

**USAREC TECHNIQUES PUBLICATION 3-10.3
SPECIAL OPERATIONS AND IN-SERVICE RECRUITING**



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SPECIAL OPERATIONS AND
IN-SERVICE RECRUITING**

**3 March 2023
Headquarters
United States Army Recruiting Command
1307 3rd Avenue
Fort Knox, Kentucky 40121-2725**

SUMMARY of CHANGE

USAREC Techniques Publication 3-10.3

Special Operations and In-Service Recruiting.

This administrative revision dated 20 February 2024

- Adds updates to change out term/discussion/graphics about intelligence preparation of the battlefield (IPB) for intelligence preparation of the operational environment (IPOE)
- Updated grammatical errors.

Headquarters
United States Army Recruiting Command
Fort Knox, KY 40121
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SPECIAL OPERATIONS RECRUITING AND IN-SERVICE RECRUITING

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PREFACE

USAREC Techniques Publication (UTP) 3-10.3 – This publication expands on the fundamental concepts and requirements introduced in USAREC Manuals 3-0, 3-29, 3-30, 3-31, and 3-32. This TP provides common concepts and techniques to execute or support the execution of the critical tasks associated with the execution of Special Operations and In-Service Recruiting. USAREC has the mission to find and recruit qualified men and women to fill multiple military occupational specialties designated as Army Special Operation Forces (ARSOF) and In-Service mission categories.

The recruitment of ARSOF and In-Service candidates rely on the expertise of recruiting expert personnel trained in the art and science of recruiting operations, special operations specialties, and the ability to explain in detail the opportunities, rewards, and responsibilities that come with service in select specialties. This techniques publication provides officers and noncommissioned officers (NCOs) assigned to the Special Operations Recruiting Battalion (SORB) a foundation for planning and conducting successful operations.

PURPOSE

This techniques publication establishes the doctrine for ARSOF and In-Service recruiting. It is designed primarily for station-level ARSOF recruiting leaders and details how to think about ARSOF recruiting operations. The “how to think” examples in this techniques publication address the specialized nature of Special Operations and In-Service recruiting operations. Leaders should not view the contents of this techniques publication as the all-inclusive final authority on how to recruit but rather as the foundation for their operations. USAREC seeks to foster a climate of innovation to develop adaptive, self-aware leaders willing to take intelligent risks in pursuit of mission accomplishment.

SCOPE

The techniques publication has two parts. Part One (Chapters 1 and 3) discusses the operational environment of the ARSOF recruiting station, including command. Part Two (Chapters 4 through 8) addresses decisive, shaping, and sustaining operations and presents examples for conducting each type of operation.

APPLICABILITY

This techniques publication provides the foundation for ARSOF and In-Service recruiting. It establishes guidelines and procedures for Special Operations and In-Service Recruiting at all echelons, companies and below. Every recruiting leader must read, understand, adapt, and apply the doctrine for Special Operations recruiting, leadership, and training.

INTRODUCTION

This techniques publication provides the best business practices for ARSOF and In-Service recruiting units. Successful leaders in these units have shared their own experiences throughout this techniques publication to develop best practices; examples tested during the rigors of real-world recruiting, and they work. Even though these practices have been successful, no single approach is suitable for every situation. This publication offers recruiters and leaders a foundation of “how to think” about conducting decisive, shaping, and sustaining operations in the field.

With USAREC Manuals 3-0, 3-30, 3-31, and 3-32 as its doctrinal base, this techniques publication seeks to promote a culture of innovation within the Special Operations and In-Service recruiting force. Special Operations and In-Service recruiting leaders should study the examples in this publication and use them as a guide to develop operational plans tailored to their mission and situation. Special Operations and In-Service recruiting leaders should read USAREC Manuals 3-0, 3-30, 3-31, and 3-32 to get the most out of this publication.

A primary responsibility of a SORB company is developing and sustaining relationships with operational unit leaders. Relationships must be sustained with staff, unit administrators, professional organizations, and other community leaders and groups that support SORB recruiters. Recruiters must gain the trust and respect of the military community to establish and maintain an advantage within their Area of Operation (AO).

ADMINISTRATIVE INFORMATION

The proponent for this techniques publication is the Recruiting and Retention College, Doctrine Division. Send comments and recommendations on DA Form 2028 (Recommended Changes to this Publication) directly to HQ RRC, ATTN: RCRC-DD, 1929 Old Ironsides Ave, Fort Knox, KY 40121 or by e-mail to usarmy.knox.usarec.list.rrc-doctrine@army.mil.

Unless stated otherwise, masculine nouns or pronouns do not refer exclusively to the male gender.

PART I

Special Operations Recruiting Environment

Part I discusses the recruiting actions and command structure at the Special Operations Recruiting Battalion (SORB) and its companies. The leader's ability to penetrate their market with a properly trained and led force ensures Army readiness for current and future operations that lead to the continued success of the Nation.

Chapter 1 provides an introduction into the history of Special Operations and In-Service Recruiting and the battalion command structure. It discusses the roles and responsibilities of each leadership echelon at the Company level to support recruiting operations.

Chapter 2 discusses leadership and operational responsibilities. It describes the art of command and how leaders visualize, describe, direct, lead, and assess recruiting operations in their market.

Chapter 3 describes the operational framework of a geographically dispersed, population-centric command and applies the principles and concepts of USAREC Manuals 3-0, 3-30, 3-31, and 3-32 to the ARSOF or Warrant Officer Recruiting company level. It details the internal and external flow of information and how it supports recruiting operations and leads to mission success.

Chapter 1

Special Operations Recruiting Battalion

HISTORY

1-1. The United States Army Recruiting Command (USAREC) assumed the responsibility of recruiting for the Army's annual ARSOF accessions (both enlisted Career Management Fields (CMFs) and the associated Officer Branches) in 1994. The initial organization was a company-sized unit, headquartered in Fort Knox, Kentucky, and titled the Special Operations Recruiting Company (SORC). Eventually, the company headquarters was relocated to Fort Liberty (formerly Fort Bragg), North Carolina. The company disbanded in favor of a battalion-sized element in 2006 to meet the increasing need for highly trained Special Operations personnel. The ARSOF supporting specialties include CMFs 18, 37, and 38, aviator and non-aviator support specialties associated with the 160th Special Operations Aviation Regiment (SOAR), the manning requirements of Explosive Ordnance Disposal (EOD), and most technical Warrant Officer specialties.

COMPOSITION

1-2. The Special Operations Recruiting Battalion (SORB) is composed of four Special Operations Recruiting Companies and the Warrant Officer Recruiting Company. A Special Forces branch Lieutenant Colonel leads the SORB and a MOS 79R (Recruiter) Command Sergeant Major is the battalion's senior enlisted advisor. Each company is responsible for designated locations based on the geographic dispersion of the Army's forces and sister service locations.

1-3. Each company is capable of recruiting for all In-Service ARSOF MOSs as well as EOD. Companies are led by a company commander in the grade of Major/O-4 and a senior enlisted advisor in the grade of 1SG/E-8 (MOS 79R). Each company has designated recruiting stations on military installations worldwide where Army forces operate and billet.

1-4. Recruiting stations perform all the recruiting functions that lead qualified persons through the application and selection processes.

1-5. The Warrant Officer Recruiting Company is headquartered at Fort Liberty, NC; is led by a Chief Warrant Officer 4 (CW4), branch immaterial; and has a senior enlisted advisor in the grade of 1SG/E-8 (MOS 79R). The company's recruiters are globally dispersed and co-located within SORB recruiting stations.

SPECIAL OPERATIONS LEADERSHIP

ROLES & RESPONSIBILITIES

1-6. The most important role of any recruiting leadership team is establishing a climate of integrity, mutual trust, confidence, and respect. When battalion and company leadership are not working together, their subordinates know it. Leadership in a geographically dispersed command places a premium on communication and rank maturity. In recruiting, as in combat operations, battlefield circulation is critical to mission success; leaders establish and maintain standards in supporting the force. Leaders encourage Soldiers to develop good ideas and strong values.

1-7. Leadership is the most dynamic element of recruiting operations. Company and station

leadership must continuously fine-tune their skills to provide recruiters with new and innovative ways of accomplishing the mission. The repetitive tactics of recruiting require leaders to present fresh and creative ideas that will motivate and inspire their recruiting force. Remember that members of a recruiting company or station are all part of a team, and that team has a common goal to recruit the future ARSOF operators and In-Service specialties that will fill the formations of our Army.

COMPANY COMMANDER

MISSION ACCOMPLISHMENT

1-8. Commanders are responsible for leading their Soldiers to mission accomplishment by exercising command authority. The decisive effort is conducting population-centric operations to recruit professional, volunteer Soldiers capable of effectively accomplishing Special Operations mission objectives.

UNDERSTAND THE RECRUITING ENVIRONMENT

1-9. A commander must understand their AO thoroughly to be effective. They must know the location of target units, the culture of those units, operational information affecting recruiting operations, and the key leaders who can help set the conditions for mission success.

1-10. Key components to understanding the recruiting environment include a working knowledge of each recruiting station's operational environment and conducting a thorough market analysis, utilizing historical recruiting data and current information provided by the recruiting force and battalion staff.

DEVELOP A RECRUITING OPERATIONS PLAN (ROP)

1-11. Once the mission is received, the commander can begin the process of operational planning. Using their understanding of the Operational Environment (OE) with factors of METT-TC, the Commander can begin to understand and visualize, with input from the 1SG, an effective plan for achieving mission success.

IN-PROGRESS REVIEW (IPR) DAILY/WEEKLY AAR WITH THE COMPANY 1SG

1-12. Company 1SG conducts IPRs daily with the station commanders to gather key operational information and provide guidance if necessary. Likewise, the company commander should IPR with the 1SG daily to receive the information and determine what external and higher command support is required. This ensures the company commander is situationally aware of the company's mission posture and the ability to adjust as needed.

1-13. The Weekly AAR provides an opportunity to review all information collected throughout the recruiting week and, if necessary, make changes to the operational plan to address any identified issues.

LEVERAGE THE RECRUITING NETWORK

1-14. Commanders build and leverage their recruiting network to provide recruiting assets and opportunities that are not available to their unit organically.

1-15. Company commanders must be able to build relationships and leverage assets from within the ARSOF construct. Also, through Key Leader Engagements (KLEs), commanders must build

relationships with tenant units in their recruiting area to educate leaders on the importance of our mission and facilitate access to targeted personnel.

ASSIST IN ACTIVE DUTY OFFICER (ADO) PROSPECTING AND PROCESSING (OFFICER ALDPS)

1-16. As Subject Matter Experts (SMEs) in ARSOF officer careers, commanders should seek opportunities to educate junior officers on ARSOF careers using the Army Leadership Development Program briefs (ALDPs).

MANAGE FUTURE ARSOF CANDIDATE (FARC) PROGRAM

1-17. Commanders prioritize the management of FARC to maximize candidate attendance to Assessment and Selection (A&S) courses.

1-18. Using Future Candidate Asset Inventories (FCAs), an example provided in Appendix B, Figure B-3, commanders can gauge a candidate's preparedness and attitude for attendance to A&S. This will help to identify and correct issues at an early stage in the candidate's process and mitigate the number of A&S drops before the start of a course.

1-19. It is recommended that commanders inventory at least 10% of their Future Candidate pool before starting each A&S course.

DEVELOP UNIT RECRUITING PLAN

1-20. Commanders should conceptualize a strategy for gaining access to identified high-pay-off units and building and maintaining a mutually beneficial relationship with them.

1-21. Through using KLEs and a good understanding of the varying cultures of geographically dispersed units, commanders can develop a sound plan that will benefit their units for years to come.

FIRST SERGEANT

TRAIN AND ADVISE THE COMPANY COMMANDER

1-22. As the senior NCO in the company, the 1SG provides training to the commander on all aspects of recruiting operations. They advise and assist with the planning and execution of each recruiting function for the company.

IPR WITH STATION COMMANDERS

1-23. Conduct a daily IPR with the station commander covering all the steps of the IPR process: Personnel, Mission Posture, Class Projection, Processing, Prospecting, Review the Plan, and Candidates Status.

IDENTIFY TRAINING NEEDS AND EXECUTE TRAINING FOR STATION COMMANDERS

1-24. As the subject matter expert, the 1SG identifies training indicators and shortfalls within the recruiting funnel.

PERSONNEL AND ADMINISTRATION

1-25. The 1SG is responsible for the review of all personnel actions prior to the commander's

approval as well as all actions regarding a Soldier's total fitness, including MEDPROS, dental, Leader Engagement Tool (LET), Global Assessment Tool (GAT), and all other personal issues that may affect a Soldier's ability to complete their responsibilities.

MORALE AND WELFARE

1-26. The demanding nature of recruiting can be very challenging for both the recruiter and their family members. Helping family members understand the importance and complexities of their spouse's new duty assignment is critical for the Soldier's morale and their family's well-being.

1-27. It is important to keep a finger on the pulse of morale. Maintaining high morale takes time, effort, and focus. It is the ISG's responsibility to communicate the company's morale to all commanders.

SUBJECT MATTER EXPERT

1-28. As the Senior Enlisted Advisor to the commander and the Soldiers in the company, the ISG maintains an updated knowledge of the ever-changing recruiting environment. Top-down communication is imperative as the ARSOF recruiting standards change throughout the recruiting year.

MAINTAIN ACCOUNTABILITY FOR BATTALION SUPPORT REQUESTS

1-29. All battalion support requests should be filtered through the ISG. They are responsible for gathering as much information as possible regarding the requests before submitting them to the commander and then the battalion for approval.

STATION COMMANDER

MISSION ACCOMPLISHMENT

1-30. Station commanders are responsible for the overall achievement of the station mission in support of the company's mission. Station commanders are the center of gravity for the SORB. They are the experts on the ground and are engaged in the process daily. A station commander understands their role in the ARSOF recruiting process, which is to provide expertise in the art and science of recruiting and providing a platform for the success of the ARSOF experts in their care. Using the operations process, station commanders should Understand, Visualize, Describe, and Direct activities in their station to achieve mission success.

EVALUATE THE MARKET

1-31. Station commanders must thoroughly understand their recruiting market to effectively plan and direct prospecting activities. Station commanders understand the key units in their AO and the culture of those units. The station commander knows the operational planning of those units and takes it into account when developing their plan.

1-32. A thorough review of historical recruiting data is necessary to conduct a Recruiting Functions Analysis (RFA) and a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.

1-33. Using the RFA and SWOT along with in-depth knowledge of key units, the station commander understands and visualizes a path to mission accomplishment.

DEVELOP A STATION RECRUITING PLAN

1-34. Station commanders use knowledge gained from the market analysis to form a station recruiting plan to achieve mission success.

1-35. A station recruiting plan is forward-thinking by covering concepts for the entire Fiscal Year (FY) by quarter. Station recruiting plans include a mix of shaping and decisive operations.

DEVELOP AND LEVERAGE THE RECRUITING NETWORK

1-36. Station commanders take special care to develop relationships and build a comprehensive network in their area of responsibility. Building strong relationships with internal and external networks allows the station commander to leverage the capabilities of those assets to build a productive relationship. Leverage enlisted recruiting units to provide advertising and accession support for Inter-Service Transfer (IST) candidates.

DRIVE LEAD GENERATION, PROSPECTING, PROCESSING, AND LEADING FARC

1-37. Through the IPR process, station commanders constantly review prospecting plans, processing obstacles, and the status of Future Candidates with their recruiters. This allows station commanders to make an adjustment to plans and mitigate any emerging problems. The station commander's goal is to ensure that each recruiter is always in the right place, at the right time, with the right message.

SUSTAINMENT

1-38. The station commander's responsibility is to ensure that Soldiers in their station are supplied with everything necessary to complete the mission. This includes station supplies, PPI/RPI items acquired through local purchase and from the Battalion S-7/9, GSA Vehicles, equipment, and support for planned events, training, and leader development.

DIRECT FUTURE ARSOF CANDIDATE (FARC) PROGRAM

1-39. To ensure maximum attendance to each A&S course, station commanders invest heavily in their FARC program. This includes initial orientation, developing a strong PT program, conducting quality checks on all FARC packets, and communicating with each Soldier awaiting A&S attendance. These tasks will be monitored and updated on ARSOF Future Candidate Asset Inventories (FCAI) form; an example has been provided in Appendix B.

DEVELOP AND IMPLEMENT A STATION TRAINING PLAN

1-40. Station commanders develop a quarterly training plan that is data-driven and considers all shortfalls and training needs. Special care is taken to ensure that training is conducted to address any gaps and trends identified through the station commander's RFA and SWOT.

1-41. Station commanders incorporate leadership and professional development into their training plan to enrich and grow the leaders in their care. Opportunities are provided for recruiters to train in their primary career fields to maintain MOS qualifications.

DEVELOP A UNIT RECRUITING PLAN

1-42. Station commanders develop a sound unit recruiting plan that nests with the company's plan. A vision for the entry into and continued access to priority units should be the overall goal. The plan includes a process to build mutually beneficial relationships with key units in their area

of operations.

FOSTER CREATIVITY AND INNOVATION WITHIN THE STATION

1-43. A station commander will be assigned highly talented NCOs from across the ARSOF community. It is vital that the station commander creates an environment that allows for the free flow of ideas and information. In most cases, the best concepts and solutions come from the recruiters, who are the sensors on the ground providing intelligence of the operational environment. A station commander's ability to recognize and employ the talents of their assigned recruiters is critical to mission success.

RECRUITER

DEVELOP A PROSPECTING PLAN

1-44. Upon receiving guidance from the station commander, the recruiter develops an individual prospecting plan. The prospecting plan revolves around the presence of the qualified market in the recruiter's assigned AO.

CONDUCT LEAD GENERATION, PROSPECTING, PROCESSING, AND LEADING FARC

1-45. These four areas of focus are critical to mission success. By synchronizing these areas with the recruiting operations plan, recruiters identify, compete for, engender a commitment, and evaluate qualified individuals for assessment, selection, and reclassification. Recruiters will continuously update the FCAI form (example provided in Appendix B) and report any issues to the station commander.

DEVELOP PHYSICAL TRAINING PROGRAM

1-46. Recruiters work with station commanders to develop a physical training program that will adequately prepare their candidates for the rigors of A&S. Recruiters will execute and monitor the physical training program once developed.

LEVERAGE SPECIAL DUTY (SD) NETWORK

1-47. ARSOF SDs are imperative for preparation for A&S. SDs are recent selectees who can provide in-depth details about the rigors and preparedness required to become selected. Recruiters should communicate with the SD's chain of command to ensure that the SD is available to the station whenever they conduct preparation training.

INTEGRATE INTO ASSIGNED AREAS

1-48. The key to success in recruiting is to understand the Operational Environment (OE). An essential element of this understanding is identifying which persons or organizations are COIs within the AO. Recruiters develop an outreach effort and network by participating in scheduled installation events and conducting presentations that show ARSOF's commitment and dedication to excellence.

- Command teams
- Career counselors
- Community partners
- Internal network

CONDUCT TRAINING WITH CONVENTIONAL FORCES (CF) PARTNERS

1-49. Recruiters communicate the ability of ARSOF units to conventional forces. The integrating of ARSOF units into conventional force training creates the best opportunity for specialized ARSOF Soldiers to share their story and create interest. All Total Army Involvement in Recruiting (TAIR) requests should be pushed through the recruiter's chain of command with the timeliness needed to support the conventional force's training.

Chapter 2 Operational Environment

COMMAND

2-1. Command of recruiters is the same as commanding Soldiers in any other unit in the Army. The complexity of command relies on the unit's strengths and weaknesses, the unit's mission, and the situation that confronts the organization.

2-2. Leading some units will be more challenging than others based on the dynamics and composition of the unit's personnel and the capabilities and experience level of the unit's leadership. Companies are involved in continuous operations; most of these operations occur in unfamiliar locations throughout the world. There are no training downtimes, few blocks leave periods, and no second chances to accomplish the mission. This means leaders must adjust using their abilities to think critically and apply the principles of command and control during live mission sessions. Leading a Special Operations and In-Service recruiting unit offers challenges that surpass those of most non-combat assignments. The rewards, however, can also be great.

2-3. Commanders execute planning through the operations process: Understand, Visualize, Describe, Direct and Assess. Assessment continues throughout the entire process. Reference UTC 5-01 Mission Command for more detailed information on the operations process.

CHALLENGES

2-4. Recruiting leaders should shield their Soldiers from distractions. USAREC and the SORB operate in a "live-fire" mode every hour of every day. Each day calls for inspired, motivating leadership. Training, confidence, and attitude help a Soldier thrive in the recruiting operational environment. Specialty and MOS schools rely on the recruiter to fill their classrooms with highly qualified and motivated candidates that can endure the rigors of advanced training and the physical demands of MOS conversion or highly specialized education. A recruiter's actions affect the mission, both positively and negatively. Leaders must recognize the stresses of the recruiting environment and adjust their leadership approach accordingly.

LEADER TRAINING

2-5. Through distributed learning and organizational training opportunities, the command trains and certifies leaders with resident courses at the Recruiting and Retention College. These programs equip leaders with the operational, administrative, and technical expertise they need to lead their units. Leaders and Soldiers are also responsible for seeking self-development through professional reading and study. Special Operations and In-Service recruiting elements rely heavily on lessons learned and the experience of recruiters and leaders due to the unique nature of their mission.

SHAPING CULTURE

2-6. Leaders must foster creativity and innovation within their commands. Recruiters are intelligent, professional NCOs and officers who can think and act independently, and their leaders encourage them to do so. Leaders must tap into the intellectual and professional strengths of their subordinates. They must be comfortable working with NCOs and explaining to them why they

are executing actions and how they fit into the overarching scheme of maneuvers within the big picture of the organization's mission.

OPERATIONAL PLANNING

2-7. The operation plan is a systematic planning approach to maximize recruiting efforts and realize mission success. Commanders provide their intent, and the staff develops the plan; however, recruiting companies must operate without staff, so the company commander and their senior enlisted advisor must develop the plan themselves. The operations plan is focused on the annual operational strategies with focus areas adjusted by FRAGOs. The operations plan is formulated using the Army's operations order format and encompasses all the recruiting functions. Each recruiting company's market is different, and a "one size fits all" prospecting directive from a company, battalion, or higher can stifle even the best-recruiting efforts. Even though the operation plan is intelligence-driven, the company's and battalion's plans must synchronize and nest with higher echelon's intent for the best results and effective use of resources. The BN commander combines the recruiting companies' plans with the commander's intent and formulates the operation plan at the battalion level for best visualization across the command. Commanders must consider their recruiting company's SWOT when formulating their plan and a myriad of other gathered intelligence reports.

2-8. The first step in operational planning is the Intelligence Preparation of the Operational Environment (IPOE). IPOE is a four-step procedure that defines the recruiting environment, describes the demographics, evaluates the market, and synchronizes assets to target high-payoff markets of opportunity and events. Command-generated reports such as unit demographics, historical reports, and intelligence obtained from subordinates help commanders define their market. Subordinate leaders are their eyes and ears on the ground and provide commanders with valuable real-time market information, such as training schedules and operational rotations. Compilation of the recruiting company's operation plans gives the commander a proper market evaluation, identifies high-payoff units, and alerts them to events in their AO.

2-9. Market evaluation uncovers recruiting "hot zones" such as highly productive feeder units, gathering places, cyclic events on post, and trends within the operational environment. When compiling the recruiting companies' operation plans, the commander should verify market information through their S-2, review past experiences, historical production, and market information obtained from units, proponent schools, external organizations, and other services.

2-10. The intelligence gathered from the market evaluation will assist in the development of an effective operation plan and focus prospecting activities to high payoff targets of opportunity and events. Directing prospecting efforts to high payoff areas will maximize the recruiting company's time and increase efficiency to meet the mission requirements.

2-11. After evaluating the market, the commander should verify their subordinates' lead generation and prospecting plans. Lead generation and prospecting is the key to recruiting success and must be planned and executed to meet the demands of the Army's mission requirements. The commander should ensure subordinates use their IPOE and battalion-generated intelligence reports when formulating their plans. Commanders must also verify their recruiting company's market penetration and compliance with the battalion commander's intent. After evaluating and adjusting the recruiting company's plan, the commander will publish it.

Note: The operation plan is a living document with frequent adjustments to accommodate market changes, command directives, after-action review (AAR) results, and other assessments.

2-12. The commander must ensure the recruiting company's operation plan has enough backwards planning to be flexible and accommodate processing activities, ARSOF A&S classes and board dates. Proper planning includes dedicated time for lead generation, prospecting, and processing. Leaders can redirect prospecting and lead generating activities in support of mission accomplishment. All recruiters should generate leads, prospect, process, and lead their ARSOF candidates daily.

2-13. The operation plan should include all Total Army Involvement in Recruiting (TAIR) events, Partner Force Training, community partners (CPs), and peer-to-peer events. Funded and unfunded events should be scheduled and annotated in Enterprise Marketing Management (EMM). The Future ARSOF Soldier is also exponentially important to the recruiter and the Army. Future ARSOF Soldiers are force multipliers who refer candidates, provide valuable IPOE and blueprint information, and promote ARSOF opportunities in the community.

2-14. The operation plan should include station, company, and battalion training, and identify the day, location, and time for the training.

2-15. Scheduled events in the operation plan should include any requested recruiting service support (RSS) activities such as TAIR, Marketing and Engagement Brigade (MEB) assets, guest speakers, demonstrations, etc. Annotate all events on the Long-Range Events Calendar. Submission of all events planned should go to the next higher echelon for discussion at fusion/targeting meetings.

2-16. The operation plan is a tactical plan to maximize recruiting efforts and realize mission success. The commander leads their force to execute the command's mission strategy and provide the Army's strength.

COMMUNICATION

2-17. In a geographically dispersed command, communication is challenging. Computers and cell phones allow leaders and recruiters to exchange information quickly, but nothing replaces face-to-face contact. The leader's presence in the station makes all the difference in how Soldiers receive and act on a directive.

2-18. Recruiters in Special Operations and In-Service recruiting often operate outside of their home installation where communication becomes key. Recruiters are the sensors on the ground and must report barriers and obstacles to the recruiting process to leadership.

INTELLIGENCE

2-19. Intelligence information resources from S-2 and Human Resources Command (HRC) collect, process, produce, and disseminate data to assist with IPOE down to the station level. IPOE includes demographics, historical data, and current trends. Leaders use IPOE to assist in developing a plan to focus recruiting efforts in the most profitable markets within their areas. In Special Operations and In-Service recruiting, intelligence shows commanders where markets exist for each of the ARSOF, EOD, and Warrant Officer MOSs. This intelligence allows commanders to apply the recruiting principle of understanding and adapting quickly to market changes and the principle of retaining gains.

PROSPECTING

2-20. Prospecting in the SORB focuses on the preparation prior to conducting ARSOF and Warrant briefs. Prospecting is the operation recruiters use to locate, identify, and contact potential Special Operations or In-Service leads for one of the many specialties available. Backwards planning is vital to mission success and includes establishing 90 and 30-day email campaigns, connecting with installation social media, organizing table set-ups, and coordinating unit briefs. These prospecting techniques ensure that recruiters get maximum opportunity to share the ARSOF and Warrant Officer brief, conduct prequalification, engender commitment, and begin the packet process.

PROCESSING

2-21. Processing is where the recruiter matches a prospect's professional and personal goals with Army opportunities. It is also the first chance to introduce the Candidate to the challenges that await them based on their desired goals. Recruiters assist applicants to schedule required physical examinations, preparation of board applications, and other processing requirements. The SORB Processing SOP can be found on the SharePoint ([Lead Management, EMM, Processing and Packet Submission SOP](#)) and contains detailed processing instructions. Refer to Annex B for packet examples and established milestones.

SPECIAL OPERATIONS CANDIDATES

2-22. An applicant becomes a candidate once a volunteer statement is complete and they have an approved A&S class date. It is essential that recruiters follow up with candidates on a continuous basis to ensure packet completion and commitment to their scheduled class date.

TRAINING

2-23. Training is a vital part of mission success. Leaders must know their subordinates' strengths, weaknesses, and professional goals. Company commanders evaluate station commanders, and station commanders evaluate recruiters to identify vulnerabilities, set goals, and to develop and implement plans of action, while providing oversight and motivation through the process.

Chapter 3

Developing and Sustaining the SORB Recruiting Network

3-1. Building and sustaining the SORB recruiting network is a key task in supporting Special Operations recruiting. Robust networks allow access to placement for SORB recruiters to carry their message to a variety of forums on both internal and external networks.

INTERNAL NETWORK

3-2. Internal networks in the SORB consist of every Soldier, DA Civilian, and contractor assigned to USAREC and other Special Operations units, along with ARSOF/Warrant candidates. Special Operations and In-Service recruiting commanders rely on higher headquarters and assets from the mainstream Army. TAIR assets and access to operational units are essential sources of leads. Additionally, access to unit formations is paramount for obtaining potential targets of opportunity. ARSOF personnel from USASOC Command Subordinate Units (CSUs) serve as speakers for gatherings of potential candidates and organizations that potentially feed qualified leads to recruiting personnel. An example of such a display is the EOD team on military installations that demonstrates their robot used to retrieve unexploded ordinance.

3-3. In addition, USAREC maintains Division Outreach NCOs to leverage FORSCOM assets. The Outreach NCOs assist SORB recruiters with obstacles in packet processing, help plan installation briefs and coordinate TAIR assets, and facilitate coordination of external elements.

EXTERNAL NETWORK

3-4. External networks are outside elements to the SORB, USAREC, and the U.S. Army. A strong external network with members from a variety of organizations (See Figure 3-1) provides commanders with individuals with access and placement who can serve as force multipliers in support of the ARSOF and Warrant Officer missions. The leadership of these types of organizations can open doors for recruiters and provide referrals of potential candidates. Even other branch organizations can provide leads for inter-service transfers and potential assistance with candidates' application requirements.

3-5. With the continued use of social media as a viable tool for collaboration and venue for recruiting, recruiters must associate themselves with organizations online. This ensures they receive the benefits of a robust virtual presence to access potential candidates. One online resource that is particularly beneficial to the recruiter is collaboration communities or groups. These communities are associated with specialty groups such as Special Forces, EOD, Warrant Officers, etc. These sites and organizations are taking it one step further with their influence and active online communities. Investing as an online advocate and mobilizing thousands of people for events and demonstrations is critical for Special Operations and In-Service recruiters. Leveraging supporters via communities is also crucial for SORB recruiters.

SORB-CENTRIC NETWORK

3-6. Figure 3-1 illustrates the SORB-centric network and how the information and relevance of the network overlap and connect through other parts.

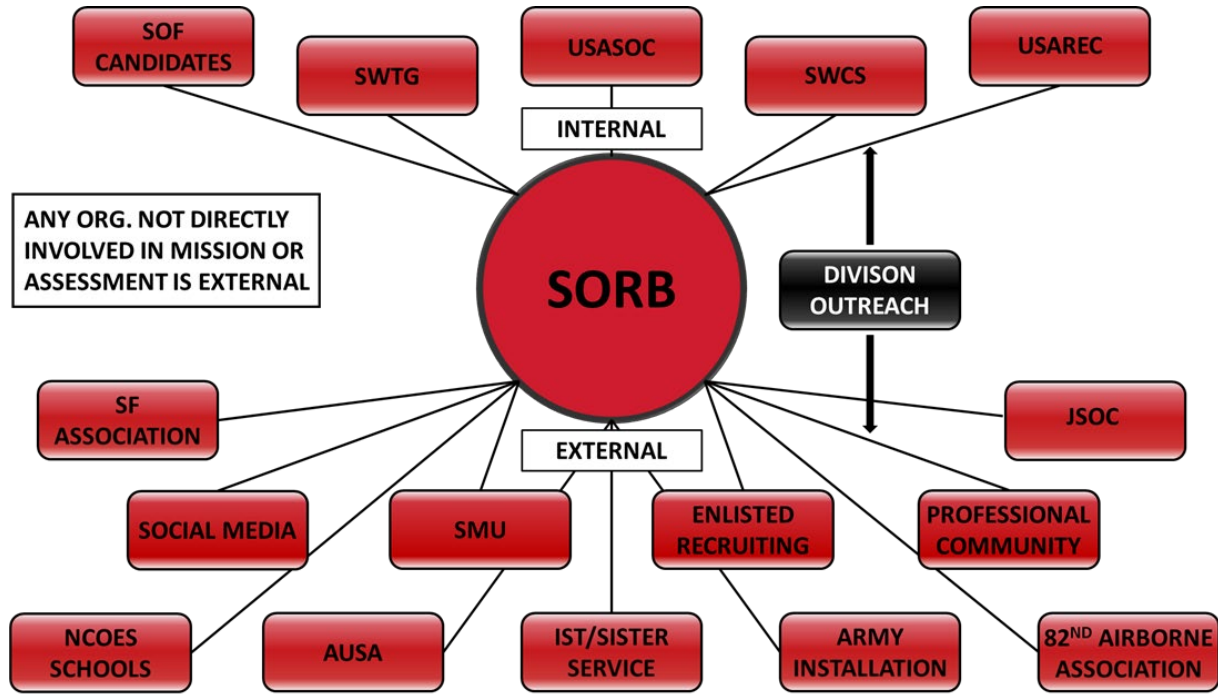


Figure 3-1. SORB-Centric Network-Structure

Part II

Special Operations and In-service Recruiting Operations

Part II describes how station commanders conduct recruiting operations within their station's zones. Recruiting operations include planning, prospecting, counseling, processing, and candidate activities through decisive, shaping, or sustainment operations. Recruiting operations are conducted either sequentially or simultaneously.

Chapter 4 describes the information-gathering phase of recruiting operations. Before executing any recruiting operation, leaders gather and analyze pertinent market information.

Chapter 5 describes the decisive phase of recruiting operations. It emphasizes the importance of executing prospecting, counseling, and processing operations simultaneously.

Chapter 6 describes the shaping phase of recruiting operations. Shaping operations create market conditions that aid in mission accomplishment now and in the future.

Chapter 7 describes the sustaining phase of recruiting operations. Essential service and support are necessary to sustain operations and support recruiter activities. Sustainment operations enable successful decisive and shaping operations.

Chapter 8 describes the Army interview and how recruiters can meet candidates' needs and help them realize their goals. Delivered by the recruiter, the Army Interview is the primary decisive operation.

Chapter 9 discusses operational responsibilities, prospecting, and situational awareness involved with Warrant Officer Recruiting.

Chapter 4 Intelligence

INTELLIGENCE PREPARATION OF THE OPERATIONAL ENVIRONMENT (IPOE)

4-1. Successful recruiting operations require a thorough and detailed IPOE. Examples of intelligence sources used to assist with the development of an IPOE:

- Unit Training Cycles
- Installation Deployment Schedule
- Career Counselors
- Division Outreach NCOs
- SORB S-2 (EMM, historical data, board, and class schedule)

4-2. This market intelligence provides the information for the recruiters, station commanders, and company leadership to make competent mission planning and prospecting decisions.

4-3. Even though IPOE is the foundation for mission planning, it is not flawless. IPOE is a continuous process in which the results adjust as market changes occur and information becomes more explicit. These changes make it imperative that leaders remain flexible and ready to shift recruiting operations to achieve their mission. Successful leaders are those who see first and finish decisively by exploiting the situation.

MARKET AWARENESS

4-4. Market awareness is crucial for leaders. Leaders must understand the potential of their market and position their force to achieve optimum performance. Market information available has never been more plentiful. With the resources currently available, leaders have an unprecedented ability to identify where a station's most lucrative markets are located.

SITUATIONAL AWARENESS

4-5. Situational awareness means being aware of one's surroundings and the ability to identify, process, and comprehend the critical elements of information about what is happening to their team and its mission. For the recruiting commander, situational awareness means a thorough knowledge of the unit's mission, market, and resources for pursuing mission accomplishment. The Special Operations and In-Service recruiters assist commanders with their situational awareness and keep them informed of market changes and barriers that hinder their ability for mission success.

4-6. The recruiter, through the IPR and AAR processes and as an intelligence sensor on the ground, provides information that is imperative for the commander to understand the market thoroughly. Recruiters immerse themselves in their operating environment daily. Every day, on military installations and in formations, recruiters talk to other Soldiers, DA Civilians, and Community Partners (CPs). They obtain more relevant information than all technical intelligence capabilities combined. Recruiters are exposed to information of significant value that is collected, processed, and integrated into a common operating picture. Commanders use this information to understand, describe, and direct operations.

PREPARING FOR OPERATIONS

4-7. Preparation for any operation is critical, and leaders must gather information. Information is obtained from a multitude of sources and analyzed. This process provides critical zone and market information, enabling commanders to make intelligent decisions concerning where and how to maneuver their assets and recruiters.

IN PROGRESS REVIEW (IPR)

4-8. An In-Progress Review is a systematic review and exchange of information between echelons. This allows leaders to have open dialog with subordinates about current operations, expectations, and preparation for upcoming events. Company commanders, 1SGs, and station commanders conduct daily IPRs to provide purpose, direction, and motivation by assessing and discussing:

- Personnel
- Mission Posture
- Class/Board Projections (Drops and Date Changes)
- Processing (Packet status and DTS orders)
- Prospecting (Installation briefs and TDY)
- Operation Plan
- Future Candidates (Unit releases and unexpected disqualifications)

AFTER ACTION REVIEW (AAR)

4-9. The AAR is the ultimate tool for the transformational leader. Consistent and well-planned AARs are critical to mission accomplishment. An AAR is a professional discussion of an event focused on performance standards. It enables Soldiers to discover what happened to themselves and how to sustain strengths and improve on weaknesses. It is a tool leaders and units can use to get the maximum benefit from every mission or task.

Note: The leader's method of communication will vary with each subordinate and situation. Leaders should consider the subordinate's experiences, problem-solving abilities, and decision-making skills when communicating during the review.

4-10. Schedule follow-up meetings at the close of each AAR. Follow-ups are essential to operational success, and adherence is paramount. Canceling or rescheduling follow-ups weakens the AAR's effectiveness and demeans its importance.

Chapter 5

Decisive Operations

INTRODUCTION

5-1. Decisive recruiting operations directly accomplish the assigned mission. Simultaneous completion of multiple recruiting tasks, such as prospecting and processing, occurs through decisive recruiting operations. Ultimately, decisive recruiting operations determine the outcome of a recruiter's success and mission accomplishment. Informed station commanders decide when, where, and if to shift prospecting efforts and recruiting support. Shifting prospecting efforts may be necessary to accommodate market or mission changes. Shaping and sustaining operations ensure the decisive operations are effective. Decisive operations for Special Operations and In-Service recruiting include:

- Prospecting:
- Telephone
- Face-to-face
- Virtual
- Follow-up
- Interviewing
- Processing
- Leading Special Operation Candidates

PROSPECTING

5-2. Prospecting is the most critical daily task recruiters perform. Recruiters must continuously be on the search for information to identify critically needed specialists so that they may be contacted and influenced to pursue reclassification to an ARSOF, EOD, or WO specialty. Recruiters must direct attention to individuals who speak a foreign language, possess qualities of leadership, and others who have years of experience or education in highly specialized fields.

5-3. Prospecting achieves the interim objectives required to accomplish the mission ultimately. Prospecting, as previously discussed, is the single most reliable means of moving the recruiting force toward mission accomplishment. Station commanders can gain an operational advantage by targeting specific markets such as community partners, specific historically producing feeder units, formations, etc. After identifying the target market, commanders should set goals with predetermined contact objectives, such as the number of calls and the number of appointments. They can further refine the plan by determining the most advantageous times of the day to reach the market.

TELEPHONE PROSPECTING

5-4. Telephone prospecting is used to shape future prospecting operations. Contacting current and historical leads to have them attend a table day or another event location to assist with face-to-face prospecting efforts leads to combat multipliers on location. These combat multipliers will help establish rapport and gather valuable blueprinting information from potential candidates. Sending texts or calling is also a viable tool to promote attendance at upcoming events, such as attending a Marketing Engagement Battalion (MEB) asset or TAIR events. This allows for the best messaging. This activity requires in-depth intelligence gathering from ARSOF Candidates or

database searches that present qualified leads, etc.

FACE-TO-FACE PROSPECTING

5-5. Recruiters must be proficient in conducting face-to-face prospecting activities in all recruiting markets. Recruiters must focus their prospecting efforts on markets that support the station's mission. Divide feeder units and other locations that produce highly qualified candidates within the station's area into sectors to minimize travel time between stops and allow for the seamless integration of other recruiting activities.

5-6. Recruiters should visit established CPs to maintain their professional relationships and update the partners regarding Special Operations or In-Service recruiting options and programs. Use this time to obtain any lists, schedule and confirm future presentations, and possibly meet and develop new partners. An example of this is provided in the vignette below.

In-Service Face to Face Prospecting Vignette

"SFC Camp, one of the recruiters assigned to the Fort Bragg Special Operations Recruiting Station, was responsible for the newcomers brief for the candidates recently selected to attend the Special Forces Assessment and Selection (SFAS) and was able to gather 100 "leads" (name, rank, unit, personal phone number and both Army and personal email addresses) from the attendees. SFC Camp after the orientation was able to break the list down by unit and coordinate with each unit's leadership for a visit to discuss with each lead their potential future in ARSOF. SFC Camp used his honed rapport building skills to win an audience with each unit's leadership and to build the trust needed to sustain a working relationship for future visits."

This is an example of Face to Face prospecting for in-service recruiting due to the fact there is a deliberate goal to speak with a specific individual(s). Having an aggressive plan to contact leads is paramount for the Special Operations and In-Service recruiter. Following-up on leads, and the leads leadership is a best practice that leads to continued mission success. Follow-up activities and making sure that required actions are accomplished on-time and align with critical process requirements, board dates, packet submissions, waivers, and other priorities that arise due to unforeseen circumstance.

5-7. Examples of locations for operational prospecting are professional seminars, workshops, scheduled briefs, and strategically placed table days. While there, recruiters should also post the area with appropriate ARSOF and In-Service recruiting literature. Talk with all Soldiers and

potential candidates to generate interest or referrals. When given the opportunity, recruiters should deliver a brief message about ARSOF or In-Service opportunities, conduct a brief interview, schedule a formal one-on-one interview session, and provide information for post-briefing times and location. Remember to always ask for a referral.

VIRTUAL PROSPECTING

5-8. The recruiter must be proficient in using social media platforms to generate interest in the ARSOF opportunities and be able to contact and communicate with leads.

5-9. The internet offers an impersonal and non-confrontational way for ARSOF and In-Service candidates to inquire about opportunities. Recruiters should know what sites to send interested individuals for additional information and resources.

5-10. Recruiters should search for sites using a web browser and search engine that attract Special Operations and In-Service potential candidates. Some examples would be professional military sites that provide convention and conference schedules, feeder unit assembly schedules, professional collaboration sites like the MilSuite, or other applicable social media sites that draw potential candidates.

5-11. Recruiters should develop a series of approved e-mails and text messages informing prospects about ARSOF and In-Service programs and incentives. Promptly respond to inquiries or e-mail responses. Recruiters can request a mass email push through the S7/9 shop. They can include specific events and tribe focused messaging.

5-12. Recruiters should establish and/or maintain current station or personal social media profiles. All professional social media profiles will be used to contact potential applicants, build ARSOF awareness, and maintain the stations current and future events. The Battalion-level social media will be maintained by the VRS and Social Media Manager, but recruiters are highly encouraged to provide insight and expertise on any posts. Recruiters should feel encouraged to seek new opportunities within the digital space; whether that is new platforms (approved by USAREC) or new ways to approach the current and ever-changing environment.

Note: Be sure the link is specific and takes the user to a page tailored to the target audience, such as <https://goarmysof.com/>, for information on any of the ARSOF or In-Service recruiting paths to excellence.

5-13. Recruiters should develop a cohesive relationship with the Virtual Recruiting Station (VRS) co-located in their battalion headquarters. The VRS facilitates decisive, shaping, and sustaining operations within USAREC using virtual platforms at the battalion level. VRSs conduct shaping operations in support of the commanders' intent to build relationships with community partners, promote Army events, and influence each generation of the American people. An example vignette is provided below on the use of virtual operations.

Virtual Recruiting Station

“SSG Wellman, the Special Operations Recruiting Battalion’s Virtual Recruiting Station (VRS), Station Commander just made a post on the battalion’s Instagram account and notices a lot of positive comments. One commenter is asking a lot of questions, so SSG Wellman decides to answer each person’s questions within the post to keep it current and fresh. He then decides to direct message the individual that was asking all the questions about requirements for joining. SSG Wellman immediately asks the individual for his contact information (email and phone number) to start the process of prequalification. SSG Wellman sends the individual an email and a 22-year-old SPC from the “Strike Hold” Brigade on Fort Bragg immediately responds with all the basic questions that SSG Wellman asks – Age, Rank, Duty assignment, MOS, etc. With this basic information, SSG Wellman builds the lead and sends his contact and blueprint information to the Station Commander of the Fort Bragg recruiting station. He then contacts the SPC and explains that someone from the Fort Bragg recruiting station will be contacting him to set up a face-to-face interview.”

“The Fort Campbell Recruiting Station is planning to conduct a table day with a large display at the Post Exchange in three weeks. The display will be indoors and include each mission category that the SORB recruits. The station commander directed one of his recruiters to coordinate with the AAFEES office to reserve prime space and permissions and all is secure. The station commander wants maximum participation by his recruiters and is hoping for a better turn out than the last attempt they made three months earlier. The station commander contacts SSG Wellman, the station commander of the battalion’s VRS and explains his intent and wants his support to garner maximum participation. SSG Wellman explains to the Fort Campbell station commander that he will develop several social media posts for his event and will post them to his station's social media platforms. He mentions that he will engage his networks and contact the local enlisted recruiting battalion VRS to get them involved as well.

Virtual Recruiting Station (Continued)

SSG Wellman working with the battalion's content developer and public affairs specialist develops several social media posts that will announce the event. The posts contain the five "Ws", who, what, where, when, and why. He shares these posts with the enlisted battalion VRS. SSG Wellman places his customized posts up on all of his social media platforms (Instagram, Instagram Stories, Facebook, and Twitter,). He makes sure to monitor the posts and all comments leading up to the event and he continues to freshen the content with variations of the posts; adding a QR code that allows those that plan to attend to interact with the post and receive an SMS message that will remind them the day prior and the day of the event. This captures data based on the unique Marketing Activity Code (MAC) assigned to the event. He uses all his capabilities to assist the Fort Campbell recruiting station's event. This helps him gauge the audience he is reaching and a projected turnout of potential attendees.

FOLLOW-UP

5-14. Follow-ups are essential in reinforcing the initial actions that recruiters conduct daily. Follow-ups are conducted at every phase ranging from lead to candidate. Recruiters follow up with all individuals who demonstrate an interest in Special Operations or In-Service opportunities. Initial contact is started through lead generation from table set-ups, briefing sign-ins, unit walk throughs, and EMM generated leads list. These follow-ups focus on overcoming objections and engendering a commitment to complete a volunteer statement and start the packet process.

5-15. Maintaining regular contact with candidates ensures the timely completion of applications, provides early detection of any issues candidates may have, and reinforces their commitment. Deliberate and frequent follow-up activities are a crucial element to mission success. Refer to [USAREC TC 5-03.1 Prospecting, Processing and Analysis](#).

INTERVIEWING

5-16. The technique of telling the Army story is the real art of recruiting operations. Unlike the science of recruiting operations, its primary function is establishing credibility for the Army within the community. Recruiters must establish credibility through honesty and consistency in statements and actions. The same holds true with the Special Operations and In-Service recruiting professionals and the presentations they conduct with potential candidates. This credibility and trust are what the recruiter directly affects within their communities and recruiting market through appearance, character, military bearing, and professionalism. This same trust is exemplified during the Special Operations and In-Service briefing and story when the recruiter shares personal and career experiences with future special operations and in-service candidates.

5-17. The SORB interview begins with the information brief for each of the ARSOF specialties. This leads to scheduling the individual interview. Interviews are typically scheduled at an appropriate time and place to be free from distractions or disturbing factors. Recruiters are qualified and authorized to conduct the interview.

5-18. The primary purpose of interviewing is to identify and obtain information, determine eligibility based on current qualification requirements and engender a commitment from the applicant. This process will depend on the skill and accuracy with which the recruiter conducts the interview. The recruiter thus aims to aid and motivate, inquire, and inform, and thereby improve the individual's morale by better understanding their relationship to the organization they are about to become part of. The Special Operations or In-Service recruiting interview is designed to engender commitment to begin the packet process and recommend specific training for attending assessment and selection.

PROCESSING

5-19. Recruiters follow the requirements and qualifications for the specific ARSOF and In-Service MOS. Warrant Officer packets route through the appropriate proponent, while ARSOF packets route through the SORB In-Service Processing Cell (IPC). Appendix A contains each application and processing timeline for the Special Operations specialties.

5-20. Recruiter must complete validation of the Soldier's basic qualification record, training recommendations, and other characteristics observable at the time of the interview. In some instances, Warrant Officer packets may require additional supporting documents such as the transcript of academic credits, a detailed statement of work experience, or the recommendations of former commanders. Thorough consideration must be given to all pertinent information since any MOS awarded will be the primary consideration in subsequent assignments.

LEADING ARSOF CANDIDATES

5-21. For the ARSOF mission, the Future ARSOF Candidate (FARC) Training program prepares new members for the rigors of ARSOF A&S, including Special Forces Assessment & Selection (SFAS), Civil Affairs Assessment & Selection (CAAS), and Psychological Operations Assessment & Selection (POAS). The station commander ensures the program prepares newly classed candidates mentally, physically, and emotionally for each ARSOF A&S while sustaining their commitment to attend selection. This preparation should include leadership and counseling, physical fitness training, and formal training through Army distributed learning.

5-22. Once a Soldier is classed for A&S, aggressive follow-up is essential to the FARC program. Leaders must stress the importance of follow-ups with potential candidates to reinforce the Soldier's commitment and ensure they remain qualified for the program. In addition, recruiters should discuss mental, physical, and moral eligibility. Follow-ups can be telephonic or face-to-face and should occur weekly (social media outlets such as Facebook, Twitter, or Instagram are not authorized means of communication). When a Candidate starts the process for A&S, the station commander and recruiters ensure that all potential Candidates have a government credit card to reduce issues during TDY. Once the Candidate is classed, they will be provided the most updated packing list.

5-23. Station commanders will provide the Candidates with the SORB Assessment and Selection DTS Help Guide and assist them in preparing their authorization. The station is the liaison for any questions the candidate may have about DTS and travel. Once the Candidate starts processing for A&S, they may attend the station's physical training (PT) program. The PT program is managed

by the station commander and overseen by the company commander with the intent to improve a Candidate's performance during assessment and selection. The station will align this program with the Special Forces Assessment and Selection Physical Training Handbook. This program can be found at:

<https://goarmysof.com/documents/sf/SFAS-PT-handbook.pdf>

5-24. Leaders will conduct an out-brief using the battalion-approved slide deck no later than seven days before the report date. Out-briefs, at a minimum, cover the following information:

- All reporting instructions to include a strip map of the reporting location.
- Review the packing list and what is required in their carry-on bag.
- Processed and confirmed DTS and ticketed transportation information.
- Uniform to wear when reporting.

5-25. The out-brief is critical for the station to ensure a smooth transition to assessment and selection. Once the out-brief is complete, each ARSOF Candidate will complete and sign the Pre-Ship Memorandum for Record (MFR), and then the station commander will review and sign the document. Scan this document into the ARSOF Candidate Record in Event Marketing Management (EMM) behind the Soldier Record Brief (SRB). The station commander or commander will follow up telephonically with each candidate the Monday before the report date. This is a final check on mental, moral, and physical eligibility. When an ARSOF Candidate is selected upon the competition of A&S in their ARSOF specialty, they are provided the opportunity to continue in the physical training program as a Special Duty (SD) Soldier. The station provides the SD Soldier with a memorandum for special duty to have their unit sign for approval. This will allow the Soldier to come and assist the station in recruiting briefs and conduct training.

5-26. The recruiter should be systematic and organized in all follow-up activities to ensure ARSOF candidates receive all the necessary program guidance and information. They must determine the sustainment procedures for each of their "Selects." This includes those who are preparing for Warrant Officer School, A&S, and other rigorous requirements both mentally and physically. Accountability is essential; recruiters must contact "Selects" once every 30 days and once a week within 30 days of course attendance. Upon receipt of orders, the recruiter will take the necessary steps to prepare candidates for their report date.

5-27. Recruiters will process all class drop requests using SORB Form 986 IAW battalion standard operating procedures. The recruiter identifies the reason(s) for the drop request, informs the chain of command of the request, and tries to re-engage a commitment from the ARSOF candidate. If unsuccessful, recruiters notify the chain of command and forward the drop request provided by the candidate.

5-28. Recruiters submit a transfer of sustainment responsibilities for class changes and Candidates on permanent changing duty station (PCS) orders and forward this information to the SORB.

5-29. Recruiters provide intense physical fitness programs and advanced map reading classes. This training is provided to both ARSOF Candidates and Selectees. Recruiters can provide additional subject matter experts to this training by requesting ARSOF selectees for Special Duty through their chain of command. The memorandum for Special Duty release approval is at the discretion of the Soldier's command and is not guaranteed. See Appendix B-4 for an example of the Special Duty request.

Chapter 6

Shaping Operations

INTRODUCTION

6-1. Shaping operations create conditions for the success of decisive operations. They support decisive recruiting operations by affecting market capabilities and influencing the target market. Most shaping operations occur before, during, or after the start of decisive operations. They may involve any combination of recruiting activities and occur throughout the recruiter's operating environment.

6-2. Leaders conduct shaping operations such as unit partnership development while directing decisive operations such as prospecting throughout the AO. Successful shaping operations set the conditions for successful decisive operations. Shaping operations include:

- Lead generation activities
- Referrals
- Planning Shaping Operations
- Operation Planning
- Key Leader Engagement
- TAIR
- Market Penetration Plan

SHAPING EVENTS

LEAD GENERATION ACTIVITIES

6-3. Station commanders ensure recruiters continuously add new leads to their lead refinement lists. Lead generation represents the most crucial shaping action that occurs before the decisive operation of prospecting. Special Operations and In-Service recruiters must consistently create a list of interested Soldiers and refine these lists for highly qualified potential candidates that meet the prerequisites for the ARSOF and In-Service opportunities available. Some examples of lead generation activities are:

- Unit Walks (Motor Pool, Unit Common Areas, etc.)
- ARSOF Briefs
- ARSOF Open Houses
- NCOES LPDs
- TAIR Events
- Table Set-ups (DFAC, Commissary, and Fitness Centers)
- Specialized school briefs (Ranger, Sniper, Air Assault, and Airborne)

REFERRALS

6-4. Referrals are the recruiter's most effective lead source. The contact-to-contract ratio is the best of all other lead sources. Additionally, since referrals come from someone, usually a recent "Select" at an ARSOF A&S, the credibility naturally transfers from the influencer to the recruiter. When contacting a person referred by a friend, associate, or CP, they are more likely to agree to an appointment. Contacting a lead that is expecting a call or visit gives the recruiter a greater sense of purpose and enthusiasm. Developing and maintaining rapport with all local units and

soliciting referrals for ARSOF and In-Service recruiting vacancies/positions is crucial. Contact all the referrals obtained during face-to-face prospecting as soon as possible and document all actions. It is a good business practice to call and thank the CPs who visited for their time and help.

PLANNING SHAPING OPERATIONS

6-5. Planning for shaping operations is intelligence driven. Factors such as unit deployments, training cycles, time of year, and past events' success is considered. For example, conducting a shaping operation on a military installation when the major units are on block leave would not have the same impact or draw as it would if conducted before or after the block leave period.

KEY LEADER ENGAGEMENTS

6-6. Planning above the station level must play a major role in shaping operations. While stations and recruiters are engaged in decisive operations, leaders must set conditions to allow recruiters freedom of maneuver within their areas of operations. This includes overcoming any obstacles or issues that may arise. These include unit commanders not allowing recruiters access to their Soldiers, poor unit/installation relationships, policy issues, installation support, TAIR coordination etc. Key leader engagement (KLE) is a method for building relationships and developing influence within the area of operation (AO). Key leader engagements are normally face-to-face meetings that brings recruiters and unit leaders, CPs, TAIR assets, and influencers together. Effective KLEs foster two-way communication and cooperation between SORB recruiting and the community. Successful KLEs are those that are well planned and developed as an integral part of the annual planning process. Key leader engagements activities include:

- Develops and maintains CP and advocate partnerships (See UTC 5-03.3, Partnerships).
- Participating in major installation activities and conferences.
- Develop and foster future TAIR event planning.
- Opens doors and maintains access to units.
- Fosters commander to commander dialogue and support.

OPERATION PLANNING

6-7. Successful operation plans are exceptionally comprehensive. Recruiters must know the importance of proper planning techniques and effective time management skills. Recruiters become masters of using the Microsoft Outlook calendar. They identify ARSOF and In-Service recruiting board and class dates for missioned categories, deployment schedules, unit training cycles, and set milestones for prospecting activities. Recruiters identify and plan for seasonal activities and incorporate them into their plans. They also identify the best times to schedule TAIR events for mission categories, and document and identify activities that may affect time and lead generation activities. Leaders document major annual events within the AO or supported at the battalion level.

6-8. Plans include holidays, leave, training holidays, school, and TAIR and CP events, all while reserving appropriate times for prospecting and training. Ensure activities are flexible enough to accommodate any operational deadlines and allow time for processing applicants.

TOTAL ARMY INVOLVEMENT IN RECRUITING (TAIR)

6-9. The Special Operations and In-Service recruiting markets are diverse. Recruiters must understand this diversity and how it affects their market, mission, and planning techniques. Recruiters visit all ARSOF and In-Service related units and schools in their area. ARSOF units and schools can provide TAIR support to SORB events and provide access to non-Special

Operations Forces (SOF) support personnel who may be interested in pursuing ARSOF careers.

6-10. The primary emphasis of the TAIR Program is to help recruiters reach and influence the recruiting audience. Secondary emphasis will be devoted to increasing public and Service member awareness of ARSOF recruiting through the appearance of ARSOF assets.

6-11. Recruiters conduct ARSOF and In-Service presentations at job fairs, TAIR events, orientations, exit briefs, professional organizations, association meetings, and student and CP tours. Recruiters establish relationships with key faculty and staff at NCOPDS courses and military schools. Examples of key faculty and staff include the school's: personnel proponent office, the Commandant and school Senior Enlisted Advisors, and other unit personnel that can influence Soldiers to pursue ARSOF or In-Service career opportunities. Reference further information on TAIR in [AR 601-2, Army Recruiting Support Programs, Chapter 2](#).

MARKET PENETRATION PLAN

6-12. A Special Operations and In-Service market penetration plan is a key component to mission accomplishment. A recruiter must be aware of all their market resources. They must be able to identify markets of opportunity within their AO and establish rapport with key personnel that could develop into CPs. Recruiters can find CPs in every MOS and the institutions that train them. The following is a suggested list of people and organizations that can produce CPs and Community Partner Advocates (CPAs):

- Faculty and staff of MOS producing schools.
- Members and officers of veteran's organizations, such as Veterans of Foreign Wars, American Legion, etc.
- Unit commanders, career counselors and retention NCOs
- Education center counselors at military installations
- Officers of professional organizations and associations
- Other military and civilian Special Operations and In-Service recruiting services
- Recruiters also solicit CPs and contacts to obtain personnel and student directories from:
- Career Management Field (CMF)/Military Occupational Specialty (MOS) schools
- Job and career fairs and conventions (local and national level attendees)
- Professional organizations and associations, The National Explosive Ordnance Association (NATEODA); U. S. Army Warrant Officer Association (USAWOA); The U.S. Army Psychological Operations Veterans Association (USAPOVA); Special Forces Association

6-13. Recruiters distribute Special Operations and In-Service recruiting information to their target market. RPIs, business cards, and other mission-related information are distributed in approved locations, such as:

- MOS and ASI producing Schools.
- Career fairs and conventions (local and national level).
- Military transition locations.
- Education centers at military installations.
- Professional organizations and associations.
- Veterans' organizations.

6-14. Recruiters conduct Special Operations and In-Service recruiting presentations and events whenever and wherever possible. Recruiters schedule events to coincide with institutional activities such as:

- Post Reception Briefings.

- CMF/MOS schools.
- On-post career fairs and conventions (local and national level, e.g., AUSA).
- Inter-Service units.
- Professional organizations and associations.

Chapter 7

Sustaining Operations

INTRODUCTION

7-1. Sustaining operations provide the resources, manpower, infrastructure, and training that enable decisive and shaping operations. Sustaining operations are inseparable from decisive and shaping operations and are central to all operations in USAREC. Failure to sustain the recruiting operation can have a negative impact on market penetration, recruiter success, and mission accomplishment.

S4 - LOGISTICS

7-2. The battalion provides the major portion of logistics support to the company and stations. The battalion maintains facilities, vehicles, cell phones, computer equipment, etc. In most cases, repair or replacement requires simple coordination with battalion personnel. Besides recruiting RPIs/PPIs, logistical support items are distributed to stations to avoid distracting recruiters from accomplishing their primary function. Even though a battalion has limited staff, it normally has sufficient resources to support its stations without interrupting and relying on the recruiting force.

ADVERTISING AND PUBLIC AFFAIRS ASSETS

7-3. The station commander is responsible for keeping an ample supply of advertising assets such as posters, RPIs, and PPIs available in the station. These assets are provided through SORB Advertising and Public Affairs (A&PA). Evaluation of all planned events to ensure stock levels support operations is a necessity.

PERSONNEL MANAGEMENT

7-4. Recruiters are the station's most valuable resource. They are the decisive source of action and deserve positive leaders genuinely concerned about their welfare and the welfare of their families. Commanders, by nature of their position, have a vested interest in their Soldiers' careers and a responsibility for the health and welfare of their family members.

7-5. Station commanders demonstrate this care through proper personnel management techniques. Very few non-combat assignments have an operational tempo comparable to that of USAREC. Therefore, it is vital that Soldiers periodically take time away from the mission and spend it with family and friends. A well-developed leave plan will promote high morale and maintain operational effectiveness within the station. Leave plans should consider installation OPTEMPO, training, and deployment cycles. Leave plans should also consider A&S course dates and packet deadlines for Warrant Officer selection boards.

PERSONNEL INTEGRATION

7-6. Station commanders are responsible for integrating new recruiters, overseeing Soldiers' professional development, and providing counseling. As in any unit, leaders are responsible for their subordinates on and off duty. The operational tempo of recruiting can cause Soldiers to overlook their personal development, i.e., physical fitness requirements, MOS proficiency, and

professional development. Leaders, therefore, must ensure their Soldiers follow through with their professional development and training requirements.

7-7. Station commanders have a comprehensive sponsorship program that supports the company and battalion programs. They assist new recruiters with in-processing and finding suitable housing. The station commander learns as much as possible about the Soldier and their family before their arrival. The sponsorship program includes a briefing to the spouse explaining the duties of a recruiter, duty hours, and what to expect during their tour. Give the spouse the station's number and a list of support agencies they can call for assistance. All in-processing of SORB personnel requires TDY to Fort Liberty, NC.

7-8. The station commander analyzes the strengths of new recruiters and orients them to their Area of Responsibility (AOR). The station commander provides the new recruiter a thorough overview of the AOR including units they will be responsible for and ARSOF mission set.

ORGANIZATIONAL TRAINING

7-9. Recruiter training is conducted at every echelon, as referenced in UR 350-1. Ensure it addresses identified training needs and is using current regulatory guidance. Leaders will identify training needs using current doctrine and the Soldier Training Publication for MOS 79R and other Soldier training publications, mandatory training, OE analysis, etc. Training is well-planned, prepared, and effectively executed. Trainers are proficient in the performance tasks they are teaching and have the necessary documents, doctrine, regulations, and training aids on hand or readily available.

7-10. All training is well structured, organized, and understandable to get the most significant training impact. Have trainees limit distractors, such as cell phones, computers, etc. All training material reflects current doctrine and uses realistic situations and events. An AAR immediately following the training session will determine what went right, what went wrong, and identify improvements for the next training session. Record all training using the Army's Digital Training Management System (DTMS).

Chapter 8

Warrant Officer In-Service Recruiting Operations

SITUATIONAL AWARENESS

8-1. Situational awareness requires a thorough knowledge of a unit's mission, training cycles, and resources. Supporting agencies, such as medical treatment facilities and education centers, must be considered services. The Warrant Officer recruiter's understanding of market changes and barriers enables mission accomplishment.

MARKET AWARENESS

8-2. Market awareness refers to understanding the unique needs of the population within your recruiting area. Recruiters must understand unit deployment cycles, installation cultural differences, and organizational acceptance of non-unit servicemembers. Intelligence supports operations planning and gives recruiters a historical and current understanding of their OE. Intelligence helps analyze the market to identify critical shortage Warrant Officer Military Occupational Specialties (WOMOS) within the Army.

- Each station must work with G-3 and units in their AOR to stay abreast with unit operational rotations to ensure all markets are penetrated efficiently and effectively.

MARKET PENETRATION PLAN

8-3. The Warrant Officer market penetration plan outlines the strategies for identifying markets of opportunity within a recruiting station's AO. Examples include but are not limited to Army installations, inter-service installations, NCOAs, education centers, and enlisted recruiting stations.

- Each station must take special care to develop relationships and build a comprehensive network in each AOR.
- RFAs and SWOTs must be conducted after board results are published to effectively alter targeting plans based on critical WOMOSs.
- Participating in scheduled installation events and conduct presentations that show the warrant officer cohort's commitment and dedication to excellence.

PROSPECTING

8-4. Prospecting is the primary tool recruiters use to achieve mission success in specific markets and prime the market for continuous operations. Prospecting involves the timely placement of recruiters at critical locations to achieve the operational advantage. Recruiters must be proficient in face-to-face and virtual prospecting by focusing efforts on markets that support the mission. Examples of prospecting opportunities are briefs, seminars, workshops, displays, and social media platforms.

8-5. As part of market awareness, recruiters visit locations where potential applicants gather, such as unit areas, dining facilities, special events, and gyms. Like enlisted recruiting, recruiters post signage, literature, and business cards in approved locations. When speaking with potential applicants, provide information regarding upcoming briefings and application requirements.

8-6. Recruiters develop a series of engaging e-mails that inform prospects about Warrant Officer opportunities. Recruiters promptly respond to telephonic or e-mail inquiries. Recruiters direct prospects to gowarrantnow.com to learn more about the technical qualifications for the field of interest.

8-7. Referrals are a productive lead source. Referrals can be achieved from applicants, COIs, key leaders, social media reviews, mentors, and other recruiters. It is crucial to develop and maintain rapport with all local units and solicit referrals for the Warrant Officer recruiting mission.

PARTNERSHIPS

8-8. It is imperative to develop a rapport with unit leaders. Unit leaders can either support or thwart your recruiting efforts. This is an extension of situational awareness and how critical it is to the organization's success. An example TTP is to plan with the unit commanders to schedule briefings.

- Command teams
- Career counselors
- Community partners
- Internal networks (ARSOF counterparts)
- Command Chief Warrant Officers (CCWO)
- G-3

PROSPECTING FOLLOW-UPS

8-9. Recruiters must follow-up with all individuals who demonstrate an interest in becoming a Warrant Officer. Contact all referrals obtained during face-to-face or online prospecting within 72 hours and document all actions in EMM.

BRIEFING

8-10. The Warrant Officer Recruiting and Application Brief outlines administrative requirements and in-service opportunities with detailed instructions on application submission. The brief is customizable based on the target audience and special guests. Dynamic recruiting briefings can be conducted online or face-to-face. The standardized recruiting slides and scheduled monthly briefs can be found on gowarrantnow.com.

- Monthly briefings will be updated every quarter on the website.
- The warrant officer network will be used to increase validity for targeted briefings through the incorporation of WOMOS-specific guest speakers.

PROCESSING

8-11. Processing begins when a Warrant Officer application is submitted from the station to the Warrant Officer Recruiting Company for administrative review. Processing ensures the individuals meet administrative requirements and technical qualifications specified by branch proponents. Warrant Officer recruiters must follow the detailed application processing procedures outlined by the company standardization officer. All administrative and technical qualifications can be found on gowarrantnow.com. Appendix A-5 depicts the application process and Warrant Officer Candidate School phases.

TAIR ASSET

8-12. Warrant Officer Recruiters employ TAIR assets through Warrant Officer partnered operations. Partnered operations assist the recruiter in reaching complex markets and interacting with applicants. Service members can communicate with and address specific WOMOS requirements and expectations. An example of how TAIR assets are used during a station shaping operation are portrayed in the vignette below.

Company Commander A coordinates with the 3rd Special Forces Group to conduct Partner Force Training While ODA 1234 is on their training cycle for the calendar year 2022. Simultaneously, the Fort Drum station commanders and recruiters coordinate with the 10th Mountain Division to schedule a training event, including shooting ranges, movement lanes, classroom instruction on land navigation, etc. Company Commander A also coordinates with ODA 1234 and BN DTS coordinator to ensure that cross-org LOAs are submitted, and that ODA 1234 is paid for their training event.

This level of shaping operation raises interest and awareness as to the abilities and advanced training of teams across ARSOF. The Fort Drum SORB station capitalized on this event and sent an additional 22 candidates to ARSOF assessment and selection over the following three classes above their historical average.

STATION SUPPLIES

8-13. Station commanders are responsible for maintaining station supplies. Examples of durable and expendable supplies include RPI, PPI, and technological equipment. Supplies are requested from the appointed company representative for final approval.

TRAINING

8-14. Training is a vital part of mission success. Leaders must know their subordinates' strengths, weaknesses, and professional goals. Commanders evaluate warrant officers, the first sergeant evaluates station commanders, and station commanders evaluate recruiters to identify vulnerabilities, set goals, and develop and implement plans of action while providing oversight and motivation through the process.

8-15. Personnel assigned to the Warrant Officer company require additional separate training conducted when in-processing the battalion to ensure new personnel are aware of the operational and processing differences.

ROLES AND RESPONSIBILITIES

8-16. Station commanders take special care to develop relationships and build a comprehensive network in their area of responsibility. Building solid relationships with internal and external networks allow the station commander to leverage the capabilities of those assets to create a productive relationship. Station commanders develop a sound unit ROP that nests with the company's ROP. Station commanders will be responsible for station and personnel readiness within their assigned station regardless of personnel rank and serve as the SME for all

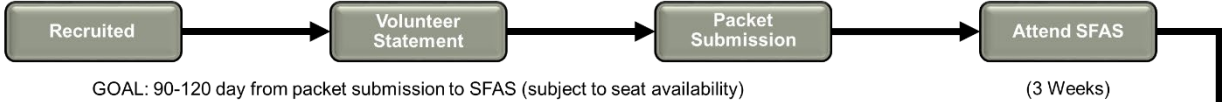
prospecting, marketing, and processing. Station commanders will conduct IPR with their stations, weekly planning meetings, end-of-week AARs, and process packets.

8-17. Warrant officer recruiters are responsible for utilizing and expanding their current relationships and comprehensive network within the warrant officer cohort. Warrant officers are responsible for prospecting, processing packets, conducting area canvassing, generating COIs, and posting RPI. In the absence of the station commander, the warrant officer will assume their responsibilities.

8-18. Warrant officer recruiting NCOs are responsible for prospecting, processing packets, conducting area canvassing, posting RPI, email campaigns, and generating COIs.

Appendix A

ARSOF Training Timelines



Special Forces Training Timeline

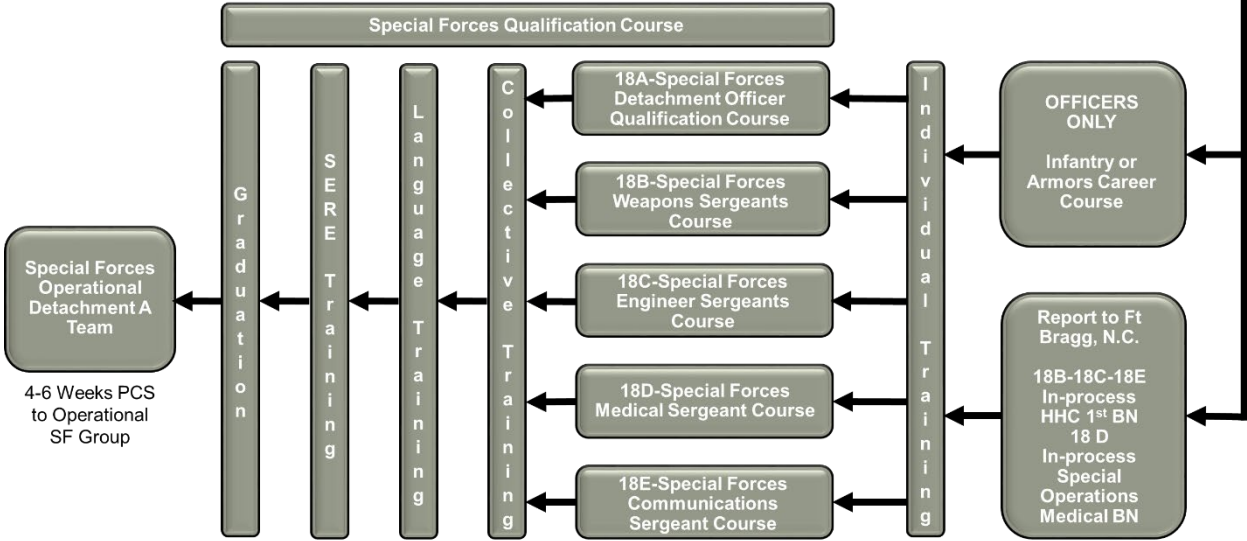


Figure A-1. Special Forces Training Timeline

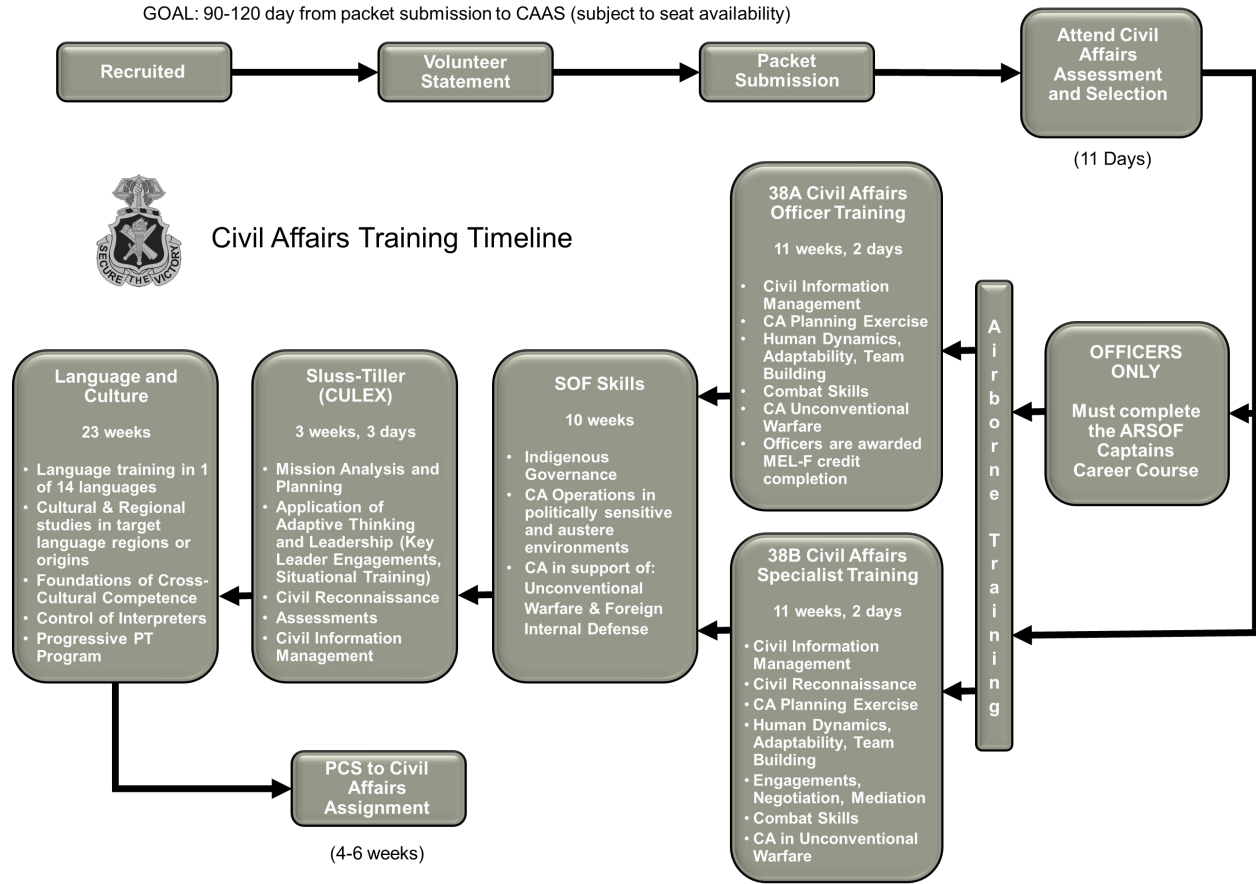


Figure A-2. Civil Affairs Training Timeline

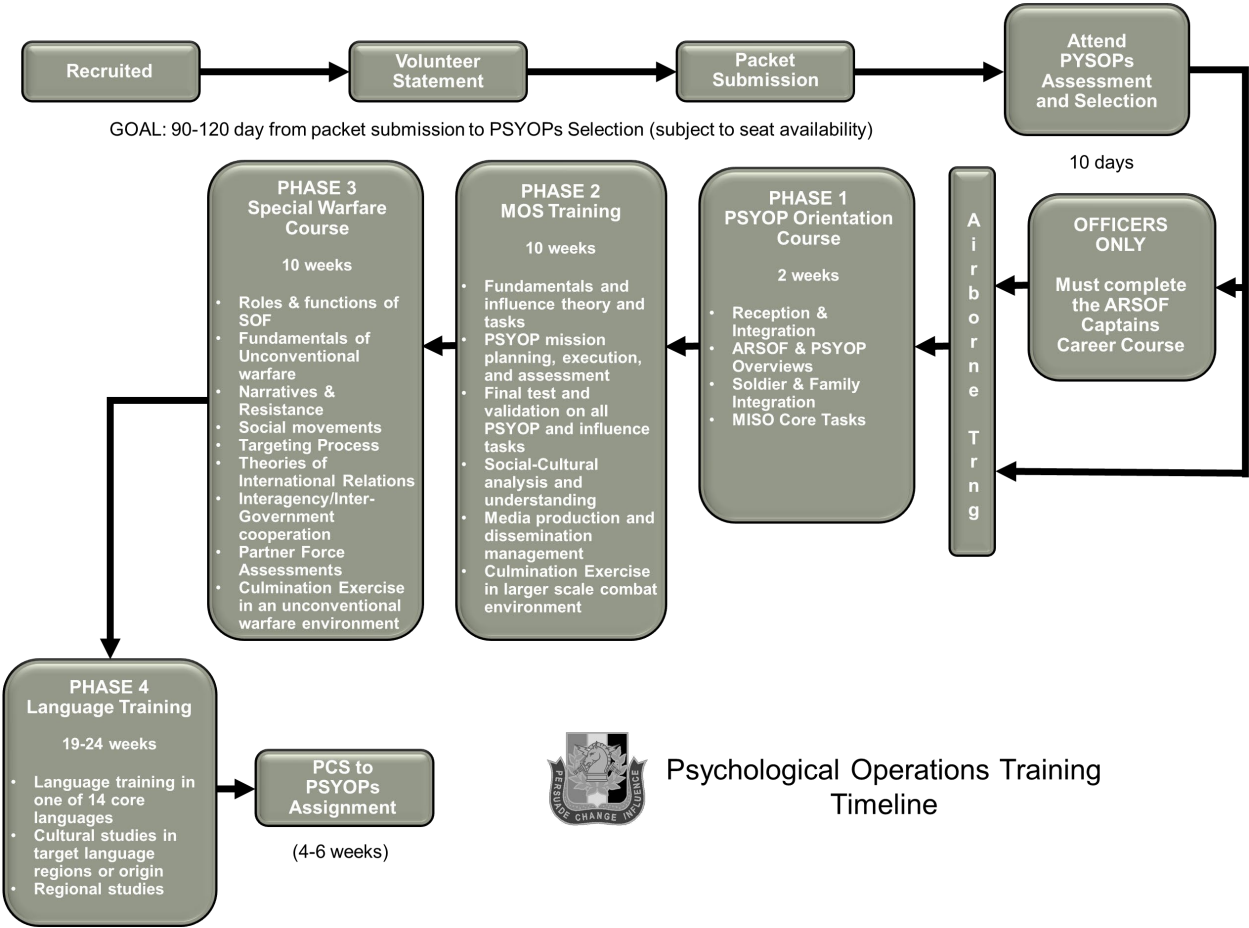


Figure A-3. Psychological Operations Training Timeline

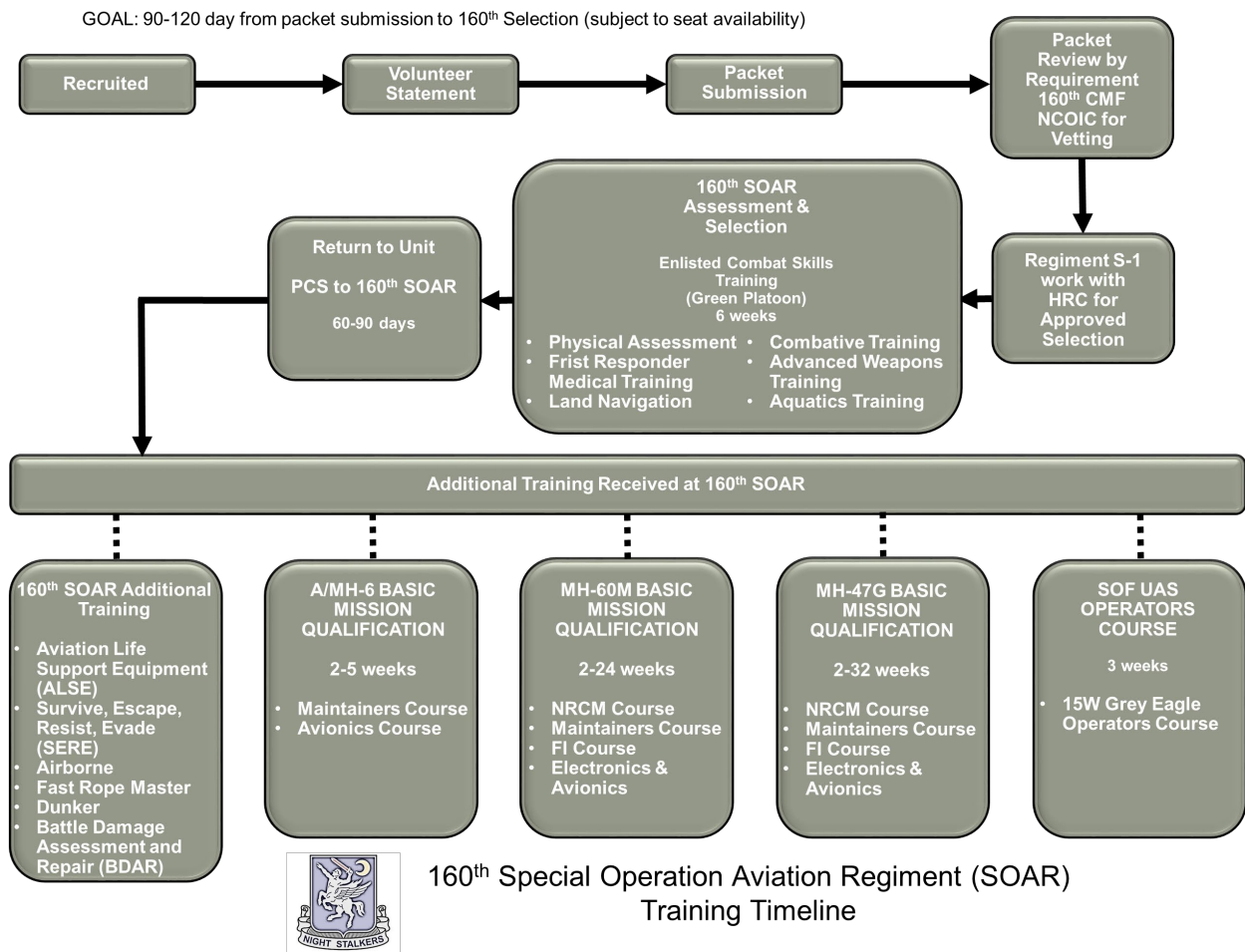


Figure A-4. Special Operations Aviation Regiment Training Timeline

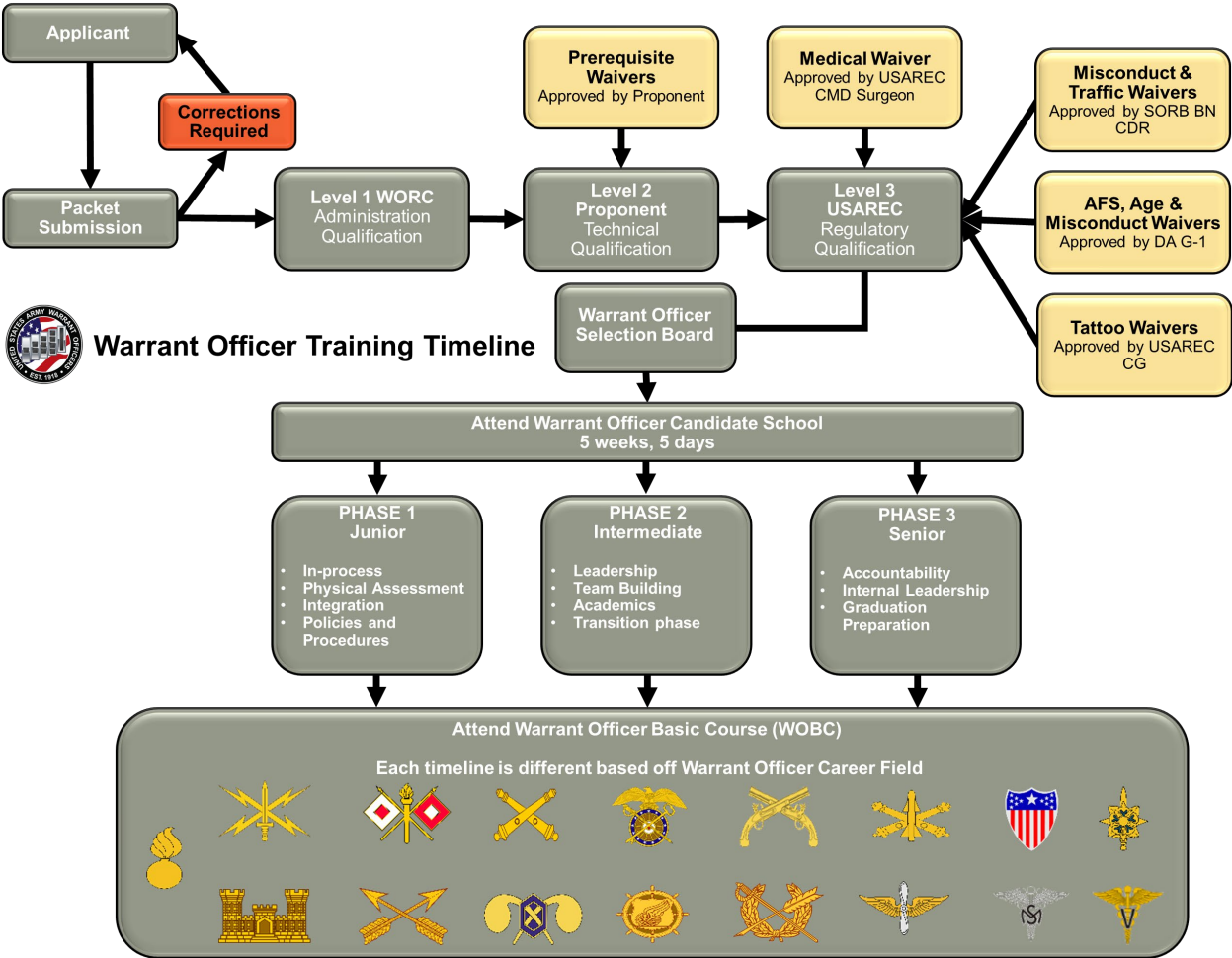


Figure A-5. Warrant Officer Training Timeline

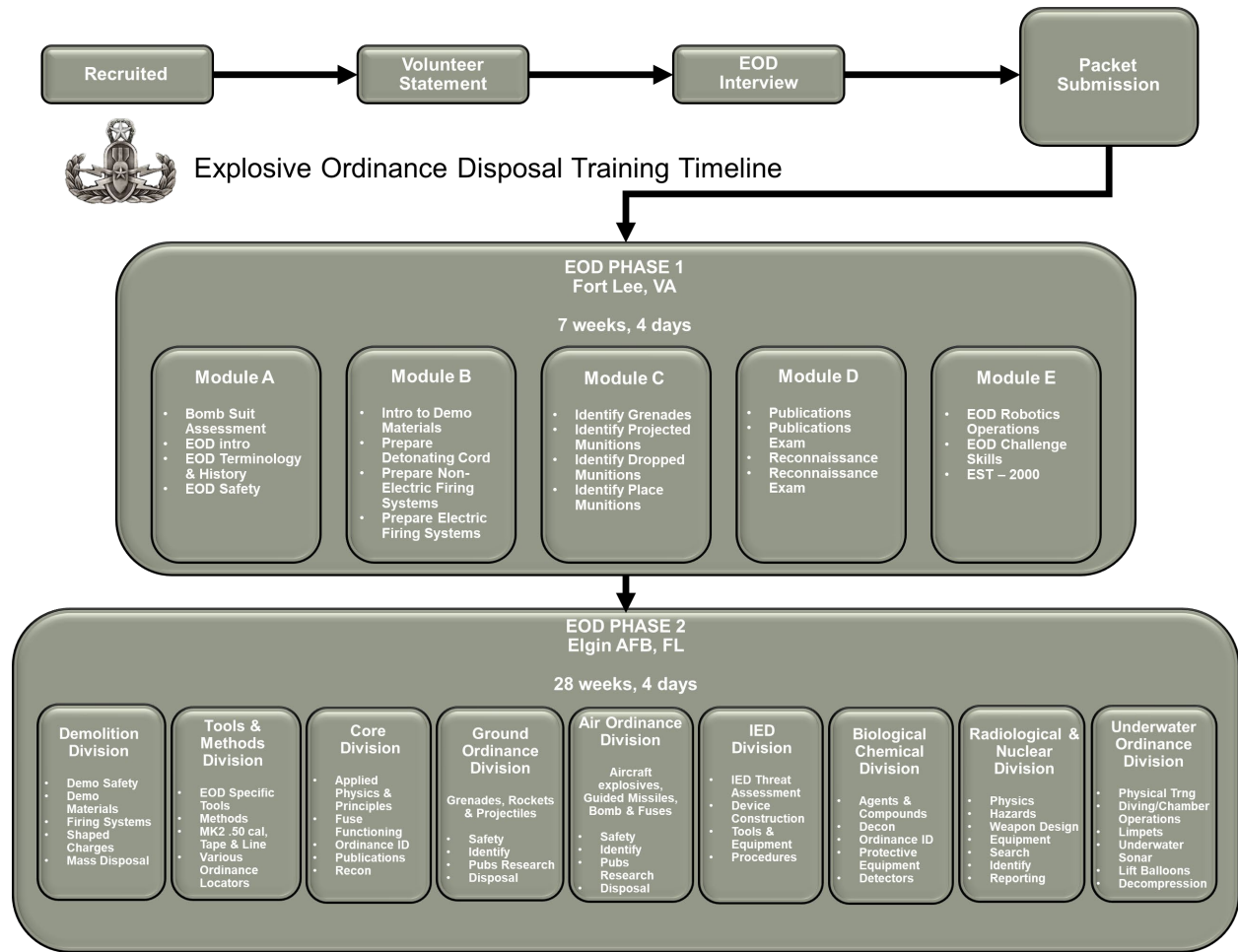


Figure A-6. Explosive Ordnance Disposal Training Timeline

Appendix B SORB Trackers

| 953A Total Market | | | | | 144 | 69 | 39 | 51 | 22 | 9 | 37 | 21 | 1 | | Sister Services | Working | Classed | |
|-------------------|------------------------|-------------|----------------------|--------------|------------|---------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------------|-------------------|-------------------|------------------------|-----------------|----------|---------|
| Station: | 953A | Unit | Qualified Population | # Contacted | Contact % | SF Packet Objective | SF Packet Working | SF Packet Classed | PO Packet Objective | PO Packet Working | PO Packet Classed | CA Packet Objective | CA Packet Working | CA Packet Classed | Contact to Class Ratio | Sister Services | Working | Classed |
| Major Market | HQ 4th ID | 266 | 21 | 7.89% | 10 | 0 | 1 | 2 | 0 | 0 | 2 | 1 | 0 | 21 :1 | USMC | 3 | 1 | |
| | 1st SBCT | 1912 | 207 | 10.83% | 15 | 7 | 9 | 4 | 4 | 4 | 4 | 2 | 0 | 16 :1 | USN | 2 | 2 | |
| | 2nd ABCT | 1801 | 193 | 10.72% | 15 | 12 | 9 | 4 | 6 | 2 | 4 | 3 | 0 | 18 :1 | USAF | 1 | 0 | |
| | 3rd ABCT | 1768 | 152 | 8.60% | 15 | 6 | 1 | 4 | 4 | 0 | 4 | 1 | 0 | 152 :1 | USCG | 1 | 0 | |
| | 4th CAB | 1116 | 100 | 8.96% | 10 | 5 | 1 | 2 | 2 | 0 | 2 | 2 | 0 | 100 :1 | Totals | 7 | 3 | |
| | 4th DSB | 645 | 87 | 13.49% | 5 | 1 | 0 | 2 | 1 | 1 | 2 | 0 | 0 | 87 :1 | | | | |
| | 10th SFG | 635 | 73 | 11.50% | 10 | 3 | 2 | 2 | 1 | 0 | 2 | 0 | 0 | 37 :1 | | | | |
| | 11th ACR | 815 | 63 | 7.73% | 10 | 1 | 2 | 4 | 2 | 1 | 4 | 4 | 0 | 21 :1 | | | | |
| | USA NTC Operations Grp | 88 | 6 | 6.82% | 5 | 0 | 0 | 3 | 0 | 0 | 2 | 1 | 0 | ##### :1 | | | | |
| | USA NTC Support Bde | 158 | 15 | 9.49% | 5 | 3 | 0 | 4 | 0 | 0 | 4 | 2 | 0 | ##### :1 | | | | |
| | Totals | 9204 | 917 | 9.96% | 100 | 38 | 25 | 31 | 20 | 8 | 30 | 16 | 0 | | | | | |

Figure B-1. Unit Worksheet

| | | | | | SF Packet Objective | SF Packet Working | SF Packet Classed | PO Packet Objective | PO Packet Working | PO Packet Classed | CA Packet Objective | CA Packet Working | CA Packet Classed | Contact to Class Ratio |
|---------------|-----------------------------|------------|--------------|-----------|---------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------------|-------------------|-------------------|------------------------|
| Minor Markets | 1st Med Bde | 175 | 13 | 7.43% | 3 | 0 | 1 | 2 | 0 | 0 | 1 | 1 | 0 | 13 :1 |
| | 1st Space Bde | 180 | 9 | 5.00% | 3 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 9 :1 |
| | 36th Eng Bde | 267 | 19 | 7.12% | 4 | 9 | 1 | 2 | 2 | 1 | 1 | 2 | 0 | 10 :1 |
| | 48th Chem Bde | 176 | 14 | 7.95% | 3 | 2 | 1 | 2 | 0 | 0 | 1 | 0 | 0 | 14 :1 |
| | 528th SOSB | 182 | 14 | 7.69% | 2 | 3 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 7 :1 |
| | 6th MP Group | 167 | 12 | 7.19% | 4 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | 704th MI Bde | 212 | 21 | 9.91% | 3 | 3 | 1 | 5 | 0 | 0 | 0 | 0 | 0 | 21 :1 |
| | 71st Ord Grp | 158 | 17 | 10.76% | 2 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | 89th MP Bde | 198 | 15 | 7.58% | 6 | 5 | 3 | 5 | 0 | 0 | 2 | 1 | 0 | 5 :1 |
| | 902nd MI Grp | 177 | 15 | 8.47% | 2 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 15 :1 |
| | USA Cadet Cmd 5th BDE | 5 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | USA Cadet Cmd 8th BDE | 5 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | Corps of Engineers | 3 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | USA Corrections Cmd | 2 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | US Army DISA | 5 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | USA Element Navy Activities | 4 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | USA Element Strategic Cmd | 7 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | USA Element US Northern Cmd | 3 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | US Army Forces Cmd | 10 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | USA Installation Mngt Cmd | 36 | 3 | 8.33% | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | US Army Legal Services | 3 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | US Army MEDAC (Carson) | 191 | 10 | 5.24% | 5 | 2 | 0 | 1 | 0 | 0 | 1 | 0 | 1 | 10 :1 |
| | US Army MEDAC (Irwin) | 77 | 5 | 6.49% | 5 | 1 | 0 | 1 | 0 | 0 | 1 | 1 | 0 | ##### :1 |
| | USAREC 6th BDE | 285 | 38 | 13.33% | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | USA Space and Missile Cmd | 19 | 1 | 5.26% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | USA Special Ops Cmd | 3 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| | US MEPS | 5 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ##### :1 |
| Totals | 2555 | 206 | 8.06% | 44 | 31 | 11 | 20 | 2 | 1 | 7 | 5 | 1 | | |

Figure B-1. (Cont.) Unit Worksheet

Appendix B

| | OCT | | | NOV | | | DEC | | |
|----------------|-----|----|----|-----|----|----|-----|----|----|
| | SF | PO | CA | SF | PO | CA | SF | PO | CA |
| ARMS | 48 | 21 | 20 | 59 | 35 | 29 | 41 | 18 | 13 |
| Assgn Rctr | 22 | 16 | 12 | 28 | 23 | 14 | 16 | 12 | 11 |
| P/P Stn | 14 | 9 | 6 | 8 | 5 | 4 | 7 | 8 | 7 |
| P/P Bn | 10 | 4 | 6 | 8 | 3 | 4 | 6 | 7 | 3 |
| Classed | 6 | 1 | 4 | 6 | 3 | 3 | 5 | 6 | 0 |
| <i>Dropped</i> | 4 | 0 | 0 | 1 | 2 | 0 | 1 | 0 | 0 |

| | JAN | | | FEB | | | MAR | | |
|----------------|-----|----|----|-----|----|----|-----|----|----|
| | SF | PO | CA | SF | PO | CA | SF | PO | CA |
| ARMS | 0 | 0 | 0 | | | | | | |
| Assgn Rctr | 0 | 0 | 0 | | | | | | |
| P/P Stn | 0 | 0 | 0 | | | | | | |
| P/P Bn | 2 | 0 | 1 | | | | | | |
| Classed | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Dropped</i> | 1 | 0 | 0 | | | | | | |

| | APR | | | MAY | | | JUN | | |
|----------------|-----|----|----|-----|----|----|-----|----|----|
| | SF | PO | CA | SF | PO | CA | SF | PO | CA |
| ARMS | | | | | | | | | |
| Assgn Rctr | | | | | | | | | |
| P/P Stn | | | | | | | | | |
| P/P Bn | | | | | | | | | |
| Classed | | | | | | | | | |
| <i>Dropped</i> | | | | | | | | | |

| | JUL | | | AUG | | | SEP | | |
|----------------|-----|----|----|-----|----|----|-----|----|----|
| | SF | PO | CA | SF | PO | CA | SF | PO | CA |
| ARMS | | | | | | | | | |
| Assgn Rctr | | | | | | | | | |
| P/P Stn | | | | | | | | | |
| P/P Bn | | | | | | | | | |
| Classed | | | | | | | | | |
| <i>Dropped</i> | | | | | | | | | |

| | ROLLING ANNUAL TOTAL | | |
|----------------|----------------------|----|----|
| | SF | PO | CA |
| ARMS | 148 | 74 | 62 |
| Assgn Rctr | 66 | 51 | 37 |
| P/P Stn | 29 | 22 | 17 |
| P/P Bn | 26 | 14 | 14 |
| Classed | 18 | 10 | 7 |
| <i>Dropped</i> | 7 | 2 | 0 |

| | ROLLING CONVERSION DATA | | |
|------------|-------------------------|------|------|
| | SF | PO | CA |
| ARMS | 8.22 | 7.40 | 8.86 |
| Assgn Rctr | 3.67 | 5.10 | 5.29 |
| P/P Stn | 1.61 | 2.20 | 2.43 |
| P/P Bn | 1.44 | 1.40 | 2.00 |

| | YEARLY MISSION | | |
|------------|----------------|-----|-----|
| | SF | PO | CA |
| | 120 | 54 | 37 |
| ARMS | 987 | 400 | 328 |
| Assgn Rctr | 440 | 275 | 196 |
| P/P Stn | 193 | 119 | 90 |
| P/P Bn | 173 | 76 | 74 |

Figure B-2. Yearly Tracker

ARSOF CANDIDATE ORIENTATION

Date Conducted _____
 Candidate Name _____
 Candidate Unit _____

| | |
|-------------------------|--|
| Recruiter Name: | Recruiting Station: |
| Class # and Class Date: | MOS: |
| Classed PFA Score: | ARSOF PT Program (8 Week) Start Date: |
| Current PFA Score: | ARSOF PT Program (8 Week) Finish Date: |

Candidate Initials: _____


YES NO

| | | |
|---|--|--|
| Review A&S Reservation dates. Do you have any issues with this reservation? | | |
| Did you graduate from all required NCOES for your current grade/rank? | | |
| Do you have a GTCC that is active and in good standing? | | |
| Have you completed your travel request through DTS and received your 1610? | | |
| Have you had any medical issues since being classed for A&S? | | |
| Does your family agree with your decision to go ARSOF? | | |
| Are you pending an investigation through your unit, flagged, barred etc.? | | |
| Received any UCMJ or other administrative actions since being classed for A&S? | | |
| Are there any outstanding actions required before you leave for A&S? | | |
| Has your marital status/ dependency status changed since being classed for A&S? | | |
| Will you be going to the field within 60 days of you're A&S class date? | | |
| Have you been given the ARSOF PT Handbook? | | |
| For Females Only | | |
| Have you had a child recently? | | |
| Is there any chance of you being pregnant? | | |

List all issues that will prevent you from attending A&S?:

Candidate Signature and Date _____
 Recruiting NCO Signature and Date _____
 Station Commander Signature and Date _____
 Company Commander Signature and Date _____
 Commander circle appropriate ship potential code:
 RED AMBER GREEN

Figure B-3. Future Candidate Asset Inventory (FCAI)



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY RECRUITING COMMAND
SPECIAL FORCES RECRUITING TEAM- (Station)
INSTALLATION, STATE XXXXX

RCRS-SF-(Station Identifier) 7 December, 2020

MEMORANDUM FOR CDR (Unit of Special Duty Request), Fort Benning, Georgia
31905

SUBJECT: Request Special Duty Assignment

1. The Special Forces Recruiting Team is requesting that SPC SMITH to be attached to perform duties at the Special Operations Recruiting Station. During this period, SPC SMITH will be conducting intensive training for the Civil Affairs Qualification Course (CAQC). He will assist the Recruiting Team in training not only himself but candidates for ARSOF Assessment and Selection. This physical training program will consist of long-distance runs, the obstacle course, ruck marches, and workouts focusing on upper and lower body strength. Additionally, he will work with SFC Jones and SFC Davis in conducting unit training consisting of but not limited to Land Navigation, Leadership and Development while performing administrative duties and assisting in the daily operations of the recruiting center.
2. Point of contact for this request is the undersigned at (706) 542-1234.

Jesse D. Allen
SFC, USA
Special Operations Recruiter

Figure B-4. Example of Special Duty Request Memorandum

Glossary

| | |
|----------------|---|
| AAR | After-Action Review |
| ADO | Active Duty Officer |
| ALDPs | Army Leadership Development Programs |
| AO | Area of Operations |
| AOR | Area of Responsibility |
| A&S | Assessment & Selection |
| ARSOF | Army Special Operations Forces |
| CAAS | Civil Affairs Assessment & Selection |
| CF | Conventional Forces |
| CMF | Career Management Fields |
| CPs | Community Partners |
| DTMS | Digital Training Management System |
| EOD | Explosive Ordnance Disposal |
| EMM | Enterprise Marketing Management |
| FARC | Future ARSOF Candidate |
| FCAIs | Future Asset Tool |
| FY | Fiscal Year |
| GAT | Global Assessment Tool |
| HRC | Human Resource Command |
| IPOE | Intelligence Preparation of the Operational Environment |
| IPC | In-Service Cell |
| IPR | In-Progress Review |
| IST | Inter-Service Transfer |
| KLEs | Key Leader Engagements |
| LET | Leader Engagement Tool |
| MAC | Marketing Activity Code |

| | |
|---------------|---|
| MEB | Marketing Engagement Battalion |
| MFR | Memorandum for Record |
| OE | Operational Environment |
| POAS | Psychological Operations Assessment & Selection |
| RFA | Recruiting Function Analysis |
| RPI | Recruiting Publicity Item |
| SD | Special Duty |
| SFAS | Special Forces Assessment & Selection |
| SMEs | Subject Matter Experts |
| SOAR | Special Operations Aviation Regiment |
| SOF | Special Operation Forces |
| SOP | Standard Operating Procedures |
| SORB | Special Operations Recruiting Battalion |
| SORC | Special Operations Recruiting Company |
| SRB | Soldier Record Brief |
| SWOT | Strength, Weaknesses, Opportunities, Threats |
| TAIR | Total Army Involvement in Recruiting |
| USASOC | United States Army Special Operations Command |
| WOMOS | Warrant Officer Military Occupation Specialties |

References

REQUIRED PUBLICATIONS

RELATED PUBLICATIONS

UTP 3-10.3
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