

USAREC MANUAL 3



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14 November 2019

Headquarters

United States Army Recruiting Command

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SUMMARY of CHANGE

USAREC Manual 3. Recruiting.

This minor revision, dated 17 November 2020, to UM 3, dated 14 November 2019

o Changes related to the seven principles of mission command

Foreword

The U.S. Army's mission and purpose remain constant: *To deploy, fight, and win our Nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the Joint Force.* In a time of uncertain fiscal constraints and emerging challenges, while keeping an eye on the requirements of the future, the mission of the United States Army Recruiting Command (USAREC) remains an Army priority and concern. USAREC must recruit America's best volunteers to enable the Army to win and dominate across all domains in a complex world.

Our Army and Nation have entrusted that we will fulfill our tremendous responsibility of filling our ranks with the best and brightest young men and women America has to offer. We have a sacred obligation to those who have gone before us to maintain high standards, preserve the trust of the American people and reinforce the sustainability of an All-Volunteer Army.

USAREC Manual 3, *Recruiting*, is the capstone recruiting doctrine manual for the Army. *Recruiting* provides operational concepts and the principles that are the enduring fundamentals of recruiting operations. These enduring fundamentals, applied to the dynamics of the recruiting environment, support USAREC's inimitable responsibility of providing the strength for our Army, as well as, providing a face to the American people.

The concepts and principles in this manual apply to all recruiting operations - decisive, shaping and sustaining and for every mission component - enlisted, medical, chaplain, and special operations. These principles connect the eight recruiting functions that the force performs daily, and unifies the three lines of effort - prospecting, processing, and leading Future Soldiers to accomplish the mission - Provide the strength.

Recruiting describes the eight recruiting functions - mission command, intelligence, prospecting, interviewing, processing, leading Future Soldiers, training and leader development, and sustainment. This manual defines the art and science of recruiting operations and connects the strategic objectives and tactical planning for the execution of recruiting operations. The construct is a recruiting operations framework that allows leaders to visualize and describe operations, optimally position their force, and achieve the mission using each recruiting function individually as well as collaboratively.

USAREC Manual 3, *Recruiting*, provides the fundamental and common operational concepts for Army recruiting. The unique conditions of the recruiting environment, represents USAREC's contribution of providing the Army its strength through its most precious resource - the Soldiers.



FRANK M. MUTH
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Recruiting

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Glossary

PREFACE

USAREC Manual 3, Recruiting is recruiting command's capstone doctrine publication. It provides a description of how to think about operations. It constitutes the view of how we conduct operations and sets the foundation for developing the other principles, techniques, and procedures detailed in subordinate doctrinal publications.

The principal audience for USAREC Manual 3 is all Soldiers and Civilians assigned to USAREC.

Most terms with recruiting definitions are in both the glossary and the text. Terms for which USAREC Manual 3 is the proponent publication (the authority) have an asterisk in the glossary. USAREC Manual 3 applies to all Army recruiting categories and specialties for which USAREC receives an accession and contract mission.

The proponent for this publication is HQ RRC ATTN: Doctrine Division (RRC-D), 1929 Old Ironsides Avenue, Fort Knox, KY 40121-2725. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ RRC ATTN: Doctrine Division (RRC-D), 1929 Old Ironsides Avenue, Fort Knox, KY 40121-2725 or by email to: USARMY Ft Knox USAREC List RRC Doctrine usarmy.knox.usarec.list.rrc-doctrine@mail.mil.

THE ROLE OF RECRUITING

1. Our strategic mission is to recruit and assess highly qualified individuals to meet near and long term Army requirements.

THE ROLE OF RECRUITING DOCTRINE

2. Recruiting doctrine is the concise expression of how to conduct the operations in support of enlisted, commissioned, and in-service recruiting mission. It provides authoritative guidance for leaders at all echelons. It allows the freedom to adapt tactics to circumstances and fosters creativity, initiative, and innovation in the pursuit of mission accomplishment.

3. Doctrine provides a common understanding of how to conduct operations across all mission sets. It promotes communication among Soldiers in the command, captures and integrates knowledge gained from decades of conducting operations, contributes to a shared professional culture, and serves as the foundation of recruiting leader development and training.

OPERATIONAL ENVIRONMENT

4. The operational environment consists of the conditions, circumstances, and influences that affect operations. Recruiting leaders plan, prepare, execute, and assess operations by analyzing the operational environment in terms of the operational variables: political, military, economic, social, information, infrastructure, physical environment and time.

5. No two operational environments are alike. Variables such as demographics, markets segments, and geography vary among battalion, company, and station areas of operation, and they change over time. Accordingly, leaders must consider how these dynamic operational variables affect recruiting force positioning and employment, marketing strategies, and the recruiting operation plan to achieve mission success.

FOUNDATIONS OF RECRUITING

6. Trust and credibility are the foundations of recruiting. Recruiters establish, preserve, and strengthen trust and credibility every day with the American public, which enables the successful execution of operations. Trust is the foundation while credibility is the plane upon which the Army Values maintain a delicate balance as depicted in figure 1.

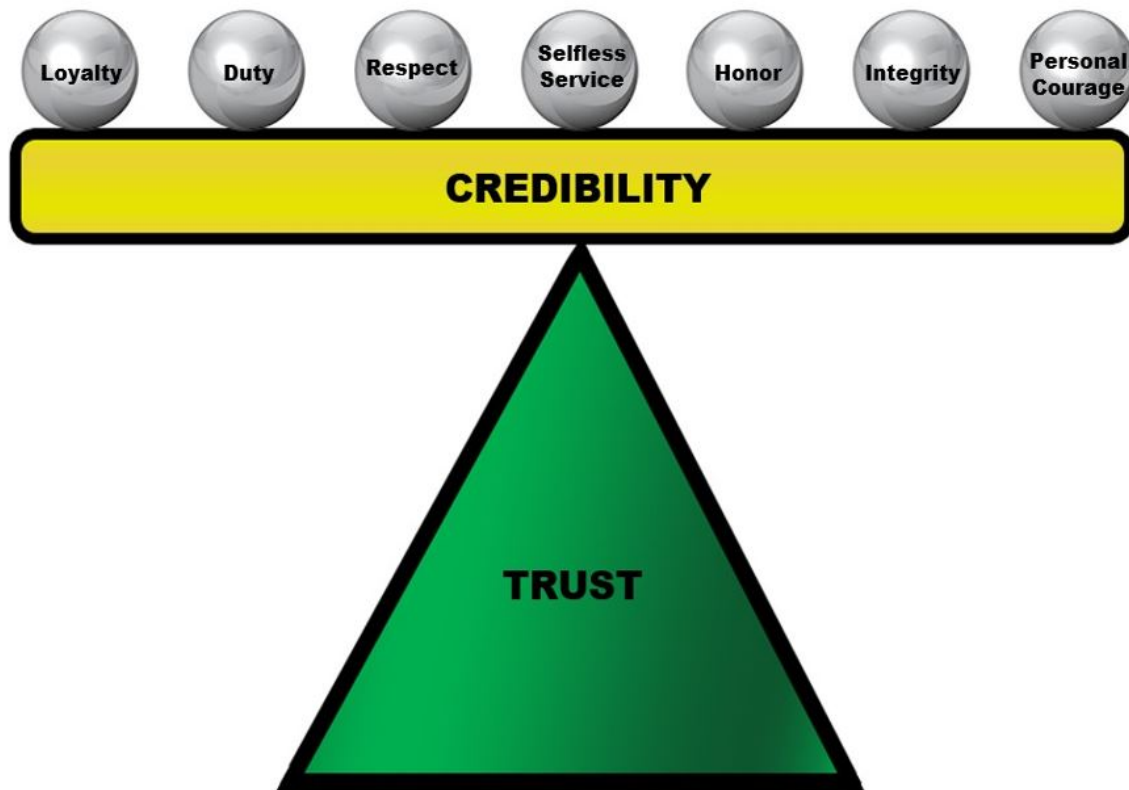


Figure 1. Foundations of Recruiting

7. Our words and deeds directly affect the level of trust the American people place in the Army. Trust builds slowly: recruiters earn and preserve trust one engagement, one event, and one operation at a time. The credibility of our force rests on trust, balanced by the values each member holds true. Conversely, noncompliance with just one of the Army values can upset the balance, rapidly deplete this trust, and negatively affect the operational environment for years to come. While we cannot force the public to trust the Army, we can take deliberate actions to preserve our credibility. In so doing, we earn and maintain trust from the Nations we serve.

RECRUITING PRINCIPLES

8. Seven recruiting principles form the word RECRUIT, as shown in figure 2. These principles provide guideposts for Soldiers and Department of the Army Civilians engaged in talent acquisition for the all-volunteer force. Application of these principles does not guarantee success; however, they represent time-tested practices that help leaders think about operations in general terms. Leaders must still apply specific techniques and practices based upon their operational environment.

Principles of Recruiting (Recruit)

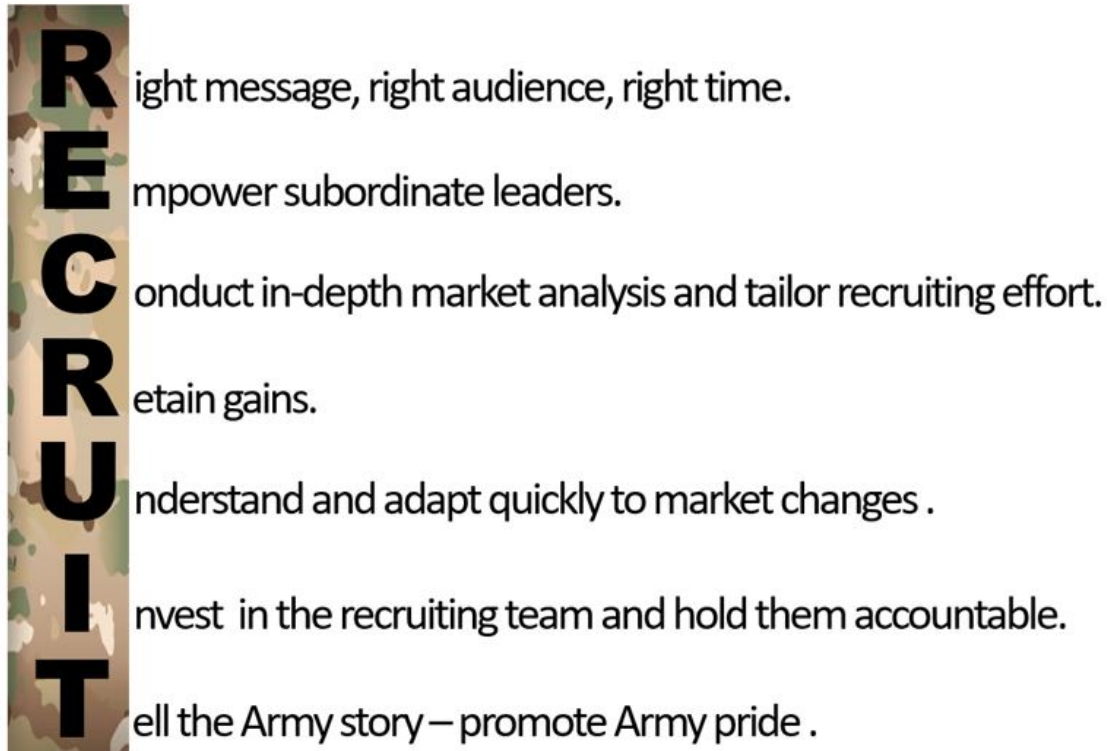


Figure 2. Principles of Recruiting (RECRUIT)

Right message, right audience, right time

9. Direct all operations towards clearly defined, decisive, and attainable objectives. Identify the men and women qualified for Army service, then develop and deliver a compelling message outlining Army opportunities that resonate with the target market and their influencers.

Empower subordinate leaders

10. Operations occur in geographically dispersed, decentralized environments. Commanders at all echelons must leverage the seven principles of mission command (see Army Doctrine Publications 6-0) to set conditions for unit success. Empowering subordinates involves trusting them to make decisions and aggressively pursue their objectives within the commander's intent to achieve the greatest results. Leaders must create predictable battle rhythms and set conditions for unit success across the four USAREC Manual 3 entire entire spectrum

of command responsibilities, to include mission accomplishment, safety, training, readiness, supply discipline, administration, and the welfare of Soldiers, Department of the Army Civilians and Families.

Conduct in-depth market analysis and tailor recruiting effort

11. Intelligence can drive operations, and leaders at all levels use in-depth market analysis to identify high value, high-quality markets. They position their recruiting force to engage these markets, synchronize available assets, and tailor a message that resonates with the targeted markets.

Retain gains

12. Leaders must retain their unit's hard-fought gains: an applicant turned Future Soldier, an increase in market share, or access to school. Successful leaders also reduce losses by maintaining contact with Future Soldiers and their influencers.

Understand and adapt quickly to market changes

13. The market is constantly evolving. Leaders must drive the market intelligence effort to gain clear, relevant, and timely information to stay ahead of the competition. A clear statement of the commander's intent and priority enables the recruiting force to adapt their operations plans as the market changes.

Invest in the recruiting team

14. The recruiting team encompasses more than just the Soldiers operating in recruiting stations. All personnel in the command contributes to the overall recruiting mission. The same holds true for members and Community Partners of recruiting networks developed and maintained at every echelon, such as grassroots advisory boards, Partnership for Youth Success Program (PaYS) partners, educators, civic and business leaders, Reserve Ambassadors, Civilian Aides to the Secretary of the Army, veterans' organizations, and community leaders. Each member and Community Partner of the network brings something to the recruiting team-if properly leveraged.

Tell the Army story-promote Army pride

15. The Army and the Army Family is a values-based organization of dedicated, professional Soldiers, Department of the Army Civilians, and contractors, with over 241 years of service to the nation. Army service has many tangible benefits to offer the youth of America. However, some of its greatest benefits are intangible, such as service to the nation, fulfilling a sacred responsibility of citizenship and the pride that comes from being a Soldier.

OPERATIONAL FRAMEWORK

16. The operational framework covers the full range of recruiting activities. Decisive operations put recruiters in direct contact with qualified individuals who comprise their target market. Shaping operations set conditions for successful decisive operations. Sustaining operations maintain the essential elements for success: our people, facilities, and equipment.

DECISIVE

17. Decisive operations are personal encounters between a recruiter and an individual that starts the enlistment, commission, or in-service reclassification process. Decisive operations most often work in sequence; each activity depends on the completion of the previous one. Prospecting operations generate Army interviews, which lead to processing, and ultimately an enlistment, commission or reclassification through in-service recruiting efforts. Decisive operations are the spearhead of operations in USAREC. All other operations and activities support decisive operations.

SHAPING

18. Shaping operations create and preserve conditions for effective decisive operations. Shaping operations include school recruiting programs, national and local advertising, promotions, and Army support assets that target the civilian, professional, and military communities and schools. Shaping operations can become decisive when they create conditions for interpersonal contact between the recruiter and their target market. Shaping operations can occur before, during or after the start of decisive operations, and can remove obstacles or create opportunities that enhance current or future decisive operations.

SUSTAINING

19. Sustaining operations provide the resources, manpower, infrastructure, and training that enable decisive and shaping operations. Sustaining operations are inseparable from shaping and decisive operations and are the central aspect of all operations in USAREC. Sustaining operations preserve the freedom of action commanders need to take advantage of recruiting opportunities. Successful sustaining operations include an effective training program and are key ingredients for effective recruiting operations.

20. The purpose of all sustaining, shaping, and decisive operations is to cause the main decisive operation, the Army interview, to occur as frequently as possible.

RECRUITING FUNCTIONS

21. The eight recruiting functions listed in figure 3 break down into two groups. The outside ring-mission command, sustainment, and training, represent leader activities that direct and sustain the recruiting force and support the recruiting process. The inside ring-intelligence, prospecting, interviewing, processing, and Future Soldier preparation, represent the recruiting process that puts recruiters in direct contact with the recruiting market. These eight recruiting functions represent the decisive, shaping, and sustaining operations that make up the operations plan.



Figure 3. Recruiting Functions Layout

MISSION COMMAND

22. Mission command is fundamental to both the art and science of operations (see Army Doctrine Publication 6-0). Leaders combine the art of command and the science of control to accomplish their mission. Mission command integrates and synchronizes the recruiting functions into the operations plan to direct and lead subordinate units. Leaders use the command's communication and information systems to understand, visualize, describe, direct, lead and assess operations. Mission command also leverages knowledge management to enhance leader, unit, and Soldier performance.

SUSTAINMENT

23. 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.

TRAINING AND LEADER DEVELOPMENT

24. Well-trained Soldiers and leaders are critical to mission success. The comprehensive evaluation of recruiting functions and performance analysis guide the development of individual and unit training programs. Real-time training overcomes negative trends in the near term and prepares the team for mid and long-range success. Effective training builds confidence, competence, and professionalism. Training focuses on critical tasks and skill gaps observed during execution of operations as well as individual and collective task analysis.

INTELLIGENCE

25. Intelligence supports the planning of operations. Intelligence gives leaders both a historical view of operations and current understanding of their operating environment. Intelligence helps leaders identify their target markets, develop their operation plan, and direct the force.

PROSPECTING

26. Prospecting takes place at station level and represents the beginning of the recruiting process. Prospecting is any action a recruiter takes to contact an individual for the purpose of conducting an Army interview. Prospecting is executed telephonically, face-to-face, and virtually via social networks and email. Focused and vigorous prospecting is the foundation for mission success.

INTERVIEWING

27. The Army interview is the centerpiece and art of recruiting. All other recruiting functions either support or are the direct result of the Army interview. The Army interview allows recruiters to use their training, experience, and interpersonal skills to lead individuals through a goal setting and career planning process.

PROCESSING

28. The processing function begins when an individual agrees to join the U.S. Army. Processing ensures only qualified individuals apply for enlistment, commission, or voluntary reclassification through in-service recruiting efforts. Processing evaluates an individual's qualifications and matches them with the needs of the Army. Processing activities can include Army Services Vocational Aptitude Battery (ASVAB) test, Military Entrance Processing Station (MEPS) processing, professional qualification, and the board review and selection assessment.

LEADING FUTURE SOLDIERS

29. Recruiters set conditions for their recruits to succeed in either the Regular Army or the Army Reserve, regardless of branch or Military Occupational Specialty (MOS). Future Soldiers represent the Army's strategic reserve; in the event of a national emergency, Future Soldiers are immediately available to attend initial training. Leaders manage the training plans and preparation guidelines to ensure their recruits are ready for the rigors of Army training.

RECRUITING NETWORK

30. The recruiting network consists of internal and external networks (see Figure 4). When synchronized, these two networks provide commanders with the vital information they need to form operational plans to achieve mission success.



Figure 4. Recruiting Internal and External Networks

31. The internal network is a combination of human and function-based systems that enable leaders to understand, visualize, describe, direct, lead, and assess operations. The internal network provides information to reach and engage people more effectively by boosting recruiting efficiency and focus, and developing a common (recruiting) operational picture.

32. The external network includes civilian and professional communities, schools, and social networks that set conditions for mission success. Recruiters and station commanders are responsible for developing working relationships within their external networks. The company, battalion, and brigade commanders develop working relationships with community leaders and school officials at successively higher echelons. USAREC HQs works with governmental agencies across the nation in support of recruiting efforts. These coordinated efforts promote success at all levels.

ART AND SCIENCE OF RECRUITING

33. Operations are a combination of art and science: both are necessary to achieve mission success. The application of art and science in recruiting differs from operational units. In operational units, the art of maneuver resides at division headquarters while the science of combat operations lies at the tactical level. However, in recruiting, the science resides at USAREC HQs and art gradually replaces the science of recruiting at the tactical level.

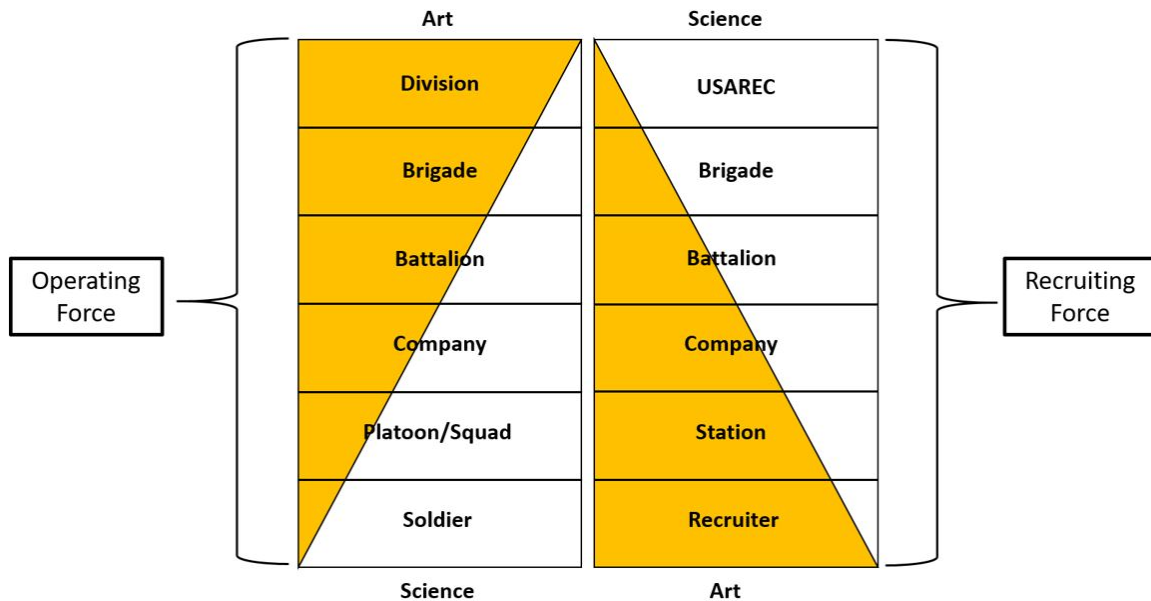


Figure 5. Art and Science Comparison: Operating vs Recruiting Forces

RECRUITING ART

34. The art of recruiting is the practice of adapting and applying dynamic interpersonal and leadership competencies and communication techniques with personal experiences to tell the Army story. It is the centerpiece of Army recruiting, demonstrated daily by every recruiter in the command. Interpersonal communication and leadership skills help the recruiter guide individuals through the interview process.

RECRUITING SCIENCE

35. The science of recruiting is the study of environmental and market data to determine market behavior. The study of demographics, human populations and population segments, are prime components of the science of recruiting.

Recruiting science identifies target rich areas that assist commanders with recruiter placement and formulation of marketing strategies.

36. The study of enlistment, commission, and in-service recruiting data identifies trends and helps commanders understand their particular recruiting market. It is vital for leaders to know their target market and the nature of their competition, such as post-secondary schools, employment opportunities, sister services and unit deployments. Knowledge gained through the application of recruiting science helps commanders decide when and where to direct operations and how to deploy their recruiting force.

CONCLUSION

37. USAREC Manual 3, Recruiting, describes time-tested concepts while remaining adaptable to local conditions. It leverages mission command to achieve mission success.

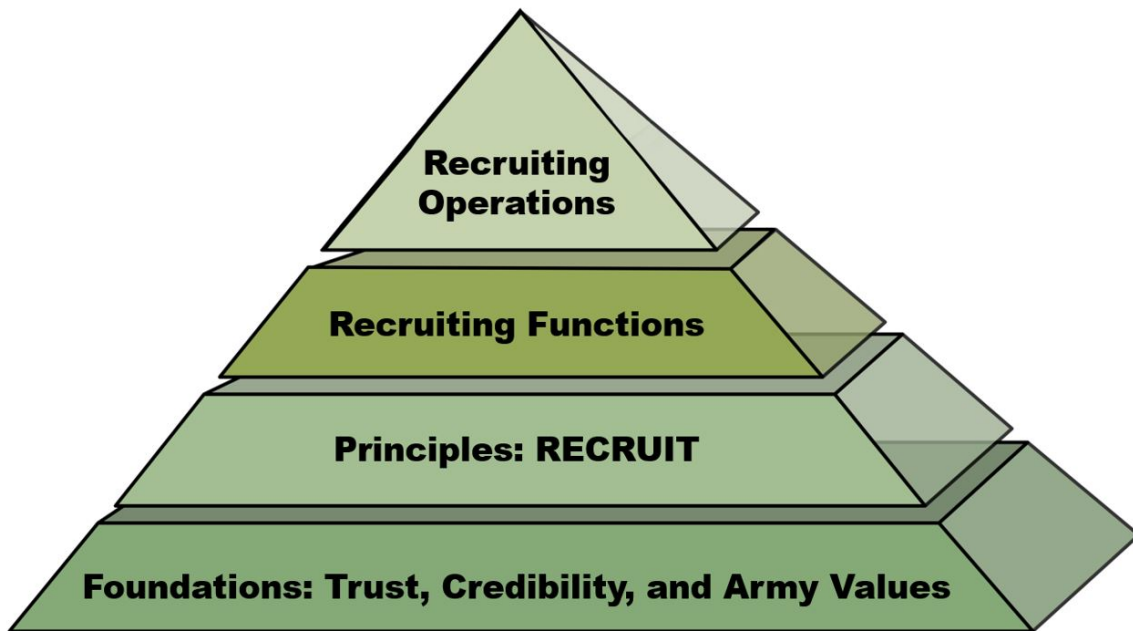


Figure 6. Hierarchy of Recruiting Operations Style in Document

38. Operations provide the Army with its most precious commodity-Soldiers. USAREC's mission is an essential mission for Training and Doctrine Command (TRADOC) and our Army. The diagram in figure 6 represents the hierarchy of concepts described in this manual in the conduct of operations. While these concepts are not a guarantee of success, they provide a framework for talent acquisition for the Army of today and the future. The future of the Army depends on the acquisition of highly qualified volunteers who join our ranks through the efforts of dedicated Soldiers who live by the foundations and principles described in this manual.

GLOSSARY

Section I- Acronyms and Abbreviations

ASVAB

Army Services Vocational Aptitude Battery

MEPS

Military Entrance Processing Station

MOS

Military Occupational Specialty

PaYS

Partnership for Youth Success Program

USAREC

United States Army Recruiting Command

Section II- Terms

Community Partner

A person other than Active Army or Army Reserve members who, by virtue of their relationship with and access to enlistment age youths, are capable of directly or indirectly influencing youths to seek more information about Army enlistment opportunities.

Future Soldier

Individual accepted for Active Duty or Army Reserve duty, and are awaiting shipment to IMT.

Operation Plan

Holistic plan designed to accomplish the mission and improve recruiting performance communicated through the five-paragraph operations order process.

Partnership for Youth Success Program

A recruiting initiative developed to partner with America's business community and appeal to young people interested in obtaining a quality civilian job after serving in the Army.

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DISTRIBUTION:

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14 November 2019