanding of the recruiting environment. Understanding each recruiting center’s strength helps commanders maximize their efforts in those areas—for example, face-to-face prospecting for graduates or telephone prospecting for seniors.

9-11. What makes SWOT particularly useful is that it can help uncover markets of opportunity, such as local business layoffs or high profile pro-Army influencers. Understanding the weaknesses of each center, allows commanders to concentrate their training efforts in those areas, as well as manage and eliminate any potential or actual external threats that could affect recruiting operations. Comparing the centers independently and the company to its competitors using the SWOT framework, commanders can craft strategies that distinguish the Army from its competition, so the company can dominate the market. Figure 9-2 shows a company level SWOT template.

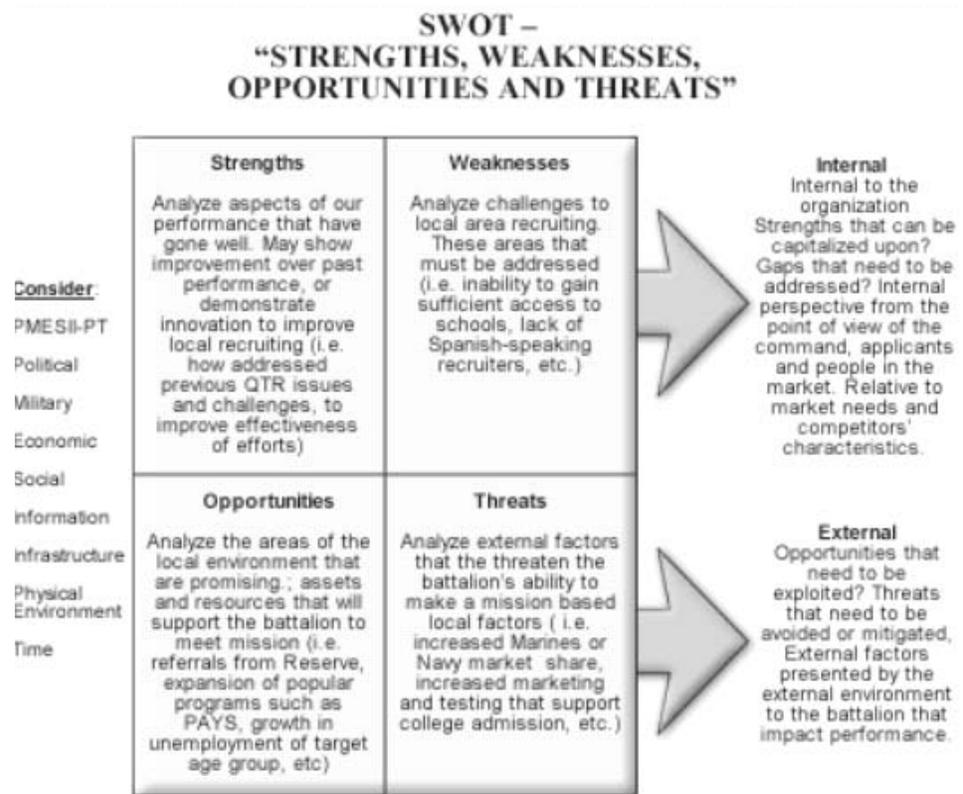


Figure 9–2. SWOT template.

STRENGTHS

9-12. SWOT analysis is a quest for the truth. A sound, honest SWOT analysis requires the commander to put aside assumptions and ask probing questions without fear of the hard truths the answers may expose. The following are examples of the types of questions that commanders must ask themselves.

9-13. Consider strengths from an internal perspective and from the point of view of your applicants and people in your market. Be realistic: If you assess anything

as a strength, be sure you have tangible evidence to support that assessment. If you have difficulty with this, make a list of your company's accomplishments. Some of these will be strengths!

- What do we do better than anyone else?
- What unique resources do we have access to?
- What do people in our market see as Army strengths?
- What factors help the Army get the appointment over our competitors?

9-14. Think about your strengths in relation to your competition. If the Army offers benefits and incentives that other services and local businesses can't match, the Army's offer can be considered a strength in the local market. If the Army's benefits and incentives were the same as the rest, the Army's offer would not be considered a strength.

WEAKNESSES

9-15. Consider weaknesses from both internal and external perspectives. Is the competition doing any better? It is best to be realistic now and face any unpleasant truths head-on. Be honest with yourself. To look at your weaknesses is not just a requirement; it is a self-evaluation that will expose shortfalls that could grow into serious problems later.

- What can we improve?
- What should we avoid?
- What are people in our market likely to see as a weakness?
- What factors affect our image?

OPPORTUNITIES

9-16. Useful opportunities can arise from such things as technology, changes in government policy, social patterns, population profiles, and lifestyle changes. Any event or circumstance can become an opportunity if acted on quickly. Look also at your weaknesses. Could eliminating a weakness create a new opportunity?

- What is the local employment picture?
- What interesting or notable trends can we exploit?
- What targets of opportunity exist?
- What community, school, or college events can we take advantage of?
- What sustainment assets are scheduled? (Examples; cinema van, adventure van, TAIR, HRAP.)

THREATS

9-17. An honest SWOT analysis can be an eye-opener. The exercise will point out what needs to be done and put things into perspective. Strengths and weaknesses are internal to your organization; opportunities and threats relate to external factors. You can apply SWOT analysis to your competition to determine how and where you should compete against them. Figure 9-3 shows what a company's SWOT analysis may look like.

- What obstacles do my recruiting centers face?
- What is our competition doing that we should be worried about?
- Are bonuses and enlistment incentives changing?
- Do any of our centers have a bad image or personnel problems?
- Could any of our weaknesses seriously threaten our mission?



Figure 9-3. Example of a recruiting company's SWOT analysis.

9-18. SWOT analysis is a simple but powerful framework for commanders to analyze their company. It helps focus on their strengths, overcome weaknesses, minimize threats, and take the greatest possible advantage of available opportunities. SWOT is an important ingredient in the formulation of the company's ROP and should not be taken lightly. Validating each center's SWOT will uncover both individual and company-wide trends and likenesses. This analysis should be addressed accordingly in the company's SWOT. The company's combined SWOT is applied to the ROP to take advantage of strengths and opportunities and eliminate known weaknesses and threats.

RECRUITING FUNCTIONS ANALYSIS

9-19. Using the recruiting functions for ROP construction provides commanders with a systematic method to plan recruiting operations using all of their resources. Accurate and consistent analysis of each recruiting function provides commanders with the components of their plan. It's important to validate each center's RFA just as the SWOT, and note any positive and negative trends among centers, as well as any isolated issues at specific centers. This analysis should be addressed accordingly in the company's RFA. Each of the recruiting functions should be thoroughly examined. The questions following each recruiting function are typical examples, but do not represent an exhaustive list. The example questions, however, should be used as a guide to construct the ROP. Figure 9-4 is an example of what a recruiting company's RFA may look like.

<p>INTELLIGENCE: Intelligence reporting is not occurring daily Muddville county school board contemplating discontinuance of School ASVAB Closing of the Widget assembly plan will positively affect grad market across the company</p>
<p>PROSPECTING: Face-to-face prospecting conversion rate is low Only 50% of school lists on hand Appointment no-show rate is high Center prospecting plans do not address targeted events 12 team members have less than 90 days in recruiting</p>
<p>INTERVIEWING: Team members are weak in comparing alternatives in the Army interview Need to improve knowledge of Army programs Major chokepoint is appointment made to appointment conducted</p>
<p>PROCESSING: Appointment conducted to test is below USAREC milestone Packet errors have increased by 10% Company floor conversion rate for the FY is 76%</p>
<p>FSTP: FS loss rate is 14% Attendance at FSTP events on average is 65% FSTP referral program nets less than 3 referrals per month</p>
<p>TRAINING: 12 team members have less than 90 days in recruiting Center training program does not include professional development 8 team members scored below 30% on the CSAT</p>
<p>SUSTAINMENT: Identified company targets that are not resourced by the battalion GOVs require maintenance Scheduled COI/VIP events require RPI/PPI support Several Soldier/Family issues require support Replace FRG leader position due to PCS of spouse</p>
<p>MISSION COMMAND: Center internal IPRs not occurring daily Event AARs are normally late Centers deviating from approved company ROP</p>

Figure 9–4. Example of recruiting functions analysis.

INTELLIGENCE

9-20. Intelligence provides commanders with the information necessary to identify and locate their target market. Intelligence provides commanders with more than just numbers. It assists them in targeting productive segments of their market. Zone reports, DoD Market Share Report, school information, demographics, competition, and historical data are some of the tools available. Some questions that should be asked:

- What is happening in our market that can increase our ability to achieve the mission?
- Are there markets and targets of opportunity?
- Are there markets that no one in DoD has captured?
- What demographic changes could become a problem?
- What is the competition doing that could negatively impact our mission?

PROSPECTING

9-21. Planning prospecting activities and the strategies to accomplish them are key components of the ROP. Lead and prospecting analysis provide a historical picture of lead sources and conversion data. This information is key for establishing prospecting requirements at each level. Lead and prospecting analysis also provides commanders the ability to identify effective lead sources and plan operations to exploit them. At tactical level the ROP should consider strategies for all prospecting methods, concentrating on those most productive. Some questions that should be asked:

- What are the center's conversion rates?
- Are the center's prospecting plans effective?
- Are centers following the prospecting plan? If not, why?
- Does our prospecting plan match the prospecting analysis?
- Does it match where the contracts are coming from?
- Where are the majority of contracts coming from?
- How many school lists do we have?
- What school lists are we missing and why?
- Are recruiters talking AR to prospects who plan college?
- What is our flash to bang time?
- How many referrals came from a COI, VIP, prospect, or FS?
- How many table setups have we scheduled for this week, to include local colleges?

INTERVIEWING

9-22. Interviewing, though not planned, is the result of good intelligence and well executed prospecting efforts. The interview initiates processing and enlistment activities and is the main event of recruiting. Since team members spend most of their time looking for people who will agree to an appointment, it only makes good sense to ensure they are fully capable of giving their very best interview. Some questions that should be asked:

- Can center commanders perform an Army Interview to standard?
- When was the last time the center commander observed an interview?
- What are center commanders doing to improve any weaknesses?
- Are center commanders and recruiters well versed in Army programs?
- Does company training include the Army interview?

PROCESSING

9-23. The number of processing days in any PL must be considered when developing the ROP. Besides the number of processing days, other areas to consider that could positively impact mission are the development of strategies to improve processing results at MEPS or through improved waiver processing procedures. Conversion data is used as a tool to track processing efficiency at each level and will provide important training and early warning indicators. Some questions that should be asked:

- Are centers getting people through the enlistment process? If not, why?
- Where are centers losing applicants?
- Are recruiters testing at least 36 percent of the conducted appointments?
- Are centers sending unqualified applicants to the floor? If so, why? Is it due to the “hot seat”?
- What is the floor conversion data for the center?
- Are all packets receiving a QA check?
- Are there any transportation issues with processing?

FSTP

9-24. At the tactical level, FSs can play a key role in prospecting by providing referrals. FSTP events for the current month can also impact current operations and must be considered. Identifying trends in losses, providing training, and leaders’ involvement in counseling FSs can have a positive impact on the program and mission. Forecasting and planning for known losses is one area that must be considered. Some questions that should be asked:

- What is the center’s loss rate?
- How many referrals are we getting from FSs?
- What can we do to increase referrals from FSs?
- What can we do to improve FSTP functions attendance?
- Are VIPs, COIs, and influencers attending FSTP functions?
- What training are we completing at the functions?
- What training are we completing during the FSTP?

TRAINING

9-25. Planned training activities occurring during the PL should be incorporated into the ROP. Continual assessment and effective training at the tactical level positively impacts mission performance and success. Some questions that should be asked:

- Are proper facilities available to complete training that is needed?
- How experienced are my Soldiers?
- Is training being developed based on needs and growth? Is scheduled training being completed without interference?
- Are center commanders training their Soldiers based on their individual needs?
- Is company training relevant to Soldiers’ needs? Is the company accepting input based on those needs?
- Are Soldiers offered the opportunity to attend NCOES and career development courses and is any such absence considered in formulation of the ROP.

- Are Soldiers taking advantage of self-development training in the Learning Management System?
- Are FSSs staying in contact with their FSL?
- How can we improve the FSTP, making it fun and worthwhile for all?

SUSTAINMENT

9-26. Sustainment such as TAIR, ASB, and advertising events and displays should also be considered when developing a ROP. Events that require support are vital to the successful execution of decisive, shaping, and sustaining operations. The efficient use of scheduled and nonscheduled sustainment assets is critical to mission success. Some questions that should be asked:

- Do center commanders have the necessary resources to support their targeted events?
- Have any team members scheduled leave during this PL?
- Do I have hometown recruiting assistant program (HRAP) or ADOS-RC Soldiers scheduled this month? How will I use them?
- Are there any TAIR, COI, or community events this month?
- Are there any Soldier or Family issues?
- Are any Government-owned vehicles due for maintenance?
- Do centers have enough RPIs and personal presentation items to support planned events?

MISSION COMMAND

9-27. Improved communication and computer technology gives leaders the information necessary to effectively and efficiently lead their force. Access to timely and accurate information gives commanders an up to date view of their market. Quality market intelligence enables commanders to synchronize their force and make sound operational adjustments. Some questions that should be asked:

- Are IPRs conducted daily?
- What is the experience level of centers' leaders?
- Does the company's battle rhythm match that of the centers?
- How can the company assist centers?
- Do I have the battalion commander's intent and do my Soldiers understand my intent?

9-28. As stated in ADRP 3-0, "The purpose of commander's intent is to facilitate planning while focusing the overall operations process. Company commanders develop this intent statement personally. It is a succinct description of their visualization of the entire operation, a clear statement of what the company commander wants to accomplish." The company commander's intent may address seasonal opportunities or challenges by taking advantage of proven opportunities or trying to exploit historically unproductive markets. Concentrating the company's recruiting efforts in the secondary school market, for instance, will increase Army awareness in the schools and enlist seniors who will provide referrals. A school presence this year will positively affect next year's graduate market.

9-29. The company commander's intent doesn't alter the continuous, repetitive battle rhythm of recruiting operations. It can, however, direct those efforts to specific markets which will affect the category (graduate, senior) of Future Soldiers to accommodate training seats and fiscal end strength goals.

ROP CONSTRUCTION

9-30. The ROP is formulated using data derived from analysis, mission assignment, and commander's intent. The company commander and first sergeant review the SWOT and RFA separately and compare the results to ensure they match. For example, if a weakness identified in the SWOT is that 50 percent of the force are new, then the RFA should have identified a need for training. This would be further detailed to the specific centers affected. Another example would be if the SWOT identified an opportunity, such as the recent closing of a local assembly plant. The RFA should have identified the opportunity and adjusted to prospect in that graduate market.

9-31. The company commander then combines analysis data and information from each center's ROP, with specific requirements from the battalion to form the basis of the company's ROP. The commander uses the recruiting sync matrix (fig 9-5) while developing the ROP to capture all national and local assets directed from battalion and for center identified events and requested assets. Best business practice calls for the commander to request and plan events as far in advance as possible. Expecting assets for execution of events less than a quarter out may not be supported. During this area of ROP construction the commander develops vital information that will feed into the targeting board process.

9-32. Company commanders should conduct a company targeting board and provide results to the battalion for consideration at the targeting board. The objective of a targeting board is to synchronize resources in support of recruiting operations. Commanders who attend the battalion targeting board should bring a copy of their ROP, sync matrix, and any requests for operational support. The company commander should then review and synchronize the information by center, using the marketing calendar, and information obtained via the intelligence process.

9-33. The battalion commander then reviews the information and selects events that will complement the battalion's targeting plan and synchronize with higher headquarters guidance and resources. The plan includes intelligence and the rationale for deploying specific assets to penetrate the market.

9-34. The ROP must address every week of the PL and clearly state who, what, when, where, and how the plan is to be executed. The ROP is shared with all the centers and their ROPS and supporting plans are adjusted accordingly. There is no set format for the ROP, but it must be easy to understand, doable, and above all, flexible.

9-35. The company's plan must be flexible enough so commanders can make operational adjustments and take advantage of targets of opportunity as they arise. The company commander must understand that battalion may not be able to support all requested targets and events. In this case both the company and the center commander can still plan and execute the ROP as approved by the company commander. When targets of opportunity are discovered, the commander should request additional support when required.

9-36. The ROP should be viewed as what it is: a plan. ADP 5-0 states, "Planning helps commanders understand and develop solutions to problems, anticipate

events, adapt to changing circumstances, task-organize the force, and prioritize efforts.” A simple plan is easier to adjust than one that is complex. The plan should never work the team; the team should work the plan.

BACKWARD PLANNING

9-37. The backward planning process establishes and completes the steps leading up to the execution of an event, which is very similar to a training schedule. Recruiting center ROPs and team members’ weekly supporting plans are no different. Each center and their team member’s weekly plan is based on a predetermined goal that supports the company’s overall ROP. Team member supporting plans should reflect all elements of the center’s ROP according to the role of the team member. The center’s ROP is nested in the company’s overarching plan. If team members’ supporting plans are not nested in the centers’ ROP, then the center will not be nested in the company’s ROP. The result will disrupt company synchronization and lead to mission failure.

9-38. The company’s conversion rate (attempts to contracts), based on the assigned mission, will determine each center’s goals. Leaders must apply common sense and honesty when counting prospecting achievements. Continuous improvement of the RSTs’ and ETs’ prospecting skills via collective and individual training will help lower their conversion rates and result in consistent mission success.

9-39. The backward planning process is nothing more than determining how many appointments on average must be made to get a contract. The conversion data will vary based on the prospecting method, but it will give leaders and team members a good base for their backward plan. Remember, today’s prospecting efforts will bring immediate results, but some won’t be realized for several months. Consistent, planned, and executed prospecting will keep the recruiting funnel full and will guarantee both short- and long-term mission success.

9-40. The center’s prospecting plans should be developed based on conversion data, prospecting analysis, and market propensity. These three tools will help leaders determine when, where, and what prospecting methods to use to meet the company’s ROP and ultimately the mission.

Huttonburg Recruiting Company																									
EVENT DATE	EVENT	RS	LOCATION	ADSW	HRAP	COI events	ASB	TAIR	SRAP	Future Soldier Training	Battalion asset event	Company CDR presence	Battalion CDR presence	RPI / PPI	RS presentation / booth	A&PA news release	A&PA print ad	A&PA radio	A&PA flyers	Estimated attendance	Train-up required	Type of training required	Rehearsal date	Estimated cost	NOTES
July																									
7/4	INDEPENDENCE DAY PARADE	3M4L	Main Street		X		X			X	X			X				X		10K	Y	Color Guard	7/2 14:00		HMMV scheduled
7/12	FRESHMAN ORIENTATION	3E2B	DSU Campus	X								X		X	X					500	N				Table space coordinated
7/27	COI LUNCHEON	311H	Kiwanis Club			X			X			X		X						30	N			\$750	COL (ret) Moore / speaker
August																									
8/10	MEGA DEP FUNCTION	3E2	San Juan St. Park			X			X	X		X		X	X					50	N			\$250	Park scheduled
9/21 – 9/23	MULTI SCHOOL CAREER FAIR	3F5	EXPO Center		X	X		X		X	X	X		X	X	X	X	X	X	2K	Y	Rock Wall	9/10	\$500	SC rock wall certification
September																									
9/5	DSU: FLIGHT CLUB MTG	3E2B	Godman Airfield			X		X		X	X	X		X		X		X		75					Coordinate for TAIR team
9/30	USDC Soccer Game	3M4L	USDC Complex					X		X				X						300					
9/30	The "BURG" HOMECOMING	3M2E	Burg High School							X		X		X						500					Coordinate with ROTC Dept

Figure 9–5. Sample of a recruiting company’s sync matrix.

Appendix A

Trouble Shooting Guide

A-1. This guide provides company leaders with an overview of the recruiting process. It identifies the steps of the process, where problems will most likely occur, and provides a means to overcome them. The steps in the recruiting process from prospecting through processing are referred to as chokepoints. Conversion ratios, which will be further discussed in paragraph A-5, are used to track an individual's movement through each processing choke point. Stoppage at any one of these chokepoints could indicate a performance or training issue.

A-2. Conversion ratios, more commonly referred to as conversion data, are only as good as what is reported by the recruiter. Knowingly allowing unqualified prospects in the system to satisfy a requirement, will ultimately cause the center's conversion data to become unrealistic. The team's focus must be on finding qualified prospects, not meeting requirements. A good way to determine training needs and keep conversion data from becoming unrealistic is by comparing actual data to the command benchmarks (see figure A-1).

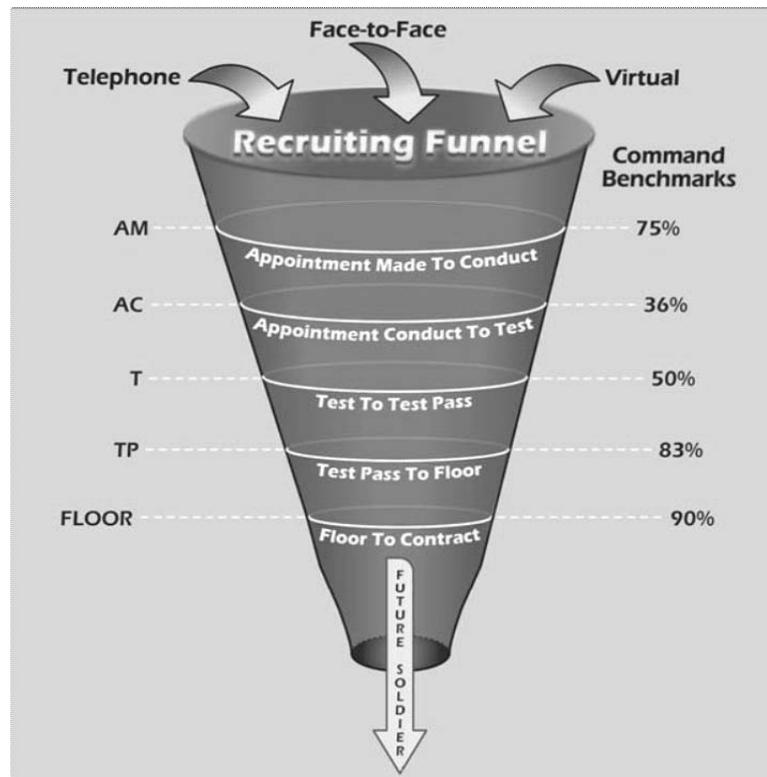


Figure A-1. The recruiting funnel.

A-3. When a center's or company's prospecting or processing performance doesn't meet the command's benchmarks, use the trouble shooting guide to help determine the cause and the most likely corrective action. The ultimate goal of the recruiting process is to ensure there are enough qualified people in the center's recruiting funnel and that they are flowing smoothly through the enlistment process.

A-4. The natural follow-on is to analyze the results of prospecting efforts. If RSTs aren't making at least one appointment per 15 contacts, or 75 percent of the appointments made don't show up, some training assistance may be necessary to increase their effectiveness. Understanding how to increase effectiveness will help team members become more efficient in their prospecting efforts.

A-5. Conversion ratios are calculated using the center's or company's performance measures and are referred to as conversion data. Accomplishments are collected monthly and maintained over a 12-month rolling period. The accuracy of conversion data is determined by the quality of work.

A-6. The mission and performance report tracks the enlistment process through every step. The contact method report allows center leaders to visualize prospecting methods from attempt to conduct. The contact time report displays attempts and contacts by time period. Combined, these tools summarize all prospecting efforts by prospecting method and time. The ultimate goal is to determine how much prospecting is required, what prospecting method is most successful, and at what time. This analysis cannot be determined using conduct to contract ratios. Leaders must calculate how many hours of prospecting it takes to generate a contract.

TROUBLE SHOOTING GUIDE

A-7. The purpose of this trouble shooting guide, which also appears in USAREC Manual 3-01, The Recruiter Handbook, is to help company leaders better understand the recruiting process at recruiter and center level. The guide cites and addresses problems that typically occur at different steps in the recruiting process. The guide also discusses possible reasons for a stoppage and provides a corrective course of action. This is by no means an exhaustive list, but will apply to most situations.

A-8. Not making enough appointments.

- **Not making a good first impression.** A recruiter's attitude, good or bad, comes across loud and clear whether in person or on the telephone. Recruiters must be authentic and enthusiastic when talking to a prospect. They must show pride in themselves and the Army. People want to be a part of the Army because of the recruiter's Army story. Recruiters should always take a few minutes to mentally prepare before starting their prospecting efforts,
- **Not establishing trust and credibility.** Recruiters should find out as much as they can about a lead before attempting to contact them (blueprint information). Knowing something about the person can help recruiters establish instant rapport and credibility. Recruiters should ask Future Soldiers and COIs about the individuals they are going to call or

visit. Recruiters should look in current and past yearbooks, read the sports page, and thoroughly review any information annotated in the Army Recruiting Information Support System (ARISS) pertaining to the lead.

- **Not using the lead's goals and aspirations as the reason for asking for an appointment.** Recruiters must use their counseling techniques to uncover prospects' goals and passions. They must listen closely to what the prospect is saying, restate their goals throughout the conversation and tell them how they can help them achieve their goals. At this point the recruiter is only attempting to obtain a commitment for the interview, not for the individual to join the Army.
- **Not asking for the appointment** (engendering a commitment). Sometimes the direct approach works best: "John, would Monday at 4:00 p.m. or Tuesday at 6:00 p.m. be better to meet and talk about how the Army can help you achieve your goals?"
- **Not prospecting in the right market at the right time.** If a recruiter's prospecting efforts are not yielding results, they may be prospecting at the wrong time, such as calling seniors during school hours.

A-9. High number of no-shows or appointment cancellations.

- **Too much time between making an appointment and conducting it.** Recruiters should conduct the interview not more than 72 hours after making the appointment. The more time between making an appointment and conducting it, the greater the chances are the prospect will no-show or cancel. If it is necessary to schedule an appointment beyond 72 hours, the recruiter must follow up with the prospect the day prior to the appointment to confirm.
- **Providing too much information when making the appointment.** Recruiters who tell an individual everything prior to the actual appointment will leave little to talk about during the Army interview. Recruiters should give a prospect just enough information to pique their interest.
- **Making the appointment just for the sake of satisfying a requirement.** The goal of prospecting is to make good appointments. Recruiters must be honest with themselves and their leadership when their prospecting efforts do not yield the desired results. Making bad appointments due to a requirement or to the recruiter's inability are counter-productive at best. Honesty, self development, and leader directed hands on training are the remedy for this chokepoint.
- **Failure to confirm details of the appointment.** Once a lead agrees to an appointment, the recruiter must confirm the time, place, and mode of transportation if required. Recruiters are often times so focused on the fact the lead agreed to an appointment that they overlook these important details.

A-10. Low conversion of appointments conducted to test.

- **Did the recruiter fail to engender a commitment from the prospect?** Recruiters may be afraid to ask prospects to join the Army. Prospects are well aware of why they are there and what recruiters do. They're expecting the recruiter to ask them to join. Recruiters must be reminded of this simple fact periodically.
- **Did the recruiter maintain trust and credibility during the interview?** Recruiters should be themselves and make their prospect feel

comfortable. Recruiters should build trust by showing a genuine concern for their prospect's future. Recruiters must be sincere about their desire to help their prospect achieve their life and career goals.

- **Did the recruiter identify the applicant's goals and show them how the Army can fulfill them?** Recruiters must understand that telling the Army Story is only a part of the Army interview. It's the reflective listening, paraphrasing, and asking clarifying questions that ensures the recruiter has a clear understanding of the applicant's goals. Recruiters must be able to demonstrate (using SOLDIER) how the Army can assist them fulfill their goals.
- **Did the recruiter overcome all the prospects obstacles?** A common but costly error is failing to recognize and properly overcome obstacles. Recognizing and overcoming obstacles is a skill recruiters must master. Something that may appear trivial to the recruiter, could be the reason a prospect refuses to process for enlistment. Remember, obstacles are usually unconscious attempts by a prospect to get more information.
- **Did the recruiter follow up with the prospect after the Army interview?** Failure to follow up with a prospect after the interview is one of the primary reasons prospects never move to the next step of the processing cycle. If a prospect declines enlistment, recruiters should establish a date and time for another meeting so they can reinforce their COA and get them to enlist.
- **Did the recruiter provide the prospect an Army Recruiting Compensation Advantage (ARCA) summary sheet?** Providing alternatives using real-time data greatly enhances a prospect's decision to join. Even if they don't decide to join during the interview, providing the ARCA summary sheet will give the recruiter talking points when they follow up with a prospect.

A-11. Applicants not passing the ASVAB.

- Is the recruiter using a screening test to predict applicants' ASVAB performance?
- Is the recruiter using the probability tables for the screening tests?
- Are team members prospecting in a quality market or just calling anyone to make an appointment?
- Did the recruiter ask whether the applicant was taking college preparatory courses or general studies in school?
- Did the recruiter ask whether the applicant has taken the Scholastic Aptitude Test (SAT) or the American College Test (ACT)?
- Did the recruiter ask whether the applicant has taken the ASVAB (perhaps in school)?

A-12. Applicants not taking the physical exam.

- Did the recruiter "push the test" and hope the applicant would take their physical and enlist later?
- Did the recruiter probe using SOLDIER, or did they presume to know what the applicant wanted?
- Did the recruiter present the applicant with the best COA to achieve their passions and goals?
- Did the recruiter ask the applicant to join the Army? Did they get a commitment?

- Did the recruiter fail to overcome any obstacles the applicant presented?
- Did the recruiter take too much time after the test to schedule the applicant for their physical and enlistment? Did the recruiter give the applicant too much time to think about their decision and change their mind?

A-13. **Applicants not passing the physical examination.**

- Did the recruiter properly prescreen the applicant using DD Form 2807-2?
- Did the recruiter have medical documentation for all cases where an individual was hospitalized or received treatment from a doctor?
- Did the recruiter check with parents to clear up any questions about physical problems the applicant might have had?
- Did the recruiter advise the applicant about MEPS processing procedures?
- Did the recruiter check thoroughly for drug and alcohol abuse?
- Did the recruiter send an applicant they knew wasn't qualified to physical?
- Did the recruiter use Dial-A-Medic for questionable cases? (Dial-A-Medic is a telephone contact at each MEPS that reaches the medical section. It is designed to provide guidance to team members pertaining to medical questions.)

A-14. **Applicants passing the physical but not enlisting.**

- Did the recruiter get the applicant's commitment to join the Army?
- Did the recruiter select the best COA for the applicant based on their qualifications?
- Did the recruiter send the applicant to MEPS in hopes the guidance counselor would ask them to enlist?
- Did the recruiter explain the MEPS processing procedures to the applicant and explain how long it could take?

A-15. **Future Soldiers not shipping.**

- Is the FSL following up with FSs in accordance with USAREC Reg 601-95?
- Is the FSL conducting monthly FSTP functions?
- Are FSTP events fun and informative, or do they do the same thing every time?
- Is the FSL explaining to FS influencers that an enlistment contract is a binding agreement between the FS and the Army?
- Is the FSL properly training, motivating, and preparing FSs for active duty?
- Is the FSL reinforcing FSs' skill choices?
- Is the FSL reinforcing the FS's decision to join the Army?
- Is the FSL giving FSs the same amount of attention and interest they received during the enlistment process?

Appendix B

Mission Command

B-1. Mission command at company level requires the commander and first sergeant to exercise troop leading procedures through communication and control measures. Effective mission command has the following characteristics:

- Ability to identify and react to personnel, operational and market changes.
- Ability to provide continuous, interactive, and unified leadership and operational procedures for center commanders.
- Ability to reduce turmoil and eliminate uncertainty.

B-2. This appendix describes, in depth, the three operational control measures company leaders and center commanders use to guide their subordinates' decisive and shaping operations. The three operational control measures are the weekly planning meeting, daily IPR, and weekly AAR. These control measures monitor recruiting operations and establish the company's battle rhythm.

BATTLE RHYTHM

B-3. JP 3-33 defines battle rhythm as “a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. The unit's battle rhythm sequences the actions and events within a headquarters that is regulated by the flow and sharing of information that support decision-making.”

B-4. Battle rhythm allows company and subordinate leaders to function at a sustained level of efficiency for extended periods. It eliminates wasted time and unnecessary friction by maintaining communication and keeping a close hold on recruiting operations.

B-5. Battle rhythm also allows commanders to keep their recruiting force focused on the mission and to effectively and efficiently redirect recruiting efforts when necessary to achieve the mission. Procedures and processes that facilitate efficient decision-making—such as the weekly planning meeting, IPR, and AAR—are critical to achieving a company battle rhythm.

WEEKLY PLANNING MEETING

B-6. A weekly planning meeting between the company commander and first sergeant should be conducted every Monday morning. The purpose of the meeting is to review each recruiting center's manpower status, mission posture, and planned activities for the week. The results of the review is used by company leaders to formulate and prioritize their center visits based on operational shortfalls and scheduled events.

DAILY IPR

B-7. The daily IPR is normally conducted telephonically by the first sergeant. IPRs improve communication, allow for timely redirection of recruiting operations, and provide an opportunity to train, coach, and mentor center commanders. ADRP 6-22 defines an IPR as “a quality control checkpoint on the path to mission accomplishment.” The manual also states, “Assessment begins with forming a picture of the organization’s performance as early as possible. First sergeants must anticipate in which areas a recruiting center might have trouble and focus their attention there.

B-8. The development of NCOs is one of the most important responsibilities of the first sergeant. Developing NCOs should be among the first sergeant’s highest priorities. An IPR supports this development imperative. One goal of an IPR is encouraging, enabling, and directing center commanders to improve their supporting plans by doing their own analysis. First sergeants establish an atmosphere of mutual trust by encouraging subordinates to speak freely and provide them honest feedback. IPRs foster a climate of professional growth and problem solving.

B-9. While one-way communication with center commanders makes it easy to itemize specific deficiencies and shortfalls, it is unlikely to fix core problems. With USAREC’s intensive operational tempo, teaching subordinates to anticipate problems or obstacles, as opposed to running headlong into them and then reacting, is a critical leader responsibility. First sergeants must be able to identify problems in advance and work with center commanders to develop and implement alternative COAs.

B-10. An IPR is a systematic review of recruiting operations and their results between echelons. An IPR works one level up and one level down the chain of command. For example, the company conducts IPRs with recruiting centers; the battalion conducts IPRs with recruiting companies. Company IPRs are focused on near-term objectives and are normally conducted daily, but can be conducted as often as necessary.

B-11. An IPR can be used to modify a subordinate’s behavior and performance. Therefore, leaders must tailor the IPR to their subordinate’s capabilities. New center commanders may require more direction and follow-up than their more experienced counterparts. Raising the level of competence and commitment is critical to fostering an environment where self aware and adaptive leaders are the norm. An important part of leader development is allowing subordinates the opportunity to make decisions. Assessing the results of their decisions, good or bad, and sharing your critique can provide them with a real-time learning experience.

B-12. Regularly scheduled IPRs will have a positive impact on a recruiting center’s ability to accomplish the mission. However, the opposite will likely occur if an IPR becomes an administrative function rather than an operational review. IPRs fail to uncover real problems when they focus only on numbers, such as the number of contacts and appointments made. Real problem solving starts by identifying the activity or behavior that impedes recruiting operations

and then training to correct the problem. To effect such change, leaders must thoroughly understand each recruiting function.

IPR OUTLINE

B-13. All IPRs should follow a basic outline (see para B-17). The questions should address specific recruiting functions that affect the center's operational performance. If a problem is identified in one or more of the operational areas, the first sergeant can immediately drill down to redirect or train the center commander. Never rush to decisions based solely on data. To get the full operational picture match the data to the center's operational activities. Operational success cannot be discerned from data alone.

B-14. When preparing for an IPR the company commander and first sergeant should discuss the state of the company regarding performance and prospecting analysis data, applicant processing, the FS roster, and other pertinent information. Discussion points should include personnel issues, mission posture and operational activities. The company commander should ensure center commanders have the resources and support they need to conduct recruiting operations and any scheduled events.

B-15. Center commanders should be prepared for the company IPR at a regularly scheduled time. As in battle drills, this uniformity promotes preparation, develops patterns of thinking, and fosters successful habits. The frequency and time of IPRs should be consistent. The frequency and depth of an IPR may also be determined by the competence level of the subordinate and the unit's mission posture. Conducting an IPR early in the day allows for timely adjustments and implementation of alternative COAs.

B-16. Mutual trust between company leaders and center commanders is important. Building and maintaining trust is an ongoing task. The IPR should begin with a personal dialogue between participants. This dialogue sets the tone for the entire IPR. Recruiting is a "people-oriented" activity. "Filling the foxholes" should never be more important than the people who fill them. It is important to keep a finger on the pulse of morale. Maintaining high morale takes time, effort, and focus. The IPR may begin by openly discussing factors that affect morale, such as administrative and health issues. Problems in any one of these areas can draw attention away from the mission.

B-17. Company commanders should IPR with their first sergeant daily to discuss any operational shortfalls or administrative actions. Company leaders must then follow up on these issues and factor them into alternative COAs when necessary.

B-18. The topics within this section are arranged in specific order to serve as a guideline for the daily IPR. The suggested fact-finding questions within each topic are designed to detect operational problems. The following is the recommended sequence for an IPR: (1) Personnel, (2) mission posture, (3) projections, (4) processing, (5) prospecting, (6) ROP, and (7) Future Soldiers.

Note: Suspense dates should be set for actions that require a response from a center commander.

PERSONNEL

B-19. Personnel issues have the potential to influence mission achievement. First sergeants should review strength issues to gauge their impact on mission accomplishment and ensure that developed COAs address known issues. Questions may include:

- Are there any Soldier issues?
- How many team members are in the foxhole to accomplish the plan?
- Has all monthly counseling been completed?
- How can you increase your team's efficiency?
- How can you increase your team's effectiveness?

B-20. Additionally, issues such as new team members, conversions, and subordinate development should be addressed. Subordinate development should include institutional, organizational, and self-development training. Administrative topics such as pay, awards, and noncommissioned officer evaluation rating counseling should also be addressed, as these can directly affect a center's mission focus.

MISSION POSTURE

B-21. First sergeants should relate their questions to the center's current mission posture. Discussing this section first establishes the mission as the center's priority. The first sergeant should address issues that deal strictly with mission posture. Questions may include:

- Where does your team stand on this PL's mission?
- When will your team make the mission?
- Are there any obstacles or potential obstacles that could affect mission accomplishment?
- What COAs have you developed to overcome any obstacles?
- Who is shipping to the training base this week or this month?
- Are there any issues that may prevent them from shipping?
- Are there any pending FS losses?

PROCESSING

B-22. These questions can establish the validity of a projection and its immediate effect on mission accomplishment. Questions may include:

- Who is projected and when are they scheduled for MEPS processing?
- Are applications complete?
- Have packets been forwarded to the MEPS within prescribed time lines?
- Do any applicants require special testing (medical or administrative)?
- Is there anything that might keep this applicant from enlisting or commissioning?
- Were applicants given a proper hot seat prior to MEPS processing?

B-23. In addition, there may be an applicant who has not been projected electronically, but whose enlistment could affect the current mission. Good questions for this area might include:

- Which applicant is closest to enlisting?
- Which applicant is next closest? This line of questioning can help identify applicants who may be ready to process.

B-24. A review of the processing list will help identify issues that may impede processing. Often, the first sergeant can intervene and avoid delays by asking:

- Who is testing and when?
- How many testers do you expect?
- What is the expected processing time line for these testers?
- What COA has been developed to ensure success?

PROSPECTING

B-25. Performance and prospecting analysis data give center commanders a starting point to measure the effectiveness of their plan. Questions the first sergeant might ask include:

- Based on yesterday's prospecting plan, what was supposed to happen?
- What was achieved?
- Did results meet or exceed the daily goals?
- What is your COA to correct any shortfalls?

ROP

B-26. The elements of the ROP should be discussed during every IPR to determine what did or did not happen and why. If the ROP is not producing the desired outcome, new COAs must be developed quickly to meet the plan's goals and achieve the mission. An IPR that addresses specific shortfalls with nonspecific guidance, such as "just do more," will not improve the results. The first sergeant should engage the center commander to formulate a new COA to put the plan back on track. First sergeants should ask the following questions:

- What needs to change?
- How are you going to do it?
- Do you need additional resources to execute the new COA?
- What are you going to measure?
- What will be your early warning indicators?

B-27. The new COA should include any training issues and support the company's plan. In addition, areas of a plan that exceed the desired outcome should be captured and shared. Keep in mind that what may have been successful in one area may not succeed in another. Even though each zone, center, and company may have similarities, they also have major differences. COAs that prove successful in one unit may have the opposite effect in another.

FUTURE SOLDIERS

B-28. A review of the FSTP will determine the program's effectiveness and ensure FSs are prepared to face the rigors of basic training. Questions include:

- How many FSs are shipping this month? Who are they?
- When will they ship?
- Has the FSL completed QA checks?
- Has USAREC Form 1137 been completed?
- Have the required documents been placed in the ship packets?
- Have all FSs received an initial orientation?
- Do all FSs have an AKO account?
- How many leads did FSs refer last week?

- What FS training or event is planned in this month?

B-29. Such questions will uncover problems or circumstances that could produce a FS loss. It allows leaders to closely monitor the FSTP and ensure FSs are providing market intelligence, blueprinting information, and most importantly, referrals.

WEEKLY AAR

B-30. A Leader's Guide to After-Action Reviews provides a comprehensive description of AARs. The publication states, "An after-action review is a professional discussion of an event, focused on performance standards, that enable Soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and reduce weakness. It is a tool leaders can use to get maximum benefit from every mission or task."

B-31. An AAR normally occurs at the end of an operation, mission, or event. The continuous operational tempo of recruiting demands that USAREC use a daily IPR and a weekly AAR. This approach helps leaders focus on day-to-day and weekly operations.

B-32. AARs allow participating team members and leaders to discover what happened during the week, PL, or event. An AAR asks three questions: What happened, why did it happen, and how can it be done better next time? When subordinates share in identifying reasons for success and failure, they become owners of how things are done. AARs also give leaders invaluable opportunities to hear what is on their team members' minds.

B-33. No commander, regardless of their skill, will see as much as the individual team member and leader who are actually performing the mission. Leaders can better correct deficiencies and sustain strengths by evaluating and comparing team member, leader, and mission performance against the PL's mission goals. AARs are the keystone of the evaluation process.

B-34. Feedback compares mission performance with the intended outcome. By focusing on team member's skills and market conditions, leaders and team members can identify strengths and weaknesses and together decide how to improve their performance. This shared learning experience improves team member skills and operational task proficiency and promotes unit bonding and esprit de corps.

B-35. Commanders should also conduct an AAR after any event that can affect mission accomplishment. Such events may include a job fair or table day. This consideration is important for timely corrective action. Commanders have the resources and support they need to conduct their operations.

Appendix C

Division of Labor

C-1. The division of labor in table C-1 is a guide to determine the distribution of duties and responsibilities between the company commander and first sergeant.

C-2. Recruiting companies consist of five to seven centers strategically located within a company's area of operation. These centers are located in urban and rural areas and are physically separated from the company. It becomes a matter of necessity for commanders and first sergeants to establish a division of labor that will make efficient and effective use of their skills, time, and limited staff.

C-3. In general, the commander commands the company, and the first sergeant runs it. Although the commander is responsible for everything that happens or fails to happen, it is unreasonable to think they can do everything themselves. That is why each commander is coupled with an experienced first sergeant who shares their knowledge and experience.

C-4. The majority of commanders detailed to USAREC arrive with little or no recruiting experience and may be assuming their first command. The first sergeant, on the other hand, even if newly promoted, has served as a recruiter and center commander and possesses a vast amount of recruiting knowledge and expertise. The first sergeant's role as adviser to the commander is crucial for a new commander's smooth transition into recruiting.

C-5. The list of tasks and their references cover typical company activities and includes the commander's and first sergeant's critical tasks. This division of labor is not the command standard, but rather a basic load of duties and responsibilities and represents what right might look like. The list can be longer or shorter and can have more shared tasks as experience levels increase. The final product, however, will be the one that works best for each leadership team.

Table C-1
Division of Labor

Tasks	CDR	1SG	References
Command the company	X		ADP 6-0 ADRP 6-22 AR 600-20 AR 600-100
Analyze recruiting functions data and develop the company's ROP.	X		STP 12-79R-OCFS, USAREC Reg. 601-107
Evaluate recruiting functions data, advise commander, and execute the company's ROP.		X	STP 12-79R35-SM-TG USAREC Reg. 601-107
Supervise the first sergeant, monitor daily IPR results, and manage recruiting operations.	X		ADRP 6-22 USAREC Reg. 601-107 AR 623-3

Conduct weekly AAR with center commanders.	X	*****	STP 12-79R-OCFS USAREC Reg. 601-107 ADRP 6-22
Supervise center commanders and conduct the daily IPR. (See appendix B.)		X	STP 12-79R35-SM-TG USAREC Reg. 601-107 AR 623-3
Oversee the recruiter development plan (RDP) and develop the company's collective and sustainment training programs.	X		STP 12-79R-OCFS USAREC Reg. 350-1 USAREC Reg. 601-107 AR 350-1 FM 7-0
Monitor the recruiter development program (RDP) and execute the company's collective and sustainment training programs.		X	USAREC Reg. 350-1 USAREC Reg. 601-107 FM 7-22.7
Manage the FSTP.	X		STP 12-79R-OCFS USAREC Reg. 350-1 USAREC Reg. 601-95
Direct the FSTP.		X	STP 12-79R35-SM-TG USAREC Reg. 601-95
Develop the SRP.	X		STP 12-79R-OCFS USAREC Pam 350-13 USAREC Reg. 601-104 USAREC Reg. 601-107
Train and mentor center commanders.		X	ADRP 6-22 AR 350-1 AR 600-100 FM 7-22.7
Manage the training and professional development of NCOs.		X	USAREC Reg. 350-1 FM 7-22.7 FM 7-0
Ensure the health, welfare, and quality of life for NCOs and their families.	X	X	AR 600-20 AR 600-8-8 AR 608-1 AR 215-1 USAREC Pam 608-2 USAREC Pam 608-5 USAREC Reg. 230-4
Provide vehicles, equipment, supplies, facilities, and necessary support assets for recruiting operations.	X		FM 4-0 USAREC Reg. 700-5
Manage the care and maintenance of vehicles equipment, supplies, facilities, and support assets.		X	USAREC Reg. 700-5
Handle major discipline problems.	X		AR 600-20 FM 27-1
Manage and monitor subordinate unit training.		X	USAREC Reg. 350-1 FM 7-0 STP 12-79R35-SM-TG
Handle minor Soldier issues.		X	ADRP 6-22

Glossary

Section I. Abbreviations

ACC	assistant center commander
AAR	after-action review
ADOS-RC	active duty for operational support-reserve component
AKO	Army Knowledge Online
AMU	Army Marksmanship Unit
ARCA	Army Recruiting Compensation Advantage
ASB	U.S. Army Accessions Support Brigade
ASVAB	Armed Services Vocational Aptitude Battery
COA	course of action
COI	centers of influence
DIME	demographic, income, military service, and education
DoD	Department of Defense
FRG	family readiness group
FSTP	Future Soldier Training Program
FY	fiscal year
HQ USAREC	Headquarters, U.S. Army Recruiting Command
IPR	inprocess review
LZ	Leader Zone
MAP	mission accomplishment plan
MEPS	military entrance processing station
MOS	military occupational specialty

NCO	noncommissioned officer
PAE	positioning, analysis, and evaluation
PL	phase line
PS	prior service
RA	Regular Army
RDP	Recruiter Development Program
ROP	recruiting operation plan
ROTC	Reserve Officers' Training Corps
RPI	recruiting publicity item
RST	recruiting support team
SRP	School Recruiting Program
SWOT	strengths, weaknesses, opportunities, and threats
SZ	School Zone
TAIR	Total Army Involvement in Recruiting
USAR	U.S. Army Reserve
USAREC	U.S. Army Recruiting Command

Section II. Terms

applicant

A prospect who has agreed to process for enlistment or commissioning.

lead

A name with an address, telephone number, or e-mail address and for whom no appointment has been made for an Army interview; a name with contact information that a recruiter can use in prospecting operations.

prospect

A person who has agreed to meet with an Army recruiter, or a person who has been interviewed but who has not committed to process for enlistment.

