

**USAREC Regulation 601-81**

**Personnel Procurement**

# **Educator/Cen- ters of Influence Tour Program**

**Headquarters  
United States Army Recruiting Command  
1307 3rd Avenue  
Fort Knox, Kentucky 40121-2725  
2 June 2010**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

USAREC Reg 601-81  
Educator/Centers of Influence Tour Program

This revision, dated 2 June 2010, includes the following:

- o Each battalion will participate in one funded tour (based on allocation of funds).
- o Changes the number of COIs to participate on E/COI tours from a minimum of 11 to a maximum of 40.
- o Authorized escorts. For an approved undersize battalion tour, the USAREC-funded escort to E/COI ratio will not exceed two escorts for up to 13 participants. For a regular tour, the ratio is three escorts for 14 to 40 participants. Additional escorts will be paid by battalion funds.
- o An individual E/COI may participate in a tour only once every 3 years. It is not recommended to select any guest who has attended two or more tours in the past 10 years.
- o Illness or injury which occurs during the Army-sponsored E/COI tour may be treated in accordance with AR 40-400, paragraph 3-46.
- o Ground transportation costs (bus or van) to conduct the tour on the installation usually requires a Government contract. Bus drivers are not considered participants or escorts. They are contractors that provide a service and their expenses will be covered in the ground transportation contract.
- o Geographic limitation. For tours outside brigade boundaries, a brigade commander's approval is needed.
- o Undersize or oversize tours will require an ETP from the brigade commander.
- o Delegates to brigade commanders the approval authority to approve requests for ETPs that pertain to participants, locations, and tour size.
- o Places emphasis on submission practices. Tour planning will be done through the chain of command.

Headquarters  
United States Army Recruiting Command  
1307 3rd Avenue  
Fort Knox, Kentucky 40121-2725  
2 June 2010

**\*USAREC Regulation 601-81**

**Effective 15 June 2010**

## Personnel Procurement

### Educator/Centers of Influence Tour Program

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For the Commander:

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Colonel, GS  
*Chief of Staff*

Official:

JOSEPH P. BONANO  
*Assistant Chief of Staff, G6*

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**History.** This publishes a revised USAREC Reg 601-81, which is effective 15 June 2010.

**Summary.** This regulation provides policy guidance and establishes procedures for conducting the Educator/Centers of Influence Tour Program.

**Applicability.** This regulation applies to all elements of this command. However, it does not prohibit local commanders from exercising initiative and imagination while acting on the guidance provided herein.

**Proponent and exception authority.**

The proponent of this regulation is the Assistant Chief of Staff, G7/9. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The proponent may delegate the approval authority, in writing, to a division chief within the proponent agency in the grade of GS-13.

**Army management control process.**

This regulation contains management con-

trol 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: RCME0-E, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

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

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\*This regulation supersedes USAREC Regulation 601-81, dated 18 September 2001.

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## **Glossary**

## **1. Purpose**

This regulation provides policy guidance for the Educator/Centers of Influence (E/COI) Tour Program and establishes procedures for conducting an E/COI tour. This regulation also covers the policy and procedures for conducting an Army Medical Department (AMEDD) tour (see app B).

## **2. References**

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

## **3. Explanation of abbreviations and terms**

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

## **4. Objectives**

- a. Each battalion will participate in one funded tour to an Army installation for educators and other centers of influence (COIs) to improve their knowledge of Army education and training opportunities.
- b. Support the recruiting field force by improving recruiter access to high schools and postsecondary institutions.
- c. Improve the potential to produce grad I-III A and hi-grad accessions.
- d. Solicit support from E/COIs to improve access to schools, obtain directory information, schedule the Armed Services Vocational Aptitude Battery Career Exploration Program, and refer potential prospects to the local Army recruiter.

## **5. Policy**

- a. E/COI tours are designed to be professionally enriching experiences for educators and key influencers. Participants will become informed supporters who can publicize and promote Army opportunities with students, graduates, and other E/COIs.
- b. Tours are resources that must be focused on those places that need attention. Tour resources will not be used in an arbitrary or random fashion. Tours are not junkets or rewards to E/COIs for cooperation with recruiters.
- c. Commanders must select participants who are key influencers and decision makers. Key influencers among high school and college students are counselors and teachers who can testify as to the quality of Army educational benefits and technical training. Key policy influencers are superintendents, school board members, principals, and college administrators who can establish a policy to allow recruiters reasonable access to the campus, students, and directory information. College financial aid officers, admissions officers, and registrars can also support recruiters and influence students. A key COI would be a mayor, police chief, city council member, clergyman, job service director, or community leader.
- d. Do not select all friends of the Army, but some solid pro-Army participants may be helpful. Participants who are supportive of Army programs will be able to share their experiences with the other educators. However, when selecting participants the focus should be on E/COIs who are open-minded neutrals or undecided key influencers. It is not recommended to select more than one person per tour from a particular high school, college, or business.
- e. Participant limitations.
  - (1) Authorized participants. Regular tours require no fewer than 14 participants and three escorts. When the number of participants falls below the required number, the battalion project officer will contact the brigade. The brigade commander will decide whether it is cost effective to proceed. An undersize tour will not proceed without written approval from the brigade commander. Consideration should be given to join battalions together for a combined tour when below 14 participants. The maximum number of participants is 40, with three escorts. The intent is to keep all participants and escorts together on one bus. When the number of participants exceeds the maximum number, the brigade commander's written approval is required.
  - (2) Authorized escorts. For an approved undersize battalion tour, the U.S. Army Recruiting Command (USAREC) funded escort to E/COI ratio will not exceed two escorts for up to 13 participants. For a regular tour the ratio is three escorts for 14 to 40 participants.
  - (3) Husbands and wives are not to participate on the same tour at Government expense. Similar restrictions apply to other family members. Exceptions will be considered for a spouse or other family members who are legitimate COIs in their own right.
  - (4) An individual E/COI may participate in a tour no more than once every 3 years. It is not recommended to select any guest who has attended two or more tours in the past 10 years.
  - (5) Selected Reserve members, Junior Reserve Officers' Training Corps instructors, military entrance processing station personnel, and any other Federal Government employees will not be invited.
  - (6) Requests with a written justification for an exception to policy (ETP) to allow these individuals to participate (see

(3), (4), and (5) above) will be forwarded to the brigade for approval and will be handled on a case-by-case basis. Written approval from the brigade commander is required for these individuals before a written invitation is sent. These requests should be made no less than 45 days out from tour date.

(7) Students will not be invited to participate on an E/COI tour. No exceptions will be made.

(8) Illness or injury which occurs during the Army-sponsored E/COI tour may be treated in accordance with AR 40-400, paragraph 3-46. (This should be referenced when processing invitational travel orders (ITOs) or processing via the Defense Travel System (DTS) for all E/COI tour invitees.)

(9) Ground transportation costs (bus or van) to conduct the tour on the installation usually requires a Government contract. Bus drivers are not considered participants or escorts. They are contractors that provide a service and their expenses will be covered in the ground transportation contract.

f. Geographic limitations. For tours outside brigade boundaries, a brigade commander's approval is needed and lateral coordination with other brigade area of operation. The following conditions must apply:

(1) The sponsoring battalion has received tentative approval for the tour from the host installation both for the desired timeframe and the number of participants.

(2) A tour of that installation is cost effective (within fiscal year (FY) budget restraints) and the expected results justify the use of this tour site compared to other installations.

g. Tours to the Military District of Washington (MDW) will be authorized only under special circumstances.

(1) Special tours to the MDW area, which include a visit to Headquarters, Department of the Army, may be authorized as an exception to the normal geographic limitations. Requests will be forwarded through the brigade to Headquarters, U.S. Army Recruiting Command (HQ USAREC), ATTN: RCMEO-E, 1307 3rd Avenue, Fort Knox, KY 40121-2725, with proposed dates at least 120 days prior to the tour and require approval by the USAREC, Chief of Staff (CoS).

(2) The individuals invited to participate in such tours will be prominent individuals who are of key importance in determining policy within a school district or postsecondary institution.

(3) Tour plans should allow up to a half day at the Pentagon for briefing by Headquarters, Department of the Army officials and tour of the premises. The balance of each tour day will be spent at nearby Army installations.

h. Tours to the U.S. Military Academy or to the Military Preparatory School are not authorized. Persons who wish to tour those installations should be referred to the U.S. Military Academy.

i. Maximizing tour efficiency. The combining of undersize groups of two or more battalions to ensure a combined tour group does not fall below 20 E/COI participants is recommended and authorized. The brigade project officer will review each battalion's preliminary tour plan and will discuss with the battalions the combining of tours so that host installation resources are efficiently used. Attaching participants from one battalion's tour to another battalion's tour to maximize tour participation is also authorized.

j. Tour cancellations. Invitations will be issued with the understanding that if the tour must be canceled for any reason, such cancellation will be announced 48 hours prior to the departure date. To minimize tour cancellations that result when a participant drops out at the last minute, the nominating recruiter or recruiting station (RS) commander will contact the invitee 3 to 5 days prior to the departure date. In the event the participant must cancel or might not show up, the recruiter will immediately contact the project officer. The project officer will then seek a replacement to keep the tour group size large enough to proceed. When the host installation or brigade deems a tour group is too small to justify conducting the tour, the battalion project officer will promptly notify all participants that the tour has been canceled.

k. Media participants. Media representatives may accompany tours with the approval of the public affairs officer (PAO) of the installation on which the tour occurs and the brigade advertising and public affairs (APA) chief.

l. A well-planned tour itinerary will include installation briefings, lunch with Soldiers, Soldier panel, and hands-on activities (see table 1). Tours will not exceed 3 days, excluding travel. A tour day usually consists of 8 hours with a lunch break. Project officers may also arrange for participants to voluntarily join in organized free-time activities. Such activities may include dinner or a tour of local historic sites.

**Table 1**  
**E/COI tour itinerary (recommended activities)**

1	Observe basic training (BT) and/or advanced individual training (AIT).
2	Tour reception battalion (interact with Soldiers).
3	Attend command group briefing at host installation.
4	Visit airfield (static display, simulators).

**Table 1**  
**E/COI tour itinerary (recommended activities)--continued**

5	Observe (infantry, armor, artillery) training exercises.
6	Attend graduation ceremonies (BT and/or AIT).
7	Lunch in military dining facility (interact with Soldiers).
8	Conduct a tour of the barracks.
9	Attend simulation exercise (hands-on).
10	Guided tour of military museum.
11	Attend K-9 demonstration.
12	Visit and/or attend briefing at the Army education center.
13	Conduct Soldier panel/Soldier education panel.
14	Observe confidence training and/or weapons training (hands-on activity).
15	Briefing and/or tour medical facilities (hospital).
16	Attend Army values briefing.
17	Visit post exchange.
18	Tour AIT schools (language, medical, etcetera).
19	Tour morale, welfare, and recreation facilities (child care, youth centers, etcetera).
20	Lunch at installation morale, welfare, and recreation club facilities. Example: Leaders Club, All Ranks Club.
21	Visit a noncommissioned officer academy.

## 6. Responsibilities

- a. Commanding General, USAREC, will exercise overall supervision of the USAREC E/COI Tour Program and will:
  - (1) Provide policy and general guidance.
  - (2) Disburse necessary funding support to brigade commanders.
  - (3) Delegate to brigade commanders the approval authority to approve requests for ETPs that pertain to participants, locations, and tour size.
  - (4) Delegate to the CoS and/or deputy commanding general the authority to approve tours to the MDW.
- b. Assistant Chief of Staff (ACS), G4/8, will:
  - (1) Coordinate current and subsequent FY funding requests and provide support through the regular process of the budget cycle.
  - (2) Provide funding allocation to brigades. Monitor status of brigade funds utilization. Ensure appropriate USAREC regulations include proper funding policies, procedures, limitations, and safeguards.
- c. ACS, G7/9, will:
  - (1) Serve as proponent for inquiries on the conduct of the tour program generated at brigade and battalion level.
  - (2) Receive and review initial and quarterly tour reports from brigades.
  - (3) Serve as proponent for the tour program.
  - (4) Serve as HQ USAREC point of contact with Army installation staff offices handling E/COI tours.
- d. Brigade commanders will:
  - (1) Exercise overall supervision of the brigade-sponsored tours.
  - (2) Monitor and control all tours to ensure maximum participation and most efficient use of resources.
  - (3) Appoint a brigade tour project officer, normally the brigade education services specialist, with responsibility and

authority for management of the brigade's E/COI Tour Program. When appropriate, further assign this person to serve as project officer for brigade-wide tours.

(4) Review each battalion's preliminary request for coming FY tours. Provide written notification to battalions on tour status (approval or disapproval) by 1 September. Scheduling of tours during the first quarter are not recommended.

(5) Act as the approval authority for undersize (under 14 participants) and oversize (over 40 participants) battalion E/COI tours. When tours fall below 14 E/COI participants, contact the host installation and then determine if it is cost effective to proceed. Undersize and oversize battalion tours will not commence without the brigade commander's written approval.

(6) Act as approval authority for subsequent battalion tours.

(7) Act as approving authority for ETPs that deal with participant limitations in paragraphs 5e(3), (4), (5), and (6).

e. Brigade project officers will:

(1) Develop, publish, and disseminate local guidance for conducting battalion E/COI tours.

(2) Submit an initial USAREC Form 1220 (E/COI Tour Program Report) (see fig 1) listing projected tours for next FY to HQ USAREC, ATTN: RCME0-E, by 1 June. This projection is to be approved by the brigade commander. Along with the initial report, forward any requests by battalions with endorsements and justifications for an ETP to tour the MDW in the coming FY. HQ USAREC, G7/9, Education Division, will provide the brigade project officer with a response to the ETP prior to the upcoming FY.

(3) Submit a quarterly USAREC Form 1220 (see fig 2) to HQ USAREC, ATTN: RCME0-E, by the 15th of each month following the quarter. Any tour change based on rescheduling or add-on tours should be included in the report.

(4) Collect and review requests for battalion E/COI tours. Review requests to ensure battalions are meeting the intent of this regulation and using proper procedures. Review submitted documentation for E/COI tours (USAREC Form 770 (Request for Conference Approval) and USAAC Form 112 (Request for Supplies and Services)) and forward submitted documentation to the brigade budget office for further review and processing. Notify battalion project officer when tour is approved. Monitor to ensure battalion commanders have screened each invitee list to ascertain that only authorized participants are invited and evaluate each battalion's E/COI tour agenda to ensure it meets guidance.

(5) Control and monitor tour participants of combined battalion E/COI tour groups to maximize group size.

(6) Review, evaluate, and maintain a copy of battalions' afteraction reports (AARs). Ensure battalions are following proper procedures in accordance with brigade guidance. Submit an analysis of the AAR for completed tours which will include intent, best practices, return on investment (meet the intent), followup activities, and recommendations to HQ USAREC, G7/9, along with lessons learned and best practices for publication. A copy of battalions' AARs for the current FY and the two previous FYs will be kept on file at the brigade.

f. Battalion commanders will:

(1) Appoint a tour project officer (normally the battalion education services specialist) to plan, manage, coordinate, and accompany the tour as an escort. A checklist of important functions (tasks) to be completed by the project officer is at table 2.

**Table 2**  
**E/COI tour checklist**

Action	Time Line
Call host installation PAO to determine the lead time needed to support a tour. Set up tentative tour dates. Get address and telephone number of host installation point of contact. Make a record of conversation.	120-180 days
Send out official letter (see fig 4) requesting host installation support to conduct a tour. Confirm tour dates and indicate the number of participants. Request specific activities be included in the itinerary.	90-120 days
Solicit E/COI tour nominees from company commanders. Provide commanders with tour information (that is, dates, location, tentative itinerary, transportation arrangements, and cost involved (per diem)). Indicate number of tour seats allotted per company and suspense date for tour nominees.	75-90 days
Contact two to three hotels close to the host installation to get a cost analysis and room availability. Inquire as to services provided (shuttle, hospitality room, restaurants, etcetera).	
Check on the cost of airfare, bus transportation, and rental vehicles.	

**Table 2**  
**E/COI tour checklist--continued**

Action	Time Line
<p>Submit proper documentation (USAAC Form 112 and USAREC Form 770) to brigade project officer for hotel contract or select hotel and book rooms if not contracting. Request hotel brochures and inquire about tax exempt status and procedures.</p> <p>Get information on host installation and local area (check with local chamber of commerce).</p> <p>Finalize arrangements (costs and services) for ground transportation (commercial bus or vans).</p>	60-75 days
<p>Obtain tour nominations from company and RS commanders. Assess tour nominations and select participants. Conduct followup with the participants selected to ensure that they are still interested in going on a tour. Inform them they will receive an official invitation from the battalion commander.</p> <p>Send out formal letter of invitation to each E/COI (see fig 5).</p> <p>Send a list of the participants selected to the company commander, RS commander, and nominating recruiter.</p> <p>Ensure the RS commander and nominating recruiter follow up with invitee. Have they received their invitation? Are they still planning to attend?</p> <p>Arrange for air travel (number of projected participants).</p>	45-60 days
<p>Firm up list of participants. For invitees who accept, obtain their social security numbers and home addresses for use in preparing ITOs and entering information into DTS.</p> <p>Send out information packets. Include information on appropriate dress, flight times, hotel, per diem, and ground transportation.</p> <p>Contact host installation point of contact to check on the tour status and review the proposed itinerary.</p>	30-45 days
<p>Coordinate with the resource management specialist and request ITOs for each tour participant. Provide a list of participants.</p> <p>Ensure the nominating recruiter or RS commander contacts their E/COIs and arranges a military escort to and from airport.</p> <p>Identify battalion escorts for tours. Tours should include the project officer and battalion commander.</p> <p>The battalion commander will select additional escorts.</p> <p>Contact hotel and finalize arrival times. Send the hotel point of contact a guest list of tour participants.</p> <p>Contact E/COI participants to ensure recruiters have arranged transportation to and from the departure location (airport).</p>	21-30 days
<p>Send a list of E/COI participants to the host installation point of contact.</p> <p>Provide a list of E/COI participants to the travel agent to confirm and secure airline reservations.</p>	14-21 days
<p>Assemble information packets to be handed out prior to departure. Include in the packet: Travel orders, travel voucher, pen, notepad, pay chart, recruiting publicity items, and USAREC Form 1221 (E/COI Tour Evaluation).</p> <p>Remind RS commanders and nominating recruiters to contact their E/COIs to confirm tour participation.</p> <p>Make any necessary adjustments to hotel and flight arrangements.</p>	7-14 days
<p>Obtain final E/COI tour itinerary from host installation. Place itinerary in information packet.</p> <p>Ensure recruiters have followed up with E/COIs. Act on tour cancellations (invite an E/COI from the alternate list).</p> <p>Report undersize tour to brigade. Undersize tour may proceed only with brigade commander's approval.</p> <p>Ensure all E/COIs are contacted prior to departure date, either by the recruiter or telephonically by the project officer. Need to eliminate no-shows up front so changes can be made.</p> <p>Finalize tour. Make any necessary changes and adjustments.</p>	1-7 days

**Table 2**  
**E/COI tour checklist--continued**

Followup Actions	Time Line
Forward copy of USAREC Form 1221 to responsible RS commander or recruiter.	1-3 days
Complete E/COI travel vouchers in DTS for final reimbursement.	
Send a thank you and followup letter to all E/COI tour attendees within 2 weeks of completion of the tour.	1-15 days
Complete AAR and forward to brigade.	15-30 days

- (2) Submit a request for approval of the E/COI tour (see fig 3) to the brigade for approval.
- (3) Establish procedures for using funds allocated from the brigade to ensure invitees and participants meet program objectives.
- (4) Evaluate the company tour nominations to ensure they meet the objectives and determine which nominees offer the best potential return on investment. It is recommended that multiple guests from one school, college, or business not be invited on the same tour.
- (5) Request, in writing, with justification any ETP that deals with participants, location, and tour size to the brigade commander. Any exceptions regarding tour participants require written approval from the brigade commander prior to sending out E/COI tour invitations.
- (6) Accompany the battalion tour as an escort.
- (7) Send a thank you and followup letter to all E/COI tour attendees within 2 weeks of completion of the tour.
- g. Battalion tour project officers will:
  - (1) Coordinate development of the coming FY's preliminary tour plan. Request support from an Army installation to host a tour (see fig 4). Host installations normally require a written request at least 120 days in advance.
  - (2) Be responsible for timely accomplishment of planning, administrative, logistical, and followup requirements for the battalion tour (see table 2). For special considerations such as military air transportation, it is important to ensure this timeframe is adhered to.
  - (3) Submit necessary documentation for E/COI tour (USAREC Form 770 and USAAC Form 112) to the brigade project officer for review and approval.
  - (4) Evaluate and prioritize all tour seat nominations submitted by company commanders.
  - (5) Review previous E/COI tour AARs prior to planning current year tours. Ensure that planning precautions are taken to avoid stumbling blocks; that the targeted host installation has tentatively accepted the tour dates and that commercial bus transportation at the tour site is available. These arrangements should be made before written invitations are sent.
  - (6) Forward the names and media affiliation of nominees who are members of the media to the battalion APA chief. These nominees must be cleared by the brigade and host installation before a written invitation is sent.
  - (7) Ensure the names, titles, and addresses of nominees are verified for accuracy with the sponsoring recruiter.
  - (8) Send out letters of invitation (see fig 5). Once they have been mailed, check with the recruiter to confirm that the invitation has been received. For invitees that accept, obtain the necessary information for use in preparing their invitational travel in DTS. Ensure a followup call is made to confirm participation. In accordance with paragraph 5e(6) written approval from the brigade commander is required prior to sending invitations to those guests requiring an ETP.
  - (9) Coordinate with the resource management specialist to enter tour participant information into DTS. The resource management specialist will track battalion expenditures. Troubleshoot any problems that occur and ensure that required ETPs are in place before the tour proceeds.
  - (10) While on the tour, assist participants in completing their reimbursement request forms. Arrange for a specific time and place for doing this at the end of the tour.
  - (11) Review all E/COI travel voucher information and ensure it is loaded into DTS for reimbursement. (Tour participants may not request advance per diem payments.)
  - (12) Ensure each participant completes USAREC Form 1221 (see fig 6) and attach copies of the completed forms to the AAR. Also, forward copies to each participant's respective RS for followup.
  - (13) Complete a tour AAR (see fig 7) and forward to brigade. Ensure that a copy of each participant's tour evaluation

is attached. Suspense to brigade is 30 days following completion of the tour.

(14) Request support and approval from the brigade for additional tours (see fig 8). Requests should be made 120 days prior to tour date and requires brigade approval to proceed.

(15) The tour project officer may conduct a reconnaissance tour to the host installation using battalion mission funds to ensure that the battalion tour runs smoothly.

h. Battalion APA chiefs will:

(1) Request prior approval of the brigade and host installation PAO when a member of the media is nominated to accompany a tour. The media person's name and affiliation will be provided by the battalion project officer. Provide the battalion project officer with the decision on whether media can participate.

(2) Be responsible for planning public affairs coverage of the tour, developing articles of special interest, preparation of news releases (with photos), and distribution to hometown newspapers for each participant if desired.

(3) Coordinate with the installation being toured for appropriate photography service, when available. Otherwise, arrange for the project officer or an escort to take one or two group pictures. Provide one group photo to each tour participant as a souvenir, if desired, by the commander. The local recruiter should make delivery of the photo during a school visit.

i. Company commanders will:

(1) Evaluate and prioritize all needs for tour seats. Confirm the justification for each. Forward a recommended nominee list for the battalion tour to the battalion project officer within the required suspense.

(2) Ensure RS commanders and recruiters provide nominations for tours, with appropriate information on how their nominee's participation would have a positive impact on recruiting.

(3) Ensure that after the tour, recruiter followup takes place to derive benefit from each attendee's participation. Relay results to the battalion tour project officer as appropriate to justify continuance of the program. If some of the results surface later, forward a supplemental note to the project officer referencing the tour.

j. RS commanders will:

(1) Forward nominee information to the company commander. Ensure that the custodian of the school zone has evaluated the market and has identified key E/COIs whose participation may eliminate some barriers to recruiting.

(2) Once a nominee has been selected for a tour and the project officer requests the assistance of the sponsoring recruiter, allow the recruiter enough time to encourage the E/COI's acceptance and to keep the E/COI who accepts motivated so he or she won't cancel.

(3) Ensure proper recruiter followup takes place to derive benefit from each attendee's participation. Ensure the local recruiter receives a copy of USAREC Form 1221 which lists the services and information requested by the E/COI participants.

(4) Perform the role of nominating recruiter for those markets that are temporarily not assigned a recruiter (pending arrival of replacement) or where the recruiter is on leave or temporary duty.

k. Recruiters will:

(1) Assess their school market and review assigned school zones to identify key influencers and policymakers whose participation on a tour may eliminate some barriers and would have a positive impact on recruiting.

(2) Submit their nominations (name, title, and address) through the RS commander to the company commander. Provide accurate address information for written invitations. If a member of the news media is being considered as a nominee for the tour, also provide the news affiliation. News media nominations must be preapproved by the brigade APA and host installation PAO before an invitation can be sent.

(3) Avoid promising E/COIs that they will be invited on a tour, until the recruiters are informed by the tour project officer that the E/COI is being sent an invitation.

(4) Follow up with the nominee to ensure the tour invitation is received. Recruiters will call invitees 3 to 5 days prior to the tour to remind them of departure arrangements, answer questions, and obtain invitee reassurances that they are participating on the tour. Tour cancellations will be reported immediately to the battalion project officer.

(5) Escort and transport tour participants to and from the departure point.

(6) Immediately following the tour, make arrangements with the E/COI participants to achieve objectives. Follow up on any requests for services and/or information as indicated on their completed USAREC Forms 1221. Inform the RS commander of the results of followup visits.

## 7. Types of E/COI tours

a. Regular tour. Planned and conducted by one battalion. A regular tour must have at least 14 E/COI participants. All organizational and functional responsibilities are tasked to the battalion project officer.

b. Combined tour. Includes participants from two or more battalions. Each participating battalion must have its own project officer for the tour. The project officer will participate in the tour as an escort. One battalion will be designated as the lead.

(1) The lead battalion plans, organizes, and controls the tour; and assumes command responsibility for all participants.

(2) The lead battalion project officer will complete the Army command (ACOM) support request (see fig 4) and coordinate with the host installation.

(3) When planning and conducting a combined tour each battalion's project officer will be responsible for their own participants' travel arrangements and for submitting their travel vouchers. Also, each battalion project officer will obtain a USAREC Form 1221 from their participants and complete and forward an AAR (see fig 7) to the brigade.

(4) A combined tour requires at least 20 E/COI participants. Combining undersized groups from two or more battalions is encouraged. However, when two or more battalions decide to run a combined tour, a larger number of participants will maximize host installation resources.

**E/COI Tour Program Report**

(For use of this form see USAREC Reg 601-81)

Recruiting Brigade: 3d Rctg Bde

Project Officer: Mr. Don Smith

FY: 2010

Type of Report: Initial  1st Qtr  2d Qtr  3d Qtr  4th Qtr

Recruiting Battalion	Type of Tour	Tour Status	Dates of Tour	Army Installation	Number of E/COIs	Number of Escorts	AAR Complete	Overall Rating	Total No. Rctr Svcs Requested	Total No. Info Requested	Comments
Chicago	Regular	Projected	18-21 Nov 09	Ft Campbell, KY	20	3					
Cleveland	Combined	Projected	1-3 May 10	Ft Knox, KY	10	2					Combined tour with Columbus Battalion
Columbus	Combined	Projected	1-3 May 10	Ft Knox, KY	15	2					Lead Battalion - Combined tour with Cleveland Battalion
Great Lakes	Regular	Projected	27-31 Mar 10	Ft Sill, OK	28	3					
Indianapolis	Regular	Projected	11-15 Nov 09	Ft Rucker, AL	25	3					
Milwaukee	Regular	Projected	1-3 Mar 10	Ft Benning, GA	35	3					
Minneapolis	Regular	Projected	17-21 May 10	Ft Jackson, SC	30	3					
Nashville	Regular	Projected	14-17 Jul 10	Ft Knox, KY	25	3					

Figure 1. Sample of a completed USAREC Form 1220 for initial report



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(Letterhead)

SUBJECT: *(Battalion)* E/COI Tour Plan for FY \_\_\_\_\_

1. Request approval of the preliminary E/COI tour plan at enclosure 1 (*include the host installation, tour dates, number of tour participants and escorts, and estimated cost*). All requested tours outside of the brigade's boundaries require additional justification.
2. Justification for requested out-of-brigade boundary tours is also included at enclosure 2. Include information such as cost comparison, tour dates availability and/or nonavailability, reasons closer alternative sites are inappropriate, special nature of the tour sites (for example, BT, AIT), and any other reason to justify out-of-boundary tour.

2 Encls

Battalion Commander

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**Figure 3. Battalion request for E/COI tour approval**

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(Letterhead)

SUBJECT: ACOM Support Request - E/COI Tour (*Date and Location*)

1. This confirms initial telephonic coordination between (*tour project officer*), (*name of battalion*), and (*post point of contact*), on (*date of telephone conversation*).
2. Request support of a tour to your installation which will include (*projected number of participants and escorts*) from the (*name of battalion*) Recruiting Battalion. The group will arrive at your installation (*projected date and time*). The senior military member on the tour will be (*rank with first and last name*). (*Note any special requests agreed upon with the installation point of contact.*)
3. Request the key items on the enclosed list be included in the tour itinerary.
4. Point of contact is (*project officer's name and telephone number*).

FOR THE COMMANDER:

Encl

(Signature Block)

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**Figure 4. ACOM support request for E/COI tour**

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(Letterhead)

Dear (E/COI):

On behalf of the U.S. Army Recruiting Command, I would like to extend an invitation for you to visit (*location and dates*). We have planned an Educator/Centers of Influence Tour of (*installation*) activities to include briefing and discussions of current and future Army programs. You will have the opportunity to observe (*basic training, advanced individual training*) and visit with young Soldiers. The education and training opportunities available to students in America's Army cannot be overlooked. We firmly believe that the Army affords all high school graduates, both male and female, with a very favorable alternative to civilian employment. Therefore, we are extending this invitation to selected high school, college, and community officials to tour the (*location*) Training Center to experience and gain firsthand knowledge of the opportunities afforded our Soldiers.

The U.S. Army Recruiting Command will pay the expenses incurred by participants on this tour. Payment will be through reimbursement of funds spent by each individual for hotel rooms, meals, and other authorized expenses. Travel arrangements have been made through (*airline*) and tickets will be furnished to each participant, at no cost, at the time of departure from the airport. The tour schedule will be:

- a. (*Date leaving*): (*Departure time, airport, airline, flight number, and arrival time*).
- b. (*Date returning*): (*Departure time, airport, airline, flight number, and arrival time*).
- c. While in (*location*), tour guests will be staying at (*hotel, address, and telephone number*).

My representative, (*name of project officer*), will be calling your office to provide a more detailed itinerary, answer any questions you might have, and accept your reservation should you be able to join us. The Army is looking forward to the opportunity to have you travel with us on this tour and hopes you will find it educational and beneficial to the students and youth you serve.

Sincerely,

Battalion Commander

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**Figure 5. Letter of invitation to E/COI**

E/COI TOUR EVALUATION (For use of this form see USAREC Reg 601-81)	
Participant Information	Tour Information
Name: Stanley Shokonis	Battalion: Harrisburg
Position: Guidance Counselor	Tour Installation: Ft. Benning, GA
School or Organization: Pittston Area High School	Tour Dates: 2-4 Apr 10
Telephone Number: (570) 555-1234	Tour Project Officer: Eileen Bailey, ESS
E-mail: sshokonis@pahs.pa.edu	E-mail: Eileen.Bailey@usarec.army.mil
<p>Thank you for participating on this year's Educator/Centers of Influence Tour to an Army installation. We hope that the knowledge and information you received about America's Army will be of value to you when advising young men and women on career options and opportunities. In order to evaluate this tour and help us plan more effectively for future tours, we request that you answer the following questions:</p>	
<p>1. Have you had prior experience with or exposure to the Army? If so, what type?      Yes <input type="checkbox"/>      No <input checked="" type="checkbox"/></p>	
<p>2. Prior to this tour I would have rated my knowledge of Army training and educational programs as:</p> <p>Excellent <input type="checkbox"/>      Good <input type="checkbox"/>      Fair <input checked="" type="checkbox"/>      Poor <input type="checkbox"/></p>	
<p>3. Have your perceptions of the Army changed as a result of this tour?</p> <p>More Favorable <input checked="" type="checkbox"/>      Less Favorable <input type="checkbox"/>      Same <input type="checkbox"/></p>	
<p>4. What was the most informative and/or interesting section or part of the tour?</p> <p>Confidence obstacle course. Meeting and talking with Soldiers at lunch.</p>	
<p>5. What was the least informative and/or interesting section or part of the tour?</p> <p>Classroom briefing. First day too long.</p>	
<p>6. The overall rating of this educator/centers of influence tour is:</p> <p>Excellent <input checked="" type="checkbox"/>      Good <input type="checkbox"/>      Fair <input type="checkbox"/>      Poor <input type="checkbox"/></p>	

USAREC Form 1221, Rev 1 Jun 10

PREVIOUS EDITIONS ARE OBSOLETE

V3.00

Figure 6. Sample of a completed USAREC Form 1221

7. In which of the following ways are you willing to help the Army's recruiting efforts? Please check each box of the services and information you are requesting.

a. Request for recruiter services:

- Refer interested youths to the local Army recruiter
- Invite a recruiter to make a presentation to a class in my school
- Encourage use of the Armed Services Vocational Aptitude Battery (ASVAB)
- Invite a recruiter to produce a career day or job fair booth at my school
- Arrange for a recruiter to provide an Army literature rack in the career center
- Support the recruiter in obtaining student directory information
- Nominate a person to invite on the next educator/centers of influence tour

b. Request for information:

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Montgomery GI Bill                      | <input checked="" type="checkbox"/> Army College Fund   |
| <input type="checkbox"/> Loan Repayment Program                             | <input type="checkbox"/> Concurrent Admissions Program  |
| <input type="checkbox"/> In-Service Education Programs (Tuition Assistance) | <input type="checkbox"/> Cash Bonuses   |
| <input type="checkbox"/> 2-Year and 3-Year Enlistment Options               | <input type="checkbox"/> March 2 Success Program  |
| <input checked="" type="checkbox"/> Values Training                         | <input checked="" type="checkbox"/> Armed Services Vocational Aptitude Battery (ASVAB) Career Exploration Program |
| <input type="checkbox"/> Scholar/Athlete Program                            | <input checked="" type="checkbox"/> Junior Reserve Officers' Training Corps and Reserve Officers' Training Corps  |
| <input type="checkbox"/> Go Army Ed   | <input type="checkbox"/> Post 9/11 GI Bill  |
| <input checked="" type="checkbox"/> West Point (Academy)                    |   |
| <input type="checkbox"/> Army Civilian Acquired Skills Program              |   |

8. Other comments:

Figure 6. Sample of a completed USAREC Form 1221 (Continued)

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(Letterhead)

SUBJECT: E/COI Tour Afteraction Report

1. An Educator/Centers of Influence (E/COI) tour was conducted to (*Army installation, tour dates, and number of participants and escorts*). See a list of participants and their school or community affiliation at enclosure 1. (*State the specific objective sought and achieved for each E/COI.*)
2. The host installation provided adequate support (*if significantly inadequate, explain*). The installation's tour itinerary is at enclosure 2.
3. Overall the participants rated the tour as (see USAREC Form 1221, item 6).
4. The primary purpose of the tour was to create favorable awareness of Army options and opportunities. The secondary purpose was to request support from each E/COI participant. There were a total of \_\_\_\_\_ requests for recruiter services and a total of \_\_\_\_\_ requests for information (see USAREC Form 1221, item 7). The evaluation forms containing this information were forwarded to the responsible recruiters for immediate followup.
5. List the number by category for each request for recruiter service.
6. List the number by category for each request for information.
7. Problem areas (*indicate whether resolved or still needs to be addressed*).
8. Recommendations.

Encls

Battalion Commander

**Figure 7. Sample E/COI tour AAR**

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(Letterhead)

SUBJECT: Request for Approval and Funding for an Additional E/COI Tour in FY \_\_\_\_\_

1. Request for approval of an E/COI tour to (*location*) on (*dates*).
2. Justification required. For E/COI tours outside of the brigade boundaries include cost analysis (cost per person) and targeted objectives.
3. Tour specifics:
  - a. Tour dates including travel days.
  - b. Number of tour participants and escorts. If available, enclose a roster (name, title, and school or organization) of the invitees and benefits sought from each.
  - c. The proposed itinerary is enclosed.
  - d. The estimated cost (travel, per diem, bus, etcetera).
  - e. The battalion will send (*insert titles of battalion personnel assigned to participate*) to supervise the tour.

FOR THE COMMANDER:

Encls

NOTE: Use this request for additional E/COI tours during the FY.

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**Figure 8. E/COI additional tour request and approval**

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## **Appendix A References**

### **Section I Required Publication**

#### **AR 40-400**

Patient Administration. (Cited in para 5e(8).)

### **Section II Related Publications**

A related publication is merely a source of additional information. The user does not have to read it to understand this publication.

#### **AR 360-1**

The Army Public Affairs Program.

#### **AR 601-2**

Army Promotional Recruiting Support Programs.

#### **JTR, Vol 2**

Department of Defense Civilian Personnel.

#### **USAREC Reg 37-17**

Financial Management.

### **Section III Prescribed Forms**

#### **USAREC Form 1220**

E/COI Tour Program Report. (Prescribed in paras 6e(2), 6e(3), and B-4f(5).)

#### **USAREC Form 1221**

E/COI Tour Evaluation. (Prescribed in table 2 and paras 6g(12), 6j(3), 6k(6), and 7b(3).)

### **Section IV Referenced Forms**

#### **USAAC Form 112**

Request for Supplies and Services.

#### **USAREC Form 770**

Request for Conference Approval.

## **Appendix B Army Medical Department Educator/Centers of Influence Tour Program**

### **B-1. Purpose**

This appendix provides policy guidance for the E/COI Tour Program for health care professionals and establishes procedures for conducting an E/COI tour.

### **B-2. Objectives**

- a. Provide tours of Army health care facilities to educators and other COIs to improve their knowledge of Army

medicine and the professional opportunities available within the Army health care system.

- b. Support the recruiting field force by improving recruiter access to health care-related professional schools and health care organizations.
- c. Improve the potential to recruit and access world-class health care professionals.
- d. Solicit support from E/COIs to improve access to schools, programs, and professional organizations.
- e. Obtain enrollment and directory information.
- f. Schedule Total Army Involvement in Recruiting events and other recruiting events.
- g. Encourage referrals.

### **B-3. Policy**

a. E/COI tours are designed to be professionally enriching experiences for educators and key influencers. Tours are designed to give such influencers factual, firsthand information on the Army's world-class health care system and the role, mission, and function of Army health care professionals.

b. Tour participants should be those individuals who are either key decision makers and/or those who can assist recruiters gain access to critical markets, programs, and individual applicants.

c. Participant limitations.

(1) A minimum of 14 E/COI participants is required. This does not include escorts. Exceptions to conduct tours with less than 14 participants will be approved by the brigade commander.

(2) Escorts will not exceed two escorts for up to 14 participants and three escorts for 14 to 40 participants.

(3) Husbands and wives are not to participate on the same tour at Government expense (avoid any appearance of junketing). Similar restrictions apply to other family members. An individual educator or COI may only participate in one E/COI tour in a 3-year period.

(4) Tour participants may be selected based on targeting a specific mission, such as nursing, or may be multidisciplinary, such as mixing medical, dental, nursing, veterinary, and allied health professionals all in one tour. If the tour participants are multidisciplinary, tour organizers must ensure that the tour incorporates exposure to each area of specialization and provide a global view of Army medicine. If the tour participants are a "targeted" group, then the tour will include maximum exposure to that specific discipline. As an example, if nursing is targeted, the tour will include exposure to all missions and functions of a variety of nursing specialties, education and training options, leadership opportunities, etcetera.

d. Geographic limitations:

(1) Medical recruiting battalions (MRBns) should combine E/COI tours in order to facilitate cross-fertilization of health care professionals, maximize exposure of an AMEDD's state-of-the-art facilities, minimize the number of tours to any specific facility, and maximize consolidation of resources. Any AMEDD facility may be utilized, despite geographic location, as long as such selection is justified based on the composition of the tour attendees and approved by each MRBn commander.

(2) Recommended tour facilities include, but are not limited to: Walter Reed Army Medical Center in Washington, DC; Brook Army Medical Center at Fort Sam Houston, TX; Madigan Army Medical Center at Fort Lewis, WA; Eisenhower Army Medical Center at Fort Gordon, GA; and Womack Army Community Hospital at Fort Bragg, NC. AMEDD research facilities and other special function facilities may be utilized as necessary based on the target population and intent of the tour.

(3) Tours to Tripler Army Medical Center in Hawaii may be authorized as an ETP on a case-by-case basis. Requests will be forwarded to the U.S. Army Medical Recruiting Brigade (MRBde), ATTN: RCMRB, 1307 3rd Avenue, Fort Knox, KY 40121-2725, with the proposed dates at least 120 days prior to the tour and require approval by the USAREC CoS.

e. Tour cancellations. Invitations to E/COI participants are to be issued with the understanding that if the tour has to be canceled (due to insufficient participation or other circumstances), such cancellation will be announced 48 hours prior to departure. Medical recruiting station commanders or appropriate tour organizers will contact all invitees not earlier than 3 days prior to tour departure to confirm attendance. If tour participation falls below 14, the project officer or tour director will either cancel the tour or request an exception to hold the tour with less than 14 participants from the MRBde commander.

f. News media. News media participants may accompany E/COI tours with the approval of the PAO of the installation hosting the tour.

g. Tours will not exceed 3 days, excluding travel. A tour day will usually consist of 8 hours with a lunch break. It does not preclude arranging for the E/COI participant to voluntarily participate in organized free-time activities such as dinner at an officer's club or tour of an area's historic sites. A detailed itinerary is required for each day of the tour to include a chronological listing of all tour events, names of all presenters, special instructions, and directions as needed.

### **B-4. Responsibilities**

a. Commanding General, USAREC, will exercise overall supervision of the AMEDD E/COI Tour Program (see para 6a).

The MRBde has the authority to approve or disapprove ETPs that pertain to participants, escorts, and tour sizes.

b. ACS, G4/8, will manage fiscal requirements for AMEDD E/COI tours in coordination with the individual brigades.

c. MRBde commander will:

(1) Serve as proponent for inquiries on the conduct of the AMEDD E/COI Tour Program generated at the MRBde and MRBns.

(2) Receive and review AARs for each AMEDD tour conducted. Such reports will be submitted within 2 weeks of tour completion.

(3) Evaluate and process MRBde tour requests for exceptions and provide HQ USAREC approval or disapproval for the commander.

(4) Provide program guidance to MRBn commanders.

(5) Serve as proponent for the tour program. Quantify the value added benefits of AMEDD tours based on input from AARs.

(6) Serve as HQ USAREC point of contact with Army installation staff offices handling E/COI tours.

d. MRBn commanders will:

(1) Exercise overall supervision of the MRBn-sponsored AMEDD E/COI tour.

(2) Monitor and control all E/COI tours to ensure maximum participation and efficient use of resources.

(3) Review and approve all requests for AMEDD E/COI tours.

(4) Review all AARs and forward to HQ USAREC, ATTN: RCHS, 1307 3rd Avenue, Fort Knox, KY 40121-2725, within 2 weeks of tour completion.

(5) Provide necessary funding and staff support for AMEDD E/COI tours.

e. Medical recruiting company (MRC) commanders will:

(1) Appoint a tour project officer to plan, manage, coordinate, and accompany the tour as an escort.

(2) Establish procedures for utilizing funds allocated from the MRBde to ensure invitees and participants meet the E/COI objectives established.

(3) For resource planning and projection, prepare a preliminary annual AMEDD tour plan by 15 August for the MRBde commander's approval. Level of detail should be overall objective, target number of invitees, site location, and estimated cost. Actual dates and itinerary will be locked in no later than 90 days out from projected tour start date.

(4) Evaluate all tour invitee lists to ensure they meet the E/COI tour objectives.

(5) Accompany all AMEDD E/COI tours as an escort. If more than one MRC is participating, only one MRC commander must accompany the tour. Others commanders may attend as deemed necessary.

(6) Task medical recruiting station commanders for:

(a) Names and job positions of all E/COI tour invitees in addition to school and residency programs by area of concentration.

(b) Recommendations for target audience and tour sites.

f. MRBn tour project officers will:

(1) Plan, manage, coordinate, and accompany tour as an escort. Refer to paragraphs 6g(1) through (15) for responsibilities. MRBn requests for E/COI tour approval and ACOM support request for an E/COI tour should follow the same format as battalions.

(2) Complete E/COI AAR and forward to the MRBde within 2 weeks following the completion of the tour. AARs will be sent in memorandum format through the MRBde commander to HQ USAREC, ATTN: RCHS. Reports will contain the following: Date, location, and total cost of tour; overall objective of tour (short paragraph on what the target audience was, why the specific site was chosen; what the expected outcomes were in terms of COI development, access to new schools, etcetera); quantitative assessment of invitees feedback (based on surveys); discussion of escorts' feedback; quantitative feedback from installation to include speaker feedback if available; paragraph on overall assessment of tour; paragraph on lessons learned; and an attached list of invitees to include name, profession (administrator, dean of medical school, etcetera), and place of employment.

(3) Develop an AMEDD E/COI tour checklist. Follow the format in table 2.

(4) If required by the MRBde commander, complete and submit USAREC Form 1220. In the "Type of Tour" block of the form insert AMEDD. All other information is self-explanatory.

## **Glossary**

### **Section I Abbreviations**

**AAR**

after-action report

**ACOM**

Army command

**ACS**

Assistant Chief of Staff

**AIT**

advanced individual training

**AMEDD**

Army Medical Department

**APA**

advertising and public affairs

**BT**

basic training

**COI**

centers of influence

**CoS**

Chief of Staff

**DTS**

Defense Travel System

**E/COI**

educator/centers of influence

**ETP**

exception to policy

**FY**

fiscal year

**HQUSAREC**

Headquarters, U.S. Army Recruiting Command

**IIO**

invitational travel order

**MDW**

Military District of Washington

**MRBde**

Medical Recruiting Brigade

**MRBn**

medical recruiting battalion

**MRC**

medical recruiting company

**PAO**

public affairs officer

**RS**

recruiting station

**USAREC**

U.S. Army Recruiting Command

**Section II****Terms****combined educator/centers of influence tour**

A tour consisting of participants from two or more battalions.

**educator/centers of influence**

Individuals who can help develop a better image of the Army, influence individuals to enlist, or refer names of leads to Army recruiters. E/COIs are primarily educators, but may include civic or business leaders, members of professional groups, news media representatives, or other influential individuals.

**educator/centers of influence tours**

A tour of Army installations to observe BT, Soldier quality of life, recreation centers, education centers, and technical training to create a better awareness and understanding of the Army.

**lead battalion**

Plans, organizes, and controls a combined E/COI tour. Assumes command responsibility for all participants while on the tour.

**regular educator/centers of influence tour**

A tour of 14 or more participants planned and conducted by one battalion solely for its own participants. All organizational and functional responsibilities are tasked to the appointed battalion project officer.

**undersize educator/centers of influence tour**

An E/COI tour with less than 14 participants. An undersize tour requires brigade commander approval to proceed.

# USAREC

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