USAREC MANUAL 3-30
COMPANY RECRUITING OPERATIONS

7 March 2022

DISTRIBUTION RESTRICTION:

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HEADQUARTERS, US ARMY RECRUITING COMMAND

SUMMARY *of* CHANGE

USAREC Manual 3-30
Company Recruiting Operations

This administrative revision dated 20 February 2024

- o Updated Figure 4-4 and Figure 4-10
- o Updated grammatical errors

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Headquarters
United States Army Recruiting Command
Fort Knox, KY 40121
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Recruiting Company Operations

Contents

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Preface

"U.S. Army Recruiting Command (USAREC) Manual 3-30." provides recruiting company commanders and first sergeants (Hereafter referred to as command teams) with a shared philosophy and language. It enhances the unity of effort by defining and illustrating USAREC tactical and operational doctrine principles.

Before proceeding, read USAREC Manual 3-0 (Recruiting Operations)!

Purpose

Each company area of operation (AO) within USAREC presents its own opportunities and challenges. Accordingly, command teams must become agile and adaptive leaders capable of demonstrating disciplined initiative within the limits of command and control. USAREC Manual 3-30 serves as a "how to think" guide for command teams. This manual defines the roles and responsibilities of command teams and explains the principles and concepts of recruiting operations as it applies to the company.

Scope

USAREC Manual 3-30 is the user manual for recruiting doctrine at the company level. It describes recruiting fundamentals and concepts.

Introduction

The contents of this manual are not regulatory. They are a compilation of techniques to aid understanding of the what, why, and how of essential actions at the company level. The detailed methods are not a remedy for every situation, but they provide command teams with a doctrinal starting point from which to formulate and execute their plans.

Applicability

This manual applies to all command teams. The methods described can apply to any recruiting area and market with appropriate modifications. The doctrine in this manual expands on the principles established in USAREC Manual 3-0, Recruiting Operations, and is supported by USAREC Training Circular (USAREC TC) and USAREC Techniques Publications (USAREC TP).

Administrative Information

The proponent for this manual is Headquarters, Recruiting and Retention College, Doctrine Division, Fort Knox. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ Recruiting and Retention College, ATTN: RCRC-DD, 1929 Old Ironsides Avenue, Bldg. 2389, Fort Knox, KY 40121-2725, or by e-mail to: usarmy.knox.usarec.list.rrc-doctrine@army.mil

Chapter 1

Command at Company Level

"People don't care how much you know, until they know how much you care."

–Theodore Roosevelt

INTRODUCTION

1-1. The duty of a company commander is to exercise command and control and lead Noncommissioned Officers (NCOs) to accomplish missions while always taking care of Soldiers, Civilians, and Families. The decisive effort is conducting population-centric operations to recruit professional, volunteer Soldiers capable of effectively executing Army operations in complex operating environments—today and tomorrow.

1-2. The first sergeant serves as the senior enlisted advisor to the commander. First sergeants are responsible for maintaining and enforcing standards, ensuring training objectives are met, developing recruiters in the unit, administrative functions, and ensuring the unit's health, welfare, and morale and their Families. The first sergeant serves as a coordinator for training and resources. The first sergeant is the standard-bearer for the organization and serves as a role model for all NCOs and Officers.

1-3. Command teams lead their recruiters by providing guidance, direction, and motivation. Commanders are the training managers in their units. First sergeants are the training experts. Together they enforce standards and leverage the experience of their team members to build competency. Commanders must also be agile and adaptive leaders who actively seek out best practices and reward innovative ways to accomplish assigned missions within the higher commander's intent.

1-4. Recruiting operations are continuous. Every activity represents a training opportunity with embedded real-time feedback. Every telephone call, applicant interview, school presentation, Future Soldier training event, or engagement with influencers and civic organizations provide a forum to assess individual and unit performance during execution of daily operations (See UR 350-1 Chapter 2 for a complete list of roles and responsibilities for the command team).

LEADERSHIP

1-5. Confident and competent leadership serves as a catalyst to create conditions for success in any operation. In recruiting, leadership underpins each of the eight recruiting functions: command and control; intelligence and market analysis; lead generation and prospecting; interviewing; processing; leading Future Soldiers; training and leader development; and sustainment.

1-6. Command teams must first understand, then visualize, describe, direct. Command teams must continuously lead and assess throughout the entire operations process. By having a thorough understanding of the recruiting environment, they can visualize and describe the desired end-state and direct and lead operations to accomplish the mission (See Figure 1-1).
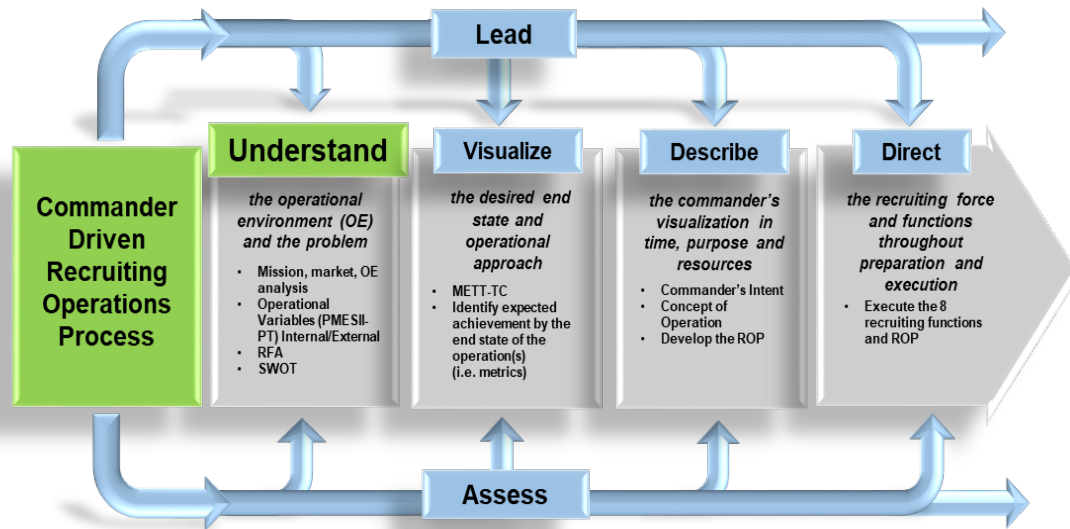
Figure 1-1. Commander Driven Operations Process

1-7. Since the recruiting mission is an ongoing process, command teams must constantly assess operations by identifying the unit and individual strengths and weaknesses and changes in a dynamic recruiting environment. In so doing, command teams set conditions to build a learning organization that improves with every mission and builds both capability and competency through leader development.

THE EIGHT RECRUITING FUNCTIONS

1-8. There are eight primary recruiting functions in USAREC. Each recruiting function plays a critical role throughout the entire recruiting process (See Figure 1-2):

- Command and Control
- Intelligence and Market Analysis
- Lead Generation and Prospecting
- Interviewing
- Processing
- Leading Future Soldiers
- Training and Leader Development
- Sustainment

1-9. Within each of the eight recruiting functions, there are underlying principles. Most principles are the same within each echelon of the command; however, some underlying principles will differ. Leaders must understand these underlying principles, their differences, and what impacts they may have on recruiting operations at their respective level (See Figure 1-3).
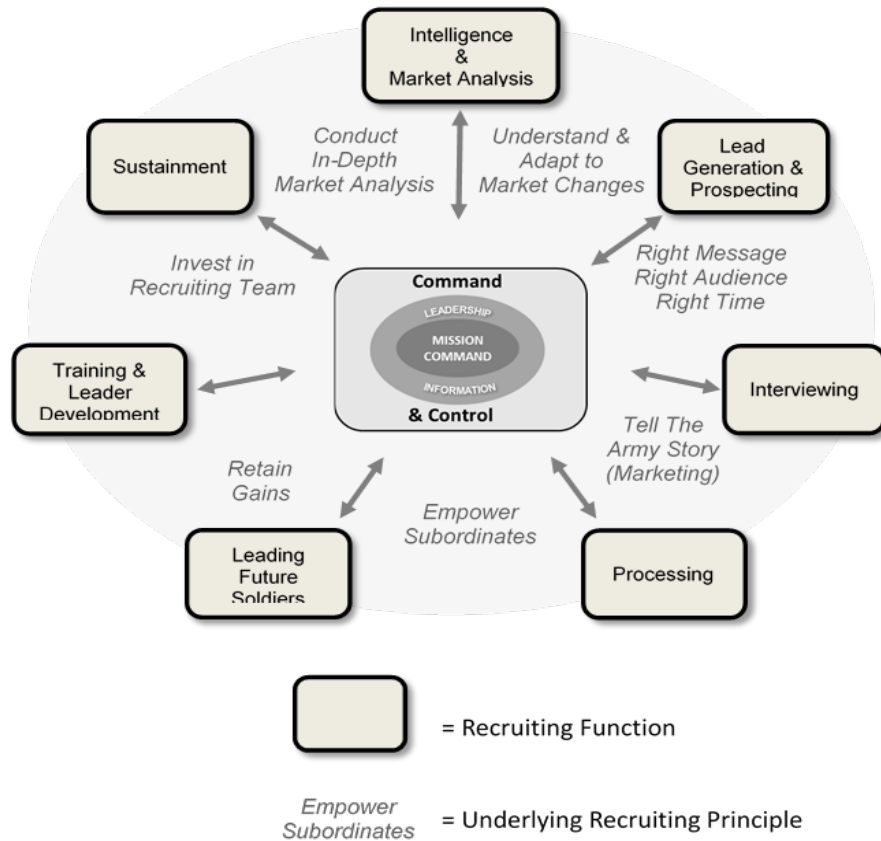
Figure 1-2. Command and Control – The driver of Recruiting Functions

Command and Control	Intelligence & Market Analysis	Lead Generation & Prospecting	Interviewing	Processing	Lead Future Soldiers	Training & Leader Development	Sustainment
Build Cohesive Teams Through Mutual Trust	Complete In-Depth Market Anaylsis & OE	Consider Market & Prospecting Analysis	Develop Art of Recruiting	Efficiency (Science and Attention to Detail)	Retain Gains (Retention, Analysis and Coding)	Complete Institutional Training	Planning and Forcasting (Funding)
Create Shared Understanding	Develop Priority Targets; G2 Tools (Fusion)	Immulate Sense of Urgency - Key to Mission	Versed in Program, MOSs, Policies & Qualifications	Understanding Systems, Testing, Waivers & MEPS	Future Soldier Orientation	Organizational - LDP Programs & Certifications (G3)	Adequate Resources to Equip and Train
Provide Clear Commander's Intent	Develop ROP	Enforce Prospecting as key to ROP	Tell Your Army Story	Validate Moral, Medical & Apptitude Qualifications	Maintain Rapport and Engender Commitment	Improve Leader Performance (NCOPD/OPD)	Develop In-depth Near and Long Term Planning
Use Mission Orders	Conduct Operations- Develop the Situation	Validate Prospecting	Validate Accuracy of Interview	Systems Discipline	Future Soldier Management	Invest in the Recruiting Team	Analysis of Running Estimates (HR, Intel and Logistics)
Exercise Disciplined Initiative		Systems Discipline	Applying Knowledge & Army Counseling Techniques		Develop Future Soldier Referrals	Continued Self Development	Planning and Forecasting (Leader Transitions)
Accept Risk			Plan, Coordinate, Sync & Integrate Prospects		Systems Discipline	Conduct Leader Development	Holistic Health and Fitness
			Promote Shared Understanding - Devleop Actions				
			Engender Commitment				

Examples of Underlying Principles

Work Ethic
Competence
Empower Subordinates
Right Market at the Right Time with the Right Message

Figure 1-3. Eight Recruiting Functions with Underlying Principles

COMMAND AND CONTROL (C2)

1-10. Of the eight recruiting functions, 'command and control' is fundamental to all operations and drives all the other recruiting functions (See Figure 1-2). In accordance with Army Doctrine Publication (ADP 6-0, Mission Command – Command and Control of Army Forces), command teams must apply **command and control systems** along with four command and control components; **people, processes, networks,** and **command posts** (Figure 1-4). Each component of C2 has sub-systems to facilitate control activities. Understanding how to apply command and control systems at the company level is vital to mission success (See USAREC Manual 3-0, Chapter 3).

Command and Control Systems

People	Processes	Networks	Command Posts
Commanders	8 Recruiting Functions	ARISS	Company HQ
XOs	Daily IPRs	Internal Networks	Recruiting Station
First Sergeants	Mission Orders	External Networks	Leader Visits/Inspections
Station Commanders	ROP	IKROme	
Recruiters	SOPs	Recruiting ProNet	
	Battle Rhythm		
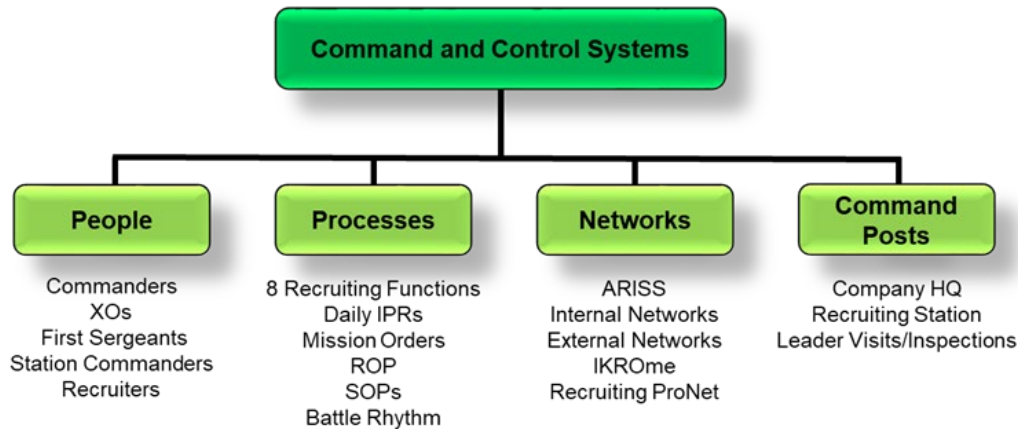
Figure 1-4. Command and Control Systems at the Company Level.

- Lead generation
- Prospecting
- Processing
- Leading Future Soldiers

INTELLIGENCE & MARKET ANALYSIS

1-11. Intelligence and market analysis provides command teams with the information necessary to identify and locate their target market. The intelligence system collects, analyzes, and disseminates data to assist with intelligence down to the recruiter level. Intelligence includes demographics, historical data, and current trends, which commanders use to direct recruiting efforts to profitable areas (See USAREC TC 5-02).

1-12. Recruiting stations provide the company with timely intelligence. They constantly scan their AO and provide market intelligence to the company. Gathering intelligence is as simple as talking with members of the community and engaging with Community Partners (CPs), Centers of Influence (COIs), and Future Soldiers. Current market information makes command teams aware of market trends and the physical recruiting environment.

1-13. Intelligence provides command teams with more than just numbers. It assists them in targeting productive segments of their market. By utilizing IKROme, BI Zone, and School Zone, they can gather information on demographics, competition, and historical data.

1-14. Intelligence analysis assists the command teams in effectively placing the necessary resources in targeted areas to accomplish the mission.

LEAD GENERATION & PROSPECTING

1-15. Lead generation and prospecting are the key to recruiting success and require thoughtful planning. Command teams validate each station's prospecting plan to ensure accuracy and compliance with the company's plan and battalion commander's intent. They must validate the Recruiting Operations Plan (ROP) using USAREC GTA 5-01.2 and the concept of operations (CONOPS).

1-16. Some questions to ask:

- What are the recruiters' conversion rates IAW USAREC standards?
- Are the recruiters' prospecting plans effective?
- Are the recruiters following the prospecting plan? If not, why?
- Does our prospecting plan match the prospecting analysis?

Note: For additional questions, refer to USAREC TC 5-03.2 (Influencing and Interviewing)

1-17. Command teams should conduct follow-up activities with community partners (CPs) and centers of influence (COI) to establish a solid relationship and gather intelligence. They should also discuss Army activities, upcoming events, CP functions, workshops, luncheons, and educator tours. Any CP or COI who provides a lead has a stake in the individual, and recruiters should inform them of their progress. Social media is a method to establish new CPs, maintain existing relationships, gain awareness of community events, and generate recruiting force multipliers (See USAREC TC 5-03.2 and USAREC Pamphlet 601-3).

INTERVIEWING

1-18. The Army Interview is the art of recruiting, and therefore conducting the Army Interview is the centerpiece of recruiting. Recruiting operations cause or are the direct result of the Army Interview. Interviewing is the result of good intelligence and well-executed prospecting efforts.

1-19. Command teams validate the interviewing skills of their recruiting force continuously. Interviewing is the catalyst for the enlistment or commissioning process.

1-20. Commanders' role in the Army Interview process becomes apparent when an applicant wants to apply for Officer Candidate School (OCS) or Warrant Officer Flight Training (WOFT). Commanders should assess an applicant to see if they present the traits and potential to become a commissioned officer or warrant officer in the US Army.

1-21. Command teams play a crucial role in the waiver process within USAREC. They interview applicants who require a moral waiver or suitability review to enlist, assess, or commission into the Regular Army (RA) or Army Reserve (AR) component (See USAREC TC 5-03.2).

PROCESSING

1-22. Processing begins when the prospect commits to join the Army. Processing activities requires scheduling events immediately after the Army Interview. Command teams execute control systems and efficiently apply resources to aid in processing. Command teams are the critical link between MEPS, the battalion staff, AR, and Army National Guard (ANRG) units. To ensure mission success, they must establish a strong working relationship with the operations sergeant major and senior guidance counselor.

1-23. Command teams can facilitate processing actions such as telephonic verifications from schools,

courts, police agencies, and vital records. Command teams have a significant role in expediting the processing of applicants. This role is vital to the efficiency of the entire recruiting process.

1-24. Command teams drive applicants through the enlistment process by conducting effective In-progress Reviews (IPRs) and After Action Reviews (AARs).

1-25. Command teams ensure the proper balance of prospecting and processing activities based off mission requirements (See USAREC TC 5-03.1).

1-26. Potential questions include:

- Are recruiters getting people through the enlistment process? If not, why?
- Where are recruiters losing applicants?
- Are recruiters testing a sufficient amount of conducted appointments?
- Are unqualified applicants being sent to the MEPS? If so, why? Is it due to the "Quality Assurance Check"?

See USAREC TC 5-03.1 (Prospecting, Processing, & Analysis) for more questions.

LEAD FUTURE SOLDIERS

1-27. Command teams should discuss Future Soldiers (FS) during each recruiting station visit and through the IPR process. This allows proactive management of the Future Soldier Training Program (FSTP). Command teams can also identify potential FS losses and create a plan of action with the recruiter and station commander to mitigate FS loss before the FS shipping to basic training. Proper coding is essential for systems discipline and early notification to identify the 'at risk' population in the FSTP (See chapter 4).

1-28. Command teams should welcome Future Soldiers and their Families to the Army Family, set expectations, and further engender their commitment within 48 hours of enlistment.

1-29. Public promotions and oath of enlistment ceremonies are opportunities for recruiters to strengthen their FSs and promote Army pride. Large-scale sporting activities, school events, and community landmarks are excellent venues.

1-30. Each FS and their Families are vitally important to their respective recruiting station. Future Soldiers often provide valuable market intelligence and blueprint information, prospect referrals, and promote Army awareness (See AR 601-2, USAREC TC 5-03.5, USAREC Reg. 601-210).

1-31. Potential questions include:

What is the station's loss rate?
How many referrals are we getting from Future Soldiers?
When are losses being taken?
What can we do to increase referrals from Future Soldiers?

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Trust but Verify

CPT Alcala trusted her recruiters always to do the right thing. She believed that since recruiters spend a significant time gaining enlistment contracts, they will retain them. Since she assumed that Future Soldier Training occurred in all of her stations, she rarely checked. As a result, the company took several FS losses and did not meet the USAREC standard. Consequently, she implemented the following plan of action to retain FSs:

- *The command team will attend station-level FS Training weekly on a rotational basis to verify that training occurs to standard.*
- *The command team will host a company-level FS event each month to bring all of the FSs together, build esprit de corps, and prepare them for Basic Combat Training (BCT).*
- *The commander will contact FSs weekly within 30 days of shipping.*

CPT Alcala's plan decreased her Future Soldier loss rate, achieved the USAREC standard, and ensured that her recruiters understood the importance of leading Future Soldiers.

Note*: For additional tips and information on leading Future Soldiers, refer to USAREC TC 5-0.3.5.*

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TRAINING AND LEADER DEVELOPMENT

1-32. Training and leader development increases the competency of the organization. Command teams must allocate time to develop training plans that address weaknesses identified during the SWOT (strengths, weaknesses, opportunities, threats) analysis, recruiting functions analysis (RFA), prospecting analysis, and AARs.

1-33. The company-training plan includes activities based on identified company training needs in the quarterly Company Station Training Assessment Review (CSTAR) that station commanders and command teams complete. Continual assessment and effective training at the company level can positively affect mission performance and success.

1-34. Commanders are the training managers in their units and first sergeants are the training experts. They provide training to ensure sustained mission accomplishment, professional development, and adherence to command guidance. Effective training builds proficiency, confidence, competence, and cohesiveness. It also enables recruiting teams to adapt to environmental changes within their area of operation.

1-35. Command teams establish and manage a quarterly company-training program. All training must reinforce the recruiters' technical abilities and Army Interview skills. Successful training programs require the efficient analysis, design, development, implementation, and evaluation of training. Command teams must utilize ATN, ACT, MAP, CSTAR, and DTMS as tools to prepare, record, and assess training.(See USAREC TC 5-03.4, Training and Leader Development and www.atn.army.mil for detailed information).

1-36. Command teams must ensure subordinate station commanders conduct training that incorporates station commanders' specific tasks, such as market analysis, counseling, and writing evaluations and awards.

1-37. Command teams can conduct one-on-one training to enhance the skills of individuals as needed. Record all training on a USAREC Form 350-1.2.

1-38. Command teams validate recruiters and the station commanders through the use of training programs such as the Advanced Training Program (ATP) and Station Commander Certification Program (SCCP) within 120 days (Refer to USAREC Reg. 350-1, chapter 4 and USAREC TC 5-03.4).

1-39. Some questions to ask:

- Are proper facilities available to conduct necessary training?
- How experienced are my recruiters?
- Does training address needs and growth? Is scheduled training free from interference?
- Are station commanders training their recruiters based on individual needs?

Note: For more questions, see USAREC TC 5-03.4 (Training and Leader Development)

SUSTAINMENT

1-40. Sustainment ensures that the recruiters and their Families possess the resources they need to accomplish their assigned mission in USAREC's geographically dispersed environment. Command teams at all levels must plan in-depth in terms of sustainment. Many sustainment activities require weeks or even months of planning and coordination.

1-41. Command teams must establish systems to monitor the expenditure of resources. For example, planning (or failing to plan) for leadership transitions, operational funding, or logistical support to recruiting operations will significantly affect unit cohesion, morale, and mission accomplishment. Failure to plan for adequate resources or to capture return on investment (ROI) may result in future resource reductions.

1-42. Command teams are critical to sustaining the 79R CMF by carefully selecting individual NCOs for potential reclassification.

1-43. DA selected recruiters must maintain specific MOS qualifications to maintain proficiency. Command teams must update DTMS requirements (68W, Distributed Learning Course (DLC) requirements, and physical fitness requirements). For example, command teams must submit an exception to policy for weapons qualifications. Failure to do these tasks will result in loss of promotable status and skill identifiers.

SHAPING CULTURE

1-44. Command climate is the culture of a unit. Command teams establish and protect culture within the unit through engaged leadership and build the trust and credibility within the organization. They set standards, discipline, and work ethic within the unit (See AR 600-20).

1-45. Commanders must conduct a Command Climate Survey within 60 days of assuming command. This survey provides the commander with a tool for gathering Soldiers' perspectives and opinions on unit leadership, cohesion, and human resources elements such as discrimination and sexual harassment/assault.

1-46. Command teams must know their recruiters, leverage their strengths, mitigate their weaknesses, and encourage initiative at the lowest levels. They must also foster an environment in which Soldiers willingly share their best practices and lessons learned for the benefit of the team.

COMMUNICATION

1-47. Clear and constant two-way communication enhances the command team's ability to maneuver the company in harmony with the mission objectives of higher headquarters.

1-48. Challenges exist in a geographically dispersed command, and it is critical for command teams to have a presence through routine station visits. They mitigate risk by leveraging all available means: e-mail, texting, telephonic communication, and social media; however, the most effective way is through face-to-face interactions with the members of their team.

Chapter 2

Building and Sustaining Networks in Support of Recruiting

2-1. Command teams set conditions for mission success by understanding the importance of networks in population-centric operations. Figure 2-1 illustrates a recruiting company network and depicts the intersection of information and support within its sphere of influence to form the recruiting company network.
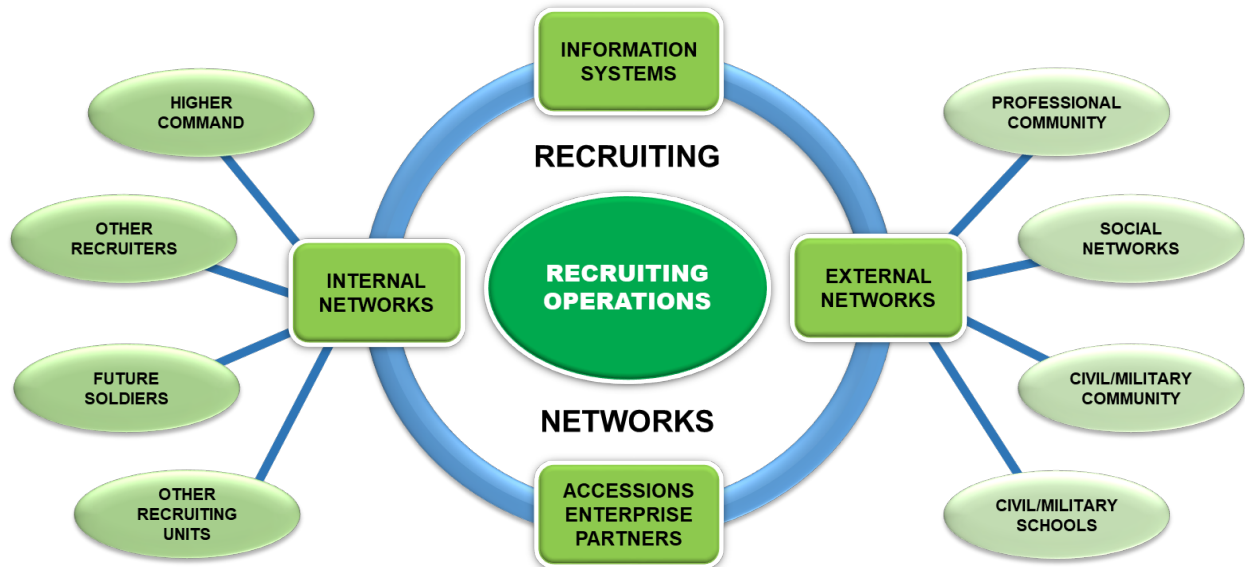
Figure 2-1. Example Recruiting Company Network

INTERNAL NETWORK

2-2. The internal network consists of USAREC assets that the command teams can use to augment daily operations. They accomplish this by leveraging assets at the company, battalion, and brigade levels to support the organization's priorities. In addition, USAREC maintains division outreach NCOs to leverage FORSCOM assets (AR 601-2, Army Recruiting Support Programs).

2-3. Command teams can better understand the operational environment by receiving bottom-up intelligence from the recruiters. They should use market data, analysis, and refinement of market intelligence products to establish the company's resources priorities.

2-4. Command teams should develop cohesive relationships with battalion staff sections. Each staff section provides a critical piece to the company's internal network.

2-5. Command teams should ensure that their organization has a strong virtual presence. They establish this by forming a cohesive relationship with the battalion Virtual Recruiting Station (VRS). As an internal asset at the battalion level, the VRS can assist in promoting upcoming events by boosting social media to target specific audiences, develop digital content, and assist in lead generation through social media and other virtual avenues. Commanders should appoint virtual recruiters at each station (See USAREC TP 3-10.4).

THE ACCESSION ENTERPRISE PARTNERS

2-6. Local RA and AR units and MEPS will have the most significant effect on company-level recruiting operations. Command teams must invest time and energy into fostering effective communication and understanding between these units and the company.

2-7. Local Army units can support precision recruiting requirements by participating in prospecting events and Future Soldier training events. Building solid relationships with local Army units is an investment that will pay long-term dividends. Failure to create effective relationships can result in missed opportunities and create friction between organizations, diverting energy from decisive recruiting efforts.

2-8. The US Army Marketing and Engagement Brigade (Aka MEB), through the targeting process, allows command teams the opportunity to request Army outreach units such as the Golden Knights Parachute Team, the Army Marksmanship Unit, national assets, command customized branding, or national marketing events in the local area (https://recruiting.army.mil/meb/).

EXTERNAL NETWORK

2-9. Key leaders can serve as combat multipliers in all population-centric operations. The lack of community support can undermine local recruiting efforts. Command teams influence their environment by playing an active role in the community and networking with community leaders to gain support. Their interactions with members of the external network support mission achievement by promoting Army awareness. These interactions also increase the command team's understanding of the recruiting environment. (See USAREC TC 5-03.3, Partnerships)

2-10. Many external organizations and social networks can positively affect mission success. Secondary and post-secondary schools are the primary lead sources. Besides school lists, schools represent a significant source of CPs in the form of students, guidance counselors, teachers, student deans. Other community CPs include hospital administrators, archdiocese officials, and installation and unit commanders. External sources such as the Civilian Aide to the Secretary of the Army (CASA) and Reserve Ambassadors can improve the Army's credibility, help gain access in targeted markets, and open doors. Other external sources such as AR centers and ANRG armories can also affect the recruiting mission by providing Soldiers, space, and equipment.

2-11. An external COI can have a negative impact on recruiting operations through competition, apathy, or false perceptions of recruiting. Gaining influence and support or changing negative perceptions to neutral, benefits recruiting operations. When the station and company leadership are unable to overcome misperceptions and these perceptions impact local recruiting operations, the battalion, brigade, or USAREC leadership can assist in overcoming these false or negative perceptions.

2-12. Community support contributes to mission success by creating "win-win" scenarios. Establishing relationships with city, county, state, installation, and unit leaders can help the recruiting force ease the task of gathering background information to determine an applicant's eligibility. The command team accomplishes this by emphasizing outreach efforts with organizations such as the Veterans of Foreign Wars, the American Legion, the local chamber of commerce, Rotary Club, Lions Club, and other professional organizations. This participation places recruiters in contact with potential CPs and COIs. These influencers can furnish leads and promote the Army.

2-13. External networks are equally critical to in-service recruiting. The external network is comprised of other units outside of USAREC. These include, but are not limited to career counselors, drill instructors, special mission units, and key influencers from commands and proponents. These elements may generate the recruiting mission and provide other types of support.

2-14. Command teams augment station and recruiter level external networks by meeting with school administrators, business affiliates, and other key leaders to improve community relations and achieve tangible results in support of the recruiting mission. These activities help to shape the market for successful decisive operations.

2-15. Command teams augment station and recruiter level key external networks for in-service recruiting by engaging unit command teams at all echelons. Gaining and maintaining the support of the unit chains of command for in-service recruiting is critical to freedom of maneuver for recruiting stations and enhance the recruiter's external network.

2-16. Local media such as newspapers, radio, and television stations can promote the Army in local ethnic communities through public service announcements (PSA).

INFORMATION SYSTEMS

2-17. The command team use recruiting information systems to gather, analyze, and share information across all echelons of the command. Operational data from every step of the enlistment, commissioning, and reclassification process allows leaders to make informed decisions. Additional market information may also include school directories, student Armed Services Vocational Aptitude Battery- Career Exploration Program (ASVAB-CEP) lists, the Dental Admission Test (DAT), the Medical College Admission Test (MCAT), ADHQ lists, the public domain, joint recruiting advertising program lists, and commercial lead sources.

2-18. Social media provides new ways for the recruiting force to engage the market. Virtual media sites allow recruiters to communicate with influencers and the community.

2-19. Recruiters will use the Enterprise Marketing Management (EMM) Connect App or electronic Business Reply Card (eBRC), provided through the primary lead capturing and submission platform, EMM Connect. EMM Connect immediately synchronizes lead generation to online servers to collect and store data. The app requires no connectivity to the network and barring service, stores and then transmits the data once connectivity is available.

2-20. The eBRC is also a platform to capture and submit a lead while working on a marketing event while simultaneously providing credit to the Marketing Activity Code (MAC) associated with the executed event. The proper use of MACs is integral to capturing ROI.

2-21. USAREC information systems provide command teams with organizational performance data to enable timely decisions. These specific information systems include IKROme, BI Zone, Recruiter Zone, School Zone, Reserve Unit Zone, Recruiting Market Zone Tool, and G-2 Market Analysis Tools.

2-22. Successful leaders leverage technology to complement and enable their leadership skills. Leaders use technology as a resource to help create and sustain an influential network of information sources within their AO. An effective network provides the common recruiting picture similar to the battlefield leader's common operating picture to direct their force. The skillful application of the recruiting network makes it possible for command teams to direct their forces for maximum effect.

2-23. It is critical for command teams to enforce and maintain systems discipline within all informational systems. The definition of 'systems discipline' is the action or inaction of complementary systems and processes that organizations use to collect, filter, and process, create, and distribute data as intended. Systems discipline is a critical area for all company personnel.

SHAPING OPERATIONS

2-24. Shaping operations establish conditions for the decisive operation through effects on the enemy, other actors, and the terrain (ADP 3-0).

Sun 'N Fun Aerospace Expo

The annual Sun 'N Fun Aerospace Expo is the second largest air show in the world. The expo takes place at the Lakeland Linder International Airport each spring in the heart of the Central Florida Recruiting Company's area of operation. With an expected attendance that exceeds 250,000 spectators over the course of the six-day event, CPT Viotto saw this as an excellent opportunity for a large-scale shaping operation and began the planning process six months before the event. CPT Viotto set out to establish a point of contact with Fly SNF, the organizers of the event, to foster a relationship between them and the Central Florida Recruiting Company. With the partnership formed, CPT Viotto set out to use every available asset at his disposal.

CPT Viotto negotiated an event space for the Army free of charge. From there, he submitted multiple requests for assets, making full use of the company's internal and external networks. CPT Viotto coordinated for the Aviation Adventure Semi (AS3) to support the event by touring throughout the area of operation for two weeks prior to supporting the six-day event. A request using the targeting process and subsequent employment of MEB assets resulted in allocating the All-Terrain Fighting Vehicles (AFTV) to support the air show.

Given the size of the event, CPT Viotto worked with Fly SNF for the Army to have multiple locations throughout the event area and began working on coordinating more assets. CPT Viotto reached out to the Army's Aviation Proponent Office to involve the proponent lead for CMF 15 (Aviation), Warrant Officer Aviators, and representatives from the U.S. Army Reserve Aviation Command. Not only did the Aviation Proponent Office provide personnel to support the event and discuss aviation opportunities, they assisted the company in the coordination of FORSCOM assets.

CPT Viotto successfully coordinated for FORSCOM unit support, acquiring two CH-47 Chinooks, two UH-60 Blackhawks, and a RQ-7 Shadow UAV complete with full crews for the duration of the event. With the air show dominated by US Air Force assets, CPT Viotto wanted to use an Army asset that could take an active part in the air show and achieve parity to Air Force efforts.

CPT Viotto sent a request for support from the USASOC Black Daggers Parachute Demonstration Team. The Black Daggers supported the event by conducting two demonstration parachute jumps per day as a part of the air show. When not preparing for their jump, the Black Daggers joined the Central Florida recruiters to engage with the community. CPT Viotto further expanded the Army footprint by inviting representatives from the Special Operations Recruiting Battalion (SORB) and Warrant Officer recruiters. Lastly, CPT Viotto aided in building the relationship between USAREC and Cadet Command by inviting two ROTC Battalions to participate in the event.

Both internal and external network assets, along with recruiters from all five stations, participated in the execution of the event. The Aviation Branch Commanding General administered a locally televised swear-in ceremony with a massive Future Soldier formation in order to strengthen commitment amongst all Future Soldiers and support from the community. The event was a success resulting in over 2,000 leads generated and numerous enlistments.

STRENGTHING AND EXTENDING THE NETWORK

2-25. Strengthening and maintaining recruiting networks requires time and energy, but is critical and worth the investment. A robust network multiplies the number of Army advocates in the community and eases the transition of new leaders by providing continuity with the local population.

2-26. Command teams continuously assess the effectiveness of their networks by measuring the effects they generate in support of the recruiting mission. Community leaders can help by providing access and placement for recruiters, telling the Army story in their communities, generating referrals, and providing bottom-up intelligence about the recruiting environment.

2-27. Command teams must apply knowledge management best practices to ensure continuity of operations with members of the external network during key leader transitions. Failure to do so will result in the loss of opportunities to leverage the network in the weeks and months following key leader transitions.

KEY LEADERS ENGAGEMENTS

2-28. Key leader engagements (KLEs) for non-prior service and in-service recruiting are critical in shaping operations. KLEs with individuals that can give specific access to qualified markets provide freedom of maneuver for recruiters. Gaining and maintaining key leader support for recruiting allows the recruiters to have unhindered access to the qualified market to conduct decisive recruiting operations.

2-29. KLEs range in scale from the simple office calls to complex efforts like inviting key leaders and influencers to Army Education Tours (AR 601-2, chapter 4). Any level of the command may conduct these engagements to include the recruiter, station commander, company, battalion, brigade, USAREC command teams, and other senior Army leaders, on behalf of the local recruiting station.

2-30. The purpose of KLEs is to educate key leaders about the mission and mission issues, and to secure key leader support for recruiting to gain approval to conduct recruiting operations within the key leader's footprint or span of control.

IN-SERVICE RECRUITING SHAPING OPERATIONS

2-31. Surge operations allow an in-service recruiting command team to bring all of the company and external assets to bear on key units or garrisons. These shaping events focus on prospecting operations and market penetration.

2-32. The battalion supports surge operations with additional non-company assets, such as additional recruiters from other companies, battalion-level assets such as wrapped vehicles, and MEB assets such as the Adventure Semi 2 (Special Operations Forces) Van. Additionally, the company may request external non-USAREC assets locally, if available, or from key in-service customers, such as the United States Army Special Operations Command (USASOC), which routinely supplies Army Special Operations Forces (ARSOF) demonstration teams and equipment in support of ARSOF recruiting events.

2-33. Surge operations may also occur in conjunction with large post events that may include Family members. Both types of prospecting efforts coincide in cases where the market may include non-prior service and in-service opportunities.

MILITARY EDUCATION COURSE PROSPECTING

2-34. Targeted prospecting of Soldiers, NCOs, and officers at military education courses provides an opportunity to conduct prospecting at "chokepoints" to ensure mass exposure to the in-service options, resulting in either candidates or better-educated leaders.

2-35. NCOES and Professional Military Education (PME) courses provide exceptional opportunities for targeted recruiting of specific MOSs that the in-service recruiting customers desire or have a higher propensity for success, such as Airborne and Rangers.

EXPOSURE TO OPERATIONAL UNITS

2-36. One of the best recruiting tools is actual exposure of Soldiers and officers to operational units, such as ARSOF and EOD, or to subject matter experts such as unit warrant officers. Leveraging these interactions and ensuring that individuals exposed to these opportunities know how to contact the correct recruiters is critical.

2-37. It is imperative that all members of the operational unit understand their actions have a significant impact on recruiting. Positive actions and perceptions lead to more recruits. Negative impacts or perceptions can have damaging consequences, such as loss of individual interest or unsupportive chains of command.

2-38. Command teams can use operational units for in-service and non-prior service recruiting. They should establish relationships with operational units as a part of their company's external network.

Chapter 3

Intelligence, Information, and Targeting

3-1. Command teams possess multiple means to gain actionable intelligence to direct recruiting operations in priority markets. Without a staff, command teams must be prepared to use these tools for intelligence collection and analysis for their area of operation. Command teams will need to synchronize their efforts with battalion staff, as well as their stations, to understand the operational environment. Details of intelligence and intelligence-driven operations are in USAREC TC 5-02 (Intelligence).

3-2. The purpose of intelligence is to support command team situational awareness of the market. Strong situational awareness and understanding of the market enable decision-makers to prioritize time, resources, and energy for decisive operations.

3-3. The characterization of effective intelligence is timeliness, accuracy, reliability, and usability. Command teams drive actionable intelligence using information systems, battalion staff, and bottom-up intelligence from the recruiter level.

THE COMMAND TEAM'S ROLE IN THE INTELLIGENCE PROCESS

3-4. Commander's responsibilities in the intelligence process include providing direction, establishing clear commander's critical information requirements (CCIR), and synchronizing the intelligence recruiting function across the organization.

3-5. Command teams provide the company direction by leveraging both top-down intelligence products and bottom-up intelligence reports. They use recruiting networks to direct intelligence-driven decisive operations.

3-6. Commanders implement clear and concise CCIRs for the company. CCIRs are information that the commander has identified as being critical in facilitating timely decision-making. Command teams are required to nest their information requirements with higher headquarters. For example, a key leader change in the community, from a high priority market, may be intelligence the commander desires.

3-7. Command teams are responsible for synchronizing all intelligence within the company. Command teams must work closely with battalion staff and station commanders to collect, analyze, assess, and disseminate actionable intelligence to maintain a common operating picture across the unit. Due to the complexities of population-centric operations, data can never replace human intelligence gathered through internal and external networks.

3-8. Successful recruiting operations require thorough and detailed intelligence. Current information includes but is not limited to market capabilities, the local economy, schools, demographics, past production, and deployment of target units. Information gathering and analysis of timely and accurate intelligence helps command teams understand the operational environment. This type of information helps command teams during the planning process and increases the likelihood of successful operations.

3-9. The recruiting environment is dynamic. Command teams must employ processes and systems to combine market intelligence gathered from various sources. This may include open-source news, feedback from members of the recruiting network, and market reports from supporting commands that provide a common operational picture. Failure to do so will result in recruiters prospecting in the wrong markets and create missed opportunities. In a resource-constrained environment, commanders cannot afford to allocate resources to markets with limited potential.

INTELLIGENCE PREPARATION

3-10. Using Intelligence Preparation of the Operational Environment (IPOE), command teams promote

situational awareness by ensuring their recruiters possess a thorough understanding of their market, mission, mission progress, and resources available to accomplish the mission.

3-11. Command teams must ensure that their recruiters understand the intelligence tools available to promote situational awareness. Market intelligence tools provide the company with critical market intelligence, including demographic data, market segmentation, school locations, propensity by ZIP code, and locations of AR and ARNG units.

3-12. Command teams direct the process and activities within their AO for specific details of Army intelligence operations supporting the company (See ADP 2-0). The process includes issuing commander's guidance, intelligence collection, intelligence analysis, and intelligence dissemination.

3-13. Through the mission orders process, the commander provides their 'commander's guidance', the primary means used to direct market-driven intelligence collection. For example, if the priority mission is quality graduate applicants, then a commander may direct the company to target colleges and universities in priority ZIP codes for intelligence collection.

3-14. Command teams are responsible for establishing and integrating systems to collect intelligence about their operational environment. Recruiters collect market intelligence from various sources, including top-down (Battalion), bottom-up (Recruiter), and information systems. IKROme provides command teams with a wide array of tools for intelligence collection. The enforcement of systems discipline will pave the way to more reliable intelligence within IKROme.

3-15. Command teams have an integral role in the analysis of intelligence. Intelligence collection is a continuous process that runs concurrently with decisive recruiting operations. Command teams analyze and assess new intelligence before making operational adjustments to optimize results.

3-16. Command teams must set conditions to ensure everyone possesses a common operational picture of the recruiting environment. The dissemination of intelligence runs similar to the collection of intelligence and must flow up to the battalion, down to the recruiter, and input into information systems. Command teams accomplish the objective by creating processes that ensure everyone has access to both top-down and bottom-up market intelligence.

INFORMATION COLLECTION

3-17. Information collection and dissemination to the battalion, station, and recruiters is critical. For example, command teams establish techniques, tactics, and procedures (TTPs), critical tasks, and reports within the company's ROP to develop communication expectations. Command teams have their reporting requirements directed by the battalion command team through battle rhythms, meetings, and the battalion ROP. Do not overburden station commanders with redundant or unnecessary reporting requirements. Command teams must plan throughout each month, quarter, and year.

INFORMATION DISSEMINATION

3-18. Disseminating information and coordinating COAs involves more than simply telling others about the results of the company's IPRs, SWOTs, RFAs, and AARs. The findings generated by these processes feed a number of other functions and documents, as well as targeting, positioning, and mission distribution. Intel analysis and findings assist in synchronizing assets and resources towards high priority operations and improve the information collection plan. While intelligence collection organizes 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.

COMPANY LEVEL TARGETING PROCESS

3-19. Targeting is a process that occurs at all levels within USAREC. It is the process of selecting and prioritizing targets and matching the appropriate response to each. Targeting requires considering

operational requirements and internal-external capabilities to maximize resources to nest efforts that support the higher commander's intent. Internal capabilities are limited at the company level and below; therefore, participation in the battalion level targeting process to request and get approval for external assets, such as advertising resources and mobile exhibits, is necessary (See USAREC Manual 3-29). Targeting is a continuous task for refinement and adjustment between the command team, stations, and recruiters as recruiting operations unfold.

3-20. Prior to battalion Targeting Board, company command teams should:

- Conduct a company-level Target Working Group (TWG) with key battalion staff members that include the S2, S3, A&PA, VRS, and ESS. The meeting can include station commanders with their priority targets/events.

- Gather input from station commanders, either collectively or individually, on developing social media engagement plans for their areas and identifying local events they may participate in. Station commanders should provide the potential return on investment (ROI) on future events and required resources (i.e. funds, TAIR assets, MEB assets, personnel requirements, etc.).

Note: The purpose of the company TWG is to develop the company's priority target list and update the company sync matrix, and identify required internal and external resources.

3-21. Command teams 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 (Effects). Command teams should consider all resources to develop these targets to include battalion trainers, Total Army Involvement in Recruiting (TAIR), CPs, COIs, FSTP, Army Days Of Service- Reserve Component (ADOS-RC), brigade assets, band liaisons, Division outreach NCOs, as well as USAMEB assets.

3-22. During the targeting board meeting, the command team should be prepared to discuss the lessons learned from previous operations. The targeting working group must ensure all resources are in place to support both the primary recruiting efforts and supporting activities. Command teams must understand the employment and distribution of assets is on a priority basis. Some activities may require multiple assets to achieve the desired end state. When determining what assets to employ, the targeting board should consider a variety of assets regardless of perceived availability.

3-23. The battalion targeting working group 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 targeting board sets timeline requirements for each event and reviews the benchmarks against results. These metrics should include shaping operations before the event, decisive operations (during the event), and exploiting events afterward to maintain or increase the momentum of shaping and decisive operations.

3-24. While the battalion targeting working group establishes reviews that normally occur monthly and quarterly, company commanders and station commanders should hold similar meetings at their levels. These sessions and interactions occur as part of steps four and five of the Troop Leading Procedures (See Figure 3-1). It is critical that all levels of command understand their commander's intent, give direction, and focus on members of their unit.

COMPANY/STATION RECRUITING OPERATIONS PLANNING BATTLE RHYTHM
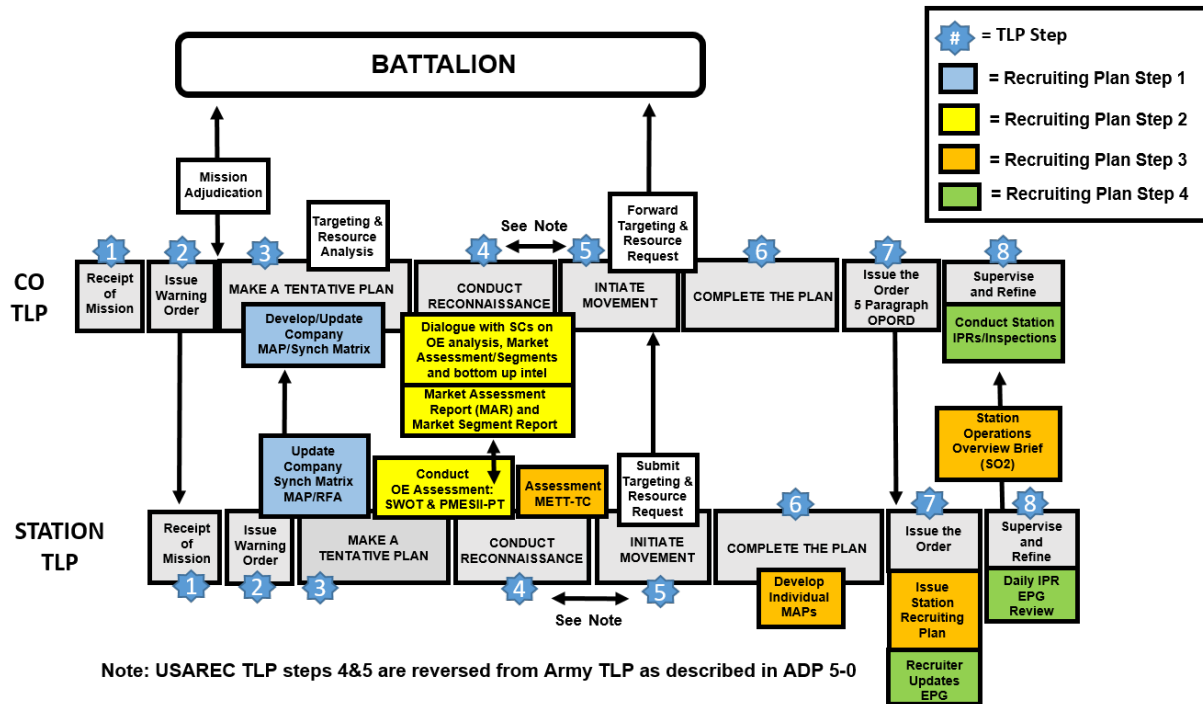(Troop Leading Procedures-TLP/Recruiting Action Planning Process)

Note: USAREC TLP steps 4&5 are reversed from Army TLP as described in ADP 5-0

Figure 3-1. Targeting Process within Troop Leading Procedures.

Chapter 4

Planning

'Do not try to make circumstances fit your plans. Make plans that fit the circumstances'

– General George S. Patton

4-1. Command teams must understand the science of recruiting to develop the art to make an effective plan in a continuous operating environment. Planning must clearly communicate the operational approach to achieve the commander's desired end-state. Communication must be relevant, clear, concise, timely, and consistent. Visibility at every level of the planned operation is necessary for the synchronization, execution, and optimal use of resources. Command teams must have visibility of all operations planned and executed by a higher level and understand their role within those operations. At all levels, Command teams use the operational planning process of the Troop Leading Procedure (TLP) and issue operation orders IAW ADP 5-0, The Operations Process and FM 6-0, Chapter 10.

4-2. Company operations fall into three categories: decisive, shaping, and sustaining. Decisive operations put recruiters in direct contact with the eligible prospects to accomplish the recruiting mission and expand markets. Shaping operations establish conditions for successful decisive operations through effects on the target market. Sustaining operations maintain the company's recruiting force and their families, while supporting decisive and shaping operations. Shaping and sustaining operations set the conditions for successful decisive operations.

DECISIVE OPERATIONS

4-3. Decisive operations put recruiters in direct contact with eligible prospects to accomplish the company's recruiting mission and dominate the company's target market against other service branches, industry, and academia. Decisive operations work in sequence from effective prospecting to processing and ultimately to successful enlistment, leading to Future Soldiers. Decisive operations are the spearhead of company operations. Command teams must develop plans that support decisive operations through shaping and sustaining operations.

4-4. Command teams ensure successful decisive operations by providing the company with all necessary guidance, resources, and training. Successful decisive operations result from continuous planning, training, and resources. At the tactical level, company and station decisive operations engage the market along four areas of focus for close-in operations: **lead generation, prospecting, processing, and leading Future Soldiers.**

LEAD GENERATION

4-5. Lead generation is a critical step at all levels in the recruiting process. Lead generation involves reducing large lists to smaller refined lists, leader-to-subordinate discussions about leads during IPRs, verifying initial interest and eligibility, ongoing blueprinting, and rapport building.

PROSPECTING

4-6. Prospecting is the beginning of all recruiting operations. Recruiters attempt to contact qualified individuals through multiple prospecting platforms. 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, whether conducted by telephone, face-to-face, or virtual.

4-7. Since prospecting is vital to mission success, the command team must validate station commander prospecting plans, build prospecting plans, provide prospecting guidance, monitor execution, and conduct continual assessments to make adjustments. It is essential that all recruiters receive continuous training to sharpen their prospecting and interviewing techniques. Continuous training and assessment will give the company the best return for time and funds invested.

4-8. The command team establishes prospecting standards. Timing is critical when creating the company's prospecting plan and validating the station commander's prospecting plan. The annual recruiting plan development begins in the 4th Quarter. Command teams develop and distribute their annual ROP, including prospecting requirements. The ROP also includes the recruiting calendar of the corresponding recruiting year to allow for effective subordinate station planning (See USAREC TC 5-03.1). Companies that regularly meet their prospecting standards through established unit/recruiter work ethic and validation of prospecting activities through daily IPRs will have a higher probability of mission success. Command teams should validate station ROPs in T-3, before the prospecting weeks begin in T-2.

INTERVIEWING

4-9. As previously discussed in chapter one, the Army Interview is the art of recruiting. Conducting the Army Interview is the centerpiece of recruiting. Recruiting operations either cause or are the direct result of the Army Interview. That said, it is imperative companies plan and train recruiters well and ensures they understand all Army programs and policies. They must all be fully capable of answering questions that an applicant or the influencer may ask to increase their credibility and competency.

PROCESSING

4-10. Processing applicants for enlistment or commissioning is a labor-intensive operation. Applicants must meet all administrative requirements and be physically and morally qualified for enlistment, accession, or commissioning. Any additional time to process applicants can negatively affect a recruiter's time management. Command teams must monitor the entire enlistment, accession, or commissioning process to determine any training indicators that affect mission accomplishment. Command teams must create and plan relevant training through CSTAR analysis to develop competency, streamline operations and processing efficiencies.

LEADING FUTURE SOLDIERS

4-11. As discussed in chapter one, Future Soldier leadership is the entire company's duty and responsibility, from recruiter to company commander. Recruiters will take every opportunity to train, motivate, and inspire Future Soldiers. Command teams interact with Future Soldiers throughout their enrollment in the FSTP. (See UTC 5-03.5 Leading Future Soldiers.)

4-12. Command teams conduct a Future Soldier Asset Inventory (FSAI) on each Future Soldier 60 and 30 days prior ship day. The FSAI assists in the timely identification of potential ship issues and the prevention of FS and training seat loss. The command team conducts the FSAI using the questions listed in "Table O-1: FSAI," of USAREC Reg. 601-210 (See below). Document all answers that indicate that the Future Soldier is not ready or able to ship in the "comments" section of the Future Soldier record. The commander must update the Future Soldier's ship potential in Recruiter Zone.

Table 4-1. Future Soldier Asset Inventory Questionnaire (Table O-1: FSAI)

Future Soldier Asset Inventory (FSAI)

- Do you have any questions or concerns regarding your enlistment contract?

- Have you met all requirements to obtain your diploma or degree?

- Have you been treated or have been seen by any medical professional or any reason since you joined the US Army?

- Have you been prescribed any new medication since you have enlisted?

- Have you given your notice to your civilian employer?

- Is your family prepared for your departure to Initial Active Duty Training (IADT)?

- Have you received any new tattoos since your enlistment in the Future Soldier Program?

- If Army Reserve, have you fully processed into your Army Reserve unit?

- Has your martial status or dependency status changed?

- If your ship day was tomorrow, would you be prepared to leave?

Future Soldier Asset Inventories in Action

It's October 28, 2021, and CPT DelaRosa just finished training with her Future Soldier at her Asheville Station. Overall, the station has five Future Soldiers that are three seniors awaiting graduation and two graduates who are waiting to ship on December 1, 2021. After a successful training, CPT DelaRosa talked with the Future Soldiers in her office with the station commander to validate her Future Soldiers' readiness. She found out that one of her seniors (Future Soldier Melvin) was having issues at home with his mother and got kicked out of the house. He was staying at another friend's house, which ultimately led him to skip school and be at risk of graduating.

Another Future Soldier, Danny, a graduate, identified that she still needed to close out her lease at her apartment and put her belongings into storage. She also stated that she didn't have a truck or any help to move her belongings and requested her date to be moved further in December in order to be ready.

After executing the FSAIs with all five Future Soldiers, CPT DelaRosa directed the Station Commander to code Future Soldiers Danny and Melvin "Amber," due to the indicators identified in the FSAI that could possibly lead to a Future Soldier loss. By using the FSAIs, CPT DelaRosa identified indicators that could lead to a Future Soldier loss and enabled the leadership team to have sufficient time to develop a plan to prevent the loss.

4-13. Company command teams validate Future Soldier shipping packets through the IPR process to ensure all administrative requirements are met. Company command teams will refer to USAREC Regulation 601-210 for all Army Reserve Future Soldiers processing.

4-14. Command teams must IPR regularly with their station commanders regarding the status of their FSTP. 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 formulating plans to reduce any pending or predicted losses (See Figure 4-1). Refer to USAREC TC 5-03.5, Leading Future Soldiers, for details on leading Future Soldiers and FSTP management.
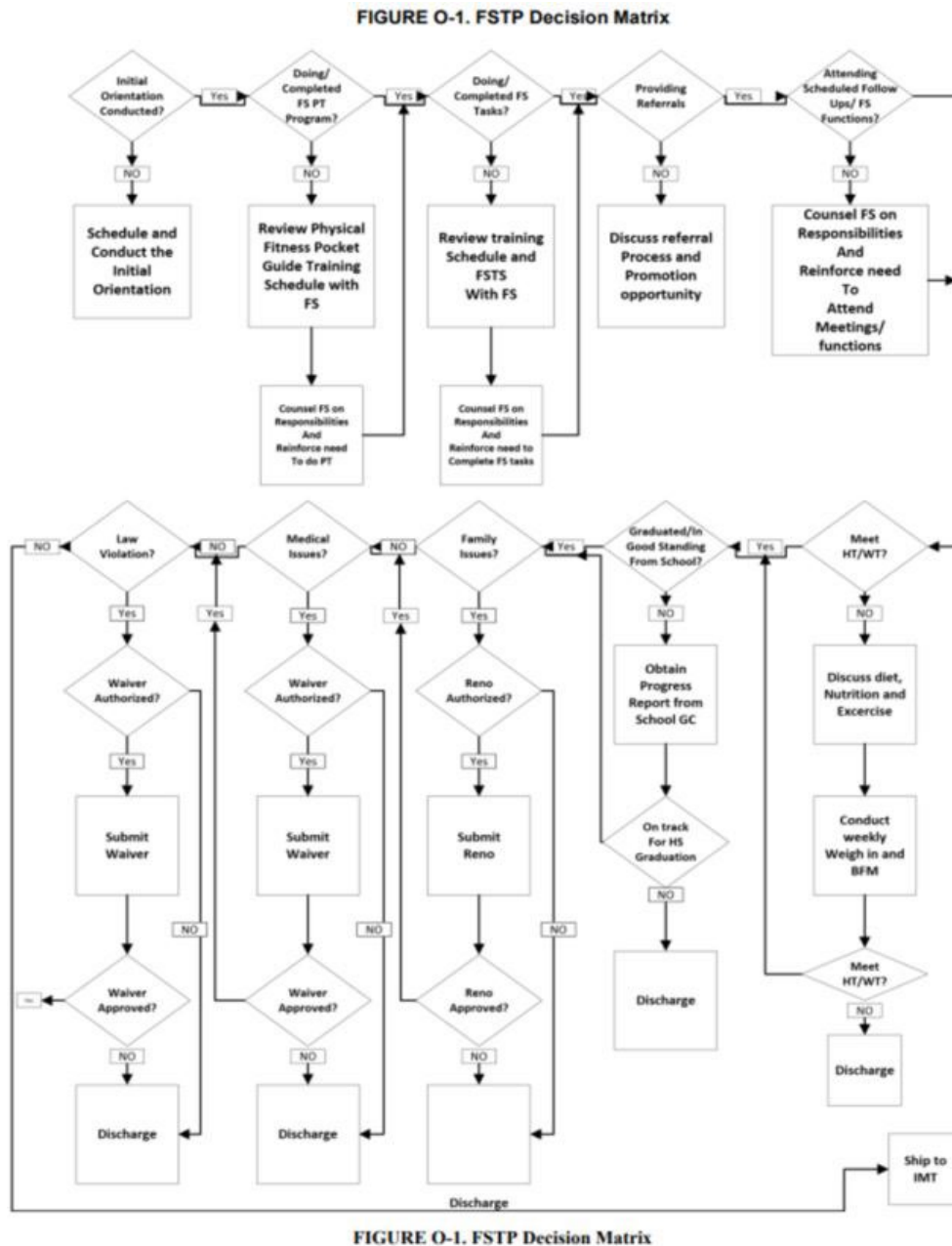
FIGURE O-1. FSTP Decision Matrix

FIGURE O-1. FSTP Decision Matrix

Figure 4-1. Figure O-1 of the FSTP Decision Matrix.

SHAPING

4-15. Shaping operations create and preserve conditions for effective decisive operations. Shaping operations include educator tours, outreach efforts with CPs and COIs, large Future Soldier events, and leveraging large-scale recruiting events resourced by higher headquarters (See USAREC TC 5-03.3). In summary, shaping operations can occur before, during, or after the start of decisive operations. They can remove obstacles or create opportunities that enhance current or future decisive operations (See USAREC Reg. 350-13). Command teams must understand that these operations may not result in immediate ROI, but are extremely important.

SCHOOL RECRUITING PROGRAM (SRP)

4-16. The SRP is the company commander's primary shaping operation. The purpose of the SRP is to penetrate the school market. The program's outline found in School Zone (SZ) establishes school priorities and student enlistment goals. This information combines operational goals with a comprehensive outline and calendar of events to help recruiters establish and maintain an effective program. Command teams use the battalion's program as their guide to establishing goals for targeted schools and markets. Continual assessment and a quarterly SRP review will help the commander determine if any adjustments are necessary (See USAREC Reg. 350-13).

> ### School Recruiting Program – An Opportunity for Change
>
> *SGT Jones just returned to the station after conducting a school visit at West High School. During her AAR with SFC York, the station commander, SGT Jones, mentioned that the new guidance counselor asked if the Army would like to participate in their upcoming career day. SFC York was shocked at the news because West High School was the station's largest high school and was very uncooperative with the military. The school limited all recruiters to a combined 1-hour school visit during lunch hour, once a semester, on a specified day.*
>
> *SGT Jones explained that Mrs. Smoot, the previous guidance counselor, had retired, and Mr. Sanders, who is also the commander of a training battalion in the local Army reserve unit, had taken her place. Mr. Sanders told SGT Jones that he had met with the school board and convinced them to lift the visit restrictions for military recruiters. He also informed her that all visits go through him. Immediately after the AAR, SFC York contacted CPT Marriott to tell him the good news. He knew CPT Marriott would welcome the news because he and the first sergeant had attempted, as did the battalion EES, to gain greater access to the school but to no avail.*
>
> *SFC York thought the career day would be an excellent opportunity to bring in a TAIR unit or one of the Army's adventure vans. CPT Marriott was very excited to establish rapport with the school and added the support request to his sync matrix for discussion at the upcoming battalion targeting board. The battalion supported the event with an Adventure van and an Army culinary arts team. It seemed as though every student in the school came through the van. The team gathered a stack of leads, but more importantly, made four appointments at the event and conducted them the following day. What started as a shaping operation to gain exposure in the school turned into a decisive operation that netted the station four contracts.*
> ***Lessons learned** – the recruiting environment is fluid; take advantage of opportunities for positive change.*

SUSTAINING

4-17. Sustaining operations provide the resources, personnel, infrastructure, and training that enable decisive and shaping operations. Sustaining operations are inseparable from shaping and decisive operations and are the central and continuous planning factor of all company operations. Sustaining operations allow the command team to have operational reach and freedom of maneuver to mission success within their area of operations (See Chapter 5).

PLANNING HORIZONS

4-18. Command teams must set priorities and provide direction and guidance to their station commanders to coordinate and synchronize recruiting lines of effort, activities, and recruiting functions within specified planning horizons. The three planning horizons are long, mid, and short (See Figure 4-2). Planning horizons are normally situation-dependent; however, in recruiting, most planning horizons are time-dependent and based on designated periods, including fiscal year; Medical Recruiting Brigade (MRB) AMEDD Board dates; and resourcing, recruiting, and school calendars; as well as being influenced by situational events. For example, a company should plan events throughout the FY to target areas within their market based on operational considerations such as unemployment and seasonal/community events to make mission.
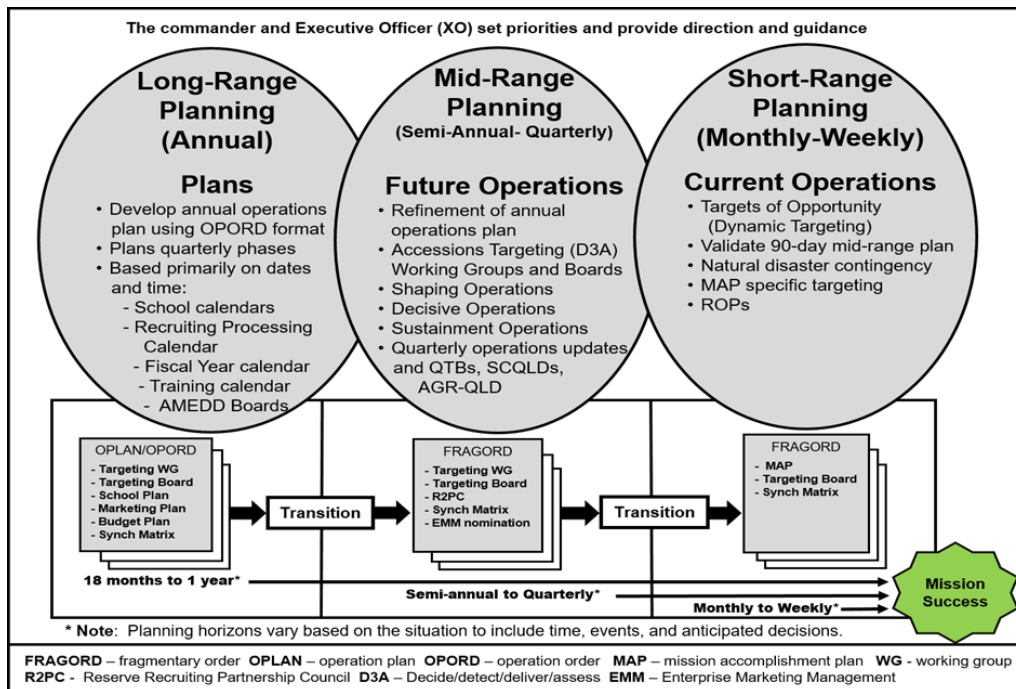
Figure 4-2. The Three Planning Horizons

BATTLE RHYTHM

4-19. Battle rhythm describes the events necessary for mission success that a unit conducts on a recurring basis. Many factors help determine and establish a company's battle rhythm. Some of these factors are the unit's state of training, the battle rhythm of higher headquarters, and the current mission. Brigade and battalion influence the company battle rhythm. Deviating from published battle rhythms at the company and battalion level introduces additional stress and creates uncertainty for the station commanders and recruiters (See Figure 4-3).

Company Battle Rhythm Common Tasks

Company Common Task Requirements-Example									
ADMINISTRATIVE	Frequency	SOLDIER AND FAMILY WELL BEING	Frequency	OPERATIONS	Frequency	TRAINING	Frequency	EXTERNAL EVENTS	Frequency
Facilities/Leases	M	Reception/Integration	M	IPR	D	Individual Training	W	BN Production Call	W
GOVs/Mileage	M	Tricare/Dental	M	*Processing	D	ATP	W	CMD & Staff	W
Unit CDR Financial Report	M	MEDPROS	M	AAR	W	Station Training	W	FS Scrub	M
Leave Log	M	Family Readiness Group	M	Station Inspection	W	Station Leader Training	M	QTB	Q
Awards	M	Family Leased Housing	AR	*Schools Program	W	SSD	M	RPC	Q
Supply Request	M	GYM Memberships	AR	*Future Soldiers Training Program	W	HT/WT	Q	ATM	A
Rating Scheme	M	Sponsorship	AR	EMM	W	CTAR	Q	90 Days of Summer	A
Flag Report	M			Mission Analysis	M	Company Training	Q	CO CDR/1SG Training	A
GCM Report	M			Operation Plan Development	M	SCQLD	Q	IG Inspection	A
Promotion Integration	M			Advertisement	Q	NCOPD	Q	Targeting Board	AR
Inventory	A			Waivers	AR	APFT	SA	Fusion Cell	AR
Incident Reports	AR					Certifications (UR 360-1)	AR		
UCMJ	AR					Mandatory Training	AR		
Reclassification	AR					NCOPDS	AR		
NCO Evaluations	AR					Functional Courses	AR		
						DTMS	AR		

Legend: D=Daily, W=Weekly, Q=Quarterly, SA=Semi Annual, A=Annual, AR=As Required, *Asterick are taks that have mulitple subordinate tasks

Figure 4-3. Example Company Battle Rhythm.

4-20. Battle rhythm is an essential part of command and control because it establishes time management and predictability. Command teams must incorporate critical components into their battle rhythm: the USAREC recruiting calendar dates (See Figure 4-4), the company ROP, and SRP.

> ## Reading the Recruiting Calendar
>
> *The recruiter uses the Recruiting Calendar to plan processing and prospecting. The month is displayed on the left-hand side of the calendar along with the number of processing days available. Each month finishes on the last Friday (occasionally a Thursday) ending a full week.*
>
> *Prospecting for the next recruiting month commences two weeks before the next month begins. These two weeks are designated T-2 and T-1. Using a prospecting/ processing calendar (published annually by USAREC HQ), leaders can determine what the prospecting weeks are for the upcoming month. They can also determine whether the upcoming month is four or five weeks long. Prospecting weeks are typically Monday through Friday and sometimes Saturday.*
>
> *Military Entrance Processing Station (MEPS) closures can cause known losses in processing days but not prospecting days. Federal Holidays and scheduled training holidays will cause a loss in both prospecting and processing days.*
>
> *-USAREC Station Commander*
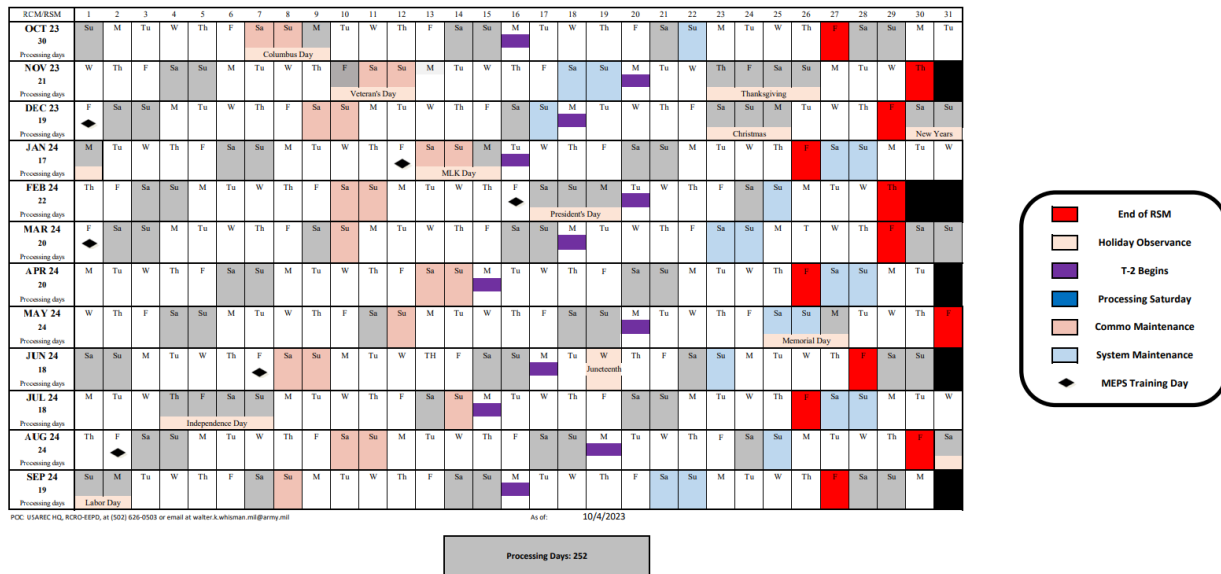
Figure 4-4. Example Recruiting Calendar.

OPERATIONAL FRAMEWORK

4-21. Command teams use planning methods throughout the formation and FY. The command team and station commanders use the Army's Troop Leading Procedures (TLPs) to frame complex problems and solutions. This allows the command team and station commanders to develop a ROP and publish operational orders and missions.

MISSION ORDERS

4-22. The company receives its mission from the battalion, the approval authority for its mission. Unlike standardized company structure in the operational Army, recruiting companies vary in size due to market demographics. Once the battalion assesses the company's mission and publishes it through the battalion ROP, the command team will construct their company ROP.

APPLYING TROOP LEADING PROCEDURES (TLP) TO MISSION ORDERS

4-23. Command teams and stations should use troop-leading procedures (TLP) to plan and execute operations (See Figure 4-5). At every echelon, commanders incorporate the operational variables (PMESII-PT) and mission variables (METT-TC), described in ADP 5-0, as a framework to understand and evaluate the local recruiting environment and the demographic makeup as part of their mission analysis. See USAREC Manual 3-0, Recruiting Operations, and USAREC TC 5-02, Intelligence, for further discussion of operational variables and defining the environment. Also, see USAREC TC 5-01, Mission Command, for application of Step 2 for PMESII-PT analysis. The company-level leadership uses this assessment to determine strengths, weaknesses, opportunities, and threats (SWOT).

COMPANY/STATION RECRUITING OPERATIONS PLANNING BATTLE RHYTHM
(Troop Leading Procedures-TLP/Recruiting Action Planning Process)
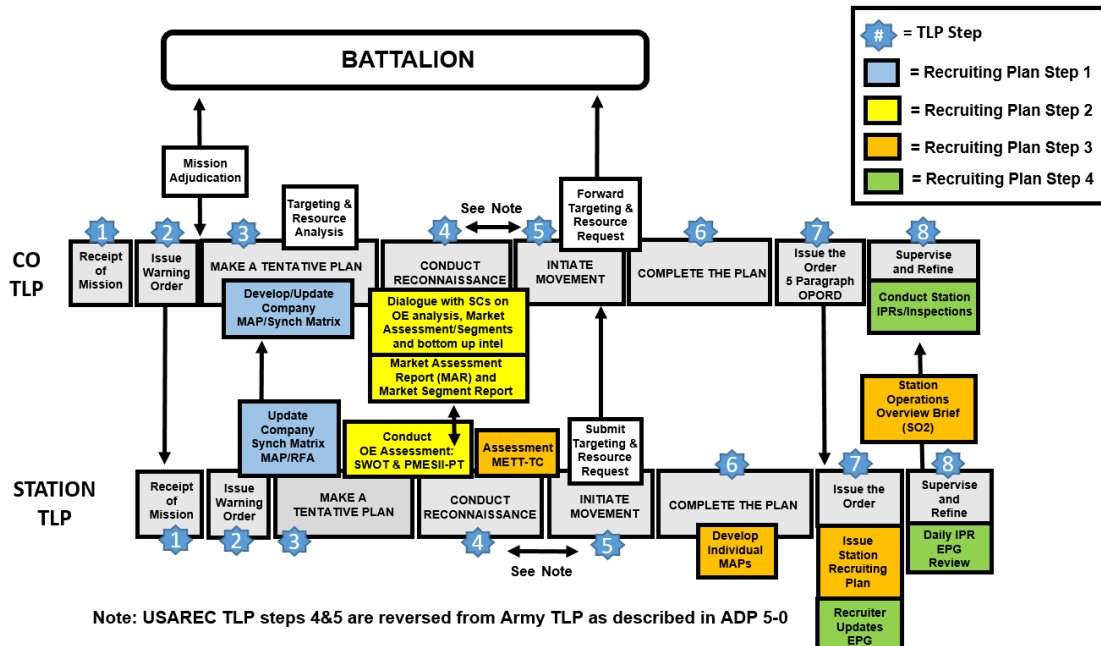
Figure 4-5. Troop Leading Procedures and ROP Development.

4-24. Commanders may modify the TLP as required: some steps may occur in sequence, some may be concurrent, and others may occur throughout the operations. Mission variables (METT-TC) that exist within the recruiting environment may influence the planning process and have a strong linkage to the plan's development (See Figure 4-6).
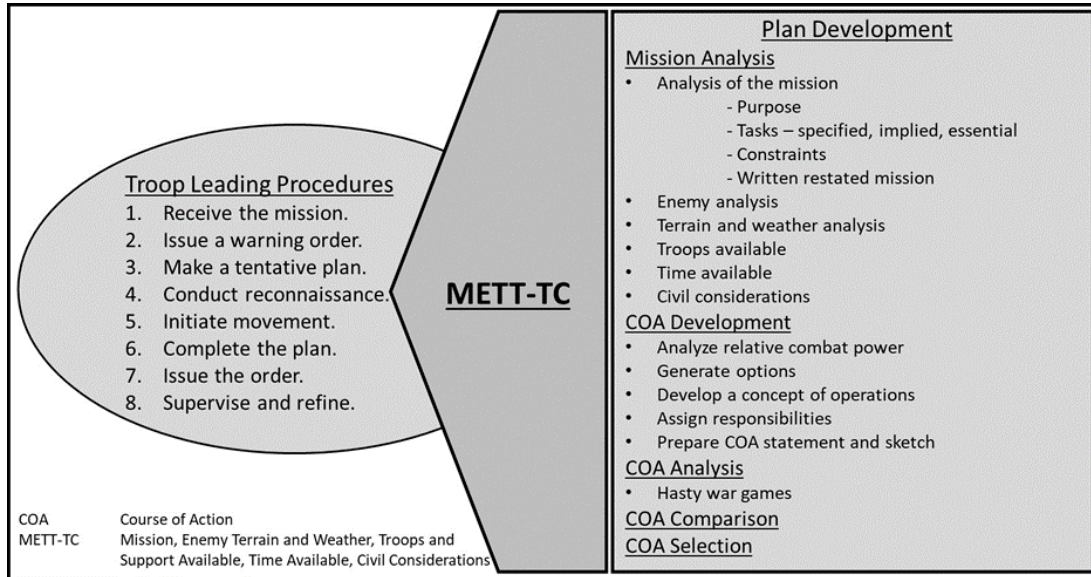
Figure 4-6. Troop Leading Procedure Linkage to METT-TC Analysis.

4-25. There are two types of plans at the tactical level in recruiting operations:

a. The annual plan to accomplish the company's recruiting mission and objectives of their recruiting operations order

b. Event-driven plans that support the annual recruiting mission

SWOT: Strengths, Weaknesses, Opportunities, Threats

4-26. Command teams develop the SWOT analysis. The SWOT and mission analysis provide the internal and external factors, and the environmental information to form the basis of developing the plan. This analysis identifies factors that will promote or degrade mission accomplishment.

4-27. Command teams should have access to IKROme and other analysis tools when constructing a company SWOT. They should also reference UM 3-0 Appendix A and USAREC TC 5-01, Mission Command. (See Figure 4-7 for an example of the SWOT methodology).

SWOT- "STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS"

Consider

PMESII-PT

Political

Military

Economic

Social

Information

Infrastructure

Physical Environment

Time

Strengths

Analyze aspects of our Performance that have gone Well. May show Improvement over past performance, or demonstrate innovation to improve local recruiting (i.e. how addressed previous QTR issues and challenges, to improve effectiveness or efforts).

Weaknesses

Analyze challenges to local area recruiting. These areas that must be addressed (i.e. inability to gain schools, lack of Spanish-speaking recruiters, etc.)

Opportunities

Analyze the areas of the local environment that are promising; assets and resources that will support the battalion to meet mission (i.e. referrals from Reserve, expansion of popular programs such as PAYS, growth in unemployment of target age group, etc.)

Threats

Analyze external factors that threaten the battalion's ability to make a mission based local factors (i.e. increased Marines or Navy market share, increased marketing and testing that support college admission etc.)

Internal
Internal to the Organization Strengths that can be capitalized upon? Gaps that need to be addressed? Internal perspective from the point of view of the command, applicants and people in the market. Relative to the market needs and competitors' characteristics.

External
Opportunities that need to be exploited? Threats that need to be avoided or mitigated, External factors presented by the external environment to the battalion that impact performance.

Figure 4-7. SWOT Methodology Overview

4-28. The SWOT running estimate helps a command team understand their unit and environment while conducting mission analysis. Command teams should consider the following questions when constructing their company SWOT analysis:

STRENGTHS (Internal)

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

WEAKNESSES (Internal)

- How many vacancies (on leave, PCS, unfilled, etc.) do we have?
- What can we improve?
- What must we avoid?
- What are people in our market likely to see as a weakness?
- What factors affect our image?

OPPORTUNITIES (External)

- What is the local employment picture?
- What interesting or notable trends can we exploit?
- What targets of opportunity exist?
- What community, school, or college events can we leverage?

THREATS (External)

- What obstacles do recruiters and stations face?
- Are bonuses and enlistment incentives changing?
- Is changing technology or policies threatening our effectiveness?
- Do any of our stations have a bad image or personnel problems?
- Will any of our weaknesses seriously threaten our mission?
- What is our competition doing to undermine our efforts?

RECRUITING FUNCTIONS ANALYSIS (RFA)

4-29. Company command teams need to thoroughly understand their operational environment when assessing their unit. They must fully understand the problem and use a detailed mission analysis, METT-TC, or PMESII-PT to make a tentative plan, then validate that each course of action is viable. An RFA helps command teams measure their unit performance and effectiveness within the eight recruiting functions.

4-30. When constructing an RFA, command teams should download USAREC GTA 5-01.2 and access IKROme and other analysis tools, their SWOT, and various reports (See Figure 4-8). Also, review USAREC Manual 3-0, Appendix A, and USAREC TC 5-01, Mission Command, Chapter 2 for a detailed RFA analysis process).

RECRUITING FUNCTION	REVIEW/ANALYZE	GUIDANCE	ANALYSIS Review and analyze each area	ASSESSMENT What needs to be done to respond to your analysis?
Understand – Recruiting Functions Analysis (RFA) - Step 1				
(For use of this form see USAREC Training Circular 5-01)				
Perform an analysis of each recruiting function (Use continuation sheet if more space or additional items for review/analysis are needed)				
Command & Control	After Action Reviews	Review notes from AARs	Events historically show to be under manned limiting the ability to engage past the set-up booth. Recruiters need to engage.	Increase recruiter ratio to 1:1000 expected participants. Conduct rehearsals prior to any event.
	Weekly Planning Meetings	Review notes from meetings	SC & Recruiters are working in reactive mode due to lack of planning	Establish a set company battle rythmn. Enforce station level battle rythms nested with the company to provide predictability.
	Electronic Planning Guides	RZ	Electronic planning guides are not being completed IAW SOP	Enforce 2 week hard plan and 4 week shell, approve on Fridays.
	In Progress Reviews	RZ	IPRs are only identifying short range accomplishment goals.	Full IPRs will be conducted once a week to identify short and long range prospecting/processing efforts to include FS status and training requirements.
	Personnel Issues	Any personnel issues?	Continuously have 10% on leave with an estimated 3% with NCOPD School. 2K8C is at 70% manning. 2K8D is at 90% all other stations at 100%	Three inbound personnel report 1Q FY21, Two will be assigned to 2K8C bringing them to 90% and one will be assigned to 2K8D bringing them to 100%.
	NCOERs/Awards	Any due/Upcoming?	Five NCOERs due 1Q FY21	All NCOERs will be drafted and submitted 45-days prior
	Leave Management	Anyone on leave?	Need to maintain 10% or less on leave	Station Commanders maintain leave trackers with Company oversight. Leave plans approved one quarter in advance.
	Station's Battle Rhythm	MAP, Sync Matrix, E-Plan	Station battle rythmns are not in sync with the company battle rythmn. This has led to reactive work versus proactive enrollment.	Conduct a month SC meeting in week T-2, Company and station will sync all operations, update sync matrix and review station ROP to establish prospecting efforts to meet mission requirements.
	Bn/Company/Station Operation Plan	Review Company Operation Plan	Company OPORD is published one month prior to new FY, station ROP need to be completed and approved T-2 prior to each new quarter. Targeting boards as the station level need to completed quarterly.	Review and approve station ROP T-2 prior to new quarter. Quarterly targeting with station will focus on two quarters ahead with goals for three and four quarters ahead. Stations will adjust ROP per any company FRAGOs published
Intelligence & Market Analysis	Market Share	BI-Zone/RZ	Current YTD market share is 32.4% volume, 24.7% GSA and 36.5% senior	Increase Grad quality market prospecting. Goal is increased volume to 42% by end of 3rd Qtr FY 21.
	ASCOPE (Area, Structures, Capabilities, Organizations, People, Events)	FM 3-24.2	ASCOPE established a visualization of the company area of operation while designing company operations.	Each station needs to have a thorough understanding of the area of operation to establish how to penetrate the market.
	SAMA	RZ	SAMA data helps develop company market propensity	Develop a quarterly assessment of the company market to drive future events/operations.
	Tactical Segmentation	BI-Zone/RZ	Five highest sermentations 19, 18, 17, 20 and 13	Ensure SC and recruiters understand tactical segmentation. This plays into planning and taking the right message, at the right time, to the right audience.
	Bn S2/Company Reports	BI-Zone	S2 sends down bi-annual company assessments on market penetration and propensity	Ensure SC are building targeting into their ROP based of BN S2 company assessments.
	BI-Zone	BI-Zone	Shows a historical view of company are market share, penetration. Helps when establishing company OPORD for targeting GSA and specific schools.	Establish "Must Keep" top five ZIP codes with station AO for targeting. Establish top three ZIP codes with company AO for majors supported events.
	School Zone	School Zone	All schools need to be evaluated and approved by CCG in 4th quarter.	New SY folders will be completed by end of first RSM and calendars completed by end of second RSM. Establish weekly time to review and assess school folders.
	Reserve Unit Zone	Reserve Unit Zone	This provides overview of additional assets with the company area of operations.	Use reserve units to assist in recruiting efforts through TAIR events at high schools and with the local community.

Figure 4-8. Example Recruiting Functions Analysis

4-31. Command teams must conduct a thorough study of conversion data and prospecting performance when conducting an RFA. This is a company-level analysis and not a roll-up of stations.

4-32. The RFA provides leaders with a systematic method to assess unit performance for each recruiting function. Examples include:

- Analysis of past events reflecting low ROI may indicate that a unit is conducting "movement to contact" operations instead of "intelligence-driven operations." Analysis of prospecting efforts will show which prospecting techniques produce the most significant ROI.

- Analysis of the ASVAB-CEP results revealing a low "test passed" rate may indicate that prospecting efforts are not engaging the target market. Analysis of conversion data revealing a significant number of applicants who fail to join the Army after spending a day processing at the MEPS may reveal inadequate quality control checks at the tactical level.

- A low Future Soldier retention rate or a low number of referrals by Future Soldiers may indicate insufficient command emphasis on the FSTP.

RECRUITING OPERATIONS PLAN (ROP)

4-33. From company to USAREC, every echelon issues an ROP using the OPORD format and supporting documents and products. Army recruiting organizations develop an ROP to execute the unit's recruiting mission. The ROP is a five-paragraph OPORD along with the SRP, recruiting calendar, SWOT, RFA, MAP, Battle Rhythm, Synch Matrix, and shaping, decisive, and sustaining specific operations. The company commander can develop and issue a monthly, quarterly, annual, and event orders.
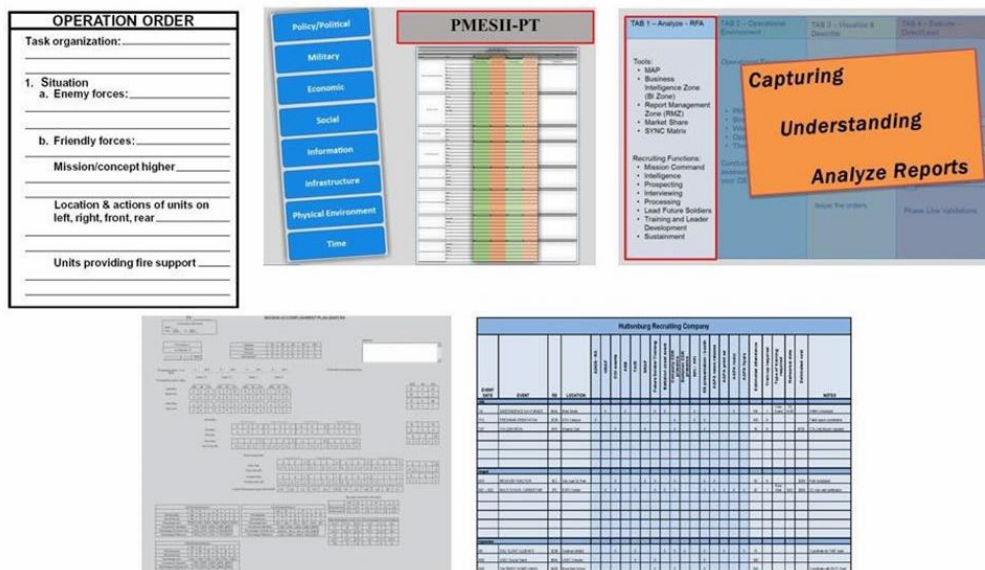
Figure 4-9. Key Components of the Company Mission Order/Plan.

MISSION ACCOMPLISHMENT PLAN (MAP)

4-34. The MAP represents the amount of activity a unit must generate to achieve its mission based on historical conversion data. The analytical capabilities of the MAP are powerful management tools, but the data is purely mathematical. It is only after the analysis that recruiters make adjustments. Recruiters must thoroughly understand the MAP, analyze data, understand the information displayed, and take action to make adjustments. Command teams should refer to USAREC TC 5-03.1 (Chapter 10 and 12) for details on MAP development and effective analysis in assessing and validating recruiter- and station-level MAPs. The MAP must be developed, finalized, approved, and briefed before the T-2 prospecting week of the next month starts (See Figure 4-10).
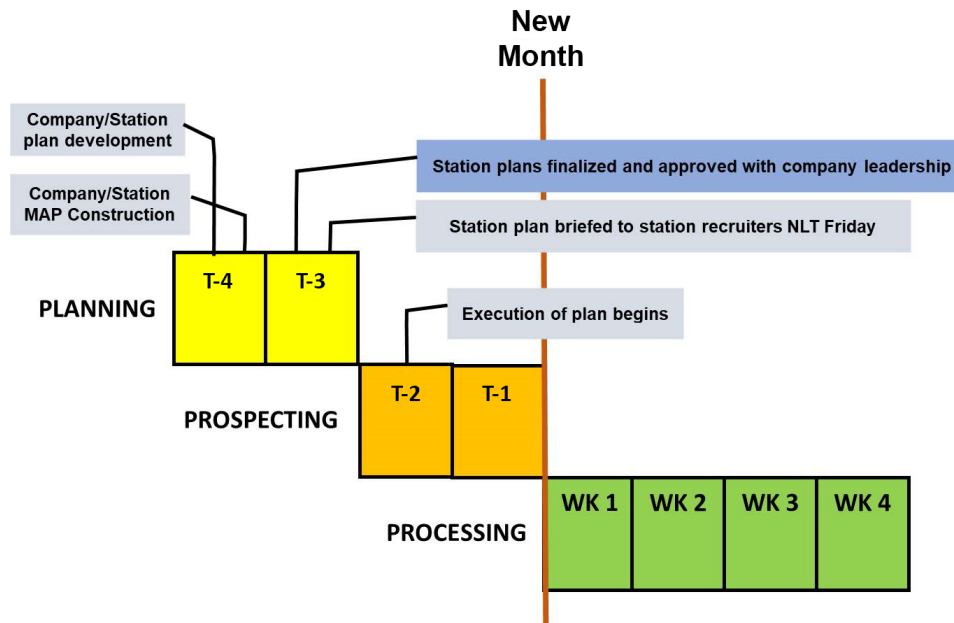
Figure 4-10. MAP Development Timeline

IN-PROGRESS REVIEW (IPR)

4-35. The IPR is a leader assessment that allows for the continuous evaluation of recruiting operations. Effective company leaders must master this important command and control subsystem (Processes). The IPR helps recruiters focus on improving the organization, dominate the market, and accomplish near-term tasks and objectives. The IPR, although similar to the AAR, allows the command team to assess subordinate actions one level down and receive direction one level up so as not to lose focus on accomplishing the mission.

4-36. The IPR can positively influence a station commander's ability to accomplish the mission. The opposite, however, will likely occur if the IPR becomes an administrative function rather than an operational review. Leaders who only focus on operational requirements often miss the real problems. IPRs based on the station's plan and mission posture identify choke points that necessitate training or leader action. The leader must thoroughly understand each recruiting function to effect such change (See USAREC TC 5-01).

4-37. The IPR is not a "sometimes" event, but an "everyday" event. IPRs focus on operations status and provide immediate guidance to achieve the daily and weekly (near-term) objectives. The tools that the command team use to pull this information may vary.

4-38. The command team may use a variety of tools to conduct IPRs daily with station commanders to provide purpose, direction, and motivation by assessing and discussing the following topics:

a. **Personnel**: Personnel issues have the potential to influence mission achievement. Station commanders review personnel status to assess mission accomplishment effects and develop preliminary actions to mitigate effects. Assessment includes the following areas with later discussions with recruiters to address each item if necessary:

- Soldier Issues (Personal or professional)
- Pay issues, Unit Commander's Finance Report (UCFR)
- Upcoming anniversaries, birthdays, etc.
- Leave, passes, suspensions, medical appointments
- Recruiter strength available to accomplish the mission
- Monthly performance and/or OER/NCOER counseling due
- Soldiers scheduled for school (Functional courses / NCOPDs)

Additionally, discuss issues such as new team members, reclassifications, and subordinate development. Subordinate development includes institutional, organizational, and self-development training.

b. **Mission Posture:** The command team assesses the station's mission posture using Recruiter Zone to determine:

- Station's Year To Date (YTD) mission
- Achievements and Remaining requirements YTD
- Future Soldier Status (During mission posture review, the leader determines whether Future Soldier losses exist that affect mission achievement)
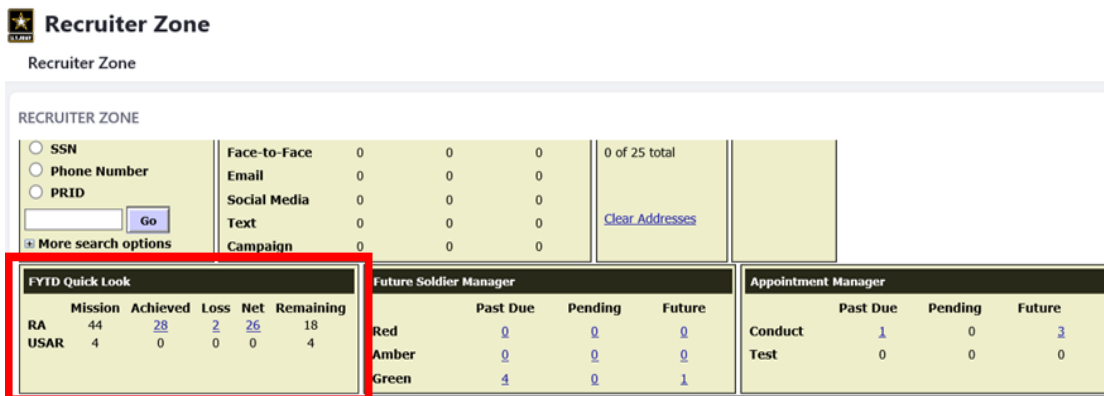
Figure 4-11. Screen Shot – Recruiter Zone 'FYTD Quick Look'.

4-39. Figure 4-11 depicts the unit is short 18 RA and 4 AR YTD with 2 Future Soldiers losses. During the mission posture step, the leader reviews each station or recruiter's contribution to developing priorities of focus and guidance.

c. **Projections:** The "On the Floor" view located in Action Zone (Figure 4-12) is the best tool to view the company's projections. All projections for the current processing day plus the next five processing days are visible. Evaluate whether projections are sufficient to achieve the weekly MAP requirements from the test line down. Item 1 displays the legend for each type of processing; Item 2 displays the bar graph within each associated processing day, and item 3 represents the processing date. Click on the bar graph to display that particular type of processing, or click on the date to display all scheduled processing for that day.
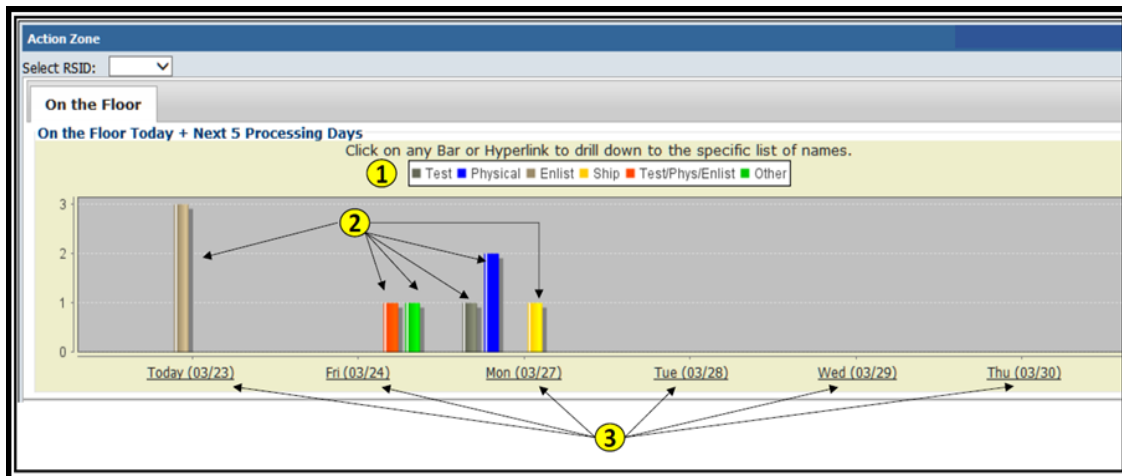
Figure 4-12. Screen Shot – Action Zone 'On the Floor' Report.

d. Processing: The command team can use the Operational Analysis Report (OAR) in Recruiter Zone (See Figure 4-13) to get a picture of the processing actions taking place within the station. Step 1: Review the OAR using the selection from reports at the top. The next screen will prompt you to choose a recruiter/station to conduct an IPR. Step 2: Select the appropriate time period. The period tabs will contain applicant data for the "Current RCM" (Current month), "Last RCM" (last month), "Current RCM -2" (Past two months), or the "Carry Fwd. List" (Carry forward tab). Notice that both applicants have a passing Enlistment Screening Test (EST) score. The intent is to narrow the scope to identify applicants that can be moved to the test to achieve weekly test requirements. Consider the following questions as you provide guidance to increase test productivity:

- What are the weekly MAP test requirements?
- By category/education level, how many applicants have an EST/ PiCAT/ ASVAB score that can quickly move to the test or beyond?
- What is the delay or objection?
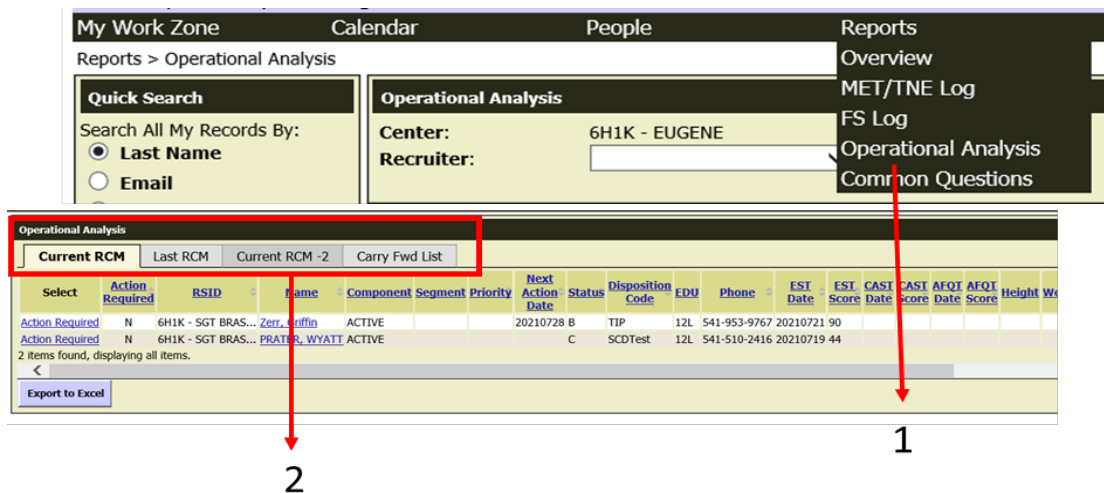
Figure 4-13. Screen Shot – Recruiter Zone (Operational Analysis).

4-40. Figure 4-14 is a screenshot depicting where to access the Mobile Examining Team/Test Not Enlist log (MET/TNE Log) (Item 1) from the report menu in RZ. This report is limited to only 90 days of the station/company TNE in one report by selecting the appropriate dates and the show not enlisted option (Item 2). Notice the station has two applicants on the list, one with a test score of 62, the other with an ASVAB of 20. By clicking on the name (Item 3), you will go straight to the Electronic Records Management (ERM) view and conduct a Quality Assurance and Quality Control (QA/QC) check on the packet for enlistment. Finally, click the "Action Required" link (Item 5) or "CLT Remarks" link to give guidance and set suspense dates for processing and enlistment based on the station's mission requirements that you found in the production planner.
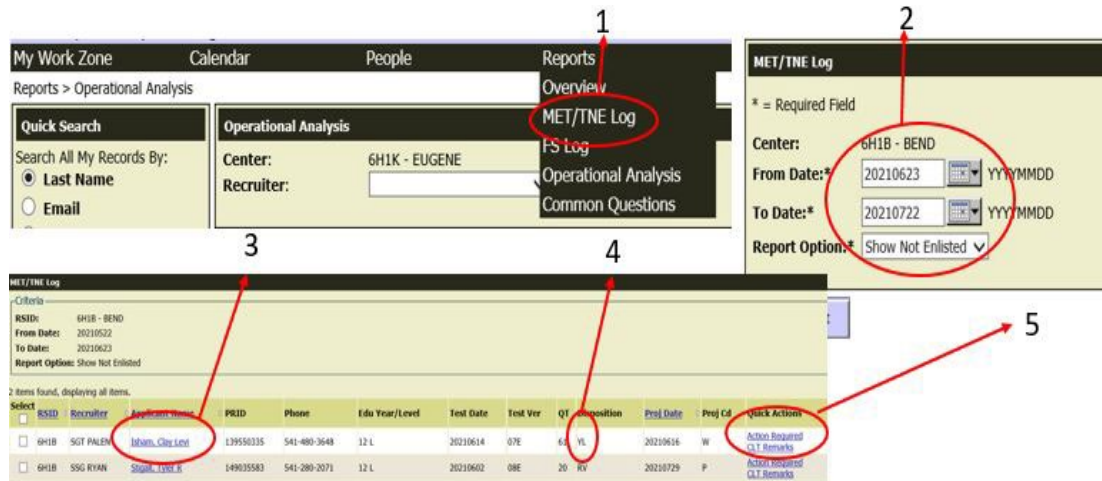
Figure 4-14. Screen Shot – Recruiter Zone (MET/TNE Log).
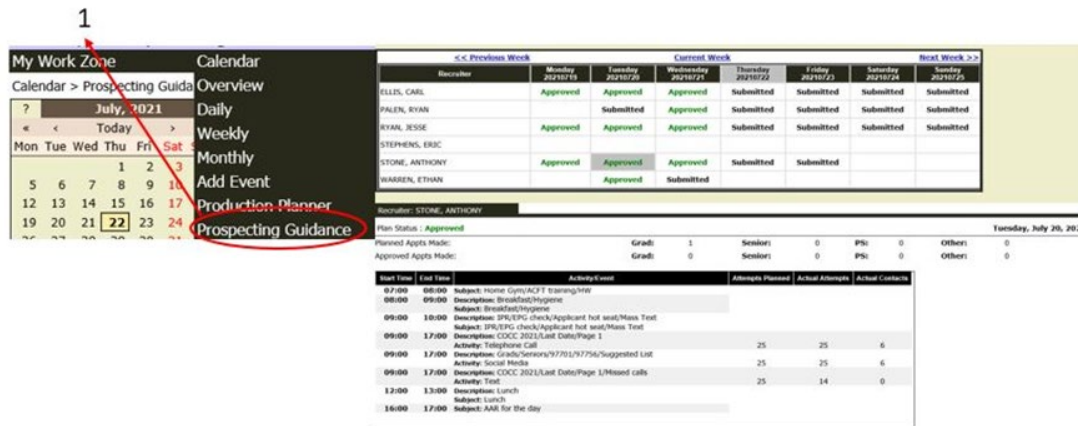
Figure 4-15. Screen Shot – Recruiter Zone (Prospecting Guidance)

d. **Prospecting**: Effective prospecting is essential to all recruiting efforts. Interviewing, processing, and Future Soldier sustainment are impossible without achieving the "appointments make" requirements to fill the funnel. Use prospecting guidance in the "calendar tab" in RZ (Figure 4-15, Item 1) to review the recruiters' plans to determine if their prospecting plan supports the appointment requirements. Reviewing the recruiter's prospecting plan in their Electronic Planning Guide (EPG) lets the command team know the recruiter

understands what work ethic will be required to achieve or exceed their daily and weekly MAP requirements. The MAP requirements should drive the amount of prospecting that should also reflect into all station recruiter's weekly plans. During this phase of the IPR, review the MAP to determine if the station is conducting the proper amount of prospecting to achieve its mission. If they are not, then this may be an indication to adjust the station's plan.

FUTURE SOLDIERS

4-41. The command team analyzes the FSTP to determine the program's effectiveness and ensures Future Soldiers are prepared to ship and face the rigors of BCT. Go to the "Future Soldier Manager" box and view the "Future Soldier Potential Status". To view the list under each category, click on the number associated with the ship potential category. For example, there are four FS coded as Green, with all four past due. When you click on each number, it will open the FS Report. To better understand how the station commander and command team should categorize Future Soldiers, refer to Figure 4-16 as an example (See also USAREC TC 5-03.5).

Color Codes	Examples
RED	Significant life changing event (Scholarship, inheritances). Pregnancy. Excessive weight gain; failing BF% Non-waivered medical condition; non-waivered law violation. No contact. Failure to meet graduation requirements (attendance, grades).
AMBER	Poor attendance at school. Overweight or underweight. Changes in dependent status. Changes in employment status. Avoiding follow-ups with recruiter
GREEN	Member in good standing of all classes (secondary and post-secondary). Performs PT and completing FS tasks. Ready to ship. Solid commitment. Regularly attends FSTP functions, and regularly provides referrals

Figure 4-16. Future Soldier Status Codes (Example).

Figure 4-17. Future Soldier Manager - (CLT Remarks)

4-42. In Figure 4-17, the command teams can provide guidance by clicking "CLT Remarks" and also view the Future Soldier data by clicking on each name and ensuring there are no past due actions.

AFTER ACTION REVIEWS (AAR)

4-43. An AAR is a professional discussion of the event, focused on performance standards that enable

Soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and reduce weaknesses. The AAR is a tool that leaders use to maximize the benefit from every mission or task (See FM 7-0).

4-44. AARs typically occur at the end of an operation, mission, or event. The continuous operational tempo of recruiting demands that USAREC uses a daily IPR and a weekly AAR. This approach helps command teams focus on the day-to-day and weekly operations.

4-45. AARs allow participating team members and leaders to discover what happened during the week or event. An AAR asks three questions: What happened, why did it happen, and how can we improve it next time? When recruiters share in identifying reasons for success and failure, they become owners of it. AARs also give command teams invaluable opportunities to hear what is on their team members' minds.

4-46. No command team will see as much as an entire team performing the mission regardless of their skill. They can better correct deficiencies and sustain strengths by evaluating and comparing team members, leaders, and mission performance against the mission goals. AARs are the key to the evaluation process.

4-47. Feedback compares mission performance with the intended outcome. Command teams and station commanders can identify strengths and weaknesses and decide how to improve their performance by focusing on recruiters' skills and market conditions. Sharing the experience improves team member skills and promotes unit bonding and esprit de corps. Command teams conduct AARs after any event that affects mission accomplishment. Such events include school presentations at targeted schools or job fairs at targeted locations (See USAREC TC 5-01 for details on incorporating AARs into battle rhythm).

Chapter 5

Sustaining Operations

"The line between disorder and order lies in logistics"

– Sun Tzu

5-1. A sustaining operation is an operation at any echelon that enables the decisive operation or shaping operations. Sustaining operations differ from decisive and shaping operations in that they focus internally (on friendly forces), rather than externally (on the enemy or environment). Sustaining operations enable decisive and shaping operations in USAREC by providing market and recruiting support. It also entails implementing systems, procedures, and programs to maintain effective recruiting operations. Sustaining operations are continuous and vital. Failure to sustain recruiting operations will negatively affect the commander's ability to penetrate the market and degrade the unit's ability to accomplish the mission.

PERSONNEL INTEGRATION

5-2. Command teams must establish a comprehensive sponsorship program in accordance with AR 600-8-8. When identifying an inbound NCO or Officer, it is good to contact them before their arrival. Sending a welcome letter, area map, and community information will assist integration and reception. Consistent contact ensures that their transition occurs with relative ease.

5-3. Upon a new recruiter's arrival, the command team normally accompanies the station commander on a visit to the recruiter's home, providing the command team with an opportunity to welcome the Family, establish rapport, and offer assistance.

SOLDIER AND FAMILY READINESS GROUP (SFRG)

5-4. The Company SFRG is the commander's program. Leading an effective SFRG is an inherent command responsibility. Family members, who understand the duties and responsibilities of their recruiter and available support programs and resources, transition to life in USAREC more successfully. The SFRG represents an investment in Soldiers and their Families.

5-5. The demanding nature of recruiting can be very challenging for both the recruiter and their Family members. Helping Family members understand the importance and complexities of their spouse's new duty assignment are critical for the morale of the recruiter and their Family's well-being.

5-6. The SFRG formed by the company commander provides training, feedback, support, and insight for spouses and can address Family issues before they become a crisis. The high level of commitment and time required of recruiters to achieve the mission can have a negative effect on the amount of allotted Family time. The SFRG provides recruiters' Families insight and information about recruiting duty and emphasizes the importance of the mission.

5-7. Army Families accustomed to living on Army installations with unlimited access to Soldier and Family services are often overwhelmed when placed in an unfamiliar community. The SFRG, along with the Army Sponsorship Program, assists those Families with their transition and helps minimize the confusion and uncertainty that accompanies such a move.

5-8. Command teams should maintain an accurate SFRG roster. The roster should annotate if the spouse wants or does not want contact with SFRG activities of events. The command team should strive to ensure the filling of SFRG volunteer positions. The primary volunteer positions are:

a. **SFRG Leader: Leads the SFRG Program, establishes standard operating procedures, follows** regulations, uses community resources, organizes unit-level readiness group activities, and coordinates meetings.

b. **Key Callers:** Calls members of the SFRG and Soldiers to notify them of upcoming events and quickly disseminate information.

c. **Funds Custodian:** Formally manages SFRG Funds and serves as a treasurer. Is trained on the various funds available and details the types of purchases that can be made with each fund.

d. **Care Team:** Prepares for trauma in the unit, whether it is a Family member or Soldier. Care Team assistance includes home care, meal assistance, transportation, phone call support, and childcare assistance.

5-9. In addition to welcoming and helping Families, SFRG can bring together Families who, in many cases, may live far away from major Army facilities. Activities can include holiday parties, monthly events, or an evening get-together during the Annual Training Conference (ATC). Some groups have combined their events with their company's mega Future Soldier functions, bringing recruiters' and Future Soldiers' Families together. These events have proven to be a very effective way to reassure the Future Soldiers of their commitment and introduce the Army Family to their guests.

5-10. Allow your SFRG Leader freedom of action, but do not allow the SFRG to become a hotbed of gossip; the drama in an FRG can quickly impact the company if the command team does not keep it to a minimum. It should be value added in all areas and not value taken away (See Army Directive 2019-17, AR 608-1 and AR 600-20, AR 600-29).

COMMAND SUPPLY DISCIPLINE PROGRAM (CSDP)

5-11. Ensuring proper supply discipline about government property's accountability, maintenance, and security is an inherent command responsibility. Failure to properly maintain and secure government property undermines unit readiness and impedes mission accomplishment in a resource-constrained environment.

5-12. The CSDP codifies command and supervisory responsibilities. All property requires accountability and sub-hand receipting to the lowest level user. Sign hand receipts and sub-hand receipts per regulatory requirements. Commanders will conduct all cyclic inventories personally and not delegate them down to subordinates. Simplify the supply process through the standardization of requirements and formalizing follow-up procedures.

5-13. Inventories are one of the first impressions the commander will have of their new company. Be stern, fair, and provide expectations for the company. If the subordinate leaders fail to meet expectations as clearly stated, do not get upset; point out the errors and have them re-do the layout.

5-14. Inventory all items using the user guide and component listing. Several items in USAREC are commercial off-the-shelf items. If there is no source document, create a Memorandum for Record (MFR) that you and the outgoing commander sign based on what is in inventory and what you deem as the item components.

5-15. Have all sub-hand receipt holders sign their hand receipt immediately following their layout. Do not sign your property book until you have a signed copy of all sub-hand receipts and your personal hand receipt balance is zero.

5-16. Requisitioning of supplies may involve multiple battalion staff sections. Refer to your unit SOP (See AR 710- 2, Appendix B, and AR 735-5, chapter 11, and USAREC Reg. 700-5).

INSPECTIONS

5-17. Station inspections and routine battle rhythm visits are opportunities to check the transfer of information, validate the execution of operations, and provide training and mentoring. Station inspections allow command teams to provide candid feedback, praise, and constructive criticism as tools for improvement.

5-18. When conducting station inspections, inspect record systems to ensure systems discipline and compliance. Record all inspections on a USAREC Form 1-201.1 (See USAREC TC 5-01, Mission Command).

5-19. Higher echelons to include the Inspector General routinely inspect companies. Common documents inspected include, but are not limited to:

    a. Company OPORD / ROP

    b. CSTAR (Last two completed)

    c. Company School Recruiting Plan

    d. Safety SOP

    e. Leave SOP

    f. Company Policy Letters i.e. (EO, EEO, SHARP, Open Door Policy)

    g. Counseling Management Report (EES)

    h. Motorcycle riders USAREC Form 385-10.4 and ATV USAREC Form 385-10.5

    i. SF 701 Activity Security Checklists

    j. Key Custodian MFR

    k. DA Form 5513-R

    l. USAREC Form 608.1.1, Voter Assistance Logs

    m. Future Soldier Asset Inventories

    n. Postage Stamps

    o. Meal Vouchers

    p. Shuttle/Bus Tickets

5-20. Maintaining these documents as well as systems of record at all times will ensure your unit is operating in accordance with applicable USAREC and Army Regulations (See USAREC REG 1-201.pdf (army.mil) Inspections).

SAFETY PROGRAM

5-21. The commander's safety program is an inherent command responsibility. Commanders must establish a robust accident prevention program that will minimize accidental labor and material losses. Commanders will ensure safe and efficient use of resources toward enhancing recruiting mission success.

5-22. Commanders must appoint a safety officer or NCO in writing. It is mandatory to develop a Company Safety SOP IAW USAREC Pam 385-10. Decision-makers at all levels will employ the Army's Risk Management (RM) process effectively to preclude unacceptable risk to the safety of personnel and property. Use the Deliberate Risk Assessment Worksheet, DD Form 2977, for all training events and vehicle operations.

5-23. It is imperative to develop and maintain effective GOV and POV safety programs, to include

motorcycle, ATV, snowmobile, and 15-passenger van safety programs. Losses due to accidents affect the ability to meet mission requirements. NCOs who have driven 12 consecutive months or 8,000 miles without any at-fault military or civilian on-duty vehicle accidents and have no convictions of moving traffic violations or revocations are eligible for the Driver's Badge in accordance with AR 600-8-22.

PERSONNEL AND LEAVE MANAGEMENT

5-24. Recruiters are USAREC's most crucial resource. They deserve positive leaders who are genuinely concerned about them and their Families. Commanders by the nature of their position have a stake in their recruiters' careers and a responsibility for their family members' health and welfare. Commanders can demonstrate this care through proper personnel management techniques.

5-25. The continuous nature of recruiting operations prevents commanders from implementing multiple periods of block leave across their unit. Command teams must work closely with their station commanders to develop detailed plans that ensure all recruiters take leave while minimizing disruption to the recruiting effort (See AR 600-8-10).

5-26. Command teams must validate that recruiters are taking their programmed leave throughout the calendar year. Leave should provide respite from the work environment in ways that will contribute to improved performance and increased motivation. If not carefully managed, a unit may lose an inordinate level of personnel strength at the end of the fiscal year due to the recruiter being in a "use or lose" leave status.

5-27. Although not a common occurrence, emergency leaves are not programmed and directly affect the company's mission. Units with a high level of teamwork and superior leader development programs will overcome the challenges that result from this unanticipated loss of personnel strength.

5-28. The timeliness of processing leaves, personnel actions, awards, and evaluations within the command is extremely important. If done well, it is a way to show genuine care for recruiters and their Families. If done poorly, it can have negative and lasting effects on the entire command and erode the command team's credibility with recruiters and their Families. Ensure that the command follows prescribed award and evaluation timelines so that award presentations occur prior to a recruiter's departure and evaluations process prior to promotion boards.

COMPANY INCENTIVE PROGRAMS

5-29. The design and intent of the recruiting incentive programs are to recognize excellence in recruiting as well as inspire and motivate recruiters. The company program should consist of monthly, quarterly, and annual incentives for stations and individuals. Company commanders should publish a policy letter detailing the unit's incentives.

5-30. Recruiter reward preference can be intrinsic and/or extrinsic. Command teams should use incentives to inspire all recruiters toward excellent performance by determining how each one derives meaning from their work.

5-31. Intrinsic rewards are psychological rewards that individuals derive directly from successful completion of a task. Intrinsic rewards satisfy their personal needs, such as individual pride, organizational pride, and status. Others give extrinsic awards to an individual for excellent or superior performance of a task. Extrinsic rewards include tangible awards, public recognition, time off, and competitive school attendance.

LEADER RESILIENCE THROUGH HOLISTIC WELLNESS AND FITNESS

5-32. Recruiting operations present a variety of stressors for recruiters and leaders alike. Some of the most common stressors experienced are isolation, ambiguity, powerlessness, boredom, danger, and workload. Combating personal stressors while building a resilient formation requires self-awareness, leader engagement, and use of available resources.

5-33. Leaders who possess high resilience exert influence on their subordinates to interpret stressful experiences in ways that promote optimism. Leaders should develop and maintain physical, mental, spiritual, and social wellness skills to be holistically well.

5-34. Physical wellness: In USAREC, personnel are dispersed throughout their area of operations, so conducting physical fitness together daily may be unfeasible. Maintaining physical fitness and weight standards in accordance with AR 600-9 remains a priority, especially since recruiters are the face of the Army to the American public. It is important that everyone in the unit have a gym or YMCA membership. The DOD has contracted with the Armed Services YMCA (ASYMCA) to fund memberships at participating locations throughout the United States and Puerto Rico for active duty personnel at independent duty stations. The Soldier Family Advocate (SFA) or S-4 is responsible for the "gym program in most battalions." However, it is up to the battalion commander whose section is responsible for the program (See USAREC Pam 608-6).

5-35. Command teams must set the example they want their recruiters to follow with self-care. Command teams should practice sleep management and nutritional readiness to perform at an optimal physical level.

5-36. **Mental Wellness:** Working in an environment with a high operating tempo seldom provides time to recover from periods of heavy workloads and could lead to increased stress. Long-term stress may lead to emotional and behavioral disorders. Command teams must take care of themselves to ensure sound judgment and make informed decisions. The Army has many formal resilience training programs to assist leaders with building resilience. Command teams can utilize current resilience training programs such as the Global Assessment Tool (GAT), Brigade Wellness Team, and the Master Resilience Training (MRT) course to strengthen their skills. If assistance is required, command teams can contact their local Behavioral Health office or Military One Source at www.militaryonesource.com.

5-37. **Spiritual Wellness**: Spiritual attunement develops the personal qualities a recruiter needs in times of stress, hardship, and tragedy. These qualities come from religious, philosophical, or core values and form the basis for character and decisionmaking. Recruiters who are not spiritually well often feel lost. Some tasks that help with spiritual growth are journaling, meditation, community service, praying, and chanting. Recruiters can contact their unit ministry team or local clergy if assistance is required.

5-38. **Social Wellness:** To avoid the stressors caused by isolation, recruiters must develop the ability to connect with others and maintain strong relationships. This helps establish a support system. If assistance is required, volunteer, join a community group and make time for loved ones.

5-39. The USAREC Risk Assessment Counseling – Digital (URAC-D) tool must be completed quarterly by all personnel IAW USAREC CG Policy Letter 8 (Health Promotion, Risk Reduction, and Suicide Prevention Policy) para 3b. Ensuring the URAC-D is completed helps monitor the health of the force (see FM 7-22, Holistic Wellness).

Glossary

SECTION I. - ABBREVIATIONS

AAR	after-action review
ADOS-RC	active duty for operational support-reserve component
AI	area of influence or area of interest
AO	area of operation
A&PA	advertising and public affairs
AR	Army Reserve
ARNG	army national guard
ARSOF	Army Special Operations Forces
ASVAB	Armed Services Vocational Aptitude Battery
ATP	advanced training program
CASA	Civilian Aide to the Secretary of the Army
CCIR	commander's critical information requirements
COA	course of action
COI	center of influence
CONOPS	concept of operations
CP	community partner
CSDP	command supply discipline program
CSTAR	company station training assessment review
DAT	dental admission test
DCO	deputy commanding officer
DLC	distance learning course
DTMS	digital training management system
eBRC	electronic business reply card

EMM	event marketing management
EOD	explosive ordinance disposal
ERM	electronic records management
ESS	education services specialist
FORSCOM	forces command
FS	Future Solider
FSAI	Future Soldier Asset Inventory
FSTP	Future Soldier Training Program
FY	fiscal year
GAT	global assessment tool
HR	human resource
IKROme	integrated knowledge resources online for me
IMO	information management officer
IT	information technology
KLE	key leader engagement
MAC	marketing activity code
MAP	mission accomplishment plan
MCAT	medical college admission test
MDMP	military decision-making process
MEB	marketing and engagement brigade
MEPS	military entrance processing station
MMA	market and mission analysis
MRB	medical recruiting brigade
MRT	master resilience training
PAE	positioning analysis and evaluation
PME	professional military education

PMESII-PT	political military economic social information infrastructure physical environment time
PSA	public service announcement
QMA	qualified military available
RA	Regular Army
RCM	recruiting contract
RFA	recruiting functions analysis
RMS	resource management specialist
ROI	return on investment
ROP	recruiting operation plan
R2PC	Recruiter and Reserve Partnership Council
RRC	Recruiting and Retention College
RY	recruiting year
RZ	recruiter zone
SCCP	station commander certification program
SFRG	Soldier Family Readiness Group
SRP	School Recruiting Program
SWOT	strength weaknesses opportunities threats
TAIR	Total Army Involvement in Recruiting
TLP	troop leading procedures
TPU	Troop Program Unit
TTP	tactics techniques procedures
TWG	targeting working group
UCFR	unit commander's finance report
URAC-D	USAREC Risk Assessment Counseling Digital
USASOC	United States Army Special Operations Command
USMEB	US Army Marketing and Engagement Brigade (aka MEB)

USMEPCOM   US Military Entrance Processing Command

VRS   virtual recruiting station

XO   executive officer

YTD   year to date

ZIP   zone improvement plan

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.

Work ethic
Work ethic is the daily prospecting and processing effort towards accomplishing the recruiting mission using all available resources.

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