

USAREC TRAINING CIRCULAR 5-01 MISSION COMMAND: COMMAND AND CONTROL OF RECRUITING FORCES



USAREC TRAINING CIRCULAR 5-01 MISSION COMMAND: COMMAND AND CONTROL OF RECRUITING FORCES

21 July 2020
Headquarters
United States Army Recruiting Command
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Mission Command: Command and Control of Recruiting Forces

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Mission Command: Command and Control of Recruiting Forces

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PREFACE

UTC 5-01 – The United States Army Recruiting Command (USAREC) publication, UTC 5-01, Mission Command, Command and Control of Recruiting Forces, expands on the fundamental concepts and requirements in UM 3-0, Recruiting Operations; UM 3-30, Recruiting Company Operations; and UM 3-31, Recruiting Station Operations. UTC 5-01 augments fundamental principles discussed in ADP 6-0, Mission Command: Command and Control of Army Forces. USAREC units experience a complex and changing operational environment requiring all leaders to understand and execute command and control (C2) to accomplish the mission. The criticality of C2 is no less important in USAREC than it is in any warfighting unit. In fact, the nature of the mission and the geographic dispersion of subordinate units demand mastery of C2 to execute and achieve the recruiting mission.

PURPOSE

The purpose of UTC 5-01 is to demonstrate how established USAREC processes and procedures apply to the C2 principles and assist USAREC leaders in achieving mission success. Commanders employ their C2 system to enable the people and formations conducting operations to work toward a common purpose. All the equipment and procedures exist to achieve this end. Commanders organize their C2 system to support decision-making and facilitate communications.

SCOPE

Establish the fundamental methodologies for all USAREC personnel to conduct recruiting operations by successfully executing command and control activities to achieve mission command.

APPLICABILITY

This UTC applies to all recruiters, leaders, and staff.

ADMINISTRATIVE INFORMATION

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

INTRODUCTION

This revision to UTC 5-01 represents an evolution of mission command doctrine based upon lessons learned since 2012. The use of the term *mission command* to describe multiple things—the recruiting function, the system, and a philosophy—created unforeseen ambiguity. Mission command replaced *command and control*, but in practical application it often meant the same thing. This led to differing expectations among leadership cohorts regarding the appropriate application of mission command during operations. Labeling multiple things mission command unintentionally eroded the importance of mission command, which is critical to the command and control of forces across the range of operations. Differentiating mission command from command and control provides clarity, allows leaders to focus on mission command in the context of the missions they execute, and aligns USAREC with the Army, who uses the term command and control.

Command and control—the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission (JP 1)—is fundamental to the art and science of recruiting. No single specialized recruiting function, either by itself or combined with others, has purpose without it. Commanders are responsible for command and control. Through command and control, commanders provide purpose and direction to integrate all recruiting activities toward a common goal—mission accomplishment.

USAREC maintains a vast array of systems and procedures to assist commanders and staffs in executing the art of command and science of control. The intent of this training circular is not to rewrite ADP 6-0, Mission Command: Command and Control of Army Forces, but rather to introduce and demonstrate critical command and control systems, tools, and techniques that will assist leaders in conducting operations consistent with mission command principles. These systems, when combined with the fundamentals of Army leadership, provide an effective pathway for commanders, supported by their staffs, to combine the art of command and the science of control to understand situations, make decisions, direct action, and accomplish the recruiting mission.

Chapter 1

Battle Rhythm

INTRODUCTION

1-1. A battle rhythm is the deliberate, daily schedule of command, staff, and unit activities intended to maximize use of time and synchronize staff actions (JP 3-33). An effective battle rhythm will enable a unit to create a shared understanding of the commander's intent and set conditions for mission success.

PURPOSE

1-2. Leaders create a battle rhythm by identifying and prioritizing critical activities and ensuring effort occurs at the right time and in the right order. Not every task is critical or requires attention every day, so prioritization is key to a good battle rhythm. A good battle rhythm allows leaders the time to respond to new tasks without jeopardizing the accomplishment of routine tasks. The absence of a battle rhythm leads to missed opportunities and inefficiency, leaving leaders unprepared to act at critical decision points.

ADVANTAGES

1-3. A battle rhythm allows units and leaders to function at a sustained level of efficiency for extended periods. It eliminates wasted time and unnecessary friction by maintaining a close hold on recruiting operations. Procedures and processes that facilitate efficient decision-making such as the weekly planning meeting, daily in-progress reviews (IPR), and after-action reviews (AAR) are critical to achieving a good battle rhythm.

CHALLENGES

1-4. One of the greatest challenges recruiting leaders experience is the inability to develop a battle rhythm that facilitates the accomplishment of critical tasks. These difficulties often stem from the inability to visualize all task requirements, unfamiliarity with cyclic events, prioritization, and time investment to understand the factors that influence a unit's battle rhythm. Figure 1-1 reflects factors that influence a unit's battle rhythm.

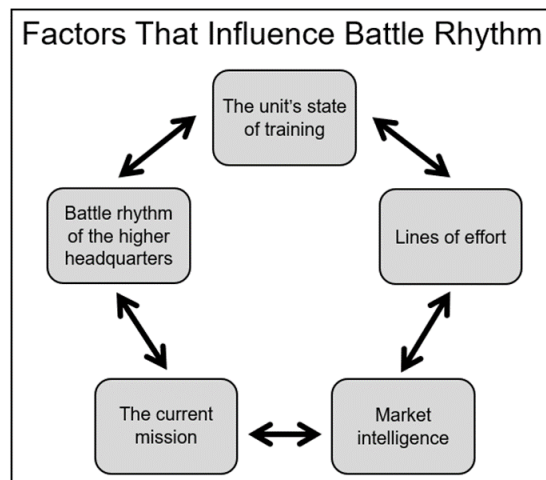


Figure 1-1. Factors That Influence Battle Rhythm

PREDICTABILITY AND FLEXIBILITY

1-5. The operational tempo may fluctuate, but the battle rhythm must remain predictable. Some missions require much more time and effort to plan and prepare for than others. Additionally, the battle rhythm cannot be so inflexible that leaders fail to exploit markets of opportunity as they develop.

1-6. There is no specified format for developing a battle rhythm, but common themes do exist, such as:

- higher headquarters requirements
- seasonal community events, requirements
- critical daily, weekly, monthly tasks

1-7. Table 1-1 displays examples of company-level common tasks. Table 1-2 displays examples of station-level common tasks.

Table 1-1. Company Battle Rhythm Common Tasks

Company Common Task Requirements									
ADMINISTRATIVE	Frequency	SOLDIER AND FAMILY WELL-BEING	Frequency	OPERATIONS	Frequency	TRAINING	Frequency	EXTERNAL EVENTS	Frequency
Facilities/Leases	M	Reception/Integration	M	IPR	D	Station Commander Training	Q	BN Production Call	W
GOVs/Mileage	M	Tricare/Dental	M	*Processing	D	Height/Weight	Q	Future Soldier Scrub	W
Unit CDR Financial Report	M	MEDPROS	M	AAR	W	CSTAR	Q	CMD & Staff	M
Leave Plan/Program/Log	M	Family Readiness Group	M	Station Inspection	W	Company Training	Q	QTB	Q
Awards	M	Family-Leased Housing	AR	*Schools Program	W	SCQLD	Q	R2PC	Q
Supply Request	M	Gym Memberships	AR	*Future Soldier Training Program	W	NCOPD	Q	ATC	A
Rating Scheme	M	Sponsorship	AR	EMM	W	ACFT	SA	CO CDR/1SG Training	A
Flag Report	M	EFMP	AR	Mission Analysis	M	Mandatory Training	AR	IG Inspection	A
Promotion	M			Operation Plan Development	M	NCOPDS	AR	Targeting Board	AR
Leader Engagement Tool (LET)	Q			Advertisement	Q	Functional Courses	AR	Fusion Cell	AR
Inventory	A			Waivers	AR	DTMS	AR		
Incident Reports	AR					ATIS	AR		
UCMJ	AR					ATRRS	AR		
Reclassification	AR					Leader Dev Programs	AR		
NCO Evaluations	AR								
Counseling	AR								

LEGEND: A=Annual, AR=As Required, D=Daily, M=Monthly, Q=Quarterly, SA=Semiannually, W=Weekly

*Asterisk indicates tasks that have multiple subordinate tasks.

Table 1-2. Station Battle Rhythm Common Tasks

Station Common Task Requirements									
ADMINISTRATIVE	Frequency	SOLDIER AND FAMILY WELL-BEING	Frequency	OPERATIONS	Frequency	TRAINING	Frequency	EXTERNAL EVENTS	Frequency
a. Facilities		a. Sponsorship	AR	a. IPR	D	a. Leader Development Programs	AR	a. Company IPR	D
1. Cleaning team standard	M	1. Sponsor Assignment	AR	b. Lead Generation		1. ATP	AR	b. Company FS Scrub	M
2. Reporting deficiencies	M	2. Welcome Letter/Packet	AR	c. Weekly Production Meeting	W	2. Station CDR Certification	AR	c. SCQLD	Q
3. Working locks, etc.	AR	3. Initial Contact/Follow-up	AR	d. Prospecting/Processing	D	b. CSTAR	Q	d. Station CDR Training	M
4. Security	D	b. Reception and Integration	AR	e. AAR	AR	1. Training Plan (Development)	Q	e. Company Training	Q
b. GOVs		1. UF 350.1.4 Completed	AR	f. Mission Analysis	W	2. Training Plan (Execution)	W	f. ATC	A
1. Cleanliness	D	2. UF 350.1.4 Section L completed	AR	g. ROP Development	M	c. NCOPDS	AR	g. R2PC	Q
2. Damage/Services	D	3. Newcomers Briefing	AR	h. Schools Program	W	d. Functional Courses	AR	h. Inspections	AR
3. Mileage	M	4. Care of family - up to 30 days	AR	High School	W	e. Mandatory	Q, A, AR	i. Local Events	AR
4. Domicile to Duty IAW Reg	AR	5. Government Leased Housing	AR	1. Enlistment Goals	A			j. Boards/Competitions	AR
5. Misuse	D	6. Family Care Plan	AR	2. Lists (Students/Faculty)	A			k. ACF-T	SA
c. Supplies		c. Medical & Dental	AR	3. Event Calendars	AR				
1. Requests	M	1. EFMP	AR	4. Plan	AR				
2. RPI/PPPI	AR	2. Tricare Providers	AR	5. Execute	D				
3. Organized	D	3. MEDPROS	M	6. Adjust	AR				
4. Redistribution	AR	d. Soldiers Family Readiness Group	M	College/VoTech	W				
d. Equipment		e. Gym Memberships	AR	1. Enlistment Goals	A				
1. Inventory	A	f. BOSS Program	AR	2. Lists (Students/Faculty)	A				
2. Secure/Serviceable	D			3. Event Calendars	AR				
3. Turn-in	AR			4. Plan	AR				
e. Counseling				5. Execute	D				
1. NCOER	Q			6. Adjust	AR				
2. Monthly	M			i. FS Management	W				
3. Event-oriented	AR			1. FS Training Requirements	W				
f. Leave Plan/Program/Log				2. FS Records Update	W, AR				
1. Requested a QTR out	Q			3. FS Orientation	AR				
2. Submission	AR			4. OPAT	AR				
3. Risk Assessment	AR			5. Referrals	AR				
g. Awards				i. Networking	AR				
1. Submitted IAW reg policy	AR								
2. Quantifiable									
3. Certificate of Appreciation	AR								
4. Good Conduct Medal	AR								
h. Serious Incidents	AR								
1. Serious Incident UR 190-4	I								
2. Personnel	I								
3. Facility	I								
i. Height/Weight	SA								
1. Body Composition Program	AR								
2. Nutritionist	AR								
3. Progress	AR								
j. Reclassification	AR								

LEGEND: A=Annual, AR=As Required, D=Daily, I=Immediately, M=Monthly, Q=Quarterly, SA=Semiannually, W=Weekly

1-8. Figure 1-2 is an example of a company battle rhythm. The company battle rhythm is designed to ensure predictability when conducting critical tasks such as the IPR, production call, and station visits, as well as identifying time to analyze data and information for the mission, market, and mission accomplishment plan (MAP).

Company Battle Rhythm					
	Monday	Tuesday	Wednesday	Thursday	Friday
0630	Physical Training	Physical Training	Physical Training	Physical Training	Physical Training
0700					
0730	Personal Hygiene and Travel	Personal Hygiene and Travel	Personal Hygiene and Travel	Personal Hygiene and Travel	Personal Hygiene and Travel
0800					
0830					
0900	Admin / IPR Prep	Admin / IPR Prep	Admin / IPR Prep	Admin / IPR Prep	Admin / IPR Prep
0930					
1000	IPR w/ Stations	IPR w/ Stations	IPR w/ Stations	IPR w/ Stations	IPR w/ Stations
1030					
1100	BN Production Call	BN Production Call	BN Production Call	BN Production Call	BN Production Call
1130					
1200	Admin	Admin	Admin	Admin	MAP Analysis
1230					
1300	Station 1 Visit	Station 3 Visit	Station 5 Visit	Station 7 Visit	
1330					Conversion Data
1400					
1430					
1500	Station 2 Visit	Station 4 Visit	Station 6 Visit	Future Soldier Scrub	Market Anaysis
1530					
1600				Admin	
1630					
1700	Admin	Review DTMS Status	Mission Analysis		EOD
1730					
1800		Admin	Admin	EOD	
1830					
1900	EOD	EOD	EOD		

Figure 1-2. Example of Company Battle Rhythm

1-9. Figure 1-3 is an example of a station battle rhythm. Notice how the station battle rhythm is shaped by requirements from the company or higher. Station commanders conduct daily IPRs early in the morning so they have the critical information they need for their IPR with the company. They conduct packet quality control (QC) at a specific time to ensure applicants are projected for processing by the cut-off time. They conduct hot seats at a specific time to ensure applicants are ready to be transported to the Military Entrance Processing Station (MEPS) so that they arrive prior to check-in cut-off time. These tasks are critical and happen every day to ensure consistency and predictability.

	Monday	Tuesday	Wednesday	Thursday	Friday
0630	Physical Training	Physical Training	Physical Training	Physical Training	Physical Training
0700					
0730	Personal Hygiene and Travel	Personal Hygiene and Travel	Personal Hygiene and Travel	Personal Hygiene and Travel	Personal Hygiene and Travel
0800					
0830					
0900	IPR w/ Recruiters	IPR w/ Recruiters	IPR w/ Recruiters	IPR w/ Recruiters	IPR w/ Recruiters
0930					
1000					
1030	IPR w/ Company	IPR w/ Company	IPR w/ Company	IPR w/ Company	IPR w/ Company
1100	Packet QC Review	Packet QC Review	Packet QC Review	Packet QC Review	Weekly Station Training based on CST AR results
1130	Hot Seat	Hot Seat	Hot Seat	Hot Seat	MHS GENESIS Review/Submission
1200	MHS GENESIS Review/Submission	MHS GENESIS Review /Submission	MHS GENESIS Review/Submission	MHS GENESIS Review/Submission	Weekly AAR
1230	MAP Analysis / Conversion Data	CLT Weekly Station Visit	Market Analysis / IPOE	MAP Analysis / Performance Reports Review	Weekly Planning Meeting
1300					
1330	Review MEPS Tracker	Review MEPS Tracker	Review MEPS Tracker	Review MEPS Tracker	Review MEPS Tracker
1400					
1430					
1500	Station Training Plan Review / Prep for Friday training			Station Recruiting Plan Review	
1530					
1600			Future Soldier Record Review	Future Soldier Training	Close out / daily AAR w/ Recruiters
1630					
1700				Close out / daily AAR w/ Recruiters	EOD
1730					
1800	Close out / daily AAR w/ Recruiters	Close out / daily AAR w/ Recruiters	Close out / daily AAR w/ Recruiters	EOD	
1830					
1900	EOD	EOD	EOD		

Figure 1-3. Example of Station Battle Rhythm

SUMMARY

1-10. Leaders who do not enforce a sound battle rhythm negatively affect subordinates and struggle to condition the force or provide predictability. A sound battle rhythm conditions subordinates and creates patterns that facilitate understanding, compliance, and task accomplishment.

Chapter 2

Recruiting Functions Analysis

INTRODUCTION

2-1. Recruiting functions are to USAREC as warfighting functions are to the operational Army. A Recruiting Functions Analysis (RFA) is an assessment of USAREC's common critical functions that guide leaders in conducting operations and understanding unit performance. Leaders use tools such as Recruiter Zone, Business Intelligence Zone (BI Zone), and Power Business Intelligence (Power BI) to conduct a thorough analysis of all eight recruiting functions.

2-2. Refer to UM 3-30, Recruiting Company Operations, and UM 3-31, Recruiting Station Operations, for specific instructions for conducting an RFA. Figure 2-1 displays a portion of GTA 5-01.2 that company commanders and station commanders use to conduct an RFA.

2-3. For each of the eight recruiting functions, leaders analyze a variety of interactions that affect the recruiting station's operations. This training aid provides examples of items to consider under the column titled REVIEW/ANALYZE. Leaders are authorized to delete, change, or add additional items to this list. The training aid also provides references to information for each item under the GUIDANCE column. Record notes for each item in the ANALYSIS column and the action required under the ASSESSMENT column.

Note: The RFA is Step 1 of a four-step process that informs the development of a Station Recruiting Plan as described in Chapter 7 of this publication.

Understand – Recruiting Functions Analysis (RFA) - Step 1				
Analyze each recruiting function.				
Suggested items/reports to review. (For use of this form, see USAREC Training Circular 5-01.)				
Perform an analysis of each recruiting function. Use continuation sheet if more space or additional items for review/analysis are needed.				
1 RECRUITING FUNCTION	2 REVIEW/ANALYZE	3 GUIDANCE	4 ANALYSIS Review and analyze each area.	5 ASSESSMENT What needs to be done to respond to your analysis?
Mission Command: Command & Control	After-Action Reviews	Review notes from AARs	General guidance and/or location of info.	
	Weekly Planning Meetings	Review notes from meetings		
	Electronic Planning Guides	RZ		
	In-Progress Reviews	RZ		
	Personnel Issues	Any personnel issues?		
	NCOERs/Awards	Any due/upcoming?		
	Leave Management	Anyone on leave?		
	Station Battle Rhythm	MAP, sync matrix, E-Plan		
Intelligence & Market Analysis	BN/Company/Station Operation Plan	Review Company Operation Plan	Blank space to record notes. Example: AAR from a recent school visit that includes a comment that the principal prefers more than one recruiter conduct visits on Thursdays of each week.	Blank space to record notes. Example: Based on the analysis of the school visit AAR, the station commander makes a note to identify and assign two recruiters to visit the high school on Thursday of each week. The station commander should transfer the info to Step 4 and the Sync Matrix.
	Market Share	Power BI-Zone/RZ		
	ASCOPE (Area, Structures, Capabilities, Organizations, People, Events)	FM 3-24.2		
	SAMA	RZ		
	Tactical Segmentation	BI-Zone/RZ		
	BN S2/Comp	BI-Zone		
	BI-Zone	BI-Zone		
	School Zone	School Zone		
Lead Generation & Prospecting	Reserve Unit Zone	Reserve Unit Zone	Use the rest of the form to record information for each of the recruiting functions. Frequency: Once each month, reviewed/updated weekly to prepare for weekly meeting. Estimated time to complete: • Initial: 2 to 4 hours • Subsequent monthly updates: 1 hour • Weekly review: 30 minutes to 1 hour	
	Conversion/Funnel Data	BI-Zone/RZ		
	Prospecting Analysis - ACA	BI-Zone/RZ		
	ASVAB	BI-Zone/RZ		
	ALRL Analysis	RZ		
	LPA Analysis	BI-Zone/RZ		

Figure 2-1. GTA 5-01.2: Understand – Recruiting Functions Analysis (RFA) – Step 1 Instructions

SUMMARY

2-4. Leaders systematically assess their units effectively and develop courses of action directly tied to specific recruiting functions that need improvement by using the RFA methodology. If used effectively, the RFA assists leaders in better understanding their units and enables them to issue mission orders to address shortcomings.

Chapter 3

VARIABLES AND CONSIDERATIONS OF THE OPERATIONAL ENVIRONMENT

INTRODUCTION

3-1. Upon receipt of a mission, commanders develop an initial vision, which they continually review or modify. To visualize their desired outcome or objective effectively, commanders must clearly understand their operational environment (OE). In conjunction with the RFA introduced in Chapter 2, commanders and staffs use operational and mission variables to help build their situational understanding.

OPERATIONAL VARIABLES

3-2. USAREC commanders and staffs analyze and describe an operational environment in terms of eight interrelated operational variables: Political, Military, Economic, Social, Information, Infrastructure, Physical environment, and Time (PMESII-PT). Upon receipt of a mission, commanders filter information categorized by the operational variables into relevant information concerning the mission. They use the mission variables in combination with the operational variables to refine their understanding of the situation and to visualize, describe, and direct operations.

MISSION VARIABLES

3-3. The mission variables are Mission, Enemy, Terrain and weather, Troops and support available, Time available, and Civil considerations (METT-TC). The METT-TC is a tool and a continuous process that requires constant reevaluation because variables in the recruiting OE change so rapidly. Leaders must assess and reassess these variables to develop or update plans. Assessing and reassessing these variables allows leaders to weigh critical factors and make informed decisions.

CIVIL CONSIDERATIONS

3-4. Civil considerations include the influence of manmade infrastructure, civilian institutions, and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of recruiting operations. They comprise six characteristics including Areas, Structures, Capabilities, Organizations, People, and Events (ASCOPE).

3-5. USAREC Manual 3-0, Recruiting Operations, and UTC 5-02, Intelligence, describe the relationship among PMESII-PT, METT-TC, and ASCOPE as shown in figure 3-1.

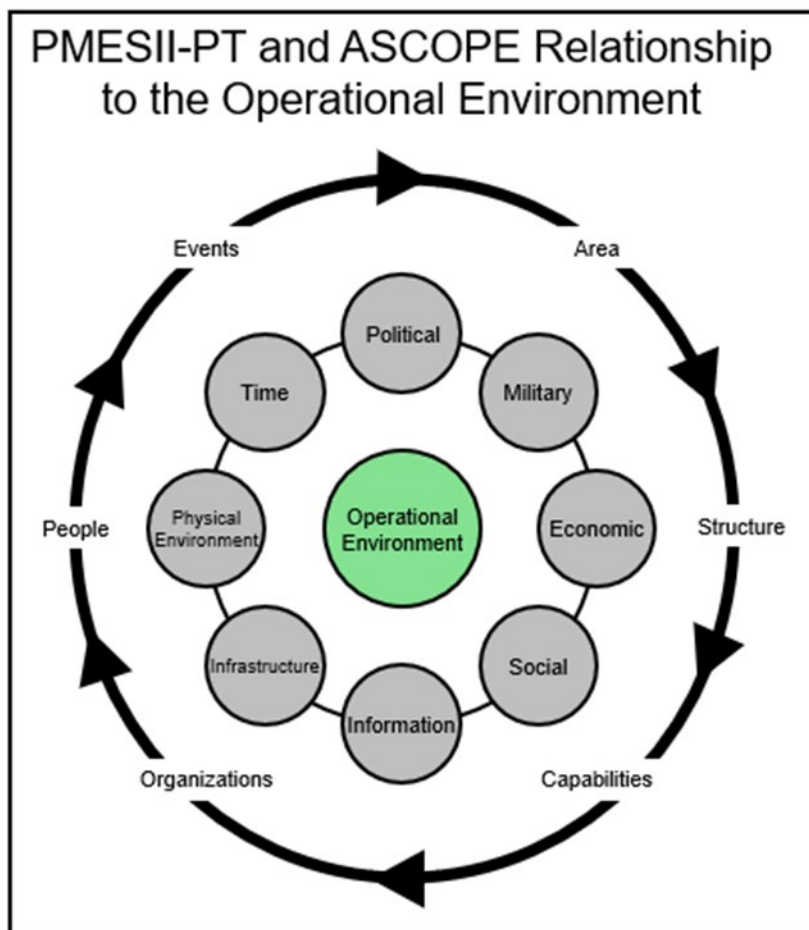


Figure 3-1. PMESII-PT and ASCOPE Relationship to the Operational Environment

3-6. Figure 3-2 displays an analysis of the OE from GTA 5-01.2, which informs the development of the Station Recruiting Plan, allowing station commanders to understand the OE by using PMESII-PT.

3-7. Station commanders must be able to analyze and describe their OE through operational variables: PMESII-PT. Step 2 of the GTA provides items to consider under the REVIEW/ANALYZE column and provides space to record analysis and provide guidance. Leaders can delete, change, or add additional items to the list. Record analysis under the ANALYSIS column for each of the PMESII-PT variables using a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis. Record the assessment—the action required based on the analysis—under the ASSESSMENT column.

Note: This portion of the GTA is Step 2 of a four-step process that informs the development of a Station Recruiting Plan as described in Chapter 7 of this publication.

Understand – Operational Environment - Step 2						
(For use of this form, see USAREC Training Circular 5-01.)						
Perform an analysis of the OE using the PMESII-PT framework. This includes conversion data analysis.						
OPERATIONAL VARIABLE 1	REVIEW/ANALYZE	ANALYSIS				ASSESSMENT
		STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	
	Analyze PMESII-PT.	Internal factors that are favorable to achieving the mission.	Internal factors that are unfavorable to achieving the mission.	External factors that are favorable to achieving the mission.	External factors that are unfavorable to achieving the mission.	What needs to be done to respond to your analysis?
Political Army, recruiting, and/or local policies and politics that influence recruiting operations.	Suggested Items					
	2 Business	4	5	6	7	8 Blank space to record notes as needed. Example: If the station commander has observed a weakness in presenting features and benefits of USAR programs, those notes go here to help develop Step 3 (Visualize and Describe) content.
	Community					
	Recruiting incentives					
	MEPS policies					
	Colleges & universities					
	Trade schools					
Military Military presence in a recruiting environment.	3 Users can add to or modify this list. Add other items by inserting rows into the worksheet.		WEAKNESS	OPPORTUNITY	THREAT	9 Use the rest of the form to record information for each of the PMESII-PT areas. Frequency: Once each month, reviewed/updated weekly to prepare for weekly meeting. Estimated time to complete: • Initial: 2 to 4 hours • Subsequent monthly updates: 1 hour • Weekly review: 30 minutes to 1 hour
	Military installation					
	USAR units					
	Retirees					
	Veteran organizations					
	Pro-military civic organizations					
	Events					
Economic The economic factors that have an influence on the recruiting environment.		STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	
	Unemployment					
	Job programs					
	Wages					
	College programs					

Figure 3-2. GTA 5-01.2: Understand – Operational Environment – Step 2 Instructions

SUMMARY

3-8. Leaders use the operational and mission variables to understand the local recruiting OE and the demographic makeup of the area of operations. A thorough analysis of these variables assists in the assessment of threats and opportunities, allowing leaders to develop plans that mitigate problems and take advantage of opportunities.

3-9. Company commanders, First Sergeants, and station commanders need to use critical thinking skills to develop their plans. There is no one-size-fits-all plan. Each station has different operational variables. Since the OE is different in each unit's area of operation, the content of each plan is different. The process, recruiting functions, and plan template, however, are the same across the command.

Chapter 4

Organizational Inspection Program

INTRODUCTION

4-1. The Organizational Inspection Program (OIP) is the commander's program that integrates command inspections (CI), staff inspections (SI), and the Inspector General (IG) inspections within the command. The three main purposes of the OIP are to reinforce established inspection standards, teach and train those individuals and units found to be deficient, and reduce the disruption of training and other important activities. The OIP is a comprehensive inspection program comprised of inspections and is not an inspection itself.

4-2. Inspections are a command and leader responsibility. The OIP is the commander's program to manage all inspections (internal and external) conducted within the command. The overarching purpose of the OIP is to coordinate inspections and audits into a single, cohesive program focused on command objectives.

4-3. Inspections provide leaders with the ability to visualize what is occurring within their organizations. Leaders use inspections to validate virtual data and analysis and to view actions within the OE. It is more than a checklist of items; it is a systematic approach to understanding root causes in order to make command decisions, correct deficiencies, and exploit opportunities.

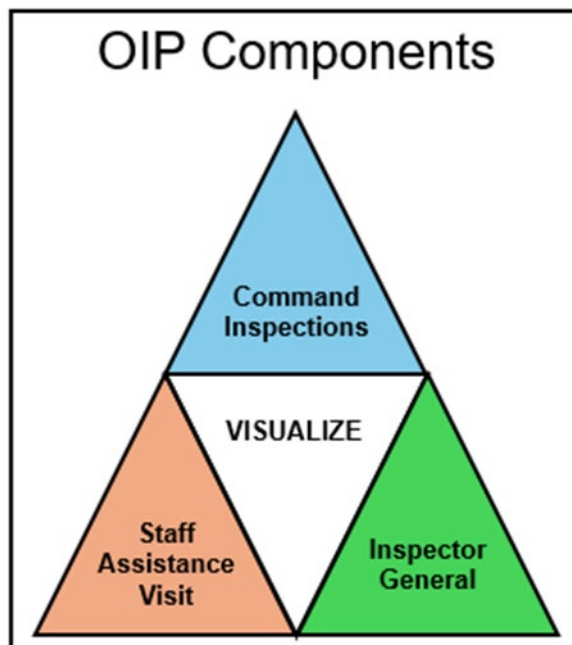


Figure 4-1. Organizational Inspection Program (OIP) Components

4-4. The reason the OIP is so important to the Army's senior leadership is because it provides units and other Army organizations with an internal mechanism to identify, prevent, and eliminate problems that affect readiness.

4-5. OIPs are not simply "check the block" programs. They are living, dynamic efforts that commanders can adapt to meet the needs of the organization, and most importantly, commanders are in control. Commanders at all levels set the scope and nature of their OIPs based on guidance from higher headquarters and within the context of the Army's inspection policy framework outlined in Army Regulation (AR) 1-201, Army Inspection Policy.

4-6. An effective OIP allows a commander to use these inspections to identify, prevent, or eliminate problems within their command. Commanders use the OIP to complement and reinforce other sources of evaluation information when assessing readiness, training, and operational capabilities.

COMMAND INSPECTION PROGRAM

4-7. The Command Inspection Program (CIP) is a subordinate-level focus inspection. Commanders conduct a subordinate-level initial command inspection (ICI) to identify standards compliance, training needs, and operational capabilities. New commanders are scheduled for ICIs no later than 90 days after assumption of command. The dates of the ICI are scheduled toward the end of the 90 days, when possible, to allow adequate time for completion of the command climate survey. The ICI provides new commanders with a clear understanding of unit capabilities or areas in need of correction.

4-8. Inspection products for USAREC, brigade, and battalion CIP inspections (excluding the IG) are in the OIP SharePoint at:

https://armyeitaas.sharepoint-mil.us/teams/G3Training554/Lists/CIP_Master/NewForm.aspx.

4-9. Inspection products include:

- Inspections/Staff Assistance Visit (SAV) schedules.
- Inspection checklists.
- Regulatory guidance.
- Previous inspection results.

STAFF ASSISTANCE VISITS

4-10. SAVs are the commander's inspection asset to deploy subject matter experts to subordinate units to assess, assist, and improve operations. SAVs are usually conducted staff-to-staff, but leaders are encouraged to use them at the company and station levels as well.

INSPECTOR GENERAL

4-11. Inspector General (IG) inspections advise and teach commanders and staffs on inspection techniques. They are used as a basis for commanders to evaluate their units' strengths and weaknesses, to reallocate resources, and to inform commanders at all levels of a unit's readiness free of reprisal or retribution. The IG inspection should occur within the first nine months of assumption of command to provide commanders with the best opportunity to shape their units.

SUMMARY

4-12. USAREC Organizational Inspection Programs follow guidance from UR 1-201, Inspections. The command publishes its OIP instructions annually in the USAREC training and leader development guidance.

4-13. Planning, organizing, and executing inspections are critical to validating compliance, identifying needs, and conditioning subordinate behavior. Whether formal or informal, inspections should extend beyond a checklist and always include training, mentoring, and problem-solving.

Chapter 5

Company and Station Inspections

INTRODUCTION

5-1. This chapter focuses on company and station inspections. The intent is to provide leaders with best practices and lessons learned to facilitate effective command and control of their units.

5-2. There is a belief that inspecting the station provides all the information necessary to evaluate the company commander and First Sergeant. This is incorrect and often results in higher-level leaders missing critical aspects of company leadership and the state of operations.

5-3. The benefit of incorporating and executing company headquarters inspections as part of the inspection program is that it allows higher headquarters to identify several key indicators and root causes of mission success and/or mission failure. Figure 5-1 displays an example of items to inspect during a company inspection.

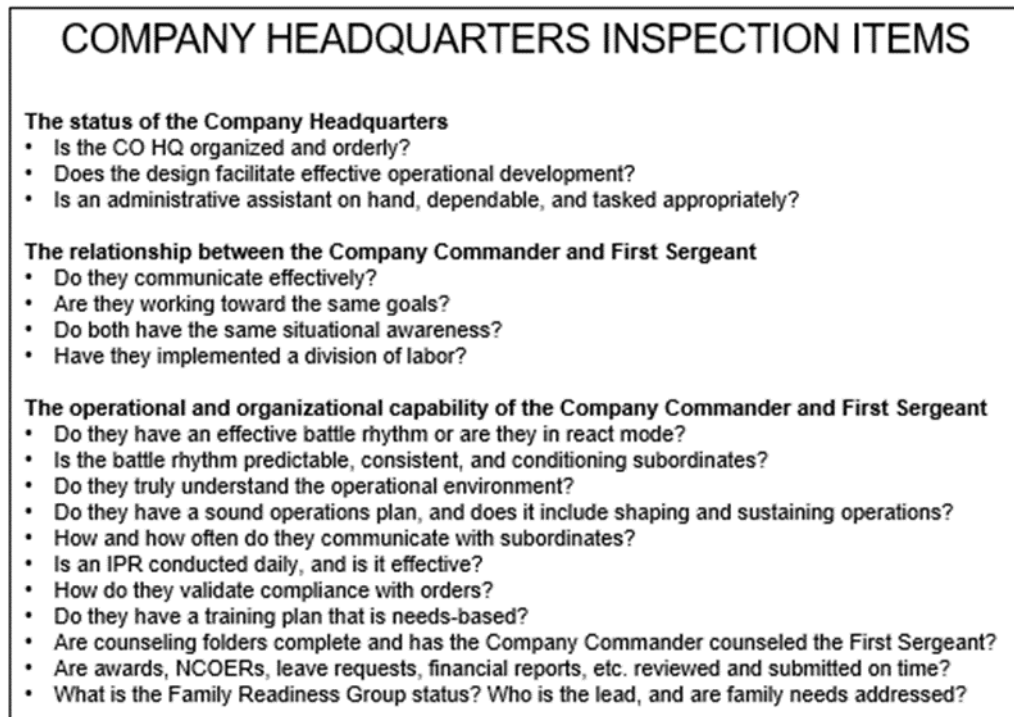


Figure 5-1. Company Headquarters Inspection Items

5-4. Station inspections validate indicators found during the company HQ inspections. During the station inspection, the leadership can determine how and why a deficiency exists. This information is critical when addressing the problem and implementing corrections. Figure 5-2 describes best practices and practices to avoid.

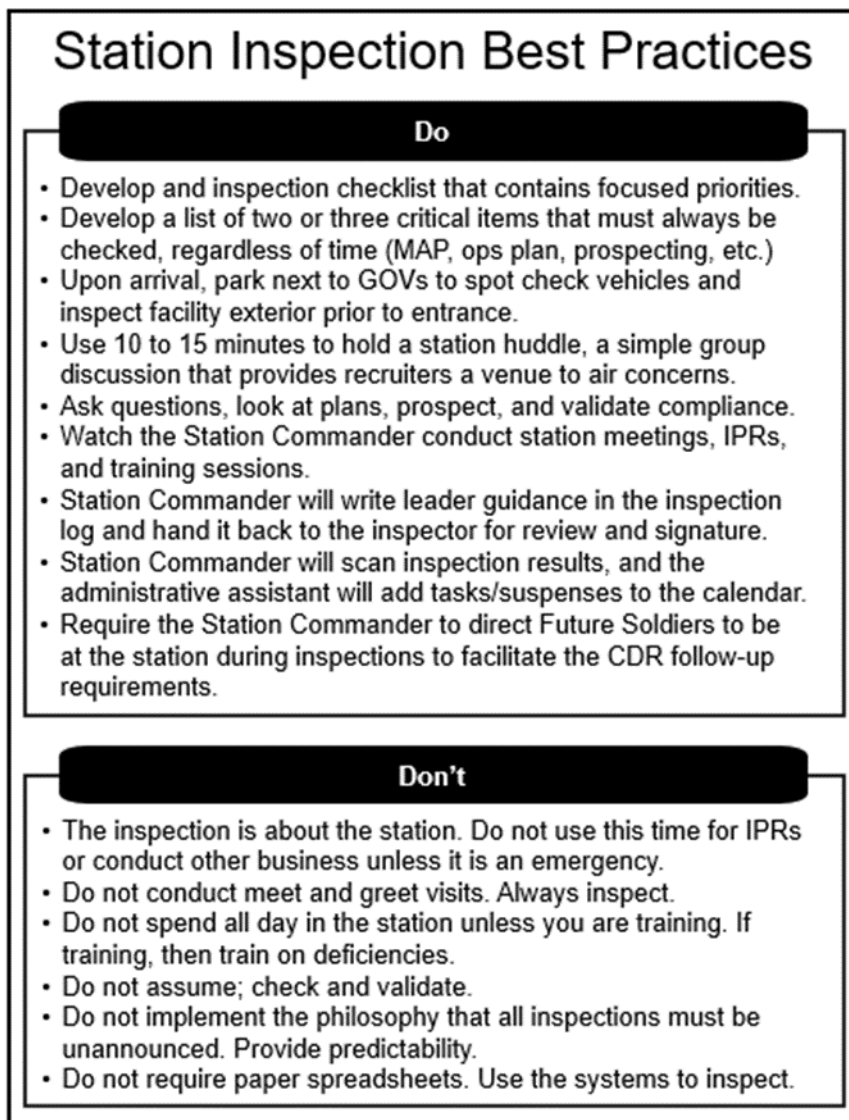


Figure 5-2. Station Inspection Best Practices

SUMMARY

5-5. Station inspections are critical because this is where the execution of decisive recruiting operations occurs. The recruiting station is the center of gravity and requires leaders to incorporate fundamental inspection techniques that validate the execution of the commander's intent.

Chapter 6

Targeting

INTRODUCTION

6-1. Targeting is the process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities (JP 3-0). FM 3-60, Army Targeting, describes the tactics, techniques, and procedures associated with effectively applying a targeting methodology to integrate and synchronize capabilities to create desired effects on targets and enable positions of relative advantage during the conduct of operations. In USAREC, rather than aiming at adversaries on the battlefield, targeting focuses on identifying and engaging defined pieces—segments—of the civilian population with high potential to enlist. This chapter delves into the principles and techniques of targeting as used within recruiting, explaining how the Army can strategically pinpoint and engage prospects to fulfill personnel requirements.

PRINCIPLES OF TARGETING

6-2. Targeting is an integrating process—a series of steps to achieve a specific end—used within the military decision-making process (MDMP). Participants in the targeting process should adhere to these principles to create desired effects while avoiding adverse reactions. The targeting principles are:

- **Focused.** Targeting is characterized by precisely aligning effort with the mission objective. This requires a meticulous approach to finding and engaging prospects who meet the Army's requirements. Leveraging market segmentation, data analytics, and a strong understanding of the operational environment allows leadership and recruiters to optimize their approach and increase the success of each engagement.
- **Effects-based.** The essence of targeting lies in its effects-based approach, which is geared toward generating specific outcomes through a combination of strategic actions. In recruiting, this includes methods such as tailored messaging and outreach efforts through techniques aimed at persuading prospects to consider military service. Recruiters must analyze available markets, resources, population, and any possible obstacles by exploring all available avenues to achieve the desired effects—effects that result in an Army enlistment—while minimizing risk and resource consumption.
- **Interdisciplinary.** Targeting is not a solitary task. It is a collaborative command function that requires the involvement of various echelons. This approach involves active participation from all recruiting elements and coordination with external organizations and local community partners. From planning and preparation to execution and assessment, targeting activities are executed after gaining the collective input and expertise of diverse stakeholders, ensuring a holistic and integrated approach to recruitment efforts.
- **Systematic.** Targeting follows a systematic top-down process driven by bottom-up refinement involving the analysis, prioritization, and assignment of resources to create effects that directly contribute to achieving the commander's objectives. USAREC follows the find, fix, finish, exploit, analyze, and disseminate (F3EAD) targeting methodology, often nested within the more general decide, detect, deliver, and assess (D3A) methodology (Figure 6-1), and alternate methodologies identified in FM 3-60. Throughout the recruitment operation, targets are continuously evaluated, and assets are allocated accordingly to ensure the desired results. If unsuccessful, the targeting process is reviewed, and operations may be adjusted to better align with the commander's intent.

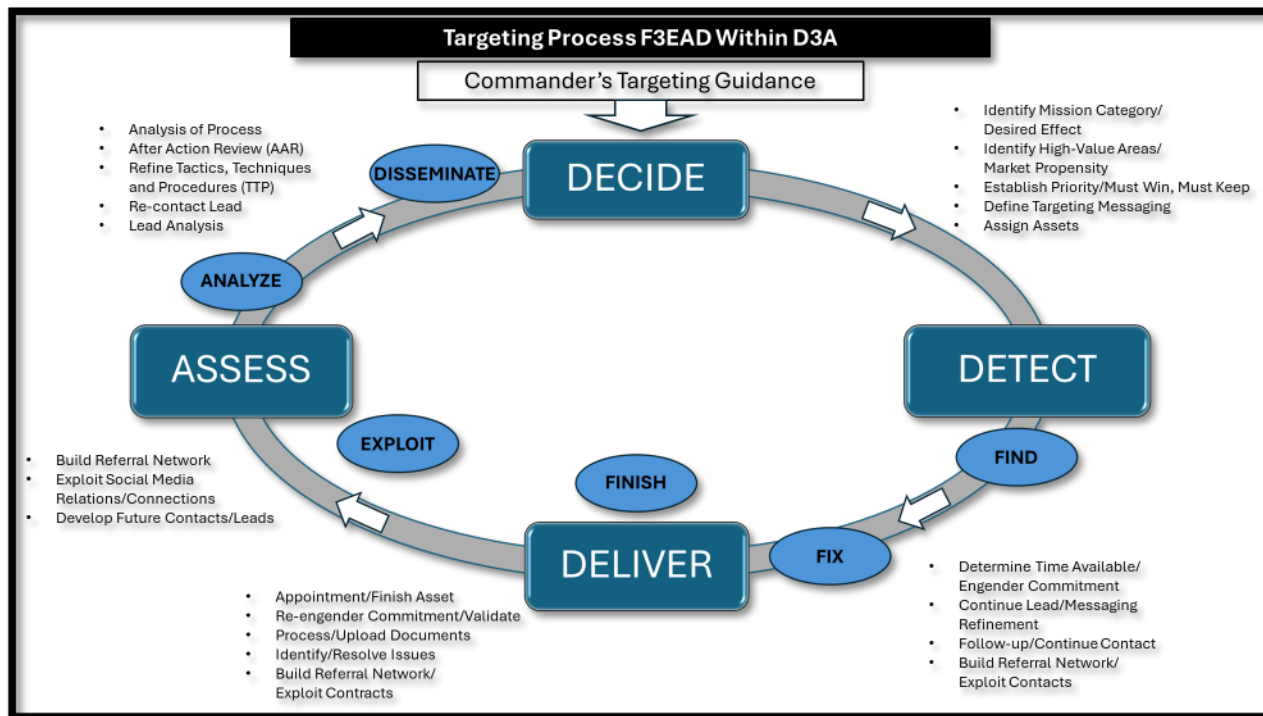


Figure 6-1. Targeting Process F3EAD (Find, Fix, Finish, Exploit, Analyze, and Disseminate) Within D3A (Decide, Detect, Deliver, and Assess)

UNDERSTANDING THE OPERATIONAL ENVIRONMENT

6-3. Understanding the OE is critical to the success of the recruiting targeting process. Targeting requires a comprehensive understanding of the OE, encompassing socio-economic factors, educational trends, cultural nuances, and regional demographics. By analyzing demographic trends, industry shifts, and emerging consumer preferences, distinct market segments are identified, enabling targeted strategies tailored to meet the specific needs and goals of each segment. This analysis also helps recruiters gain insight into where to concentrate their efforts most effectively.

MARKET SEGMENTATION

6-4. Market segmentation plays a pivotal role in the targeting process for Army recruiting because it helps recruiters tailor their approach to effectively engage with diverse demographic groups. By dividing the population into segments based on factors such as age, education level, geographic location, and interests, recruiters can identify both the most promising prospects within each segment and the best way to construct messaging to engage them. For instance, segmentation might reveal that recent high school graduates are more receptive to certain recruitment pitches while college students may have different priorities. Understanding these nuances enables recruiters to craft targeted strategies that resonate with the specific wants and needs of each segment, maximizing their effectiveness.

6-5. Market segmentation also helps identify how best to allocate resources and prioritize recruitment activities. By focusing resources on segments with the highest potential for enlistment, recruiters can optimize their time and effort. This strategic approach ensures that resources are utilized efficiently while recruiters reach a broader audience of prospects.

DATA-DRIVEN DECISION-MAKING

6-6. Data-driven decision-making guides recruiters toward the most promising recruitment opportunities. This is instrumental in the targeting process: by harnessing data sources such as demographic trends, social media analytics, and historical recruitment data, recruiters gain invaluable insights into prospect preferences,

behaviors, and motivations. This specific understanding allows recruiters to identify target segments with the highest propensity for enlistment, enabling them to focus their efforts where they are most likely to succeed.

6-7. The targeting process is a continual effort which is a crucial portion of the synchronization from national and local advertisement to the direct engagement by recruiters. Through continuous analysis of recruitment metrics and feedback, recruiters can measure the effectiveness of their campaigns in real time and make data-driven adjustments as needed. This approach means recruiters can more easily and quickly adapt to evolving trends and preferences.

PERSONALIZED ENGAGEMENT

6-8. Successful targeting hinges on engagement strategies tailored to resonate with specific target segments. Personalized engagement enables recruiters to establish meaningful connections with prospects on an individual level. Through messaging and outreach, recruiters can connect with the unique interests, wants, and needs of each prospect, help them build trust and rapport, and foster a sense of the Army esprit de corps. This goes beyond generic recruitment pitches. Recruiters can address specific motivations and obstacles that may influence a prospect's decision to enlist. This targeted approach not only increases the likelihood of recruitment success but also ensures that prospects feel valued and understood throughout the enlistment process.

6-9. Personalized engagement requires constant communication and relationship-building with prospects, extending beyond initial contact to encompass the entire recruitment journey. This approach fosters a sense of investment and commitment in prospects, increasing the likelihood of successful enlistment.

PARTNERSHIPS AND COLLABORATIONS

6-10. Effective targeting extends beyond the recruiting station. By forging strategic partnerships with educational institutions, community organizations, and other stakeholders, recruiters can tap into existing networks and access areas that are otherwise inaccessible. These partnerships provide valuable opportunities for joint outreach efforts such as career fairs, educational workshops, and community events where recruiters can connect directly with prospects and highlight opportunities available in the Army. Partnerships and collaborations enhance the effectiveness of the targeting process by expanding the recruiter's reach and influence, fostering meaningful connections with prospects, and building a community support system that encourages enlistment.

CONTINUOUS ASSESSMENT AND ADAPTATION

6-11. Continuous assessment and adaptation are crucial components of the targeting process. Recruiting strategies must respond to evolving trends, preferences, and challenges. By routinely evaluating the effectiveness of recruitment efforts through key performance indicators, feedback mechanisms, and qualitative assessments, recruiters can identify areas for improvement and make data-driven adjustments to their targeting strategies. This ongoing assessment gives recruiters the tools to adapt to changing markets, allowing them to refine messaging, outreach tactics, and resource allocation to better align with the needs and interests of prospects. By embracing a mindset of experimentation and learning, recruiters can test new approaches, technologies, and engagement tactics to gauge their effectiveness.

SUMMARY

6-12. Targeting in Army recruiting represents a multifaceted operation aimed at identifying and engaging potential recruits to meet the Army's recruiting mission. By understanding the OE, segmenting the civilian population, using data-driven decision-making, and employing personalized engagement strategies, recruiters can maximize their effectiveness in reaching and persuading prospects to join the Army. Through partnerships and continuous assessment, USAREC can adapt its targeting efforts to navigate multidomain operations and achieve its mission objectives.

Chapter 7

Station Recruiting Plan

INTRODUCTION

7-1. The station recruiting plan is the station's strategy to accomplish the mission using the three lines of effort: lead generation and prospecting, processing, and leading Future Soldiers. It unifies decisive, shaping, and sustaining operations to accomplish the station's mission. This chapter continues to expand on the development of the station recruiting plan using the USAREC GTA 5-01.2.

7-2. The measure of a good plan is not compliance with the plan, but whether the underlying inputs remain valid and the plan enables disciplined initiative, prudent risk-taking, and mission accomplishment. Good plans are simple, agile, and account for uncertainty while mitigating risk. Inputs to the station recruiting plan include the higher commander's intent and targeting guidance, the station commander's assessment of the recruiting market, running estimates, and mission requirements.

7-3. To provide a procedural methodology for developing a station's recruiting plan, this chapter refers to previous chapters and produces a product that culminates in a standard station recruiting plan.

7-4. Chapter 2 describes the RFA. Conducting an RFA is Step 1 of the station recruiting plan development and a key step to understanding the station's operational capabilities.

7-5. Chapter 3 describes PMESII-PT. Identifying and evaluating PMESII-PT is Step 2 of plan development and a key step to understanding the station's OE.

7-6. See figures 7-1 and 7-2. Step 3 of the station recruiting plan development allows the station the ability to visualize and describe the station's current situation. To complete Step 3, station commanders must complete and refer to Steps 1 and 2. Step 3 allows station commanders to piece together data from the RFA, PMESII-PT, METT-TC, ASCOPE, and other intelligence preparation of the operational environment (IPOE) data and information to visualize and describe the market.

Visualize & Describe – CURRENT SITUATION (where we are now) & MISSION (where we want to be) - Step 3													
Provide the analysis results from Tabs 1 and 2 for each of the recruiters assigned to the center based on a complete system analysis of data, leader assessment, METT-TC, and personal observations.													
CURRENT SITUATION										MISSION			
Key Points and Highlights from Step 1 and the sync matrix.										GRADS	SENIOR	OTH	PS
OPERATIONAL ENVIRONMENT													
RECRUITER ANALYSIS													
RECRUITER	HOURLY A.C.M.			RECRUITING FUNNEL ANALYSIS						ASSESSMENT			
SSG EXAMPLE	A	C	M	GRAD AM:AC	GRAD AC:T	GRAD T:TP	GRAD TP:F	GRAD F:C	GRAD AM:C	DESCRIBE WHAT NEEDS TO BE DONE			
Phone	267	31	6	1:2:1	1:8:1	1:3:1	1:3:1	3:1	11:1	On for 1 grad and 1 senior this month. Initiate a social media presence to begin expansion into virtual-passive prospecting. Schedule 2 email campaigns and 2 visits to each assigned school. Plan to execute all 4 types of prospecting this month. Prospecting breakdown: 40% phone, 30% text, 20% face to face, and 10% virtual. Ensure all actions are properly documented in the system to ensure accuracy of future decisions.			
Text	250	15	1	SR AM:AC	SR AC:T	SR T:TP	SR TP:F	SR F:C	SR AM:C				
Face to Face	7	7	7	1:5:1	1:1	1:1	2:1	0.25:1	0.75:1				
Virtual	0	0	0										
Strengths	Good Closer, strong in person engagements												
Weaknesses	Needs to expand into virtual prospecting and improve system discipline												
Zone	Target 34567, 56789, 21345												
Schools	Target Welling HS, University of Hard Knocks. Senior contact milestone: 50% by end of month.												

Figure 7-1. GTA 5-01.2: Visualize & Describe – Current Situation & Mission – Step 3 Example

Visualize & Describe – CURRENT SITUATION (where we are now) & MISSION (where we want to be) - Step 3

OVERVIEW
The information that appears for SSG Example is an example. This step is used to record information and notes about the station's OE, current situation, mission, and each recruiter's impact on the OE and mission accomplishment. It should serve as a template to help the station commander systematically collect and consolidate information from multiple sources. Once consolidated, the SC uses the information to visualize and describe the OE, current situation, and mission for the month and YTD, with weekly adjustments, for dissemination during the station's weekly meeting.

Frequency: Completed/updated once a month, reviewed and updated daily during IPR
Estimated time to complete:

- Initial: 2 to 4 hours
- Subsequent monthly updates: 1 to 2 hours, depending on number of recruiters
- Weekly review: 1 hour
- Review for IPR: 15 minutes for each recruiter

OPERATIONAL ENVIRONMENT		RECRUITER		HOURLY A.C.M.		RECRUITING FUNNEL ANALYSIS						ASSESSMENT	
		A	C	M	RAD AM:A	GRAD AC:T	GRAD T:TP	GRAD TP:F	GRAD F:C	GRAD AM:C	DESCRIBE WHAT NEEDS TO BE DONE		
SSG EXAMPLE													
Phone		267			SR AM:AC	SR AC:T	SR T:TP	SR TP:F	SR F:C	SR AM:C			
Text		250											
Face to Face		7											
Virtual		0											
Strengths		Good Closer, strong in person engagements											
Weaknesses													
Zone													
Schools													
SSG EXAMPLE													
Phone													
Text													
Face to Face													
Virtual													
Strengths		Information is completed for each recruiter											
Weaknesses													
Zone		Attempts/Contacts/Appointments Made data to help the SC make a prospecting assignment. List the previous 30 days of prospecting analysis data.											
Schools		Recruiting funnel data to help the SC make a prospecting assignment. 30											
SSG EXAMPLE													
Phone													
Text													
Face to Face													
Virtual													
Strengths		Blank space for written notes to help the SC describe what needs to happen in order to achieve the station's mission. See example above.											
Weaknesses													
Zone													
Schools													
SSG EXAMPLE													
Phone													
Text													
Face to Face													
Virtual													
Strengths		General areas to consider and describe each recruiter and effect on OE/short-term planning during the weekly											
Weaknesses													
Zone		Blank spaces to record notes regarding each recruiter.											
Schools													
SSG EXAMPLE													
Phone													
Text													
Face to Face													
Virtual													
Strengths		Assigned and targeted zones and zip codes											
Weaknesses													
Zone		Assigned and targeted schools											
Schools													

Figure 7-2. GTA 5-01.2: Visualize & Describe – Current Situation & Mission – Step 3 Instructions

7-7. By completing Step 3 for all recruiters in the station, station commanders visualize a path to initiating mitigating actions, describing actions to exploit opportunities, and creating a sound station recruiting plan (Step 4).

7-8. Step 4 is the Station Recruiting Plan. It is developed by determining the lead generation and prospecting activities required to accomplish the mission through identified benchmarks and metrics. It is a holistic plan that, if correctly completed, validates that the station's plan achieves the requirements of the Mission Accomplishment Plan (MAP). Review the example in figure 7-3 and the instructions in figure 7-4 to understand the content required to complete and develop a station recruiting plan.

RSID: 4G3T		DIRECT - LEAD GENERATION AND PROSPECTING ACTIVITIES - Step 4										RSM: MAR 24						
3a(1) Scheme of Maneuver (activities that must occur to achieve the mission)																		
Date(s)	Shaping	Decisive	Sustaining	Lead Generation and Prospecting Method	Location	Engagement	NCO(s)	Frequency	Objective					Weekly Requirements				
									RA	SR	GR	SR	PS					
19-Feb-24			X	F-F	Denver - 80290	University of Colorado Denver Career Fair	Smith/Jenar	1	3	5								
19-23-Feb-24			X	Virtual	80239, 80203, 80263	College SR Language, Music, Accounting Students	Madron	1	2	4		2						
21-Feb-24	X			N/A	Denver - 80290	Parent Teacher Conference Presentation	Jahnson/Scott	1	2							3		
19-23-Feb-24		X		Telephone	80222, 80290, 80249	Senior Telephone Prospecting-SASVAB Qual	All	2	2		5		3					
24-Feb-24		X	X	Referral	Station	Future Soldier Training	All	1	3	1	2							
23-Feb-24		X		Referral	89th RSO	Battle Assembly	Brannen	1	2			2						
20-Feb-24	X	X		Referral	Station AO	Veterans Placement Officer for all college	All	1	2					5				
21-Feb-24	X			N/A	Lakewood - 80295	Lakewood County Youth Strategist	Madron	1	2							2		
26-Feb-24		X		Telephone	80239, 80203, 80263	Senior Telephone Prospecting	All	1	2		4		2					
25-Feb-24	X			N/A	Aurora - 80222	Manual HS Educator Luncheon	Taber/Hall	1	1							4		
24-Feb-24	X	X		F-F	80294, 80290	F-F Prospecting/Area Conv	All	1	3	5		2						
26-Jun-24		X		Virtual	80265, 80259	Thomson Jefferson HS (Upcoming) Visit Presentation	Dabney	1	2	4		1						
27-Feb-24		X	X	Referral	Station	Future Soldier Training	Scott	1	2	2	1							
28-Feb-24		X		Telephone	80204, 80261, 80217	Grad Telephone Prospecting	All	1	2	5		2						
20-Feb-24		X		F-F	Curtis Park - 80230	Thomson Jefferson HS English Class Presentation	Dabney/Jenar	1	6		4							
2-Mar-24	X	X		Referral	Denver - Inverness Field	Rackie Salute to Veterans - F-Suzer-In	All	1	4	2	3							
4-Mar-24		X		Referral	100th DIV	Battle Assembly	Brannen	1	4			2						
4-Mar-24		X		Referral	80244, 80201	HRAP F-F Prospecting	Thomson/Garcia	4	2	1	1							
5-Mar-24	X	X		F-F	Denver - 80290	University of Colorado Denver TAIR Event	Smith/Jenar	1	6			3		2				
5-Mar-24		X	X	Referral	Station	Future Soldier Training	Scott	1	2	2	1							
6-Mar-24		X		Telephone	80237, 80291, 80224	Senior Telephone Prospecting-SASVAB Qual	All	1	2		5		1					
8-Mar-24	X	X		F-F	Denver - 80290	Denver Summer Festival-Washington Park	Bunch/Rodriguez	2	4	2	2							
7-May-24	X			N/A	Enter Park - 80237	Thomson Middle School Veterans Presentation	Taber/Jenar	1	2							2		
8-May-24		X		Telephone	80239, 80201, 80259	Grad Telephone Prospecting	All	1	2	3		2						
11-15-Mar-24		X		Referral	80203, 80291	HRAP F-F Prospecting	Thomson/Garcia	5	2	2	2							
11-Mar-24	X			N/A	Curtis Park - 80230	Thomson Jefferson HS Football Camp	Taber/Hall	1	3							2		
12-Mar-24	X	X		Referral	Denver - 80290	Denver School of Nursing Career Fair	Smith/Jenar	1	3			3		1				
12-Mar-24	X	X		F-F	80244, 80243	F-F Prospecting/Area Conv	All	1	3	3		2						
13-Mar-24		X	X	Referral	Station	Future Soldier Training	Scott	1	2			2	1					
13-Mar-24		X		Telephone	80273, 80209, 80230	Senior Telephone Prospecting-SASVAB Qual	All	1	2		4		2					
14-Mar-24		X		F-F	80273, 80201	F-F Prospecting/Area Conv	All	1	3	4		1						
15-Mar-24		X		Telephone	80265, 80205, 80240	Grad Telephone Prospecting-ASVAB Qual	All	1	2	3		1						
10-22-Mar-24	X			N/A	Denver - 80252	East HS Football Camp	Brannen	5	5							4		
10-Mar-24		X		Telephone	80237, 80291, 80259	Senior Telephone Prospecting-ASVAB Qual	All	1	2		4		1					
19-Mar-24	X	X		F-F	80224, 80222	F-F Prospecting/Area Conv	All	1	3	3		1						
19-Mar-24	X	X		F-F	Enter Park - 80237	Institute of Culinary Arts Fair	Dabney, Smith	1	3	2		1		1				
20-Mar-24		X	X	Referral	Station	Future Soldier Training	Scott	1	2	2	1							
21-Mar-24		X		F-F	Denver - 80203	College America Denver Career Fair	Jenar/Morris	1	4			2		2				
21-Mar-24		X		Virtual	80224, 80244, 80205	Senior/Junior-ASVAB Qualified	Smith	1	2		2		2					
22-Mar-24		X		Telephone	80202, 80207, 80244	Grad Telephone Prospecting	All	1	2	3		2						

RECRUITING SHIP MONTH VALIDATION									
Regular Army Appointments Made					Army Reserve Appointments Made			Recruiting Influencers	
Station Prospecting	REG	GR	SR		REG	GR	SR	PS	CP
Plan Totals	PROJ	41	28		PROJ	20	7	7	17
		58	41			31	12	11	
Regular Army					Army Reserve				
Recruiter	PROJ	GR	SR		PROJ	GR	SR	PS	
Prospecting Plan		58	41			31	12	11	

APPROVAL	
Date _____	Commander's Signature: _____

USAREC GTA 5-01.2 Step 4, 20 Mar 2024 1.00

Figure 7-3. GTA 5-01.2: Direct – Lead Generation and Prospecting Activities – Step 4 Example

RSID: 4G3T **1** **DIRECT - LEAD GENERATION AND PROSPECTING ACTIVITIES** **2** **RSM: MAR 24**

3a(1) Scheme of Maneuver (activities that must occur to achieve the mission)

Fill in RSID. **Lead Generation and Prospecting Method** **Location** **Engagement** **WCO(s)** **Frequency: #Events/Hrs** **Objective** **RA** **SR** **GR** **PS** **COI** **Weekly Requirements**

3 **Date(s)** **4** **Lead Generation and Prospecting Method** **5** **Location** **6** **Engagement** **7** **WCO(s)** **8** **Frequency: #Events/Hrs** **9** **Objective** **10** **RA** **SR** **GR** **PS** **11** **Weekly Requirements** **12** **REQ** **13** **PROJ**

14 **Station Prospecting Plan Totals** **15** **Regular Army Appointments Made** **16** **Army Reserve Appointments Made** **17** **Recruiting Influencers** **18** **Include commander's signature and date when plan is approved.**

USAREC GTA 5-01.2 Step 4, 20 Mar 2024 **V 1.00**

Figure 7-4. GTA 5-01.2: Direct – Lead Generation and Prospecting Activities – Step 4 Instructions

SUMMARY

7-9. A great plan not only contains the actions necessary to achieve the current month's mission but also sets conditions for shaping and sustaining the market for the next quarter and the rest of the year. The station recruiting plan is the plan to execute operations that meet or exceed the work ethic within the MAP. Leaders

that invest the time to analyze and develop a sound plan experience greater instances of mission achievement and the creation of a winning attitude.

Chapter 8

Mission Accomplishment Plan

INTRODUCTION

8-1. The Mission Accomplishment Plan (MAP) is a mathematical tool that provides leaders with a glide path and predictive mechanism to understand how much recruiting funnel work ethic is required to achieve the monthly mission. The MAP allows leaders the ability to operationalize effort into action within the plan.

8-2. The MAP identifies chokepoints, operational deficiencies, and training indicators. Leaders assess each line of the MAP, evaluate the cause for insufficient achievements, and direct appropriate corrective action.

8-3. Figure 8-1 displays the relationship between the MAP and the station recruiting plan. Refer to UTC 5-03.1, Prospecting, Processing, and Analysis, for in-depth instruction on the MAP.

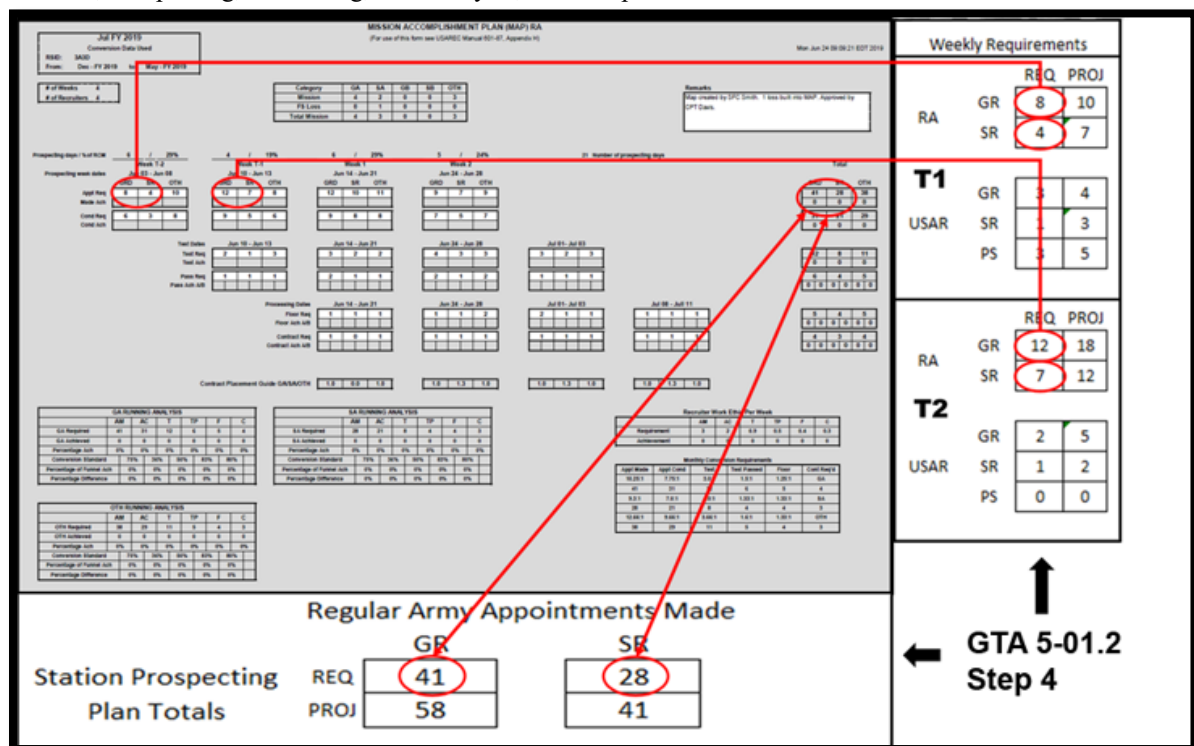


Figure 8-1. MAP – Station Recruiting Plan Relationship

8-4. In figure 8-1, notice how the Appointments Required in both T-1 and T-2 for Grad (8 and 12) and Senior (4 and 7) are the same as they are on the extract from the station recruiting plan GTA. Similarly, the requirements for Regular Army Appointments Made (GR and SR) for the month are the same. The station recruiting plan GTA allows leaders to build a plan and validate that it meets or exceeds the MAP requirements.

SUMMARY

8-5. The MAP serves as a litmus test or validation of the station recruiting plan. If the actions within the plan do not meet or exceed the requirements within the MAP, then mission failure is highly probable.

Chapter 9

Station Operations Overview

INTRODUCTION

9-1. Station commanders must visualize the OE and describe it intelligently and accurately to facilitate understanding to superiors, peers, and subordinates. The ability to understand and describe the OE is critical to success and requires standardization among all stations within the command.

9-2. USAREC's standard Station Operations Overview (SO2) ensures consistency of information and expectations and also demonstrates professionalism within the recruiting corps and command. The standardized brief covers major topics of interest and draws content from the Soldier Talent Profile (STP), Evaluation Entry System (EES), Recruiting Market Zone Tool, G-2 Reports (Power BI), and Recruiter Zone. Data and information from the brief spark additional discussions.

9-3. The SO2 brief is a presentation of the station to a visitor that reflects directly on the station commander's ability, proficiency, credibility, and overall professionalism. The SO2 brief is an opportunity for the station commander to demonstrate competence and understanding of the OE. It also gives them the opportunity to demonstrate their ability to plan recruiting activities that capitalize on strengths while addressing deficiencies.

THE BRIEF

9-4. The SO2 brief and associated instructions are located on the USAREC G3 Training SharePoint, accessible through IKROme by using the Recruiting Toolbox icon. Once on the page, click on the Intelligence link under the 8 Recruiting Functions at <https://armyeitaas.sharepoint-mil.us/sites/TR-USAREC-HQ/SitePages/Directorates/G3/8RecruitingFunctions-Intelligence.aspx>.

9-5. The SO2 brief (Figure 9-1) follows the format below:

- Introduction/Station Leadership
- Personnel
- Current Mission Posture
- Market Potential
- Recruiter Zones
- Historical Mission Posture
- Station Funnel
- Future Soldiers
- Questions

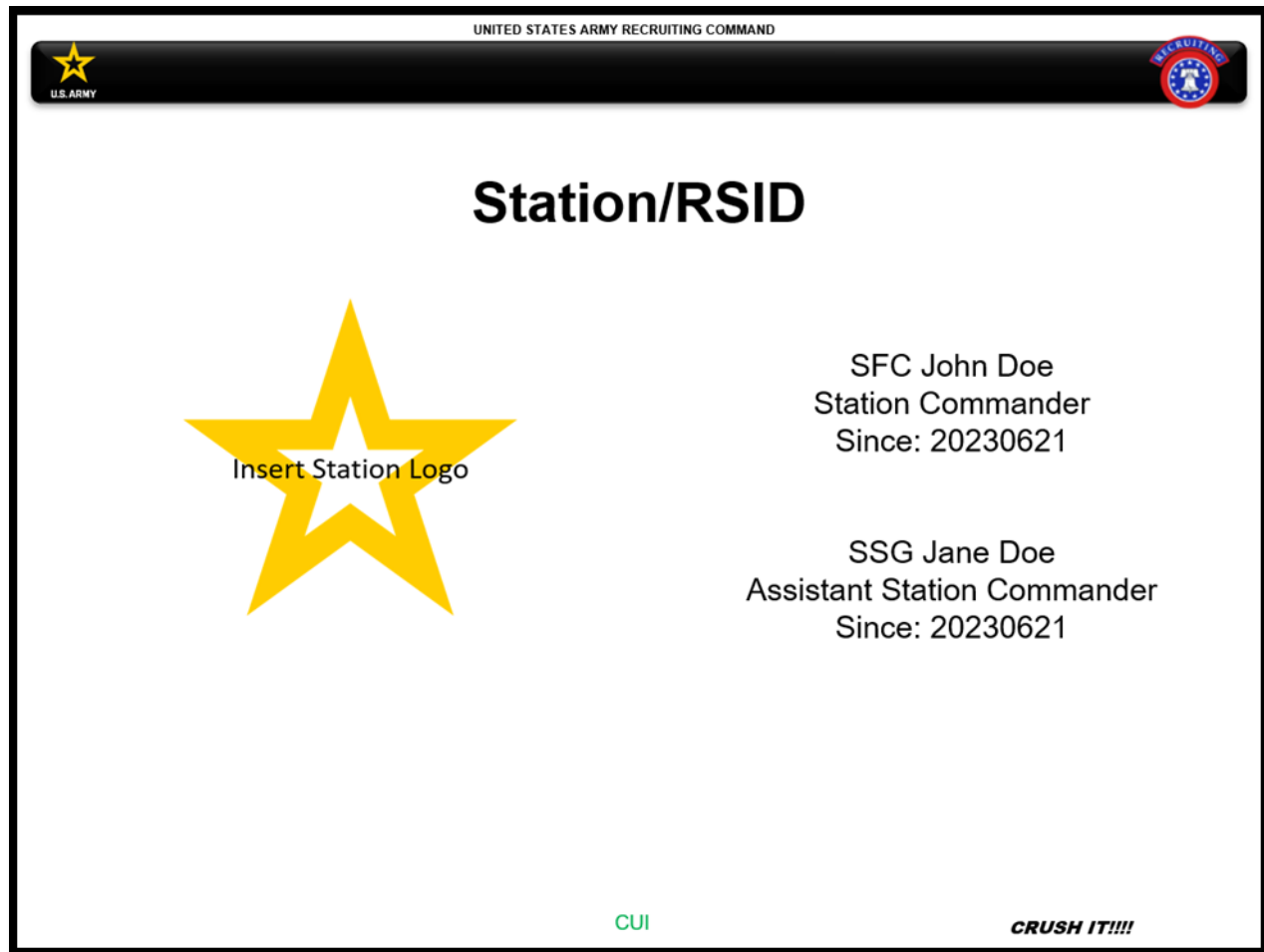


Figure 9-1. Station Operations Overview (SO2) Brief Cover Slide

SUMMARY

9-6. The SO2 is the leader's tool to validate a subordinate's detailed understanding of the OE and plan to accomplish the mission. The SO2 is more than a brief; it is a snapshot into how the station commander thinks, visualizes, and describes the station's mission posture.

Chapter 10

Company and Station Level In-Progress Review

INTRODUCTION

10-1. An in-progress review (IPR) is a systematic review of information between echelons. It is a step-by-step process by which the station commander has an in-depth dialog with individual recruiters about current operations or preparation for upcoming events (UM 3-31, paragraph 3-17). Once the organization receives the mission, daily IPRs evaluate performance and give timely feedback. IPRs can be conducted face-to-face, by telephone, or on Microsoft Teams. Company commanders, First Sergeants, and station commanders conduct daily IPRs to provide purpose, direction, and motivation by assessing and discussing the following items:

- Personnel
- Mission Posture
- Projections
- Processing
- Prospecting
- Review Plan (Recruiting Operations Plan/Station Recruiting Plan)
- Future Soldiers

10-2. The IPR provides the operational information company commanders, First Sergeants, and station commanders need to evaluate unit performance and direct or redirect operations as necessary. The IPR is not a “sometime” event, but an “everyday” event. The IPR identifies the status of current operations and provides immediate guidance to achieve the daily and weekly (near-term) objectives.

10-3. To have an effective IPR, company commanders, First Sergeants, and station commanders must possess and master the following resources:

- A complete understanding of UM 3-30, Recruiting Company Operations, and 3-31, Recruiting Station Operations, as appropriate
- Company Recruiting Operations Plan (ROP)
- Station Recruiting Plan
- Access to Recruiter Zone
- Access to and understanding of the MAP

10-4. Preparation is critical for the conduct of the IPR. IPR preparation involves researching information and data using the seven main topics to create situational understanding prior to executing an IPR with subordinates. Preparation allows leaders the ability to visualize each station’s or recruiter’s efforts, how they combine to achieve the unit’s mission, and the efficiency and effectiveness of operations.

ELEMENTS OF THE IN-PROGRESS REVIEW

PERSONNEL

10-5. Personnel issues have the potential to influence mission achievement. Company commanders, First Sergeants, or station commanders review personnel status to assess effects on mission accomplishment and to develop preliminary actions to mitigate effects. Assessments include the following areas that produce additional discussions with subordinates to address each item, if necessary:

- Soldier issues (personal or professional)
- Pay issues (refer to the commander’s monthly financial report)
- Family issues
- Upcoming anniversaries, birthdays, etc.
- Leave, passes, medical appointments
- Team members available to accomplish the plan
- Monthly performance and/or noncommissioned officer evaluation report (NCOER) counseling due

- Soldiers scheduled for school (functional courses/noncommissioned officer professional development schools (NCOPDS))

10-6. Additionally, there is discussion about topics such as new team members, conversions, and subordinate development. Subordinate development includes institutional, operational, and self-development training. Address administrative topics such as pay, awards, and NCOER counseling as these directly affect a company's or station's mission focus.

MISSION POSTURE

10-7. The company commander, First Sergeant, or station commander assess mission posture using Recruiter Zone. Station commanders can determine the posture of the station as well as individual recruiters for the fiscal year-to-date (FYTD) and the current recruiting month. Figure 10-1 highlights:

- Station FYTD Mission (Item 1)
- Station FYTD Achievements (Item 2)
- Station Remaining requirements FYTD (Item 3)
- Station Future Soldier Status (Item 4)

10-8. The station's recruiting month mission posture is located to the right of the FYTD information under "Phase Line Quick Look."

10-9. Individual recruiter mission posture can be viewed by clicking on the dropdown menu beside "FYTD Quick Look." Individual recruiter mission posture information populates on the bottom half of the Quick Look sections for FYTD and the recruiting month.

10-10. During the mission posture review, the leader determines whether Future Soldier losses exist that affect mission achievement.

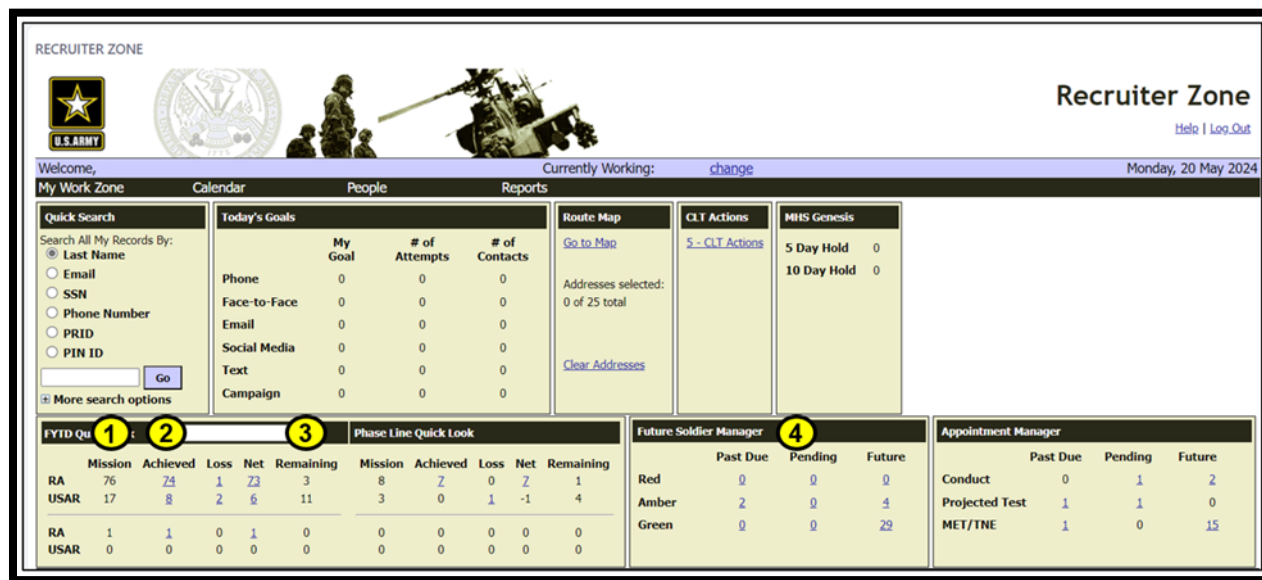


Figure 10-1. Mission Posture

10-11. Figure 10-1 Item 3 depicts the unit is short 3 RA and 11 USAR FYTD with 0 Future Soldiers in a pending loss status (Item 4). During the mission posture step, the leader reviews each station's or recruiter's contribution to developing priorities of focus and guidance.

PROJECTIONS

10-12. The "On the Floor" view located in Action Zone (Figure 10-2) is the best tool to view the company's or station's projections. All projections for the current processing day plus the next five processing days are visible. Evaluate whether projections are sufficient to achieve the weekly MAP requirements.

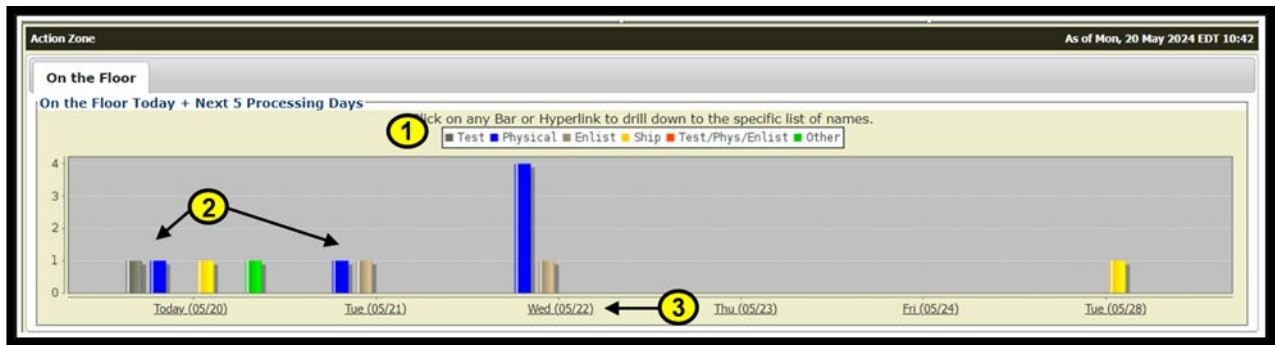


Figure 10-2. Action Zone – On the Floor Today + Next 5 Processing Days (Projections) View

10-13. Figure 10-2 Item 1 displays the legend for each type of processing; Item 2 displays the bar graph within each associated processing day, and Item 3 represents the processing date. Click on either the bar graph or date to display the applicant data.

10-14. Figure 10-2 shows one applicant projected to enlist and four to physical on Wednesday 22 May. Click on the hyperlinked date (Figure 10-2 Item 3) to display a specific applicant data projections list (Figure 10-3). The intent is to validate projections and visualize whether projections will meet mission requirements.

Select New Date: 05/22/2024 All Test Physical Enlist Ship Test/Phys/Enlist Other Refresh									
On The Floor - All - Wed (5/22)									
Applicant	Recruiter	Arrived	Projection Type	Edu	QT	PULHES	MOS	Enlist Verify	GC Result Code
RIGGS,			Projection - Enlist	12L	0				
YOUNG,			Projection - Physical	12L	74	1111113			
CASOER,			Projection - Physical	12L	96	3111113			
GARCIA,			Projection - Physical	12L	63	1113113			
Frymire,			Projection - Physical	12L	88	1131113			
									Component
									Active
									Active
									Active
									Active
									Reserve

Figure 10-3. Projections List

10-15. Company commanders and First Sergeants can also use the MEPS Processing List in the “My Reports” section (Figures 10-4, 10-5, and 10-6) to review all projection types for the next five days.

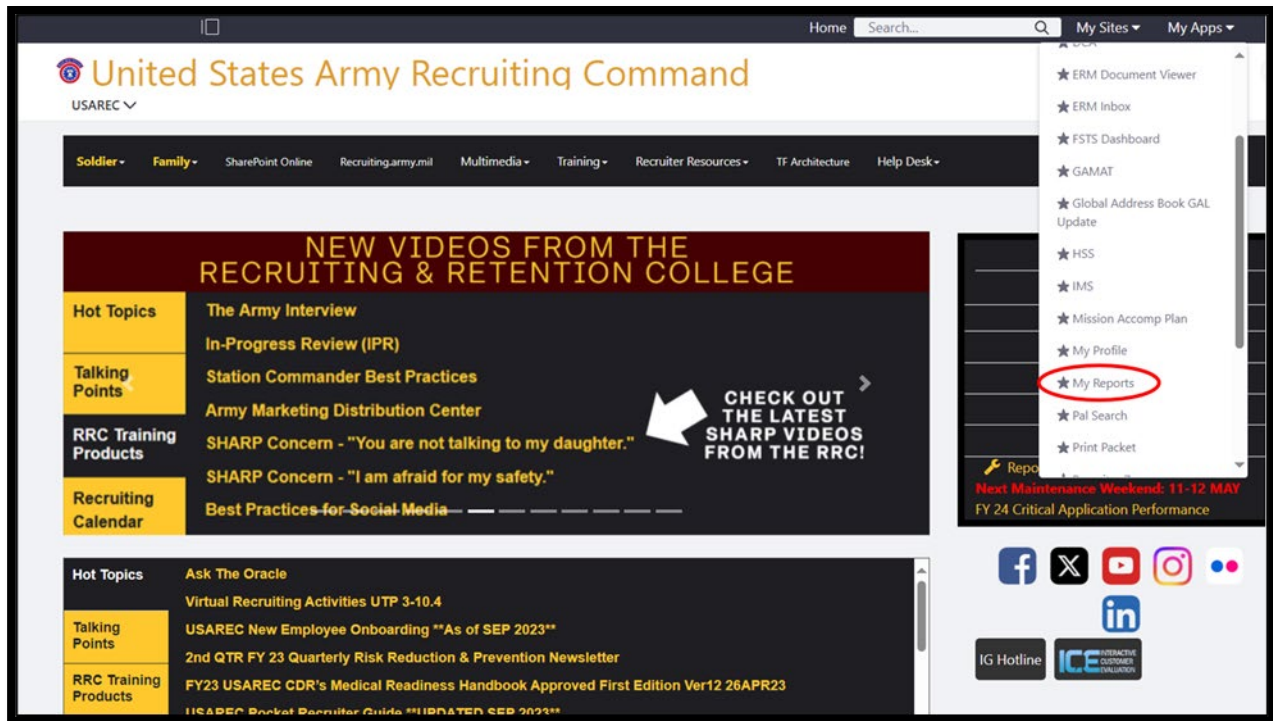


Figure 10-4. My Reports App in the IKROME My Apps Menu

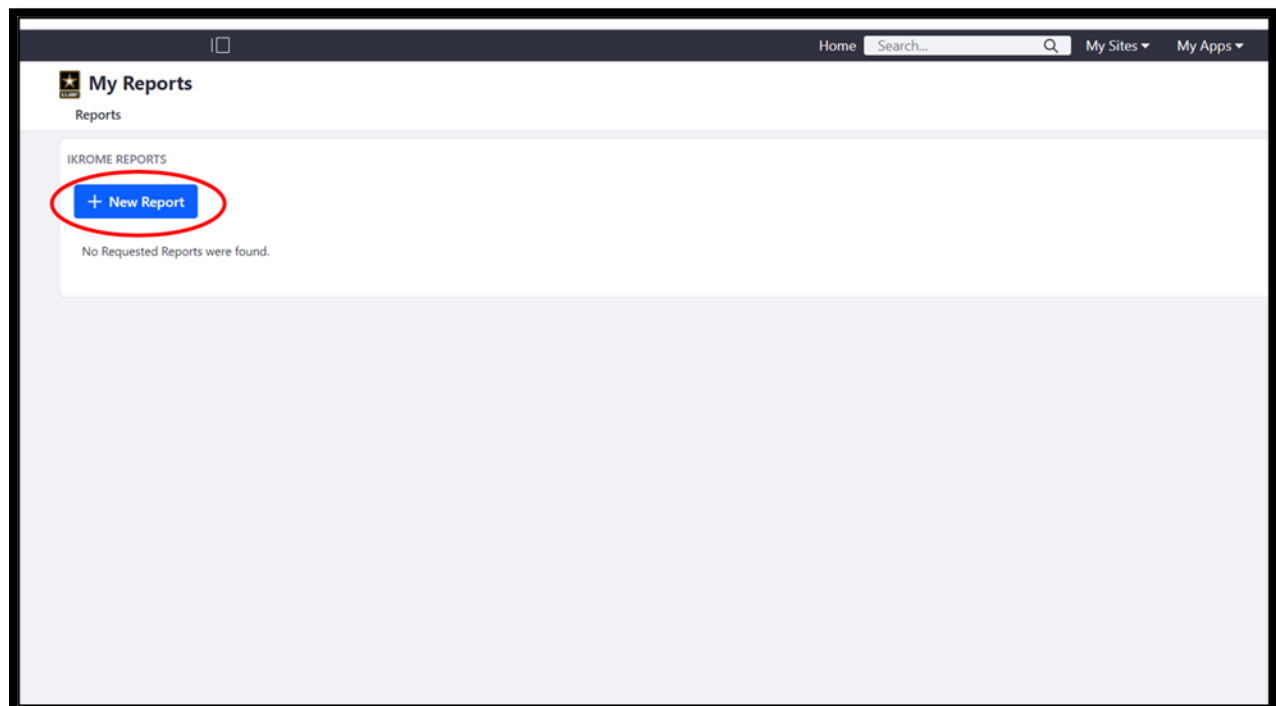


Figure 10-5. My Reports App – New Report

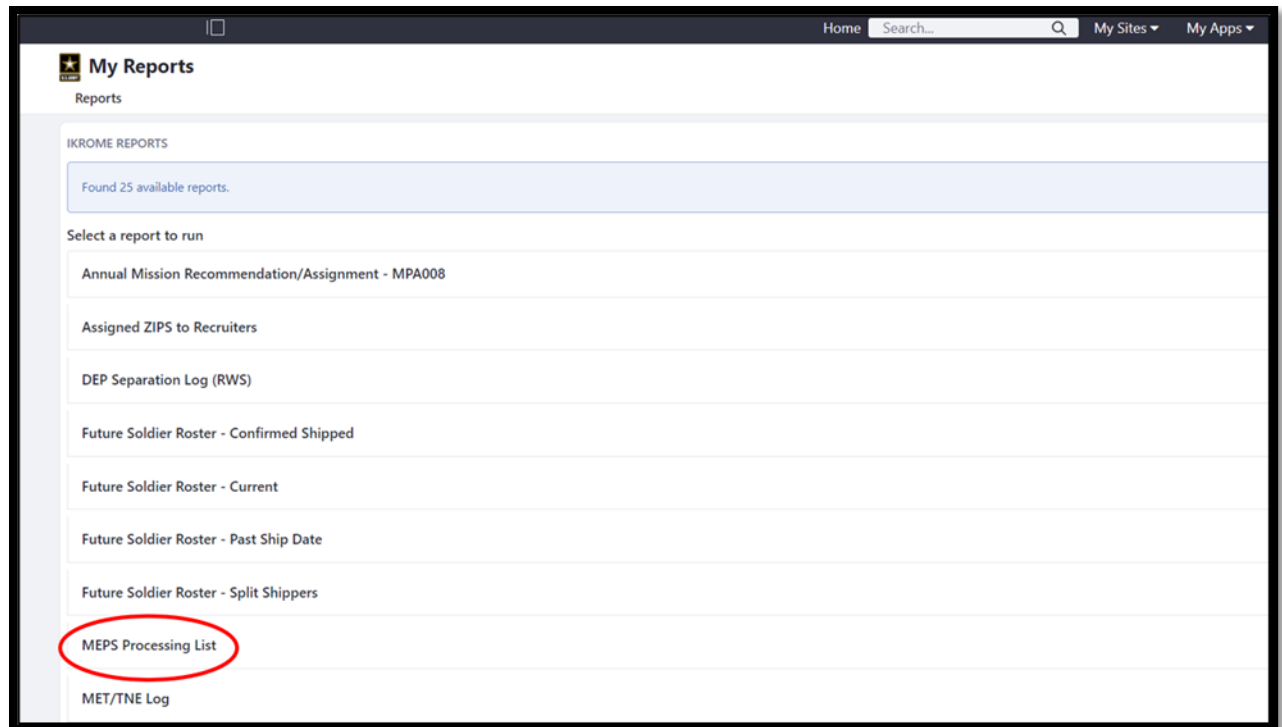


Figure 10-6. My Reports App – MEPS Processing List

PROCESSING

Note: Applicants scheduled for “Other” processing are those that need to inspect (Follow-up with the Chief Medical Officer), take a confirmation test, attend a medical consult, etc.

10-16. Leaders evaluate whether processing meets or exceeds the Test, Test Pass, Floor, and Contract requirements from the MAP.

10-17. If Floor and enlistment processing is insufficient to achieve weekly MAP requirements, the company commander or First Sergeant reviews the Mobile Examining Team/Tested Not Enlisted (MET/TNE) Log (Figures 10-7, 10-8, and 10-9) to sort applicants who are test qualified or physically qualified to identify them for further processing.

10-18. Note: Station commanders use the Operational Analysis report (Figures 10-10, 10-11, and 10-12) because the MET/TNE Log is only available at the company level.

Welcome, Currently Working: [change](#) Monday, 20 May 2024

My Work Zone Calendar People Reports

My Work Zone > [My View](#) > On The Floor

Quick Search

Search All My Records By:

☒ Last Name

☐ Email

☐ SSN

☐ Phone Number

☐ PRID

☐ PIN ID

[Go](#)

[More search options](#)

Today's Goals

	My Goal	# of Attempts	Cor
Phone	0	0	
Face-to-Face	0	0	0
Email	0	0	0
Social Media	0	0	0
Text	0	0	0
Campaign	0	0	0

Reports

[Overview](#)

MET/TNE Log

[FS Log](#)

[Operational Analysis](#)

[Common Questions](#)

Addresses Selected: 0 of 25 total

[Clear Addresses](#)

CLT Actions

[5 - CLT Actions](#)

MHS Genesis

5 Day Hold 0

10 Day Hold 0

FYTD Quick Look /

	Mission	Achieved	Loss	Net	Remaining
RA	76	24	1	23	3
USAR	17	8	2	6	11

Phase Line Quick Look

	Mission	Achieved	Loss	Net	Remaining
RA	1	1	0	1	0
USAR	0	0	0	0	0

Future Soldier Manager

	Past Due	Pending	Future
Red	0	0	0
Amber	2	0	4
Green	0	0	29

Appointment Manager

	Past Due	Pending	Future
Conduct	0	1	2
Projected Test	1	1	0
MET/TNE	1	0	15

Figure 10-7. MET/TNE Log in the Recruiter Zone Reports Dropdown Menu

Welcome, Currently Working:

My Work Zone Calendar People Reports

Reports > MET/TNE Log

Quick Search

Search All My Records By:

☒ Last Name

☐ Email

☐ SSN

☐ Phone Number

☐ PRID

☐ PIN ID

[Go](#)

[More search options](#)

MET/TNE Log

* = Required Field

Center:

From Date:* [Calendar](#) YYYYMMDD

To Date:* [Calendar](#) YYYYMMDD

Report Option:* [Show Not Enlisted](#) ▼

[Run Report](#)

Figure 10-8. MET/TNE Log Run Report

Select	RSID	Recruiter	Applicant Name	PRID	Phone	Edu Year/Level	Test Date	Test Ver	QT	Susp Date	Disp	Proj Date	Proj Cd	Quick Actions
<input type="checkbox"/>			Stanford,	168725883	502-	12 L	20240520	12E	22	20240527	WC	20240521	P	CLT Remarks
<input type="checkbox"/>			LAMBERT,	177604342	423-	11 E	20240516	14E	85		WF	20240516	N	CLT Remarks
<input type="checkbox"/>			PATTERSON,	156547750	910-	12 L	20240501	14E	61	20240527	WD	20240502	P	CLT Remarks
<input type="checkbox"/>			JENKINS,	177376400	270-	12 L	20240502	12E	30	20240624	WD	20240503	P	CLT Remarks
<input type="checkbox"/>			WEEDMAN,	177483426	270-	11 S	20240515	13E	39	20240624	WT	20240515	N	CLT Remarks
<input type="checkbox"/>			RIGGS,	165465144	727-	12 L	20240520	13E	88		WD	20240522	P	CLT Remarks
<input type="checkbox"/>			BAHILL,	177328875	860-	16 K	20240506	15E	82	20240624	WD	20240506	N	CLT Remarks
<input type="checkbox"/>			Boogers,	177574363	270-	12 L	20240515	14E	44	20240624	YJ	20240521	P	CLT Remarks

Figure 10-9. MET/TNE Log Report Results

10-19. Figure 10-9 provides a snapshot of the MET/TNE Log. Notice in Item 1 the unit has three grads with a test pass scores (QT) higher than 50 (Item 2). Also, view the Disposition Code (Item 3) to view the status and potential for each applicant. Review the comments for each applicant by clicking on the CLT (Company Leadership Team) Remarks hyperlink (Item 4) to assess the potential to move applicants to the floor and enlist.

10-20. Take this opportunity to refer to the MAP and review Test Pass achievements to determine whether enough applicants are passing the test with a 50 or higher AFQT (Benchmark is 50% of all testers as a minimum). Consider the following for low test pass percentages to develop corrective guidance:

- Is Test Pass by category sufficient to meet weekly MAP requirements?
- What are the lead sources? Are many test failures coming from a specific lead source?
- Are Test Pass failures coming from a specific station or recruiter?
- Are Test Pass failures coming from a specific area (zip code, school, etc.)?
- Are Test Pass failures coming from a specific category?

10-21. If the company or station is not testing enough applicants by category to achieve weekly MAP requirements, review the Operational Analysis report (Figures 10-10, 10-11, and 10-12).

Select	RSID	Recruiter	Applicant Name	PRID	Phone	Edu Year/Level	Test Date	Test Ver	QT	Susp Date	Disp	Proj Date	Proj Cd	Quick Actions
<input type="checkbox"/>			Stanford,	168725883	502-	12 L	20240520	12E	22	20240527	WC	20240521	P	CLT Remarks
<input type="checkbox"/>			LAMBERT,	177604342	423-	11 E	20240516	14E	85		WF	20240516	N	CLT Remarks
<input type="checkbox"/>			PATTERSON,	156547750	910-	12 L	20240501	14E	61	20240527	WD	20240502	P	CLT Remarks
<input type="checkbox"/>			JENKINS,	177376400	270-	12 L	20240502	12E	30	20240624	WD	20240503	P	CLT Remarks
<input type="checkbox"/>			WEEDMAN,	177483426	270-	11 S	20240515	13E	39	20240624	WT	20240515	N	CLT Remarks
<input type="checkbox"/>			RIGGS,	165465144	727-	12 L	20240520	13E	88		WD	20240522	P	CLT Remarks
<input type="checkbox"/>			BAHILL,	177328875	860-	16 K	20240506	15E	82	20240624	WD	20240506	N	CLT Remarks
<input type="checkbox"/>			Boogers,	177574363	270-	12 L	20240515	14E	44	20240624	YJ	20240521	P	CLT Remarks

Figure 10-10. Operational Analysis Report in Recruiter Zone Reports Dropdown Menu

Welcome, Currently Working:

My Work Zone Calendar People Reports

Reports > Operational Analysis

Quick Search

Search All My Records By:

☒ Last Name

☐ Email

☐ SSN

☐ Phone Number

☐ PRID

Operational Analysis

Center:

Recruiter: ▼

Run Report

Figure 10-11. Operational Analysis Report Run Report

Welcome, Currently Working: change Monday, 20 May 2024

My Work Zone Calendar People Reports

Reports > Operational Analysis > Report Results

Quick Search

Search All My Records By:

☒ Last Name

☐ Email

☐ SSN

☐ Phone Number

☐ PRID

☐ PIN ID

Saved Searches

Nothing found to display.

Operational Analysis

1 Current RCM Last RCM Current RCM-2 2 Carry Fwd List 3 4 5 6

Select	Action Required	BSID	Name	Component	Segment	Priority	Next Action Date	Status	Disposition Code	EDU	Phone	EST Date	EST Score	CAST Date	CAST Score	AFQT Date	AFQT Score	Height	Weight
<input type="checkbox"/>	N		Decker,	ACTIVE			20240530 C		CSOTP	12L	270-	20230807 43				20230821 70			
<input type="checkbox"/>	N		Priddy,	ACTIVE			20240523 B		ApptInit	12L	270-								
<input type="checkbox"/>	N		Bell,	ACTIVE			20240522 B		NIF	11S	270-								
<input type="checkbox"/>	N		MORRIS,	ACTIVE			20240520 B		ApptInit	109	270-								
<input type="checkbox"/>	N		Coulter,	ACTIVE			20240520 C		SCHPQA	12L	859-	20240506 55				20221026 53			

5 items found, displaying all items.

Figure 10-12. Operational Analysis Report Results

10-22. Review the Operational Analysis report using the tabs at the top (Item 1). The tabs contain applicant data for the Current RCM (May), Last RCM (April), Current RCM-2 (March), and a Carry Forward List tab. Sort by Component (Item 2), Status (Item 3), Disposition Code (Item 4), Education level (Item 5), and then by EST or CAST score (Item 6). In Figure 10-12, notice that only two applicants have an EST score and only one, applicant Coulter, has a quality EST score. The intent is to narrow the scope to identify applicants who can be moved to the test to achieve weekly test requirements. Notice how both applicants have quality AFQT scores. Consider the following when determining who to prioritize to move to the test:

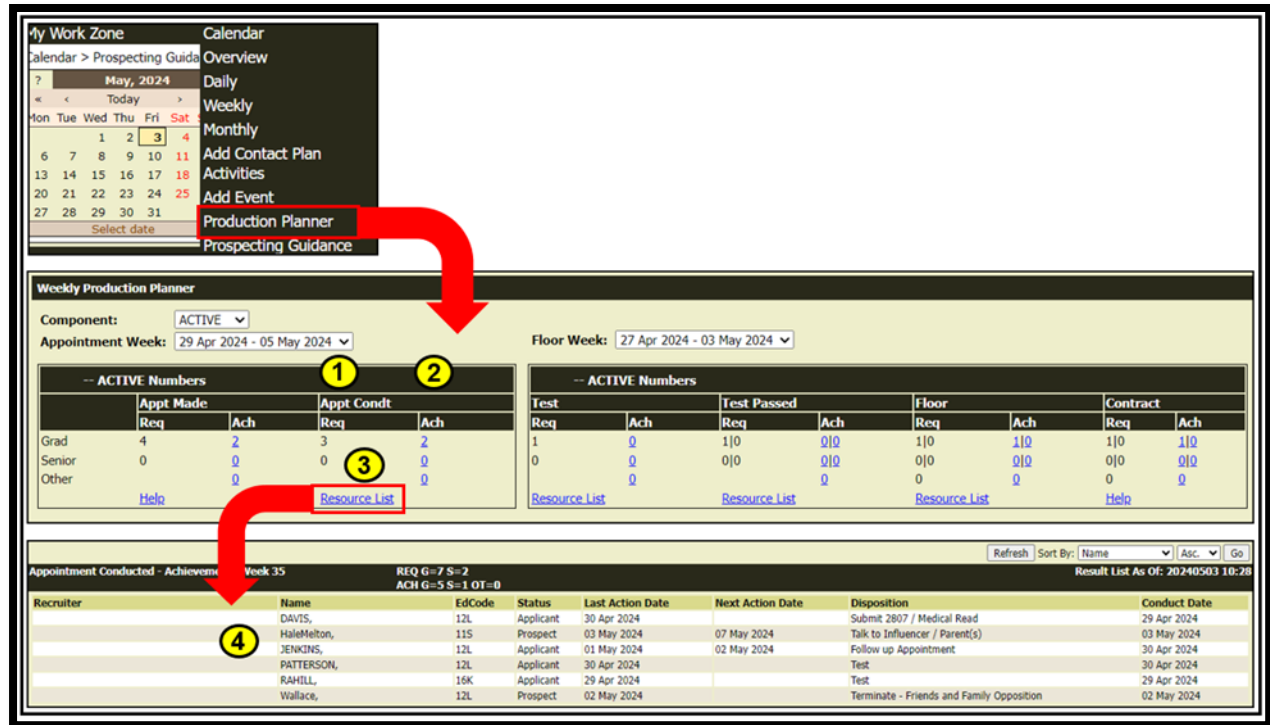
- What are the weekly MAP Test requirements?
- By category/education level, how many applicants have an EST or CAST score who can quickly move to the test or beyond?
- What is the delay or objection?
- Do all applicants have an EST or CAST score?
- Are ACT or SAT scores available?
- What guidance can be provided to increase test productivity?

10-23. If the unit is not achieving the weekly Appointment Conduct (AC) requirements, review the Operational Analysis report results (Figure 10-12) to determine the status of prospects who could be engaged to assist in achieving weekly AC requirements.

10-24. Figure 10-13 depicts a view of the RA Production Planner with a Resource List link for the AC requirements. Note the following:

- Item 1 displays the weekly AC requirements of 3 Grads and 0 Seniors.
- Item 2 shows the AC achievements of 2 Grads for the week.

10-25. Clicking on the Resource List link (Item 3) produces a list of prospects (Item 4) with an action date.



10-26. Consider the following to develop leader questions or guidance during the IPR:

- Are Appointments Made (AM) achievements sufficient to conduct enough appointments?
- Is a particular unit or recruiter experiencing a high no-show rate?
- Are AC scheduled within 72 hours?

PROSPECTING

10-27. Effective prospecting is the bedrock of all recruiting efforts. Interviewing, processing, and Future Soldier sustainment is impossible without achieving the AM requirements to fill the funnel.

10-28. Begin by assessing the unit's AM achievements against the weekly MAP requirements (Figure 10-13).

10-29. Review the station's or recruiter's prospecting plan to determine whether prospecting efforts will achieve the weekly AM requirements by category. Using Prospecting Guidance, in the Recruiter Zone Calendar dropdown menu (Figure 10-14), review the recruiters' plans to determine if prospecting efforts match the AM goals.

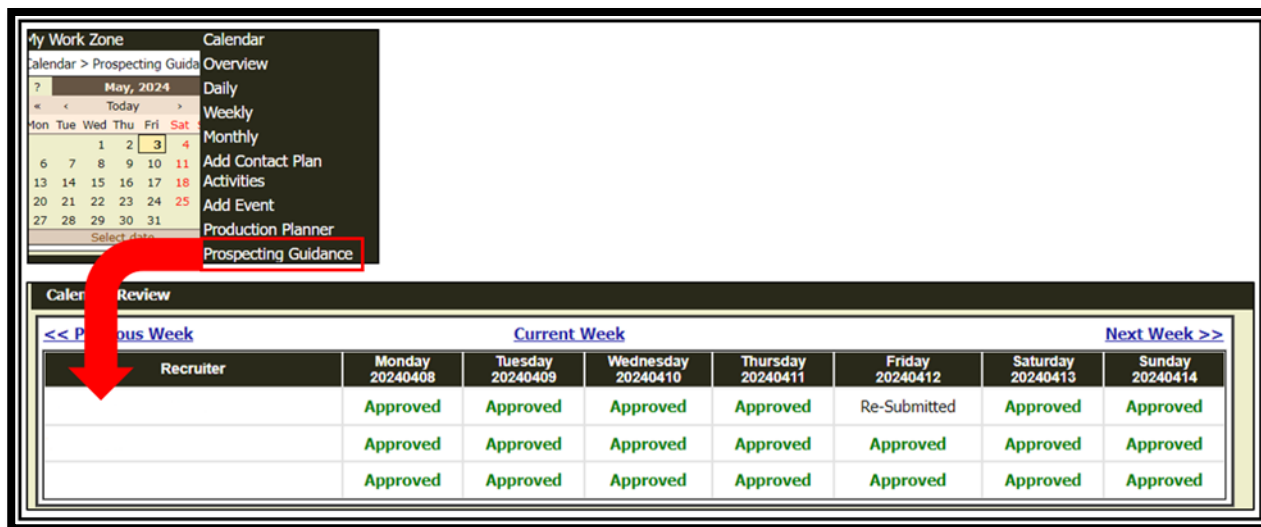


Figure 10-14. Prospecting Guidance in Recruiter Zone Calendar Dropdown Menu

10-30. Figure 10-14 depicts the approval of all recruiter plans for 8 APR through 14 APR. Review each recruiter's plan, including the recruiter and station commander comments, to determine if the prospecting efforts will meet or exceed the daily and weekly MAP requirements.

10-31. Figure 10-15 represents a recruiter's plan for 3 MAY 2024. The AM planned is 1 RA Grad and 0 RA Senior to support the station's weekly requirement. Review the plan and assess whether the plan contains enough specific activities to meet the daily objectives.

Calendar [Printer-friendly version](#)

View: [Daily](#) | [Weekly](#) | [Monthly](#) Select Recruiter:

Your calendar for this day is **<Approved>**. From this page, you can add items to your calendar two ways. You can add contact plan activities by selecting the "Add Contact Plan Activities" link. To add additional items to your calendar, select the "Add Event" link. Once your calendar (for the day) is complete, remember to "Submit your calendar" for review by your Station Commander.

Friday, 03 May 2024 [Next >>](#)

Viewing the calendar of

Plan Status: Approved

Planned Appts Made: Grad: 1 Senior: 0 PS: 0 Other: 0
Approved Appts Made: Grad: 0 Senior: 0 PS: 0 Other: 0

Select	Start Time	End Time	Event Type	Event Subject	Event Location	Phone
<input type="checkbox"/>	06:30	08:00	Other: PT AND HYGIENE	PT AND HYGIENE		
<input type="checkbox"/>	09:00	09:30	Other: IPR WITH SC	IPR WITH SC		
<input type="checkbox"/>	09:30	10:30	Text: 25: TEXTS FOR OWENSBORO AREA ZIPS 42301, 42303 AGES 17-38:	Activity		
<input type="checkbox"/>	10:30	11:30	Text: 25: TEXTS FOR OWENSBORO AREA ZIPS 42301, 42303 AGES 17-38:	Activity		
<input type="checkbox"/>	11:30	12:30	Social Media: 25: SOCIAL MEDIA PROSPECTING FOR OWENSBORO AREA ZIPS 42301, 42303 AGES 17-38:	Activity		
<input type="checkbox"/>	12:30	13:30	Face To Face: 5: FACE TO FACE FOR OWENSBORO AREA ZIPS 42301, 42303 AGES 17-38:	Activity		
<input type="checkbox"/>	13:30	14:30	Face To Face: 5: FACE TO FACE FOR OWENSBORO AREA ZIPS 42301, 42303 AGES 17-38:	Activity		
<input type="checkbox"/>	14:30	15:30	Telephone Call: 25: CALLS FOR OWENSBORO AREA ZIPS 42301, 42303 AGES 17-38:	Activity		
<input type="checkbox"/>	16:30	17:00	After Action Review: AAR WITH SC	AAR WITH SC		

Recruiter's Remarks: PROSPECTING FOR OWENSBORO AREA ZIPS 42301, 42303 AGES 17-38

SC's Remarks: ACFT in bowling green (SPEAR)

Figure 10-15. Recruiter's Calendar (E-Plan)

10-32. Consider the following:

- Does prospecting analysis support telephone prospecting from 1430-1530?
- Does face-to-face prospecting in zip codes 42301 and 42303 contain the specificity for approval?

10-33. During the plan review and guidance development, leaders perform an analysis to determine prospecting effectiveness and efficiencies. Figure 10-16 displays the four Individual Performance Reports available in the Reports Overview.

- Performance
- Mission
- Contact Method
- Contact Time

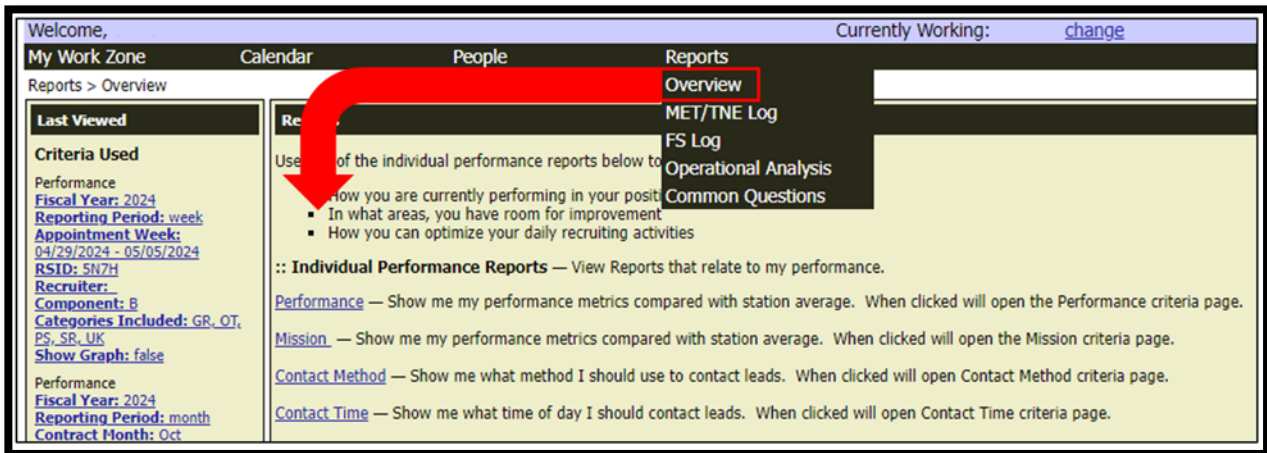


Figure 10-16. Reports – Overview

Performance

10-34. The Performance link (Figure 10-17) displays parameters for the recruiter's performance metrics compared with the station average (or station against the company average) for attempts, contacts, and makes. Figure 10-18 displays each recruiter's performance against the station average. Leaders review these reports to identify areas where corrective measures need to be applied to make recruiters more efficient and effective.

Individual Performance Report - Performance

This report will show you your performance metrics compared with station average. Specify the report criteria below and select, "Run Report".

* = Required Field

Fiscal Year: * 2024 ▼

Reporting Period: * Week ▼

Appointment Week: * 20 May 2024 to 26 May 2024 ▼

Center: ▼

Recruiter: ▼

Component: ALL ▼

Target Categories:

- Graduate
- Other
- Prior Service
- Senior
- UNKNOWN

Categories Included:

For multiple selections, hold down the <Ctrl> key while clicking the desired selections.

☐ Show Graph

Please select report output format: * ☒ HTML ☐ Excel (Please note graphs will not be displayed.)

< Previous Run Report

Figure 10-17. Individual Performance Reports – Performance Report

Reports > Overview > Performance > Report Results

Performance Report

This report will show you your performance metrics compared with station average.
 Note: The number of attempts listed below is equivalent to the number you set on your contact plan and calendar.

Report Criteria

Time Period: Fiscal Year: 2024 Appointment Week: 13 May 2024 to 19 May 2024
Target Categories: Graduate Other Prior Service Senior UNKNOWN
Recruiter:
Component: ALL
Show Graph: No

Attempt to Contact				
	# Attempt	# Contact	Conv. %	Station Avg. %
	0	0	0.0	19.4
	33	6	18.2	19.4
	20	10	50.0	19.4
	0	0	0.0	19.4
	3	2	66.7	19.4
	34	1	2.9	19.4
	0	0	0.0	19.4
	0	0	0.0	19.4
	43	2	4.7	19.4
	0	0	0.0	19.4
	6	6	100.0	19.4
Total/Average	139	27	19.4	19.4

Contact to Make				
	# Contact	# Made	Conv. %	Station Avg. %
	0	0	0.0	44.4
	6	2	33.3	44.4
	10	3	30.0	44.4
	0	0	0.0	44.4
	2	3	150.0	44.4
	1	1	100.0	44.4
	0	0	0.0	44.4
	0	0	0.0	44.4
	2	1	50.0	44.4
	0	0	0.0	44.4
	6	2	33.3	44.4
Total/Average	27	12	44.4	44.4

Make to Conduct				
	# Approved Made	# Conduct	Conv. %	Station Avg. %
	0	0	0.0	90.0
	2	2	100.0	90.0
	2	1	50.0	90.0
	0	0	0.0	90.0
	2	2	100.0	90.0
	1	1	100.0	90.0
	0	0	0.0	90.0
	0	0	0.0	90.0
	1	1	100.0	90.0
	0	0	0.0	90.0
	2	2	100.0	90.0
Total/Average	10	9	90.0	90.0

Figure 10-18. Individual Performance Reports – Performance Report Results

Mission

10-35. The Mission link (Figure 10-19) displays parameters for the recruiter's performance metrics compared with the station average (or station against the company average) for conducts, tests, floors, and contracts. Figure 10-20 displays each recruiter's performance against the station average. Leaders review these reports to identify areas where corrective measures need to be applied to make recruiters more efficient and effective.

Individual Performance Report - Mission

This report will show you your performance metrics compared with station average. Specify the report criteria below and select, "Run Report".

* = Required Field

Fiscal Year: * 2024 ▼

Reporting Period: * Week ▼

Floor Week: * 27 April 2024 to 03 May 2024 ▼

Center:

Recruiter: ▼

Component: ALL ▼

Target Categories:

- Graduate
- Other
- Prior Service
- Senior
- UNKNOWN

Categories Included:

Add >

Add All >>

< Remove

<< Remove All

For multiple selections, hold down the <Ctrl> key while clicking the desired selections.

☐ Show Graph

Please select report output format: * ☒ HTML ☐ Excel (Please note graphs will not be displayed.)

< Previous **Run Report**

Figure 10-19. Individual Performance Reports – Mission Report

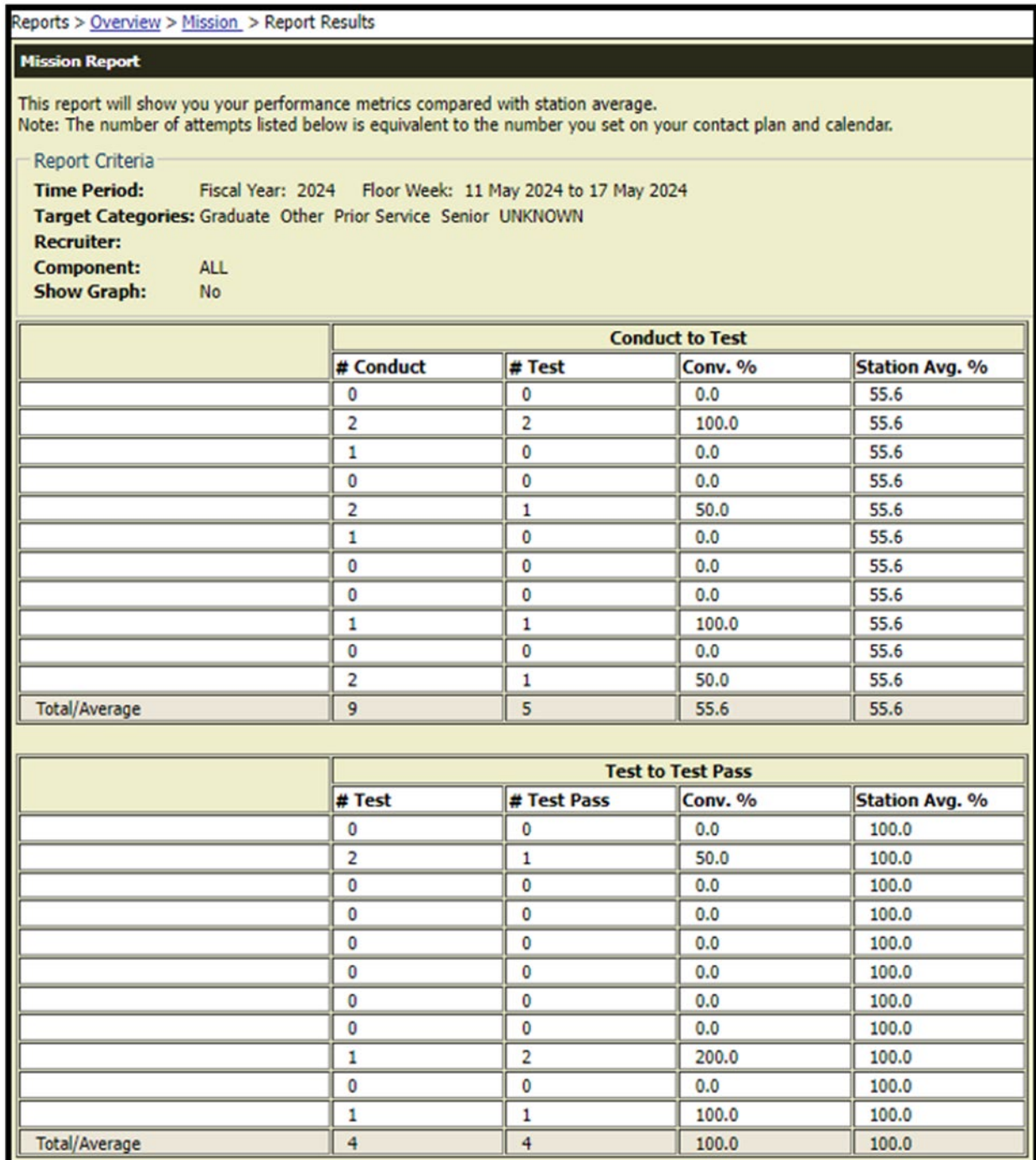


Figure 10-20. Individual Performance Reports – Mission Report Results

	Test Pass to Floor			
	# Test Pass	# Floor	Conv. %	Station Avg. %
	0	0	0.0	33.3
	1	0	0.0	33.3
	2	0	0.0	33.3
	0	0	0.0	33.3
	0	0	0.0	33.3
	0	1	0.0	33.3
	0	0	0.0	33.3
	0	0	0.0	33.3
	2	0	0.0	33.3
	0	0	0.0	33.3
	1	1	100.0	33.3
Total/Average	6	2	33.3	33.3

	Floor to Contract			
	# Floor	# Contract	Conv. %	Station Avg. %
	0	0	0.0	100.0
	0	0	0.0	100.0
	0	1	0.0	100.0
	0	0	0.0	100.0
	0	0	0.0	100.0
	1	1	100.0	100.0
	0	0	0.0	100.0
	0	0	0.0	100.0
	0	0	0.0	100.0
	0	0	0.0	100.0
	0	-1	0.0	100.0
	1	1	100.0	100.0
Total/Average	2	2	100.0	100.0

Figure 10-20. Individual Performance Reports – Mission Report Results (cont.)

10-36. Reliance on weekly or monthly assessments may not be sufficient due to low input numbers. However, these reports are an effective tool for leaders to get an initial assessment as to how a recruiter compares against the average or MAP standards.

Contact Method

10-37. The Contact Method report (Figure 10-21) displays the contact method activity for the unit or recruiter during a select period. Select the target category and contact method to assess which contact methods used are most efficient and which ones are not used. The report may not show a specific contact method if that method of prospecting did not occur during the specific time.

Individual Performance Report - Contact Method

This report will show you what method you should use to contact leads. Specify the report criteria below and select, "Run Report".

* = Required Field

Fiscal Year: * 2024
 Reporting Period: * Week
 Appointment Week: * 29 April 2024 to 05 May 2024

Center:
 Recruiter:
 Component: ALL

Target Categories:

- Graduate
- Other
- Prior Service
- Senior
- UNKNOWN

Categories Included:

Add >
 Add All >>
 < Remove
 << Remove All

For multiple selections, hold down the <Ctrl> key while clicking the desired selections.

Target Contact Methods:

- Email
- Face To Face
- Mail Out
- Office Visit
- Referral
- Social Media
- Telephone Call
- Text

Contact Methods Included:

Add >
 Add All >>
 < Remove
 << Remove All

For multiple selections, hold down the <Ctrl> key while clicking the desired selections.

☐ Show Graph

Please select report output format: * ☒ HTML
☐ Excel (Please note graphs will not be displayed.)

< Previous Run Report

Figure 10-21. Individual Performance Reports – Contact Method Report

10-38. The Contact Method report results (Figure 10-22) enable station commanders to identify Attempt to Contact efficiencies. Assess the number of attempts to the number of contacts to determine if prospecting efforts are at the right place, during the right time, and using the right contact method.

10-39. Note: Using Quick Attempt as a contact method does not provide leaders with the fidelity needed to assess the effectiveness of specific contact methods. Therefore, recruiters are encouraged to annotate specific contact methods. Without specificity, leaders have no true understanding of why those attempts were not effective.

	Attempt to Contact		
	# Attempt	# Contact	Conv. %
Email Total	0	0	0.0
Face To Face Total	8	8	100.0
Advertising USAREC	1	1	100.0
Career Day	4	4	100.0
Face To Face-Community	2	2	100.0
Job Fair	1	1	100.0
Mail Out Total	0	0	0.0
Office Visit Total	2	2	100.0
Call In	1	1	100.0
Walk In	1	1	100.0
Referral Total	0	0	0.0
Social Media Total	5	2	40.0
Facebook	5	2	40.0
Telephone Call Total	99	23	23.2
Advertising USAREC	6	4	66.7
College List	26	13	50.0
Grad List	53	5	9.4
High School List	14	1	7.1
Text Total	260	5	1.9
	48	0	0.0
Advertising USAREC	7	0	0.0
College List	2	1	50.0
Grad List	198	3	1.5
High School List	5	1	20.0
Total/Average	374	40	10.7

Figure 10-22. Individual Performance Reports – Contact Method Report Results (Attempt to Contact)

10-40. Review the Contact to Make section of the results (Figure 10-23) to match the Attempt to Contact results to identify efficiencies or challenges. Leaders evaluate the numbers to determine what is working, what requires adjustment, and which contact methods are seldom used.

Note: Leaders cross-reference contact methods with the station's or recruiter's plan.

	Contact to Make		
	# Contact	# Made	Conv. %
Email Total	0	0	0.0
Face To Face Total	8	3	37.5
Advertising USAREC	1	1	100.0
Career Day	4	0	0.0
Face To Face-Community	2	1	50.0
Job Fair	1	1	100.0
Mail Out Total	0	0	0.0
Office Visit Total	2	2	100.0
Call In	1	1	100.0
Walk In	1	1	100.0
Referral Total	0	0	0.0
Social Media Total	2	0	0.0
Facebook	2	0	0.0
Telephone Call Total	23	6	26.1
Advertising USAREC	4	2	50.0
College List	13	3	23.1
Grad List	5	0	0.0
High School List	1	1	100.0
Text Total	5	0	0.0
	0	0	0.0
Advertising USAREC	0	0	0.0
College List	1	0	0.0
Grad List	3	0	0.0
High School List	1	0	0.0
Total/Average	40	11	27.5

Figure 10-23. Individual Performance Reports – Contact Method Report Results (Contact to Make)

Contact Time

10-41. The Contact Time report provides the leader with the ability to analyze when prospecting is most efficient. Understanding when a station or recruiter is performing prospecting is critical in planning, plan validation, and plan approval. Open the Contact Time report to determine if prospecting is occurring at the right time and right place. Figure 10-24 displays a leader's choices in selecting the type of data for analysis.

10-42. Figure 10-25 displays an extract of an actual Contact Time report for a month for senior prospecting. Leaders determine whether the time of prospecting results in a sufficient number of contacts. Units determine the standard of expectations to gauge efficiency. For instance, the average recruiter should make 20-25 telephone attempts per hour and contact 4-5 leads. Knowing the Attempts to Contact ratios and the best days to call makes it possible to plan the correct amount of prospecting at the right time to contact leads and make enough appointments to meet weekly requirements.

Individual Performance Report — Contact Time

This report will show you what time of day you should contact leads. Specify the report criteria below and select, "Run Report".

* = Required Field

Fiscal Year: * 2024 ▼
Reporting Period: * Month ▼
Contract Month: * MAR ▼

Company/Team:
Center: ▼
Recruiter: ▼
Component: ALL ▼

Target Categories:
Graduate
Other
Prior Service
UNKNOWN

Categories Included:
Senior

Target Contact Methods:
Face To Face
Social Media
Text

Contact Methods Included:
Telephone Call

For multiple selections, hold down the <Ctrl> key while clicking.

☐ Show Graph

Please select report output format: * ☒ HTML
☐ Excel (Please note graphs will not be displayed.)

< Previous Run Report

Only Senior and Telephone Call selected for example.

Figure 10-24. Individual Performance Reports – Contact Time Report

Contact Time Report

This report shows you what time of day you should contact leads (based on the criteria you set).

Report Criteria

Time Period:

Fiscal Year: 2024 Contract Month: March

Target Categories:

Senior

Contact Method:

Telephone Call

Recruiter:

Component:

ALL

Show Graph:

No

Attempt to Contacts

	Mondays		Tuesdays		Wednesdays		Thursdays		Fridays		Saturdays		Sundays		Full Month	
Time Period	Attempt	Contact	Attempt	Contact	Attempt	Contact	Attempt	Contact	Attempt	Contact	Attempt	Contact	Attempt	Contact	Avg. Conv. %	Station Avg. %
01:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
02:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
03:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
04:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
05:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
06:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
07:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
08:00	0	0	3	1	0	0	20	4	0	0	0	0	0	0	21.7	21.7
09:00	106	106	0	0	2	1	0	0	0	0	0	0	0	0	99.1	99.1
10:00	23	23	27	1	2	0	9	1	7	7	0	0	0	0	47.1	47.1
11:00	1	0	22	12	0	0	17	3	5	1	0	0	0	0	35.6	35.6
12:00	0	0	6	0	0	0	12	1	0	0	0	0	0	0	5.6	5.6
13:00	2	1	12	0	1	0	3	0	0	0	0	0	0	0	5.6	5.6
14:00	46	9	53	9	35	10	62	36	7	7	0	0	0	0	35.0	35.0
15:00	145	124	84	69	64	29	103	55	1	1	0	0	0	0	70.0	70.0
16:00	99	89	157	77	171	98	5	0	0	0	0	0	0	0	61.1	61.1
17:00	86	77	10	3	53	15	6	0	0	0	0	0	0	0	61.3	61.3
18:00	14	14	0	0	0	0	0	0	0	0	0	0	0	0	100.0	100.0
19:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
20:00	1	1	0	0	0	0	0	0	0	0	0	0	0	0	100.0	100.0
21:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
22:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
23:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
24:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0.0
TOTAL	523	444	374	172	328	153	237	100	20	16	0	0	0	0		

Figure 10-25. Individual Performance Reports – Contact Time Report Results

10-43. Leaders assess the best time of day and days of the week to conduct prospecting activities by pulling and assessing the Contact Time report. Review the station's or recruiter's plans and provide new guidance if efforts are inefficient.

REVIEW THE PLAN

10-44. When conducting the IPR, one of the most important steps is to review the plan. When reviewing recruiter plans (e-Plans), station commanders also review the Station Recruiting Plan to ensure the recruiters' planned tasks and activities are aligned with the station's guidance and priorities. The Station Recruiting Plan focuses on lead generation, prospecting, processing, and leading Future Soldiers, thus the activities and tasks in the recruiters' plans nest with the station's plan. This is a continuous daily process that ensures efficiency and effectiveness in a rapidly changing OE. This allows the recruiter an opportunity to explain why a planned activity that does not align with the guidance and priorities of the plan is being conducted. It also provides the station commander an opportunity to provide guidance, direction, and motivation to keep the recruiter on task, efficient, and effective by putting them in the right place at the right time using the right method with the right message to the right audience.

FUTURE SOLDIERS

10-45. The leader reviews the Future Soldier Training Program (FSTP) to determine the program's effectiveness and ensures Future Soldiers are prepared to ship and face the rigors of basic training.

10-46. The Future Soldier Manager box (Figure 10-26) displays Future Soldiers by ship potential (Red, Amber, and Green). Click on the hyperlinked number associated with the ship potential category to view a list of Future Soldiers with that status. For example, in Figure 10-26 there are 2 Past Due Future Soldiers coded Amber. Click on the number 2 to display the list. The list provides records of the Future Soldiers that can be used to determine what the problems are and why the record is Past Due.

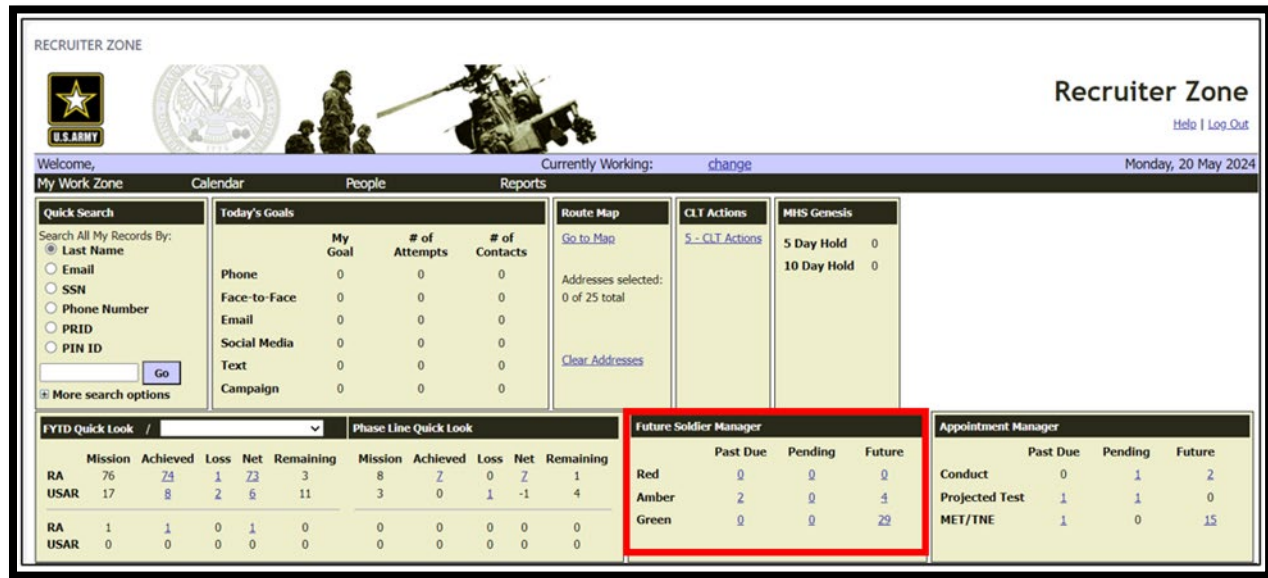


Figure 10-26. Future Soldier Manager

- Review all contact history to determine the true status of the Future Soldier to include the following:
- How many Future Soldiers are shipping this month, and who are they?
- When will they ship?
- Are any Hometown Shippers (HTS)?
- Are HTS requirements coordinated or complete IAW UR 601-210?
- Has the recruiter completed quality assurance (QA) checks?
- Was the occupational physical assessment test (OPAT) completed?
- Was DD Form 2983, Recruit/Trainee Prohibited Activities Acknowledgement, completed?
- Are necessary documents in the ship packets?
- Have all Future Soldiers received an initial orientation?
- How many referrals did the Future Soldiers provide last week?
- What Future Soldier training or event takes place this month?

PREPARATION FOR THE IN-PROGRESS REVIEW

10-47. The success and effectiveness of the IPR are contingent upon leader preparation. From preparation, the leader gains an understanding of the OE, develops guidance, and plans the IPR. A leader who invests in analysis and develops guidance prior to the IPR will conduct an IPR that is effective, timely, and leads to mission success.

CONDUCT OF THE IN-PROGRESS REVIEW

10-48. Leaders provide consistency with the conduct of the IPR by scheduling and conducting IPRs during periods that do not interfere with prime recruiter prospecting. Company commanders and First Sergeants schedule and conduct IPRs with station commanders during times that do not interfere with the station commander's engagement with recruiters.

10-49. Conduct the IPR following the same sequence as the pre-IPR analysis. Leaders must take the time during the IPR to coach and mentor their subordinates. Incorporate a back brief into the IPR to ensure subordinates take ownership of their plan and mission.

10-50. Following the steps of the IPR, the subordinate briefs the leader on their personnel and/or personal status, their mission posture, projections, processing requirements, prospecting plan or station operation plan, and Future Soldier status.

10-51. Leaders interject and provide purpose, direction, and motivation using the notes from the IPR preparation. Leaders also interject when the subordinate's actions or plans fail to meet requirements. The IPR should flow smoothly and quickly if the leader and subordinate prepare.

10-52. The conduct of a daily IPR is critical and requires leaders and subordinates to understand their roles and responsibilities. An IPR is a one-on-one opportunity to develop a subordinate while simultaneously affecting the outcome of recruiting operations. Consistency in timing and content creates a conditioning process that not only supports battle rhythms but also develops the next generation of leaders.

SUMMARY

10-53. Conducting pre-IPR analysis is critical to the conduct of the IPR. The daily IPR focuses on daily and weekly activities to affect the MAP and mission requirements. The two-way meeting between leader and subordinate covering the seven areas of the IPR allows the leader the ability to assess the subordinate's skill and breadth of understanding of the OE and establishes the expectations necessary to meet the commander's intent.

Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

AAR	after-action review
AC	appointment conduct
AFQT	Armed Forces Qualification Test
AM	appointment made
ASCOPE	area, structure, capabilities, organizations, people, and events
BI Zone	Business Intelligence Zone
C2	command and control
CAST	Computerized Adaptive Screening Test
CI	command inspection
CIP	Command Inspection Program
CLT	company leadership team
D3A	decide, detect, deliver, assess
EES	evaluation entry system
EST	enlistment screening test
F3EAD	find, fix, finish, exploit, analyze, and disseminate
FSTP	Future Soldier Training Program
FYTD	fiscal year-to-date
GTA	graphic training aid
ICI	initial command inspection
IG	Inspector General
IPOE	intelligence preparation of the operational environment
IPR	in-progress review
MAP	mission accomplishment plan
MDMP	military decision-making process
MEPS	Military Entrance Processing Station
MET	Mobile Examining Team
METT-TC	mission, enemy, terrain and weather, troops and support, time, and civil considerations
NCOER	noncommissioned officer evaluation report
NCOPDS	noncommissioned officer professional development schools
OE	operational environment
OIP	Organizational Inspection Program
OPAT	Occupational Physical Assessment Test
PMESII-PT	political, military, economic, social, information, infrastructure, physical, environment, and time
Power BI	Power Business Intelligence

QA	quality assurance
QC	quality control
RCM	recruiting contract month
RFA	Recruiting Functions Analysis
ROP	Recruiting Operations Plan
SAV	staff assistance visit
SI	staff inspection
SO2	Station Operations Overview
STP	Soldier Talent Profile
SWOT	strengths, weaknesses, opportunities, threats
TNE	tested not enlisted
USAREC	United States Army Recruiting Command

SECTION II – TERMS

Battle rhythm

The deliberate daily schedule of command, staff, and unit activities intended to maximize use of time and synchronize staff actions (JP 3-33).

Command and control

The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission (JP 1).

Hot seat

The final screening interview conducted by the designated leader before sending the applicant to complete processing.

In-progress review

An in-depth dialog about current operations or preparation for upcoming events.

Integrating process

A series of steps to achieve a specific end.

Station Operations Overview (SO2)

Standardized station level operations brief for visitors.

References

REQUIRED PUBLICATIONS

These documents must be available to intended users of this publication.

ADP 5-0, The Operations Process, 31 July 2019

ADP 6-0, Mission Command: Command and Control of Army Forces, 31 July 2019

ADP 6-22, Army Leadership and the Profession, 31 July 2019

DoD Dictionary of Military and Associated Terms, January 2024

RELATED PUBLICATIONS

These publications are referenced in this publication.

AR 1-201, Army Inspection Policy, 1 December 2023

FM 3-60, Army Targeting, 11 August 2023

UM 3-0, Recruiting Operations, 9 March 2022

UM 3-30, Recruiting Company Operations, 7 March 2022

UM 3-31, Recruiting Station Operations, 7 March 2022

UR 1-201, USAREC Inspections, 26 May 2015

UR 350-1, Training and Leader Development, 19 September 2022

WEBSITES

USAREC G3 Training, <https://armyeitaas.sharepoint-mil.us/sites/TR-USAREC-HQ/SitePages/Directorates/G3/G3Training.aspx>

OIP SharePoint, https://armyeitaas.sharepoint-mil.us/teams/G3Training554/Lists/CIP_Master/NewForm.aspx

Recruiting Toolbox, <https://armyeitaas.sharepoint-mil.us/sites/TR-USAREC-HQ/SitePages/Directorates/G3/RecruitingToolbox.aspx>

PRESCRIBED FORMS

USAREC GTA 5-01.2, (Steps 1-4) Recruiting Functions Analysis (RFA), May 2024

REFERENCED FORMS

DA forms are generally available on the Army Publishing Directorate Website:
<http://armypubs.army.mil>

DA Form 2028, Recommended Changes to Publications and Blank Forms

DD Form 2983, Recruit/Trainee Prohibited Activities Acknowledgment

UTC 5-01
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