

USAREC Regulation 350-1

Training

Training and Leader Development

**Headquarters
United States Army Recruiting Command
1307 3rd Avenue
Fort Knox, Kentucky 40121-2725
14 July 2011**

UNCLASSIFIED

SUMMARY of CHANGE

USAREC Reg 350-1
Training and Leader Development

This revision, 14 July 2011

Changes Pre-Command Course (PCC) Phase II resident course location and duration to: Fort Jackson/2 weeks, Fort Knox/1 week, and Phases to 2; Table 3-1

Requires command selected command sergeants major attendance at the PCC, and changes resident course length from 2 to 3 weeks.

Removes Sexual Assault Prevention and Response Program and Prevention of Sexual Harassment. Adds Sexual Harassment/Assault Response & Prevention (SHARP) Program; Table 4-2.

Changes company training frequency from monthly to quarterly; Table 4-2

Changes SATB frequency from quarterly to semi-annually; Table 4-2.

Adds deputy commanding general (DCG) quarterly battalion commander training; Paragraph 4-9, a., (7)

Describes the brigade and battalion commander development program; Paragraph 4-12

Changes training event color codes for DTMS; Table C-5

Headquarters
United States Army Recruiting Command
1307 3rd Avenue
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*USAREC Regulation 350-1

Effective 14 July 2011

Training

Training and Leader Development

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History. This publishes a revised USAREC Reg 350-1, which is effective 14 July 2011.

Summary. This regulation prescribes and consolidates policy and guidance for U.S. Army Recruiting Command training and leader development.

Applicability. This regulation applies to

all military and civilian personnel assigned, attached, detailed, or on temporary duty with the U.S. Army Recruiting Command.

Proponent and exception authority.

The proponent of this regulation is the Assistant Chief of Staff, Recruiting and Retention School. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to the Deputy Director of Recruiting and Retention School-Forward, within the proponent agency in the grade of lieutenant colonel or the civilian equivalency.

Army management control process.

This regulation contains management control provisions in accordance with AR 11-2,

but does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation is prohibited.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCRRS-D, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

Distribution. This regulation is available in electronic media only and is intended for command distribution levels A, B, C, D, E, and Y.

*This regulation supersedes USAREC Regulation 350-1, dated 6 January 2011.

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Glossary

Chapter 1

Introduction

1-1. Purpose

This regulation establishes policies and procedures for training and personnel development within the U.S. Army Recruiting Command (USAREC). It directs the preparation, implementation, documentation, and disposition of all plans and programs associated with training and personnel development.

1-2. References

For required and related publications and prescribed and referenced forms see appendix A.

1-3. Explanation of abbreviations

Abbreviations used in this regulation are explained in the glossary.

1-4. Training challenge

The complexities of recruiting operations challenge leaders to develop the means and methods necessary to train and sustain the recruiting force. The commander's specific emphasis is to train one level down and evaluate two levels down. Commanders must ensure Soldiers and civilians are fully trained in their respective duty positions and offered professional development training opportunities.

1-5. Training goals and objectives

Develop self-aware and adaptive leaders capable of responding to the ever-changing recruiting environment by providing:

- a. Training that is based on established standards of performance and replicates the stresses and conditions of the recruiting environment.
- b. Evaluation so the right training is given to the right person at the right time.
- c. A Learning Management System (LMS) with links to the Army Learning Management System (ALMS) for distributed, virtual classroom server (VCS), and video teleconference (VTC) training venues.

1-6. Training management process

The training management process helps leaders identify training requirements and allows them to plan, resource, execute, and evaluate training. The training development process begins with the establishment of the full spectrum operations mission essential task list (FSO METL). The FSO METL is derived from the organization's mission and related tasks in external directives. Each level of command, down to company, will use the USAREC FSO METL template on the Army's Digital Training Management System (DTMS). Quarterly training guidance (USAREC Operations Plan) and individual unit training needs will also be used to develop a unit's mission essential task list (METL). AR 350-1 provides guidance on FSO METL and FM 7-0 the training development process.

1-7. Managing training in units

Training will be developed, implemented, and managed at the unit level using DTMS. DTMS is web-based and provides unit leaders the ability to manage all aspects of training regardless of their physical location. DTMS allows commanders to view their unit METL and review and approve training plans and schedules. DTMS is the only authorized automated system for managing training in Army units, assessing METL tasks, and developing unit training plans, schedules, etcetera (see apps B and C).

1-8. Leader development

Leader development provides professional growth for all personnel, regardless of rank, position, or experience. Leader development begins with reception and integration and continues with basic skills development, education, experience, and selection for advancement. Each step in the process builds on past successes, progressing to greater challenges. Leaders gain needed skills, knowledge, and experience through a combination of institutional training, civilian education, operational assignments, and self-development.

1-9. Managing training in training base schools

USAREC manages training in all schools (with the exception of Active Guard Reserve Noncommissioned Officer Education System (NCOES) which is managed by the U.S. Army Human Resources Command (HRC)). The Recruiting and Retention School-Forward (RRS-FWD) manages the resident training base and distributed courses through the Army Training Requirements and Resources System (ATRRS). Training programs operate in accordance with the provisions

of AR 350-10.

1-10. Evaluation of training programs

Evaluation of training programs compares the demonstrated ability of individuals, leaders, and units to specified training standards. Evaluation is the basis for the commander's unit training assessment. To keep the training programs dynamic, leaders must use training feedback to determine the effectiveness of the training management cycle.

- a. Informal evaluations take place whenever a leader visits ongoing training. This type of evaluation gives leaders a firsthand look at the training environment and the training's effectiveness.
- b. Formal evaluations should take place at scheduled times and receive command emphasis.
- c. Internal evaluations measure the trainer's ability to train and the Soldier's ability to receive training as demonstrated through live-fire, role-play, and hands-on applications.
- d. External evaluations include the Command Inspection Program, brigade and USAREC staff assistance visits, and inspector general inspections.

1-11. Risk assessment

Risk assessment is the thought process used to make operations safe and effective without compromising the mission. Commanders must continually assess the risks involved in any training event to prevent loss of Soldiers and equipment. All training involves some degree of risk, but commanders should not take unnecessary risks. Commanders should weigh the mission benefits against the cost as they integrate risk assessment into their training plans.

1-12. Conducting training in units

Training is conducted using the eight-step training model (see chap 4) and principles of training found in FM 7-0.

Chapter 2 Responsibilities

2-1. Commanding General, USAREC

The Commanding General (CG), USAREC, exercises training and readiness oversight responsibilities by: Developing training guidance, allocating the necessary resources to effectively implement training; evaluating the conduct of training; providing subordinate commanders maximum time to train; and ensuring training is managed using DTMS.

2-2. Assistant Chief of Staff, Recruiting and Retention School

The Assistant Chief of Staff (ACS), Recruiting and Retention School (RRS), develops and publishes recruiting doctrine, produces and maintains distributed learning (DL) support, provides 79R personnel development support, and manages professional development training for USAREC. The Commandant, RRS, Fort Jackson, SC, serves a dual role as the ACS, RRS, under an agreement between the CG USAREC and the CG Soldier Support Institute.

2-3. ACS G3

The ACS G3 publishes the annual training guidance, plans and organizes the annual leaders training conference (ALTC), and provides field training assistance visits to brigades and battalions. The ACS G3 also coordinates and manages the semiannual training brief (SATB) and serves as the content manager for the Recruiting Central Web Site.

2-4. Brigade commanders

Brigade commanders are responsible for training and must ensure the training supports mission accomplishment, professional development, and command guidance. Brigade commanders:

- a. Provide training guidance and assistance to subordinate elements through the brigade operations officer (S3).
- b. Evaluate training conducted at battalion and company levels to ensure it is needs based.
- c. Publish quarterly training guidance.
- d. Allocate resources necessary for training and mission accomplishment.
- e. Assess subordinate units' METL.

2-5. Battalion commanders

Battalion commanders are the primary training managers in their units and must ensure training supports mission accomplishment, professional development, and adheres to command guidance. Battalion commanders:

- a. Assess subordinate units' METLs.

- b. Develop, implement, and manage training.
- c. Evaluate training two levels down to ensure training is needs based and effective.
- d. Publish quarterly training guidance.
- e. Supervise and evaluate the sponsorship program.
- f. Train, coach, and mentor company commanders (see app D).
- g. Allocate necessary resources to support training at subordinate levels.

2-6. Command sergeants major

The brigade and battalion command sergeants major (CSMs) are the recruiting technical experts for their units. CSMs:

- a. Advise the commander on training priorities and oversee the delivery of all training. (See additional battalion CSM responsibilities in app E.)
- b. Advise the S3 on training shortfalls and senior master trainer (SMT) activities.
- c. Advise and mentor subordinate noncommissioned officers (NCOs) regarding leadership and training issues.
- d. Manage the organization's Noncommissioned Officer Development Program (NCODP) and monitor self-development training and the Army physical fitness test (APFT).
- e. Ensure the unit maintains an order of merit list (OML) and that all Soldiers are mentally and physically prepared for professional development courses.
- f. Review and participate in quarterly and sustainment training and heads all promotion and selection boards.

2-7. S3s

Brigade and battalion S3s manage all training functions and trainers, and ensure training follows the commander's training guidance. S3s:

- a. Ensure training is a part of every recruiting operation plan (ROP).
- b. Ensure training activities are needs based and properly resourced.
- c. Assess subordinate units' METLs.
- d. Review and consolidate subordinate units' training schedules.
- e. Review erroneous enlistment and liaison reports and ensure preventive and corrective guidance counselor (GC) training is provided.
- f. Monitor the Army service school and development program OML.
- g. Monitor mandatory and needs-based training activities and events.
- h. Supervise station commander quarterly leader development (SCQLD) and Active Guard Reserve training events.
- i. Prepare SATB presentations.
- j. Maintain the training calendar.

2-8. USAREC, brigade, and battalion trainers

SMTs and master trainers (MTs) are the command's primary trainers and are responsible for assessing, developing, implementing, conducting, and managing training at USAREC, brigade, and battalion levels.

Note: SMTs are the training supervisors and will assign MTs responsibilities using the following guidelines.

- a. USAREC SMTs:
 - (1) Serve as the command's training subject matter experts (SMEs).
 - (2) Assist battalions and brigades determine their training needs.
 - (3) Coordinate training programs and conduct field training assistance visits.
 - (4) Serve as liaison between USAREC and the RRS for the integration of new technologies.
 - (5) Coordinate and conduct the quarterly USAREC training assessment board.
 - (6) Conduct training at USAREC-level training functions.
 - (7) Analyze training data provided by brigades and provide recommendations for inclusion in the command's training plans and guidance.
 - (8) Provide input for the Recruiting Central Web Site.
 - (9) Issue passwords for Soldiers taking the annual Critical Skills Assessment Test (CSAT) on the LMS (see app E).
 - (10) Serve as primary or assistant system administrators for DTMS (see app C).
- b. Brigade SMTs:
 - (1) Develop, manage, assess, and evaluate training programs throughout the brigade.
 - (2) Supervise MTs and manage assets.
 - (3) Enroll station commanders and GCs in the LMS for the DL preresident phase of the Station Commander Course (SCC) and the Guidance Counselor/Operations Course (GCOC).
 - (4) Track status of all USAREC professional and career development programs within the brigade (see apps D and E).
 - (5) Verify enlistments for award of the Gunner Certificate under the Company Commander Development Program

(CCDP) (see app D).

- (6) Maintain an OML and schedule Soldiers to attend resident career development courses.
- (7) Track preresident DL phase completions for Soldiers scheduled to attend courses at the RRS.
- (8) Coordinate brigade-level boards.
- (9) Track the brigade-level awards program.
- (10) Provide orientation and training for members of the U.S. Army Accessions Command's (USAAC's) Professional Athlete Program and Soldiers with celebrity status who are temporarily assigned to assist recruiting efforts.
- (11) Serve as primary or assistant system administrators for DTMS (see app C).

c. Battalion SMTs:

- (1) Develop, manage, assess, and evaluate battalion training programs.
- (2) Assist in implementing, conducting, and managing the battalion commander's training plan.
- (3) Track APFT results.
- (4) Track the Army Weight Control Program in accordance with AR 600-9.
- (5) Initiate USAREC Form 1299 (Reception and Integration Checklist) for new recruiters and company commanders (see app F).

- (6) Initiate the Advanced Training Program (ATP) and the CCDP upon completion of USAREC Form 1299.
- (7) Monitor and track the ATP and CCDP (see apps C, D, and E).
- (8) Ensure Soldiers enrolled in the SCC complete the DL portion (Phase I) prior to attending the resident portion of the course at the RRS.
- (9) Provide training assistance for the CCDP (see app D).
- (10) Schedule and participate in promotion and selection boards.
- (11) Provide training assistance for the Recruiter Development Program (RDP) (see app E).
- (12) Maintain an OML and schedule Soldiers for USAREC resident courses.
- (13) Monitor Soldiers scheduled to attend NCOES courses.

Note: Soldiers are notified of NCOES class dates through Army Knowledge Online (AKO).

- (14) Provide orientation and training for members of USAAC's Professional Athlete Program and Soldiers with celebrity status who are temporarily assigned to assist recruiting efforts.

- (15) Serve as primary or assistant system administrators for DTMS (see app C).

2-9. Company commanders

Company commanders are the training managers. They are responsible to provide sustainment and professional development training for their company. Company commanders:

- a. Develop, implement, and manage the company's training plan.
- b. Conduct training assessments.
- c. Review external training guidance.
- d. Manage the company's Future Soldier Training Program.
- e. Evaluate collective and individual training conducted at station and recruiter levels ensuring effective needs-based training.
- f. Ensure the ATP and RDP are properly conducted and maintained (see app E).
- g. Ensure Soldiers are receiving sustainment training as necessary.
- h. Provide resources necessary for training.
- i. Develop the company METL.
- j. Monitor station physical fitness programs.
- k. Conduct company's APFT.
- l. Implement the Army Weight Control Program in accordance with AR 600-9.
- m. Participate in the battalion's targeting board.
- n. Proctor the annual CSAT (see app E).

2-10. First sergeants

First sergeants are the company's training expert. First sergeants:

- a. Advise the commander on training priorities, assist in the identification of training needs, and direct and monitor the delivery of all training.
- b. Monitor the company's self-development and physical fitness training.
- c. Monitor the RDP and ATP and evaluate recruiters' progress throughout the entire program (see app E).
- d. Manage the company's NCODP.
- e. Ensure Soldiers are mentally and physically prepared for professional development courses.

2-11. Station commanders

Station commanders are the primary trainers in their stations. They are responsible to provide their Soldiers with training that enables recruiting success, professional development, and adherence to command guidance. Station commanders:

- a. Develop, implement, and manage the station's training plan.
- b. Provide collective and individual needs-based training.
- c. Ensure the RDP and ATP are properly implemented and executed (see app E).
- d. Ensure Soldiers and civilians receive sustainment training as necessary.
- e. Provide necessary training resources.

Chapter 3 Institutional Training and Education

3-1. Description

USAREC's institutional training at the RRS, supported by DL resources, provides Soldiers, leaders, and civilians the knowledge and skills necessary to operate successfully in the recruiting environment. Resources include specialty training, training development, DL, and training support products.

3-2. Command policy

a. The professional development of officers, NCOs, and Department of the Army (DA) civilians is vitally important to this command. The command will ensure all eligible personnel are afforded the opportunity to attend professional development courses and accumulate continuing education units required to maintain and recertify their branch and military occupational specialty (MOS) credentials

b. Within the guidelines prescribed below, all officers, NCOs, and civilians will attend the required courses applicable to their positions. Required courses include the Pre-Command Course (PCC), Recruiting Company Commander Course (RCCC), Recruiting Operations Officer Course (ROOC), Executive Officer (XO) Course, Master Trainer Course (MTC), DA and USAREC First Sergeant Courses (FSCs), Command Sergeant Major Recruiting Course (CSMRC), GCOC, Health Care Recruiting Course (HCRC), and the SCC. Additionally, NCOs selected for promotion will attend applicable NCOES courses. See table 3-1 for a complete list of recruiting schools and courses.

Table 3-1
Recruiting courses

Course Name	Resident Location and Duration	Phases	Prerequisites
Army Recruiter Course (ARC)	Fort Jackson/6 weeks, 4 days	1	<ul style="list-style-type: none"> • AKO Account • Valid CAC (Common Access Card)
Health Care Recruiting Course (HCRC)	Fort Jackson/3 weeks	2	Completion of preresident DL phase
Recruiting Operations Officer Course (ROOC)		1	See Note 1
Guidance Counselor/Operations Course (GCOC)	Fort Jackson/4 weeks	2	See Note 2
Executive Officer (XO) Course	Fort Knox/3 days	3	See Notes 3 and 4
Station Commander Course (SCC)	Fort Jackson/4 weeks	2	See Note 5
Recruiting First Sergeant Course (RFSC)	Fort Jackson/3 weeks	3	See Note 6
Command Sergeant Major Recruiting Course (CSMRC)	Fort Jackson/2 weeks	1	See Note 7
Recruiting Company Commander Course (RCCC)	Fort Jackson/3 weeks	1	DL preresident course
Pre-Command Course (PCC)	Fort Jackson/2 weeks Fort Knox/1 week	2	See Note 8
Master Trainer Course (MTC)	Fort Jackson/3 weeks	2	See Note 9

Table 3-1
Recruiting courses--continued

Notes:

1. Newly appointed S3s must complete the ROOC nonresident course via the LMS VCS. Officers will attend the first course offered after assuming their position.
 2. GCOC students must meet assignment criteria in accordance with USAREC Reg 601-96. Phase I consists of DL courses taught via LMS and 10 days of hands-on training (7 days at the military entrance processing station and 3 days in the brigade or battalion operations shop).
 3. Newly assigned XO's must complete the DL portion of the XO Course (Phase I) prior to attending the 3-day resident course (Phase II) taught at Headquarters, U.S. Army Recruiting Command (HQ USAREC). XO's must attend the next available resident course (Phase II) after assuming their position. Phase III will be taught by the HQ USAREC Mobile Training Team (MTT). Officers will attend the first resident course available after assuming an XO position.
 4. Newly assigned command and brigade chiefs of staff (CoS') must attend the first available XO Course after assuming their position per CG policy.
 5. All Soldiers attending the SCC and all detailed recruiters who have reached their 1 year mark will complete the DL course (Phase I) of the SCC.
 6. RFSC students must be selected by the U.S. Army Sergeants Major Academy (USASMA). RFSC students must complete Phase I, the USASMA DL preresident course and Phase II, the 15-day resident program at TASS Battalion (218th RTI LDR), Leesburg, SC. Phase III is a 3-week resident program taught at the RRS, Fort Jackson, SC.
 7. CSMRC students must complete the USASMA Sergeants Major Course prior to attending the Fort Jackson resident program. PCC students must complete the preresident Phase I DL course prior to attending the resident Phase II course at the RRS, Fort Jackson, SC. Following completion of Phase II, students will complete the postresident Phase III portion at the ALTC.
 8. PCC students must complete the pre-resident Phase I course prior to attending the 3-week Phase II resident course (2 weeks RRS, Fort Jackson, S.C. and 1 week USAREC HQs, Fort Knox, KY).
 9. MTC students must complete the preresident Phase I course prior to attending the 3-week resident Phase II course at the RRS, Fort Jackson, SC.
-

c. USAREC staff responsibilities:

- (1) The USAREC CSM will monitor course compliance and brief the CG periodically regarding all NCO courses.
- (2) Deputy Director, RRS-FWD, will:
 - (a) Ensure equitable distribution of training seats.
 - (b) Provide USAREC CG and CSM updates of course attendance, to include no-shows, low fills, and any other inconsistencies within the USAREC school system.
 - (c) Schedule 79R Soldiers for applicable NCOES attendance.
 - (d) Request a training requirements arbitration panel when training seat requirements change.
- (3) G1 will provide names and information of incoming brigade and battalion commanders to RRS-FWD for enrollment in the PCC.
- d. Brigade and battalion commanders and CSMs will monitor attendance at all professional development courses. This includes certifying that Soldiers are mentally and physically capable of attending. If Soldiers are not prepared to attend, the chain of command will provide replacements from their respective OMLs. Commanders will take appropriate administrative action to eliminate no-shows and reduce cancellations of Soldiers scheduled for school. Temporary profiles will be reviewed in accordance with the prerequisites for course attendance.

3-3. Course information

Soldiers and civilians can access information pertaining to Army schools and courses through ATRRS, which can be accessed through AKO. ATRRS is the Army's management information system of record for managing student input to training including any required DL courses. This automated support tool establishes training requirements, determines training programs, manages class schedules, allocates class quotas, reserves training seats, and records student attendance.

3-4. Training locations

- a. Resident courses are conducted at a centralized training site that provides the necessary facilities and equipment to support all training requirements. To minimize resident training requirements, several recruiting courses are supplemented with off-site DL training.
- b. The USAREC LMS supports prerequisite training for resident courses and provides VCS capability that allows users to conduct training through audio, video, and classroom presentations. VCS may also be used by the RRS, when necessary, to meet budget or manpower requirements. Stations, companies, battalions, and brigades may also use the VCS resource by coordinating with their respective S3.

3-5. Civilian training, education, and development

Courses of study intended specifically for USAREC civilian employees may or may not be included in the Army Civilian Training, Education, and Development System. Such courses of instruction typically address USAREC's unique training and education requirements. Courses may be offered by Army schools and by the proponent itself to address a variety of topics that would otherwise not be found in the Army Civilian Training, Education, and Development System. USAREC-specific training for civilian employees may fit the description of specialty training, skill training, or professional development.

3-6. Resident course deferments

a. Soldiers and civilian employees selected for resident course attendance at DA or USAREC institutions are required to attend the course on the appointed date. Operational and personal situations, however, can affect course attendance. Soldiers who request course deferments must submit their request to the USAREC schools manager for further submission to the appropriate selection authority. DA civilians will follow deferment procedures applicable to the training institution and local procedures.

b. There are only three reasons for resident course deferments: Compassionate, medical, or operational. Soldiers will follow the deferment procedures listed below:

(1) Compassionate deferments must meet the reassignment criteria outlined in AR 614-200.

(2) Medical deferments must be requested in accordance with AR 350-1.

(3) Operational deferments in accordance with AR 350-1 are only granted for unit deployments; however, due to USAREC's unique mission and operational circumstances will be considered as an exception to policy. When requesting an operational deferment for a unit training conflict, such as multiple Soldiers selected for course attendance during the same time period.

Note: USAREC courses will be deferred ahead of any other courses.

c. Soldiers who request a course deferment or an exception to policy must submit their requests with supporting documentation through their chain of command to: schools@usarec.army.mil.

3-7. ARC

a. The ARC teaches recruiter candidates the interpersonal, conceptual, administrative, technical, and tactical skills necessary to succeed in the contemporary recruiting environment. The curriculum provides training in the principles of adaptive leadership, eligibility, technology systems, interpersonal communications, Army programs, time management, prospecting, and interviewing.

b. The ARC is open to enlisted Soldiers in the rank of sergeant and above, contractors, and DA civilians. Provisions have been made to accept Soldiers in the rank of specialist provided they meet all command criteria for the Corporal Recruiting Program. Active duty and U.S. Army Reserve (USAR) Soldiers are selected and approved by HRC.

3-8. GCOC

a. The GCOC provides the training necessary to perform in the positions of GC, operations NCO, USAREC liaison, and HQ USAREC G3 staff. Soldiers in MOS 79R, contractors, and DA civilians are eligible to attend the course. Soldiers must be in the rank of staff sergeant through master sergeant. The GCOC consists of two phases:

b. Phase I is the nonresident portion, supervised by the senior guidance counselor (SGC) and/or operations noncommissioned officer in charge. Phase I is a DL course taught via the ALMS. The DL course includes 10 days of hands-on training (7 days at the military entrance processing station and 3 days in the battalion or brigade operations shop). Phase I must be completed prior to reporting for the resident phase. The SMT is responsible for completion of the preresident packet and checklist certification which is located on the RRS Web Site at: www.rrs.army.mil.

Note: Students who report to the RRS for Phase II training without a completed Phase I packet and DL course transcript will not be allowed to attend the course.

c. Phase II is the resident portion of the course and is 4 weeks in length. The GCOC is divided into four major areas of concentration.

(1) Delayed Entry Program and Delayed Training Program enlistment procedures.

(2) GC administrative functions.

(3) Delayed Entry Program and Delayed Training Program status procedures.

(4) Battalion operations functions.

d. Personnel must graduate from the GCOC to remain eligible for assignment to the duty position. Upon graduation, students are awarded the additional skill identifier V7.

Note: Personnel assuming an SGC position, who have never served as a GC or have not served as a GC for 2 or more

years, must attend the GCOC.

3-9. SCC

a. The SCC gives recruiters the knowledge and skills necessary to perform as station commanders. Graduates are able to manage station assets, employ system resources, evaluate and train recruiters, and guide recruiting operations.

b. Attendance at the SCC is mandatory for all Soldiers requesting reclassification to 79R and will be completed prior to reclassification. Soldiers previously reclassified to 79R who have not completed the SCC will be integrated into the USAREC OML maintained by the G3. Soldiers who have not completed the SCC may temporarily assume station commander duties but only until an SCC graduate is assigned.

Note: Requests to assign Soldiers as temporary station commanders or requests for exception to policy will be sent to the USAREC G1.

c. Phase I the preresident DL portion of the SCC must be completed by all Soldiers reclassifying to 79R and all detailed Soldiers who have reached the 12th month of their assignment to USAREC. Soldiers reclassifying to 79R will complete Phase I of the SCC prior to attending the resident course (Phase II) at Fort Jackson, SC.

Note: Battalions SMTs will ensure all SCC candidates have completed the preresident DL course prior to attending Phase II at the RRS.

d. Phase II is a 4-week resident course taught at the RRS. Soldiers who successfully complete both phases of the SCC are fully qualified to assume station commander duties.

3-10. FSC

a. All master sergeants and sergeants first class, designated to assume first sergeant positions, will be placed on the brigade OML by the brigade SMT and scheduled to attend the DA FSC. The DA FSC is conducted in two phases. Phase I is a nonresident DL course taught via the ALMS. Students must demonstrate their mastery of Phase I subject areas via online testing prior to attending Phase II. Phase II is a 15-day resident course taught at The Army School System Battalion (218th RTI LDR), Leesburg, SC. Students who fail to complete the course will be removed from their first sergeant position.

b. After completing the DA FSC, Soldiers in MOS 79R will attend a 3-week resident RFSC conducted at the RRS. The RFSC curriculum provides the skills necessary to manage and analyze system resources and evaluate and train personnel.

3-11. CSMRC

The CSMRC is for CSMs who have completed the U.S. Army Sergeant Major Course at Fort Bliss, TX, and are assigned as a recruiting battalion CSM. The curriculum teaches the skills necessary to manage and analyze system resources and evaluate and train personnel. This course focuses primarily on leadership skills in a geographically dispersed command. Emphasis is placed on strategic overview, interpersonal skills, adaptive leadership, doctrine, battalion operations systems and analysis, technological advances, and synchronization of battalion assets.

3-12. HCRC

a. The HCRC provides specialized training for health care recruiters (HCRs). Course curriculum addresses product knowledge, interview skills, basic eligibility, and the processing procedures necessary to perform as an HCR.

b. The HCRC is available to officers, NCOs, and civilians who have been selected for duty as HCRs. The course has two phases. Phase I is a nonresident DL course taught via the ALMS. Phase II is a 3-week resident course that addresses the interview techniques and communication skills necessary to interact with health care professionals and commission them as Army Medical Department officers. The course uses conceptual, analytical, and procedural applications in all aspects of training.

3-13. RCCC

a. The RCCC provides training for newly assigned company commanders. The curriculum addresses recruiting doctrine, policies, programs, procedures, and adaptive leadership. The course includes instruction, practical exercises, and experience-based training to assist new company commanders plan recruiting operations.

b. Company commanders must successfully complete Phase I, a nonresident DL course taught via LMS, prior to attending Phase II, a 3-week resident course taught at the RRS. Upon completion of the resident course, new commanders will receive a completion certificate and orders authorizing wear of the Recruiter Badge.

c. It is USAREC's policy to send newly assigned company commanders on temporary duty (TDY) to the 3-week resident phase en route to their new assignment. Company commanders will be given 10 to 14 days of overlap time in their new assignment to complete the Right Seat and Left Seat Ride Program (see app G).

Note: Chief, Officer Management, USAREC, may approve officers' requests to report directly to their new assignment prior to attending the RCCC. This exception is not delegated to brigade or battalion level.

3-14. PCC

a. The PCC provides training for newly assigned brigade and battalion commanders and all command sergeants major selected through the command selection process. The curriculum addresses recruiting doctrine, policies, programs, procedures, and adaptive leadership. Also included is specific training on command responsibilities, recruiting integrity, and command culture in the recruiting environment.

b. The PCC consists of two phases. Phase I is a nonresident DL course taught via LMS which is a pre-requisite for the 3-week resident course. Phase II is a 3-week resident course (2 weeks at the RRS, Fort Jackson, S.C. and 1 week at USAREC HQs, Fort Knox, KY). Currently assigned brigade and battalion commanders serve as instructors and mentors throughout the course. Practical examples enhance the student's learning experience.

3-15. ROOC

The ROOC is a nonresident course that provides training for all newly assigned recruiting operations officers. The curriculum includes: Enlistment processing, eligibility, incentives, prospecting, missioning, and how to evaluate mission progress using data analysis. The ROOC is conducted electronically via VCS.

3-16. XO Course

The XO Course outlines the recruiting process and provides the techniques and procedures necessary to manage and coordinate a battalion and brigade staff. The course typically has three phases. Phase I is a DL course taught via the LMS. Phase II is a 3-day resident course taught at HQ USAREC. Phase III is hands-on battle staff training taught on-site by an HQ USAREC MTT. Officers will attend the first course available after assuming an XO position.

Note: Per CG policy, newly assigned USAREC and brigade CoS' must attend the first available XO Course after assuming their position.

3-17. MTC

The MTC provides training for all NCOs assigned as SMTs and MTs. The MTC consists of two phases. Phase I is a nonresident DL course taught via the LMS. The nonresident DL course must be completed prior to attending the 3-week resident course (Phase II) at the RRS.

Chapter 4

Training in Units and Organizations

4-1. Command climate and leadership

a. Leaders must understand how their units recruit using the full range of recruiting functions and operations. They must know how to plan, execute, and assess individual and collective training during live-fire operations. All training must be innovative, doctrinally sound, and reinforce mission-essential, individual, and collective recruiting tasks.

b. Commanders must develop training programs to improve and sustain proficiency in mission-essential tasks. The chain of command is responsible for the training and performance of subordinates and trainers within their organizations. Commanders develop and publish near-term, short-range, and long-range training guidance in accordance with FM 7-0. The commander's training guidance establishes the unit's training program and guides subordinate unit's training programs. Unit training programs will:

(1) Provide Soldier and civilian critical skill training in accordance with STP 12-79R35-SM-TG and STP 12-79R-OCFS respectively.

(2) Provide required training resources.

(3) Develop and execute training plans that provide quality training and result in proficient individuals, leaders, and units.

c. Commanders and leaders must manage the use of available training resources. Cost effective training techniques must be aggressively pursued, keeping in mind that every training requirement and expenditure of resources should contribute directly to the recruiting mission.

d. Long-term organizational success requires frequent developmental and sustainment training. Training should be needs based and worthwhile for all participants. Mandatory training subjects are important, but should be integrated into training throughout the year. If possible, mandatory training subjects should be conducted in alternative formats (other than in a classroom setting) appropriate to the topic. Mandatory training requirements may be better satisfied

through VCS, VTC, or a DL module on the LMS.

4-2. Eight-step training model

The eight-step training model (table 4-1) is a simple, progressive checklist approach to plan, prepare, execute, and assess training. The model helps commanders organize and record planning progression. This kind of detail ensures proper preparation for training and maximizes the efficient and effective use of time and resources.

Note: DTMS will be used by commanders to plan, track, and review training events.

- a. Step 1: Plan the training. During this step, leaders assess the unit's performance to evaluate the training level and

Table 4-1
Eight-step training model

8. Retrain
7. After-Action Review (AAR)
6. Execute
5. Rehearse
4. Issue a Complete Order for Training
3. Select the Training Site
2. Train and Certify Leaders
1. Plan the Training

shortfalls; develop specific, obtainable training objectives; allocate time for the specified training; create scenarios and instructions to support the training objectives; identify required resources, including training sites and trainers; use composite risk management (CRM); and develop training support plans, thereby establishing the groundwork for high-quality training.

(1) Training will not be used as a means to inflict punishment. Training plans will be used to address identified training needs and training requirements.

(2) Prior to the development of unit training plans (near-term, short-range, or long-range), commanders must assess their units' proficiency in mission-essential tasks and individual critical tasks. Commanders assess unit proficiency through mission performance and feedback from evaluations of training events. Unit proficiency shortfalls are addressed by the unit training program.

(3) Training plans will be reviewed and approved one level of command higher (for example, station training plans are approved by the company commander) and integrated into the next higher level of command's overall plan.

(4) Commanders must train their military and civilian personnel on certain subjects every year. A list of common military training requirements in units appears in AR 350-1. The CG USAREC can supplement this list of required subjects. Table 4-2 lists the command's required training subjects.

- (5) Commanders will ensure makeup training is scheduled and conducted as necessary.

- b. Step 2: Train and certify leaders. The "train-the-trainer" concept ensures those responsible for training, whether

Table 4-2
Required training

Mandatory training requirements in units	FREQUENCY						Remarks
	Annually	Semi-annually	Quarterly	Monthly	Weekly	As Required	
Sergeant's time training (STT) (see note 1)					X		
Physical readiness training					X	X	4X per week

**Table 4-2
Required training--continued**

Mandatory training requirements in units	FREQUENCY						Remarks
	Annually	Semi-annually	Quarterly	Monthly	Weekly	As Required	
Standards of conduct/improprieties			X				
Information Assurance Program	X						
Subversion and Espionage Directed Against the Army	X						
Antiterrorism training	X						
Operational security	X						
Ethics	X					X	
Command climate (see note 2)	X					X	
-Fraternization	X					X	
-Sexual Harassment/Assault Response & Prevention (SHARP) Program	X						
-Homosexual conduct policy	X						
-Army Substance Abuse Program	X						
-Equal Opportunity Program						X	
CRM (see note 3)		X					
-Army Traffic Safety Program	X						
-Travel Risk Planning System						X	
-Accident avoidance						X	
-Local hazards						X	
-Commander safety program		X				X	
-Army Readiness Assessment Program						X	
Military justice	X					X	
Combating Trafficking in Persons Program	X						
Army travel charge card	X						
Army weight control	X						
Company training (see note 4)			X				
Station commander training (see note 5)				X			
Company commander, first sergeant, battalion staff training (see note 6)	X						
Annual training conference (ATC) (see note 7)	X						
SCQLD (see note 8)			X				
SATB (see note 9)		X					
Family Advocacy Program (see note 10)	X					X	
Cultural awareness training (see note 11)	X						
Army Suicide Prevention Program (see note 12)	X						
Resilience training	X						
CSAT	X						December

Notes:

1. Station commanders will conduct 2 to 4 hours of STT weekly. Station commanders will provide adequate time on the training schedule to facilitate needs-based training. Unit METL will be the primary focus of this training.

2. Command climate training will include:

- a. Fraternalization.
- b. Sexual Harassment/Assault Response & Prevention (SHARP) Program.
- c. Homosexual conduct policy.
- d. Army Substance Abuse Program.
- e. Equal Opportunity Program.

Note: It is strongly recommended that at least 1 hour of training be provided by the brigade judge advocate or an HQ USAREC attorney regarding programs and policies listed above.

3. CRM training will be conducted semiannually and will include the following requirements when required:

Table 4-2
Required training--continued

- a. Army Traffic Safety Program.
 - b. Travel Risk Planning System.
 - c. Accident avoidance.
 - d. Local hazards.
 - e. Commander safety program.
 - f. Army Readiness Assessment Program.
 - g. Motorcycle rider's agreement and rider certification.
4. Company commanders will conduct company training quarterly. Training will be conducted in accordance with STP 12-79R35-SM-TG and USAREC doctrine.
 5. Company commanders will conduct station commander training monthly. Training will be conducted in accordance with STP 12-79R35-SM-TG and USAREC doctrine. Training will include noncommissioned officer evaluation reports and counseling.
 6. Battalion commanders will conduct training annually with all company commanders, first sergeants, and battalion staff.
 7. Battalion commanders will conduct an ATC. All Soldiers will attend. ATC training content will be in accordance with this regulation and USAREC annual training guidance (operations order).
 8. Battalion commanders will conduct SCQLD. Required attendees are the battalion CSM, all company commanders, first sergeants, and station commanders.
 9. Brigade commanders will conduct SATBs. Required attendees are the brigade CSM, battalion commanders and CSMs, and company commanders and first sergeants.
 10. Establish training to ensure all subordinate commanders and senior enlisted advisors (E-7 through E-9) to commanding officers are briefed on the Family Advocacy Program within 45 days prior to or following assumption of command, as well as annually.
 11. Cultural awareness training will be conducted annually to ensure all Soldiers are aware of cultural and ethnic diversity in their respective recruiting areas. Training will be based on the unit's geographic data.
 12. Army Suicide Prevention Program training will be conducted annually. Resilience training will be conducted in conjunction with this training as the two topics are closely related. Resilient Soldiers are less likely to contemplate or attempt suicide.
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they are civilians or Soldiers, are qualified and knowledgeable of the subject matter and able to provide proper instruction. This step ensures leaders understand and conduct training according to established doctrine and best business practices. Experienced and successful recruiters and leaders are a valuable training resource whose experiences can contribute to best train the recruiting force.

c. Step 3: Select the training site. Leaders should ensure selected sites can adequately support the proposed training and desired training objectives. During this step, leaders at all levels should check to ensure all resources, training aids, and training support plans are properly coordinated and prepared for execution. Modifications to the plan may occur during this step to maximize training effectiveness. Training that is not properly planned, coordinated, and supported with adequate resources wastes valuable training time and resources and should not be performed.

d. Step 4: Issue a complete order for training. Vital to this step is a clear understanding by all of exactly what the training will accomplish, how the unit will accomplish it, what resources will be needed, and who is responsible. Leaders should ensure subordinates have all available information to adequately perform the training mission.

e. Step 5: Rehearse. Rehearsals are critical to the execution of any plan. All those involved in the training event should conduct a rehearsal to ensure synchronization and preparation of the plan. Leaders should supervise rehearsals to ensure those responsible for the training are prepared to conduct efficient, organized, and effective needs-based training.

f. Step 6: Execute. Commanders should ensure training occurs on schedule. This helps commanders minimize training distracters and allows them to assess the training level.

g. Step 7: AAR. After training is completed, commanders should review the training objectives; assess the training level in respect to the objectives; and obtain lessons learned, to improve training and unit tactics, techniques, and procedures (TTP). Commanders should record lessons learned for future training use and inclusion in the unit's standing operating procedure (SOP). Commanders must continuously assess unit performance during actual operations to identify recruiting performance shortfalls. Shortfalls attributed to a Soldier's lack of skill or knowledge must be addressed through needs-based training.

(1) Every training event should include an evaluation of task performance to standard, whether formal or informal, by internal or external personnel. Feedback is provided to those performing the task using an AAR in accordance with TC 25-20. The responsibility for developing evaluation plans and conducting evaluations is assigned during the planning phase for all training events. The tasks, conditions, and standards derived from the Soldier training publication or officer and civilian foundations standards provide performance measures for the conduct of evaluations.

(2) The AAR is a structured review process that allows participants to discover what was suppose to happen, what

actually happened, and how to improve task performance. The reviews focus on operational and training objectives, performance to standards, and lessons learned. Feedback should be shared with unit personnel.

(3) Formal, external unit evaluations are not required at a set frequency. However, whenever practical, external evaluations such as training assessments are used to validate Soldier and unit operational expertise.

h. Step 8: Retrain. This step is often neglected because of limited time or resources or other pressing tasks. This step, however, is usually the most critical. Training instills competency and confidence in Soldiers, units, and leaders; and enables the unit to complete its mission. Commanders should honestly assess their units and ensure they train and retrain until the standard is met. Clear objectives, effective training, and continuous assessment are the keys to success.

4-3. Records of military and civilian training

- a. Commanders will maintain training records to assist them in the development of their unit training programs.
- b. Commanders will maintain training records for their civilian employees. Commanders will ensure the submission of completed training documentation to the Civilian Personnel Online Web Site at: <http://cpol.army.mil>.
- c. Training will be planned, scheduled, and posted in DTMS. USAREC Form 496 (Near-Term Training Plan) will be used to capture training data; however, all data must be transferred to DTMS.
- d. All recruiting-specific training, other than training given under the ATP, will be recorded on USAREC Form 967 (Training Record) located in the LMS under the Training Record tab. This form will be uploaded to the individual's permanent training record in DTMS.

4-4. Leader training and leader development

- a. Leaders must be technically and tactically competent and self-disciplined to adapt to an ever-changing operational environment. Commanders are responsible for leader training and leader development (LT/LD) programs in their units and for providing a climate in which learning can take place. They must deliberately plan, prepare, execute, and assess LT/LD as part of their overall unit training program.
- b. The commander's primary responsibility is to ensure his or her unit can perform its mission. Accordingly, the commander focuses training activities on mission performance, but also includes Officer Professional Development Program (OPDP) sessions, NCODP sessions, and STT. Once commanders are confident their leaders can perform mission-essential tasks to standard, leader training should shift to leader development.
- c. A key component of LT/LD is the Right Seat and Left Seat Ride Program. The program gives new leaders an opportunity to accompany departing leaders through their operational area prior to the change of command or transfer of authority. The program provides an excellent opportunity for training and mentoring incoming leaders. Appendix G provides detailed information on this program.

4-5. OPDP

- a. Commanders will design their OPDP to foster a common bond and broaden the knowledge base of their officers. Commanders should conduct quarterly officer professional development sessions on topics related to professional and personal growth.
- b. DA Pam 600-3 is the Army's professional development guide for officers and should be referred to for branch, functional area, and key generalist position information.

4-6. NCODP

- a. The unit's NCODP will be tailored to the unique requirements of recruiting and will support the commander's LT/LD program. The NCODP will focus on building the warrior spirit and contributing to the professional and personal growth of NCOs. A strong NCO support channel is the key to accomplishing all unit missions effectively.
- b. As with all LT/LD, the NCODP is a command responsibility. The program reflects command priorities and experiences for LT/LD and is typically managed by the CSM. NCODP sessions should focus on recruiting fundamentals, individual and collective tasks, and leadership skills. NCOs must understand the tasks and purposes at one grade above their own in order to communicate effectively with their Soldiers. NCODP should be conducted quarterly.
- c. DA Pam 600-25 is the Army's professional development guide for NCOs and should be referred to for branch and functional area information.
- d. Company and station training events:
 - (1) Company training will be conducted monthly with station commanders.
 - (2) Company training will be conducted quarterly with all Soldiers.
 - (3) Station STT will be conducted weekly with all Soldiers.

Note: Station STT will not be used as punishment and will not be conducted on Saturdays, Sundays, or holidays, or at unusual hours.

4-7. STT

- a. Commanders will emphasize individual Soldier training in support of collective METL training by allocating (weekly) training time, specifically for NCOs, using STT. STT provides the best opportunity to build mission-ready leaders and teams. Leaders (officers and senior NCOs) will check STT to ensure the training is conducted to standard.
- b. STT must be planned, prepared, rehearsed, and executed in accordance with the tenets of FM 7-0. Risk assessments will be conducted on all STT to sustain Soldier safety and minimize risk without affecting the training. STT is not opportunity training and will be included in the company and station ROP.
- c. Commanders will routinely provide oversight and assessment of STT by periodically observing training sessions.

4-8. Soldier training courses

- a. At the discretion of the station or company commander, military personnel or civilian employees may develop and conduct Soldier training courses for support and technical skills. Examples include area canvassing techniques and driver safety training. Military personnel conducting Soldier training courses will use recruiting doctrine and material approved by TRADOC.
- b. Soldier training courses may be provided by the Army Education Center, LMS, and ALMS. Soldier training courses may be established by station or company commanders to supplement unit training. Commanders will validate the need for each Soldier training course. Soldier training courses do not relieve officers or NCOs from their roles as trainers.
- c. Any Soldier training course or training support material that is furnished by a contractor requires approval of Headquarters, Department of the Army; and will follow a program of instruction developed by USAREC or the proponent Army command school.
- d. Commanders must ensure training courses are available for Soldiers to maintain proficiency and certifications, as applicable, in their primary military occupational specialty while assigned to USAREC.

4-9. Unit training events

Units may conduct organizational training events detailed below. Each unit is authorized to conduct such events within the resources allotted to them. In some cases, such events may be orchestrated through nontraditional means to save training dollars (VCS, VTC, teleconferences, LMS DL training modules, etcetera). Likewise, units may reduce costs by conducting training at military installation facilities, National Guard armories, and USAR centers. The events listed for USAREC, brigades, and battalions are not required, they should be based on training needs as determined by commanders at each level.

a. USAREC training events:

- (1) One ALTC during the first quarter.
- (2) One operations conference.
- (3) One MT conference includes all SMTs and MTs.
- (4) One Army Recruiting Information Support System users' conference.
- (5) One senior leaders conference (off-site).
- (6) Other G-staff conferences may occur with CG approval and if funds are available.
- (7) Four deputy commanding general (DCG) quarterly battalion commander training events.

b. Brigade training events:

- (1) Off-site training conducted once each year. The list of participants is at the discretion of the brigade commander.
- (2) Two SATBs. Participants include USAREC command group, brigade command group, battalion commanders and CSMs, and supporting brigade staff.

Note: Commanders may conduct an SATB via VTC to meet budget constraints.

- (3) One MT conference. Participants include brigade and battalion SMTs and MTs.

(4) One operations conference. Participants include brigade and battalion operations officers and noncommissioned officers in charge.

- (5) One S2 conference. Participants include brigade and battalion S2 officers.

c. Battalion training events:

(1) One off-site. Participants include battalion commander and CSM, company commanders and first sergeants, and battalion staff principals.

(2) Four SCQLD meetings. Participants include battalion commanders and CSMs, company commanders and first sergeants, and station commanders.

(3) Two SATBs. Participants include brigade and battalion commanders with their CSMs, company commanders and first sergeants, and supporting staff. Commanders may conduct an SATB via VTC to meet budget constraints.

(4) One ATC in the first quarter of the fiscal year. Participants include the entire battalion with spouses who will participate in Family readiness training.

e. Off-site training events are team building events with training value that may be orchestrated immediately following another event (such as an SATB) to reduce travel costs. Training events must include more than information briefings. Any training that includes work groups must produce beneficial deliverables. Additional conference proposals must be reviewed by the USAREC CoS and approved by the CG.

4-10. Specialized training assistance

a. Specialized training assistance is available for brigades and battalions through the USAREC G3, Training Assessment Division. Specialized training assistance teams focus on leadership, staff, and recruiting operations systems. Teams can be comprised of SMEs from USAAC, USAREC, RRS, and brigade and battalion staff elements. The composition of the training team is determined by the requesting unit's specific training needs. Specialized training assistance may be requested by brigade and battalion commanders. Due to the high cost of specialized training assistance, all requests will be approved by the CG USAREC. Typical specialized training assistance teams consist of:

(1) The USAREC MTT. The MTT focuses on leadership and management systems. Training is hands-on, doctrine based, and focused on successful TTP and lessons learned. MTTs are developed to accommodate the unit's size and specific needs such as skill level and specialized unit and staff training.

(2) Brigade mobile recruiting training teams (MRTTs). Brigade commanders may use their MTs along with other brigade SMEs to form an MRTT. An MRTT deploys to a battalion's operational environment to augment the recruiting efforts in specific areas, expand the market, or train recruiters. Normally the MRTT comprises seven to ten trainers. If additional trainers are required, brigade commanders may request augmentation from USAREC or the RRS.

(3) RRS/Center One Training Team. Battalion commanders may request trainers to present specific training during ATCs or other training events. The training team typically deploys two or three trainers to provide specific training and instruction to personnel identified by battalion leadership and will conduct training for approximately 2 to 5 days. The team may come from Center One or the RRS USAREC.

Note: Center One provides institutional, unit, and sustainment training in adaptive leadership. Center One falls under the Office of the Command Psychologist.

b. Upon completion of specialized training, selected members of the brigade or battalion will participate in an exit survey. An exit briefing will be conducted and an executive summary prepared. The executive summary will be used as a needs-based training outline for brigade or battalion staff to "train the trainer" and increase the return on the specialized training investment.

4-11. OML

An OML determines the most qualified personnel to attend NCOES, specialty, and professional development courses. All battalions will maintain an OML and submit it to the brigade SMT each month. The brigade SMT will compile a consolidated OML. A sample OML is at figure 4-1.

a. Even though HRC has full control of the order in which Soldiers are selected to attend NCOES courses, it remains the battalion's responsibility to track Soldiers' eligibility and NCOES requirements. NCOES notifications are sent directly to Soldiers via AKO. Upon receipt of notification, Soldiers must inform their immediate supervisor for tracking and planning purposes.

b. Soldiers who become ineligible to attend a course will be deferred or removed from their class reservation. Upon recognition of ineligibility for attendance, units will submit all necessary information to the brigade's schools manager for the Soldier's removal from the class. The information must be forwarded to the USAREC Schools Manager as early as possible to ensure the next qualified Soldier on the OML receives the training seat.

c. Commanders may not remove a Soldier from a scheduled course without valid reasons. Valid reasons for deferring or deleting a Soldier from a class include, but are not limited to, the following:

- (1) Unfavorable personnel actions in accordance with AR 600-8-2.
- (2) APFT failure.
- (3) Medical profile in accordance with AR 40-501.
- (4) Valid personal situations.
- (5) Bar to reenlistment in accordance with AR 601-280.
- (6) Declination of continued service in accordance with AR 601-280.

d. Soldiers scheduled to attend a course must have a completed TRADOC Form 350-18-2-R-E (The Army School System (TASS) Unit Pre-Execution Checklist) prior to departing for school. TRADOC Reg 350-18 details completion of the form. Soldiers must have the completed form in their possession upon arrival at the course. The minimum entries on an OML are as follows:

- (1) Name of course (for example, SCC).
- (2) Name of officer, NCO, or civilian.
- (3) Organization (for example, 5D2W).

- (4) Start date of course (if scheduled).
- (5) End date of course (if scheduled).
- (6) Phase I completion date (if applicable).
- (7) Height and weight (officers, NCOs, and Soldiers only) must be taken the same day as the diagnostic APFT. Note whether the individual meets the height and weight standards or the body fat percentage.
- (8) Diagnostic APFT score, pass or fail, and date. Date must be at least 30 days prior to start of course.
- (9) TRADOC Form 350-18-2-R-E completion date.
- (10) Date orders received.
- (11) Any remarks (as applicable).

4-12. Training and development programs

a. RDP. The RDP is a holistic approach to training that begins with the Soldier's assignment to USAREC and ends with their departure from the command. The RDP's focus is on the tasks and skills Soldiers must master to successfully function as Army recruiters. The RDP has five phases.

- (1) Phase I - Preassignment. A DL course that must be completed prior to new Soldiers' attendance at the ARC.
- (2) Phase II - ARC. An institutional course that teaches Soldiers basic recruiter skills.
- (3) Phase III - Reception and Integration. Welcomes and receives new Soldiers and their Families into the command.
- (4) Phase IV - ATP. Evaluates the recruiting skills of newly assigned or returning Soldiers and provides necessary refresher training.
- (5) Phase V - Development and Sustainment. Begins upon completion of the ATP and continues throughout the Soldier's assignment to USAREC. All detailed recruiters will receive a career assessment during the 15th month of their assignment. (See app H for career assessment instructions.)

Note: See appendix E for detailed program instructions.

b. CCDP.

(1) The CCDP is a 6-month training program for new company commanders managed by the battalion commander. The CCDP consists of five phases.

- (a) Phase I is the RCCC which consists of DL training and a 3-week resident course taught at the RRS.
 - (b) Phase II consists of the new commander's reception and integration and the Right Seat and Left Seat Ride Program.
 - (c) Phase III is the organizational training phase that helps new commanders understand the best recruiting business practices within their command's area of operation (AO).
 - (d) Phase IV is the critical task validation and Gunner Program.
 - (e) Phase V is the OPDP.
- (2) The CCDP is a systematic approach to schedule, conduct, and assess training (see app D).

c. Brigade and Battalion Commander Development Program. The development program provides training for officers selected for brigade and battalion command in USAREC. The Brigade and Battalion Commander Development Program consist of V phases.

(1) Phase I is a 5-day brigade orientation sponsored by the brigade commander. At a minimum, the brigade commander will take the officer to a recruiting station and demonstrate how to conduct a station visit. Training will address the brigade's SOP and key items of interest. Ideally, new battalion commanders should attend an SATB during the orientation, but can attend in a TDY status at a later date. The brigade orientation must be conducted prior to the new battalion commander's attendance at the PCC.

Note: Battalion commanders should attend an SATB before they assume command.

(2) Phase II consists of a pre-resident DL course offered on the LMS and a 3-week resident course taught at the RRS (2 weeks) and HQ USAREC (1 week). The course teaches adaptive leadership, recruiting doctrine, and recruiting management systems. All newly assigned brigade and battalion commanders must attend the PCC prior to assuming duties (HQ USAREC ACS' will attend the institutional course only).

Note: Under extenuating circumstances incoming battalion and brigade commanders may attend the RCCC in lieu of the PCC. The CG is the approving authority for exceptions to PCC attendance.

(3) An additional 1-week PCC is sponsored by the U.S. Army Training and Doctrine Command (TRADOC). Branch managers will schedule officers for the course. The course is conducted at Fort Leavenworth, KS.

(4) Phase III is the Right Seat and Left Seat Ride Program. After completion of the PCC new brigade and battalion commanders will spend 5 days riding with a successful equivalent commander. The USAREC DCG will select the brigade commander mentor. The respective brigade commander will select the battalion commander mentor. Incoming commanders will participate in the Right Seat and Left Seat Ride Program prior to assuming command (see app G).

(5) Phase IV is the commander's assessment. Brigade commanders will visit new battalion commanders within 90 days of the new commander assuming command. The visit will include inspections of at least four recruiting stations

and two company headquarters to evaluate the commander's inspection techniques and procedures.

Note: The brigade commander may appoint the deputy commander or CoS to visit the new commander.

(6) Phase V is quarterly battalion commander training for newly assigned (less than 1-year) and senior (over 1-year) battalion commanders. The 2-day training workshop held at HQs USAREC, covers recruiting doctrine, policies, programs, procedures, and adaptive leadership techniques. The workshop provides new commanders an opportunity to learn, share tactics, techniques, and procedures, and discuss critical issues, with the DCG and senior commanders. Each quarterly training session will include 25 percent of USAREC's battalion commanders with a 50/50 mix of new and senior commanders. Attendance is mandatory for battalion commanders.

4-13. Professional development training courses (recruiting)

Professional development for recruiting personnel involves formal classroom instruction at the RRS or appropriate NCOES or civilian school, and DL via the LMS or ALMS. Mentoring, on-the-job training, and hands-on, performance-oriented training must also be provided to ensure proficiency of newly acquired skills.

4-14. School selection and administrative procedures

a. Recruiters who have demonstrated successful performance and potential for additional responsibilities will be considered for advanced training. These courses are taught by the RRS and are considered to be positional prerequisite training. In most cases nominees should attend the appropriate course prior to assuming the advanced duty position.

b. Station commander nominees will attend the SCC prior to assuming duties as station commanders. However, if the battalion commander determines that the training cannot be accomplished for unforeseen reasons, the individual must attend the next scheduled class after assuming station commander duties.

c. Cases of failure or administrative release from positional prerequisite courses must be reviewed to determine if nominees should be rescheduled for class attendance in accordance with the following guidelines:

(1) The Commandant, RRS, will forward a memorandum through the appropriate brigade to the battalion outlining the circumstances of failure or administrative release.

(2) The chain of command will review the circumstances of the Soldier's failure or release to determine:

(a) The Soldier's suitability for advanced recruiting duties.

(b) If the Soldier should be rescheduled for a subsequent course of instruction.

(c) The need for additional reinforcement training prior to subsequent class attendance.

(d) The possibility of reassignment to duties outside of USAREC.

d. Soldiers who do not meet the height and weight standards in accordance with AR 600-9 or APFT failures will not be scheduled for attendance to any course.

e. Soldiers with temporary profiles will not attend USAREC schools.

4-15. Professional development training courses (other)

Professional development courses are available to all military personnel and civilian employees. These courses consist of training provided by TRADOC at various training centers, at service schools of other military branches, and government agencies; and based upon the requirements for a specific job-related skill from civilian institutions and contractors.

COURSE	NAME/UNIT	RANK	START	END	PH I ¹	HT/WT	P/F	BF ²	APFT	P/F	DATE ³	PRE-EX ⁴	ORDERS	REMARKS
SCC	Burns, P/5D1C	SFC	7/24/10	8/18/10	6/19/10	74/200	P		297	P	6/8/10		7/6/10	
SCC	James, A/5B2A	SSG	9/18/10	10/13/10							8/4/10			
SCC	Lawrence, E/5D2W	SFC												
GCOC	Mathews, E/5C3T	SFC	8/7/10	9/1/10		71/174	P		300	P	6/21/10			
GCOC	Edwards, D/5C2G	SFC												
HCRC	Andrews, B/5Z4Z	SSG												
HCRC	Grey, T/5B1T	SFC												
RCCC	Brown, M/5D8	CPT	7/10/10	7/28/10	5/19/10	61/117	P		267	P	5/21/10		6/21/10	
RCCC	Carlson, B/5D1	CPT	8/14/10	9/1/10		72/188	P		234	P	6/21/10			
ROOC	Black, J/5D	CPT	10/2/10	10/20/10							8/11/10			
ROOC	Smith, F/5C	CPT												
BNCOC	Jackson, L/5Z4Z	SSG	8/7/10	9/1/10		64/125	P		244	P	6/16/10			
BNCOC	Henderson, D/5C1F	SGT	10/2/10	10/27/10							8/11/10			
ANCOC	White, R/5F3	SFC	7/3/10	8/4/10		66/160	P		270	P	5/12/10			
ANCOC	Baker, C/5D	SFC	9/25/10	10/27/10							8/4/10			
ANCOC	Roberts, T/5B2A	SSG	11/13/10								9/22/10			

Footnotes:

1. Date of completion of Phase I training (or completion of DL modules for RCCC).
2. Enter body fat percentage when Soldier exceeds weight standards of AR 600-9.
3. Date Soldier took the APFT or is scheduled to take it.
4. Date preexecution checklist is completed in accordance with TRADOC Reg 350-18.

Figure 4-1. Sample OML

Appendix A References

Section I Required Publications

AR 40-501

Standards of Medical Fitness. (Cited in para 4-11c(3).)

AR 350-1

Army Training and Leader Development. (Cited in paras 1-6, 3-6b(2), 3-6b(3), 4-2a(4), and C-3c.)

AR 350-10

Management of Army Individual Training Requirements and Resources. (Cited in para 1-9.)

AR 600-8-2

Suspension of Favorable Personnel Actions (Flags). (Cited in para 4-11c(1).)

AR 600-8-8

The Total Army Sponsorship Program. (Cited in paras E-4a(1) and E-5c.)

AR 600-9

The Army Weight Control Program. (Cited in paras 2-8c(4), 2-9l, 4-14d, table 3-1, and fig 4-1.)

AR 601-1

Assignment of Enlisted Personnel to the U.S. Army Recruiting Command. (Cited in para H-3d.)

AR 601-280

Army Retention Program. (Cited in paras 4-11c(5) and 4-11c(6).)

AR 614-200

Enlisted Assignments and Utilization Management. (Cited in para 3-6b(1).)

DA Pam 600-3

Commissioned Officer Professional Development and Career Management. (Cited in para 4-5b.)

DA Pam 600-25

U.S. Army Noncommissioned Officer Professional Development Guide. (Cited in para 4-6c.)

FM 7-0

Training for Full Spectrum Operations. (Cited in paras 1-6, 1-12, 4-1b, 4-7b, and C-3c.)

STP 12-79R35-SM-TG

Soldier's Manual and Trainer's Guide, MOS 79R, Recruiter, Skill Levels 3, 4, and 5. (Cited in paras 4-1b(1), E-1, E-5d, and table 4-2.)

STP 12-79R-OCFS

Officer and Civilian Foundation Standards. (Cited in paras 4-1b(1), D-1, D-5a, D-5c(1), and D-5d(1).)

TC 25-20

A Leaders's Guide to After Action Reviews. (Cited in para 4-2g(1).)

TRADOC Reg 350-18

The Army School System. (Cited in para 4-11d and fig 4-1.)

USAREC Reg 601-96

Enlistment, Accessions, and Processing Procedures. (Cited in table 3-1.)

**Section II
Related Publications**

AR 600-8-22

Military Awards.

AR 600-8-24

Officer Transfers and Discharges.

AR 600-20

Army Command Policy.

AR 600-100

Army Leadership.

AR 635-200

Active Duty Enlisted Administrative Separations.

DA Pam 350-58

Leader Development for America's Army.

DA Pam 611-21

Military Occupational Classification and Structure.

FM 5-19

Composite Risk Management.

FM 6-22

Army Leadership.

FM 7-22.7

The Army Noncommissioned Officer Guide.

TC 3-22.20

Army Physical Readiness Training.

**Section III
Prescribed Forms**

USAREC Form 496

Near-Term Training Plan. (Prescribed in para 4-3c.)

USAREC Form 967

Training Record. (Prescribed in paras 4-3d, B-5a, and D-5b(1).)

USAREC Form 1125

Commanding General's Gunner Certificate of Excellence. (Prescribed in paras D-4b(2), D-4e(9), and D-4f(4).)

USAREC Form 1299

Reception and Integration Checklist. (Prescribed in paras 2-8c(5), 2-8c(6), D-4f(1), D-5b(1), E-4a(2), E-4b(1), E-4e(1), E-5c, E-5d, F-2a, F-2c, F-3a, F-3b, F-3c, and F-3d.)

USAREC Form 1300

Career Assessment Guide. (Prescribed in paras E-3e, E-4b(6), E-4c(4), E-4d(5), E-4e(7), E-4f(5), E-5e(3), H-2, H-3a, H-3c, and H-3d.)

Section IV Referenced Forms

DA Form 4856

Developmental Counseling Form.

TRADOC Form 350-18-2-R-E

The Army School System (TASS) Unit Pre-Execution Checklist.

Appendix B Training Management and Records

Section I Training Plans

B-1. Long-range planning

a. Commanders will post their training guidance to DTMS allowing adequate planning time for subordinate echelons to establish their training plans (see app C).

b. The command training guidance (CTG) is posted to the organization's long-range training calendar on DTMS. It must be read and understood by all commanders, staff officers, and senior NCOs. The CTG is used as a ready reference for the planning, preparation, execution, and evaluation of training throughout the long-range planning period. Examples of topics normally addressed in the CTG are:

- (1) Commander's training philosophy.
- (2) FSO METL.
- (3) Major training events.
- (4) Leader training.
- (5) Battle staff training.
- (6) Individual training.
- (7) Self-development.
- (8) Standardization.
- (9) Training evaluation and feedback.
- (10) New equipment training.
- (11) Resource allocations.
- (12) Training management.
- (13) Risk management.

c. Commanders post the long-range planning calendar concurrently with their CTG. The calendar graphically depicts the schedule of events described in the CTG. Once approved by higher headquarters, long-range planning calendars are "locked in" to provide planning stability for subordinate organizations. Only the approving commander can change a long-range planning calendar.

B-2. Short-range planning

a. Short-range planning is the commander's responsibility. At their level, it is the natural followup to long-range training. The short-range plan will cover a 3-month period and be posted to DTMS a quarter out.

b. Short-range planning should be flexible and allow for modified or revised programming based on individual unit needs. It will enable the commander to accomplish the following:

- (1) Translate training requirements from the annual training plan into a logical series of training events.
- (2) Provide detailed guidance to trainers, including training objectives.
- (3) Coordinate resources allocated to support designated training events.

B-3. Near-term planning

The near-term plan covers a 30-day period and is completed primarily by the company commander with input from the first sergeant and station commanders and posted to DTMS. It is a natural follow-on to the short-range plan, to accomplish the goals of the plan, and to focus on any immediate training needs not covered. The near-term plan is designed to:

- a. Make final coordination for the allocation of resources to be used in training.
- b. Ensure training objectives specified in the short-range training plan are scheduled and executed.
- c. Prepare detailed training schedules and lesson plans in a timely manner.

B-4. Near-term training plan

a. Entries will be made in DTMS for all training, other than daily correctional training accomplished by first-line supervisors. The company or battalion system administrator will post the near-term training schedule to DTMS not later than 15 days prior to the first scheduled date of training. Training schedules will be reviewed on DTMS by the next higher headquarters.

b. Soldiers will be notified in advance of any training plans and must arrange their schedules accordingly to ensure participation.

Section II

Training Records

B-5. USAREC Form 967

a. All individual training, other than training given under the ATP, will be recorded on USAREC Form 967 (fig B-1) located in the LMS under Training Record. If a paper copy of the form is used, the trainer will transfer all documentation to the electronic USAREC Form 967 so it can be added to the Soldier's permanent training record in DTMS. The Recruiter Zone calendar will also be used to annotate any training scheduled and received.

b. Trainers must place special emphasis on the "Trainee's response and comments" regarding the training they received. The trainee's feedback will validate the training's effectiveness and assist in the planning of future training.

TRAINING RECORD (For use of this form see USAREC Reg 350-1)	
1. GENERAL: This form will be used to document individual training.	
2. PURPOSE: This form provides a record of tasks observed, training given, and trainee's comments regarding training received. This form will be included in the individual's training file.	
3. TASK: Conduct Prospecting #805-79R-3013	4. DATE: 15 Aug 2010
5. OBSERVATION TYPE: <input checked="" type="checkbox"/> Assessment <input type="checkbox"/> Evaluation <input type="checkbox"/> Validation	6. RATING: <input type="checkbox"/> T - Trained <input checked="" type="checkbox"/> P- Needs Practice <input type="checkbox"/> U - Untrained
7. TRAINING RECEIVED AND RECOMMENDATIONS: <p>During telephone prospecting the recruiter failed to build sufficient trust and credibility which hampered his attempts to determine the prospect's goals and passions and get the appointment. I reviewed the task performance steps with him, shared some proven techniques through role-playing, and made a few phone calls to demonstrate each technique.</p> <p>Recommendation: Review the telephone prospecting steps and examples in appendix B of the Recruiter Handbook (USAREC Manual 3-01). Pick out an opening line that fits your personality and personalize your prospecting approach. Make a copy of appendix B and keep it on your desk when making phone calls to keep you on track. Get relaxed before getting on the phone.</p>	
8. TRAINER'S NAME AND INITIALS: SFC Jack B. Nimble	
9. TRAINEE'S RESPONSE AND/OR COMMENTS. <p>a. WHAT DID YOU LEARN?</p> <p>I was too anxious for the appointment and rushed right through the building trust and credibility step. SFC Nimble showed me some techniques that really helped me create my own style and slow down. The introduction scripts in the Recruiter Handbook also helped a lot. I was trying to memorize them. I printed them out and keep them on my desk when I make phone calls. It helps a lot.</p> <p>b. WHAT ARE YOUR TRAINING NEEDS?</p> <p>Not sure at this point.</p>	
10. TRAINEE'S NAME AND SIGNATURE: SSG Iam A. Newby	

USAREC Form 967, Rev 1 Oct 10

PREVIOUS EDITIONS ARE OBSOLETE

V2.10

Figure B-1. Sample of a completed USAREC Form 967

Appendix C

Digital Training Management System User Guide

C-1. General

a. This appendix provides guidance and establishes standards for the use of DTMS in USAREC, whether accessed from a Government or personal computer. The appendix covers automation procedures and standards and defines the responsibilities of MTs, administrators, and users of DTMS.

b. DTMS is the digital tool of the Army's Training Management System. It is web-based and provides unit leaders with the ability to manage all aspects of training regardless of their physical location. DTMS allows commanders to view their unit METL and review and approve training plans and schedules. DTMS also allow leaders and trainers to track mandatory training, review individual Soldiers' readiness, and plan training events. DTMS is the only authorized system for the management of training in Army units. Users of DTMS must have an AKO account and be granted access by a system administrator. User roles are identified in tables C-1 through C-4.

Note: DTMS is an unclassified sensitive system. While all information should be treated as For Official Use Only, leaders and system administrators should ensure users do not enter classified data into the system.

Table C-1
Brigade commander and CSM group roles

Access TARGTS	Planning Manager
Add Deployment Training	Report Manager
Add Employment	Soldier Manager
Add Event Documents	Staff Manager
Add Event Task	Submit Annual Training Plan
Add Fundamental Task	Submit IDT
Add Holidays	Submit Training Days Set
Add IDT	Team Manager
Add Languages	Training Manager
Add Linked Tasks	Unit Manager
Add Local Training	View Additional Duty
Add Training Documents	View Address
Add Training Guidance	View Allocations
Admin Manager	View Annual Training Plan
Allow Local Task View	View Classes
Approve Fundamental Task	View Deployment Training
Approve IDT	View E-mail Address
Approve Training Days Set	View Employment
Calendar Manager	View Equipment License
Commanders Assessment	View Event Documents
Create Training Days Set	View Event General
Decline Fundamental Task	View Event Location
Delete Deployment Training	View Event Resource
Delete Employment	View Event Schedule
Delete Event Documents	View Event Task
Delete Event Task	View Family Spouse
Delete Fundamental Task	View Fundamental Task
Delete Holidays	View Height Weight
Delete IDT	View Holidays
Delete Languages	View Individual Equipment
Delete Local Training	View Individual Training
Donor Manager	View Languages
Download Task Files	View License
Edit Deployment Training	View Local Training
Edit Employment	View Locations
Edit Event Documents	View Mandatory Training
Edit Event General	View Medical
Edit Event Task	View Person Disability
Edit Fundamental Task	View Person Medication
Edit Holidays	View PERSTAT
Edit IDT	View Phone Number
Edit Individual Equipment	View POV

Table C-1**Brigade commander and CSM group roles--continued**

Edit Languages	View Profile
Edit Local Training	View PT History
Edit Mission	View School
Edit Training Days Set	View Shot Record
Equipment Manager	View Signatures
Manage Fundamental Task	View Skill
Manage Task	View Team
Manage Task Organization	View Training Days Set

Table C-2**Battalion commander and CSM group roles**

Access TARGTS	Planning Manager
Add Deployment Training	Report Manager
Add Employment	Soldier Manager
Add Event Documents	Staff Manager
Add Event Task	Submit Annual Training Plan
Add Fundamental Task	Submit IDT
Add Holidays	Submit Training Days Set
Add IDT	Team Manager
Add Languages	Training Manager
Add Linked Tasks	Unit Manager
Add Local Training	View Additional Duty
Add Training Documents	View Address
Add Training Guidance	View Allocations
Admin Manager	View Annual Training Plan
Allow Local Task View	View Classes
Approve Fundamental Task	View Deployment Training
Approve IDT	View Email Address
Approve Training Days Set	View Employment
Calendar Manager	View Equipment License
Commanders Assessment	View Event Documents
Create Training Days Set	View Event General
Decline Fundamental Task	View Event Location
Delete Deployment Training	View Event Resource
Delete Employment	View Event Schedule
Delete Event Documents	View Event Task
Delete Event Task	View Family Spouse
Delete Fundamental Task	View Fundamental Task
Delete Holidays	View Height Weight
Delete Languages	View Holidays
Delete Local Training	View Individual Equipment
Donor Manager	View Individual Training
Download Task Files	View Languages
Edit Deployment Training	View License
Edit Employment	View Local Training
Edit Event Documents	View Locations
Edit Event General	View Mandatory Training
Edit Event Task	View Medical
Edit Fundamental Task	View Person Disability
Edit Holidays	View Person Medication
Edit IDT	View PERSTAT
Edit Languages	View Phone Number
Edit Local Training	View POV
Edit Mission	View School
Edit Training Days Set	View Shot Record
Equipment Manager	View Signatures
Manage Fundamental Task	View Skill
Manage Task	View Team
Manage Task Organization	View Training Days Set

Table C-3
G3 and S3 group roles

Access TARGTS	Manage Fundamental Task
Add Deployment Training	Manage Task
Add Employment	Planning Manager
Add Event Documents	Report Manager
Add Event Task	Soldier Manager
Add Fundamental Task	Staff Manager
Add Holidays	Training Manager
Add IDT	Unit Manager
Add Languages	View Additional Duty
Add Linked Tasks	View Allocations
Add Training Documents	View Annual Training Plan
Add Training Guidance	View Classes
Admin Manager	View Deployment Training
Allow Local Task View	View Employment
Approve Training Days Set	View Equipment License
Calendar Manager	View Event Documents
Create Training Days Set	View Event General
Decline Fundamental Task	View Event Location
Delete Deployment Training	View Event Resource
Delete Employment	View Event Schedule
Delete Event Documents	View Event Task
Delete Event Task	View Fundamental Task
Delete Fundamental Task	View Height Weight
Delete Holidays	View Holidays
Delete Languages	View Individual Equipment
Donor Manager	View Individual Training
Download Task Files	View Languages
Edit Deployment Training	View License
Edit Employment	View Locations
Edit Event Documents	View Mandatory Training
Edit Event General	View Medical
Edit Event Task	View Person Disability
Edit Fundamental Task	View Person Medication
Edit Holidays	View PERSTAT
Edit IDT	View School
Edit Languages	View Signatures
Edit Training Days Set	View Skill
Equipment Manager	View Training Days Set

Table C-4
Company commander and first sergeant group roles

Access TARGTS	Planning Manager
Add Deployment Training	Report Manager
Add Employment	Soldier Manager
Add Event Documents	Staff Manager
Add Event Task	Submit Annual Training Plan
Add Fundamental Task	Submit IDT
Add Holidays	Submit Training Days Set
Add IDT	Team Manager
Add Languages	Training Manager
Add Linked Tasks	Unit Manager
Add Local Training	View Additional Duty
Add Training Documents	View Address
Add Training Guidance	View Allocations
Admin Manager	View Annual Training Plan
Allow Local Task View	View Classes
Approve Fundamental Task	View Deployment Training
Approve IDT	View E-mail Address
Approve Training Days Set	View Employment

Table C-4
Company commander and first sergeant group roles--continued

Calendar Manager	View Equipment License
Commanders Assessment	View Event Documents
Create Training Days Set	View Event General
Decline Fundamental Task	View Event Location
Delete Deployment Training	View Event Resource
Delete Employment	View Event Schedule
Delete Event Documents	View Event Task
Delete Event Task	View Family Spouse
Delete Fundamental Task	View Fundamental Task
Delete Holidays	View Height Weight
Delete IDT	View Holidays
Delete Languages	View Individual Equipment
Delete Local Training	View Individual Training
Donor Manager	View Languages
Download Task Files	View License
Edit Deployment Training	View Local Training
Edit Employment	View Locations
Edit Event Documents	View Mandatory Training
Edit Event General	View Medical
Edit Event Task	View Person Disability
Edit Fundamental Task	View Person Medication
Edit Holidays	View PERSTAT
Edit IDT	View Phone Number
Edit Individual Equipment	View POV
Edit Languages	View Profile
Edit Local Training	View PT History
Edit Mission	View School
Edit Training Days Set	View Shot Record
Equipment Manager	View Signatures
Manage Fundamental Task	View Skill
Manage Task	View Team
Manage Task Organization	View Training Days Set

C-2. Responsibilities

a. USAREC G3, Training Assessment Division, is the proponent for DTMS. The G3 will appoint a primary and assistant system administrator. System administrators will typically be the SMT and MT. The system administrators will:

- (1) Act as liaison between USAREC, higher headquarters, subordinate units, and the Combined Arms Center DTMS program manager.
- (2) Manage the access plan as specified in paragraph C-5.
- (3) Ensure users are trained on the application and assist subordinate commands to train their administrators as requested.
- (4) Maintain the DTMS training slides as required.
- (5) Manage user accounts for Soldiers assigned to subordinate units.
- (6) Represent USAREC on the DTMS Requirements Control Board working group in accordance with the Army's charter.

b. Brigade commanders will appoint a primary and assistant system administrator. System administrators will typically be the SMT and MT. System administrators will:

- (1) Act as liaison between their command and USAREC's system administrator.
- (2) Train subordinate units on the application.
- (3) Ensure subordinate units are training their leadership and operators on how to properly use the application.
- (4) Manage user accounts for their command in accordance with the access plan outlined in paragraph C-5.

c. Battalion commanders will appoint a primary and assistant system administrator. System administrators will typically be the SMT and MT. System administrators will:

- (1) Act as liaison with higher headquarters.
- (2) Train users.

- (3) Manage user accounts in accordance with the access plan outlined in paragraph C-5.

C-3. Training

- a. System administrators at all levels are responsible for training within their commands. The USAREC G3, Training Assessment Division, is the primary DTMS administrator and trainer.
- b. USAREC G3 system administrators will maintain training materials on the USAREC Enterprise Portal applicable to all access levels.
- c. Brigade and battalion commanders will ensure all SMTs and MTs are trained on DTMS. Commanders are responsible to ensure all of their subordinate units have properly trained DTMS operators. Commanders are also responsible to ensure subordinate unit leaders are trained on DTMS and are using the application to manage training as required in this regulation, AR 350-1, and FM 7-0.

C-4. Troubleshooting and support

- a. DTMS support is available from system administrators; however, users are highly encouraged to first access the “Help” menu on the DTMS Homepage. Most assistance issues and solutions have already been addressed in DTMS FAQs. The DTMS Knowledge Base allows users to submit questions and issues to the DTMS Help Desk. Prior to submitting a request, users should first completely explore both the user’s manual and previous postings on the Knowledge Base.
- b. Issues that are not specific to the application or that pertain to this appendix should be addressed through the chain of command and not to the DTMS Knowledge Base. The Knowledge Base provides Army-wide support and will not be able to provide resolution to USAREC-specific issues.
- c. Suggestions for improvements are welcome but must be submitted through the user’s chain of command or system administrator instead of through the DTMS Knowledge Base. This will ensure it is reviewed by the USAREC DTMS administrator where it will be properly prioritized through the DTMS Requirements Control Board process.
- d. Whenever an issue or problem cannot be resolved at a particular level it must be submitted to the system administrator at the next higher level for resolution. Anyone can contact the DTMS Help Desk for assistance; however, it is best to first exhaust the resources within USAREC.

C-5. DTMS management

The Web address for DTMS is <https://dtms.army.mil>. There is also a Web link to DTMS on Recruiting ProNet as well as on the USAREC Enterprise Portal.

- a. Commanders may permit or deny access to anyone within their command with the exception of the system administrators. Commanders can also delegate the group roles assigned to subordinate users based on the information in tables C-1 through C-4. Group roles are designated roles related to the user’s position. Individual roles cannot be removed from the groups, but additional individual roles can be given that are not already part of the group.
- b. Commanders, along with the system administrators, will identify additional trainers.
- c. Quarterly, system administrators will review all personnel that have access to DTMS for accuracy and completeness. Commands will review their subordinate rosters semiannually and the USAREC system administrator will conduct an annual audit of all accounts. Soldiers no longer assigned to a unit or to a role that required DTMS access will be inactivated.
- d. Users will not be granted access to DTMS for more than 1 year at a time.
- e. System administrators have the authority to deny access to anyone who violates this regulation, other directives, or fails to fulfill their responsibilities. If a system administrator denies anyone access they must immediately report the action to their supervisor, commander, and system administrator at the next level of command.

C-6. DTMS use

Commanders may direct the use of any module (functional area) of DTMS to meet the guidance and established standards for the use of DTMS in USAREC. If an optional module is used, it must meet the intent of this user’s guide. All DTMS module functions are optional except for the following:

- a. Calendars. All units will manage their training calendars using the long-range calendar and short-range calendar functions (see app B).
- b. Mission and METL. Units will use DTMS to submit, modify, and approve or disapprove missions and METL training.
- c. The colors depicted in table C-5 are to be used with the specified event types. These colors may only be used for

these types of events. Other colors may be used for events that are not covered below, but using similar colors for other events should be avoided. Events in these categories will be marked as major events.

Recruiter training events	Green
Station training events	Red
Company training events	Aqua
Brigade and battalion training events	Amber
Annual mandatory training	Yellow
Boards	Blue
Inspectors	Teal
Community support	Gray

Appendix D Company Commander Development Program

D-1. General

This appendix establishes the policies, responsibilities, and procedures for the CCDP. The purpose of the CCDP is to assess, train, and validate company commanders on their individual critical tasks in accordance with STP 12-79R-OCFS.

D-2. Concept and description

a. Commanding a recruiting company is a demanding leadership challenge in an unfamiliar operating environment. The learning curve is steep, fast-paced, and live-fire. It is essential new company commanders fully understand the recruiting functions to effectively plan, direct, and lead their recruiting force. The CCDP reinforces the new company commander's operational understanding while transitioning them from the classroom to their new AO.

b. The CCDP is a structured systematic approach for scheduling, conducting, and assessing critical task training for new company commanders. The program establishes timelines for evaluation of task performance and allows for trainee feedback. The program has five phases:

(1) Phase I - Institutional Training. Phase I has two parts. Part 1 is the DL portion of the program and is taught via the LMS. The DL portion must be completed by the new company commander at least 10 days prior to their attendance at the resident course. Part 2 is a 3-week course taught at the RRS, Fort Jackson, SC.

(2) Phase II - Reception and Integration and the Right Seat and Left Seat Ride Program.

(a) Reception and integration will be completed within 30 days of the new company commander's arrival to the unit. Brigade and battalion leaders and first sergeants will help the new company commander become familiar with their recruiting environment.

(b) The Right Seat and Left Seat Ride Program ensures continuity and the passage of knowledge between outgoing and incoming leaders. The program is 10 days in duration; 5 days riding in the right seat and 5 days riding in the left seat.

(3) Phase III - Critical Task Assessment and Training. New company commanders will undergo an assessment of the training they received at the institution to determine any training shortfalls that need reinforcement training. During this phase new company commanders will also receive structured training that will expose them to the TTP unique to their AO.

Note: The battalion commander will determine the program's requirements based on the training needs of the new company commander and their market.

(4) Phase IV - Validation. New company commanders will be validated on their performance of each critical task. This phase also addresses the Gunner Program. All company commanders are required to self-generate an enlistment (high school diploma graduate I-III A (GA)) within their first 90 days of command.

(5) Phase V - OPDP. The program's intent is to provide officers with career development and continuing education opportunities during their recruiting tour.

D-3. Policies

- a. The CCDP is mandatory for all company commanders with less than 6 months in position.
- b. No extensions are authorized for the CCDP.
- c. Leave is the only authorized absence from the CCDP.

D-4. Responsibilities

a. USAREC, RRS-FWD, is proponent for the CCDP. USAREC trainers may be called upon to assist battalion commanders, but are not authorized to conduct critical task validations.

b. Brigade commanders. Brigade commanders are the approval authority for CCDP completion.

Note: New company commanders may be granted an early release from the CCDP based on the battalion commander's recommendation and the new company commander's successful completion of all phases and task validations.

(1) Brigade commanders can designate an alternate company commander, from within the brigade, to execute the Right Seat and Left Seat Ride Program.

(2) Brigade commanders will verify all gunner enlistments and award the USAREC Form 1125 (Commanding General's Gunner Certificate of Excellence).

Note: The Gunner Certificate (USAREC Form 1125) will become invalid if the applicant fails to ship to the training base.

c. Brigade SMTs. Brigade SMTs are secondary trainers to brigade and battalion commanders and may be called upon for training assistance.

Note: SMTs are not authorized to conduct CCDP validations.

d. Brigade schools managers. Training seats will be requested by brigade schools managers for new company commanders who do not attend the RCCC en route to their assignment. Training seat requests will be made through schools@usarec.army.mil, within 30 days of the new company commander assuming command.

e. Battalion commanders. Battalion commanders are the approval authority for all phases of the CCDP. Battalion commanders are the primary evaluators and trainers for company commanders' critical tasks. They will review and annotate all training monthly. Battalion commanders will:

(1) Brief new company commanders on the CCDP.

(2) Ensure new company commanders who did not attend the RCCC on TDY en route are properly sponsored, in-processed, and in quarters prior to their enrollment in the CCDP.

(3) Ensure battalion staff personnel are familiar with CCDP requirements.

(4) Ensure the Right Seat and Left Seat Ride Program takes place prior to the new commander assuming command responsibility.

(5) Counsel new company commanders and document their progress after each phase of the CCDP on DA Form 4856 (Developmental Counseling Form).

(6) Implement and oversee Phase IV - Validation and Gunner Program for the CCDP.

(7) Provide specific guidance and training immediately after failed validations.

(8) Assign new company commanders a personal mission of a GA, Regular Army or USAR in memorandum format.

(9) Verify enlistments and ensure stated criteria are met prior to award of the Gunner Certificate (USAREC Form 1125).

(10) Report mission accomplishment or failure through the brigade commander to the DCG.

(11) Ensure all new company commanders complete the CCDP within established program guidelines.

(12) At the conclusion of Phase III and Phase IV of the program, the battalion commander will review the progress report found on the LMS to ensure all phases have been completed, counsel the new company commander regarding their leadership and technical skills, and sign a memorandum acknowledging CCDP completion.

f. Battalion SMTs. The SMT is responsible for the administration and scheduling of the CCDP and is a secondary trainer who may be called upon for training assistance; however, the SMT is not authorized to conduct task validations. Battalion SMTs will:

(1) Initiate USAREC Form 1299.

(2) Initiate the CCDP.

(3) Verify Gunner Program enlistments.

(4) Coordinate with the brigade SMT or designee to obtain the brigade commander's signature on USAREC Form 1125.

(5) Ensure training records are maintained throughout the company commander's tour of duty.

- g. Departing company commanders. Departing company commanders will:
 - (1) Serve as the primary trainer during Phase II - Right Seat and Left Seat Ride Program.
 - (2) Provide the new company commander with visual benchmarks for successful company operations.
- h. New company commanders. It is the new company commander's responsibility to master and maintain skills necessary to perform their duties. The individual must do self-assessments throughout the program to ensure they receive quality training. They must also use the LMS and all updated doctrine materials to enhance and hone their skills. The individual is ultimately responsible for their own validation.

D-5. Procedures

a. All new commanders enrolled in the CCDP will be assessed and validated in accordance with STP 12-79R-OCFS using the task assessment and validation worksheet located in the CCDP tab on the LMS. The program will be conducted within 6 months of the new commander's assignment to the unit. All assessments, training, and validations will be planned and scheduled in advance and executed under hands-on, live-fire conditions.

(1) The CCDP will be used to validate new company commanders' proficiency in the following subject areas: Manage the Company Future Soldier Training Program, Plan Company Training, Conduct a Recruiting Company AAR, Develop a Company ROP, and Develop a Company School Recruiting Program. Each subject area is a specific individual critical task.

(2) All training will be documented on task assessment and evaluation worksheets located in the CCDP tab on the LMS under Development Programs.

(3) New company commanders who receive a GO on a task validation need not repeat the task. If the new company commander receives a NO-GO on a task the evaluator must provide immediate training, revalidate the task, and annotate training and results on the task assessment and evaluation worksheets.

b. Phase II - Reception and Integration and the Right Seat and Left Seat Ride Program.

(1) Upon arrival of a new company commander, the SMT will initiate inprocessing using USAREC Form 1299 located in the LMS under the Development Programs tab (see app F). New company commanders will complete Phase II prior to assuming command. The battalion commander will ensure proper integration of the new company commander into their company's area of responsibility. This will include, at a minimum, the company headquarters and station visits. Results will be annotated on USAREC Form 967 located in the Training Record tab on the LMS.

(2) Prior to assuming command the new company commander will be required to participate in the Right Seat and Left Seat Ride Program (see app G). A properly executed program will result in a smooth transition for the new company commander and the unit. Brigade commanders can supplement the program's activities with brigade or battalion initiatives to ensure a seamless command handoff.

(3) The program should be flexible and represent the normal day-to-day activities of a company commander. The departing commander is the trainer for the Right Seat and Left Seat Ride Program. During the first 5 days the outgoing commander will conduct normal operations with the new commander observing from the right seat. During the last 5 days the new commander will take the left seat with the outgoing commander serving as an observer and mentor. The outgoing leader will provide their expertise and guidance.

(4) The outgoing commander and the new commander will submit an AAR to the battalion commander at the completion of the Right Seat and Left Seat Ride Program. The AAR should address the completion of required tasks and any areas that may require additional training.

(5) The program normally covers a 10-day period but may be adjusted by senior commanders. Brigade commanders, at their discretion, may require an additional ride with a successful company commander from inside or outside the parent battalion. The program can be shortened for new commanders with previous USAREC experience.

c. Phase III - Assessment and Training. During this phase the new company commander is expected to master all critical tasks and demonstrate their ability to successfully lead a recruiting company.

(1) The battalion commander will assess the training and knowledge the new company commander received at the RRS. This assessment will determine the strengths and weaknesses of the new company commander. Assessments will be done in accordance with STP 12-79R-OCFS using the task assessment and evaluation worksheets.

(2) The battalion commander will define the training program's requirements based on the new company commander's training needs and market. New company commanders will receive structured training based on the TTP successfully used in their new AO.

d. Phase IV - Validation and the Gunner Program. At the completion of this phase the new company commander

should demonstrate task competency and effective leadership in the recruiting environment.

(1) All tasks will be validated during hands-on, live-fire conditions in accordance with STP 12-79R-OCFS using the task assessment and evaluation worksheets.

(2) All tasks identified as a first time NO-GO will require immediate training. All trainers will conduct hands-on, live-fire training of failed tasks. Training will be conducted within 72 hours of task failure and will not exceed 1 calendar week. Training will be annotated on the task assessment and evaluation worksheets stating the task, training given, and any additional training guidance. If further training is necessary, the new company commander will be advised to enroll in related courses on the LMS or study appropriate USAREC doctrine publications. The battalion commander will counsel new company commanders who receive a NO-GO. Evaluations will be annotated on the task assessment and validation worksheets. The battalion commander will report new commander evaluations to the brigade commander through the commander's critical information report.

(3) The Gunner Program allows new company commanders to experience firsthand, what it takes to enlist a high school diploma graduate who scores in the I-III A range on the Armed Services Vocational Aptitude Battery. The Gunner Program will be instituted during Phase IV of the CCDP and must be accomplished within 90 days of assuming command.

(a) During the Gunner Program new commanders will prospect for their own appointments and complete all processing through shipment to the training base. The use of recruiter-generated referrals is prohibited. The following rules apply to the Gunner Program.

1. The Gunner Program mission will not increase the company's mission.
2. New company commanders will contract only one applicant.
3. Applicants who fail to meet the Gunner Program criteria (high school diploma graduates who score I-III A on the Armed Services Vocational Aptitude Battery (GA)) will not be further processed by the new company commander. Those applicants will be referred to a recruiting station based on their ZIP Code.

(b) The recruiting station where the applicant resides (ZIP Code) will receive enlistment credit; however, the applicant must ship to training for the Gunner Certificate to remain valid. If the company commander's Future Soldier becomes a loss, the Gunner Certificate will be invalid. The company commander must make up the loss to revalidate their Gunner Certificate.

(c) During the enlistment process, the first sergeant or SMT may provide training for the company commander. However, under no circumstances will the trainer become directly involved in the actual processing of an applicant.

(d) The new company commander will be the recruiter of credit under the provisions of this program. This procedure ensures all enlistment records balance at each echelon of the recruiting organization, and the enlistment is accomplished with minimal deviation from normal operating procedures.

(e) Should the new company commander fail to achieve the assigned mission, the battalion commander will determine the cause and forward a report through the brigade commander to the DCG. The report will contain the specific reasons for mission failure and provide a detailed plan for corrective action. This report is subject to review during SATBs.

Appendix E

Recruiter Development Program

E-1. General

This appendix outlines the policies, responsibilities, and procedures leaders will use to implement and execute the RDP. The RDP is not a pass or fail program. The purpose of the RDP is to develop the recruiting force by providing assessment, training, evaluation, and sustainment of the six most essential of the ten critical recruiter tasks in accordance with STP 12-79R35-SM-TG. This appendix applies to all detailed, cadre, or returning recruiters assigned to USAREC, regardless of position or assignment length.

E-2. Concept and description

Mission success can always be attributed to a well-trained force, more specifically, well-trained Soldiers. There would be very little argument that the field recruiter is USAREC's greatest asset and that the recruiting mission rests squarely on their shoulders. If recruiters are the command's greatest asset it makes perfect sense to provide them with a comprehensive training and development program that produces a ready and relevant recruiting force. The RDP consists of

five phases.

a. Phase I - Preassignment. The Preassignment Phase begins when the Soldier is notified of their assignment to USAREC. Soldiers will receive Phase I instructions along with their ATTRS school notification. Soldiers must complete Phase I prior to attending the ARC. Phase I consists of an overview of USAREC to include historical background, structure, and present day operations.

b. Phase II - ARC. The ARC is a resident course taught at the RRS, Fort Jackson, SC. The course teaches recruiter candidates the interpersonal, conceptual, administrative, technical, and tactical skills necessary to succeed in the contemporary recruiting environment. The curriculum provides training in the principles of adaptive leadership, technology systems, interpersonal communication, Army programs, time management, prospecting, and interviewing.

c. Phase III - Reception and Integration. The Reception and Integration Phase helps commanders exercise their basic responsibility to assist Soldiers, civilian employees, and Families successfully relocate into the command and begin their recruiting assignment. The Reception and Integration Phase consists of sponsorship; battalion inprocessing; and leader, staff, and support briefings.

d. Phase IV - ATP. The ATP which begins upon completion of Phase III evaluates the new recruiter's skills and provides refresher training where necessary.

(1) Stage I - Initial Assessment. The station commander evaluates new recruiters on the six most essential critical tasks for short-term recruiting success. The station commander evaluates performance during hands-on, live-fire observations. The six most essential critical tasks are as follows:

- (a) Conduct prospecting.
- (b) Conduct an Army interview.
- (c) Implement a school recruiting program.
- (d) Lead a Future Soldier.
- (e) Develop a recruiter network.
- (f) Develop an ROP.

(2) Stage II - Refresher Training. Recruiters who receive a P (practice needed) or U (untrained) rating will receive refresher training from the station commander or trainer until the recruiter receives a T (trained) rating.

(3) Stage III - Postresident Test. Recruiters enrolled in the ATP will complete a postresident test. Test results will be used to ensure the ARC programs of instruction and ATP are effective, unambiguous, and relevant.

e. Phase V - Development and Sustainment. The intent of this phase is to provide recruiters with sustainment skill training to increase their technical and tactical competencies. This phase begins upon completion of the postresident test and continues throughout the Soldier's assignment to USAREC. Recruiters in this phase will take an annual CSAT. CSAT results help leaders identify skill gaps to better focus sustainment training efforts. During this phase all detailed recruiters will be given a career assessment to determine their potential as cadre recruiters.

E-3. Policies

a. The RDP applies to all Soldiers in legacy, team, and pinnacle recruiting programs, and in all recruiting specialties: Enlisted, health care, chaplain, special operations, warrant officer, and band. The ATP (Phase IV of the RDP) is mandatory for all new recruiters and those returning to USAREC after a 12-month absence.

b. Soldiers will receive both required and needs-based skill training that will enable them to execute the TTP for their particular recruiting mission (enlisted, medical, chaplain, etcetera). Leaders will train, coach, and mentor new Soldiers.

c. Soldiers (officers and NCOs) are expected to be proficient and competent in their current position, as well as prepared to assume roles of greater responsibility.

d. All training required by the RDP will be recorded in the LMS.

e. All detailed recruiters will be given a career assessment using USAREC Form 1300 (Career Assessment Guide) (see app H).

f. All recruiters (E4 through E8) will be administered the CSAT annually during the month of December.

E-4. Responsibilities

a. Battalion CSMs will:

- (1) Ensure all new recruiters receive sponsors in accordance with AR 600-8-8.
- (2) Inbrief new recruiters in accordance with USAREC Form 1299.
- (3) Ensure recruiters are provided training and guidance throughout the entire RDP.

- (4) Review the entire program monthly via the LMS and DTMS.
- b. SMTs will:
 - (1) Initiate the reception and integration of all new recruiters using USAREC Form 1299.
 - (2) Initiate the ATP upon completion of the Reception and Integration Phase.
 - (3) Provide the commander and CSM a monthly report via LMS and DTMS that describes recruiter status in all phases of the RDP and ATP.
 - (4) Monitor the RDP and ATP and provide training assistance as needed.
- Note: The SMT and/or MT will not be a primary trainer for recruiters enrolled in the ATP.
- (5) Ensure Development and Sustainment (Phase V) training is conducted at all levels.
- (6) Ensure USAREC Form 1300 is initiated by the station commander and completed during the detailed recruiter's 15th month of assignment to USAREC.
- (7) Provide Development and Sustainment (Phase V) training and provide self-development resources for all recruiter levels.
- (8) Request passwords through the brigade to the USAREC G3, Training Assessment Division, for recruiters participating in the annual CSAT.
- c. Company commanders will:
 - (1) Conduct monthly reviews of the RDP and ATP.
 - (2) Proctor the annual CSAT.
 - (3) Provide training guidance based on CSAT results.
 - (4) Conduct a career assessment on all detailed recruiters during the 15th month of their assignment to USAREC using USAREC Form 1300 (see app H).
- d. First sergeants will:
 - (1) Coordinate with station commanders to ensure appropriate sponsors are assigned to new recruiters.
 - (2) Ensure every Soldier is provided training and guidance throughout the RDP and ATP.
 - (3) Conduct weekly reviews of the RDP and ATP via the LMS and DTMS.
 - (4) Train recruiters as required, monitor RDP and ATP compliance, and validate leader and self-development training.
 - (5) Conduct a career assessment on all detailed recruiters during the 15th month of their assignment to USAREC using USAREC Form 1300 (see app H).
- e. Station commanders will:
 - (1) Ensure new recruiters receive proper reception, integration, and sponsorship; and complete Phase III of the RDP in accordance with USAREC Form 1299.
 - (2) Train new recruiters and ensure all evaluations and comments are annotated on the task assessment and evaluation worksheets located in the RDP tab on the LMS under Development Programs.
 - (3) Conduct ATP initial assessments.
 - (4) Develop, schedule, and conduct ATP refresher training until recruiter receives a T rating.
 - (5) Ensure new recruiters take the postresident test (Phase IV).
 - (6) Train as required, monitor compliance, and validate leader self-development training.
 - (7) Conduct a career assessment on all detailed recruiters during the 15th month of their assignment to USAREC using USAREC Form 1300 (see app H).
- f. New recruiters will:
 - (1) Ensure all Family and personal affairs have been addressed and/or resolved during Phase III.
 - (2) Keep the station commander informed regarding any Family and inprocessing issues.
 - (3) Master all ATP critical tasks.
 - (4) Conduct self-assessments to detect and resolve performance shortfalls.
 - (5) Initiate, review, and sign their career assessment during the 15th month of their assignment to USAREC using USAREC Form 1300 (see app H).
- g. Cadre recruiters (Phase V) will:
 - (1) Participate in self-development and sustainment training in accordance with the policies and procedures of the RDP.
 - (2) Take the annual CSAT.

E-5. Procedures

The RDP begins when the Soldier is notified of their assignment to USAREC and stops when they leave the command. The RDP sequentially trains, develops, and sustains Soldiers by focusing on recruiting basics and building on that foundation. The RDP has five phases:

- a. Phase I - Preassignment. All Soldiers notified for recruiting duty will review three ALMS modules (The Recruiter,

History of USAREC, and USAREC Today) prior to attending the ARC. The RRS staff will validate Phase I completion during inprocessing.

Note: Soldiers who failed to complete Phase I prior to their arrival will have until the first Wednesday of the ARC to complete the requirement.

b. Phase II - ARC. All recruiting candidates must successfully meet course standards and graduate from the ARC to receive assignment instructions.

c. Phase III - Reception and Integration. Upon notification of personnel gains, the battalion will initiate the sponsorship program in accordance with AR 600-8-8. Upon arrival of a new recruiter the SMT will initiate inprocessing using USAREC Form 1299 found under the Development Programs tab on the LMS (see app F). New recruiters will receive up to 30 days for inprocessing, establishing a residence, and taking care of Family issues.

d. Phase IV - ATP. The ATP will be initiated when the SMT receives the completed USAREC Form 1299 from the station commander. Recruiters and leaders have 5 months to complete ATP requirements. The station commander will assess the new recruiter's knowledge and performance of each of the six most essential of the ten critical tasks in accordance with STP12-79R35-SM-TG using the task assessment and evaluation worksheets located under the Development Programs tab on the LMS. The six most essential critical tasks will be assessed and rated as T, P, or U. All task assessments, refresher training, recruiter and station commander comments and leader actions, and the postresident test will be completed on the LMS. Station commanders will ensure task assessments are fair, complete, and concise. The ATP consists of three stages:

(1) Stage I - Initial Assessment. Recruiters will be evaluated on the six most critical tasks within the first 30 days of the ATP. Task assessments will be made by observing recruiters during live-fire or hands-on activities. Recruiters who receive a T rating in a specific task are not required to be reevaluated during the ATP. Station commanders, however, must continuously monitor the recruiter's performance and conduct reassessments for validation purposes. The task assessment and evaluation worksheets located in the LMS under the Development Programs tab will be used to record all assessments and training.

Note: If a recruiter is being assessed on a task such as "Lead a Future Soldier" and doesn't have one, the station commander will assign one from another recruiter to complete the task.

(2) Stage II - Refresher Training. Stage II begins on the completion date of Stage I. Recruiters who receive a P or U rating will receive refresher training developed and conducted by the station commander. Training will continue until the recruiter receives a T rating. Refresher training must be completed within 90 days from the completion of Stage I.

(3) Stage III - Postresident Test. At completion of Stage II (120 days), the recruiter will take the postresident test located under the Development Programs tab on the LMS. Upon test completion, the station commander will ensure the recruiter prints the ATP certificate of completion and submits it to the SMT for posting in the recruiter's training record in DTMS.

Note: The SMT will provide a monthly status report to the commander and CSM to validate ATP completion.

e. Phase V - Sustainment and Leader Development.

(1) When new recruiters complete the ATP they will immediately begin sustainment and leader development training. Recruiters will participate in appropriate skill level self-development training located in the LMS.

(2) All enlisted recruiters (E4 through E8) and officers assigned as recruiters will participate in this phase. All recruiters are responsible to remain competent in their current skill level as well as remain proficient in tasks for lower skills levels.

(3) All detailed recruiters will be given a career assessment in the 15th month of their assignment to USAREC using USAREC Form 1300 (see app H).

(4) All recruiters will be administered the CSAT annually during the month of December. Recruiters will require a password supplied by the SMT to access the test. CSAT results help leaders identify skill gaps to better focus their sustainment training efforts. The CSAT will be administered on the LMS and will be proctored by the company commander.

Appendix F

Reception and Integration Checklist

F-1. General

This appendix establishes policy and procedures for inprocessing new recruiters and company commanders. Com-

panies and stations are widely dispersed within a battalion's geographical (multistate) area, making it difficult for many to make repeated trips to the battalion for inprocessing. It is imperative all Soldiers are properly sponsored and in-processed before they depart to their respective station or company.

F-2. Policy

- a. The SMT will initiate USAREC Form 1299 for all new recruiters and company commanders (see fig F-1).
- b. The checklist will be completed within 30 days of a new recruiter's or company commander's arrival to the battalion.
- c. Upon completion of the USAREC Form 1299 the SMT will initiate the ATP for new recruiters and the CCDP for company commanders.

F-3. Procedures

- a. The SMT will initiate USAREC Form 1299 found in the LMS under the Development Programs tab and complete items 1 through 15. The SMT will then e-mail the checklist to the first scheduled staff representative who will personally brief the Soldier, annotate any deficiencies, electronically sign, and forward it to the next representative until it is completed.

Note: USAREC Form 1299 may be printed and physically executed.

- b. When new recruiters complete inprocessing at the battalion, USAREC Form 1299 will be e-mailed to the new recruiter's station commander. The station commander will complete their portion of the checklist and e-mail it back to the SMT who will upload it to the battalion's SharePoint training file and initiate the ATP.
- c. When new company commanders complete USAREC Form 1299 (sections A through K and M) the SMT will upload it to the battalion's SharePoint training file and initiate the CCDP.
- d. Additional spaces have been provided for each activity to accommodate any additional inprocessing activities in accordance with the battalion SOP. Units may add to, but not take away from, the USAREC Form 1299.

RECEPTION AND INTEGRATION CHECKLIST

(For use of this form see USAREC Reg 350-1)

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, U.S. Code, sections 503 and 3013.

PRINCIPAL PURPOSE: To ensure all new Soldiers are properly received into the unit and training is initiated for recruiting personnel.

ROUTINE PURPOSES: To inprocess new Soldiers through each command activity and record any identified Soldier issues. To initiate training and development programs and record historical dates that can be used for after-action reviews and reports.

DISCLOSURE: Voluntary; however, failure to furnish requested information may result in improper reception and integration.

INSTRUCTIONS: The senior master trainer (SMT) will initiate and finalize this checklist. The SMT will initiate this checklist and ensure Soldiers inprocess through listed activities. The battalion will designate any additional activities in accordance with local standing operating procedures. Each activity representative will annotate the Deficiencies Noted block with either "None" or a description of the deficiency and sign the validation block. Once all activities have been validated the SMT will review this checklist for completeness and initiate the Advanced Training Program (ATP) or the Company Commander Development Program (CCDP).

1. NAME (Last, First, MI) Doe, John A.		2. RANK SSG	3. MOS/AOC 11B30	4. RSID 9k3g	5. DATE 10 Aug 2010
6. MARITAL STATUS M <input checked="" type="checkbox"/> S <input type="checkbox"/>	7. DEPENDENT CHILDREN 2	8. EFMP YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	9. MARRIED ARMY COUPLE YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	10. SPECIAL NEEDS None	
11. SPONSOR NAME (Last, First, MI) Buck, Marvin S.		12. RANK SSG	13. MOS/AOC 13E30	14. RSID 9k3g	15. DATE ASSIGNED AS SPONSOR 10 Jun 2010

SECTION A - BATTALION SMT INPROCESSING ACTIVITIES

16a. BATTALION ACTIVITY	16b. DEFICIENCIES NOTED (if any)	16c. VALIDATED BY (print name and sign)
(1) Welcome Soldier to the battalion		
(2) Do a height and weight check	See DA Form 5500	
(3) Complete DA Form 5500 (Body Fat Content Worksheet (Male)) or DA Form 5501(Body Fat Content Worksheet (Female)), if necessary	Overweight 8/27/10	
(4) NCOES, institutional training, OML, APFT		
(5) Mandatory and self-development training		
		Name: MSG Rosetta Stone 8/27/10
		Signature:

SECTION B - BATTALION S1 INPROCESSING ACTIVITIES

17a. BATTALION ACTIVITY	17b. DEFICIENCIES NOTED (if any)	17c. VALIDATED BY (print name and sign)
(1) Personal information, data sheet		
(2) DEERS, RAPIDS, ID cards, ID tags		
(3) Transportation	HHG damage 8/27/10	
(4) Housing		
(5) Military pay		
(6) Special pay (BAS, BAH, COLA, SDAP, OHA, IDP, CPP, incentive pay, medical specialty pay, enlistment or reenlistment bonus, other special pay)	Briefed BAH/SDAP 8/27/10	
(7) Evaluation report and rating chain		
(8) Flag check or processing	Initiated Flag 8/27/10	
(9) DA Form 3955 (Change of Address and Directory Card)		
(10) Exceptional Family Member Program		
(11) Family care plan		
(12) Weight Control Program	Initiated 8/27/10	
(13) Physical profile		
(14) DA Form 31 (Request and Authority for Leave)		
(15) Reintegration verification (deployments)		
(16) Security clearance and security briefing		
(17) MEDPROS	Update HIV 8/27/10	
(18) Personnel systems (HSS, EMILPO, etcetera)		
		Name: Clark Kent
		Signature:

Figure F-1. Sample of a completed USAREC Form 1299

SECTION C - BATTALION IMS INPROCESSING ACTIVITIES		
18a. BATTALION ACTIVITY	18b. DEFICIENCIES NOTED (if any)	18c. VALIDATED BY (print name and sign)
(1) Regulations, policies, and prohibitions		
(2) Extract and USAAC Form 101 (USAAC Information System Access Request)	Processed 8/28/10	
(3) Cell phone	Ordered new device 8/28/10	
(4) Laptop security		
		Name: Tom Edison 8/28/10
		Signature:
SECTION D - BATTALION SFA INPROCESSING ACTIVITIES		
19a. BATTALION ACTIVITY	19b. DEFICIENCIES NOTED (if any)	19c. VALIDATED BY (print name and sign)
(1) Roles and responsibilities		
(2) Medical facilities and health benefits (TRICARE)		
(3) Dental providers	Find local Orthodontist 8/28/10	
(4) Provide FRSA Resource Guide (CD)		
(5) Family advocacy overview		
(6) Exceptional Family Member Program		
(7) Army Family team building		
(8) AER and ACS		
(9) Center One and chaplain access		
(10) Marriage enrichment and BOSS programs		
(11) MFLC and PFC		
(12) Military OneSource and Army OneSource		
(13) Reintegration and resiliency programs		
(14) Child and youth services		
		Name: Edith Bunker 8/28/10
		Signature:
SECTION E - BATTALION S2 INPROCESSING ACTIVITIES		
20a. BATTALION ACTIVITY	20b. DEFICIENCIES NOTED (if any)	20c. VALIDATED BY (print name and sign)
(1) Battalion and company boundaries		
(2) Competition in assigned ZIP Codes		
(3) Tactical segments and SAMA		
		Name: Richard DeVoss 8/28/10
		Signature:
SECTION F - BATTALION S3 INPROCESSING ACTIVITIES		
21a. BATTALION ACTIVITY	21b. DEFICIENCIES NOTED (if any)	21c. VALIDATED BY (print name and sign)
(1) Mission brief		
(2) Packet rule		
(3) Waiver processing		
(4) Policies and standing operating procedures		
(5) Awards		
(6) MEPS briefing	Scheduled 9/2/10	
(7) Applicant testing		
(8) Applicant hotel procedures		
(9) Physical and processing		
(10) Exceptions		
		Name: CPT James Kirk 8/29/10
		Signature:

Figure F-1. Sample of a completed USAREC Form 1299 (Continued)

SECTION G - BATTALION S4 INPROCESSING ACTIVITIES		
22a. BATTALION ACTIVITY	22b. DEFICIENCIES NOTED (if any)	22c. VALIDATED BY (print name and sign)
(1) Obtain copy of driver's license		
(2) DA Form 348 (Equipment Operator's Qualification Record (Except Aircraft))		
(3) Accident avoidance	Not current/attend training	
(4) Proper use of GSA vehicle and fuel card		
(5) Vehicle log book and reports (mileage and accident)		
(6) WEX card use and maintenance		
(7) Domicile to duty		
(8) Riders insurance and at-fault accidents		
(9) Risk assessments (USAREC Form 1144 (Risk Management Card))		
(10) Vehicle safety and security		
(11) Army leased housing		
(12) Issue lock for computer	On order	
(13) Issue unit crest	On order	
(14) Order procedures for purchase of military clothing		
(15) Two-year uniform supplement (79R only)	Submitted 8/29/10	
		Name: Ernest Bilko 8/29/10
		Signature:
SECTION H - BATTALION APA INPROCESSING ACTIVITIES		
23a. BATTALION ACTIVITY	23b. DEFICIENCIES NOTED (if any)	23c. VALIDATED BY (print name and sign)
(1) APA regulations, roles, and policies		
(2) Soldier photo and biography		
(3) Battalion, ASB, national assets, MUPA		
(4) RPI and PPI order process and use policies		
(5) Media relations and interaction		
(6) CG talking points		
(7) PaYS		
(8) Civic organization memberships and partnerships		
(9) COI and VIP development, data base, grassroots		
(10) Leads and career builder		
(11) Business cards	Ordered 8/31/10	
(12) Social media policy and procedures		
		Name: George Burns 8/31/10
		Signature:
SECTION I - BATTALION ESS INPROCESSING ACTIVITIES		
24a. BATTALION ACTIVITY	24b. DEFICIENCIES NOTED (if any)	24c. VALIDATED BY (print name and sign)
(1) ESS roles and functions		
(2) Local education system and school directory		
(3) Evaluation of education enlistment credentials		
(4) School ASVAB		
(5) ASVAB interpretations		
(6) Educator events and COI development		
(7) ConAP and postsecondary schools		
(8) Army continuing education		
		Name: Gabriel Cotter 9/4/10
		Signature:

Figure F-1. Sample of a completed USAREC Form 1299 (Continued)

SECTION J - BATTALION BUDGET INPROCESSING ACTIVITIES		
25a. BATTALION ACTIVITY	25b. DEFICIENCIES NOTED (if any)	25c. VALIDATED BY (print name and sign)
(1) REA		
(2) GOVCC (APC check and SOU)	Filled out application 9/4/10	
(3) TDY		
(4) FS and COI events (funded and unfunded)		
(5) Unauthorized commitments		
		Name: Tom Cratchet 9/4/10
		Signature:
SECTION K - BATTALION LEADERSHIP REPRESENTATIVE INPROCESSING ACTIVITIES		
26a. BATTALION ACTIVITY	26b. DEFICIENCIES NOTED (if any)	26c. VALIDATED BY (print name and sign)
(1) Welcome and command policies		Name: James West, LTC 9/4/10
(2) Recruiting improprieties and Volume II Report		
(3) Statement of Understanding		
Signature:		
Statement of Understanding - Recruiting with Integrity		
<p>1. As a member of the U.S. Army Recruiting Command I will maintain the highest standards of integrity and conduct. I understand that my compliance with all regulations, policies, and procedures will ensure integrity in the enlistment and commissioning processes. All applicant information and documentation must be accurate, current, and truthful to protect the interests of the applicant, the Army, and myself.</p> <p>2. I fully understand and will comply with all provisions of the following Army and USAREC regulations:</p> <ul style="list-style-type: none"> a. AR 601-210, Active and Reserve Components Enlistment Program. b. USAREC Reg 600-22, Assignment of Enlistment Processing Responsibility. c. USAREC Reg 600-25, Prohibited and Regulated Activities. d. USAREC Reg 601-45, Recruiting Improprieties Policies and Procedures, chapter 2. <p>3. I understand that failure to comply with these regulations may subject me to disciplinary actions under the Uniform Code of Military Justice or appropriate civilian disciplinary measures respectively.</p> <p>4. I understand it is my duty to report any known, suspected, or attempted violations of the regulations cited in paragraph 2 or any other Army regulation or civilian law to my chain of command.</p> <p>5. I understand that if I have knowledge of, or suspect any improper relationships or attempts to do so, between recruiting personnel and contacts, prospects, applicants, or members of the Future Soldier Training Program, I will report them immediately to my chain of command.</p> <p>6. I understand as a Soldier or civilian my failure to report any aforementioned violations to my chain of command could result in punishment under the Uniform Code of Military Justice or appropriate civilian disciplinary measures respectively.</p>		
Printed Soldier's Name: John A. Doe	Signature of Soldier:	Date: 4 Sep 2010

Figure F-1. Sample of a completed USAREC Form 1299 (Continued)

Appendix G

Right Seat and Left Seat Ride Program

G-1. Purpose

a. The Right Seat and Left Seat Ride Program is designed to train and mentor incoming leaders. The program ensures continuity and the passage of knowledge between outgoing and incoming leaders. The program is 10 days in duration and is required for leader changes in the following positions:

- (1) Battalion commanders.
- (2) Battalion CSMs.
- (3) Company commanders (see app D).
- (4) First sergeants.
- (5) Station commanders.

b. Commanders may establish similar programs for other positions such as brigade and battalion deputy commanders, deputy chiefs of staff, XOs, and special staff.

c. Brigade commanders will establish the activities required during this program to ensure proper battle handoff.

d. The program should be flexible, allowing for effective leader development.

e. The steps of the program are:

(1) Step one. Incoming leaders ride with outgoing leaders for the first 5 days of the program. The outgoing leader conducts normal operations with the incoming leader observing from the right seat.

(2) Step two. Incoming leaders assume the left seat, with the outgoing leader serving as an observer and mentor for the last 5 days of the program. The outgoing leader will provide expertise and guidance as needed.

f. Upon completion of each step, the incoming and outgoing leaders will submit an AAR. The AAR should address completion of required tasks and any areas that may require additional training.

g. Brigade commanders may direct a second right seat ride for battalion commanders, CSMs, company commanders, and first sergeants. The second right seat ride can be internal or external to the brigade. Brigade commanders will coordinate when external support is required.

h. The program typically covers a 10-day period, but senior commanders may adjust the duration. For example, the senior commander may shorten the duration for a leader who has previous USAREC experience or lengthen it to provide additional training.

Appendix H

Career Assessment Guide

H-1. General

This appendix establishes policies and procedures for conducting a career assessment of detailed Soldiers. Career assessments are an important part of Development and Sustainment (Phase V) of the RDP. A favorable career assessment does not constitute in itself, a Soldier's reclassification to 79R. The results of the career assessment are only considered when detailed Soldiers apply for reclassification to 79R.

H-2. Policy

Leaders will complete a career assessment for all detailed Soldiers during the 15th month of their recruiting assignment to USAREC using USAREC Form 1300. The station commander, company commander, and first sergeant will assess each detailed Soldier's abilities. The detailed Soldier will also complete their portion of the assessment.

Note: Career assessments will be based on the whole Soldier concept, not solely on recruiting performance.

H-3. Procedures

a. During the 15th month of their recruiting assignment, detailed Soldiers will be directed by their station commander, to open and initiate USAREC Form 1300. The form is located under the Development Programs tab on the LMS. The Soldier will enter their name, grade, station and company, and answer questions 11 and 12. After completing their portion the Soldier will e-mail the form to the station commander who will complete their portion of the assessment, digitally sign, and e-mail it to the first sergeant (see fig H-1).

b. The first sergeant will complete their portion of the assessment, digitally sign the form, and e-mail it to the company commander who will follow the same procedures and e-mail it back to the station commander.

c. The station commander will e-mail USAREC Form 1300 back to the Soldier who will review, digitally sign, and e-mail it back to the station commander. The station commander will ensure the form is complete, then e-mail it to the SMT who will review it for completeness and post it to the battalion's SharePoint training file.

d. USAREC Form 1300 will accompany all detailed Soldiers' requests for reclassification to 79R. (See AR 601-1 for reclassification procedures.)

CAREER ASSESSMENT GUIDE (For use of this form see USAREC Reg 350-1)			
RATED SOLDIER (Last, First, MI): Doe, John A.	GRADE: SSG	STATION/COMPANY: Bent Fork Recruiting Station/Table Rock Company	
All detailed recruiters will receive a career assessment during the 15th month of their recruiting assignment. Results of the career assessment will accompany the Soldier's request for reclassification to 79R.			
Items 1 through 10 are brief statements and questions describing some of the responsibilities and tasks of a 79R. Read each question carefully and rate the Soldier's ability to perform the described task(s). For questions with multiple tasks, consider all in your rating. Soldiers will be rated using a 1 to 5 rating scale, 1 being the lowest and 5 being the highest. All raters will digitally sign the form when they complete their assessment of the rated Soldier. The rated Soldier will review and digitally sign the form after it is completed.			
	SC	1SG	Co Cdr
1. When detailed Soldiers reclassify to 79R they are normally assigned as station commanders. Can the Soldier lead, train, counsel, and mentor up to six recruiters?	5	4	4
2. A station commander may only talk to their commander or first sergeant once a day. Is the Soldier a self-starter? Can the Soldier accomplish tasks with little or no supervision? Can the Soldier formulate and implement a recruiting operation plan?	4	4	4
3. Does the Soldier know how to prospect using the advanced lead refinement list? Does the Soldier know how to generate and develop new leads and enter them into the Army Recruiting Information Support System?	5	4	4
4. A station commander is often called upon to give Army presentations at schools, organizations, etcetera. Can the Soldier communicate the Army story to any type of audience in a professional manner?	4	3	4
5. Can the Soldier recruit in all markets? Can the Soldier recruit both male and female Soldiers?	5	5	5
6. Recruiters look to their station commander for assistance with the Army interview. Can the Soldier conduct an Army interview and assist others?	4	4	3
7. Many station commander duties are administrative in nature. Does the Soldier possess the administrative skills necessary to accomplish duties such as, leave and awards management, vehicle logs, and supply requests?	3	3	3
8. Station commanders are required to read, interpret, and communicate Army guidance to subordinates. Does the Soldier possess the necessary reading and comprehension skills?	5	4	4
9. Does the Soldier possess the integrity and honesty to make the hard decisions, such as, decisions dealing with enlistment eligibility, ethics, and personal issues concerning Soldiers?	5	5	5
10. Station commanders are required to counsel subordinates quarterly. Can the Soldier manage a counseling program?	5	4	4
11. Do I have any known financial problems that could distract me from performing my duties? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (Explain a yes answer in the Remarks section on the next page.)			
12. Do I understand that if I reclassify to 79R I can be reassigned in accordance with the needs of USAREC? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> (Explain a no and answer in the Remarks section on the next page.)			

USAREC Form 1300, 1 Sep 2010

V1.00

Figure H-1. Sample of a completed USAREC Form 1300

RATED SOLDIER NAME (Last, First, MI): Doe, John A.		GRADE: SSG	STATION/COMPANY: Bent Fork Recruiting Station/Table Rock Company
13. Height/Weight: 73/185	14. Date/Score Last APFT: 15 Oct 2010/290	15. Date of Last Cost Move: 1 Aug 2009	
16. Is the Soldier scheduled for NCOES? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	17. Report Date for NCOES if Scheduled:		
18. Station Commander Signature and Date:			
19. First Sergeant Signature and Date:			
20. Company Commander Signature and Date:			
21. Rated Soldier Signature and Date:			
22. Remarks:			

USAREC Form 1300, 1 Sep 2010 (Reverse)

Figure H-1. Sample of a completed USAREC Form 1300 (Continued)

Glossary

Section I Abbreviations

AAR

after-action review

ACS

Assistant Chief of Staff

AKO

Army Knowledge Online

ALMS

Army Learning Management System

ALTC

annual leaders training conference

AO

area of operations

APFT

Army physical fitness test

ARC

Army Recruiter Course

ATC

annual training conference

ATP

Advanced Training Program

ATRRS

Army Training Requirements and Resources System

CCDP

Company Commander Development Program

CG

Commanding General

CoS

chief of staff

CRM

composite risk management

CSAT

Critical Skills Assessment Test

CSM

command sergeant major

CSMRC
Command Sergeant Major Recruiting Course

CTG
command training guidance

DA
Department of the Army

DCG
deputy commanding general

DL
distributed learning

DTMS
Digital Training Management System

FSC
First Sergeant Course

FSOMETL
full spectrum operations mission essential task list

GC
guidance counselor

GCOC
Guidance Counselor/Operations Course

HCR
health care recruiter

HCRC
Health Care Recruiting Course

HQ USAREC
Headquarters, U.S. Army Recruiting Command

HRC
U.S. Army Human Resources Command

LMS
Learning Management System

LT/LD
leader training and leader development

MEIL
mission essential task list

MOS
military occupational specialty

MRTT
mobile recruiting training team

MT
master trainer

MTC
Master Trainer Course

MTT
mobile training team

NCO
noncommissioned officer

NCODP
Noncommissioned Officer Development Program

NCOES
Noncommissioned Officer Education System

OML
order of merit list

OPDP
Officer Professional Development Program

PCC
Pre-Command Course

RCCC
Recruiting Company Commander Course

RDP
Recruiter Development Program

RFSC
Recruiting First Sergeant Course

ROOC
Recruiting Operations Officer Course

ROP
recruiting operation plan

RRS
Recruiting and Retention School

RRS-FWD
Recruiting and Retention School-Forward

S3
operations officer

SATB
semiannual training brief

SCC
Station Commander Course

SCQLD
station commander quarterly leader development

SGC
senior guidance counselor

SME
subject matter expert

SMT
senior master trainer

SOP
standing operating procedure

STT
sergeant's time training

TDY
temporary duty

TRADOC
U.S. Army Training and Doctrine Command

TTP
tactics, techniques, and procedures

USAAC
U.S. Army Accessions Command

USAR
U.S. Army Reserve

USAREC
U.S. Army Recruiting Command

USASMA
U.S. Army Sergeants Major Academy

VCS
virtual classroom server

VTC
video teleconference

XO
executive officer

Section II **Terms**

There are no entries for this section.

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