USAREC MANUAL 3-31
RECRUITING STATION OPERATIONS

7 March 2022

DISTRIBUTION RESTRICTION:
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HEADQUARTERS, US ARMY RECRUITING COMMAND

SUMMARY of CHANGE

USAREC Manual 3-31
Recruiting Station Operations

This administrative revision dated 20 February 2024

o Updated Figure 4-1
o Updated grammatical errors

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Headquarters
United States Army Recruiting Command
Fort Knox, KY 40121
7 March 2022

Recruiting Station Operations

Contents

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Preface

USAREC Manual 3-31 provides station commanders with a common recruiting philosophy and language.

Purpose

USAREC Manual 3-31 serves as a "how to think" guide for station commanders. This manual defines the roles, responsibilities, principles, and concepts of recruiting operations at the station level.

Scope

USAREC Manual 3-31 is the user manual for recruiting doctrine at the station level. It describes recruiting fundamentals and concepts.

Introduction

The contents of this manual are authoritative but not punitive and provide an operational framework for recruiting operations at the station level. Methods and procedures may vary based on market and mission type but are the core of recruiting operations.

Applicability

This manual applies to all station commanders. 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 Circulars (TCs). Critical tasks for station commanders are on the Army Training Network (ATN).

Administrative Information

The doctrine proponent for this manual is Headquarters, U.S. Army Recruiting Command, 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: RCRS-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
Overview of Recruiting Operations

INTRODUCTION

1-1. Recruiting station operations form the framework of the recruiting mission. The conduct of station operations sets the conditions for mission accomplishment. The continuous nature of recruiting operations and the geographic dispersion of the organization provide a unique leadership challenge. Sound leadership at the station level is essential for effective operations, recruiter development, and mission accomplishment.

1-2. Station commanders inspire, motivate, and provide purpose, guidance, and direction to the recruiting force to improve operations at the station level to accomplish the mission. The station commander is typically a noncommissioned officer (NCO) who leads enlisted, special operations, virtual, or chaplain recruiting stations. However, in medical recruiting, the station commander may be an officer.

1-3. Virtual Recruiting Stations (VRS) are battalion-level elements that perform decisive, shaping, and sustaining operations through virtual means. VRS virtually prospect within the battalion area of operations, build relationships with community partners and promote and support Army events in the digital domain to support the accomplishment of the recruiting mission. VRSs provide training and oversight to all personnel assigned to the battalion in virtual prospecting techniques, social media security measures, and regulatory guidance and compliance.

LEADERSHIP ROLES AND RESPONSIBILITIES

STATION COMMANDER

1-4. The station commander is the center of gravity and is critical to the success of the recruiting mission. The station commander is responsible for mission accomplishment, leader development, training, and the health and welfare of Soldiers. The station commander develops the station's recruiting plan and uses Troop Leading Procedures (TLP) to provide predictability to the recruiting force and synchronize operations to accomplish the mission (See USAREC TC 5-01 for details on station planning).

1-5. Station commanders epitomize professionalism and enforce standards and discipline by directly supervising all assigned personnel. The station commander sets the tone and climate for recruiters and reinforces the Army Values daily. Station commanders develop recruiters to improve individual and unit performance and hold recruiters accountable.

1-6. The Virtual Recruiting Station (VRS) station commander has the same roles and responsibilities as a traditional station commander but works directly for the Battalion Commander. VRS station commanders collaborate with battalion fusion and target cells. Additionally, VRS station commanders collect, analyze, and report the return on investment (ROI) of prospecting and marketing digital efforts. The VRS station commander regularly works with the battalion Advertising and Public Affairs (A&PA) element to ensure synchronization between USAREC and local social media efforts. The VRS station commander ensures that the battalion stays relevant in the digital domain.

ASSISTANT STATION COMMANDER

1-7. Stations commanders will appoint an Assistant Station Commander (ASC) as an additional duty. The USAREC assignments process does not manage the ASC. ASCs are not required to attend prerequisite training. When the station commander is absent, the ASC fulfills the role of the station commander. The

station commander dictates the role and responsibilities of the ASC.

OFFICER IN CHARGE (AMEDD)

1-8. The Officer in Charge (OIC) holds a TDA authorized and coded position in AMEDD recruiting stations. The station OIC serves as the Army's senior AMEDD subject matter expert in a designated geographical location. The station OIC receives a recruiting mission and is responsible for mission contribution, and at times will receive direction from the station commander. The station OIC requires equal access to recruiting systems as the station commander for command and control of the recruiting station.

1-9. The station OIC assists the station commander in developing the station recruiting plan, processing candidates, and assisting in quality control of all candidate application packets. The OIC oversees the shaping operations within the station's Area of Operation (AO). The OIC contacts, interviews, and counsels pre-health care professional students and health care professionals in key target markets on service benefits as an AMEDD commissioned officer in the US Army. The OIC manages community partners (CP) and key leader engagements for the station, ensuring market expansion and development. The OIC trains, mentors, and accounts for all Future Officers (education delayed entry) awaiting entry onto active or reserve duty.

TROOP LEADING PROCEDURES

1-10. Troop Leading Procedures (TLP) are a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. Army Leaders often use TLPs when working alone or with a small group to solve tactical problems.

STEP 1 – Receive the mission

1-11. Warning Orders (WARNO) or Operations Orders (OPORD) are used to issue orders, but in recruiting are generally seen as a Recruiting Operations Plan (ROP) in various formats as determined by the commander. Once the mission is received, the first step is to analyze the mission's purpose, tasks, constraints, and written mission statement. Planning of this nature begins a minimum of two weeks before T-2 for prospecting. Consider the following when developing the concept of the operation, assigning responsibility, and developing the course of action:

- METT-TC (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations)
- PMESII-PT (political, military, economic, social, information, infrastructure, physical environment, and time)
- ASCOPE (areas, structures, capabilities, organizations, people, and events)

STEP 2 – Issue a warning order

1-12. A WARNO is issued as soon as the initial assessment of the situation and timeline is finished. The WARNO includes pertinent information to help prepare Soldiers for the upcoming tasks and prepare mentally for the operation.

STEP 3 – Make a tentative plan

1-13. When developing a plan, station commanders consider the requirements needed to accomplish the mission. Mission analysis and past performance are vital to constructing a sensible station recruiting plan that is realistic and achievable. Reviewing the USAREC Calendar, enlisted conversion data, recruiter work ethic, historical data market trends, events, and school activities will help formulate a plan. Keeping the higher headquarters' commander's intent in mind and covering specified and implied tasks are imperative.

1-14. It is essential that station commanders take time to brainstorm the different ways to accomplish the mission. Development of the concept of operations describes how leaders envision the operation unfolding from start to finish. The station commander assigns specific enlistments to individual recruiters and ensures recruiters know where the contract placement will fall. Understanding weekly requirements and holding recruiters accountable are vital to staying on mission for the month.

STEP 4 – Initiate movement

1-15. Station commanders direct specific movements needed to set up planned events during this process and ensure recruiters coordinate specific events in support of the plan. It is critical in the planning process to ensure recruiters have the resources necessary to carry out the mission. Examples may include scheduling presentations, planning events, ordering materials needed, conducting reconnaissance, preparation of recruiting publicity items (RPI) or personal presentation items (PPI), VRS coordination, and establishing marketing activity codes (MAC).

STEP 5 – Conduct reconnaissance

1-16. Whenever possible, conduct reconnaissance to gain intelligence and prepare the operational environment for operations. Reconnaissance helps station commanders to gain METT-TC knowledge while in the AO. No amount of assessment can substitute for firsthand knowledge of the AO. At a minimum, station commanders conduct a virtual assessment of the area to ensure the proper placement of recruiters in the right area, at the right time, with the right message.

STEP 6 – Complete the plan

1-17. During this step, leaders incorporate reconnaissance results into the selected course of action (COA) to complete the plan or order. This includes preparing the station recruiting plan, laying out specific activities, and requesting appropriate support, such as VRS assistance. This step may entail only confirming or updating information contained in the tentative plan at lower levels. Leaders coordinate with adjacent units and higher headquarters if time allows before issuing the order.

STEP 7 – Issue the order

1-18. Small-unit orders are normally issued verbally and supplemented with graphic aides. A full five-paragraph OPORD format is not required. The station recruiting plan is issued no later than Friday prior to T-2 for the upcoming recruiting month. Details of the plan include how the station plans to accomplish the mission and are given directly to each team member. Station commanders break down the science of recruiting, explain recruiting zones on a map with zip codes, and depict how the station will attack the AO with a targeted message. Once the order is issued, recruiters adjust and update the electronic planning guides (EPG) accordingly.

STEP 8 – Supervise and refine

1-19. Throughout the TLP process, leaders monitor mission preparations, refine the plan, coordinate with adjacent units, and supervise and assess preparations. Normally, unit SOPs state individual responsibilities and the sequence of preparation activities. To ensure the unit is ready for the mission, leaders supervise subordinates and inspect personnel and equipment. The station commander's responsibility is to make appropriate adjustments based on a daily and weekly analysis. The Mission Accomplishment Plan (MAP) serves as an early warning indicator to help supervise and refine the daily duties of recruiters.

STATION RECRUITING OPERATIONS PLANNING BATTLE RHYTHM
(Troop Leading Procedures-TLP)
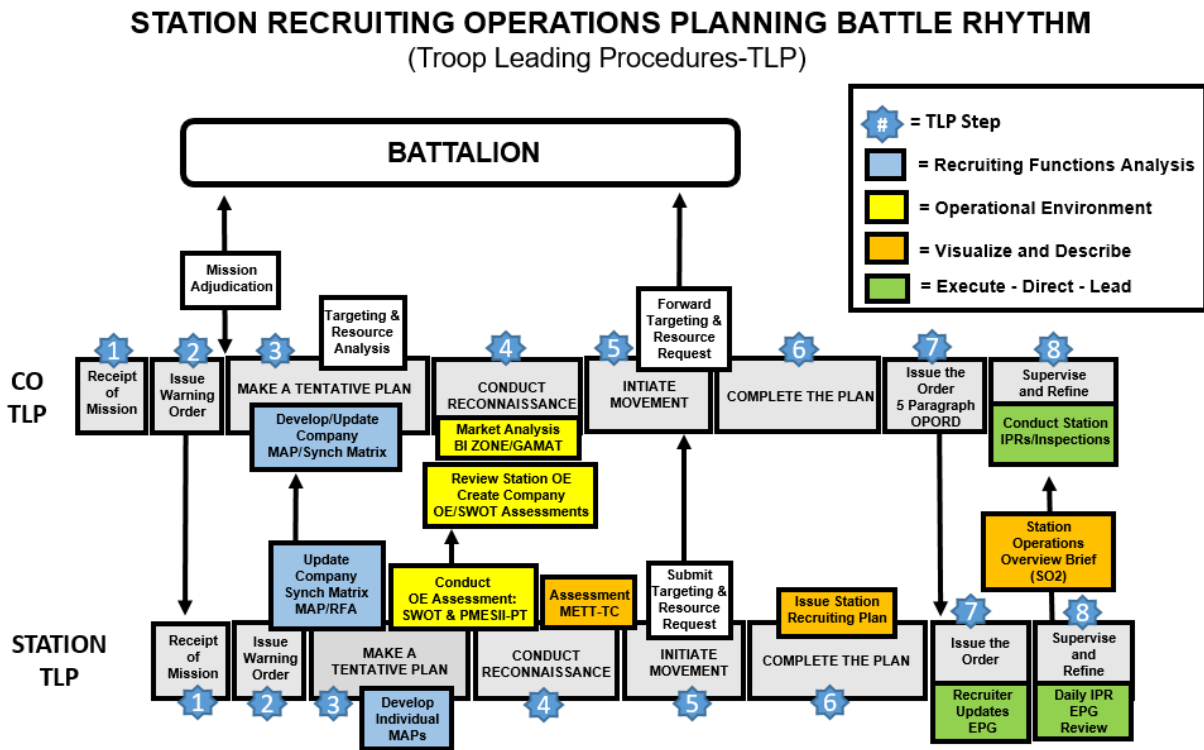
Figure 1-1. Station Recruiting Operations Planning Battle Rhythm

RECRUITING WORK ETHIC

1-20. In recruiting, **work ethic** is the daily prospecting and processing effort towards accomplishing the recruiting mission using all available resources. Individual work ethic is the keystone of USAREC's mission and is captured through systems discipline at the recruiter and station levels. The collective work ethic of an organization determines mission success at the station, company, battalion, and brigade levels. Station commanders use enlisted conversion data to determine the station's required work ethic per recruiter (see USAREC Manual 3-0 and USAREC TC 5-03.1).

COMMAND AND CONTROL

1-21. Command and control is the exercise of authority and direction by a properly designated commander over assigned and attached forces in accomplishing a mission. Mission command is the Army's approach to command and control that empowers subordinate decision-making. The mission command principles – competence, mutual trust, shared understanding, commander's intent, mission orders, disciplined initiative, and risk acceptance – guide the leader's decision-making process. Station commanders use the underlying principles of command and control to drive the eight recruiting functions, as depicted in Figure 1-3 (see USAREC Manual 3-0, Recruiting Operations, and Chapter 3 for details on 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)	Examples of Underlying Principles
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 Forcasting (Leader Transitions)	
Accept Risk			Plan, Coordinate, Sync & Integrate Prospects		Systems Discipline	Conduct Leader Development		
			Promote Shared Understanding - Devleop Actions					
			Engender Commitment					

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

Figure 1-2. How Underlying Principles Drive the Recruiting Functions
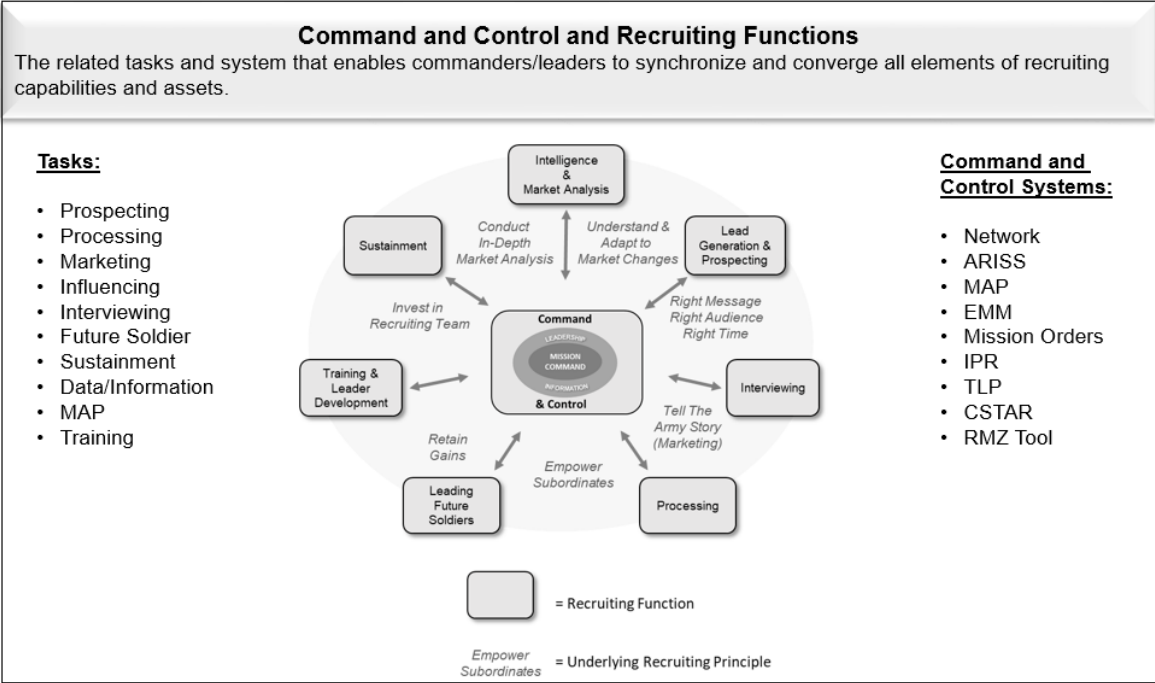
Figure 1-3. Command and Control and Recruiting Functions

COMMUNICATION

1-22. Effective communication is essential to establish and maintain trust. Recruiting professionals have conversations about the organization's capabilities to achieve the assigned mission. Station commanders need to understand and communicate the commander's intent to the recruiting force. The station commander provides bottom-up feedback and refinement to the commander.

LEADER HUDDLE

1-23. The leader huddle is an "as needed" meeting throughout a recruiting month involving all members of station leadership. The leader huddle aims to ensure all station leadership is in synch with station operations. It creates a seamless flow, increases the station's efficiency, and inspires a sense of aligned purpose.

Chapter 2
Recruiting Operations Process

WHAT IS THE RECRUITING OPERATIONS PROCESS?

2-1. The operations process for planning and executing recruiting operations mirrors the Army's operations process. The operations process is the Army's framework for organizing and putting command and control into action. The major command and control activities performed during operations are planning, preparing, executing, and continuously assessing the operation. The station commander drives the recruiting operations process by understanding, visualizing, describing, directing, and assessing effort at the station level to accomplish the mission.
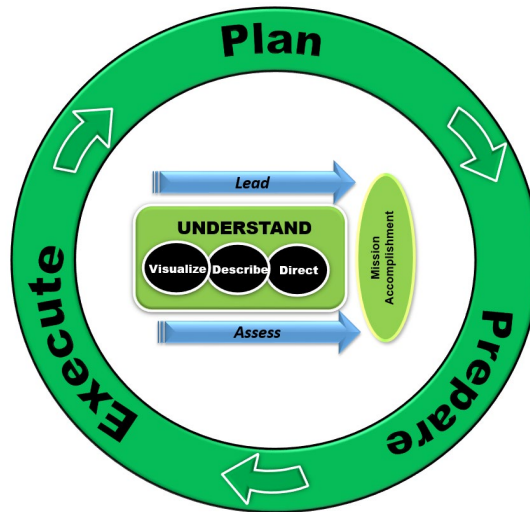
Figure 2-1. Fundamentals of Command and Control

2-2. The station commander begins the operations process by understanding the operational environment. Station commanders use recruiting operations to execute the four areas of focus - lead generation, prospecting, processing, and leading Future Soldiers. By synchronizing the focus areas with the station's recruiting plan, the station commander enables the recruiting force to identify qualified individuals for initial entry or reclassification training.

RECRUITING FUNCTIONS ANALYSIS	OPERATIONAL ENVIRONMENT	VISUALIZE AND DESCRIBE	EXECUTE DIRECT LEAD
Tools: • MAP • BI Zone • Market Share • SYNCH Matrix • RMZ Tool **Recruiting Functions:** • Command and Control • Lead Generation and Prospecting • Interviewing • Processing • Leading Future soldiers • Training and Leader Development • Sustainment	**OE:** • PMESII-PT • Strengths • Weaknesses • Opportunities • Threats Conduct an assessment based on OE analysis	**Leader Assessment:** • METT-TC • Personal Observations • Current Situation / Mission • Strengths • Weaknesses • Station Conversion Data • Individual Conversion Data Issue the order (Station Recruiting Plan)	**Operations:** • Shaping • Decisive • Sustaining **Areas of Focus** • Lead Generation • Prospecting • Processing • Leading Future soldiers Phase Line Validations

Figure 2-2. The Steps to Station Planning

UNDERSTAND

2-3. Station commanders use the operational variables (PMESII-PT) and mission variables (METT-TC) to understand and evaluate the local environment. This allows them to understand the demographic makeup of the area of operations, the needs and motivations of the market, and what messages will generate interest in the Army. Station commanders use this assessment to determine threats and opportunities, and direct mitigating actions. An example of a station-level PMESII-PT and METT-TC assessment is Figure 2-3.

PMESII-PT		
Operational Variables	**Considerations**	**Assessment**
Politics	Logan HS has a new No recruiter on campus policy. University Campus has a no access policy. Etc...	Must establish a presence on periphery of Logan HS campus and University Campus to mitigate 'no recruiter' and no access policy
Military	PMS. LTC Smith retiring. his replacement is prior service USMC	Potential issue with referrals
Economic	Very low unemployment - 4.3%	High competition from the textile factories
Social	Change to Market make-up (gang crime)	Crime rates have increased by 6.6% over the last 15 months
Information	90% of highschools have facebook pages	Linkage to facebook pages a must. potential blueprint info source
Infrastructure	Highway 22 under construction	Delays to appointments. MEPs and other locations
Physical Environment	Snow removal limits access to the station and GOV parking	Informed company commander. potential domicile to duty.
Time	Highway construction and snow adding additional time for appointments and transportation.	Request a temporary exception to the work hour policy

Example PMESII-PT Analysis

METT-TC		
Mission Variables	**Considerations**	**Assessment**
Mission	Station's mission: RA: 33 GA. 42 SA. 31 OTH. 106 total: AR: 22 GSA. 12 OTH. 14 PS. 48 Total: Combined total: 154	SA mission at risk
Enemy (Competitors)	USMC controlling market share in 6 of 14 HS and in 8 of 17 ZIP codes: KIA Motor Company hiring increased. 65% of last year HS grads went to college	KIA factory hiring HS grads. community favors USMC: USMC dominates market share - leverage USAR and potential ROTC referrals
Terrain and Weather	Highway 22 under construction for 13 months. detour is 42 miles out of way with narrow roads. limited access during winter months	Schools affected are Logan. ST Paul. Green County. Hearld County etc..
Troops and Support Available	Leave and school plans. vehicle maintenance	No issues
Time Available	Any activity associated with Highway 22 requires an added 40 minutes	Plan for additional time based on environmental locations and time of day restrictions
Civil Considerations	See terrain and weather	1500 QMA in AO. local School Board not supportive

Example METT-TC Analysis

Figure 2-3. Example PMESII-PT and METT-TC

VISUALIZE

2-4. The **Recruiting Functions Analysis** (RFA) and the **Strengths, Weaknesses, Opportunities, Threats** (SWOT) analysis in the station planning process help the station commander visualize how to accomplish the mission. The station commander's RFA and SWOT analysis visualization leads to describing the mission by integrating analysis and running estimates into troop leading procedures (TLP) to make a tentative plan.

INTELLIGENCE AND MARKET ANALYSIS

2-5. Station commanders need to understand the market, competition, and operational environment before engaging in recruiting operations. Market analysis helps station commanders visualize the recruiting market, organize forces, and control operations to achieve the desired effect. The intelligence process is continuous and can identify trends and events that affect the market.

2-6. Intelligence and market analysis put the recruiter in the best position to accomplish the mission. Station commanders can measure achievements in various markets. Station commanders reverse negative trends, maintain a strong foothold, and dominate the market. With the culmination of intelligence, market analysis, and intelligence preparation of the operational environment (IPOE), station commanders ensure recruiters are in the right market, at the right time, with the right message (see USAREC TC 5-02, Intelligence, for specifics regarding intelligence and market analysis).

2-7. Station commanders manage networks and available information systems to provide the recruiting force with the information necessary to efficiently and effectively engage the best-qualified applicants and engender a commitment to serve. In enlisted recruiting, station commanders use market share data and USAR vacancies to help identify and refine target markets and develop prospecting plans to penetrate those markets.

2-8. Recruiters act as sensors within the station's area of operation and possess information that may change the leader's understanding of the situation. The station commander uses open source and publically available information to enhance understanding of the recruiting environment.

2-9. Open-source information comes from any person or group that provides information without the expectation of privacy. Public disclosure does not protect the information or individual.

2-10. Publicly available information is data, facts, instructions, or other material published or broadcast for general public consumption, available on request to a member of the public, lawfully seen or heard by any casual observer, or made available at a meeting open to the public.

2-11. The station commander facilitates information gathering through daily interactions, in-progress reviews (IPR), and after-action reviews (AAR) with recruiters. Recruiting stations apply ASCOPE to pass information from sensors to leaders. This critical function improves current operations, sets conditions for future operations, and informs the operations process at company and battalion levels (see USAREC TC 5-02 for operational environment considerations; USAREC TC 5-01 for application of the planning process).

RECRUITING ZONES

2-12. Developing and assigning recruiting zones effectively provides the station and recruiters the best opportunity to succeed in a fair and equitable market. Assigning a recruiting zone also provides the recruiter with the stability to develop, nurture, and penetrate the market to facilitate community engagement, school ownership, and familiarity with the population that produces higher returns from recruiting operations.

2-13. Station commanders use the tools provided within BI Zone, G2 Market Analysis, Graphical Accessions Mapping and Analysis Tool (GAMAT), the Recruiting Market Zone (RMZ) Tool, and Recruiter Zone through the IPOE process to divide the area of operation amongst recruiters evenly. The assignment of recruiting zones is based on the Army potential, student population, and adjacency of zip codes. Other factors to consider when assigning recruiting zones are:

- School enlistment goals and achievements
- Two/Four-year colleges
- Geography - terrain
- Distance from the station (travel time)
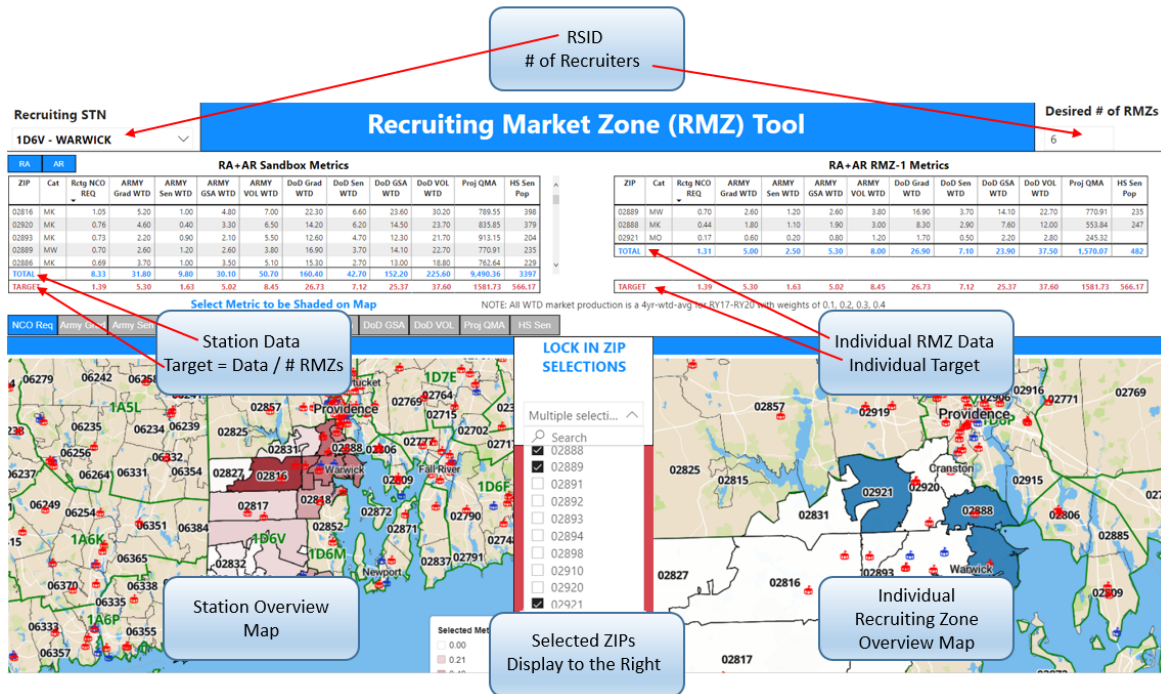- Recruiter experience

Figure 2-4. The Recruiting Market Zone Tool

RUNNING ESTIMATES

2-14. Station commanders maintain running estimates throughout the operations process. Running estimates address all aspects of operations and provide up-to-date information to the leader. The station commander uses running estimates to evaluate the station's effectiveness, meet the commander's intent, and set conditions for mission accomplishment. The RFA and SWOT analysis are running estimates at the station level.

2-15. School data provides the station commander critical information about local student populations and school activities. School data identifies students who have completed the ASVAB, those that enlisted in the Regular Army (RA) and United States Army Reserve (USAR), as well as Reserve Officers' Training Corps (ROTC) participants. The station commander analyzes available school data to develop a school prospecting plan.

RECRUITING FUNCTIONS ANALYSIS

2-16. Station commanders use the RFA to identify trends, gaps, and other obstacles that threaten the unit's ability to accomplish the mission. The RFA provides station commanders with a systematic method to assess the station's performance for each of the eight recruiting functions. The RFA supports the leader's visualization and informs the planning process (refer to USAREC Manual 3-30, Company Operations, for example, questions the leader may ask during the analysis to inform the plan).

2-17. The RFA provides the station commander with information concerning the station's proficiency with critical recruiting tasks and the effectiveness of current station-level systems and processes. The station commander considers the conversion data and prospecting analysis to identify individual and collective training needs and optimum prospecting opportunities. This information is included in the station's plan to align resources against identified requirements. A Recruiting Functions Analysis template is in Figure 2-5 (see UM 3-0 Appendix A; USAREC TC 5-01 Chapter 2 for detailed instructions on the planning process).

Figure 2-5. Recruiting Functions Analysis Template

SWOT ANALYSIS

2-18. The SWOT analysis helps a station commander understand the unit and environment while conducting mission analysis. Station commanders complete a SWOT analysis while considering some of the following examples.

SWOT – "STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS"

CONSIDER
PMESII-PT

Political

Military

Economic

Social

Information

Infrastructure

Physical Environment

Time

STRENGTHS

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

WEAKNESSES

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

INTERNAL

Organization strengths that can be capitalized on and gaps that need to be addressed. Perspective from the point of view of the command, applicants, and people in the market. Relative to market needs and competitors' characteristics.

OPPORTUNITIES

Analyze the areas of the local environment that are promising; assets and resources that will support the station 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 station's ability to make mission based on local factors (i.e., increased Marines or Navy market share, increased marketing and testing that supports college admission, etc.).

EXTERNAL

Opportunities that need to be exploited and threats that need to be avoided or mitigated. Factors presented by the external environment to the station that impacts performance.

Figure 2-6. Strengths, Weaknesses, Opportunities, and Threats Analysis Example

DESCRIBE

2-19. The station commander describes the mission and recruiters' roles. Describing facilitates a shared understanding between the station commander and the recruiters regarding the operating environment, the mission, and the commander's intent. The station commander task-organizes the recruiting force to finalize the station recruiting plan.

DIRECT

2-20. The station commander directs all aspects of station operations. The station recruiting plan allows the station commander to adapt operations based on new information or emerging circumstances. The leader knows the recruiting force and leverages the strengths of each recruiter for lead generation, prospecting, processing, and leading Future Soldiers.

LEAD

2-21. The station commander leads the recruiting force to accomplish the station's mission. The station commander identifies points of decisive action within the station recruiting plan and is present at those points to enable mission success. Leaders who personally observe the execution of recruiting functions have the opportunity to evaluate individual recruiter effectiveness. This allows station commanders to coach, teach, and mentor the force to improve the station's overall performance. These actions also demonstrate the leader's commitment to each recruiter's development and success as a team member.

ASSESS

2-22. Station commanders continuously assess the station's effectiveness and the station recruiting plan using **measures of performance** (MOP) and **measures of effectiveness** (MOE). As the station executes this plan, the station commander assesses the situation and makes adjustments as necessary.

2-23. **Progress reviews** enable the station commander to assess current operations, a specific mission or event, or individual recruiter performance. **After action reviews (AARs)** enable the station commander to assess previous operations, events, and performance outcomes.

2-24. The station commander conducts AARs at the end of operations to facilitate a professional dialog to assess what happened, why it happened, and how to improve execution in the future. The AAR focuses on established performance standards to enable the leader and recruiters to evaluate the organization's performance during the operation.

2-25. Station commanders are responsible for conducting **weekly AARs**. During the weekly AAR, the station commander reviews MAP and prospecting requirements, the Future Soldier Training Program (FSTP), and the station recruiting plan. The review is compared against actual accomplishments to develop a COA for the upcoming week.

Chapter 3
Decisive Operations

DECISIVE OPERATIONS

3-1. Station commanders are responsible for developing a station recruiting plan that unifies decisive, shaping, and sustaining operations. The EPG is a tool that the station commander can use to validate individual recruiter plans and provide direction. Decisive operations directly support mission accomplishment. The station commander organizes and directs the recruiting force to prospect, process, and lead Future Soldiers effectively.

LEAD GENERATION AND PROSPECTING

PROSPECTING

3-2. Prospecting is the most important daily task of recruiting. Well-planned and executed prospecting is the most reliable way to build the number of quality prospects necessary to achieve the station's mission. Prospecting puts recruiters in direct contact with leads, influencers, and CPs.

3-3. There are three methods of prospecting – telephone, face-to-face, and virtual. The station commander optimizes the three prospecting methods based on the recruiting environment and target market (see USAREC TC 5-03.1, Processing, Prospecting, and Analysis for more information on these prospecting methods).

3-4. Station commanders assist the recruiters in developing the prospecting plan and direct the execution of it. The purpose is to have clearly defined, decisive, and attainable objectives. Station commanders maximize this by guiding recruiters to target specific markets such as high school seniors, graduates, medical students, seminarians, or Soldiers in targeted MOSs.

3-5. The station commander ensures recruiters understand the most efficient and effective prospecting method based on individual data. The best prospecting method often depends on the local environment, the target market's availability, and the individual recruiter's skills. The station commander assesses the knowledge and skills of the recruiting team and directs prospecting operations that maximize results.

TELEPHONE PROSPECTING

3-6. Telephone prospecting is flexible and allows recruiters to switch from one market to another during the same prospecting session. Texting is a subset of telephone prospecting and is an effective tool to establish initial contact with leads.

3-7. The station commander determines the percentage of telephone prospecting time devoted to each market based on propensity and past performance. Successful telephone prospecting requires in-depth research and information gathering from Future Soldiers, social media, school yearbooks, local newspapers, influencers, and professional organizations. Station commanders actively monitor for "call reluctance" from the recruiting force and demonstrate how detailed preparation for telephone prospecting increases its effectiveness.

FACE-TO-FACE PROSPECTING

3-8. Face-to-face prospecting is the most direct form of prospecting and, while effective, requires significant time and resources to see a return on investment. Face-to-face prospecting is essential for every recruiter's plan and requires detailed planning and preparation to execute effectively.

3-9. Good face-to-face prospecting plans begin with identifying lead clusters that live, work, or congregate in the same general vicinity. These may include students who attend the same school, employees of the same medical facility, or members of the same unit. Before face-to-face prospecting, the station commander ensures the recruiting force is prepared to conduct an Army interview. Recruiters are equipped with an adequate supply of recruiting publicity items (RPI) and business cards to prepare the area for future engagements.

3-10. Face-to-face prospecting can be a hit-or-miss activity, but detailed planning and preparation increase the opportunities for success. If the targeted lead is unavailable, station commanders ensure that recruiters capitalize on the opportunity to meet with the lead's influencers, including parents, friends, coaches, and coworkers. With proper planning and preparation, face-to-face prospecting is often the station's most effective prospecting method that yields the best contact-to-contract ratio.

VIRTUAL PROSPECTING

3-11. Virtual prospecting involves contacting and engaging individuals through e-mail, social media, and other digital means. Virtual prospecting is highly efficient and enables the station to quickly reach large volumes of leads. Virtual prospecting is most effective when used in addition to other prospecting methods and benefits non-prior service, in-service, and medical recruiting. The station commander ensures all virtual prospecting operations deliver a message consistent with the Army Values and current Army social media policies.

3-12. In-service recruiting station commanders direct recruiters to engage Soldiers who meet initial screening requirements for in-service opportunities virtually (email) and invite these Soldiers to attend upcoming installation information briefings to learn more.

3-13. Station commanders balance virtual prospecting with other methods, as other methods may yield a higher contact-to-contract ratio. Given the dynamic nature of the virtual environment, station commanders and the recruiting force must rapidly assess which virtual prospecting means work for the station and which does not. Although there is a designated VRS at every battalion, station commanders ensure virtual prospecting is incorporated into the station recruiting plan.

ARMY INTERVIEW

3-14. The Army interview is the centerpiece of all recruiting activities. The station commander is the subject matter expert (SME) and primary trainer within the station. The station commander is responsible for assessing each recruiter's ability to conduct an effective Army interview and providing feedback for improvement. The station commander develops and hones the recruiter's interview skills to improve the ability to engender a commitment to serve. Station commanders ensure recruiters connect with applicants on a personal level when telling the Army story in a way that is meaningful, understandable, and convincing.

PROCESSING

3-15. The station commander is the driving force behind processing and manages all timelines. Processing is a series of administrative tasks designed to complete an enlistment into the RA and USAR. Tasks include completing the enlistment application and validating aptitude, moral, and medical qualifications. The station commander's role in validating these tasks is critical to ensuring the applicant's enlistment is completed efficiently and within the established rules and regulations. The validation process is completed through daily IPRs and quality control (QC) checks (see STP 805K-79R-SMTG and USAREC Regulation 601-210).

3-16. Processing starts when a prospect agrees to join the Army (enlist or commission) or reclassify. The station commander remains involved from the initial commitment to completing the Future Soldier Training Program. Station commanders direct the applicant's processing timeline (reference UTC 5-03.1 for additional information).

IN PROGRESS REVIEW

3-17. The IPR is a systematic process by which the station commander has an in-depth dialog with individual recruiters about current operations or preparation for upcoming events. IPRs enable the station commander to redirect areas of focus and resources within the station and provide opportunities to coach, teach and mentor the recruiting force (see USAREC TC 5-01 for details of the station-level IPR). The IPR drives production and is an essential daily station commander task.

3-18. The IPR process has seven steps - personnel, mission posture, projections, processing, prospecting, station recruiting plan, and Future Soldiers. Examples and a detailed breakdown of each step are found in UM 3-30, Recruiting Company Operations.

LEADING FUTURE SOLDIERS

3-19. The station commander is responsible for the **Future Soldier Training Program.** Each recruiting mission (enlisted, medical, chaplain, and in-service) has a program to prepare candidates for the next steps in fulfilling the commitment (enlistment, commission, reclassification). (See USAREC TC 5-03.5, Leading Future Soldiers, for more information on Future Soldiers).

3-20. For the enlisted mission, the FSTP prepares new members for the rigors of Initial Military Training (IMT) and life as a Soldier. The station commander ensures the program prepares newly enlisted and commissioned Soldiers mentally, physically, and emotionally for Army service according to policy and regulation while sustaining the Future Soldier's commitment to serving. This preparation includes leadership and counseling, physical fitness training, and formal training through Army distributed learning.

3-21. Future Soldiers and candidates assist in decisive and shaping operations within the station's AO. The station commander directs recruiters to develop these individuals to provide referrals and other information that refines existing leads and provides blueprint information. Station commanders and recruiters also employ Future Soldiers to shape the market by accompanying recruiters during area canvassing, face-to-face prospecting, Army Special Operations Forces (ARSOF) briefings, and CP events.

3-22. Station commanders validate that Future Soldier records are complete before the pre-ship QC window (7-30 days from shipping). Station commanders ensure Future Soldiers continue to meet enlistment eligibility from entry into the delayed entry program (DEP) / delayed training program (DTP) until shipping.

FUTURE SOLDIER FUNCTIONS

3-23. Station commanders develop a plan for Future Soldier functions, incorporate the plan into the station recruiting plan, and request external resources to augment Future Soldier training when possible. After the Future Soldier function, the station commander conducts an AAR with recruiters and Future Soldiers to build upon successes and ask for referrals (UF 601-210.26 Future Soldier training function request and after-action report).

FUTURE SOLDIER LOSSES

3-24. Despite best efforts, station commanders cannot prevent all Future Soldier losses. Unforeseen life circumstances or medical conditions can leave a Future Soldier temporarily or permanently ineligible to serve. Station commanders ensure Future Soldiers are counseled and mentored to prevent unnecessary losses due to law violations, failure to meet physical standards, apathy, or failure to graduate.

3-25. Many Future Soldier losses are avoidable. Station commanders work with recruiters to identify and mitigate avoidable losses. If the loss is in the Army's best interest, the station commander submits the loss request form and notifies the commander immediately. Station commanders identify Future Soldier loss trends and redirect prospecting to markets that contain the best-qualified applicants. Future Soldier losses may continue to support the recruiting effort through referrals in some circumstances.

Chapter 4
Shaping Operations

SHAPING OPERATIONS

4-1. Shaping operations create conditions that support decisive operations and include the School Recruiting Program (SRP) and Community Partner (CP) development. Station commanders use shaping operations to support the station recruiting plan and prepare and influence the target market. Station commanders plan to shape operations in a deliberate manner to maximize the results of recruiters' efforts. Shaping operations are managed and tracked in the station recruiting plan, EPGs, and the company's synch matrix and ROP. As the station recruiting plan develops, shaping operations will be refined to support the plan and increase the return on investment.

LEAD GENERATION

4-2. Leads enable prospecting. Lead generation is a shaping operation that involves any activity to obtain the names and contact information of individuals who may have an interest in the Army. The station commander uses intelligence and market analysis to direct lead generation. Station commanders direct all lead generation operations towards clearly defined, decisive, and attainable objectives.

REFERRALS

4-3. Station commanders develop recruiters to view every person as a potential source of referrals. A referral is a lead provided to a recruiter by a pre-existing member of a recruiter's internal and external network. Referrals are a powerful lead source but are not a form of prospecting. Station commanders encourage recruiters to develop relationships within communities in support of the recruiting effort, and in return, these relationships become a referral network. Future Soldiers may know others within personal networks interested in Army opportunities. CPs and Future Soldiers will provide these referrals to the station for further action when asked and encouraged.

LEAD REFINEMENT

4-4. Lead refinement and management is a critical step in the recruiting process. Recruiters conduct refinement, Virtual Recruiting Stations (VRS), and higher-echelon USAREC support elements (call center). Station commanders provide refinement guidance. Refinement and management may involve reducing large lists to smaller focused lists, leader-to-subordinate discussions about leads during IPRs, verifying initial interest and eligibility, ongoing blueprinting, and rapport building for follow-up activities.

PLANNING

4-5. Planning is the art and science of understanding the situation, envisioning a desired future, and developing effective ways of bringing that future about (ADP 5-0, The Operations Process). The station commander plans with recruiters using bottom-up feedback to develop the station recruiting plan. Company commanders validate the station recruiting plan. The station commander uses the station recruiting plan to establish priorities and request resources to accomplish the mission (see Figure 4-1).
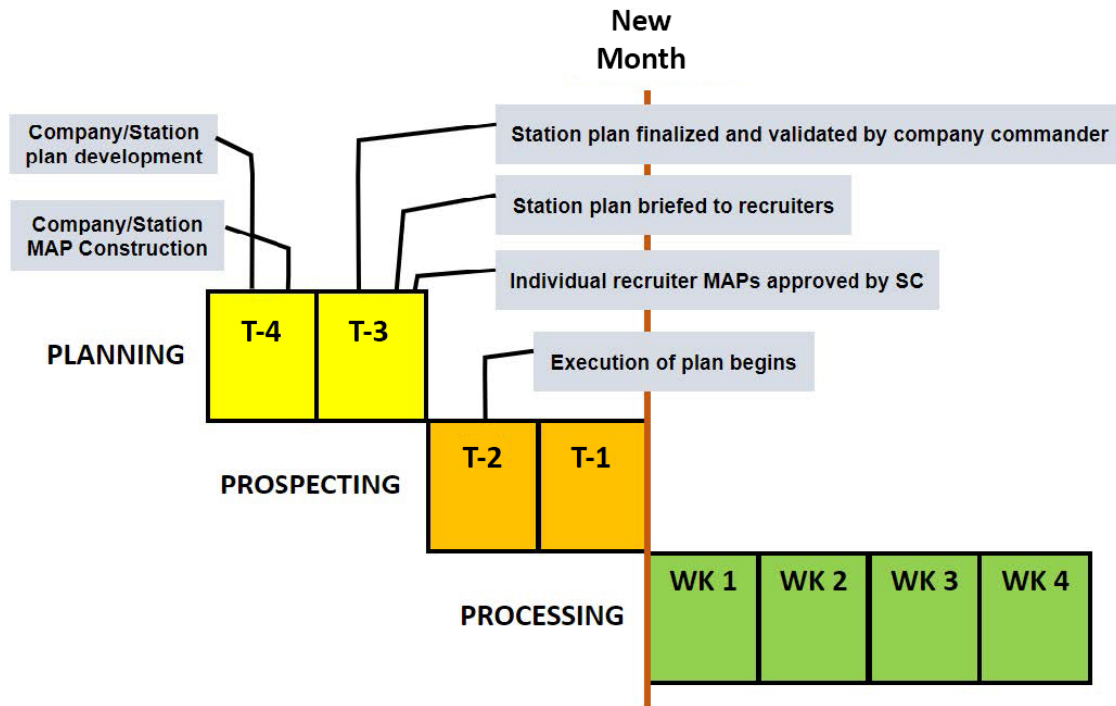
Figure 4-1. The Station Planning Timeline

4-6. Station commanders develop the station recruiting plan to accomplish the mission along four areas of focus – lead generation, prospecting, processing, and leading Future Soldiers. Station commanders backward plan to align resources with station recruiting plan requirements. The station commander validates the recruiters' plans are nested with the station's recruiting plan to ensure unity of effort in support of the station's mission.

BATTLE RHYTHM

4-7. A **battle rhythm** is vital to station commanders. The Army defines battle rhythm as a deliberate cycle of command, staff, and unit activities to synchronize current and future operations. A unit conducts these events on a recurring basis to facilitate setting the conditions for success. Station commanders establish a battle rhythm to create **consistency and predictability** and increase operational efficiency (see USAREC TC 5-01 for battle rhythm details, examples, and common tasks).

WEEKLY PLANNING MEETING

4-8. The station commander uses the weekly planning meeting to synchronize station prospecting, processing, and Future Soldier operations. Station commanders review and compare the results of current prospecting efforts against the MAP and modify future prospecting efforts as necessary. Station commanders assess any applicant issues, Future Soldier issues, upcoming events, and the need for resources and adjust the station's recruiting plan as necessary.

MISSION ACCOMPLISHMENT PLAN

4-9. The Mission Accomplishment Plan (MAP) is a mathematical tool that provides station commanders with a glide path and predictor mechanism to understand how much effort is required to achieve the monthly mission. The MAP allows station commanders to operationalize work effort into actions within the station recruiting plan.

4-10. The MAP identifies training indicators or operational deficiencies. Station commanders assess each line of the MAP, understand the cause for insufficient achievements, and direct appropriate actions. The MAP serves as a litmus test or validation of the operation plan. If the actions within the operation do not meet or exceed the requirements within the MAP, then mission failure is highly probable.

4-11. Station commanders oversee the development of individual MAPs and validate support of the station MAP (see USAREC TC 5-01 and USAREC TC 5-03.4).

STATION RECRUITING PLAN

4-12. The station recruiting plan encompasses the four areas of focus – lead generation, prospecting, processing, and leading Future Soldiers - and unifies decisive, shaping, and sustaining operations. Good plans are agile and straightforward and account for uncertainty while mitigating risk.

4-13. The initial input to the station recruiting plan is the commander's intent and targeting guidance. The commander's intent is a clear and concise statement of what the force must do and the conditions to achieve the mission. Station commanders describe the conditions and limits in which subordinates may exercise initiative while maintaining the unity of effort.

4-14. The station commander applies knowledge from the IPOE and personal experience to identify high-priority targets for the recruiting force. The station commander uses all available information sources, including battalion S2 analysis, historical market data, and bottom-up input from recruiters to identify target markets, schools, and events.

4-15. The station recruiting plan accounts for the assigned mission and the resources the station needs to accomplish the mission. If resource requirements exceed the assets available at the station level, the station commander requests additional assets from the company commander as early as possible to ensure availability.

4-16. After considering all inputs, the station commander uses a "synch matrix" tool in addition to the station recruiting plan. A synch matrix enables the station commander to synchronize available resources and request additional resources to support the overarching targeting process.

4-17. Station commanders are responsible for providing input to the company synch matrix. Company commanders have the authority to direct station-level synch matrixes when necessary. Figure 4-2 is one example of a synch matrix.

Black Hills Recruiting Station

Event Date	Event	Location	ADOS-RC	HRAP	CP Event	MEB	TAIR	SRAP	Future Soldier Training	Battalion Assed Event	Company CDR Presence	Battalion CDR Presence	RPI/PPI	BS Presentation/Booth	A&PA News Release	A&PA Print Ad	A&PA Radio	A&PA Flyers	Estimated Attendance	Train-up Required	Type of Training Required	Rehearsal Date	Estimated Cost	NOTES
	JULY																							
7/4	Independence Parade	Main St. Plaza	X		X		X	X			X						X	10K	Y	Color Guard	7/2 1400		HMMVV Schedule
7/29	FSTP Function (Funded)	Little Duck Pizza					X		X										60	Y	Mantated	7/14 1500	$175	
	AUGUST																							
8/10	Company Mega FSTP Function	San Juan Park			X		X	X		X		X	X						120				$450	Cater Subway for Lunch
	SEPTEMBER																							
9/23	USDC Soccer Game	USDC Complex				X		X			X								300					Corr. w/93rd MP TPU
9/30	FSTP Function (unfunded)	615W						X											20	Y	Diagnostic APFT	9/25 1300		

Figure 4-2. Station Synch Matrix Example

School Recruiting Program

4-18. Establishing a School Recruiting Program (SRP) is vital to the station's success, as secondary and postsecondary schools account for the majority of enlistments and commissions. The station commander is responsible for developing the SRP and enforcing the completion of its tasks (see USAREC TC 5-03.1 and UR 350-13 for SRP details and planning considerations).

4-19. Station commanders are responsible for ensuring recruiters understand the SRP and its specific requirements. Additionally, station commanders validate that recruiters build school events in the school folders, conduct scheduled events, and document actions in School Zone and EPGs.

Chapter 5
Sustaining Operations

SUSTAINING OPERATIONS

5-1. Sustaining operations enable decisive and shaping operations by providing market and recruiter support. Sustaining operations are inseparable from decisive and shaping operations but are not usually decisive. Sustaining operations are perpetual and a vital part of the recruiting operation. Failure to sustain the recruiting operation can harm market penetration, recruiter success, and mission accomplishment. Sustaining operations determine how long the recruiting force can exploit successful decisive, and shaping operations.

LOGISTICS

5-2. The company provides the major portion of logistics support to the stations. The station commander maintains facilities, vehicles, cell phones, computer equipment, etc. In most cases, repair or replacement requires coordination with battalion personnel.

ADVERTISING ASSETS

5-3. Station commanders ensure recruiters have an ample supply of available advertising assets, including RPIs and PPIs. Recruiters use these assets to create opportunities for follow-up activities and to support special events. Evaluation of all planned events to ensure adequate asset stock levels is a necessity. Station commanders use the online ordering system to maintain needed RPIs and PPIs.

PERSONNEL MANAGEMENT

5-4. Station commanders are responsible for the command's most important resource: the recruiter. The station commander must know and care for the welfare and professional development of the recruiting force. Station commanders are responsible for maintaining the station's leave program, medical readiness, military and civilian education, welfare of the families, and the holistic health and fitness (H2F) of Soldiers.

PERSONNEL INTEGRATION

5-5. Station commanders assist new Soldiers with in-processing activities and work with Soldiers to address any problems using USAREC Form 350-1.4, Reception and Integration Checklist in USAREC Regulation 350-1. The station commander familiarizes new recruiters with the recruiting station, provides a physical overview of the station's area of operation and individual recruiting zones, and accompanies new recruiters on their first visit to assigned schools. The station commander provides new recruiters with initial counseling covering general and job-specific procedures, requirements, and expectations. The station commander submits the completed Reception and Integration checklist to battalion trainers for initiation of the Advanced Training Program (ATP).

TRAINING AND LEADER DEVELOPMENT

5-6. Station commanders are in charge of the station's training and are responsible for ensuring the completion of leader development programs. The starting point of a recruiter's development begins with the Reception and Integration Program. The Advanced Training Program (outlined in USAREC Regulation 350-1, Training and Leader Development) validates foundational skills and focuses training only on the new recruiter's

deficiencies. STP 805K-79R-SMTG, the Soldier's Manual and Training Guide - MOS 79R, lists specific tasks, conditions, and standards for recruiters.

5-7. Station commanders are responsible for integrating new recruiters, overseeing professional development, and providing counseling. The operational tempo of recruiting often causes Soldiers to overlook personal development, i.e., physical fitness requirements, MOS proficiency, and professional development. The station commander ensures Soldiers follow through with professional development and training requirements.

5-8. Station commanders monitor each Soldier's progress toward promotion to the next grade. The station commander encourages recruiters to allocate time to update official records annually, take appropriate career and leadership professional development courses, and take college courses. Station commanders counsel Soldiers on creating and maintaining a balance between work requirements and professional development.

5-9. The leader development process is a continuous cycle that helps improve knowledge, skills, and abilities through the three training domains: institutional (schools), operational (unit training), and self-development. Station training and leader development are part of the operational domain. The station commander plays a critical role in assessing proficiencies and identifying training needs.

5-10. Station commanders develop station training plans from the quarterly Company/Station Training Assessment Review (CSTAR). The CSTAR helps identify and determine the station's weekly training sessions and initiates required refresher training.

5-11. Self-development training is the responsibility of each Soldier, regardless of rank or position. Station commanders not only encourage recruiters to be lifelong learners, but also to self-develop by gaining explicit knowledge through USAREC doctrine, manuals, regulations, policies, and training circulars, and attending formal civilian and military education courses.

5-12. Taking the time to plan training properly is essential in designing a program that increases the abilities and lethality of recruiters. Near-Term training, captured on UF 350-1.1, covers one month within the short-term (quarterly) training plan. Station commanders allot time in the station training plan for all event types to include, but not limited to individual tasks, collective tasks, organizational training, education, competition boards, and team-building exercises (refer to UR 350-1 for frequency).

5-13. Station commanders document all individual training on UF 350-1.2 Training Record and maintain those records in the Digital Training Management System (DTMS). Station commanders encourage bottom-up feedback through individual training records. Station commanders prepare Soldiers for The Army School System (TASS) and support the Noncommissioned Officer Professional Development System (NCOPDS).

Note: Verbal communication and written counseling foster a learning environment. The noncommissioned officer evaluation report (NCOER) drives the process of professional development in subordinate leaders.

SUSTAINMENT

5-14. Sustainment uses military, civilian, and contracted resources to provide the physical means for recruiters to work. The sustainment recruiting function includes human resources, intelligence gathering, operational support, facilities and logistics, marketing, educational, and family support. Station Commanders understand environments to determine where, when, and how to employ resources. Sustainment in USAREC generally involves three main pillars: Human Resources, Logistical, and Information and Technology.

5-15. **Human Resources** (HR) sustainment provides the appropriate staffing for the recruiting force in line with the approved force structure and positioning analysis. Station commanders monitor and maintain personnel and medical readiness, safety, and H2F to care for Soldiers and Families.

5-16. **Logistical** sustainment at the station level includes the procurement and maintenance of all facets of logistical support. Specifically, this is the request and delivery of equipment, supplies, resources, vehicles, transportation coordination, and travel.

5-17. The provision of **information and technology** sustainment enables the station commander to operate within a geographically dispersed area of operation. This includes accurate and relevant feedback on technology-based networks, information systems, mobility (to include functionality and security), and equipment and hardware provision and delivery.

5-18. The station commander may include the following questions while assessing sustainment operations:

- Do recruiters have the necessary resources to support targeted events?
- Have any team members scheduled leave?
- Is there any Soldier or Family issues?
- Are any government-owned vehicles due for maintenance?
- Do recruiters have enough Recruiting Publicity Items (RPIs) and personal presentation items (PPIs) to support planned events?

Chapter 6
NETWORKS

INTRODUCTION

6-1. In the recruiting environment, network-centric operations focus primarily on the tactical levels of command (company level and below). The recruiting station is the focal point of the recruiting network, which consists of three parts – the internal network, the external network, and information systems. The recruiting network forms the information environment of the station.

6-2. The three components of the recruiting network represent the individuals, organizations, and systems that contribute, process and disseminate information. The network provides critical information station commanders need to gain an operational advantage to accomplish the mission.

INTERNAL NETWORK

6-3. The internal network includes organizations, such as company and battalion headquarters, which provide administrative, operational, and logistical support to the recruiting station. When the unit integrates these assets into the station recruiting plan, the internal network positively influences the target market and generates leads for the recruiting force.

6-4. The internal network also includes the Recruiting ProNet, which provides virtual collaboration and knowledge resources within the Army's milSuite. ProNet provides a forum where recruiting professionals can freely collaborate, build shared understanding, and exchange recruiting TTPs and lessons learned.

6-5. Station commanders develop cohesive relationships with the VRS. As an internal asset at the battalion level, the VRS can promote upcoming events, target specific audiences, and assist in lead generation through social media and other virtual avenues.

EXTERNAL NETWORK

6-6. External organizations and social networks make up the external network and can positively affect mission success. For example, secondary and postsecondary schools and military units are primary lead sources for the recruiting station. These organizations contain CPs, including students, guidance counselors, teachers, financial advisors, unit leaders, and military school staff members. External sources can improve the Army's credibility, provide leads in target markets, and may create additional opportunities in the recruiting market (see USAREC TC 5-03.3 for details on community partners).

6-7. Schools and courses within The Army School System (TASS) are part of the external network and serve as valuable lead sources for in-service recruiting. These lead sources enable the station commander to develop a list of targeted MOSs that the in-service recruiting force desires or have a higher propensity for success, such as Airborne Infantry and Rangers (refer to UTP 3-10.3 for more detailed lists of in-service network assets).

6-8. Examples of external sources include local organizations, businesses, and government leaders. Establishing relationships with local government agencies can facilitate the station commander's ability to generate leads. Many recruiters and leaders actively participate in organizations such as Veterans of Foreign Wars, the American Legion, the local chamber of commerce, Rotary Club, Kiwanis, and Lions Club. This participation places recruiters in contact with potential CPs who may furnish leads and promote the Army.

6-9. Station commanders can leverage local newspapers, radio, and television stations to promote the Army in the community. Figure 6-1 illustrates the recruiting station network and shows how information and support
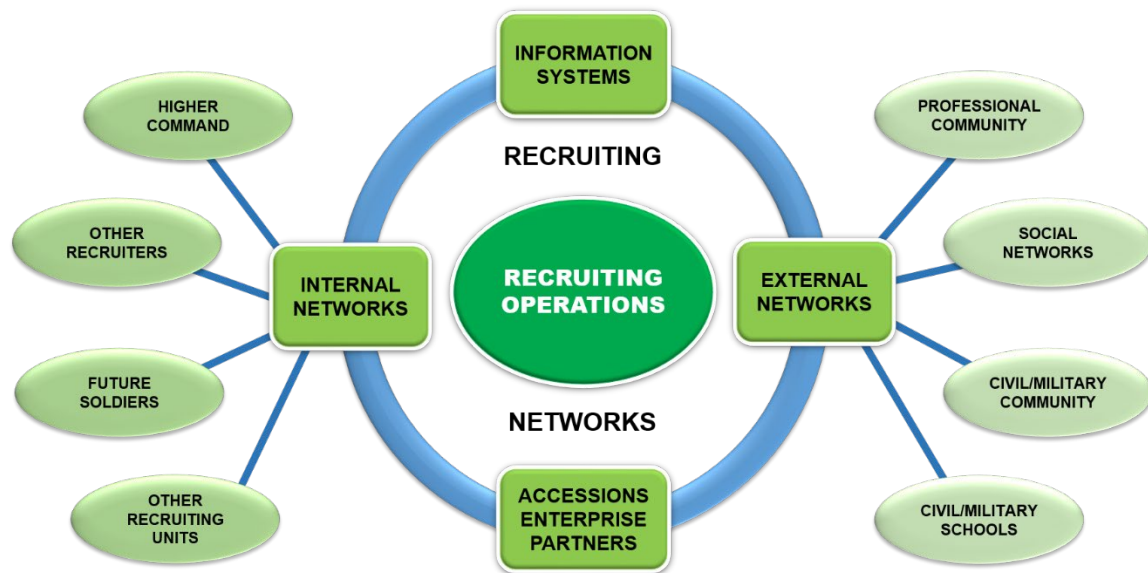
intersect with the station sphere of influence.

Figure 6-1. Recruiting Networks

INFORMATION SYSTEMS

6-10. An **information system** consists of equipment that collects, processes, stores, displays, and disseminates information. Examples of these information systems include IKROme, BI Zone, Recruiter Zone, School Zone, Reserve Unit Zone, and the Recruiting Market Zone Tool.

6-11. Leaders leverage technology to complement and enable leadership skills. Station commanders use technology as a resource to help create and sustain an influential network of information sources within the AO. An effective network provides a common recruiting picture similar to the battlefield leader's common operating picture to direct forces. The skillful application of the recruiting network makes it possible for station commanders to direct forces for maximum effect.

6-12. **Systems Discipline** is defined as the action or inaction of complementary systems and processes that organizations use to collect, filter, process, create and distribute data as intended. Station commanders are responsible for monitoring, validating, and ensuring compliance with systems discipline. Systems discipline is crucial because it allows the station commander to understand, visualize, and direct recruiting operations.

6-13. Systems discipline provides a transparent and up-to-date snapshot at any point in the operations process while minimizing distance in a geographically dispersed environment. This facilitates planning by accurately recording the recruiter work ethic and historical data. Additionally, it allows the station commander to identify the training needs of the recruiting force.

6-14. Station commanders validate systems discipline to ensure compliance, understanding, and individual work ethic. Some examples of this include:

- EPG – validate the individual plan supports the station recruiting plan
- Future Soldier Log – review to ensure that proper follow-ups are being conducted
- Prospecting Analysis Reports – verify compliance with the approved prospecting plan

COMMUNITY PARTNERS

6-15. Station commanders and the recruiting force develop relationships with community partners to enhance the recruiting mission. CPs are those within the community that have access to the population and markets that influence the enlistment decision. Station commanders leverage local community leaders who agree to advocate for the Army as CPs to mitigate recruiters' challenges and overcome obstacles (see UTC 5-03.3, Partnerships)

6-16. The cultivation and development of CPs aid the station commander in placing the recruiter in the right market at the right time. Station commanders must validate that updated contact information is maintained in the COI/VIPs section of Recruiter Zone.

Glossary

SECTION I. - ABBREVIATIONS

AAR	after action review
AMEDD	Army Medical Department
AO	area of operations
AR	Army Reserve or Army Regulation
ARSOF	Army Special Operations Forces
AMSB	US Army Accessions Mission Support Battalion
ASCOPE	Area, structures, capabilities, organizations, people, and events
ASVAB	Armed Services Vocational Aptitude Battery
CG	commanding general
COA	course of action
CP	community partner
COP	common operating picture
DAT	dental admission test
DEP	Delayed Entry Program
DIME	demographic, income, military service, education (report)
DTP	Delayed Training Program
GAMAT	Graphical Accessions Mapping Analysis Tool
HQ USAREC	Headquarters, United States Army Recruiting Command
IADT	initial active duty for training
IET	initial entry training
IKROme	Integrated Knowledge Resources Online for me
IMT	initial military training
IPOE	intelligence preparation of the operational environment
IPR	in-progress review
JROTC	Junior Reserve Officer Training Corps
MCAT	medical college admission test
MEPS	military entrance processing station
METT-TC	mission, enemy, terrain and weather, troops and support available, time available and civil considerations
MOS	military occupational specialty
NCOIC	noncommissioned officer in charge
OIC	officer in charge

OPORD	operations order
PAE	positioning analysis and evaluation
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, and time
QA	quality assurance
RA	regular Army
RFA	Recruiting functions analysis
RMZ	Recruiting Market Zone
ROI	return on investment
ROTC	Reserve Officer Training Corps
RPI	recruiting publicity item
SF	special forces
SORB	special operations recruiting battalion
SOAR	special operations aviation regiment
SRP	School Recruiting Program
TAIR	total Army involvement in recruiting
TLP	troop leading procedures
TRADOC	Training and Doctrine Command
USAREC	United States Army Recruiting Command
VIP	very important person

SECTION II. - TERMS

applicant

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

area canvassing

An activity conducted in a public area within the station's area of operations, which involves posting of the area and seeking new leads, CPs, and VIPs.

armed services vocational aptitude battery (ASVAB)

The ASVAB is a battery of subtests designed under Department of Defense sponsorship to measure an individual's occupational and aptitude potential for enlistment. The ASVAB has a production and student (school) version. The Military Entrance Processing Station and Mobile Examining Team sites use the production version. High schools and postsecondary schools use the student version provided at no cost to high schools and postsecondary institutions by the Department of Defense. The ASVAB also provides leads on potential applicants. Students and counselors may use it as a career exploration tool.

army interview

A formal meeting between a recruiter and a prospect for the purpose of telling the Army story and counseling them on the benefits of an Army enlistment or commission.

battle rhythm

A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations.

blueprinting

Any action to obtain specific information about leads, CPs, VIPs, or other persons.

delayed entry program (DEP)

A program that allows RA applicants to delay accession in the RA.

delayed training program (DTP)

A program that allows AR enlistees to delay departure to IADT.

DEP-out

The final processing conducted to access an RA applicant and send them to IADT.

face-to-face prospecting

A prospecting activity where a recruiter attempts to make a face to face contact with a specific lead to schedule or conduct an Army interview.

follow-up

Any action taken to reinforce an initial action. Typical follow-up can include contacting a CP to obtain a lead, contacting a prospect, the recruiter met at the school event to arrange an interview, or contacting a prospect already interviewed who wanted some time to think before making a decision.

future soldier

A person who has enlisted into the DEP or DTP and is awaiting IADT.

future soldier remote reservation system

An application recruiters use to initiate processing of an applicant outside the MEPS. The recruiter can work with the applicant in the applicant's home with the parents or spouse present. The recruiter temporarily reserves a training seat for the MOS of the applicant's choosing. The applicant must then travel to the MEPS to fully qualify for enlistment, take the oath of enlistment, and thus make the reservation permanent.

graphical accessions mapping analysis tool

A web-based, data-mapping tool that the visual displays data on specially designed maps based on recruiting unit boundaries. The data displayed includes (but is not limited to) leads, enlistments, schools, and market share data.

lead

> A name with an address, telephone number, or e-mail address a recruiter can use to contact an individual.

market share

> Unit accomplishments in ZIP codes measured against the total percentage or proportion of the available recruiting area or market by categories.

measures of effectiveness

> A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. Measures of effectiveness focus on the results or consequences of actions taken. These measures also assess the quality of those results. They answer such questions as, "Is the force doing the right things? Is it achieving the effects it wants? Are additional or alternative actions required?" Measures of effectiveness provide a benchmark against which the commander assesses progress toward accomplishing the mission.

measures of performance

> A criterion used to assess friendly actions that are tied to measuring task accomplishment. This quantitative measure expresses the manner in which the task or action was performed. Measures of performance answer such questions as: "Did we do the things we set out to do? Did we do them properly? Did we do enough or too much?" Measures of performance are based on task assessment and are relatively easy to answer.

military entrance processing station

> The joint service facility conducts final physical examinations and final aptitude tests of all selective service registrants and service applicants, effects induction or enlistment processing, and ships such accessions to appropriate reception battalions or duty stations.

processing

> An activity that assesses an applicant's qualifications and matches a qualified applicant with the needs of the Army. Processing begins when the prospect agrees to process for enlistment, commission, or reclassification.

prospect

> A person who agreed to meet with an Army recruiter or a person who has met with a Recruiter but has not committed to process.

prospecting

> An activity to contact leads through telephonic, face-to-face, and virtual means to engage them in conversation with the intent to schedule an Army interview.

quality assurance

> Any activity that seeks to ensure that an applicant or Future Soldier is ready to proceed to the next stage of processing for enlistment or commissioning.

recruiting station

> A recruiting facility comprised of recruiters who are trained and equipped to perform recruiting tasks.

referral

A lead furnished to a recruiter by an individual with the intent that a recruiter will contact the lead to schedule an Army interview.

school recruiting program

A program designed to assist recruiters in evaluating school markets and directing recruiting efforts toward specific tasks and goals in order to obtain the maximum number of quality enlistments possible.

school zone

A single login access portal where recruiting personnel view and manage all activities relating to the school recruiting program.

sensors

Soldiers who observe the area of operations collect information and provide it to the station commander. This activity conforms to the Army's "Every Soldier a Sensor" (ES2) program.

social media

Web-based applications, which promote the creation and exchange of user-generated content. Prominent examples include Facebook, LinkedIn, YouTube, X, Instagram, and Snapchat.

station commander

An officer or noncommissioned officer who leads the recruiting station. The station commander is responsible for recruiting operations; training and the welfare of the Soldiers and civilian employees assigned to the station.

virtual prospecting

A prospecting method that uses e-mail, social media, and the Internet to contact individuals and engage them with the intent to schedule an Army interview.

For the Commander:

MARK R. DANNER
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