

USAREC MANUAL 3-29

RECRUITING BRIGADE AND BATTALION OPERATIONS



9 March 2022

DISTRIBUTION RESTRICTION:

Approved for public release; distribution is unlimited. This publication supersedes USAREC Manual 3-29, dated 26 September 2019.

HEADQUARTERS, US ARMY RECRUITING COMMAND

SUMMARY of CHANGE

USAREC Manual 3-29
Recruiting Brigade and Battalion Operations

This administrative revision dated 26 February 2025

- Updated The Doctrine Division mailing and email addresses.
- Update grammatical errors

USAREC Manual
No. 3-29Headquarters
United States Army Recruiting Command
Fort Knox, KY 40121
9 March 2022

Recruiting Brigade and Battalion Operations

Table of Contents

	Page
PREFACE	V
Chapter 1 OVERVIEW OF THE RECRUITING BRIGADE AND RECRUITING BATTALION	1-1
Mission and Key Operational Capabilities	1-1
Organization and Capabilities.....	1-1
Brigade Headquarters Organization and Functions	1-1
The Brigade and Battalion Command Groups	1-3
Brigade Coordinating Staff	1-4
Brigade Special Staff	1-4
Brigade Wellness Team.....	1-5
Brigade Personal Staff.....	1-7
Battalion Headquarters Organization and Functions.....	1-7
Battalion Organizational Structures:	1-7
Battalion Coordinating Staff	1-8
Battalion Special Staff.....	1-9
Summary	1-9
Chapter 2 RECRUITING NETWORK	2-1
Recruiting Network	2-1
Internal Network.....	2-1
External Network	2-2
The News Media	2-3
Summary	2-3
Chapter 3 INTELLIGENCE AND MARKET ANALYSIS	3-1
Intelligence Preparation of the Operational Environment.....	3-1
Recruiting Market Environment	3-2
Market Competition.....	3-3

DISTRIBUTION RESTRICTION: Approved for public release, distribution unlimited.

This publication superseades UM 3-29, dated 26 September 2019.

	Targeting Process.....	3-3
	Running Estimates.....	3-4
	Information Collection	3-4
	Information Distribution.....	3-5
	Summary	3-5
Chapter 4	PLANNING.....	4-1
	Planning - The Operational Approach and Framework	4-2
	Positioning	4-3
	Mission Distribution.....	4-3
	Course of Action (COA) Development.....	4-3
	Adapting to Changing Circumstances	4-4
	ROP – Recruiting Operations Plan	4-5
	Targeting Board	4-6
	Fusion Cell	4-8
	Battle Rhythm	4-9
	Summary	4-9
Chapter 5	DECISIVE OPERATIONS.....	5-1
	Prospecting.....	5-1
	Processing	5-2
	Leading Future Soldiers.....	5-2
	Summary	5-3
Chapter 6	SHAPING OPERATIONS	6-1
	Lead Generation	6-1
	School Recruiting Program.....	6-1
	Community Partners (CP) and Advocates.....	6-1
	Advertising and Public Affairs.....	6-3
	Training for Media Awareness.....	6-4
	Summary	6-4
Chapter 7	SUSTAINING OPERATIONS	7-1
	Fundamentals of Sustainment.....	7-1
	Sustainment.....	7-1
	Logistics and Supplies	7-1
	Human Resources Management.....	7-1
	Soldier and Family Assistance Program.....	7-2
	Training	7-2
	Risk Management and Safety	7-3
	Summary	7-4

Appendix A Annex Templates for the ROP in OPORD Format (USAREC-BDE-BN)	A-1
Appendix B Running Estimates	B-1
Glossary	G-1

Figures

Figure 1-1. Standard Recruiting Brigade Headquarters Organizational Chart	1-2
Figure 1-2. Medical Recruiting Brigade Headquarters Organizational Chart.....	1-2
Figure 1-3. Standard Recruiting Battalion and MRBN Headquarters Organizational Chart	1-7
Figure 1-4. Special Operation Recruiting Battalion Headquarters Organizational Chart.....	1-8
Figure 4-1. Planning Horizons Integration of Plans, Future Operations, and Current Operations. ..	4-2
Figure 4-2. Military Decision Making Process (MDMP)	4-4
Figure 4-3. Rop Process Overview Example	4-5
Figure 4-4. Example Brigade/Battalion Level High Payoff Event List (HPEI)	4-7
Figure 4-5. Synchronization Matrix	4-8
Figure 7-1. Three Domains of Training	7-3
Figure B 1. Generic Running Estimate Format	B-3

Preface

Successful recruiting operations require leadership and support; Brigade and Battalion Commanders organize and deliver that support. They serve as the link between the commanding general's (CG's) strategic vision and the forward edge of recruiting. FM 6-0, Commander and Staff Organization and Operations, provides commanders and their staffs with tactics and procedures for exercising command and control. This manual describes the U.S. Army Recruiting Command's (USAREC's) organization, functions, and operations of recruiting brigade and battalion staff for Regular Army (RA) and Army Reserve (AR) prior service (PS), non-prior service (NPS), Medical Recruiting Brigade (MRB), Chaplain, and Special Operations Recruiting Battalion (SORB).

To comprehend the doctrine contained in this publication, readers must first understand the operational concepts and principles of recruiting as described in USAREC Manual 3-0 Recruiting Operations. In addition, readers must also fully understand the principles of mission command and how command and control apply as described in ADP 6-0, Mission Command and Control of Army Forces, and USAREC Training Circular (USAREC TC) 5-01, Command and Control.

Purpose

This manual provides commanders and staff with many proven tactics and procedures associated with the battalion and brigade-level staff organization, functions, and operations within USAREC. This publication intends not to provide an all-inclusive or restrictive construct but rather a start point for developing a shared understanding to facilitate ease of communication among various members of different organizations. Commanders may modify products and procedures as necessary to meet mission requirements and develop products more suitable to specific recruiting operational environments.

Scope

This publication focuses specifically on USAREC brigade and battalion-level staff organizations, functions, and operations, and support the recruiting force. All personnel at battalion and above should also read ADP 5-0, The Operations Process and FM 6-0, Commander and Staff Organization and Operations.

Applicability

This manual provides the foundation for brigade and battalion recruiting operations. USAREC Manual 3-29 applies primarily to commanders, staff officers, civilian employees, and noncommissioned officers (NCOs) at brigade and battalion levels. The base methods described in this manual follow the principles, processes outlined Army doctrine, and those in USAREC Manual 3-0 and apply to all recruiting areas and markets.

Introduction

The content of this manual is not regulatory. The content is a compilation of strategies and field-proven methods that thoroughly explain the what, why, and how of essential activities at brigade and battalion levels. The methods detailed in this manual come from Army doctrine and are refined for application within a recruiting environment and best recruiting practices. They are not the remedy for every situation, but they do provide commanders a doctrinal starting point from which to plan and execute recruiting operations.

Administrative Information

The proponent for this publication is the Doctrine Division, G-3/5/7, Headquarters, United States Army Recruiting Command. Send comments and recommendations on Department of the Army (DA) Form 2028, Recommended Changes to Publications and Blank Forms (Jun 2018), to HQ USAREC, ATTN: Doctrine Division, 1307 Third Avenue, Fort Knox, KY 40121, or by email to usarmy.knox.usarec.list.doctrine@army.mil.

Chapter 1

OVERVIEW OF THE RECRUITING BRIGADE AND RECRUITING BATTALION

“Commanders and staffs actively create shared understanding throughout the operations process.....collaboratively frame an operational environment and then they visualize approaches to solving those problems.” (ADP-6-0)

MISSION AND KEY OPERATIONAL CAPABILITIES

1-1. Recruiting Brigades and Battalions conduct continuous operations sustained by a unique support structure. The primary activities of the brigade and battalion staffs are planning, sustaining, executing, and assessing recruiting operations while ensuring the well-being of personnel assigned in a geographically dispersed organization.

1-2. Commanders, supported by their staffs, use the operations process (ADP 5-0) to understand, then visualize and describe how their unit will succeed within the operational environment; make and articulate decisions; direct, lead, and assess operations.

ORGANIZATION AND CAPABILITIES

1-3. USAREC is a diverse organization comprised of Officers, NCOs, DA Civilians, and contractors. Its primary mission is to recruit America's best volunteers to enable the Army to win in a complex world. This critical mission is one of the most challenging assignments in the Army. Refer to USAREC Regulation 10-1, USAREC Organization and Functions, for specifics on staff organization and responsibilities.

BRIGADE HEADQUARTERS ORGANIZATION AND FUNCTIONS

1-4. Brigade Staff Organizational Structure:

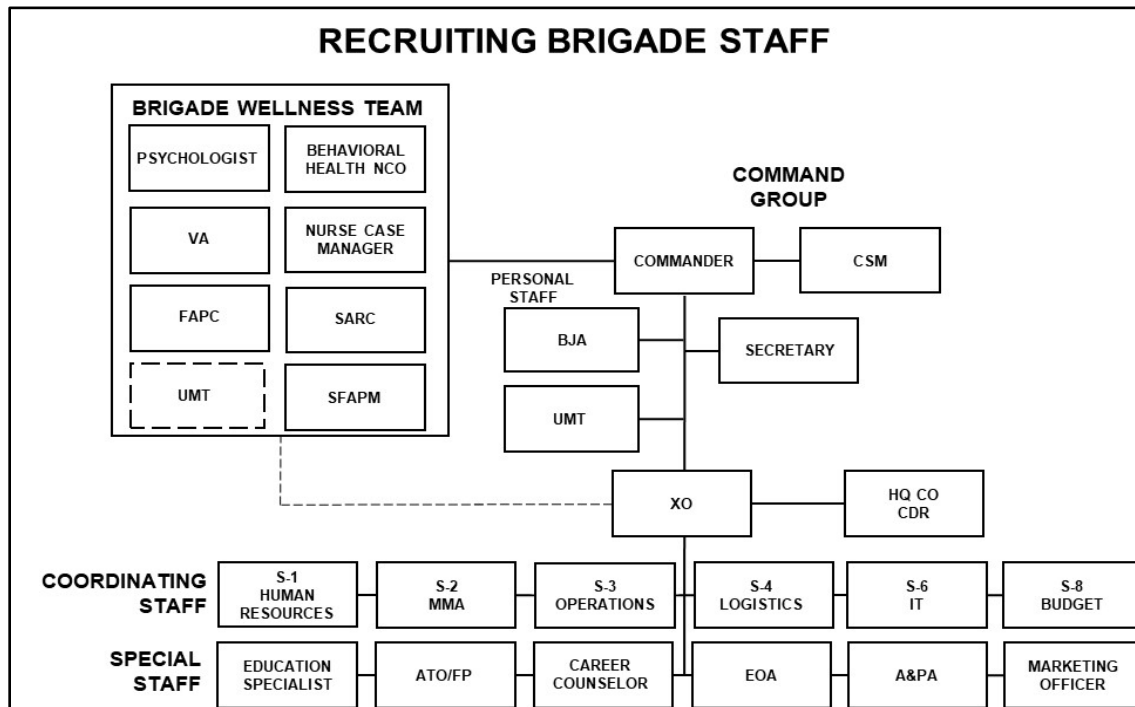


Figure 1-1. Standard Recruiting Brigade Headquarters Organizational Chart

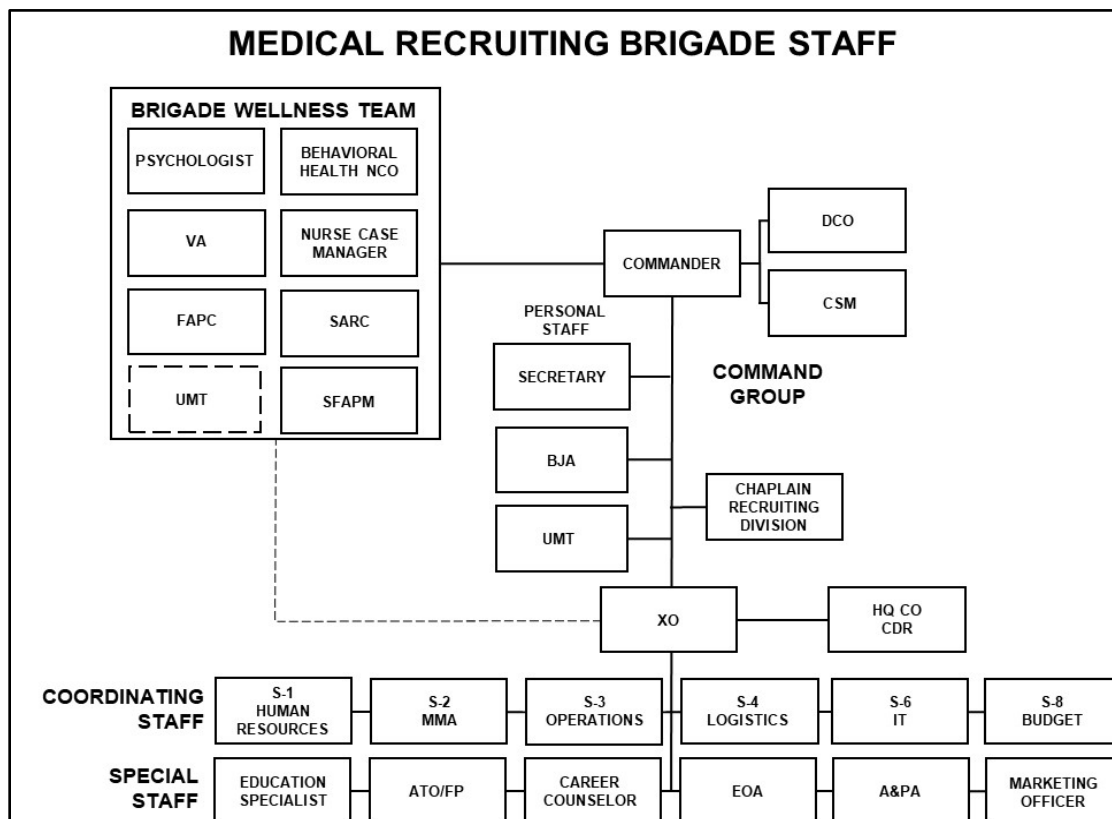


Figure 1-2. Medical Recruiting Brigade Headquarters Organizational Chart

THE BRIGADE AND BATTALION COMMAND GROUPS

1-5. The Brigade and Battalion command groups consist of the Commander, Executive Officer (XO), and Command Sergeant Major (CSM). In the Medical Recruiting Brigade (MRB), the Deputy Commanding Officer (DCO) is included as a member of the command group.

1-6. **Commander.** Commanders affect the unit success through the command climate they establish, the extent and quality of training they provide, and their prioritization of operations and resources. Commanders play a key role in planning, and the leadership tasks they perform are lead, understand, visualize, describe, direct, and assess during the military decision-making process (MDMP). They must provide effective guidance and a clear commander's intent during the planning process and development of the unit's recruiting operations plan (ROP). Guided by the commander's purpose and intent, subordinate leaders and staff continue planning to best achieve the commander's vision and accomplish the mission. They take appropriate action and perform the necessary coordination without needing new orders.

1-7. Commanders are responsible for everything that their units do or fail to do. A commander cannot delegate this responsibility. The final decision, as well as the final responsibility, rests with the commander. When commanders assign a staff member a task, they delegate the authority necessary to accomplish it. They foster a climate of mutual trust, cooperation, and teamwork. Competent commanders know the best way to create a solid and competent organization is to empower subordinates. Empowering subordinates does not mean omitting checks and only making necessary corrections. Leaders help subordinates identify successes and mistakes by ensuring they sort out what happened and why. A quality after action review (AAR) helps the team learn from successes and mistakes in a positive manner.

1-8. **Deputy Commanding Officer (DCO) – Medical Recruiting Brigade (MRB).** The MRB has a dedicated DCO assigned to its command team due to the unique national footprint, nature, and requirements of recruiting medical professionals and chaplains. The DCO assists the commander in leading and setting the conditions for Medical Brigade mission accomplishment through strategic planning and directing the execution of operations to recruit quality healthcare professionals and chaplains for the Active and Reserve components. The DCO is responsible for direct oversight of the liaison team and engagement with assigned Medical, Dental, and Specialist Corps liaison officers (LNOs) and the Chaplain Recruiting Team.

1-9. **Executive Officer (XO).** The commander and CSM spend the majority of their time visiting, assessing, training, and assisting subordinate units. The XO serves as the commander's principal assistant. By acting as the Chief of Staff, the XO frees the commander from routine details of staff operations and management of the headquarters staff. The role of the XO is critical in allowing the commander to command the organization and focus their efforts on the mission while the XO handles the day-to-day operations. At the battalion level, the XO oversees the Recruiting Standards Program (RSP).

1-10. As the second in command, the XO maintains the momentum of the staff and synchronizes operations. Their core competency is to support, interpret, and disseminate policies and plans to the staff and appropriate agencies. The XO leads the headquarters staff and provides training and development of staff personnel.

1-11. **Command Sergeant Major (CSM).** The CSM is the senior enlisted advisor to the commander. They advise the commander on recruiting operations and all issues affecting enlisted Soldiers. The CSM also supervises those aspects vital to operations as determined by the commander.

1-12. The CSM is generally the most experienced recruiter in the organization, and as such, is vitally important to the unit's success. The commander and CSM engage in regular dialogue to sync with where the unit is going and how it will get there. The CSM is the senior enlisted trainer and is primarily responsible for training one level down and developing two levels down. Additionally, the CSM oversees the training of all subordinates and ensures that leaders at all levels provide the training necessary to accomplish the unit's mission. The CSM attends and provides SME input to the targeting and fusion processes.

BRIGADE COORDINATING STAFF

1-13. The coordinating staff members are the commander's principal assistants who advise, plan, sustain, and coordinate actions within their area of expertise or recruiting function. The brigade coordinating staff consists of Human Resources (S-1), Market and Mission Analysis (S-2), Recruiting Operations (S-3), Logistics (S-4), Information & Technology (S-6), and Budget (S-8).

1-14. **Human Resources (S-1).** The S-1 is responsible for maintaining military human resources (HR) and the enhancement of personnel readiness. Market and Mission Analysis (S-2). The S-2 is responsible for collecting and analyzing market data in support of resource targeting efforts. The analysis compares the brigade's performance against market demographics, other service competitors, and the brigade's past performance. The S-2 makes missioning recommendations to the commander based on analysis.

1-15. **Operations (S-3).** The S-3, on behalf of the commander, plans, directs, and assesses activities related to the various recruiting programs (officers and enlisted) of subordinate battalions to ensure maximum productivity in all procurement programs. They coordinate, conduct, and assist in market studies at brigade and battalion levels. They direct and monitor training requirements and assist the XO with the RSP.

1-16. **Logistics (S-4).** The S-4 is responsible for forecasting and fulfilling supplies, equipment, transportation, and various other services for the brigade, battalions, and subordinate units located in multi-state areas.

1-17. **Information and Technology (IT) (S-6).** The information and technology (IT) specialist advises the commander, staff, and battalion information managers on all technical issues. The S-6 conducts mission analysis to determine information technology requirements and develops the recommended information architecture. The S-6 recommends any major changes in the information architecture to higher headquarters and confers with the commander, staff, and users to obtain input on local information management requirements. The S-6 plans, integrates, coordinates, and evaluates brigade/battalion information technology requirements to develop and maintain their information architecture and management plan.

1-18. **Budget (S-8).** The S-8 plans, directs, and coordinates the budgetary functions for the brigade and subordinate battalions.

BRIGADE SPECIAL STAFF

1-19. Every staff level has special staff officers. For the brigade, the special staff consists of the Education Specialist, the Anti-Terrorism/Force Protection Officer, the Career Counselor, the Equal Opportunity Advisor (EOA), the Advertising and Public Affairs Chief, the Brigade Marketing Officer, and the Headquarters Company Commander.

1-20. **Education Specialist.** The Education Specialist is a professional educator who serves as the commander's advisor and education liaison. They interact with state-level administrators and high-level secondary and postsecondary school officials to create a positive working relationship between the Army and the communities it serves. They advise the commander on education issues and make recommendations to solve education-related recruiting problems. Lastly, they assist battalion Education Specialists in gaining, maintaining, and improving access to schools.

1-21. **Anti-Terrorism Officer & Force Protection.** The AT/FP Officer advises the commander on all issues relating to anti-terrorism and force protection. They develop the brigade's overall AT/FP Plan for the brigade and oversee the subordinate battalions' planning status and activities. They provide crisis management planning and execution assistance during an emergency. The AT/FP Officer serves as a liaison with Federal Emergency Management Agency (FEMA) and local emergency management agencies.

1-22. **Career Counselor.** Career Counselors are responsible for the management and execution of the brigade commander's Soldier Retention Program. Located at the brigade headquarters, they provide career counselor service for all Soldiers within the brigade. They provide training to every Soldier and leader at

least once a year regarding reenlistment options and career advice. The team processes all reclassifications, expirations of terms of service, and immediate reenlistment prohibition transactions for the brigade. They provide separation counseling and process enlistment contracts for Soldiers who separate from the Active Army and join the Army Reserve or National Guard. The Career Counselors also manage the declination of continued service statement processing, the Bar to Reenlistment Program, Qualitative Management Program processing, and the retention inspection and staff assistance visits.

1-23. Equal Opportunity Advisor (EOA). The EOA is the commander's subject matter expert (SME) on Soldier human relations issues. The EOA receives all formal and informal equal opportunity complaints and advises commanders on how to resolve them. The EOA conducts command climate assessments to check the state of morale, stress, and human relations issues, such as discrimination and sexual harassment, and provides information, training, and training assistance for all subordinate commands to reduce or eliminate occurrence.

1-24. Advertising and Public Affairs (A&PA). The A&PA is dual-hatted. They support the brigade's recruiting mission through advertising and promotional activities. The A&PA Chief is also the commander's principal staff officer for Public Affairs. In this role, they serve as the coordinating staff officer between the USAREC PAO and subordinate battalion commanders and A&PA Chiefs.

1-25. Brigade Marketing Officer. The brigade marketing officer participates in the Intelligence Preparation of the Operational Environment (IPOE) and performs marketing analysis and market production assessment. Provides recommendations to the brigade and battalion commanders and staff to support key marketing decisions. Provides marketing information to assist commanders at all levels in developing effective marketing strategies. Responsible for conducting periodic battalion positioning analysis and evaluations to realign recruiting areas of operation. Conduct inspections and assistance visits as required. Provides Intelligence Preparation of the Market (IPM) and Market Production Assessment (MPA) training to battalion personnel and unit commanders. Interfaces with extensive databases and computer software unique to marketing analysis.

1-26. Headquarters Company Commander. The Headquarters Company Commander oversees internal support for military, civilian, and contractor personnel in the areas of HR actions (evaluations, awards, in and out processing, promotions), supply actions and activities, and resource management.

BRIGADE WELLNESS TEAM

1-27. The Brigade Wellness Team is a collection of professionals who work under the commander's direction (coordinated through the XO) in support of holistic wellness across the brigade. The Wellness Team consists of the Psychologist, Behavioral Health NCO, the Victim Advocate (VA), the Sexual Assault Response Coordinator (SARC), the Family Advocacy Plan Coordinator (FAPC), and the Soldier and Family Assistance Program Manager (SFAPM). While the Unit Ministry Team members are personal staff officers of the commander, they are also integral members of the Wellness Team.

1-28. Psychologist. The Psychologist serves as the OIC of the Brigade Wellness Team. The Psychologist is a licensed psychologist who provides support for the brigade's medical and behavioral health needs. The Clinical Psychologist also helps promote organizational effectiveness and safety by providing consultation with commanders and senior leaders on policies, techniques, practices, and procedures that affect the organization and Soldiers. The Psychologist educates leaders in identifying personnel exhibiting signs of stress and facilitates referral procedures for Soldier evaluations. The Psychologist liaises between the command and medical treatment facilities for Soldiers who need treatment or are currently in treatment. The Psychologist is a primary resource to commanders for crisis management and intervention. The Clinical Psychologist is a functional component of the Office of the Command Psychologist (OCP) who provides local operational support to field units within their brigades.

1-29. Behavioral Health NCO. The Behavioral Health NCO is the primary assistant of the Psychologist. They assist in a wide range of psychological and social services and manage the logistics and coordination of travel plans for the Wellness Team in support of Annual Training Meetings, Wellness Team visits, battlefield circulation, etc.

1-30. Nurse Case Manager. The Nurse Case Manager is a member of the Brigade Wellness Team and is responsible for performing care management within the scope of licensure for brigade Soldiers and Family members assigned and/or attached with acute, complex, and chronic care needs. The Nurse Case Manager performs care management by assessing, developing, implementing, coordinating, monitoring, and evaluating care plans designed to optimize member health care across the care continuum. They perform duties telephonically from scheduling appointments to discharge planning. The Nurse Case Manager's duties include ensuring and coordinating recruiters' access to services appropriate to meet their healthcare needs. The Nurse Case Manager ensures accuracy and provides oversight of medical profiling procedures (temporary and permanent), oversees transfers to the Soldier Recovery Unit (SRU), and implements care plans by facilitating authorizations/ referrals as appropriate within parameters of TRICARE. They interface with Medical Directors and Physician Advisors to develop care management treatment plans, negotiate reimbursement rates as needed, and fully support the Clinical Psychologist.

1-31. Victim Advocate (VA). The VA is a member of the Brigade Wellness Team, and provides crisis intervention, referral, and ongoing non-clinical support to victims of sexual assault and sexual harassment. The VA ensures that victims of sexual assault receive all needed guidance and emotional support during administrative, medical, investigative, and legal procedures.

1-32. Sexual Assault Response Coordinator (SARC). The SARC is a member of the Brigade Wellness Team, and acts as the Commander's liaison, manages the Sexual Harassment/Assault Response and Prevention (SHARP) Program for the Brigade Commander. The SARC maintains direct access to the Brigade Commander to provide information concerning unrestricted reports of sexual assault and/or formal complaints of sexual harassment. The SARC emphasizes the commitment to maintaining a workplace environment that rejects sexual harassment and sexual assault and attitudes that promote such behaviors. The SARC provides policy, guidance, and other information for sexual harassment and sexual assault victims, subordinate unit commanders, first responders, and those seeking to prevent or respond to sexual harassment and sexual assault. The SARC provides information to Soldiers, DA Civilians, and Family members at all levels, concentrating on systemic problems and individual problems. The SARC provides program direction and guidance concerning reporting procedures, confidentiality, training, safety tips, and resources. The SARC serves as a permanent member of the installation Sexual Assault Review Board (SARB). The SARC ensures that sexual assault victim advocacy services are available 24 hours a day, 7 days a week, both on and off post, for all service members and other persons covered by the SHARP Program. The SARC serves as the primary funds manager for all Department of Defense (DOD) SHARP funds allocated to the brigade.

1-33. Family Advocacy Program Coordinator (FAPC). The FAPC is a member of the Wellness Team, and provides training and guidance to the brigade staff, command teams, and battalion SFAPM. The FAPC visits subordinate units and provides training on up-to-date program procedures and policies. The FAPC evaluates the effectiveness of the FAP by reviewing hospitalization reports, serious incident reports, and police blotters. The FAPC recommends allocating resources and provides budget guidance for the SFAPMs regarding FAP resource requests. The FAPC is the primary fund manager for all DoD FAP funds allocated to the brigade.

1-34. Soldier and Family Assistance Program Manager (SFAPM). The SFAPM is a member of the Brigade Wellness Team, and disseminates and implements policy guidance and regulatory standards related to the supervision, development, and implementation of the Brigade's Army Community Services (ACS) programs. The SFAPM serves as the commander's actions officer and is responsible for independently supervising, researching, coordinating, and resolving problems encountered within the brigade related to the needs of Soldiers and Families within the organization. The SFAPM implements the Total Army Family Program, which seeks to improve the health, welfare, and morale of Soldiers, Civilians, and Family members. The SFAPM also serves as the brigade's Army Volunteer Corps Coordinator (AVCC).

BRIGADE PERSONAL STAFF

1-35. Personal staff officers work under the immediate control of, and have direct access to, the commander. Personal staff officers have a unique relationship with the commander by law and regulation. The commander establishes guidelines or gives guidance on when a personal staff officer informs or coordinates with the XO or other staff members. Personal staff officers also may work under the supervision of the XO. The brigade personal staff consists of the Brigade Judge Advocate (BJA) and the Unit Ministry Team (UMT).

1-36. **Brigade Judge Advocate (BJA).** The BJA advises the commander, headquarters staff, and subordinate unit commanders on matters pertaining to military justice, administrative law, procurement, claims litigation, and improper recruiting practice actions. They coordinate with supporting installations and officials of other federal, state, and local agencies on legal issues that affect the brigade. The BJA also communicates directly with and receives guidance from the USAREC Staff Judge Advocate on technical and legal issues.

1-37. **Unit Ministry Team (UMT).** The UMT advises the commander and staff on all matters of religion, morals, and morale. The chaplain evaluates the command's spiritual, ethical, and moral health to include the moral and ethical quality of leadership and leadership practices. The chaplain provides Soldiers and leaders religious support through personal counseling, visitation, and performing marriage ceremonies and funerals. Traveling throughout the unit, the chaplain works closely with FAPCs and SFAPCs assisting with Soldier, Civilian, and Family issues.

BATTALION HEADQUARTERS ORGANIZATION AND FUNCTIONS

Battalion Organizational Structures:

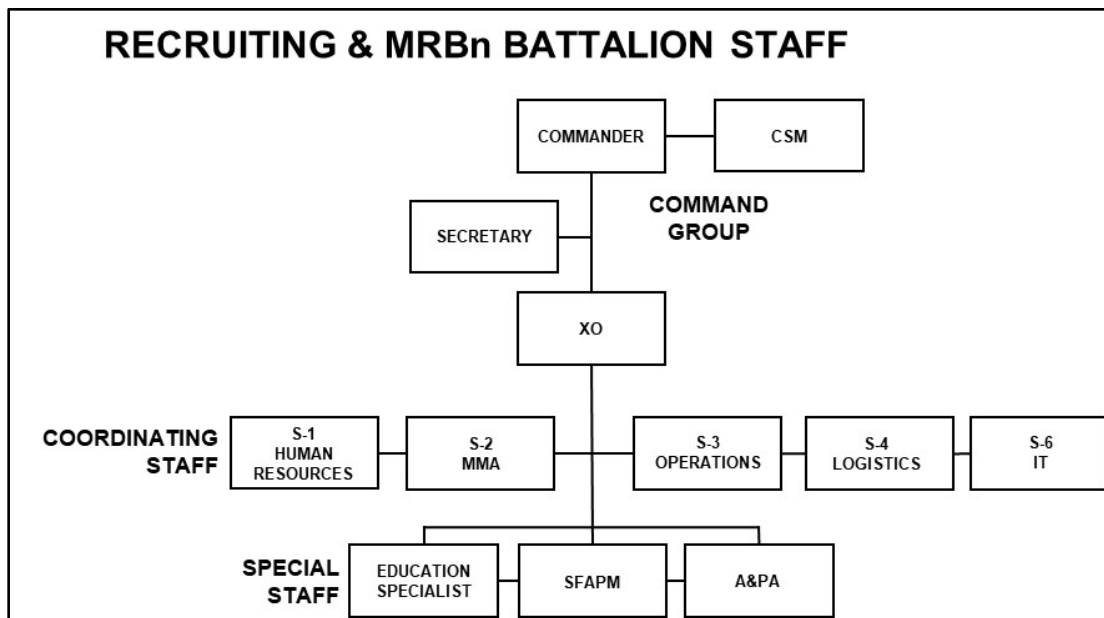


Figure 1-3. Standard Recruiting Battalion and MRBn Headquarters Organizational Chart

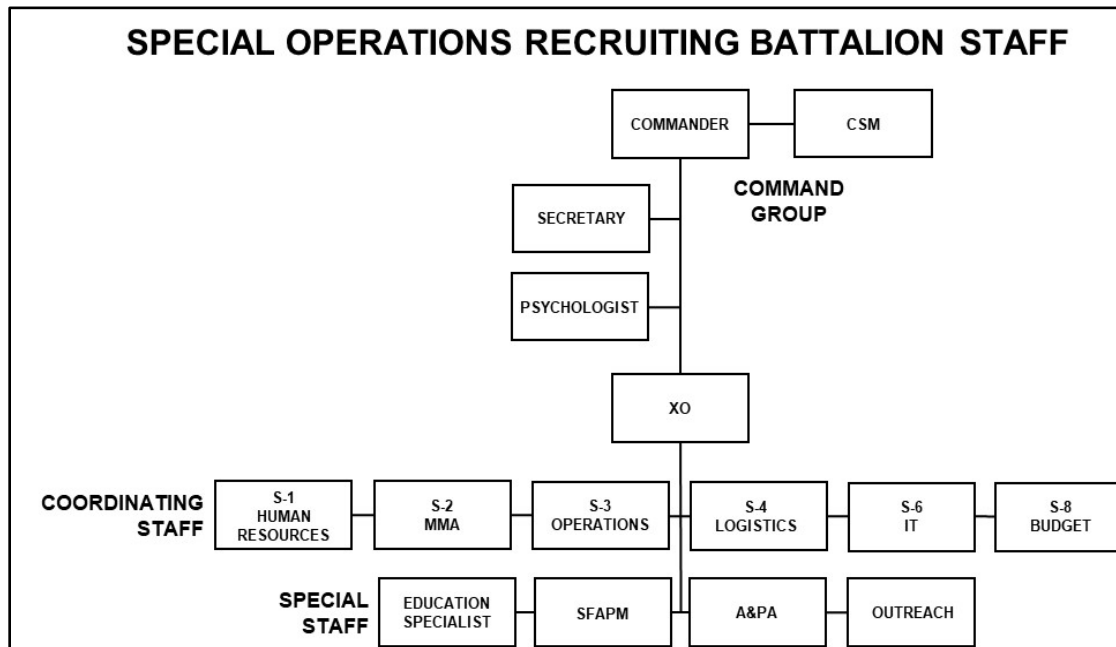


Figure 1-4. Special Operation Recruiting Battalion Headquarters Organizational Chart

BATTALION COORDINATING STAFF

1-38. The standard battalion coordinating staff consists of Human Resources (S-1), Market and Mission Analysis (S-2), Recruiting Operations (S-3), Logistics (S-4), IT Specialist (S-6), Advertising and Public Affairs (A&PA), and for the SORB only includes an assigned Resource Management Specialist (RMS) (S8). All staff elements assist the commander with planning, organizing, employing, and sustaining the unit.

1-39. **Human Resources (S-1).** The S-1 monitors and enhances personnel readiness. The S-1 handles routine day-to-day tasks such as in and out processing, personnel actions, personnel accountability, strength management, evaluations, awards, and other administrative support.

1-40. **Market and Mission Analysis (S-2).** The S-2 is responsible for providing timely and accurate market analysis and products in support of the commander, subordinate units, and other staff members. The analysis is determined using the four primary S-2 functions. The four functions are (1) Market analysis; (2) positioning the force, (3) distributing the mission, and (4) supporting the targeting process. Market analysis informs commanders of changes in the market and helps pinpoint the best time and place for operations while positioning the force and distributing the mission for success. Supporting the targeting process requires the S-2 to provide market analysis, the starting point for all targeting and fusion cell processes. The S-2 conducts the Intelligence Preparation of the Operational Environment (IPOE) to support the MDMP process.

1-41. **Operations (S-3).** The S-3 section is the commander's primary staff element for planning, coordinating, prioritizing, and synchronizing all operations. The S-3 uses data from various staff elements to develop the battalion's Recruiting Operations Plan.

1-42. **Logistics (S-4).** The S-4 manages the battalion's material assets and is the commander's primary logistics planner, providing timely and accurate logistical information and supporting continuous operations.

1-43. **IT Specialist (S-6).** The S-6 is the information technology specialist for the battalion. They are responsible for the technical aspects of automation and communications from battalion to recruiter levels.

They maintain system security, password control, and all battalion hardware and software accountability.

1-44. **Resource Management Specialist (SORB only) (S8).** The SORB is the only battalion staff that has an assigned RMS. The SORB RMS performs the same functions as that of the brigade RMS in that they perform budget management, accounting operations, travel administration. The RMS provides timely and accurate financial and personnel information required to support and sustain continuous operations.

1-45. **Outreach Division (SORB only).** The SORB has an outreach team of NCOs assigned to major Army installations throughout the U.S. that performs special missions' activities supporting in-service special missions recruiting efforts.

BATTALION SPECIAL STAFF

1-46. The standard battalion has two special staff members: the Educational Specialist and the Soldier & Family Assistance Program Manager. The SORB battalion has an assigned Clinical Psychologist due to the SORB's unique mission requirements. The SORB does not require an Education Specialist nor do they have a SFAPM. Hosting installations provide Soldier and Family assistance and support to members of the SORB.

1-47. **Education Specialist.** The Education Specialist is a professional educator, action officer, and primary member of the battalion commander's staff. The mission of the ESS is to communicate Army training and education opportunities to the civilian education community and assist the recruiting force by gaining, maintaining, and improving access to the Nation's high school and college students.

1-48. **Soldier and Family Assistance Program Manager (SFAPM).** The SFAPM serves as the commander's actions officer and is responsible for independently supervising, researching, coordinating, and resolving problems encountered within the battalion related to the needs of Soldiers and Families within the organization. Only recruiting battalions and MRBs have a SFAPM.

1-49. **Advertising and Public Affairs (A&PA).** The A&PA is dual-hatted. They support the battalion's recruiting mission through advertising and promotional activities. The A&PA Chief is also the commander's principal staff officer for Public Affairs.

1-50. **Clinical Psychologist (SORB only).** The SORB has an assigned clinical psychologist as part of the special staff. The clinical psychologist travels throughout the command to support the behavioral health needs of the SORB. These needs include performance enhancement and resilience of USAREC Soldiers and DA civilians, and the identification and understanding of the factors that adversely affect the force's morale.

SUMMARY

1-51. USAREC and its subordinate elements have staff sections similar to other Army organizations. USAREC brigades and battalions also have staff sections with unique functions such as Education Specialist, A&PA, and medical professionals. Other staff members have specialized skills and perform unique duties due to the recruiting operational environment.

Chapter 2

RECRUITING NETWORK

“If we create networks with the sole intention of getting something, we won’t succeed. We can’t pursue the benefits of networks; the benefits ensue from investments in meaningful activities and relationships.”

Adam Grant (Author)

RECRUITING NETWORK

2-1. The recruiting environment is ever-changing, and extremely demanding. Therefore, recruiting operations should be able to react to market changes and the needs of the Army’s force structure and end strength requirements. Continuous operations demand versatile and adaptable units, led by commanders with those same attributes and supported by staff members who understand internal and external recruiting networks. Each recruiting month brings a new mission with its own unique set of challenges. Mission success in this environment demands its leaders possess the ability to act independently and the courage to make timely decisions.

INTERNAL NETWORK

2-2. USAREC Manual 3-0 Recruiting Operations states, “The internal network consists of every Soldier, DA Civilian and contractor assigned to USAREC, as well as Future Soldiers and Family members.” Intelligence from the internal network allows commanders to quickly resource and execute operations, customize strategies, and exploit opportunities within the target market.

2-3. Sustainment includes the staff elements at each level of command, including the Recruiting and Retention College (RRC) that trains all recruiters and recruiting leaders. The RRC is an excellent model for internal networking activities. As recruiters and leaders go through their training, they have the opportunity to build a strong network of peers. The RRC allows leaders to start the process of developing relationships within the command with their peers.

2-4. The U.S. Army Marketing and Engagement Brigade (USAMEB) supports recruiting with mobile and fixed exhibits in order to generate interest in Army programs. They provide audiovisual and graphic support to the recruiting force and other DOD agencies. They provide marketing and incentive products to the recruiting force in the form of recruiting publicity items (RPI) and personal presentation items (PPI). Army Adventure Semi-mobile exhibits such as the Mobile Usability Lab Exhibit (MULE), Science, Technology, Engineering, and Mathematics (STEM), Army Adventure/Special Operation Semis, and the Army Parachute Team, Army Fishing Team, and the Army Marksmanship Unit are assets. Commanders request assets based on targeting board results and current command guidelines.

The USAMEB’s mission is to ensure connectivity to target markets and the Nation:

- It promotes what it means to be a Soldier, emphasizing the Army’s warrior ethos and the expeditionary nature of our business. It also displays special skills through competitions and demonstrations in local recruiting areas.
- The USAMEB prides itself as warriors helping recruiters generate target market leads that have a propensity to enlist or commission in the Army.

2-5. The Corps of Engineers is responsible for supporting our off-post facilities and real estate, such as, unit headquarters and recruiting stations. They handle leases, contracts, upgrades, and anything that has to do with off-installation buildings and their maintenance. Facilities where Soldiers work every day, and how the public perceives them is critical to the recruiting mission.

2-6. The United States Military Entrance Processing Command (USMEPCOM, aka MEPCOM) is the

vital link between recruiting and training today's armed forces. The command's motto, "Freedom's Front Door" symbolizes the command's mission of determining every member's physical, mental, and moral qualifications of the armed services. Establishing a strong relationship and network with members of MEPCOM can provide big dividends to the unit in daily issues involving processing and shipping of applicants and Future Soldiers. As previously stated, they are a vital link and partner to the recruiting mission. Additional information concerning MEPCOM can be located at <https://www.mepcom.army.mil/>

2-7. The U.S. Army Cadet Command Reserve Officers' Training Corps (ROTC) operates and recruits within the higher education markets and is a valuable source of information and intelligence. All leaders and the Education Specialist should initiate a relationship with the local cadet commander to work together to accomplish their respective missions. Often recruiting commanders can cooperate on events planned and resourced by the ROTC. Commanders at all levels should strive to develop mutual partnerships that benefit both organizations.

2-8. The Recruiter and Reserve Partnership Council (R2PC) serves as a forum to build partnerships, develop unit-recruiting plans, and resolve any recruiting issues. The R2PC is also a valuable part of the recruiting network. Soldiers in local troop program units are from the local area, so the introductions and information they provide save valuable time, resources, and potential referrals. Troop Program Units (TPU) also have the equipment and specialized personnel who can participate in a wide range of recruiting operations.

2-9. Installation Management Command (IMCOM) has oversight over all Army installations and can display the Army to prospects and Future Soldiers. The post's PAO is a good source for information on the Army in general. They also serve as a resource for Soldiers and their Families. These installations, however, have a separate mission and cannot always provide the assets desired. It is imperative that recruiting leaders also tend to the relationships of unit leaders on Army installations as well.

2-10. The Recruiting and Retention College (RRC) provides initial and advanced training in recruiting subjects for NCOs and officers. Commanders and recruiters are occasionally required to provide personnel resources and participate in training courses. The RRC can support recruiting operations in terms of 'recruiter live-fire' exercises, training material and expertise, and assist leadership in sharing recruiting Knowledge Management (KM) assistance (via the Recruiting ProNet).

EXTERNAL NETWORK

2-11. External network recruiting activities include the unified efforts at all levels, from recruiter to HQ USAREC. Whereas internal networks are generally formal and governed by organizational rules and norms, external networks are less informal and based more on personal relationships. Recruiters synchronize their efforts with the civilian and military communities and institutions such as education, industry, military, and other governmental and nongovernmental agencies. Leaders at all these levels comprise the foundation of the recruiter's external network. Local Army leadership directly influences how the local community views and perceives the Army. They must establish firm and positive relationships within the community. The external network is pivotal to the success of the unit.

2-12. This list of useful external networks is by no means an exhaustive list.

- Government and civic officials (the Civilian Aide to the Secretary of the Army Program, for example).
- Educators (state and local level secondary and postsecondary education leaders).
- Job Corps.
- Military schools, installations, and units.
- Colleges and universities, including technical and vocational schools.
- Business leaders.
- Business and industry participating in the Partnership for Youth Success (PaYS)

Program.

- Religious leaders.
- Other local community leaders and Community Partners.
- Youth and athletic associations.
- State and local employment services.
- Local print and broadcast news media.

THE NEWS MEDIA

2-13. It is the responsibility of all Soldiers and Army Civilians to tell the Army story as often as possible. In today's environment, few military operations escape media presence. In our form of government, the media has the right to cover operations, and the public has the right to know what the media has to say. Unfortunately, bad news often gets the majority of coverage. Many good things about the Army are unknown to the public.

2-14. According to a recent Pew Research Center, digital media outlets now provide 55% of U.S. adults with news from a social media source. Commanders at all echelons should consider leveraging these resources when developing the right message, right audience, and right time.

2-15. The objective of dealing with the media is to present the Army properly while keeping the public well informed. When speaking with the news media, Soldiers must understand what is classified and what not to discuss with the press. Soldiers should also understand that they are not required to talk to the media if it is against their wishes. All Soldiers represent the military and they must not guess or speculate on things they do not know.

SUMMARY

2-16. The internal and external recruiting networks that form the information structure of a command are the source of intelligence and market intelligence for building the brigade and battalion recruiting operations plan (ROP). Recruiting commanders tap into this flow of information to see, understand, and act decisively during every decisive, shaping, and sustaining operation.

Chapter 3

INTELLIGENCE AND MARKET ANALYSIS

“Information is a source of learning. But unless it is organized, processed, and available to the right people in a format for decision-making, it is a burden, not a benefit.”

William Pollard (Writer/Minister)

3-1. Operations and intelligence have a strong link. Successful and effective operational planning and execution cannot happen without good intelligence and market analysis. The intelligence process is continuous and directly drives and supports the operations process. This principle will remain valid well into the future. Intelligence will continue to be a critical part of planning, preparing, executing, and assessing operations. Commanders and staffs use situational understanding to identify and exploit opportunities to achieve positions of relative advantage.

3-2. Intelligence helps commanders visualize their recruiting market, organize their forces, and control operations to achieve the desired effect. Since the intelligence process is continuous, it can detect and monitor trends and events that affect the market. The intelligence process forms the basis for the Military Decision Making Process (MDMP).

3-3. Market Analysis assists in planning and developing operations, positioning the force, mission distribution, and supporting of the targeting process. (See USAREC TC 5-02, Intelligence, for specifics regarding intelligence and market analysis).

3-4. Intelligence and market analysis, when appropriately applied, put the recruiter in the best position to accomplish their mission. Commanders can measure their achievements in various market segments against other services. It allows them to take appropriate action to reverse negative trends, maintain a strong foothold, or dominate their markets. The culmination of intelligence, market analysis, and Intelligence Preparation of the Operational Environment (IPOE) will ensure recruiters are in the right market, at the right time, with the right message.

3-5. The Brigade and Battalion Executive Officers function much like a Chief of Staff, they manage and coordinate the staff's intelligence work and provide quality control to meet the commander's intent. They also determine timelines for the staff, establish brief-back times and locations, and enforce the information management plan.

INTELLIGENCE PREPARATION OF THE OPERATIONAL ENVIRONMENT

3-6. Intelligence Preparation of the Operational Environment (IPOE) is the systematic process of analyzing the mission variables in an area of interest to determine their effect on operations. IPOE in recruiting allows commanders and staffs to take a holistic approach to analyze the recruiting environment.

3-7. The IPOE process is a continuous four-step process that seeks to define the market environment, describe the market environment's effects, evaluate the competition, and disseminate the findings of this process. The IPOE also reveals information gaps that help focus information gathering and analysis. Intelligence preparation of the operational environment provides a framework for the logical use of numerous analytic tools. IPOE is a flexible framework providing organizations with templates to help commanders visualize and analyze their particular market as a doctrinal methodology.

3-8. The IPOE process is the commander's and each staff officer's responsibility. The S2 cannot do the entire IPOE without staff input. Intelligence preparation of the operational environment is a collaborative effort. The XO also provides any unique instructions to guide the staff in completing collaborative intelligence work and staff estimates. The XO must also facilitate and expedite collaborative work efforts to ensure the intelligence process is fully effective. All staff officers must assist the S2 in developing the

situation template within their areas of expertise.

3-9. Initiate the MDMP and the intelligence preparation of the operational environment processes upon receipt of the mission. Intelligence preparation of the operational environment is the first step of the MDMP. Once the initial IPOE is complete, the S2 must develop the competition's probable Course of Action (COA) for consideration. This "devil's-advocate" approach should result in threat templates that help inform the commander on the competition's most likely reaction to current and future market conditions.

RECRUITING MARKET ENVIRONMENT

3-10. We define our AO and our area of influence (AI) using a map with clearly outlined recruiting market territories and several boundary overlays such as ZIP Codes, counties, states, and recruiting station, company, battalion, and brigade territories. This method gives everyone a common understanding of the recruiting AO. Identifying other adjoining areas that may influence recruiting operations gives everyone a common understanding of the unit's AI. The graphic representation of the AO and AI helps the commander and staff visualize and describe the recruiting market.

3-11. USAREC uses the ZIP Code level of a geographic region as the basic building block for all recruiting territories. All station, company, battalion, and brigade geographic boundaries within USAREC are a collection of ZIP Codes. The territory allocation approach provides a unique market intelligence concept of must win/must keep ZIP Codes. These ZIP Codes are historically critical to mission success and become the central point of market intelligence based on successful past performance.

3-12. In an identical market, every Recruiter in every region of the country could use the same tools and techniques to motivate people to join the Army. However, not all markets are the same. Markets vary immensely depending on history, culture, economic development, local climate, and many other factors. This variety exists between respective markets as well as within market segments. The internet, cable, and television provide the market with news stories about Soldiers and the Army. Commanders must ensure communication and information provide consistent information to the market. Political and social values directly impact the market's perception of the Army and can directly affect concurrent operations. Considering the markets' diversity, USAREC describes the effects of the market by groupings and segments. Commonly USAREC views these segments in terms of mission box categories and general demographic groupings, such as education level, gender, and ethnicity. There are four major ways to view the population:

- **Demographics.** Demographics is the study of population, race, housing (owning versus renting and property value), education, and household information.
- **Psychographics.** A study of the wants, needs, and desires of the market. What types of people live in the unit's AO and what are their interests? Commanders must understand how the segments influence the total market. They must know segments unique or common to their AO.
- **Lifestyle trends.** Cultural and social values and historical perceptions of military service are all market dynamics. One major subsection of psychographics is lifestyle segmentation. USAREC employs sophisticated lifestyle segmentation applications to define recruiting markets. This data describes local markets by such values as hobbies and interests, consumer purchasing trends, music preferences, and popular television shows. This information helps place the recruiter in the right market at the right time with the right message to motivate top quality individuals to join the Army.
- **Economic conditions.** Unemployment and inflation rates, for instance, can affect the motivation of the target audience to join the Army. Poverty rates and household income segmentations help commanders understand their AO and support MDMP activities during planning operations.

3-13. None of these indicators, by themselves will consistently point out the most productive areas. Taken together, however, with consideration given to past performance, they can clearly identify territories within the AO that bear consideration for recruiting efforts.

MARKET COMPETITION

3-14. Competition is any entity within the AO or AI that seeks to employ USAREC's target market in activities other than service in the Army. Our competition includes the Army National Guard, other military services, colleges and universities, industry, and any other governmental agency and nongovernmental volunteer organizations. To ensure mission success we must develop an understanding of all competition within the AO and AI. Key metrics used to evaluate the competition include HS graduation rates, college attendance, dropout rates, employment rates, market share ratios with other services, and raw contract production. When evaluating the competition, gather all available information about the competition within the AO and AI. Refer to UTC 5-02, Intelligence, on intelligence information methodology and databases.

TARGETING PROCESS

3-15. USAREC uses the same principles of the Army's targeting methodology of decide, detect, deliver and assess (D3A) and applies them to recruiting operations. Targeting can be deliberate (planned targets) or dynamic (targets of opportunity and changes to planned targets or objectives).

3-16. Intelligence support to the targeting process helps the commander identify when, where, and in what strength to deploy assets and resources. Intelligence support uses the targeting model as a starting point for target identification. Intelligence preparation of the operational environment products should include both 'top down' and ground truth 'bottom up' market intelligence. High payoff and high-value events and territories become evident through the targeting process.

3-17. There are two distinct functions the targeting process supports - event targeting and geographic targeting. These targeting processes should focus on the personnel that attend the events or are located within specific geographic areas.

3-18. Event targeting prioritizes the use of local and national assets by identifying high-payoff and high-value events that the unit can expect to generate the highest number of quality leads. In recruiting, the metric of using the number of leads generated, is an example of one kind of return on investment (ROI). The targeting process can identify targeted markets by geographic areas, stations, companies, or battalions expected to generate the highest number of quality contracts, i.e., ROI. This process identifies the need for higher recruiter fill rates/placement or additional resourcing.

3-19. Event targeting considers community events, educational events, high schools, postsecondary schools, and industry events in terms of the potential and propensity of the population segments most likely to attend. This determines the types of resources used for an event. One of the resources is "targeted marketing." "Targeted marketing" provides the maximum number of qualified leads for recruiters, using multiple simultaneous events and the application of recruiting assets. Targeted marketing requires commanders to use their skills as a planner and director of assets and resources. The event targeting process uses and updates the synch matrix.

3-20. Geographic targeting helps commanders decide the best applications of the more persistent assets such as recruiter placement and advertising assets and other resource allocations. The USAREC targeting model is the geographic-based targeting effort's starting point. The "must keep/must win" methodology can also help the commander decide where to allocate limited resources. Intelligence preparation of the operational environment products round out the tool set for the geographic-based targeting process. Targeting helps with the planning process. Where and how to influence the market depends on what type of targets have been selected during the targeting process. The commander's target list or synch matrix focuses on historically productive events or events deemed to have potential for future success. Commanders must also consider market segments that may be less obvious. Those segments include ethnic markets, legal aliens, leads from other services, and prior service. Commanders must not ignore markets with potential for special missions, such as the Army band, skilled languages, Officer Candidate

School, Warrant Officer Flight Training, and Special Forces.

RUNNING ESTIMATES

3-21. Effective plans and their successful execution hinge on accurate and current running estimates. A running estimate is the continuous assessment of the current situation and leading indicators of whether the current operation is proceeding according to the commander's expectations and if planned future operations are supportable. Failure to maintain accurate running estimates may lead to errors or omissions that result in flawed plans or bad decisions during execution. (See Appendix B).

3-22. Running estimates are a component of the MDMP (see USAREC Manual 3-0, Recruiting Operations and ADP 5-0, The Operations Process and FM 6-0, Commander and Staff Organization and Operations, Ch. 8). During the MDMP, the commander uses the entire staff to explore the full range of probable and likely COAs and to analyze the organization's capabilities. This staff effort has one objective: Provide the commander with accurate, relevant, and actionable market intelligence that affects the planning of recruiting operations.

3-23. Recruiting operations can overwhelm a leader with market data. The IPOE process provides methodologies to focus on information gathering and analyzing data. This process is a way to filter through a large amount of information, target beneficial markets, and synchronize limited resources. During the MDMP process, staffs gather information, identify or update running estimates, and validate intelligence. The information derived from this period helps develop and sustain current and future operations.

3-24. Running estimates play an important part while the unit is engaged in continuous operations. A running estimate provides a single document for staff personnel to reference when answering questions about the current operational environment and the ability to support plans relative to that branch or section of the staff. The running estimate delineates:

- The tasks the section or branch is tracking
- The resources applied to each task
- The measures of effectiveness and performance indicators with current status
- The risks and mitigation strategies

3-25. Decision-making in this type of environment usually takes place after execution has begun. When time is limited or operations are repetitive, use of running estimates assists the commander and expedites the process. Although some estimates may change significantly, many remain the same or require little change. The staff must maintain their estimates by ensuring they are continually updated and accurate.

INFORMATION COLLECTION

3-26. The staff, guided by the commander's information requirements, continuously collects information according to the collection plan. Every member of the unit has some responsibility for observing and reporting information. Revise the commander's focus for information collection and revise as often as necessary to keep Soldiers current on the information of greatest importance.

3-27. Information collection and dissemination are extremely important. It is equally important to understand that even though the recruiter is a very valuable information collection asset, they are primarily concerned with decisive operations such as prospecting, processing, and Future Soldier management. ***Do not over burden recruiters with redundant or unnecessary reporting requirements.*** Explore all other possible collectors before increasing the collection and communications requirement on the individual recruiter. Additionally, review your collection plan to ensure the collection effort is still relevant. Identify and eliminate all unnecessary collection requirements.

3-28. Sometimes data volume and running estimate overload can lead to paralysis by analysis. Most information is easy to come by. The challenge is to assimilate the information quickly, then provide intelligence and guidance for current and future operations. Due to the mission's continuous nature, the ability to be flexible and adaptable are key components for running estimates.

INFORMATION DISTRIBUTION

3-29. Disseminating information and coordinating COAs involves more than simply telling others about the results of the IPOE process. The findings generated by the process feed a number of other functions and documents, and targeting, positioning, and mission distribution. Use the findings of each IPOE cycle to synchronize support and assets for high-priority operations, improve the information collection plan, and support the MDMP. While IPOE serves to organize all the information currently known, it also identifies intelligence gaps. Collect and process additional data into usable information to fill the gaps and better visualize the market.

SUMMARY

3-30. The IPOE process, intelligence, and market analysis are complex and interrelated within the intelligence structure. All three connect and come together during staff planning and interaction within the brigade and battalion headquarters. It is imperative that all staff sections develop an open and collaborative approach to conducting intelligence operations. A collaborative effort ensures intelligence and market analysis are effectively applied.

Chapter 4

PLANNING

“Being busy does not always mean real work. The object of all work is production or accomplishment and to either of these ends there must be forethought, system, planning, intelligence, and honest purpose, as well as perspiration. Seeming to do is not doing.”

Thomas A. Edison (Inventor)

4-1. In a continuous operating environment, current information and flexibility is critical. Poor or ineffective communications adversely affect the best-laid plans. Communication must be relevant, clear, concise, timely, and consistent. Visibility at every level of the planned operation is necessary for the synchronization, execution, and optimum use of resources. Commanders must have visibility of all operations planned and executed by a higher level and understand their role within those operations. At all levels, commanders use the operational planning process of MDMP or Troop Leading Procedure (TLP) and issue operation orders IAW ADP 5-0, The Operations Process and FM 6-0, Commander, and Staff Organization and Operations.

4-2. Commanders, with the assistance of their XOs, must set priorities and provide direction and guidance to their staff so that staff members can coordinate and synchronize recruiting lines of effort, activities, and recruiting functions within specified planning horizons. A planning horizon is a point in time commanders use to focus the organization’s planning efforts to shape future events (ADP 5-0). The three planning horizons are long, mid, and short. Planning horizons are typically situation-dependent; however, in recruiting, most planning horizons are time dependent and based on designated periods to include fiscal, MRB AMEDD Board dates, resourcing, recruiting and school calendars, and influenced by situational factors events. For example, the Army allocates funding and resources following a Fiscal Year (FY) calendar while recruiting operations follows markets like high schools/colleges and operational considerations such as processing through MEPS and therefore must plan according to school years.

4-3. Internally, based on recruiting processes and functions, USAREC operates using a recruiting calendar. The recruiting calendar incorporates timelines and dates based on processing times, recruiting systems and maintenance downtime, MEPCOM requirements, and recruiting month time periods. These factors, along with planning guidance and decisions by the commander or higher headquarters (USAREC, TRADOC, and HQDA) influence the planning horizons (see Figure 4-1).

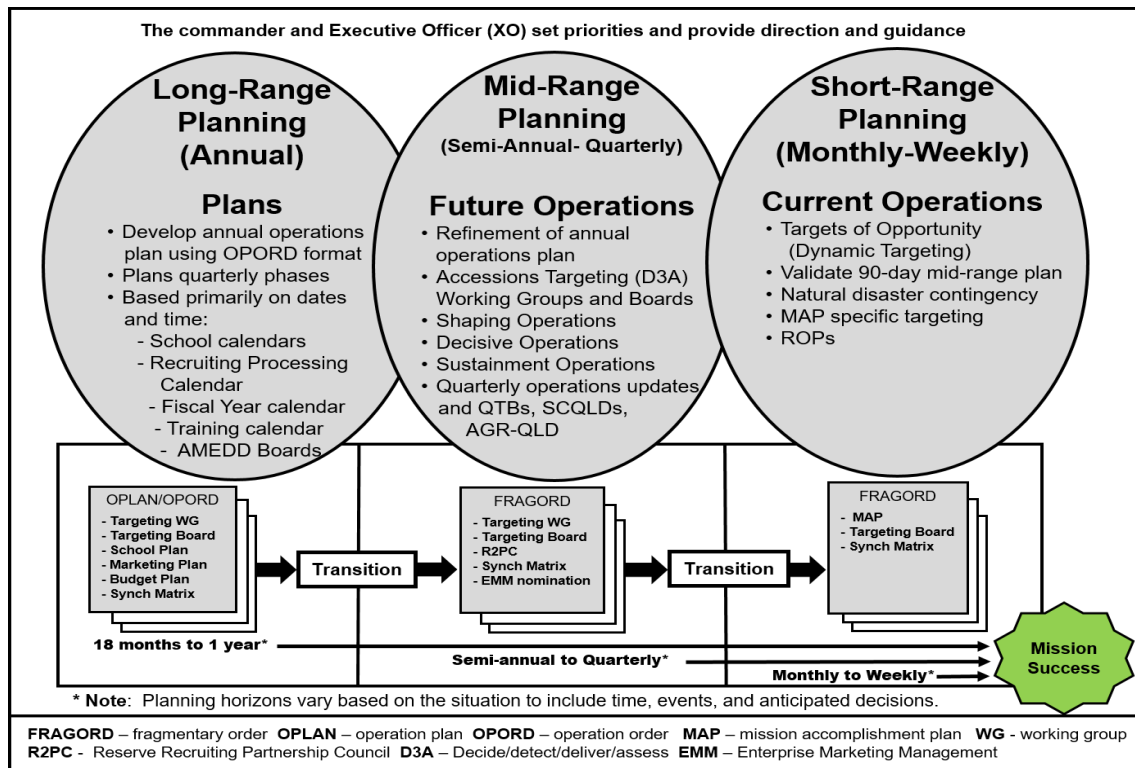


Figure 4-1. Planning horizons - Integration of plans, future operations, and current operations.

PLANNING - THE OPERATIONAL APPROACH AND FRAMEWORK

4-4. The Army uses planning methods throughout the formation for long and short-range planning. At the USAREC level, the CG and staff use the Army design methodology to frame the complex problems and solutions, and affect the MDMPs of lower echelons. The Army design methodology allows the development of the multi-year and annual USAREC campaign plans, marketing plans, and forecasting inputs. At battalion level and above, commanders and their staffs perform the MDMP to develop the ROP and publish operational orders and missions.

4-5. Commanders who use the Army design methodology gain a greater understanding of their operational environment, identify problems, and critically and creatively visualize an appropriate operational approach. With this greater understanding, commanders can provide a clear commander's intent and concept of operations. Such clarity enables subordinate units and commanders to take initiative. As the operations process unfolds, the commander, staff, subordinates, and other partners continue to learn and collaborate to improve their shared understanding. An improved understanding may lead to modifications to the commander's operational approach or an entirely new approach altogether (see ATP 5-0.1 for more information on Army design methodology.)

4-6. Army leaders are responsible for clearly articulating their concept of operations in time, space, purpose, and resources. They do this through an operational framework and associated vocabulary. An operational framework is a cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of recruiting assets in terms of time, space, purpose, and resources in the concept of operations (ADP 1-01). An operational framework establishes an area of geographic and operational responsibility for the commander. It provides a way to visualize how the commander will employ forces supporting the recruiting mission. To understand this framework is to understand the relationship between the area of operations and operations in depth. Proper relationships allow for simultaneous operations and massing of effects in order to achieve recruiting goals.

4-7. The concept of operations frames how commanders visualize the actions of subordinate units coming together to accomplish the mission. The concept of operations expands the commander's selected COAs and expresses how each element of the force will cooperate to accomplish the recruiting mission.

POSITIONING

4-8. Commanders and their staffs set and adjust the recruiting force based on the recruiting market in their assigned area of operations. All levels of the command are involved in the process of determining recruiting force placement. The staff accomplishes this task through the Position Analysis and Evaluation (PAE) methodology (also see USAREC Reg 601-73, Market Analysis to Support Recruiting Operations and USAREC TC 5-02, Intelligence).

4-9. The PAE methodology is a systematic process for conducting a comprehensive market analysis to align physical locations and personnel better to meet mission demands. It incorporates the local knowledge and experience of the station and company leaders, and leads to decisions on recruiting station market boundaries, recruiter allocation, and facility location. The goal of positioning is to maximize the number of enlistments and commissions by placing recruiters with the maximum opportunity to enlist or commission Future Soldiers while balancing where the market lives and where they are most willing to join a military service. The process requires the participation of the entire brigade and battalion staff because it results in many administrative and resource actions.

MISSION DISTRIBUTION

4-10. USAREC receives the accession mission from the Department of the Army. Recruiting markets are not equal and units vary in size. It is typical for some battalions to carry larger missions than others. Unlike typical infantry battalions that are like-sized, recruiting battalions come in varied sizes depending on the market's demographics. The USAREC CG is the approval authority for missions to each brigade; the USAREC G2 converts Department of the Army's accessions requirements into operational recruiting missions; the USAREC G3 publishes the missions by means of plans and orders and conducts operations; Health Services Directorate (HSD) monitors execution of AMEDD and chaplain recruiting missions (Also, see UR 601-73, Market Analysis to Support Recruiting Operations for missioning procedures).

COURSE OF ACTION (COA) DEVELOPMENT

4-11. The USAREC G2 develops brigade missions with recommendations for the battalion-level missions. There is 10% or less authorized deviation to the battalion-level missions, unless justification to exceed 10% is submitted IAW USAREC Regulation 601-73. The S2 is responsible for integrating the commander's guidance during the development of multiple COAs for issuing recruiting missions to the appropriate level based on market assessment and on-the-ground considerations. The other staff sections provide critical input (personnel fills, station activations, closures, and targeting board initiatives) to the process.

4-12. The commander's direct involvement is essential for the timely analysis of market intelligence and mission analysis. Commanders should review all available assets, identify critical facts and assumptions, and evaluate risk. The commander's vision and guidance establishes the initial vision for the operation and provides guidance to the staff for developing specific COAs.

4-13. The brigade and battalion IPOE, as discussed in Chapter 3, is a continuous intelligence process, which is vital to a brigade/battalion's operational success. Decision-making is a demanding and multidimensional process where commanders analyze intelligence to determine the best COA. Using data from like periods (e.g. comparing year to year, quarter to quarter, month to month recruiting data) allows commanders to make timely and sound operational decisions (Figure 4-2).

- Development. COA development considers the operational environment and the commander's intent. The result is a COA statement that clearly states the battalion's ROP.
- Analysis. Evaluate the COAs to ensure all operations conform to recruiting doctrine, USAREC standards, and the commander's guidance.
- Comparison. Using selected criteria, compare COAs and prepare for the Commander's decision.
- Approval. Brigade and battalion commanders review and if necessary modify their plan to meet their intent. Commanders also give guidance to the staff regarding the priority of sustainment assets.

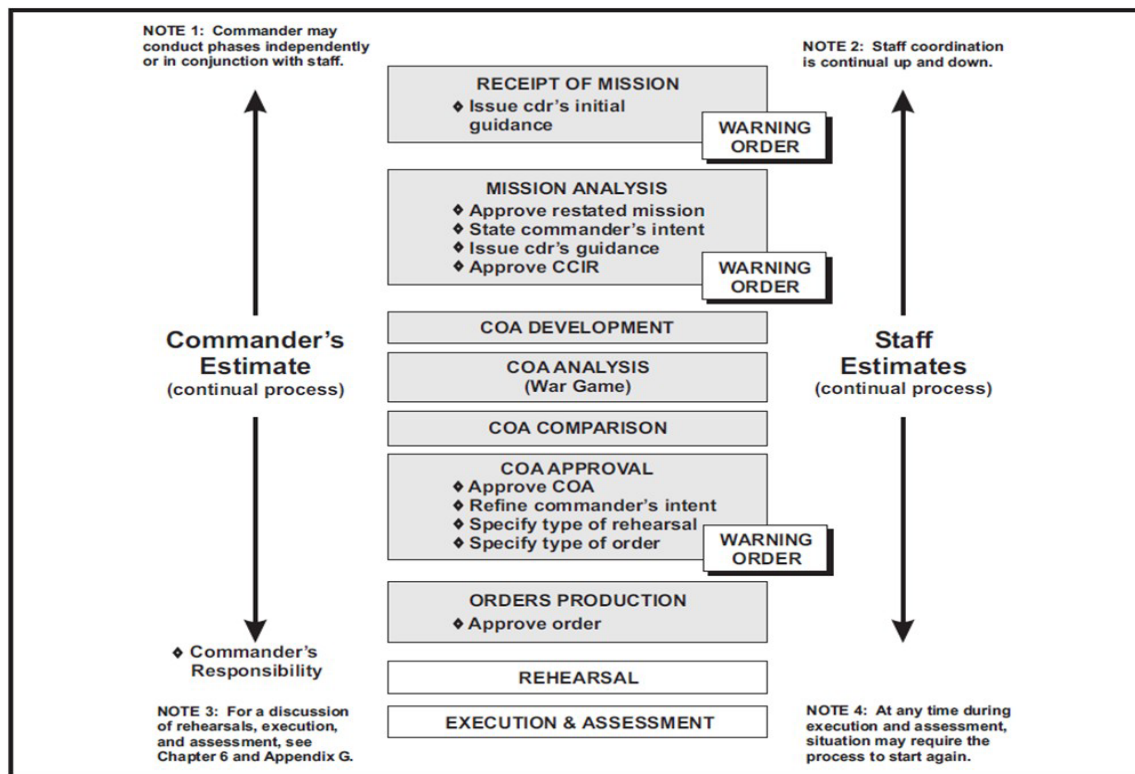


Figure 4-2. Military Decision Making Process (MDMP)

ADAPTING TO CHANGING CIRCUMSTANCES

4-14. Given the uncertain nature and the dynamics of the recruiting environment, the objective of planning is to develop a framework for action amid uncertainty. Planning involves thinking about ways to influence the future and how to respond to potential threats to the mission or opportunities for success. Put simply, planning is thinking critically and creatively about what to do and how to do it, while anticipating changes along the way. Planning helps the recruiting force seize, retain, or exploit the initiative by anticipating events beforehand. Follow-on planning entails identifying and evaluating potential decisions and actions in advance to include thinking through the consequences of specific actions. Identifying decision points and developing branch plans and sequels associated with those decision points is key to effective planning. For example, after executing a shaping operation such as a Total Army Involvement in Recruiting (TAIR) event or an Educator Tour, execute a decisive operation to capitalize on key and

influential people who offer resources. Follow-up by a subordinate commander or Recruiter is always appropriate as a follow-on mission.

ROP – RECRUITING OPERATIONS PLAN

4-15. The ROP is the commander's tactical plan for the recruiting calendar year or other designated time period (month, quarter). Building the ROP (see Appendix A for ROP Annex information) requires a systematic planning approach used to maximize recruiting efforts to achieve mission success. The brigade and battalion's ROP focuses on decisive, shaping, and sustaining operational strategies for the mission year and beyond. The ROP is the final product of the SWOT (strengths, weaknesses, opportunities, and threats) analysis, recruiting functions analysis (RFA), review of next higher-level commander's ROPs, and execution of MDMP and staffing processes. See USAREC Manual 3-30, 4-33 (Company Operations) for the components of a company ROP. Figure 4-3 is an overview example of the ROP development for company through brigade.

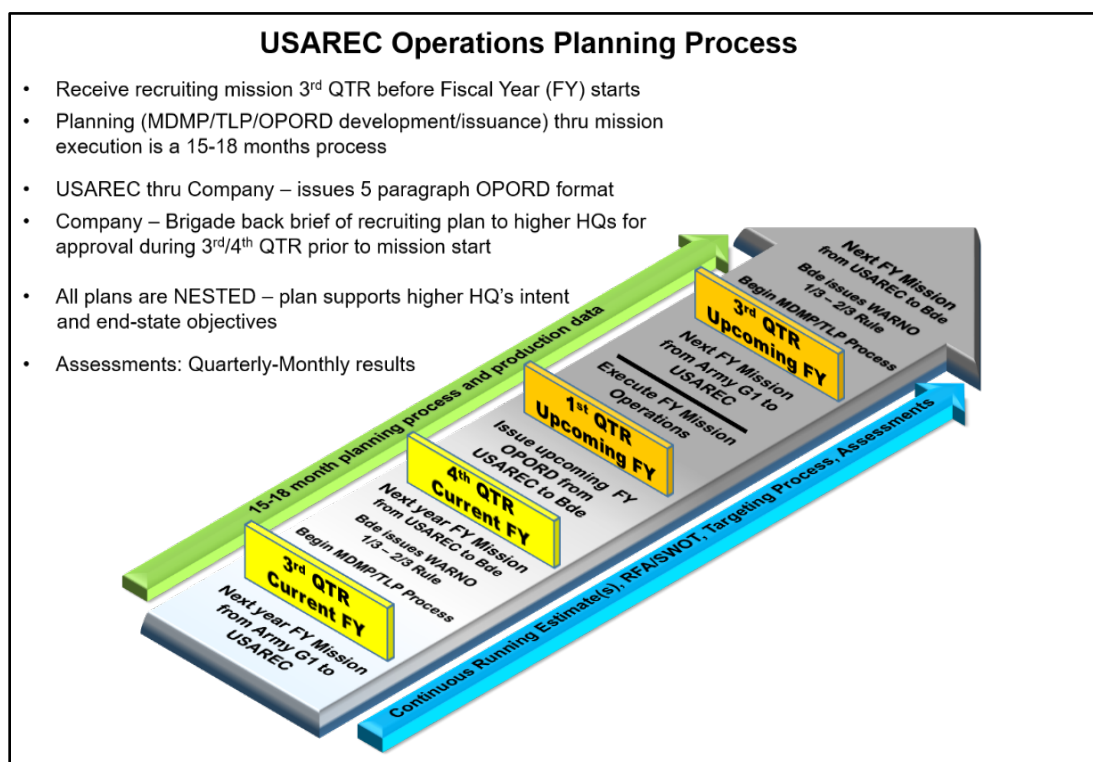


Figure 4-3. ROP Process overview example

4-16. The S3, Operations staff, and XO are responsible to draft the battalion ROP, with input and assigned areas that belong to each of the staff sections in the battalion. Each staff section is responsible for reviewing corresponding sections of the subordinate unit's ROP and recommending approval or revision. Each staff section is also responsible for running estimates (see Appendix B) and the fusion process (analysis of results) supporting the ROP.

4-17. The ROP reflects the lower echelons of command and uses the eight recruiting functions as its tactical road map. Even though market driven, the battalion's plan nests in the brigade's plan. Likewise, the company and station plans nest within the next higher echelon. Brigade and battalion commanders apply bottom-up refinement in analysis, targeting, and synchronizing requested events during the planning and review process.

4-18. Development of the ROP begins with the IPOE. The information gathered during each iteration of the IPOE process will verify the lower echelon plans and ensure prospecting activities are in high-payoff zones and events. Directing prospecting efforts to high-payoff areas maximizes valuable recruiting time and increases enlistment efficiency. Each unit's market is different and dynamic. A "one size fits all" prospecting directive from battalion or brigade can stifle even the best Recruiter's efforts and negatively affect their operating plan and ultimately the mission.

4-19. At the battalion level, after evaluating the market, the commander should review the company lead generation and prospecting plans and school plans. Commanders should ensure companies use their IPOE and leads & prospecting analysis when formulating their plans. They must also verify simultaneous market penetration and compliance with the commander's intent.

4-20. Battalion leadership should receive back briefs from Company Commanders on their understanding of the Battalion plan and their preparation of company ROPs to validate compliance to regulations, flexibility to accommodate processing, and adherence to the higher HQ Commander's intent. Do not compromise the lead generation and prospecting plan to accommodate processing. The only reason to revise a lead generation and prospecting plan should be to redirect prospecting efforts, not steal time for processing.

4-21. The company ROP should include all funded and unfunded events listed on the synchronization matrix (see fig 4-8). Scheduled events in the ROP should include all requested sustainment activities such as Total Army Involvement in Recruiting (TAIR), battalion assets, or community partner (CP) events. Annotate events on the battalion's synch matrix and discuss at the targeting board meeting.

4-22. After evaluation and adjustment (if necessary) of the battalion or company plan, the commander finalizes the ROP and publishes it. The ROP is a living document, periodically adjusted to accommodate market changes, command directives, after-action review (AAR) results, etc. Adjustments are made IAW the operational processes such as issuing a FRAGORD (fragmentary order) (See Army FM 6-0, Commander and Staff Organization and Operations).

TARGETING BOARD

4-23. The targeting board's objective is to provide and synchronize recruiter support and advertising to leverage decisive and shaping operations. The board reviews the battalion's synch matrix then develops a plan to provide the requested support within prioritized markets. At the battalion level, targeting board membership should include, but is not limited to, the commander, XO, S1, S2, S3 (RA and AR operations officers or NCOs), S4, ESS, A&PA, company commanders, and first sergeants. The same concept is equally applicable at the brigade level where membership widens to include the S8. This diverse membership evaluates all available intelligence from the lowest level to the headquarters to develop a target list, high payoff event list (HPEL) (see figure 4-4) and targeting plan.

4-24. The targeting plan should synchronize resources to maximize effects and focus on markets with a high willingness to enlist, and counter sister service pressure in designated areas of interest (AIs) within a market. The targeting plan should focus the recruiting effort on AIs and maximize the employment of available resources. (Ensure compliance with higher HQ targeting guidance, when published).

4-25. The targeting plan includes IPOE products and the rationale for using different assets to penetrate the market and a quantifiable expected result in terms of leads and contracts. Most importantly, the plan fixes responsibility at the appropriate level.

4-26. Before the targeting board meeting, the S2 develops and recommends prioritization of effort to the commander. The commander must designate the targeting priorities, the degree of effort, and required support. The A&PA chief will prepare and distribute a draft-advertising plan based on the commander's priority of effort before the targeting board meeting. The S2 considers the strength of priority units, vacancy posture, and the priorities of supported regional readiness commands and major subordinate commands. The ESS reviews school status and nominates high schools and postsecondary schools for targeting. The ESS nominations must support the commander's objective for the MAIs. Battalions should target stations using input from their company commanders. Company commanders should nominate

targets in accordance with the battalion commander's guidance, targeting priorities, and stated objectives. These nominations should also recommend suitable recruiting assets and quantifiable objectives. Commanders should consider all resources to include battalion trainers, TAIR, CPs, VIPs, FSTP, ADOS-RC, brigade assets (foreign language advocate, gaming trailers, band liaison), and US Army Marketing Engagement Brigade (USAMEB) assets. During the targeting board meeting, the company commander should be prepared to discuss the lessons learned from previous operations.

EVENT	Shape / HPE / Exploit	TOP 40	HPEL	ASL Requested	When	Assets Requested	Projected ROI
Chicago Air and Water Show	Shape	Y	Chicago, IL	GO (4-star)	17-18 AUG	GK Demo; AFTV	25 leads, Media
Taste of Chicago	HPE/Shape	Y	Chicago, IL	GO (4-star)	10-14 JUL	TAIR, MKT	50 leads, 6 contracts, Media
Buckeye Frenzy	Exploit	Y	Columbus, OH	N/A	18 AUG	IS4	5,000 impressions, 50 leads
Ohio State Fair	Exploit	Y	Columbus, OH	N/A	24 JUL – 4 AUG	AS1	100,000 impressions, 50 leads, 5 contracts
MN State Fair	HPE/Exploit	Y	Minneapolis, MN	N/A	22 AUG – 2 SEP	AS; SF TAIR	11 contracts
Cleveland Air Show	Exploit	N	Cleveland, OH	N/A	31 AUG – 2 SEP	AS8, GK Demo	40 leads, 4 contracts
Grissom Air Show	Exploit	N	Kokomo, IN	N/A	7-8 SEP	AS2, GK Demo	40 leads, 2 contracts
University of Toledo Zero Week	Exploit	N	Toledo, OH	N/A	20-23 AUG	AS7	30 leads, 2-3 contracts
Rock USA	Exploit	N	OshKosh, WI	N/A	18 – 21 JUL	AS (Any)	28 leads, 4 contracts
Dubuque Airshow	Exploit	N	Dubuque, IA	N/A	2-3 JUL	AS2	77 leads
EAA Air Venture	Exploit	N	OshKosh, WI	N/A	21-29 JUL	AS3	124 leads, 5 contracts
World Chicken Festival	Exploit	N	London, KY	N/A	26-29 SEP	ET; ATFV	6 contracts
Planning Efforts				BDE Remarks/Key Takeaways			
Aligned to HPEL			Shaping Events Identified	<ul style="list-style-type: none"> Dates tentative pending publishing of event schedules 8 of 12 events fall within USAREC HPEL and/or BDE Target MKTs Events focus on Quality/GA/SA markets 			
G2/S2 Analysis NAI/TAI			HPE Identified				
G7/9 MCO Coordination			Exploitation Events Identified				
PAO Messaging			Events Aligned to Top 40				
Virtual Assessment			Events NOT Aligned to Top 40				
G3 P/A Assessment			RRC REQ for Shape/Exploit				
G4/8 Assessment			Events Aligned to Segments				
BNs Selected for Execution			Must Win/Keep ZIPs Identified				

Figure 4-4. Example Brigade/Battalion - level High Payoff Event List (HPEL)

4-27. The targeting board must ensure all resources are in place to support both the main recruiting efforts and supporting activities. Commanders must understand the employment and distribution of assets is not on a fair share basis. Some activities may require multiple assets to achieve the desired objective. When determining what assets to employ, the targeting board should consider a variety of assets regardless of perceived availability.

4-28. The targeting board establishes measurable metrics for events IAW the commander's guidance and intent. These metrics then become part of the events' required analysis (fusion process). The purpose of setting these metrics is primarily for establishing an ROI (return on investment) as measured through a deliberate metric system such as Enterprise Marketing Management (EMM). Staff elements track the metrics as part of their normal running estimates. The targeting board sets timeline requirements on each event and reviews the benchmarks against results. These metrics should include operations before the event and the execution of the event. The board sets timeline reviews that typically occur monthly and quarterly, followed by board recommendations to the commander. Company commanders and station commanders should hold similar meetings at their levels. It is critical that all levels of command understand their commander's intent, give direction, and focus to members of their units.

4-29. Staff elements play a key role in target planning and synchronization by ensuring the market segments and embedded analysis are valid. Staffs validate the subordinate unit's analysis process and selection of events (fairs, job fairs, expos, festivals, career nights) that align with the targeted markets using the synchronization matrix (see fig 4-5). Commanders synchronize the available marketing and recruiting functions in a refined and efficient manner to provide maximum support and relevance to the Recruiter's efforts. Finally, they ensure their subordinate commanders conduct regular AARs.

4-30. The synch matrix lists all the events both inside and outside the AO. The S2 then provides analysis and input, based on the IPOE and MDMP, to identify which asset to use at which event to get the greatest return on investment (ROI).

EVENT DATE	EVENT	RS	LOCATION	ADDS-FC HRAP	COI Events ASB	TAR	SRAP	Future Soldier Training BN Asset Event	Company Cdr Presence?	Enlistment Cdr Presence?	RPI / PPI	AS Presentation/Both	AUSA News Release	AUSA Print Ad	AUSA Radio	AUSA Flyers	Enlist Attendance	Train-Up Required?	Type of Training Required	Referral Date	Estimated Cost	Notes
Jul 08																						
7/4	Independence Day parade	3M4L	Main Street		X	X		X	X				X		10K	Y		Color Guard	7/2 1400			HMMV scheduled
7/12	Freshmen orientation	3E2B	DSU Main Campus	X					X	X	X				500	N						Table space coordinated
7/27	COI luncheon	311H	Kiwanis Club		X		X		X		X				30	N					750.00	COL (ret) Bigwig/Speaker
Aug 08																						
8/10	FSTP mega-function	3E2	San Juan State Park	X	X		X	X	X		X	X			50	N					250.00	Park scheduled
9/21-9/23	Multi-school career fair	3F5	EXPO Center		X		X	X	X		X	X	X	X	2K	Y		Rock Wall	9/10		250.00	SC Rock Wall Certification 9/10
Sep 08																						
9/5	DSU Flight Club meeting	3E2B	Goodman Airfield		X	X			X	X	X		X		10K	Y		Color Guard	7/2 1400			HMMV scheduled
9/30	ASU soccer game	3M4L	ASU Sports Complex				X					X			500	N						Table space coordinated
9/30	Jonesburg homecoming	3M2E	Jonesburg HS					X	X		X				30	N					750.00	COL (ret) Bigwig/Speaker

Figure 4-5. Synchronization Matrix

FUSION CELL

4-31. Fusion cells also play a key role throughout the D3A process by continuously monitoring and managing the commander's approved targeting plan.

4-32. Fusion cell composition. At brigade and battalion levels, fusion cells, under the supervision of the XO, include representatives from the S2, S3, ESS, A&PA chief and other staff elements as required.

4-33. Key tasks include:

- Continuously assess the environment and operations in support of the commander's approved targeting plan
- Ensure identification of all assets and resources, availability, and proper employment to support the commander's intent
- Monitor bottom-up implementation, refinement, and reporting
- Provide timely fusion of information and plans to maintain a common operational picture across the staff and between echelons of command
- Support accurate analysis of the effects of the targeting plan
- Review and analyze data to identify any challenges and opportunities that could affect the allocation of assets and resources

- Monitor ongoing actions to ensure events and advertising support the targeting plan down to the lowest level
- Ensure resources align with the supporting commander's targeting plan

BATTLE RHYTHM

4-34. Battle rhythm describes the events a unit conducts on a recurring basis necessary for mission success. Many factors help determine and establish a unit's battle rhythm. Some of these factors are the unit's state of training, the battle rhythm of higher headquarters, and the current mission. Headquarters, USAREC influences battle rhythm. Deviating from published battle rhythms at the battalion and brigade level introduces additional stress and creates uncertainty for subordinate leaders and organizations.

4-35. Battle rhythm is an important part of mission command and command and control; determined by the USAREC recruiting calendar and the ROP. The calendar determines the available mission days for each month and the ROP determines the recruiting force's daily, weekly, monthly, and quarterly operational requirements to achieve the mission. The targeting and tempo of recruiting operations may fluctuate, but battle rhythms rarely change after being established.

4-36. Recruiting functions support battle rhythm. Activities such as lead generation and directed prospecting can occupy most of a recruiter's time. Prospecting plans, while critically important, must be flexible. Flexibility allows recruiters to process applicants but exploit markets of opportunity when opportunities present themselves.

4-37. Maintaining an operational tempo requires seamless nonstop dialogue up and down the chain as well as side to side. Commanders must synchronize the unit's operational tempo with the battle rhythm.

SUMMARY

4-38. Deliberate and detailed planning is critical to successful recruiting operations. From the Army Design Methodology, to the Operational Framework and Approach, to MDMP and TLPs, to mission distribution, to ROP development and publishing, commanders and staffs have a responsibility to support subordinate leaders and organizations with thorough planning and continuous assessment.

Chapter 5

DECISIVE OPERATIONS

“One thing is sure. We have to do something. We have to do the best we know how at the moment. If it doesn’t turn out right, we can modify it as we go along.”

Franklin Delano Roosevelt

5-1. The decisive operations are those activities that directly accomplish the mission (ADP 3-0). In recruiting operations, decisive operations locate targeted leads and prospects, engender a commitment through the Army interview, process the applicant, and then prepare them for Army service. For in-service recruiting operations, decisive operations locate targeted leads and prospects; engender a commitment to one of the in-service options through briefings, counseling, and mentorship. Decisive operations lead directly to the accomplishment of the commander’s intent.

5-2. Commanders ensure successful decisive operations at the operational level by providing the recruiting force with all necessary guidance, resources, and training. Successful decisive operations are the result of continuous planning, training, and resources. At the tactical level, station and company recruiting operations engage the market along four areas of focus for close-in operations: lead generation, prospecting, processing, and leading Future Soldiers.

PROSPECTING

5-3. Prospecting is the foundation for all recruiting operations. Recruiters use the function of prospecting to locate and contact qualified men and women. All other decisive, shaping, and sustaining operations are secondary to prospecting, even though they enable the recruiting process and supply leads. Prospecting is critical to mission success. Since prospecting is vital to mission success, leaders must provide prospecting guidance, monitor execution, and conduct continual assessments in order to make adjustments. All recruiters must receive periodic training to sharpen their prospecting and interviewing techniques. Regardless of how obtained, all leads and referrals must be contacted by a recruiter. Recruiters must make an excellent first impression. Continuous training and assessment in this area will give the battalion the best return for time and funds invested.

5-4. The command has established prospecting standards. Recruiters who regularly meet the command’s standards have a high probability of mission success. Prospecting, however, even when performed to standard, may not always result in the anticipated number of appointments made. There is no way to predict the daily outcome of prospecting activities. Continuous prospecting activity in all markets, using all prospecting methods, equals success.

“Winning Counts but ...”

As the battalion CSM, I was proud of how well the battalion was accomplishing its monthly and quarterly mission. The battalion was cruising through most of the Fiscal Year. By the end of the 3rd Quarter, we were number seven in USAREC and were poised to make a run at number one. Our recruiting NCOs were achieving their daily requirements, the work ethic was at its highest in years, and floor conversion was high. Station Commanders had their necessary battle rhythms in place, prospecting was being enforced, and their Future Soldier retention rate was over 98%. When the 4th Quarter hit the battalion, the struggle began. We scrambled to identify the root cause of our downward trend. Our recruiters were doing the right things that they had done all year. The Station Commanders did not deviate from past good practices and, like the battalion leadership, were equally confused about what was going on with production. The battalion's number of NET Enlistments dropped significantly throughout the 4th Quarter with no clear indicator of the true nature of the problem. How could our battalion do all the right things yet production suffer so much? After numerous AARs we are still scratching our heads at what happened.

Leaders in USAREC need to understand that failure can occur when doing all the right things to standard. Recruiting NCOs can conduct the required amount of prospecting, achieve every line of their MAP, locate targeted prospects, and tell the Army and their own Army story. Conduct standard Army interviews, engender commitments, process potential Future Soldiers and still fail to accomplish their assigned mission. Station Commanders can conduct countless hours doing IPRs, achieve every line on their MAP, direct and enforce prospecting, train and develop subordinates, and properly lead their Futures Soldier and still fail to accomplish their assigned mission. Unfortunately, countless things influence mission success. The important takeaway is that leaders not compound mission failure with inflated, unattainable standards that only adds to their subordinate leaders and recruiting NCOs frustration. Focus on two things: perpetuate that necessary work ethic at every level and continue to have positive interactions with your force. The key point is leaders understand what is required at all levels. This puts your unit in a position for continued success. Battalion CSM.

PROCESSING

5-5. Processing applicants for enlistment or commission is a labor-intensive operation. Applicants must meet all administrative requirements and be mentally, physically, and morally qualified for enlistment, commission, or reclassification. If not, they may require a waiver or review. Brigade and battalion commanders and staff are the primary leads for waiver and review processing. Any additional time used to process applicants can negatively affect a recruiter's time management. Commanders and staff must ensure efficiencies by monitoring the entire enlistment or commissioning process and determining any training issues, chokepoints, or system weaknesses. Knowledge of current regulations and policies, along with training resources and competencies, can improve and streamline processing operations.

5-6. For Medical and SORB recruiting, processing also involves establishing and monitoring boarding processes and unique processing requirements. Like non-prior service (NPS) recruiting, Medical and SORB recruiting commanders and staff must review and assess waiver and admin review of applicant processing to preclude chokepoints, improve and streamline processing operations. Additionally, all commanders and staff must maintain liaison with MEPS and other organizations, like Army Reserve leadership and staffs, to facilitate recruiting efforts and the proper emphasis of the recruiting mission.

LEADING FUTURE SOLDIERS

5-7. Future Soldier leadership is the entire command's duty and responsibility from recruiter to Battalion Commander. Every effort to train, motivate, and inspire Future Soldiers is necessary. Recruiter interactions with the Future Soldier occur while the Future Soldier is enrolled in the Future Soldier Training Program (FSTP). Continuous interaction between the recruiter and Future Soldier builds

camaraderie and trust. It also creates the opportunity to reinforce the Future Soldier's decision to join the Army, react to any unforeseen circumstances, and calm any fears they may have regarding training or assignment.

5-8. Commanders must communicate regularly with their subordinate commanders regarding the status of their FSTPs. The discussions should be based on real-time data and address any known or perceived problems affecting the near-term or long-range accession mission. Consider seasonal FSTP loss trends and current world events when planning to reduce and replace any pending or predicted losses. Refer to USAREC TC 5-03.5, Leading Future Soldiers for details on leading Future Soldiers and FSTP management.

SUMMARY

5-9. Decisive operations are the key to recruiting success and require thoughtful planning. In recruiting, we conduct decisive operations along with four areas of focus: lead generation, prospecting, processing, and leading Future Soldiers. These four focus areas enable the recruiting force to target leads and prospects, engender a commitment through the Army interview, process the applicant, and prepare them for Army service or reclassification. Brigade and battalion commanders and staff efforts must support and enable successful decisive operations.

Chapter 6

SHAPING OPERATIONS

“A shaping operation is an operation at any echelon that creates and preserves conditions for success of the decisive operation.....”ADP 3-0 (Operations)

LEAD GENERATION

6-1. Lead generation is a shaping operation. HQ USAREC, via the Army Recruiting Information SupportSystem (ARISS) and recruiter-generated school lists, ASVAB results, TAIR events, VRS, and other means, provides various types of leads. Computer-generated lead lists offer recruiters a refined list of eligible individuals. However, in many cases, local school lists require refinement, reformatting, and in some cases, construction using various resources such as yearbooks and social media. The manual construction and refinement of school lists can occupy much of a recruiter’s time. The combined efforts of the recruiter, station commander, company leaders, and the Education Specialist may be necessary to encourage principals, superintendents, or school boards to release student lists. A continuous supply of quality leads gives recruiters a competitive advantage by allowing more time for prospecting and processing.

SCHOOL RECRUITING PROGRAM

6-2. Even though USAREC provides recruiters with some leads from national lead sources, additional benefits occur with generating leads at the local level. Lead generation occurs through area canvassing, referrals, and virtual and physical marketing campaigns. Leads enable prospecting.

6-3. A subcomponent of lead generation is lead refinement. Refinement involves reducing large lists to smaller focused lists, leader-to-subordinate discussions about leads during IPRs, verifying initial interest and eligibility, ongoing blueprinting, and rapport building. Lead refinement is a critical step at all levels in the recruiting process. Conducting refinement occurs at the recruiter, station leadership, and company leadership levels, and with higher echelon USAREC assets (UTC 5-03.1).

6-4. The School Recruiting Program (SRP) is the recruiter’s gateway to the community and the secondary and post-secondary markets. A properly developed and executed SRP leads to successful junior, senior, and graduate prospecting operations. An effective school program helps recruiters establish credibility and access important community and student influencers. School programs support the concept of simultaneous market penetration by providing junior, senior and graduate leads that support immediate and future recruiting missions. Even when the primary recruiting mission is for graduates, a foothold in the high school market is necessary.

6-5. The ESS works within the school environment to educate and influence educators regarding Army opportunities. Working as a partner with the school will allow recruiters greater freedom of movement within the school community. This partnership ensures recruiters have good visibility in the school and to the right people. Command guidance for Education Specialist and school support resources must be flexible and adaptable to the ever-changing recruiting environment.

COMMUNITY PARTNERS (CP) AND ADVOCATES

6-6. The CP and advocates network is comprised of informed allies who support and promote Army opportunities and have influence with students, graduates, and key influential figures. From recruiter to battalion commander, all levels should have an established network of influencers. These CPs and advocates influence potential Future Soldiers and Future Officers and influence community, state, and national leaders. Commanders should promote and personally develop CPs and advocates throughout their AO. Commanders at all levels should seek out opportunities to persuade Centers of Influence (COI) to

become advocates to add to their community network. A properly developed network can produce favorable Army exposure and influence the target market.

6-7. Educator/CP tours allow educators and key influencers to observe training and experience Army life firsthand. The tour's main objective is to educate and dispel any preconceived ideas or notions influencers may have about the Army and develop new CPs and advocates. The goal of the tour is to team pro-Army advocates with neutrals and skeptics to build professional relationships and alliances. The majority of tour participants should come from schools that have market potential but produce very few enlistments.

"I Never Knew"

The planning of the battalion Educator's Tour, unlike previous tours, targeted educators (both secondary and post-secondary schools) who were particularly vocal against the Army's recruiting efforts. Recruiters nominated particular educators due to their vocalized opinion and actions/policies at recruiters being in school 'and allowed to target the vulnerable and low-income youth.' Of the over 20 invites, 14 accepted the Army's offer to participate in the tour and the others chose to decline. One even sent a letter explaining her disgust toward the military.

On the tour day, the group met at the recruiting battalion headquarters for an initial 'meet and greet', welcome brief, and layout of the upcoming schedule. Afterwards, the group filed into awaiting vans and drove to the airport. The 40-minute trip was very quiet and very uncomfortable but the group was engaging in casual conversation once at the airport. We arrived at Dulles International and took a shuttle to Fort Belvoir. Our first briefing was by the Deputy Chief of the Army Reserves, who provided an overview of the Army Reserve, its composition, mission sets, and its annual accession needs. The group asked many questions regarding to jobs and programs that the Army Reserves both needs and provides. Most were astonished to hear that there were so many different non-combat jobs and skill sets.

After the briefing, we were off to the National Museum of the US Army. The interactive and immersive displays had a great impact on the group as they absorbed the rich history of the Army. The day ended back at Belvoir with a briefing by the Army Cyber Command and then dinner at the post dining facility with enlisted members of a tenant Engineer Battalion and Military Intelligence Group. By now, the group was very inquisitive and asked questions to the group of ten enlisted Soldiers. Each Soldier told their own 'Army Story' on why they joined and how Army service has changed their lives. One Soldier, an Intelligence specialist, remarked how she never imagined learning Mandarin Chinese and using the most sophisticated systems she never knew existed. She was proud of what she had achieved and developed skills that she would never have learned in a traditional college atmosphere. The other conversation involved a young Soldier from the Bronx, in New York City. He fascinated the group with his story of having deployed once to Afghanistan and the other to the Horn of Africa and having built desperately needed water wells, a medical clinic, and public school. The sense of accomplishment was front and center during the entire conversation. Several group members shed a tear when hearing his passion and compassion.

The following day, the group went to Arlington National Cemetery to visit the Tomb of the Unknown Soldier and view the changing of the guard. It was a very solemn moment and somewhat problematic since it showed the ultimate cost of military service as well as the discipline and precision of drill. The next stop was the Pentagon for a briefing by the Deputy Chief of Staff G-1. The Pentagon is an impressive building and the group was amazed by its enormity and complexity.

“I Never Knew” (Continue)

The G-1 brief provided an overview of Army personnel requirements to meet our national defense needs. What resonated with the group was the context of meeting those needs through the efforts of Army recruiting that occurs daily throughout scores of hometown communities. The Army G1 further explained the enormous costs associated with training and educating their Army. His team also highlighted some of the everyday items that are in their homes that the Army invented, such as canned food, duck-tape, microwave oven, and of course the Internet or World Wide Web to name a few. The last stop of the tour was at Walther Reed Medical Center. After a briefing on what the Army medical community provides and the various jobs and skills the Army trains to run its 54 military hospitals, the group came upon a Soldier who had lost a leg and was undergoing physical therapy. Several group members questioned the Soldier on how he lost his leg. To the astonishment of several members of the group, the Soldier proudly stated that he had no regrets and was proud to be a member of the US Army. He lost his leg during a combat operation. All group members shook the Soldier's hand and uttered a grateful, 'Thank you for your service'. I could see several members of the group tearing up. This concluded the tour.

The group was clearly exhausted on the flight back, but there was a definite change to the group dynamics. The conversation was ongoing during the entire ride back to the battalion and once we were back at the headquarters, members of the group were clearly of a different mindset. As one member exclaimed, “I never knew”, “I really had no idea.” Although the intent was not to convert members to become Army advocates, it was to better inform and provide background and context to Army recruiting activities. From reports by the recruiters, we achieved that intent. No tour members voiced further opposition to Army recruiters; some have even shaken their hands and gave a ‘thank you for your service’ salutation. The power and influence of a well-planned Educator Tour can become a significant shaping operation and provide lasting results within all networks.

ADVERTISING AND PUBLIC AFFAIRS

6-8. Advertising is the command's most costly and far-reaching shaping operation. Resources are limited and synchronization between command levels, national asset utilization, and the national advertising strategy is essential to maximize the ROI. Market intelligence must be very specific and address all annual events and cultural issues that occur in the battalion's AO.

6-9. Examples of local advertising consist of virtual, print, radio, cinema, and billboard ads. A&PA offices and contracted advertising agencies are responsible for negotiating and triple bidding proposals.

6-10. Targeting boards convene regularly and establish subsequent advertising plans. The meeting focuses on synchronizing of markets of opportunity, events, and advertising support.

6-11. Public affairs promotes Army awareness and shapes public opinion through targeted communications that tell the Army story through command information, community relations, and media relations. Commanders must understand the importance of public affairs and maximize its use

- Community relations are the interrelationships between military and civilian communities through programs such as CP, Partnership for Youth Success (PaYS), TAIR, and guest speakers.
- Media relations are the interaction between the military and local news media. The A&PA staff must continually employ public affairs programs that promote the commander's vision and inform the public of the benefits of Army service.

TRAINING FOR MEDIA AWARENESS

6-12. For example, some recruiting areas, New York City and Washington, D.C., are hotbeds for news media interview requests. However, brigades and battalions in other areas must spend more effort on planning, setting up, and conducting news media interviews. The A&PA staff must be continually engaged in developing plans to seek out news media opportunities, promote the commander's vision, and inform the American public of the benefits of Army service.

6-13. When interacting with the media, the objective ensures representation of the Army occurs in the proper context while educating the American public on what Army service offers. Every member of the recruiting team should receive training on planning for and conducting a media interview. Interviews are an opportunity to provide the media with accurate, timely, and valuable information about the Army. Commanders must work closely with their A&PA when conducting news media interviews.

6-14. Unit training on media awareness occurs in two phases: First through a classroom presentation and then through practical exercises.

- Classroom phase. A&PAs should present a class on preparing for and how to conduct a media interview. The training should explain why command members should conduct interviews and discuss commonly asked interview topics. The training prepares members of the command to convey the Army's messages so that the public understands what the Army offers the Nation and its youth.
- Field phase. Encourage Soldiers to accept media interview requests at every opportunity and involve A&PA in all engagements.

SUMMARY

6-15. Successful decisive operations are dependent on well-planned and executed shaping operations. Shaping operations help recruiters optimize their time, effort, and resources by preparing the market for recruiting activities. Recruiting operations are intense and fast-paced. Changes due to command decisions or market trends can and do happen at a moment's notice. Even though shaping operations support specific decisive operations, they must remain flexible. Mission success results from the commanders', leaders', and recruiters' ability to redirect shaping operations into decisive activities that take advantage of available opportunities quickly, efficiently, and effectively.

Chapter 7

SUSTAINING OPERATIONS

“The secret of all victory lies in the organization of the non-obvious.”

Marcus Aurelius

FUNDAMENTALS OF SUSTAINMENT

7-1. Sustaining operations generate and maintain the recruiting force. Sustainment provides and maintains the necessary levels of personnel, training, funding, and equipment to sustain decisive and shaping operations throughout their duration.

7-2. The nature of the recruiting mission requires continuous execution of recruiting operations. The operational tempo of recruiting can place excessive demands on the support system and the recruiter. Sustaining operations are vital to successful recruiting operations and the well-being of the recruiting force.

SUSTAINMENT

7-3. The commander and staff should review mission and command requirements to determine the effectiveness of the unit's sustainment operations. Although, mission success occurs through decisive recruiting operations, the basis of success includes the quantity and quality of its sustainment. The commander should develop sustainment operations concurrent with all other operational planning. Informed and detailed planning will ensure a smooth, continuous flow of equipment and services to the field.

7-4. Sustainment running estimates should address planning, implementation, and responsibilities in detail. Simplify every effort and standardize as many sustainment operations as possible.

7-5. Commanders should monitor the staff sections to ensure support actions take place within directed timelines. Asking questions and receiving periodic updates helps the commander motivate the staff and maintain operational momentum. Commanders may also consider a weekly meeting with key staff to receive a mission status report and provide direction, as required.

7-6. It is important to schedule staff meetings at the same time of day and on the same day of the week. Routinely held meetings allow the staff sufficient time to plan and prepare their data. Meeting routinely at the beginning of the week allows commanders and staff time to adjust or redirect operations.

LOGISTICS AND SUPPLIES

7-7. Recruiting operations depend on the timely acquisition and disbursement of supplies and equipment. The supply section issues and/or maintains recruiting tools such as laptops, cell phones, and vehicles. They also have oversight for all recruiting facilities and the procurement of goods and services using government purchase cards or contracts. Problems with these key recruiting tools or administrative supplies can negatively affect operations and ultimately the mission. Logistics personnel must understand the intense nature of recruiting and the importance of how their actions affects mission accomplishment.

HUMAN RESOURCES MANAGEMENT

7-8. Human Resources (HR) management is an essential operational consideration. The processing of personnel actions, with genuine concern in a timely manner, helps sustain the recruiting force and positively affect operations. HR personnel must understand the recruiting mission and be aware of how their actions affect the recruiting force. Administrative requirements should not supersede recruiters'

tactical and operational activities

7-9. Distractions like pay and personnel issues can affect recruiters' performance. Often, Soldier issues directly affect Family members who reside in the recruiting environment away from the support of an Army installation. Commanders should be proactive in the care and welfare of their Soldiers and families.

SOLDIER AND FAMILY ASSISTANCE PROGRAM

7-10. The Soldier and Family Assistance Program (SFAP) is an essential component of the sustainment process and assists commanders in making decisions affecting Soldier and Family welfare. Soldier and Family support issues affect unit performance. Solid Family support allows recruiters to focus and remain decisively engaged in continuous operations and activities. The Soldier and Family Assistance Program Manager (SFAPM) is the liaison between the commander, the community, and Family support.

7-11. The functions of the SFAPM are to implement the Total Army Family Program that seeks to improve the health, welfare, and morale of Soldiers, civilian employees, and Family members. The SFAPM coordinates medical and dental care for recruiters and Families away from military medical treatment facilities. The program coordinator coordinates ACS-related support, which includes:

- Relocation assistance.
- Exceptional Family Member Program (EFMP).
- Army Emergency Relief (AER).
- Consumer Affairs and Financial Assistance Program.
- Information, Referral, and Follow-up Program.
- Family Assistance Program (FAP).

TRAINING

7-12. The three training domains —operational, institutional, and self-development— increase unit readiness. (See Figure 7-1) USAREC units experience a complex and changing operational environment requiring all leaders and recruiters to master the fundamentals of recruiting while maintaining Soldier and leader task proficiency. USAREC employs the same Army training and leader development concepts established in ADP 7-0, FM 7-0, AR 350-1, UR 350-1, and UTC 5-3.4. Commanders should strive for innovative, relevant, timely, and yet doctrinally and technically sound training. S-3s will outline all training functions within the units ROP (see UR 350-1). Commanders publish training philosophy for near-term, short-range, and long-range training and strategies. This guides the development of subordinate training programs and influences the commander's training strategy. The commander's training strategy and the unit's training philosophy will emphasize proficiency in the performance of tasks essential for success. Commanders emphasize attaining and sustaining the required levels of knowledge, skills, and experience necessary to accomplish the mission.

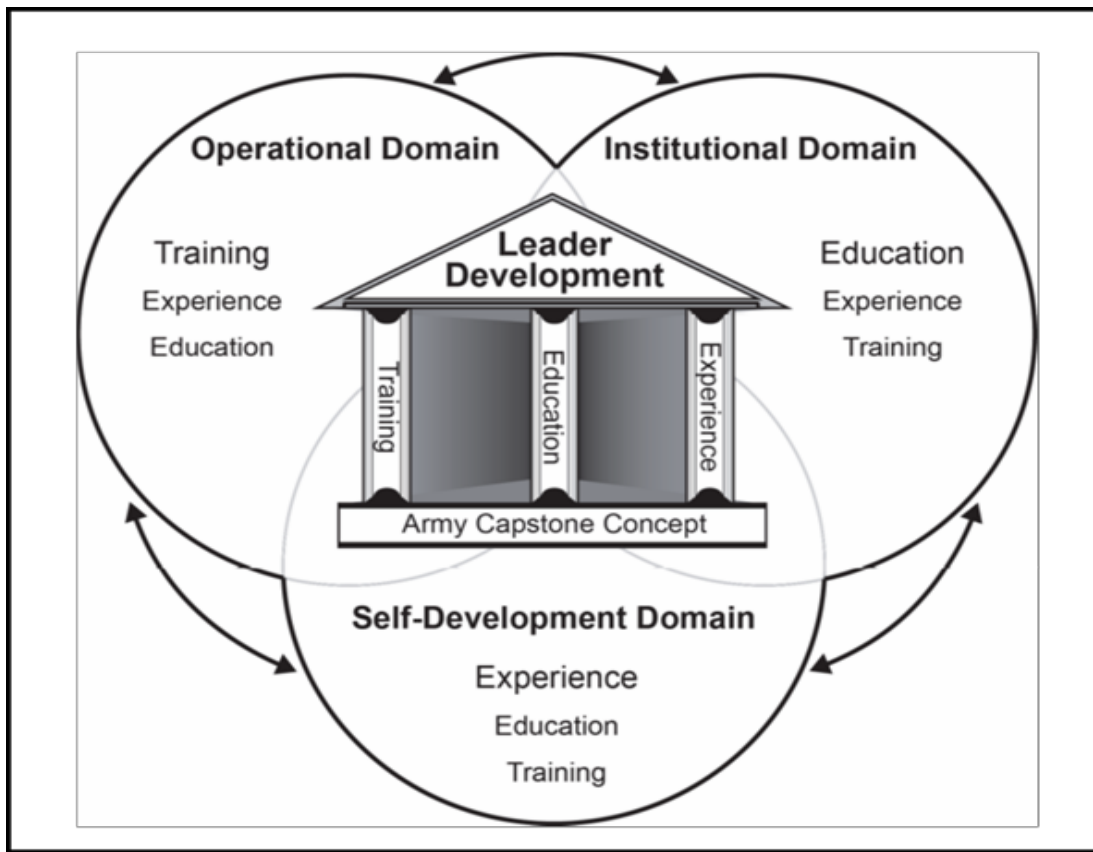


Figure 7-1. Three Domains of Training

7-13. Training a geographically dispersed unit that performs continuous operations is challenging; however, not impossible. When a unit is performing continuous operations, the tendency is to forgo training due to time constraints and inability to plan. That observation and logic are detrimental to unit success. The amount of time invested in training pays for itself in immeasurable ways. Training requires long-range planning projection and synchronization due to the impact at every level to include sustainment operations. Frequency and type of training follows the commander's vision, training requirements, and the unit's performance.

7-14. Commanders and staff use the MDMP to determine the best COA to accomplish the training if not directed by a higher level. Due to continuous operations, commanders and their staffs must plan a quarter in advance and get out in front of as many operations as possible. Ensure annual and quarterly training guidance reaches the lowest command-level 30 days prior to execution or more. Each level incorporates guidance from higher headquarters. Once published, the command develops training based on the priorities outlined in the guidance.

RISK MANAGEMENT AND SAFETY

7-15. The goal of the commander's Safety Program is to reduce accidents and minimize personnel and monetary losses. Although the commander is responsible for the Safety Program, safety is everyone's business. All personnel are responsible for making on-the-spot corrections and train to change behaviors that can lead to accidents. All individuals are responsible for their actions and held accountable for unsafe acts observed or reported. Training focused on identified negative trends and safety precautions unique to the recruiting operating environment minimizes future safety issues.

SUMMARY

7-16. Sustainment is as essential as any other part of the commander's operational plan. Sustainment enables shaping and decisive operations by providing support. Sustaining operations include human resources, logistics, recruiter and Family support, training, and force protection activities. A robust sustainment system must be functional and capable of supporting a geographically dispersed organization to sustain long-term mission success.

Appendix A

ANNEX TEMPLATES FOR THE ROP IN OPORD FORMAT (USAREC-BDE-BN)

A-1. The following is the USAREC Operational Order (OPORD) Annexes template

Annexes:

- A – Task Organization
- B – Intelligence (G2)
- C – Operations (G3) (Other operational TBD)
 - Appendix 1 – Higher Command Training Priorities (Training Guidance)
 - Appendix 2 – Plans and Programs
 - Tab A – Future Soldier Asset Inventory (FSAI) Guidance Exhibit 1 - FSAI Checklist
 - Appendix 3 – Semi-Annual Training Brief (SATB) Guidance
 - Appendix 4 – Health Services Division (HSD) Operations
 - Tab A – Special Missions Accession Board Schedule MOVE to Annex H
- D – Fires (G7/9/G3/G2)
 - Appendix 1 – Education plans and priorities-
 - Appendix 2 – AMRG Targeting Board (ATB) Guidance
 - Appendix 3 – Targeting Guidance
 - Tab A – Priorities (G2)
 - Tab B – Targeted Regions (G2)
- E – Protection (COC/ATO)
 - Appendix 1 – Annual Threat Assessment Matrix
 - Appendix 2 – Antiterrorism Awareness Month
 - Appendix 3 – Safety
- F – Sustainment (G4/8 / G1/ Chaplain/ OCP)
 - Appendix 1 – Contract Support Integration
 - Appendix 2 – Financial Management
 - Appendix 3 – Personnel Services Support
 - Tab A – Equal Opportunity
 - Tab B – Non-Deployable Personnel Report
 - Appendix 4 – Religious Support
 - Appendix 5 – Behavioral Health
- G – Engineer (Omitted)
- H – Signal (G6) (As required)
 - Appendix 1 – Live Scan (Example)
 - Tab A – IT Support and hardware failure
 - Tab B – Capture and submission of prints for Army civilians and Army Cadets
 - Tab C – Additional References
 - Appendix 2 – Enterprise Email (Example)

- Tab A – EE Timeline and Key Milestones
- Tab B – Deployment Schedule
- Tab C – EE Pre-Migration Checklist
- Tab D – User Migration
- Tab E – EE Post-Migration Checklist
- Tab F – EE Reporting Requirements
- Tab G – Dual Persona Instructions
- Tab H – Global Address List (GAL) Update
- Tab I – VIP Migration Matrix
- Tab J – Distribution List (DL) owners Migration Schedule
- Tab K – DL Management
- Tab L – USAREC Mandatory Distribution Lists
- Tab M – Nesting Procedures for Distribution Lists
- I – Not Used
- J – Inform and Influence Activities (G7/9/G5)
 - Appendix 1 – Public Affairs-
 - Appendix 2 – Advertising-
 - Appendix 3 – Outreach-
- K – Civil Affairs Operations (Omitted) E
- L – Reconnaissance and Surveillance (Omitted)
- M – Assessment (G5 & G3)
 - Appendix 1 – Strategic Planning (G5)
 - Appendix 2 – Training Assessment (G3)
 - Appendix 3 – Semi-Annual Training Brief (SATB) Guidance/ Assessment (G3)
- N – Space Operations (Omitted)
- O – Not used
- P – Host Nation Support (Omitted) Q – Knowledge Management
- R – Reports (G3, G5, G7, and KO)
- S – Special Technical Operations (Omitted) T – Spare (Omitted)
- U – Inspector General (IG)
- V – Interagency Coordination (Omitted) W – Spare (Omitted)
- X – Spare (Omitted) Y – Spare (Omitted)
- Z – Distribution (G3 and KO)

A-2. The following is the Brigade and Battalion template (Annexes)

Annexes:

- A – Task Organization
- B – Intelligence (S2)
- C – Operations (S3) (Other operational TBD)
 - Appendix 1 – Command Training Priorities
 - Appendix 2 – Plans and Programs (Prospecting/Processing/Interviewing)
 - Appendix 3 – Quarterly Training Brief (QTB) Guidance/Assessment
 - Appendix 4 – Decisive/Shaping/Sustaining

- D – Fires (S7/9 / S3 /S2)
 - Appendix 1 – Command Guidance
 - Appendix 2 – Education Plans (ESS)
 - Appendix 3 – Targeting Plans (S7/9 / S3)
 - Tab A – Priorities
- E – Protection (Protection Officer)
 - Appendix 1 – Command Guidance
 - Appendix 2 – Safety
- F – Sustainment (S4/8 / S1) Appendix 1 – Contract Support
 - Appendix 2 – Financial Management
 - Appendix 3 – Personnel Services Support (S1)
 - Tab A – Equal Opportunity
 - Tab B – Non-Deployable Personnel Report
- G – Engineer (Omitted)
- H – Signal (S6) (As required)
- I – Not Used
- J – Inform and Influence Activities (S7/9)
 - Appendix 1 – Public Affairs-
 - Appendix 2 – Advertising-
 - Appendix 3 – Outreach-
- K – Civil Affairs Operations (Omitted)
- L – Reconnaissance and Surveillance (Omitted)
- M –Assessment (S3)
 - Appendix 1 – Training Assessment (S-3)
 - Appendix 2 – RFA Assessment (All staff elements)
 - Appendix 3 – Market Assessment (S2 & S3)
- N – Space Operations (Omitted)
- O – Not used
- P – Host Nation Support (Omitted)
- Q – Knowledge Management (as required)
- R – Reports (S3) (as required)
- S – Special Technical Operations (Omitted)
- T – Spare (Omitted)
- U – Inspector General (IG)
- V – Interagency Coordination (Omitted) W – Spare (Omitted)
- X – Spare (Omitted)
- Y – Spare (Omitted)
- Z – Distribution (S3)

Appendix B

RUNNING ESTIMATES

B-1. The primary staff products are analysis and intelligence. Staffs extract relevant intelligence from a vast amount of available information to support and advise the commander throughout the operations process. They collect and analyze information, then present relevant intelligence to commanders to assist them in achieving situational understanding to make decisions. The relevant intelligence and experience combination provide the best possible resources and support the unit. The commander completes the operations process by selecting a COA. The human dimension is an integral part of the equation and considered at every step.

B-2. A tool used to support this staff function is the running estimate. This appendix discusses estimates and their essential qualities and provides a generic running estimate format.

B-3. The foundation of an effective running estimate is identifying the information collection requirements of the section. It includes evaluating how factors in a staff section's functional area influence each COA, provides contexts to the operational environment and includes conclusions and a recommended COA.

B-4. Running estimates parallel the MDMP. Mission analysis, facts and assumptions, and the analysis of other factors furnish the structure for running estimates.

B-5. Estimates consist of significant facts, events, conclusions based on analyzed data, and recommend how to best use available resources.

B-6. Estimates form the basis for each staff section's recommendation during COA approval. Completed estimates contain supporting intelligence necessary to answer any questions the commander poses. Gaps can exist in some running estimates that require PIR or CCIR collection requirements that the staff member must submit to the appropriate level for action. Estimates can form the base for staff annexes to orders and plans.

B-7. Running estimate details depend on a section's functional area. All staff sections except the intelligence section have a similar perspective; they focus on friendly COAs and their supportability. The intelligence estimate focuses on market intelligence and trends most likely to affect COAs, including the competition's reaction to proposed COAs.

B-8. The coordinating staff and each staff principal develop facts, assessments, and information related to their functional field. Staffs help analyze and describe an operational environment. Types of estimates include but are not limited to the eight interrelated operational variables: Political, Military, Economic, Social, Infrastructure, Information, Physical environment, and Time (PMESII-PT). Additional estimates may also include:

- Personnel estimate.
- Intelligence estimate.
- Logistics estimates.
- Information operations estimate
- Special running estimates

B-9. Running estimates are either written or oral. At the tactical level, especially during operations and exercises, estimates are generally oral, supported by charts and other decision support tools.

B-10. Use Estimates to support decision-making during the planning and during execution. During planning, developing running estimates assists the commander in choosing the best COA to accomplish the mission. Once a COA is decided use running estimates to support the decision-making during execution.

B-11. A running estimate is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable (see ADP 5-0). Staffs develop and deliver running estimates to support the commander's visualization and decision-making and as an assessment tool during preparation and execution of the ROP. In their running

estimates, staff members continuously consider the effects of new information and update their conclusions and recommendations. Staff sections provide these updated conclusions and recommendations to the commander as required, either by the situation or by the commander.

B-12. Because assessment is continuous throughout the operations process, staff sections maintain continuous estimates. During planning, estimates are a key source of information during mission analysis. Thus, during planning, running estimates focus on supporting that decision. During preparation, running estimates focus on any command decisions that affect the ability of the unit to execute the upcoming operation. During execution, running estimates focus on anticipated command decisions. These include, but are not limited to, decision points and decisions on whether to execute new COAs.

B-13. Comprehensive estimates consider both the quantifiable and the intangible aspects of recruiting operations. They translate strengths, systems, training, morale, and leadership into mission capabilities. Preparing an estimate requires a clear understanding of the recruiting environment and the ability to visualize the marketplace or situations requiring targeting. Estimates provide a timely, accurate evaluation of the unit, the mission, and AOs at a given time.

B-14. Estimates are as thorough as time and circumstances permit. The commander and staff collect, process, and evaluate information continuously. Staff members update their estimates as they receive new intelligence or as the nature of an operation changes, such as:

- When they recognize new facts.
- When they replace assumptions with facts or find their assumptions invalid.
- When they receive changes to the mission.
- Friendly force status.
- A change in External Force activities and capabilities.
- Civil considerations.

B-15. Estimates for the current operation often provide a basis for estimates for future missions and changes to current operations. Technological advances and near real-time information ensure estimates are continuously updated and current.

B-16. Estimates contribute to this understanding and ability.

B-17. Figure B-1 shows a generic format for written running estimates. Doctrine proponents for staff functional areas may establish formats for written running estimates and graphic products for their functional areas

1. MISSION. Show the restated mission resulting from mission analysis.
2. SITUATION AND CONSIDERATIONS.
 - a. Characteristics of the area of operations.
 - (1) Weather. State how weather affects the staff section's functional area.
 - (2) Terrain. State how terrain features affect the staff section's functional area.
 - (3) Civil considerations. State how political, economical, sociological, and psychological factors and infrastructure affect the staff section's functional area.
 - (4) Other factors. State any other pertinent factors and how they affect the staff section's functional area.
 - b. Market forces. Discuss market dispositions, composition, capabilities, and courses of action (COAs) as they affect the staff section's functional area.
 - c. Friendly forces.
 - (1) List the current status of resources within the staff section's functional area.
 - (2) List the current status of other resources that affect the staff section's functional area.
 - (3) Compare requirements with capabilities and recommended solutions for discrepancies.
 - d. Assumptions. List any assumptions that affect the staff section's functional area.
3. COAs.
 - a. List the COAs that were war-gamed.
 - b. List evaluation criteria identified during COA analysis. All staff sections use the same evaluation criteria.
4. ANALYSIS. Analyze each COA using the evaluation criteria identified during COA analysis.
5. COMPARISON. Compare COAs. Rank order COAs for each key consideration. A decision matrix usually supports comparison.
6. RECOMMENDATIONS AND CONCLUSIONS.
 - a. Recommend the most supportable COA from the specific staff perspective.
 - b. List issues, deficiencies, and risks with recommendations to reduce their impacts.

Figure B 1. Generic Running Estimate Format

Glossary

Section I - Abbreviations

AAR	after action review
ACS	Army Community Service
ADOS-RC	active duty for operational support-Reserve Component
AER	Army Emergency Relief
AI	area of influence or area of interest
AO	area of operation
A&PA	advertising and public affairs
AR	Army Reserve
ASVAB	Armed Services Vocational Aptitude Battery
BJA	brigade judge advocate
COA	course of action
CP	community partners
CSM	command sergeant major
DCO	deputy commanding officer
DOD	Department of Defense
EOA	equal opportunity advisor
E/CP	educator/Community Partners
ESS	education services specialist
FAP	Family Advocacy Program
FAPC	Family advocacy program coordinator
FSTP	Future Soldier Training Program
HQ USAREC	Headquarters, U.S. Army Recruiting Command

HR	human resource
IMO	information management officer
IT	information technology
MAP	mission accomplishment plan
MDMP	military decision-making process
MEPS	military entrance processing station
MMA	market and mission analysis
MT	master trainer
NCO	noncommissioned officer
PAE	positioning analysis and evaluation
QMA	qualified military available
RA	Regular Army
RMS	resource management specialist
ROI	return on investment
ROP	recruiting operation plan
R2PC	Recruiter and Reserve Partnership Council
RRC	Recruiting and Retention College
SFAP	Solider and Family Assistance Program
SFAPC	Soldier and Family assistance program coordinator
SMB	U.S. Army Special Missions Brigade
SME	subject matter expert
SRP	School Recruiting Program
TAIR	Total Army Involvement in Recruiting
TPU	Troop Program Unit
USAREC	U.S. Army Recruiting Command

USMEB	US Army Marketing and Engagement Brigade
USMEPCOM	US Military Entrance Processing Command
XO	executive officer

Section II. - Terms

Applicant

A prospect who has agreed to process for enlistment.

Lead

A name with an address, telephone number, or e-mail address and for whom no appointment has been made for an Army interview.

Prospect

A person who has indicated interest in an enlistment or commission to a recruiter directly or indirectly through face-to-face or telephonic communication or by Lead Evaluation and Distribution System, Community Partners, Delayed Entry Program referrals, and/or hometown Recruiter aids.

UM 3-29

9 March 2022

For The Commander:

MARK R. DANNER
COL, GS
Chief of Staff

Official:

RONNIE L. CREECH
Assistant Chief of Staff, CIO/G6

DISTRIBUTION:

United States Army Recruiting Command. Distributed in electronic media only (EMO).
Distribution Restriction: Approved for public release; distribution is unlimited.