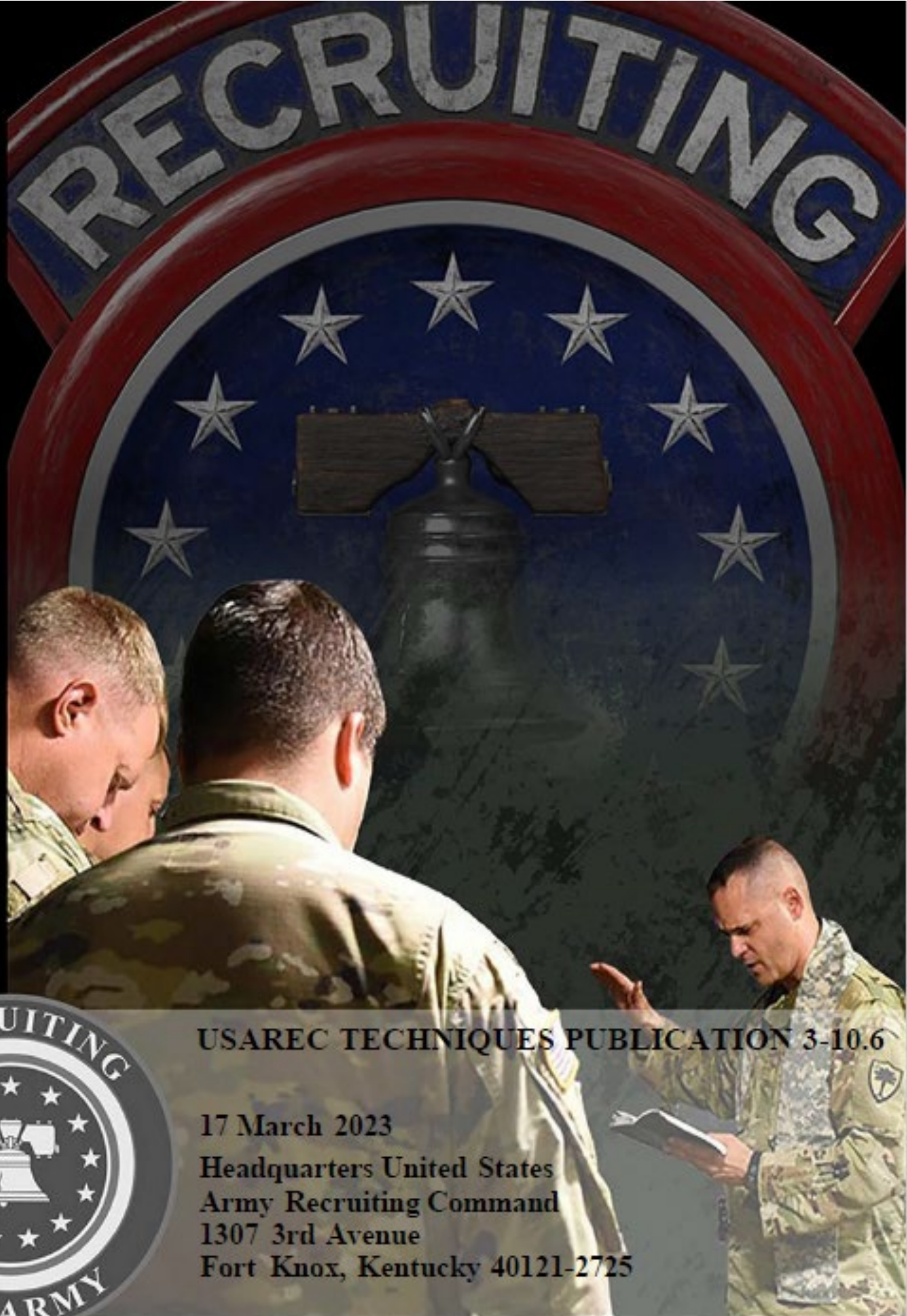


**USAREC TECHNIQUES PUBLICATION 3-10.6  
CHAPLAIN RECRUITING**



**USAREC TECHNIQUES PUBLICATION 3-10.6**

**17 March 2023**

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



# ***SUMMARY of CHANGE***

USAREC Techniques Publication 3-10.6  
Chaplain 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)
- Adds updates to correct grammatical errors.

# Chaplain Recruiting

## Contents

**PREFACE**.....vi

**INTRODUCTION** .....vi

**PART I-CHAPLAIN RECRUITING ENVIRONMENT**..... **P-1**

**Chapter 1** **CHAPLAIN RECRUITING DIVISION** ..... **1-1**

History..... 1-1

Command ..... 1-1

Roles and Responsibilities ..... 1-2

Medical Recruiting Brigade Headquarters..... 1-2

Medical Recruiting Battalion (MRBn)..... 1-3

Chaplain Recruiting Station ..... 1-3

Challenges ..... 1-4

**Chapter 2** **MISSION** ..... **2-1**

Missioned Market Corps ..... 2-1

Missioning Process ..... 2-1

Mission Memo..... 2-1

**Chapter 3** **RECRUITING NETWORK** ..... **3-1**

Network-Centric Recruiting..... 3-1

Internal Network..... 3-1

External Network ..... 3-2

Community Partner / Center of Influence / Community Partner Advocate..... 3-2

**PART II-CHAPLAIN RECRUITING OPERATIONS**..... **P-2**

**Chapter 4** **INTELLIGENCE**..... **4-1**

General ..... 4-1

Intelligence Preparation of the Operational Environment..... 4-2

Market Awareness ..... 4-3

Situational Awareness ..... 4-3

**Chapter 5** **OPERATIONS** ..... **5-1**

Command and Control..... 5-1

	Decisive Operations.....	5-1
	Shaping Operations.....	5-2
	Sustaining Operations .....	5-2
	Virtual Activities .....	5-2
	Areas of Focus.....	5-3
	Recruiting Operations Plan.....	5-3
	Battle Rhythm .....	5-4
	Board Schedule .....	5-4
	Processing Plan.....	5-4
	Denominational and Church Recruiting Plan .....	5-5
	College Recruiting Plan .....	5-6
	Events.....	5-6
	Asset Requests.....	5-6
	Institutional Training.....	5-7
	Organizational Training .....	5-7
	<b>PART III-CHAPLAIN RECRUITING FUNCTIONS .....</b>	<b>P-3</b>
<b>Chapter 6</b>	<b>LEAD GENERATION AND PROSPECTING .....</b>	<b>6-1</b>
	Lead Generation .....	6-1
	Referrals .....	6-1
	Face-to-Face Prospecting .....	6-1
	Telephone Prospecting.....	6-2
	Virtual Prospecting.....	6-2
	Follow-Up.....	6-4
<b>Chapter 7</b>	<b>THE ARMY INTERVIEW .....</b>	<b>7-1</b>
	Prequalification .....	7-1
	Army Interview .....	7-1
<b>Chapter 8</b>	<b>PROCESSING .....</b>	<b>8-1</b>
	General .....	8-1
	Agree to Process .....	8-1
	Direct Commissioning and Accessioning (DCA) .....	8-1
	Army Career Explorer (ACE) Record .....	8-2
	Ecclesiastical Endorsement.....	8-2
	Accessions Interviews .....	8-2
	Scroll.....	8-3
	Physical .....	8-3
	Sacred Communication .....	8-4
	Educational Requirements .....	8-4
	Foreign Applicants.....	8-5

	Quality Check Procedures .....	8-6
	Workflows .....	8-6
	USAREC Moral/Conviction Waiver.....	8-7
	DACH Moral Waivers.....	8-8
	Medical Waiver .....	8-8
	Age Waiver .....	8-9
	GPA Waiver .....	8-9
	Re-Enlistment Eligibility Data Display (REDD).....	8-9
	Prior Service Request.....	8-10
	DA Form 368 .....	8-10
<b>Chapter 9</b>	<b>POST BOARD ACTIONS .....</b>	<b>9-1</b>
	Responsibilities.....	9-1
	Timelines .....	9-1
	Commissioning .....	9-1
	After Commissioning.....	9-1
	<b>PART IV-CHAPLAIN RESOURCE GUIDE.....</b>	<b>P-4</b>
<b>Chapter 10</b>	<b>RESOURCES .....</b>	<b>10-1</b>
	IKROme And Recruiter Zone.....	10-1
	BI-Zone .....	10-1
	BI-Zone Mission Command .....	10-1
	BI-Zone Processing .....	10-2
	Chaplain Recruiting App.....	10-2
	Pocket Recruiter Guide .....	10-2
	<b>Appendix A-Virtual .....</b>	<b>A-1</b>
	Creating and Maintaining a Virtual Presence .....	A-2
	<b>GLOSSARY.....</b>	<b>G-1</b>
	<b>REFERENCES .....</b>	<b>R-1</b>

## Figures

Figure 1-1. Chaplain Recruiting Division .....	1-1
Figure 2-1. Mission Memo Tabs .....	2-1
Figure 2-2. CRD Annual Breakdown .....	2-2
Figure 2-3. CRD Annual Breakdown Key .....	2-2
Figure 3-1. Chaplain Recruiting Internal and External Networks .....	3-2
Figure 4-1. Example Chaplain SWOT Analysis.....	4-1
Figure 4-2. IPOE Steps.....	4-2
Figure 4-3. Example Medical Recruiting Brigade Annual Recruiting Strategy .....	4-3
Figure 5-1. Mission Command .....	5-1
Figure 5-2. The Operations Process .....	5-1
Figure 5-3. Plan Balancing .....	5-3
Figure 5-4. Example of Recruiter Backward Planning.....	5-5
Figure 6-1. Lead process.....	6-1

Figure 7-1. Prospect Process ..... 7-1  
Figure 7-2. Example of Survey for Motivations to Join ..... 7-2  
Figure 7-3. Example of Survey for Benefits and Incentives to Join ..... 7-2  
Figure 8-1. Applicant Process ..... 8-1  
Figure 8-2. Chaplain Recruiting Packet Quality Control Flowchart ..... 8-6  
Figure 8-3. Packet Timeline from Board Date ..... 8-6  
Figure 9-1. Future Officer Process ..... 9-1  
Figure 9-2. Chaplain Officer/COI Process ..... 9-1  
Figure 10-1. The BI-Zone Application..... 10-1  
Figure 10-2. Chaplain Recruiting Application ..... 10-2  
Figure 10-3. IKROme Pocket Recruiter Guide Location ..... 10-2

Figure A-1. Sample Virtual Presence Audit Checklist ..... A-3  
Figure A-2. Sample Overview of Commonly Used Platforms..... A-4  
Figure A-3. Example: PWE Chronology ..... A-6

## Tables

Table A-1. Mission Memo ..... A-1  
Table A-2. Sample: Chaplain Board Schedules ..... A-1

## **Preface**

USAREC TP 3-10.6 - The United States Army Recruiting Command (USAREC) Publication, USAREC Techniques Publication (UTP) 3-10.6 Chaplain Recruiting, expands on the fundamental concepts and requirements introduced in USAREC Manuals 3-0, 3-29, 3-30, 3-31, and 3-32. This UTP provides common concepts and techniques to execute or support the execution of the critical tasks associated with chaplain recruiting performance. USAREC's Chaplain Recruiting Division (CRD) has a uniquely distinguished mission of finding and recruiting qualified men and women to fill Areas of Concentration (AOC) that comprise the Army Chaplain Corps.

The recruitment of chaplains and chaplain candidates relies on recruiting expert personnel (trained in the art and science of recruiting operations) to articulate in detail the opportunities, rewards, and responsibilities that come with service as Army Chaplains. This techniques publication provides officers and Non-commissioned Officers (NCOs) assigned to chaplain recruiting, a foundation for planning and conducting successful operations.

## **Purpose**

This techniques publication establishes the doctrine for chaplain recruiting. It is designed primarily for the station level but includes all levels within the chaplain recruiting enterprise. Leaders should not view this techniques publication's contents as the all-inclusive final authority on recruiting but rather as the foundation for their operations. This publication will help bridge the learning gap among 79Rs, 56A OICs, and DA Select Recruiters, giving them the necessary skills to tackle the assigned mission confidently and competently. USAREC seeks to foster a climate of innovation to develop adaptive, self-aware leaders willing to take intelligent risks to pursue mission accomplishment.

## **Scope**

This techniques publication has four parts. Part I (Chapters 1 through 3) and Part II (Chapters 4 and 5) discuss the environment and operations as they apply to chaplain recruiting and application at the station level. It addresses decisive, shaping, and sustaining operations that present examples for conducting each type of process. Part III (Chapters 6 through 9) discusses some recruiting functions, particularly prospecting, processing, and the Officer Management Program (OMP). Part IV (Chapters 10 and Appendix A) is a resource guide. Recruiters should use these tools to assist them in their daily efforts.

## **Applicability**

This techniques publication provides the foundation for all chaplain recruiters. Every recruiting leader must read, understand, adapt, and apply the doctrine for chaplain recruiting, leadership, and training.

## **Introduction**

This techniques publication provides the best business practices for Chaplain Recruiting Stations. Successful chaplain recruiting leaders have shared their own experiences throughout this techniques publication to develop these practices, providing tested examples that work on the rigors of real-world chaplain recruiting. 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 Manual 3-0 as its doctrinal base, this techniques publication seeks to promote a culture of innovation within the chaplain recruiting force. Chaplain 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. Chaplain recruiting leaders should read USAREC Manual 3-0 to get the most out of this publication.

## 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 U.S. Army Recruiting and Retention College, ATTN: Doctrine Division, 1929 Old Ironsides Ave, Fort Knox, KY 40121 or by email to [usarmy.knox.usarec.list.rrc-doctrine@army.mil](mailto: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

## Chaplain Recruiting Environment

**Chapter 1** – This chapter introduces chaplain recruiting and its operational environment (OE). It captures how the chaplain recruiting force came to be and the uniquely challenging mission they have been entrusted with filling the ranks of the Chaplain Corps.

**Chapter 2** – This chapter outlines the chaplain mission and the areas of concentration they recruit for daily. It covers the distribution of the mission and key tools from the Chaplain Recruiting Division (CRD) and the Department of the Army, Chief of Chaplains (DACH).

**Chapter 3** – Strategic networking enhances chaplain recruiting's presence within the local community. It covers the recruiting network and how to utilize it to maximize mission accomplishment.

# Chapter 1

## Chaplain Recruiting Division

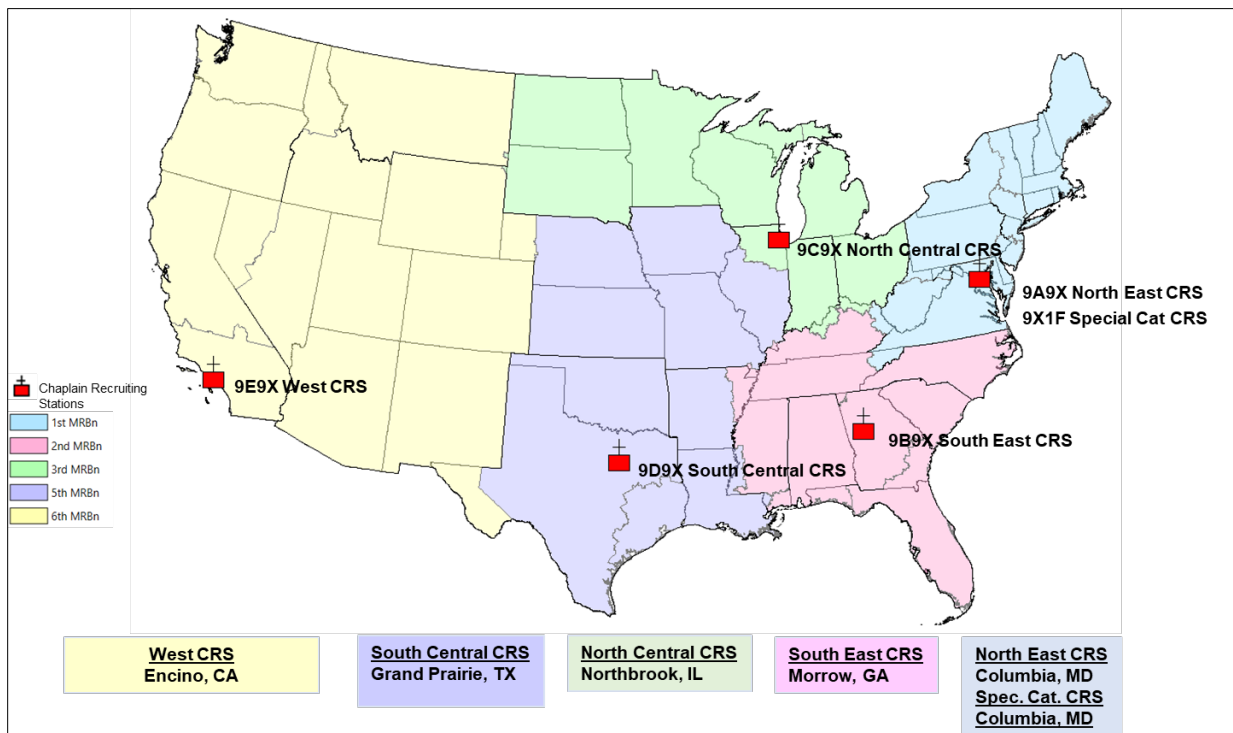
### HISTORY

1-1. Providing the Nation's strength requires stakeholders within the Army accessions enterprise to focus available resources to meet Army recruiting requirements. The Chaplain Recruiting Division (CRD) is a vital enabler of the spiritual readiness of the force. The CRD must continuously evolve, re-assess, and re-train necessary skills to ensure recruiting success and meet or exceed the assigned mission.

1-2. The Medical Recruiting Brigade (MRB) (provisional) was formed and assumed operational control of USAREC's chaplain recruiting mission in April 2007, absorbing this mission to synergize the MRB's recruiting efforts and create a single voice of authority. The MRB 'Highlanders' assumed control of the six Chaplain Recruiting Stations (CRS). Each CRS falls under its respective battalion (BN) except the Special Categories CRS, a derivative unit of the MRB.

### COMMAND

1-3. The CRD, located within the MRB at Fort Knox, KY, provides technical and production oversight to six stations (see Figure 1-1). Chaplain recruiting's footprint encompasses the same area as USAREC.



**Figure 1-1. Chaplain Recruiting Division**

1-4. Chaplain recruiting recruits highly qualified, motivated, and credentialed religious professionals for the United States Army and United States Army Reserve through effective recruiting operations, synchronized marketing campaigns, quality partnerships, and precision targeting to resource the Army and enable commanders to fight and win our Nation's wars.

1-5. DACH is responsible for the boarding and accessioning of Army Chaplain Branch applicants, and the Health Services Directorate (HSD) is the tracking mechanism for Army Chaplain Branch applicants for mission credit and achievement.

## ROLES AND RESPONSIBILITIES

1-6. The most important duty of any recruiting leadership team is to establish a climate of integrity, mutual trust, confidence, and respect. When a battalion commander, command sergeant major, or officer-in-charge (OIC) and station commander (SC) do not synchronize, their subordinates know it. Leadership in a geographically dispersed command places a premium on communication and rank maturity. In recruiting, as in combat operations, the leader moves to the critical point and leads by personal example. Good leaders encourage Soldiers to develop good ideas and strong values. Leaders should take deliberate action to generate energy and channel it to productive uses. Every chaplain recruiting station has a SC, an officer-in-charge (an Army chaplain), and enlisted recruiters.

## MEDICAL RECRUITING BRIGADE HEADQUARTERS

1-7. Advertising and Public Affairs (A&PA): The A&PA develops media/marketing plans that determine the best advertising channel to reach the target market, i.e., print, online, direct mail, social media, etc. Once a determination is made, they work with vendors to provide the appropriate product within budget constraints. They create flyers, event programs, and social media content for the recruiter level to support events and local recruiting efforts. The A&PA also assists in obtaining exhibit space, both in-person and virtual, and Total Army Involved in Recruiting (TAIR) events. The A&PA conducts Public Affairs programs through command information, media relations, and community relations to support the recruiting mission. They develop and execute annual advertising, marketing, public affairs, and outreach plans. The A&PA can assist in engaging media outlets to leverage event influence on the public and enhance engagement and attendance. The A&PA can assist by constructing a relationship with the media and producing public affairs themes, messages, and talking points for media interactions. They provide media ground rules, coordinate instruction for media facilitation support, provide accurate responses to media queries, and produce media entities to cover events.

1-8. Brigade Market & Mission Analysis (BDE S-2): The BDE S-2 provides strategic and tactical decision support for various actions. These actions include but are not limited to directing, organizing, and executing market intelligence functions, assessments, and models to guide the assignment of subordinate unit recruiting market areas. They make recommendations to the MRB commander on the allocation of recruiters to units within markets and unit recruiting missions. The BDE S-2 compiles and validates various quantitative data to evaluate and characterize local recruiting markets. They assess marketing performance and organizational effectiveness. The BDE S-2 plays a critical role in the brigade fusion cell by identifying high-payoff recruiting markets, proposing recruiting market engagement strategies to increase market penetration, and evaluating the effectiveness of marketing activities executed.

1-9. Brigade Operations (BDE S-3): The BDE S-3 develops, coordinates, and implements policy, plans, and guidance for recruiting throughout the brigade's operational area and serves as the field's liaison with the HSD. The BDE S-3 monitors mission accomplishment, coordinates, and monitors all operational activities while serving as a liaison to supported companies, troop program units, and other command-supported organizations. They also assist in the production management system's operation and maintenance, creating the brigade mission objectives and estimates based on operational strength, and developing and executing training.

1-10. Brigade Training: A section of the BDE S-3. Brigade trainers serve as members of the Brigade Mobile Recruiting Training Team (MRTT). The MRTT supports battalion personnel, assists in training the battalion master trainers, and assists in determining battalion training needs. The MRTT coordinates and conducts field training assistance visits, follow-up assessments, and conducts AARs for training and MRTT events.

1-11. MRB Trainers provide input and participate in the USAREC quarterly training briefs, develop, and implement new brigade training programs, and serve on the brigade targeting cell. The MRTT also analyzes battalion training data, provides recommendations, coordinates and conducts training for policy, doctrine, and information management systems and technology changes, and manages all developmental programs and the brigade's Non-Commissioned Officer Professional Development System (NCOPDS) Order of Merit List (OML).

## MEDICAL RECRUITING BATTALION (MRBN)

1-12. Medical recruiting battalions have oversight of the six CRSs for personal accountability and personnel actions. The MRBN commanders are responsible for the CRSs in their respective regions and mission production. The BDE DCO is responsible for the special categories of recruiting station mission and production.

1-13. BN Operations (S-3) will receive, process, and send packet quality check (QC) workflows to the CRD for further processing. BN commanders are the approving authority for BN-level conviction waivers for CRS applicants. All other workflows including but not limited to medical, age, and RE code waivers, are routed directly to the CRD from the station level.

## CHAPLAIN RECRUITING STATION

1-14. **Officer-in-charge:** The OIC holds a TDA-authorized and coded position in chaplain recruiting stations. Working in concert with the assigned station personnel, the OIC conducts recruiting operations to meet the station's annual recruiting mission of qualified chaplains for the Regular Army (RA) and the U.S. Army Reserve (USAR). The station OIC is a leadership position in chaplain recruiting stations. The station OIC serves as the Army's senior Chaplain Corps Subject Matter Expert (SME) in a designated geographical location. The station OIC is responsible for their personal mission contribution. The OIC will receive guidance from the SC on recruiting actions such as prospecting, processing, event planning and execution, and other related activities. The station OIC requires equal access to recruiting systems as the SC for command and control of the recruiting station. As the SME, the OIC focuses on relationship building, event planning and execution, shaping the recruiting environment, and prospecting. The OIC plays a significant role in understanding the differences in faith groups as outlined in market awareness. The station OIC assists the SC in developing the station operation plan, processing candidates, and assisting in the quality control of all candidate application packets. The OIC contacts, interviews, and counsels potential chaplains and candidates on service benefits as a chaplain in the U.S. Army. The OIC manages the center of influence (COI) and key leader engagements for the station to ensure market expansion and development. The OIC is the primary Future Officer manager and should leverage chaplain and recruiting knowledge with Future Officers to create referrals and new relationships within the community.

1-15. **Station Commander:** The SC is responsible for everything that happens or fails to happen in the station. The SC manages personnel within the office. The SC is responsible for accountability and efficient use of all resources associated with the recruiting station. The SC also conducts the AO's necessary market and trend analysis to perform intelligence preparation of the operational environment (IPOE) and to ensure all prospecting and processing are in line to support the prescribed mission. The SC is responsible for approving all actions for processing waivers, packet board submissions, DD Form 368 requests, medical processing, and all other actions submitted to the CRD for processing and approval. The SC may elect to gather and prepare all waivers and conditional release packets and, at a minimum, must QC all actions before submission to the CRD for processing. The SC is also responsible for conducting IPRs, enforcement of systems discipline, and recruiter training. The SC collaborates with the OIC to plan and execute market-shaping operations and provides guidance on the expected return on investment (ROI) for mission success.

1-16. **Chaplain recruiters** (officers and noncommissioned officers): Recruiters conduct recruiting operations to procure qualified chaplains for the Army. Recruiters will receive guidance from the SC for prospecting, processing, and shaping operations. Recruiters are also responsible for contacting leads, conducting appointments, and processing applications. Recruiters must utilize the recruiting systems to track, maintain, and advance their applicants through the process. Recruiters should ensure the OIC or recruiting officer (a chaplain) speaks with any contact as the SME before completing the application process.

1-17. **Human Resource Technician (HRT):** The chaplain recruiting HRT is located at the CRD. The HRT submits automated applications utilizing the Direct Commissioning and Accessioning System (DCA). The HRT also performs quality control checks IAW established guidelines and regulations on applications as they are processed and assists the stations in ensuring applicants complete all required forms. The HRT verifies the authenticity of all professional documents with appropriate local, state, and national accrediting bodies/boards/commissions. The HRT identifies any deficiencies in an application and reviews the packet for corrections before submitting to the DACH Accessions Officer for final QC and board preparation.

## CHALLENGES

1-18. The Army's recruiting mission involves a complex and rapidly evolving environment with considerable challenges for leaders at all levels. The MRB's mission compounds the challenges of Enlisted recruiting with the complex and unique challenges of the chaplain recruiting OE, impacting strategic, operational, and direct recruiting operations.

1-19. The MRB's mission requires precision recruiting of students, chaplains, and clergy members. These individuals make up only a small fraction of the population. Recruiting a small population of professionals becomes complicated by limited capabilities to identify and contact individuals in the targeted markets. Recruiters largely depend on key stakeholders and virtual recruiting efforts to access targeted prospects that already receive highly competitive salaries. Furthermore, a high turnover rate of chaplain recruiting officers and NCOs adds significant risk to the successful preservation of critical stakeholders that support chaplain recruiting operations.

1-20. Chaplain recruiting's greatest challenge is educating prospective applicants on the mission and actions of Army chaplains. A way to overcome this obstacle is to ensure every prospect receives a complete Army Interview to standard. The interview displays all the intangibles and allows a recruiter to uncover any additional motivators to join the Army Chaplain Corps and provide a more in-depth understanding of Army chaplaincy. For more information on the Army Interview, see UTC 5-03.2.

1-21. Furthermore, precision in recruiting production requires precision in performance by leaders and recruiters alike. Successful organizations and their recruiters thoroughly understand their environment, develop robust plans for their operations, and develop an in-depth understanding of the socio-economic and socio-cultural factors relevant to their targets.

## Chapter 2

### Mission

#### MISSIONED MARKET CORPS

2-1. The Chaplain Corps has two components, the Regular Army (RA), and Army Reserve (AR), for chaplain accessions. Chaplain applicants then have two AOCs; Chaplain (56A), that can be in either component or Chaplain Candidate (56X), which is AR only. Refer to the current Fiscal Year (FY) Mission Memo to confirm which specific components and AOCs are open for production.

#### MISSIONING PROCESS

2-2. The DACH provides chaplain recruiting requirements to the Department of the Army G-1, which publishes a mission memorandum provided to brigade S-2. Brigade S-2 distributes the mission to CRSs based on guidance provided by the CRD. Station missioning is adjudicated based on several factors, including historical production, population density, population propensity to serve, and geographical and social economics considerations.

#### MISSION MEMO

2-3. The Mission Memo can be located on the HSD SharePoint at the following link: (<https://recruiting.rsn.army.mil/hq/HSD/SitePages/Home.aspx>) under “Shared Public Documents” on the left side of the page. Once in “Shared Public Documents,” enter the current FY folder, open the document titled “FYXX Mission Memo,” select the CRD tab (see figure 2-1) on the bottom, and the annual chaplain mission will be shown. This memo shows the CRD’s annual assigned mission and includes real-time mission accomplishment data.

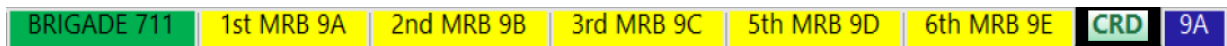


Figure 2-1. Mission Memo Tabs

2-4. The 711 is an internal Excel spreadsheet that tracks the annual mission from brigade to station level. The CRD tab reflects the annual CRD mission. The mission is broken down by component (active or reserve) and then by AOC. This tracker updates throughout the year and serves as a real-time snapshot of where the BDE stands on mission accomplishment. The MRB created the Mission Memo to ensure MRB and chaplain recruiters focus on precision mission rather than volume.

CHAPLAIN RECRUITING DIVISION											
Prepared By	Lead Line %				Boards Used	Total # Boards	Next Board				
HSD	Current Lead Line %				0.00%						
14-Dec-22	CURRENT YTD NUMBERS				PROCESSING		END OF BOARD PROJECTED YTD				
	Msn	Ach		% Msn Ach	Msn Delta	DACH Pending	Board Ready	Projected Board	% Msn Ach	Msn Delta	
		FY23	FY22								
PROT RA	79	19	99	24.05%	-60				0.00%	-79	
PROT AR	96	14	67	14.58%	-82				0.00%	-96	
PROT CAND	73	27	100	36.99%	-46				0.00%	-73	
CATHOLIC RA	4	2	8								
CATHOLIC AR	7	1	10	14.29%	-6				0.00%	-7	
CATHOLIC RC Cand	1	1	3	100.00%	0				0.00%	-1	
MUSLIM RA	0	0	1	#DIV/0!	0					0	
MUSLIM AR	0	0	0	#DIV/0!	0					0	
MUSLIM Cand	0	0	4	#DIV/0!	0					0	
JEWISH RA	0	0	2	#DIV/0!	0					0	
JEWISH AR	0	0	2	#DIV/0!	0					0	
JEWISH Cand	0	0	1	#DIV/0!	0					0	
ORTHODOX RA	0	0	1	#DIV/0!	0					0	
ORTHODOX AR	0	0	0	#DIV/0!	0					0	
ORTHODOX Cand	0	0	0	#DIV/0!	0					0	
BUDDHIST RA	17	0	0	0.00%	-17				0.00%	-17	
BUDDHIST AR	22	0	0	0.00%	-22				0.00%	-22	
BUDDHIST Cand	16	0	3	0.00%	-16				0.00%	-16	
HINDU RA	0	0	0	#DIV/0!	0					0	
HINDU AR	0	0	0	#DIV/0!	0					0	
HINDU Cand	0	0	0	#DIV/0!	0					0	
TOTAL Chaplain RA	100	21	111	21.00%	-79	0	0	0	0.00%	-100	
TOTAL Chaplain AR	125	15	79	12.00%	-110	0	0	0	0.00%	-125	
TOTAL Candidate	90	28	111	31.11%	-62	0	0	0	0.00%	-90	
SUM	315	64	301	20.32%	-251	0	0	0	0.00%	-315	

Figure 2-2. CRD Annual Breakdown

MSN	Mission	Assigned annual mission for the CRD
Ach	Total Achieved	Credited mission achievement
MSN Delta	Mission Delta	Number needed for 100% mission accomplishment
% Ach	Percent Achieved	Percentage of total achievement for the specific AOC mission

Figure 2-3. CRD Annual Breakdown Key

# Chapter 3

## Recruiting Network

### NETWORK-CENTRIC RECRUITING

3-1. Recruiting operations require leaders at all levels to conduct network-centric operations supporting the strategic mission to sustain the All-Volunteer Force. Critical tasks include exercising command and control in a geo-dispersed environment, building enduring networks with community partners, and synchronizing efforts to optimize results for every mission. Leaders must accomplish these tasks while caring for Soldiers, DA Civilians, Future Officers, and families.

### INTERNAL NETWORK

3-2. The internal network consists of every Soldier, DA Civilian, contractor assigned to USAREC, Future Officers, and their family members. Leaders must aggressively seek out best practices within their organization and then create forums for crosstalk to ensure maximum benefit from best practices.

3-3. It is the responsibility of every member of the internal network to promote the sharing of best practices, tactics, techniques, and procedures across the command. Every CRS member is responsible for maintaining and building relationships with operational units. Each station needs to have a strong professional relationship with leaders of every echelon to build a cohesive and supported team across all areas of focus. CRSs and the CRD must maintain a relationship with the Department of the Army Chaplain Reserve Component Integrator (DACH-RCI) for crosstalk, applicant processing, and support.

3-4. Enlisted recruiters: Like chaplain recruiters, Enlisted and Medical recruiters are embedded within the community but have more locations. They may encounter interested leads who may qualify for an Army chaplain application. Chaplain recruiters can increase their referrals by creating mutually beneficial relationships with Enlisted and Medical recruiters. This relationship expands the CRS's reach and influence.

3-5. Reserve Officers Training Corps (ROTC): ROTC cadre can be very useful in helping overcome recruiting obstacles, such as limited access to schools. ROTC is a historically successful pipeline to qualified individuals who could attend post-baccalaureate ministry education. CRS teams developing a working relationship with the Professor of Military Science (PMS) and other ROTC Staff will experience numerous benefits, such as the potential for expedited educational delay requests, greater access to the host university, and the potential to build additional relationships to create Community Partner Advocates (CPA).

3-6. Troop Program Unit (TPU): TPU Soldiers are imbedded in and are a functional part of their community. Many are respected leaders. CRSs should develop and maintain a relationship with the TPUs in their AO, providing the benefit of knowing the unit's needs and vacant chaplain positions. It also creates a network within the Army and community and can be an operational support and referral-generating asset.

3-7. The Reserve Recruiting Partnership Council (R2PC): R2PC is a perpetual partnership forum designed to improve communications and synchronize recruiting efforts between USAREC elements, supported USAR units, USACC detachments, and Army Reserve Careers Division (ARCD) personnel within their respective areas of operation. HQ USAREC and the DCS, G-1 guide this effort with the goal of building and sustaining unit personnel strength and readiness. Refer to AR 601-2, Army Recruiting Support Programs, for more details. Recruiters are the face of the Army to every within their communities and are often the highest-ranking military officer or NCO some people will have ever met in person. Establishing and developing relationships with Community Partner (CP) networks has wide-reaching effects and builds influential contacts across the recruiting footprint. As mentioned, they could be members of the supported TPU and provide connections and leads for the AR market. See USAREC TC 5-03.3, Partnerships, for more details on establishing Community Partnerships.



3-8. Future Officers: Future Officers can be a tremendous asset to a CRS. They are community members and clergy leaders committed to serving and supporting the Army. CRSs should leverage their Future Officers and educate them on how they assist in recruiting efforts. Future Officers can provide referrals, build trust and credibility within the community, and help create new CPs and CPAs. They can also be a significant link between the internal and external networks essential to recruiting success.

## EXTERNAL NETWORK

3-9. External networks are elements external to the U.S. Army. A robust network can contain members from various organizations—school officials, community leaders, business leaders, religious leaders, civic organizations, veterans, Civilian Aides to the Secretary of the Army (CASAs), Reserve Ambassadors, and Community Partners (CPs). This network can provide recruiters with access and placement that can serve as force multipliers supporting the recruiting mission. For more information, read USAREC TC 5-03.3, Partnerships.



Figure 3-1. Chaplain Recruiting Internal and External Networks

## COMMUNITY PARTNER / CENTER OF INFLUENCE / COMMUNITY PARTNER ADVOCATE

3-10. A Community Partner (CP) is a person other than Active Army or Army Reserve members who, by virtue of their relationship with and access to enlistment age individuals, directly or indirectly influence them to seek more information about Army enlistment opportunities. Likewise, CPs may have relationships and access to leads with a call to serve as officers in the Army Chaplain Corps. Community Partners include educators, CASAs, CEOs, ministry administrators, school board members, elected officials, and other leaders who have the potential to affect the futures of our Nation’s youth and adults who meet the criteria to serve as Army Chaplains and Chaplain Candidates.

3-11. A COI is a group, organization, or person of great importance or influence, especially a dignitary who commands special treatment. In chaplain recruiting, COIs are mayors, governors, legislators, bishops, diocese leaders, endorsers, faith group leaders, academic faculty, and other influential public figures. COIs typically do not provide leads to recruiters, but they can support the Army by volunteering their time to present testimony supporting the recruiting effort. COIs could also be those that discourage military service or who are not

friendly to military recruiting efforts, yet they are still influencers. Recruiting personnel should take time to develop CPs and CPAs properly.

3-12. A CPA is a CP willing to support directly, lead, or advocate for Army service. CPAs advocate for the Army by helping with communitywide credibility. They assist with access if schools are hesitant to allow recruiters entrance. CPAs are walking billboards for Army chaplaincy and the chaplain recruiting mission. Nurture this relationship closely to build and motivate a lasting partnership.

3-13. An excellent way to ensure CP educators and ministry staff become CPAs is the Army Chaplain Experience. The purpose of the Army Chaplain Experience is to heighten awareness of Army opportunities, training, lifestyle, etc. while allowing them to support the recruiting force by improving recruiter access to the priority post-secondary schools (colleges/universities, graduate), seminaries, and Department of Defense (DOD) recognized ecclesiastical endorsing agencies. Guests should be educators who directly influence potential leads, school administrators and policy makers, college deans, presidents, ecclesiastical endorsing directors, etc., and influencers from the community. The end goal is to create/reinforce positive attitudes about the Army, which will open more doors and create more leads. The A&PA will provide talking points and key messages for the Army Chaplain Experience.

3-14. Cultivating a relationship with COIs, CPs, and CPAs is critical to referral success. Contact new influencers and important persons daily to establish stable relationships and gather intelligence.

3-15. Social media sites are an excellent way to develop new contacts and maintain existing relationships. In concise terms, team members should know more about their recruiting AO than their hometown. Be involved. Offer community service. Demonstrate personal interest. Discuss Army activities, upcoming events, CP functions, and Army Chaplain Experience events. Call all CPs and CPAs to discuss or update the status of leads they provided. The CP or CPA who provided a lead has a stake in that individual and recruiting leaders should inform them of their progress. Diligent follow-up communicates respect for the influencer. Never be afraid to ask CPs or CPAs for leads. Recruiters should continue to build COIs, CPs, and CPAs throughout their recruiting duty to assist in recruiting efforts. Recruiters should follow up with these individuals frequently and update the CP/CPA/COI information to remain current. Reference UTC 5-03.3 for more guidance.

3-16. It is essential to establish a relationship with the area CASA. Provide the CASA with command-approved talking points and updated messaging on matters central to mission requirements. When encountering challenges that prevent access to High-Value Target (HVT) markets, ensure the CASA and other key CPs are informed and use their networking to mitigate the challenge. Army Reserve Ambassadors develop awareness and advocacy for the Army Reserve and are essential bridges to communities across the Nation. Army Reserve Ambassadors are a powerful means of message delivery to the American people, and they provide invaluable connections for our community partners to engage local stakeholders.

3-17. Follow-up is defined as something done to reinforce an initial action. Typical follow-up activities can include contacting a CP or CPA to obtain a lead, contacting a prospect met at a college event to arrange an interview, or contacting an applicant who wants some time to think before deciding. Persistent, well-planned, and faithfully executed follow-ups result in more leads, prospects, interviews, and enlistments—this type of consistency in effort with timely, creative, and purposeful follow-up results in recruiting success.

3-18. Follow-up goals are to sustain relationships with the recruiting station's network and facilitate further processing with prospects. Maintain regular follow-up with prospects, applicants, Future Officers, school or college faculty members, and other CPs, CPAs, and COIs. The frequency of follow-up varies based on the type of follow-up and its importance to the mission.

## **PART II**

### **Chaplain Recruiting Operations**

**Chapter 4** - Intelligence drives recruiting operations (UM 3-0). We rely on intelligence to put us in the right place, at the right time, and with the right message. Chaplain recruiters can take many avenues of approach to ensure they are the most informed with analytical data to accomplish the mission and fill the chaplain ranks with highly qualified officers.

**Chapter 5** - Trust and credibility are the foundations of recruiting. Recruiters establish, preserve, and strengthen trust and credibility daily with the American public, enabling the successful execution of recruiting operations. Trust is the foundation, while credibility is the plane upon which the Army Values maintain a delicate balance. Recruiting operations combine art and science: both are necessary to achieve mission success. However, the application of art and science in recruiting operations differs from operational units. The use of the eight recruiting functions will assist recruiters in being successful.

# Chapter 4

## Intelligence

### GENERAL

4-1. The purpose of intelligence is to support commanders, staff, and recruiters to gain a situational understanding of the market (USAREC Manual 3-0). Situational awareness is the product of applying analysis and judgment to relevant information to determine the revision of plans and facilitate decision-making (Army Doctrine Publication (ADP) 5-0, The Operations Process). Intelligence supports the planning, preparing, execution, and assessment of recruiting operations. The most critical role of intelligence is to support commanders and decision-makers at all levels.

4-2. What is intelligence as defined by the Army? In Army Techniques Publication 2-01.3, Intelligence Preparation of the Operational Environment, intelligence preparation of the operational environment (IPOE) is defined as a systematic process of analyzing the mission variables of the enemy, terrain, weather, and civil considerations in an area of interest to determine their effect on operations.

4-3. Recruiters and leaders in USAREC have access to significant amounts of information; thus, forming a coherent intelligence picture during planning is complicated. It is vital to leverage the tools and metrics discussed later in this chapter, collaborate, and share information and best practices throughout the command to develop an effective plan. Chaplain recruiting has a unique environment, including a unique process of gathering intelligence, as described in 4-6. Leaders will apply it to different markets, including college students, seminary students, and working denominational professional markets.

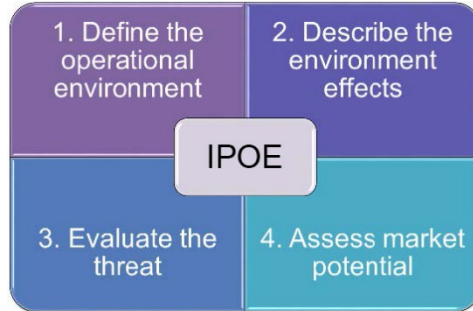
4-4. Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis helps identify opportunities for mission improvement and mission vulnerabilities.

<p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. Seminary market (sustained strong performance for 6 months)</li> <li>2. All 4 recruiters trained</li> <li>3. Complete lists from 6 seminaries and religious colleges</li> <li>4. 85% market share</li> </ol>	<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Weak in working clergy market</li> <li>2. No student lists from 2 seminaries</li> <li>3. Have not met contact milestones in 3 faith-based colleges.</li> </ol>
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Large faith-based college population</li> <li>2. 20% market share in Evangelical Seminary—opportunity for growth</li> </ol>	<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Two recruiters on orders for NCOES schools</li> </ol>

Figure 4-1 Example Chaplain SWOT Analysis

# INTELLIGENCE PREPARATION OF THE OPERATIONAL ENVIRONMENT

4-5. The intelligence preparation of the operational environment (IPOE) is a process that produces invaluable tools to help achieve mission accomplishment. To fully understand the IPOE process and further intelligence-gathering knowledge in the recruiting environment, reference UTC 5-02. This process helps leaders at all levels understand their recruiting market and environment. UTC 5-02 explains how ASCOPE and PMESII-PT apply to daily operations. ADP 3-0 (Operations) defines the OE as the composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on commanders' decisions. An operational environment consists of many interrelated variables and subvariables and their relationships and interactions. See Figure 4-2 for the IPOE steps.



**Figure 4-2. IPOE Steps**

4-6. The BDE starts the IPOE process six months from the start of a new FY. Since the qualified market is so specific, the data and reports used by enlisted recruiters are invalid for chaplain recruiting purposes. The BDE S-2 pulls most of its data from national websites, labor statistics, purchased lists, and recruiters on the ground. The BDE S-2 produces the Top Line Report, a chaplain-specific intelligence summary from these sources. Market shifts occur naturally with time, making the IPOE process continuous.

4-7. From the IPOE, the BDE S-2 provides resources and training needed to drive prospecting during annual S-2 training. The BDE S-2 provides the tools and data for BNs to identify high-value markets and targets. Leaders can locate these intelligence products in the SharePoint found at this link: <https://recruiting.rsn.army.mil/mrb/SitePages/S2.aspx>. BN S-2s find, pull, analyze, and internally publish intelligence on key markets. This information is critical to station operations since intelligence drives prospecting. Understand that the IPOE is commander-led with bottom-up refinement. With the lack of reports fed through USAREC to BI-Zone or DoD Market Share, the CRD relies on the Soldiers on the ground at the station to feed the intelligence they acquire through the chain of command.

4-8. Additionally, information found through the Grant Thornton website provides a holistic intelligence report. Figure 4-3 is an example of one of the deliverables from the IPOE process for MRB Soldiers to review and implement. Grant Thornton is an organization contracted by DACH to assist with chaplain recruiting efforts. The Grant Thornton team has developed tableau-based Chaplain Recruiting and Engagement Dashboards (CREED) that provide an integrated, graphical display of key recruiting and engagement data. This data includes active-duty chaplain alumni, civilian education schools, installations, Every Chaplain Corps Member is a Recruiter (ECAR) events, diocese, USAR 56A/56X, endorser headquarters, and several other points of data. CREED consolidates these different data sources into one data set that allows them to be easily visualized and navigated. There are three CREEDs that apply to chaplain recruiting: High-level, Female, and Roman Catholic.



Figure 4-3 Example Medical Recruiting Brigade Annual Recruiting Strategy

## MARKET AWARENESS

4-9. Understanding the individual station’s mission is very different from other recruiting areas. It doesn't use vast information like DOD potential in the area, tactical segmentation of zip codes, or propensity of persons in the AO.

4-10. The focus areas are seminaries and denominational events that provide historical ROI potential.

4-11. Recruiters, SCs, and OICs should develop an intrinsic knowledge of intelligence in their market. SCs and OICs must leverage their relationships in the market with TPUs, CPs, and other networks to gain intelligence on the market and identify high payoff targets.

4-12. Recruiters, SCs, and OICs must be aware of denominational, faith group, and community-specific customs, courtesies, and traditions. Recruiting efforts and actions should be planned and aligned with these aspects to maximize success and ROI.

## SITUATIONAL AWARENESS

4-13. Chaplain recruiting's operational environment is pervasive and requires research that does not exist in any doctrine. Applying principles like ASCOPE helps give a formatted approach to gathering intelligence, but the data collected will differ significantly from an Enlisted recruiting environment. Recruiters are experts on their assigned area and all the happenings that occur within it that affect the mission, positively or negatively. Embedding within organizations and following up with COIs/CPs/CPAs are great ways to stay abreast of

what's happening.

4-14. A robust virtual presence for both recruiters and stations can significantly assist in maintaining situational awareness. Following assigned colleges, seminaries, and denominational establishments on social media can aid in the data collection process and ensure recruiters receive the latest news and updates relevant to the market. Following high-profile military leaders and influencers in the religious community can also provide valuable intelligence and insight. Some large social media networks (such as Facebook and LinkedIn) have niche “groups” for specified target markets. The social media accounts of COIs, CPs, and CPAs can also be a valuable source of information to stay informed between meetings and follow-ups. Platforms with a high number of working professionals, such as X and LinkedIn, can also provide information on trending topics and articles within religious or academic communities.

# Chapter 5

## Operations



Figure 5-1 MISSION COMMAND

### COMMAND AND CONTROL

5-1. Mission command is fundamental to both the art and science of recruiting operations. Leaders combine the art of command and the science of control to accomplish their mission. Mission command integrates and synchronizes the recruiting functions into the recruiting operation plan to direct and lead subordinate units. Leaders use the command’s communication and information systems to understand, visualize, describe, direct, lead and assess operations. Mission command also leverages knowledge management to enhance leader, unit, and Soldier performance.

5-2. Mission command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander’s intent to empower agile and adaptive leaders in recruiting operations. Mission Command is a philosophy guided by seven principles that assist commanders and staff in blending the art of command with the science of control. The principles are competence, mutual trust, shared understanding, commander’s intent, disciplined initiative, mission orders, and risk acceptance. See ADP 6-0 and UTC 5-01 for more information.

### DECISIVE OPERATIONS

5-3. Decisive operations are personal encounters between a recruiter and an individual that start the commission process. Decisive operations often work in sequence; each activity depends on the completion of the previous one. Prospecting operations generate Army interviews, which lead to processing, and ultimately a commission. Decisive operations are the spearhead of recruiting operations. All other operations and activities support decisive operations.

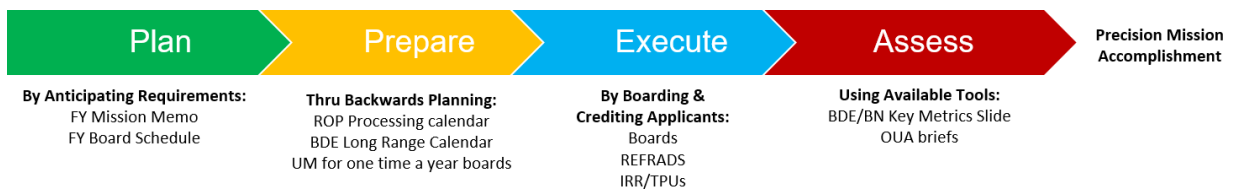


Figure 5-2 The Operations Process



## SHAPING OPERATIONS

5-4. Shaping operations create and preserve conditions for effective decisive operations. Shaping operations include school recruiting programs, national and local advertising, promotions, and Army support assets that target the civilian, professional, and military communities, and schools. Shaping operations can become decisive when creating conditions for interpersonal contact between the recruiter and their target market. Shaping operations can occur before, during, or after the start of decisive operations and remove obstacles or create opportunities that enhance current or future decisive operations.

## SUSTAINING OPERATIONS

5-5. Sustaining operations focus resources to support the commander's intent and the concept of operations during the execution of decisive and shaping operations. Sustaining operations also ensure that team members possess the necessary resources to accomplish all assigned missions. In chaplain recruiting, these resources will often differ from other recruiting environments. Developing an understanding of what capabilities and prospecting platforms the battalion and brigade provide will help recruiters be nested in their efforts. Many sustainment functions, such as marketing and outreach, require weeks or months of planning and coordination. Limited time, money, personnel, and equipment will require careful market analysis to determine where, when, and how to implement sustainment resources.

## VIRTUAL ACTIVITIES

5-6. Virtual Activities encompass all online (or virtual) tools, tactics, and strategies that support the recruiting effort. Virtual activities allow leaders to develop comprehensive recruiting strategies that unify decisive, shaping, and sustaining operations in new ways. Virtual tools and tactics constantly evolve and have changed how we approach all eight of USAREC's Recruiting Functions. While virtual efforts will not replace any of our key functions, they will significantly enhance all those functions. Due to this, leaders must take a holistic approach by incorporating virtual operations into nearly all aspects of planning, strategy development, and execution.

5-7. Virtual efforts greatly enhance our ability to conduct decisive operations. Nearly every type of personal encounter that can take place in person can now take place virtually as well. We primarily engage in virtual prospecting through email and professional social media networks like LinkedIn. Video conferencing platforms such as Zoom and Microsoft Teams allow us to attend events, give presentations, conduct appointments, and begin processing virtually. The Army Chaplain Career App is a crucial platform for transmitting relevant chaplain recruiting information to prospects and applicants.

5-8. A key aspect of shaping operations is maintaining a robust virtual presence. Potential prospects should be able to quickly find the office's current contact information via major internet search engines and map applications for both Apple and Android phones. Maintaining active profiles on major social media platforms provides another method for prospects and CPs to contact the station easily. By posting relevant and localized information about programs and benefits, events, and Future Officers, recruiters can help create a positive view of the Army and increase the propensity for service in the targeted markets.

5-9. Sustaining operations and virtual activities are far more connected to chaplain recruiting than Enlisted recruiting. Given the nature of our target market, recruiters must utilize a host of virtual tools, many of which require direct funding. Niche platforms such as Indeed, LinkedIn, Church Staffing, and others that target ministry professionals can greatly aid in precision mission accomplishment. Some colleges use networking platforms (such as Handshake) or have their own internal platforms (such as the University of Florida's GatorLink). Premium accounts with video conferencing platforms such as Zoom allow for meetings with hundreds of prospects with advanced features. Stations can request short advertisements or "boosts" on social media platforms to support specific initiatives or events and must play into the overall recruiting strategy. Recruiters must identify the necessary funding, tools, and resources and involve themselves directly in the station's marketing efforts to support mission accomplishment.

5-10. Virtual activity is a vital supplement to developing both internal and external networks. Face-to-face meetings are preferable with CPs and CPAs but are not always feasible. Email and social media utilization can

significantly enhance relationships with key figures and increase the regularity of contact. CPAs should also be encouraged to share recruiter content and advocate for the station on their social media platforms, significantly increasing visibility and credibility.

5-11. Consideration must be given to virtual activities when developing operations plans, college recruiting plans, and seminary recruiting plans. The virtual environment is not a “one size fits all” approach, as each tool and platform have different strengths and weaknesses. Since there is such a vast number of virtual tools and tactics available, it is only through strategic planning that leaders can select the most appropriate and effective ones to support each task. This planning ensures the maximization of time and resources with targeted virtual efforts.

## AREAS OF FOCUS

5-12. The intelligence-gathering process within the CRD is different in many aspects. To help build a better general understanding, one must first read and understand USAREC Manual 3-29 and UTC 5-02. This base of general knowledge and experience will allow for a practical approach to gathering relevant market information and its application to the market and recruiting operation plan (ROP).

## RECRUITING OPERATIONS PLAN

5-13. Planning is essential for success. The CRD’s mission is unique and requires forethought and strategic planning to ensure its success. The development of the ROP is different at each echelon, but each tier complements the next. The ROP is a consolidated gathering of analyses with the intent to accomplish the mission across the four areas of focus: lead generation, processing, prospecting, and Future Officers. The ROP unifies decisive, shaping, and sustaining operations to achieve the station’s mission (UM 3-31). By synchronizing these areas of focus with the recruiting operations plan, the SC enables the recruiting force to identify and assess qualified individuals for commissioning.

5-14. While developing the plan, keeping balance is the key. Significant shifts in the pendulum between prospecting and processing could cause inconsistencies and inconveniences for all. The plan is postured to be proactive rather than reactive by maintaining an even flow.

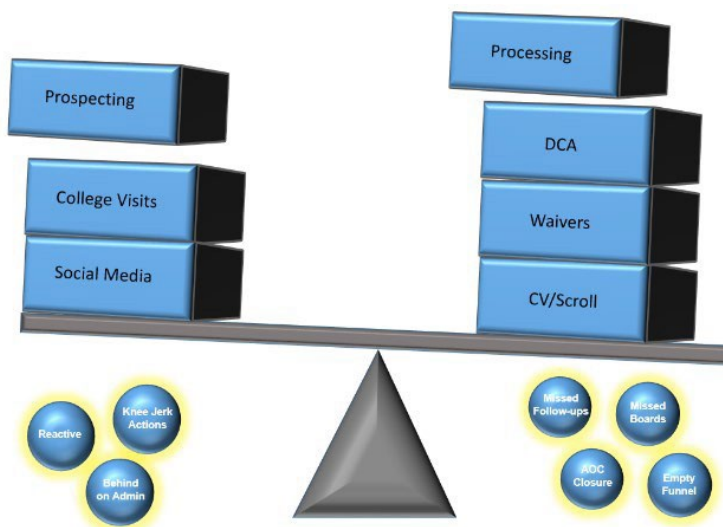


Figure 5-3 Plan Balancing

5-15. Issuance of the recruiting mission occurs in the 3rd QTR before the FY starts. Planning (MDMP/TLP/OPORD development/issuance) is a 3–6-month process completed prior to mission execution. Reference Chapter 2 for how the mission is broken down and distributed. MRB will issue a five-paragraph

OPORD. Each echelon within the CRD will back brief their recruiting plan to higher HQs for approval during the 3rd/4th quarter before the mission start.

5-16. To assist in the development of the ROP, refer to UM 3-29, UM 3-30, UM 3-31, UTC 5-01, UTC 5-02, and UTC 5-03.1. Commanders, at all levels, are important participants in the recruiting operations process. While recruiters and staff perform essential functions that amplify the effectiveness of operations, commanders drive the operations process through understanding, visualizing, describing, directing, leading, and assessing operations. Accurate and timely running estimates and analyses such as the Recruiting Functions Analysis (RFA), SWOT, and OE are essential knowledge management tools that assist commanders in driving operations.

## BATTLE RHYTHM

5-17. Leaders must create predictable battle rhythms and set conditions for unit success across the entire spectrum of command to include mission accomplishment, safety, training, readiness, supply discipline, administration, and the welfare of Soldiers and Department of the Army Civilians and families. A battle rhythm is nested inside the higher command's battle rhythm. The CRS battle rhythm should be planned using information such as the board schedule, recruiting calendar, major religious holidays for all denominations, and CRD operations and training. The battle rhythm should provide predictability to CRS personnel for planning and executing training, prospecting, processing, time off, IPRs, and boarding of applicants.

## BOARD SCHEDULE

5-18. Every year, DACH publishes the FY's board schedule and sends it to the CRD for distribution to the MRB S-3 and the CRSs. Referring to this board schedule will assist in the backward planning process to ensure correct prospecting for leads and processing applicants at the appropriate time of the year. See Appendix A, Table A-2, for a sample board schedule.

## PROCESSING PLAN

5-19. Backward planning is a crucial part of the station's operations. The SC, OIC, and the recruiter develop a processing plan for each applicant. The first thing to consider is a realistic board date for the applicant. During the prospecting plan, the SC and recruiters should focus on who to prospect for, understanding that RA Chaplain and Chaplain Candidate missions are historically achieved before End of Year, and prospecting for them to board in the last board of the year is unrealistic. SCs and OICs should balance prospecting and processing in their plan to maintain an "even flow" of new applicants and ensure current applicants are moving through the processing timeline efficiently to meet their projected board date.

5-20. Processing begins with establishing a realistic board date for the applicant. The processing plan should include timelines for major application requirements such as the accessions interview, physical, sacred communications, and any waivers the applicant requires. SCs should keep in mind that some actions (Accessions Interviews, endorsement, and aspects of the PE) are outside of the recruiter's control and should plan processing and projections accordingly to allow time for completion. Once the accessions interview has been requested, the process and completion are controlled by DACH. Many aspects of the PE are under the recruiter's control, but some require gathering medical documents, waivers, and an Office of the Surgeon General (OTSG) review. These aspects should be considered when creating the processing plan to allow adequate time for completion while maintaining board projection accuracy. See Figure 5-4 for an example of backward planning.

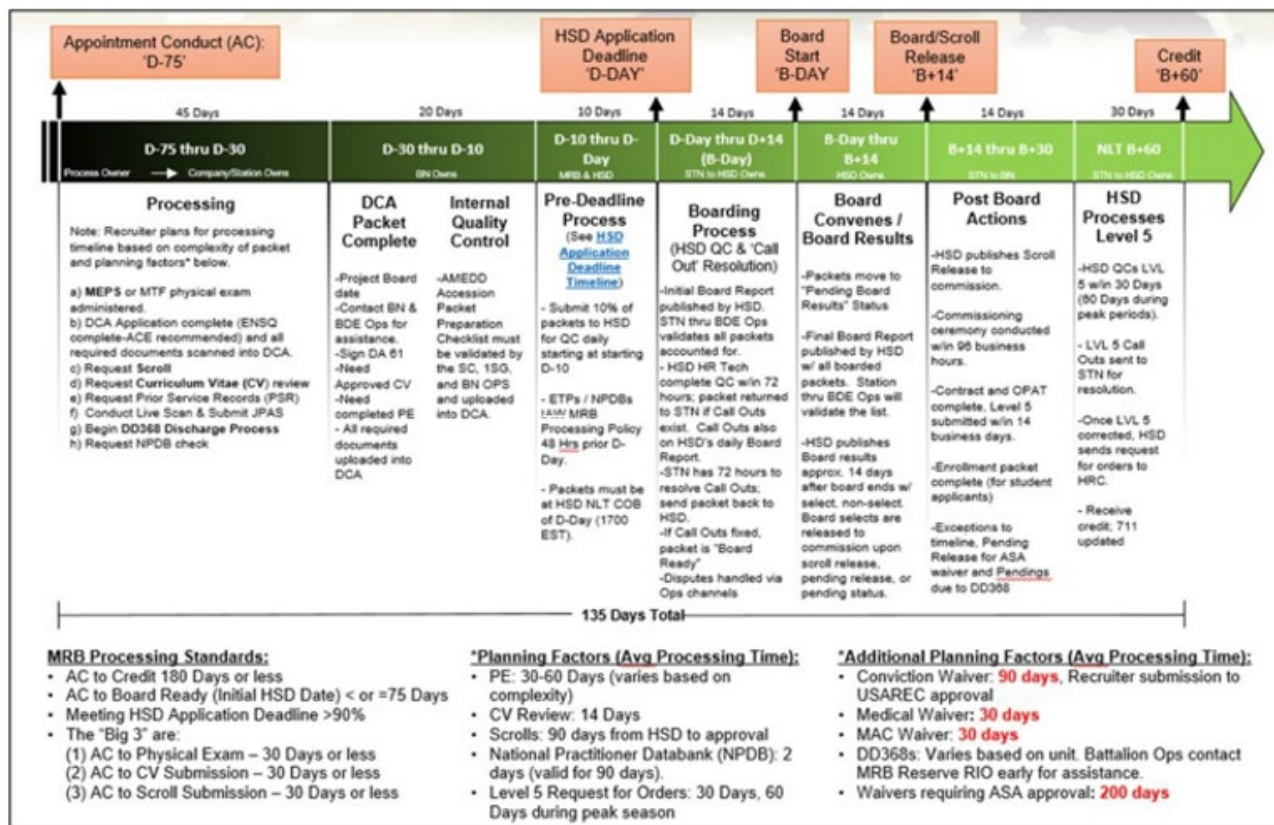


Figure 5-4 Example of Recruiter Backward Planning

## DENOMINATIONAL AND CHURCH RECRUITING PLAN

5-21. Denominational recruiting plans are much like any other prospecting plan in general, but they will differ significantly across the CRD. There will be no right or wrong way; cultivating a plan that delivers a return on investment will take trial and error. SCs and OICs should have a plan like the college recruiting plan for denominational and church recruiting.

5-22. OICs and chaplain recruiters are the SMEs for denominational recruiting. Chaplains have a unique understanding of how denominations operate, the challenges that clergy face serving their church, and communities that may be obstacles to recruitment. Recruiters should approach church recruiting as if they must convince the congregation that their pastor should join rather than just the pastor.

5-23. The CRD attends select national, large denominational, and church events with the CRS to assist in efforts and build a nationwide partnership with their leaders. CRSs can request CRD personnel support at any major event in their AO for which they believe a CRD leadership presence will be beneficial.

5-24. A basic understanding of the operations, beliefs, and views of the church or denomination is a must for recruiting success. Recruiters and chaplains should leverage their military and civilian networks to become familiar with religious organizations.

## COLLEGE RECRUITING PLAN

5-25. Due to the unique nature of the chaplain market, school recruiting education programs involve post-secondary, undergraduate schools, seminaries, and theological schools. There is a critical need for Chaplain recruiters to be present and provide beneficial events and lectures to post-secondary institutions in their AO. These events are an opportunity to bring in SMEs that can share the Army Chaplain Experience from a firsthand perspective. These programs provide recruiters the opportunity to:

- Engage with targeted leads of undergraduate and seminary students.
- Provide advisors, college clubs and societies, seminaries, and denominational organizations with a unique learning opportunity and be exposed to the mission of Army chaplains.
- Create new CPs and CPAs for future success and additional referrals.

5-26. The college recruiting plan provides guidance to the recruiting field. This plan provides recruiters with a road map or plan of action to ensure a successful recruiting school year. The college recruiting plan aims to provide recruiters with the tools and information needed to establish, gain, and maintain college access. Establishing rapport with college officials is key in maintaining access to colleges. College recruiting is critical to both short-term and long-term recruiting success. Recruiters will establish rapport with key influencers. Recruiters should seek out the Dean, registrars, financial office, professors, and professional clubs and organizations.

## EVENTS

5-27. Regularly conducting events within the station's AO is essential for engagement and visibility. The purpose of these events is to generate leads, establish appointments, and continue to develop relationships with CPs and COIs. These events include college fairs, career fairs (in-person/virtual), webinars, conventions, table setups, and education tours. Coordinate with the BN A&PA for historical event AARs. Ensure to be the honest broker. Most of the time, participation in these events costs money. It is critical to capture AARs on events where the ROI is not worth the cost. This prevents chaplain recruiters from spending money on similar events in the future and the station from wasting valuable time on unproductive events.

## ASSET REQUESTS

5-28. Assets are available for the recruiter's use. The items listed below have a limited quantity. Working on the long-term plan and submitting all requests through the chain of command to the A&PA during the planning phase maximizes the chance of receiving an asset.

5-29. U.S. Army Marketing and Engagement Brigade (MEB) Enterprise Marketing Management (EMM) approved events are published weekly. This list details which MEB assets will be used at upcoming events. MEB's RSID is 7. EMM tracks the leads from events to show the ROI.

5-30. Total Army Involvement in Recruiting (TAIR) - When setting up a long-term plan, consider working with A&PA to create a TAIR event. Reference USAREC Pamphlet 601-2-1 for more guidance and examples of the UF 601-2-1.1 (TAIR Support Request/Evaluation and Healthcare Prospect Tour Checklist).

5-31. The MEB supports major national events that the CRD and recruiters attend to promote Army chaplaincy and create CPs.

5-32. The CRD conducts the Army Chaplain Experience annually. This event is designed to invite CPs and ministry leaders to attend, learn more about army chaplaincy, and network with the stations responsible for their area. The Army Chaplain Experience is a shaping event that helps create future ROI and opportunities for the CRS.

5-33. Every Chaplain Corps Member is a Recruiter (ECAR). ECAR is a DACH-run event and training. The purpose of ECAR is to train chaplain corps members on recruiting efforts and recruiting needs so they can become influencers in their local communities and assist with recruiting efforts. DACH plans and executes events, but CRS teams should participate and be present at ECAR events when feasible.

---

## INSTITUTIONAL TRAINING

5-34. Chaplain Recruiting does not have a specialized institutional training course. All NCO chaplain recruiters attend the Army Recruiting Course (ARC). Station OICs do not have any institutional training.

## ORGANIZATIONAL TRAINING

5-35. SCs will ensure all recruiters assigned to their station receive training outlined in AR 350-1, UR 350-1, and tracked through the Digital Training Management System (DTMS)

5-36. Under the direction of the MRB commander, the CRD provides in-person Chaplain Recruiting Semi-Annual Training (CRST) in August and February regarding incentive programs, DACH Chaplain Recruiting and Accessions Standard Operating Procedures, and other pertinent areas of training offered by the USARC Chaplain Directorate, DACH-Reserve Integration. The CRD also provides Chaplain Initial Recruiting Training (CIRT) via Microsoft Teams for newly assigned chaplain recruiting personnel. CRST and CIRT are the only “formal” training available to chaplain officers and OICs.

## PART III

### Chaplain Recruiting Functions

**Chapter 6** – Lead Generation and Prospecting is one of the four areas of focus, a recruiting function, an operation, and a critical task. Prospecting is where a recruiter attempts to contact leads to generate interest in an Army commission (UTC 5-03.1). This function is a critical action executed throughout the day. Prospecting is a combination of science and art that must be finessed and practiced.

**Chapter 7**–The Army Interview is a formal meeting between a recruiter and a prospect. The Army Interview is the centerpiece of recruiting and requires both science and art in execution. The primary goal is to tell the Army story and counsel prospects on programs and benefits to engender a commitment to join the Army. Recruiters conduct the Army Interview with a focus on four key areas: guideposts, counseling, telling the Army story, and engendering a commitment.

**Chapter 8** – Processing is where we spend the bulk of our time. By educating ourselves on how to process effectively as experts, recruiters can spend more time on the other recruiting functions. Waivers are standard in chaplain recruiting. We recruit professionals who are older and have more life experience. Identify the waivers necessary early in the process to help stay on track with the backward plan. Prior service applicants require additional steps to their process. Whether they are currently serving or separated, accomplishing the chapter's steps is critical to ensure the correct processing procedures of packets are met.

**Chapter 9** – Every part of a recruiter's day is essential, but no part is as important as continuing to work with Future Officers and Chaplains post-board. Give adequate time to every applicant, from the conduct to commissioning. This keeps them informed, engaged, and committed to the Army and turns them into CPs/CPAs to grow the referral market.

## Chapter 6

# Lead Generation and Prospecting

## LEAD GENERATION

6-1. A lead is defined as a name with a method of contact (address, telephone number, email address, or social media handle) that has not had an appointment for an Army interview. There must be enough actionable information for the recruiter to establish interactive contact.

6-2. Chaplain recruiters obtain leads from school lists (colleges and seminaries), participating in physical and virtual events, national marketing efforts, and referrals.

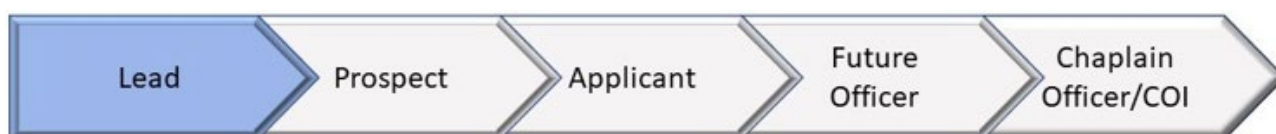


Figure 6-1 Lead Process

## REFERRALS

6-3. Referrals are the recruiter's most efficient and effective lead source. The referral contact-to-contract ratio is better than all other prospecting methods. Additionally, since referrals come from someone within the lead's circle of influence, credibility naturally transfers from the influencer to the recruiter. When contacting a referral from a friend, relative, associate, or CP, they are more likely to agree to an appointment. Gaining a lead who expects a call or visit gives the recruiter a greater sense of purpose and enthusiasm. Developing and maintaining rapport with all local recruiting stations and soliciting chaplain referrals are essential. By cultivating an environment of influencers, the mission can make itself and free up time to complete other recruiting functions.

6-4. Recruiters should contact and visit, when feasible, all local Enlisted and Medical recruiting stations in their area, introducing themselves and exchanging contact information with the station's recruiters. SCs should also coordinate with Enlisted and Medical SCs on conducting chaplain training within their stations to provide them with an overview of the CRS recruiting mission.

6-5. Using social media to highlight the success stories of Future Officers is a powerful method of referral generation. Sharing photos, videos, and biographical information can generate interest among their peers, family, and associates. Furthermore, school, seminary, and denominational officials are more likely to share content and advocate for Army programs if it also positively promotes their organization through the Future Officer's accomplishments.

6-6. Social media can generate referrals using influencers. By encouraging Future Officers and CPAs to share flyers, success stories, and other chaplain content with their followers in the college and ministry communities, recruiters can cultivate a strong referral market focusing on precision mission accomplishment.

## FACE-TO-FACE PROSPECTING

6-7. Recruiters must be proficient in conducting face-to-face prospecting activities in both the "working" and "student" markets. Recruiters must focus their prospecting efforts on markets that support the station's mission. Colleges, universities, and seminaries within the station's area should be divided into sectors to minimize travel time between stops and allow for the seamless integration of other recruiting activities.



6-8. Recruiters should visit established CPs, CPAs, and COIs to maintain their professional relationships and provide updates regarding chaplaincy programs. This time should also be used to obtain lists, schedule, and confirm future presentations, and possibly meet and develop new CPs, CPAs, and COIs.

6-9. Recruiters should visit areas such as seminaries, churches, and religious support organizations where potential chaplain applicants gather. While there, recruiters should also post flyers and business cards with appropriate chaplain literature. Talk with students and professionals and identify those who may show interest. Deliver a brief message about Army chaplaincy, conduct a short interview, schedule a formal one, and always ask for a referral.

6-10. Recruiters must conduct follow-ups with all individuals who demonstrate an interest in the Army. Contact all referrals obtained during face-to-face prospecting and area canvassing as soon as possible and document all actions. It is a good business practice to call and thank COIs, CPs, and CPAs that were engaged during area canvassing for their time and help.

## TELEPHONE PROSPECTING

6-11. Plan and implement telephone prospecting sessions within the station to target specific market segments and achieve the mission. The main benefit of telephone prospecting is its efficiency; it allows recruits to quickly contact leads in the shortest amount of time. Telephone prospecting will enable recruiters to switch from one market to another during the same prospecting session. Flexibility is a good strategy for simultaneous market penetration. The station can ensure a steady flow of contact numbers to call by continuously staying engaged in events and schools. Properly upload them into Recruiter Zone (RZ) or the ALRL loader.

6-12. Telephone prospecting requires strategic planning to ensure success. Recruiters must continuously refine their prospect lists by adding new leads generated from other activities while also removing old leads that have been attempted numerous times with no success or contacted and determined ineligible. By continually scrubbing the system, the recruiter will continuously have a more refined list of leads to work from, increasing their contact rate. It is important to note that texting is a form of telephone prospecting and should be counted as such.

6-13. They should introduce themselves and state why they are reaching out to the lead. They should not be afraid to ask for an appointment and lock in a day and time. Recruiters should give just enough information to get a lead interested but save the rest for meeting them for their initial appointment. Always prequalify them and ask for referrals. Last but certainly not least, smile. The person on the other end can hear a smile, and this simple act could set the mood for a successful phone call. Recruiters must be professional while on a phone call. They must communicate information clearly and concisely.

## VIRTUAL PROSPECTING

6-14. Recruiters and leaders need to understand the difference between virtual recruiting, virtual canvassing, and virtual lead-generating activities. They are all important, but they have different expectations for ROI. Doctrine defines prospecting as the recruiter attempting to contact an existing lead with the goal of making an appointment.

6-15. The primary method of virtual prospecting is email. Email provides the ability to reach a high number of leads in a short amount of time. It is also advisable to personalize content whenever possible. Using email tools such as “mail merge” can improve the ability to personalize content while still reaching many leads in a short amount of time. The subject heading should also be clear and appealing to the audience, encouraging them to open and read the message. Many college students and clergy members receive a high volume of emails. Every effort must be made to stand out from the pack to get the message across and generate enough interest for them to contact a recruiter for more information.

6-16. When dealing with a highly educated and professional audience, ensure emails are professional, so they do not diminish credibility. It is imperative that messaging is accurate, concise, and free of spelling or grammatical errors. A long message with too much information or too many attachments will either cause them to lose interest or lead them to believe they are fully informed and have no need to respond. Avoid acronyms and military jargon, as civilians may not clearly understand the message. Ensure the signature block clearly states name, title, contact information, and station social media links.

6-17. Virtual prospecting can use professional social networking platforms to generate conversations that lead to appointments. This is accomplished by sending connection requests and messages to leads. As with emails, the messages should be concise, accurate, and free of grammatical or spelling errors.

6-18. Virtual events provide opportunities to conduct virtual prospecting. If available leads are in attendance, a recruiter can engage them directly and attempt to engender commitment for an appointment. Virtual events allow recruiters to engage any new leads in real-time and attempt to make an appointment via chatroom or video communication.

6-19. In support of virtual prospecting, recruiters can also engage in virtual lead-generating activities. Lead generating activities use online means to find qualified leads for prospecting. Shaping operations set the stage for prospects to engage recruiters directly.

6-20. A key method of active virtual lead generation is by utilizing any major search engine. Recruiters can search for sites that cater to ministers and ministry students. An example would be a denomination or church that provides convention and conference schedules. Professional networking sites like LinkedIn also allow recruiters to search for ministry professionals with specific job titles within a given geographical region or metro area. Other possible resources to generate new leads include searching online for colleges (pre-professional, graduate, alums), seminary and theological schools, student clubs and associations, and church or denomination websites.

6-21. Recruiters can use video to generate new leads on a variety of platforms actively. Live video allows recruiters to present program information and engage with potential prospects in real time. Video conferencing platforms, such as Microsoft Teams or Zoom, allow recruiters to set up and host virtual events and webinars. Virtual career fairs often have chat rooms for on-the-spot conversations and interviews. Many social media platforms also allow live streaming of video content. Common examples of live video content include interviews with high-ranking Army chaplains, Future Officer testimonials, Q&A sessions, town hall discussions, or informational presentations about specific programs or benefits.

6-22. Passive virtual lead generation requires an upfront investment of time, followed by low levels of upkeep to cultivate a steady stream of new leads for the station. The virtual environment offers an impersonal and non-confrontational way for ministry professionals to inquire about the Army and its opportunities.

6-23. Conducting a virtual audit by checking on social media pages belonging to a station or recruiter can ensure a consistent and accurate presence across the internet. By maintaining an active presence on social media, recruiters provide an avenue for prospects to reach out directly and learn more.

6-24. A common and effective form of passive lead generation is job postings. By listing job postings on major employment websites and niche platforms for ministry professionals, we can receive and review resumes, which recruiters can quickly convert to qualified leads and prospects.

6-25. Referral generation is another powerful form of passive lead generation online. When influencers share our content on social media, it exponentially increases the number of people that see, share, and engage with it. When Future Officers give their testimonials on social media, it gets the attention and interest of their friends and colleagues who often have similar qualifications. CPAs can encourage their followers and professional network to support our initiatives and inquire about opportunities. Recruiters can request that seminaries and denominations update their websites and social media with links to the station's social media accounts or provide station contact information.

6-26. Successful recruiters in chaplain recruiting must not merely rely on school lists to be successful. By engaging in lead-generating activities, recruiters can effectively create targeted prospecting lists and an online network that provides a steady flow of new leads.

6-27. Ensure that all posts and correspondence align with the command's intent and guidance. The social media rules of engagement (ROE) can be located on the IKROme homepage, on the Multimedia dropdown menu. Refer to UTP 3-10.4, Virtual Recruiting Activities, for more information on virtual recruiting.

## FOLLOW-UP

6-28. A follow-up is any action taken to reinforce an initial action. Typical follow-up can include contacting a CP to obtain a lead, contacting a lead the recruiter met at an event to arrange an interview, or contacting a prospect already interviewed who wanted some time to think before deciding.

6-29. Follow up with all individuals who no showed or rescheduled their appointments. Assume the prospect has a valid reason for not attending the scheduled meeting. Use the follow-up to identify the reason for not attending and identify and overcome any new obstacles. Schedule a future appointment with the prospect once the obstacles have been overcome.

6-30. Follow up with applicants as scheduled during the initial appointment. If there was not a time agreed upon for follow-up, plan and conduct a follow-up with the applicant within 72 hours. Utilize follow-ups to schedule and plan continued processing, answer any additional questions the applicant has, and to schedule key actions such as physicals and an accessions interview. Follow-ups are key to maintain applicant interest in commitment, to expedite processing, and to identify and overcome obstacles or hesitation that may arise during the application period. A good practice is to add the follow-up activity to the calendar in Recruiter Zone so the applicant's information is readily available.

# Chapter 7

## The Army Interview

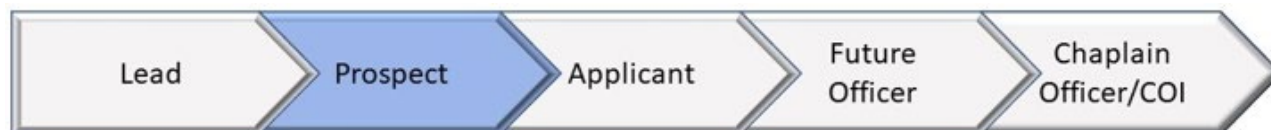
### PREQUALIFICATION

7-1. A recruiter's time is valuable. When a lead agrees to an appointment, recruiters will first ask prequalification questions to ensure the lead meets the vigorous criteria necessary for accessions.

7-2. Recruiters reference the guidance prescribed below to determine an applicant's appointment eligibility.

- Army Regulation 135-100 Appointment of Commissioned and Warrant Officers of the Army
- Army Regulation 165-1 Army Chaplain Corps Activities
- DACH Annual Accessions Standard Operating Procedure
- Army Regulation 601-100 Appointment of Commissioned and Warrant Officers in the Regular Army
- Army Regulation 601-210 Regular Army and Reserve Components Enlistment Program
- Army Regulation 40-501 Standards of Medical Fitness

### ARMY INTERVIEW



**Figure 7-1 Prospect Process**

7-3. The Army Interview is conducted the same as the enlisted side of recruiting; the programs are just different. Following the Army Interview steps is essential to ensure all the information is delivered methodically, rapport is built, and prospect motivators are uncovered. Often, prospects are not forthright with what motivated them or brought them into the station. By using counseling skills, recruiters can dig below the surface and begin to tie them to what the Army offers, whether tangible or intangible. The people who agree to an appointment most likely did a great deal of research on their specific AOC before coming in. Ensure that you show them all the Army has to offer them. See Figures 7-2 and 7-3 for examples of a survey asking what motivated other professionals to join and what benefits/incentives enticed them to join. Reference UTC 5-03.2 for the interview process and how to turn a prospect into an applicant.

Somewhat... to Very Important	FY17	FY18	FY19
Service to Country/Patriotism	90.0%	89.6%	88.9%
Job Satisfaction	82.2%	85.1%	83.8%
Income Stability and Growth	76.2%	76.5%	76.2%
Sense of Adventure	72.5%	75.5%	75.4%
Teaching/Mentoring Others	69.3%	70.7%	71.2%
Job Security	63.4%	66.3%	64.7%
Change of Pace	61.1%	64.5%	69.3%
Military Lifestyle	62.7%	64.0%	54.5%
Greater Autonomy	61.9%	62.2%	65.9%
No Business Expenses	43.47%	47.4%	41.8%
Family Tradition	43.3%	46.1%	46.2%

Figure 7-2 Example of Survey for Motivations to Join

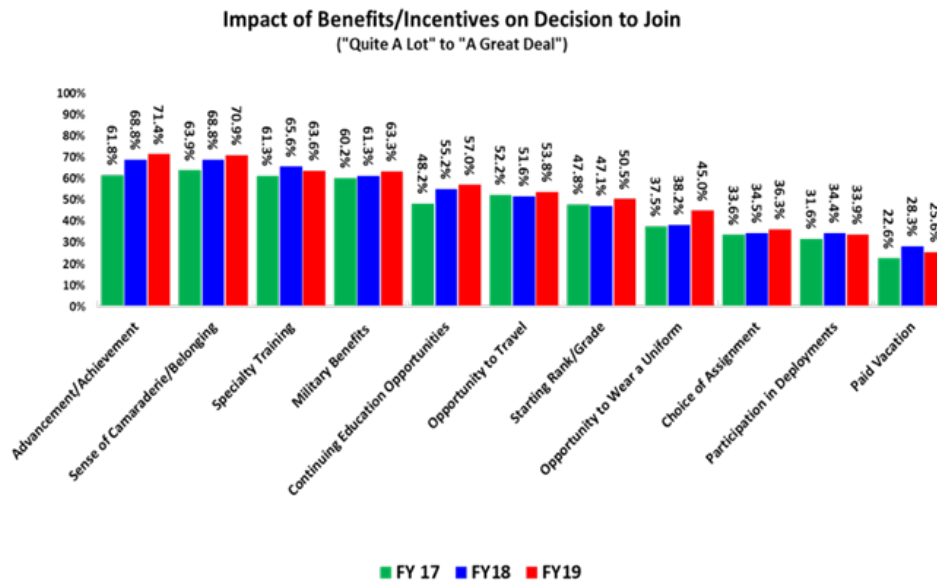


Figure 7-3 Example of Survey for Benefits and Incentives to Join

# Chapter 8

## Processing

### GENERAL

8-1. Processing a chaplain applicant is complex and requires a significant number of steps. Their packet requires external actions which delay the flash to bang (F2B). The MRB strives to keep the processing time of each applicant to 75 days, but it is not uncommon to see applicants in the process for 180 days to a year. All levels within chaplain recruiting must ensure that each packet is treated with the utmost care and consideration to prevent delays.

### AGREE TO PROCESS

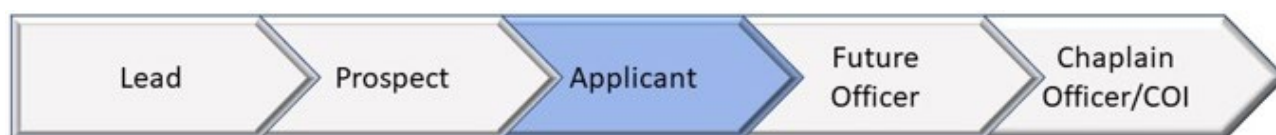


Figure 8-1 Applicant Process

8-2. Processing begins when an applicant “Agrees to Process” (ATP) in RZ. It is a complex series of interrelated tasks. Understanding these tasks and backward planning are key to efficient and effective processing.

8-3. During initial processing, also known as pre-board processing, request required documents, submit the request for accessions interview, and instruct the applicant to have an ecclesiastical endorser complete the DD Form 2088 as soon as possible. Determine the applicant’s board date IAW the board schedule posted to the HSD SharePoint. Then develop a plan to complete the packet well ahead of the application deadline. Consider factors such as rank, law violations, and medical issues.

### DIRECT COMMISSIONING AND ACCESSIONING (DCA)

8-4. Direct Commissioning and Accessioning (DCA) is the system of record for processing chaplain applicants. Header information, hyperlinks, four interrelated steps, and an “I want to” drop-down menu comprises DCA records. Basic data must be entered into RZ for a record to populate DCA. An appointment must be made and marked conducted in RZ with a disposition of “Agrees to Process.” If done correctly, a notification will appear at the top of the screen stating that the record is now available in DCA. Navigate to the IKROme home page, use the “MY APPS” drop-down, and select “DCA.” Assigned applicants will be visible and listed by disposition.

---

**Note:** Completing the first screen of each record is critical before the record will progress to the disposition of “Packet Prep.”

---

8-5. Header information, or basic data, located at the top of each applicant's home page includes PRID (Person Identification), Disposition, E-Validation, QC Summary Status, and other auto-populated information. Include the PRID number unique to each record when requesting higher echelon’s assistance. Disposition is a description of where a given record is in terms of progress. E-Validation is the result of an automated QC check performed in the system. When an E-validation failure occurs (2N) is received, DCA will describe the error and the location where the error exists. To view, click on the blue 2N hyperlink. Correct errors and

perform validation again. QC Summary Status is the status of a given workflow. This includes “I” for initiated and “Y” for approval.

- Step 1 of DCA is a series of questionnaires or screens designed to capture required processing information. This can be tedious but is critical as all chaplain applicants need a secret security clearance. Using the Army Career Explorer (ACE) record function can expedite this step. Note: Contract Details and Contract Witness Info screens must be completed during pre-board processing.
- Step 2 is a list of required documents based on data entered in Step 1. If data in step one is changed, click the “Update Document To-Dos” under the packet information on their main screen to refresh the list. Load documents if needed into ERM by clicking the hyperlinks next to the document's name or the drop-down to the screen's right.
- Step 3 (Submit waivers and exceptions) consists of waivers and exceptions and can be initiated via the functions on the right of step 3.
- Step 4 (Assemble a board packet) is designed to generate commonly used documents. Users can create documents that are ready for digital signature.

## ARMY CAREER EXPLORER (ACE) RECORD

8-6. Army Career Explorer (ACE) records allow applicants to access their DCA record remotely and add data into Step 1 of DCA. This function saves time and is highly encouraged. Applicants will not have the ability to mark screens as complete; they only save data entered. The recruiter's responsibility is to verify all data input by applicants and mark the screens as complete.

8-7. To utilize this function, the recruiter must complete the following screens: Instructions, Person, Corps/AOC, and Contact Method, including email address. Use the "Verify/ Register ACE Applicant" function in the "I Want to" drop-down. Select "Verify" and then select "Continue with Registration." This action will generate an email with instructions and a link to the applicant's email address.

## ECCLESIASTICAL ENDORSEMENT

8-8. All RA 56A, USAR 56A, and 56X applicants require an Ecclesiastical Endorsement from an endorsing organization/agent that the DoD recognizes. Authorized Ecclesiastical Endorsing Agents can be found at [Ecclesiastical Endorsing Agents \(defense.gov\)](https://defense.gov).

8-9. Ecclesiastical Endorsement is completed on DD Form 2088 Statement of Ecclesiastical Endorsement. Endorsement is the applicant's responsibility, and the endorsing agency will provide the form directly to DACH.

8-10. Recruiters can advise the applicant of the endorsement requirement and provide information like the website listed above. Still, they cannot recommend or direct applicants to a specific endorsing agency.

8-11. Only the DD Form 2088 approved by the Accessions Specialist (AS) will be loaded in the DCA source folder. The CRS may load a courtesy copy of the DD Form 2088 into the “Appointment” folder in DCA. An RA applicant’s DD Form 2088 is a three-year provisional endorsement. The endorsing agency will comment “3 Year Active-Duty Endorsement” in section 5.

8-12. Receipt of the DD Form 2088 initiates the Accessions Interview process. The DD Form 2088 must be dated within one year of a chaplain accessions board for an applicant to be eligible to board.

## ACCESSIONS INTERVIEWS

8-13. The Accessions Interview is completed with a senior Army chaplain. This Army chaplain must be from the component (RA/AR) to which the applicant is applying. Accessions Interviews are required for RA and USAR 56A chaplain applicants. They are not required for USAR 56X chaplain candidate applicants.

8-14. The Accessions Interview is a chance for the senior chaplain to provide input on the professional qualifications, ministerial experience, motivation for ministry, proficiency with the English language, and the

applicant's appearance, poise, or conduct during the interview. Only the Army Chief of Chaplains can authorize an exception for any portion of the accessions interview.

8-15. All RA chaplain applicants must conduct a face-to-face interview with a RA chaplain in the rank of LTC(P) or COL designated by the Chief of Chaplain's office. Once the DD Form 2088 is received and validated by the DACH Accessions Officer, the officer will contact the applicant via email to propose an installation for the interview location. The applicant can propose a closer installation as appropriate.

8-16. The accessions officer will attempt to schedule the Accessions Interview at the closest installation to the applicant. DACH will instruct the senior Army chaplain to complete the interview and Accessions Interview form. Any expenses incurred during the interview process will be the applicant's responsibility.

8-17. All USAR chaplain applicants must conduct a face-to-face interview with a USAR chaplain in the rank of LTC or COL. The accessions officer coordinates the USAR interview, which is scheduled by the Reserve Component Integrator (RCI). If the nearest USAR LTC or COL is more than 200 miles from the applicant's home of record, the Chief of the Chaplain Corps Branch may approve the interview to be conducted with a USAR MAJ. The Accessions Interview form is a confidential document covered by the Privacy Act. Copies of the interview are not provided or reviewed by other persons, including the applicant.

## SCROLL

8-18. The scroll is the official rank confirmation by the approval authority (Congress). Scrolls are specific to grade, AOC, Corps, and component. The DACH initiates and processes the official Scroll request as part of their boarding and post-boarding actions.

## PHYSICAL

8-19. Scheduling and completing a commissioning physical exam (PE) must be a priority early in pre-board processing. Completed physicals are valid for 24 months. The Military Entrance and Processing Station (MEPS) or Military Treatment Facility (MTF) can assist in providing this physical. The MEPS should be the primary option, and MTFs used only when a MEPS is unavailable. Defense Medical Examinations Review Board (DODMERB) PEs should not be considered a primary processing option and are typically only accepted for ROTC applicants with approved education delays. These three ways of obtaining a commissioning physical are separate processes and are not intertwined. Example: If an applicant starts a physical at a MEPS, they must finish their physical at a MEPS. The USAREC Command Surgeon is the approving authority for all chaplain applicants regardless of the commissioning physical location. All applicants must meet standards IAW AR 40-501 CH 2, including currently serving applicants.

8-20. Chaplain recruiters understand the integration of both the MEPS and DCA systems to complete applicant physicals. Projections will be completed via the "Project Applicant for Physical" function under the "I Want To" drop-down, and MIRS PULHES will populate to DCA. Medical waivers, also known as an SF 507, will only be required when an applicant fails to meet standards IAW AR 40-501. MEPS will schedule and incur the expense of any required consultations.

8-21. All MTF physicals will require a medical waiver submitted through DCA, but scheduling is directly through the MTF. MTFs cannot input PULHES data that will populate to DCA. The medical waiver allows the CMD Surgeon to validate the MTF PE and enter PULHES. When an MTF PE requires a consultation, the applicant will incur this expense and cause additional processing delays. All physicals completed at the MTF, regardless of a required medical waiver, will submit a DCA medical waiver to the USAREC Command Surgeon to review the physical and determine if the physical is IAW AR 40-501, Chapter 2. All MTF physicals require an electronic SF 507.

8-22. Collection and scanning into ERM of all required documents are the recruiter's responsibility regardless of PE type. These documents include the 680-3A-E, 2807-2, 2807-1, and 2808. Medical waivers, or SF 507s, will be scanned into DCA ERM by the USAREC Command Surgeon. The recruiter must ensure the data is entered into DCA and on the forms are consistent, including law violations, piercings, and tattoos.

8-23. Currently serving officer applicants will use their current Periodic Health Assessment (PHA). The PHA must be current and within the last 15 months IAW the latest UM pertaining to PHA. The applicant will submit



their original commissioning physical DD Form 2808, PHA, and Individual Medical Readiness (IMR). All categories on the IMR record that are coded "RED" must have a Memorandum for Record (MFR) from the Reserve Unit (TPU) Commander confirming the resolution of any issues after receipt of the code "RED."

8-24. Request a copy of the local MEPS SOP to learn about their special-category processes. USMEPCOM Regulation 601-23 states, "Special-category processing is intended to recognize an older, more educated applicant, and deserving of special treatment commensurate with their expected position in military Service. This applies to direct commission applicants such as a health care professional, chaplain, and attorney." This consideration allows the recruiter to continue red-carpet treatment. The following are the considerations that are afforded to their process:

8-25. Special-category processing will be offered daily; start times will be offered no earlier than (NET) 0900 and NLT 1000.

8-26. Special-category processing will not typically be scheduled on a Saturday opening. If Saturday processing is requested, MEPS resources may not be available to support a special-category processing consideration.

8-27. A special-category processing applicant must be projected by the established MEPS cut-off time. Suppose a special-category processing applicant arrives at the MEPS without a scheduled projection. In that case, the applicant will be processed IAW the walk-in policy and given head-of-line privileges only.

8-28. A special-category processing applicant may elect to process with any other applicant. The Service Liaison / Guidance Counselor (GC) office must identify the applicant appropriately, and it will be understood that no individualized special-category processing will be offered.

8-29. Each MEPS Commander will establish an appointment time for at least one special-category processing applicant per service on the days authorized for special-category processing. If projected floor counts or under-utilization by another service on a given day allow, MEPS are encouraged to meet the needs of the professional. The MEPS will manage the allocation of the slots to ensure a fair distribution to each service. The MEPS personnel will work closely with the sponsoring SL/GC office to correct an administrative issue promptly.

## SACRED COMMUNICATION

8-30. All RA 56A and USAR 56A applicants are required to submit Sacred Communication. USAR 56X applicants are not required to submit a Sacred Communication.

8-31. Sacred Communication is a video recording of a sermon/sacred teaching to a congregation. The submission must have clear and engaging communication and represent faith tradition by conveying a message from the applicant's tradition.

8-32. Recruiters should view the Sacred Communication before submitting it to DACH as part of an application. The Sacred Communication represents how the applicant delivers a sermon/sacred teaching in their faith group, and the selection board views it as a direct representation of how they minister. Videos should be clear, easily visible, with quality audio representing what the applicant wants the board to see about their delivery.

8-33. Sacred Communication is submitted through the DoD Safe site at <https://safe.apps.mil/>. Recruiters will log in to this site and request a drop-off using the applicant's email. Once the applicant loads the video, the recruiter will receive an email with a link and password to download the video. Once the video has been reviewed, the recruiter will forward the email to DACH to be added to the applicant's board packet. The Sacred Communication video does not get loaded into DCA.

## EDUCATIONAL REQUIREMENTS

8-34. GPA requirements can be found in AR 165-1 (Army Chaplain Corps Activities). All other educational requirements to include semester hours can be found in DoDI 1304.28 (The Appointment and Service of Chaplains). Additionally, all requirements can be found in the DAC Accessions SOP that is updated annually.

8-35. Related studies may include degrees in pastoral counseling, social work, religious administration, and similar disciplines when half of all earned credits include topics in general religion, world religions, the practice of religion, theology, religious philosophy, religious ethics, or foundational writing in the applicant's religious tradition.

8-36. Chaplain Candidates may apply up to six months before completion of the undergraduate degree. Still, they must meet the semester hours requirement detailed in DoDI 1304.28 at the time of graduation and have an acceptance letter to an accredited graduate institution that meets the requirements listed in the DoDI.

8-37. Applicants who completed a post-graduate degree in theological or related studies at an unaccredited university may apply if they receive three "wash" letters. Any applicant that earned their degree from a program outside the United States needs a certified educational service evaluation. A "wash" Letter must meet the following:

- The letter must come from an accredited institution as found at the following link: <https://ope.ed.gov/dapip/#/home>.
- The accredited institution registrar must certify that they would have accepted at least 90 percent of the credit hours from the unaccredited institution for courses leading to a post-graduate degree in theological or related studies for that graduation year.
- Three letters from three different accredited institutions must be provided.

## FOREIGN APPLICANTS

8-38. Applicants of foreign origins may apply if they meet the citizenship and educational requirements listed in AR 601-210, AR 135-100, and AR 601-100. Additionally, all requirements can be found in the DAC Accessions SOP that is updated annually.

8-39. Lawful Permanent Residents, also known as Green Card or I-551 holders, may apply for active or reserve positions as offered by current guidance only. The Lawful Permanent Resident card or I-551 extension must be current, and the applicant must meet moral, medical, and educational requirements.

8-40. Applicants with Dual Citizenship in the U.S. and another country may apply to RA and USAR positions if otherwise qualified. See the current USAREC Message for further guidance. Applicants are not required to renounce any citizenship to apply.

8-41. Foreign applicants must meet the educational requirements IAW AR 165-1 and DoDI 1304.28. Applicants must have graduated from an accredited U.S.-based school. Foreign education does not meet U.S. Army requisites.

# QUALITY CHECK PROCEDURES

8-42. Quality Checks are the process by which the recruiter, station leadership, CRD, and DACH ensures the accuracy and regulatory requirements have been met for an application. Correspondingly, Level 2 Workflows (WFs) follow this path. A flowchart depicting the quality control process is located below in Figure 8-2 as well as on the [Chaplain Recruiting](#) SharePoint.

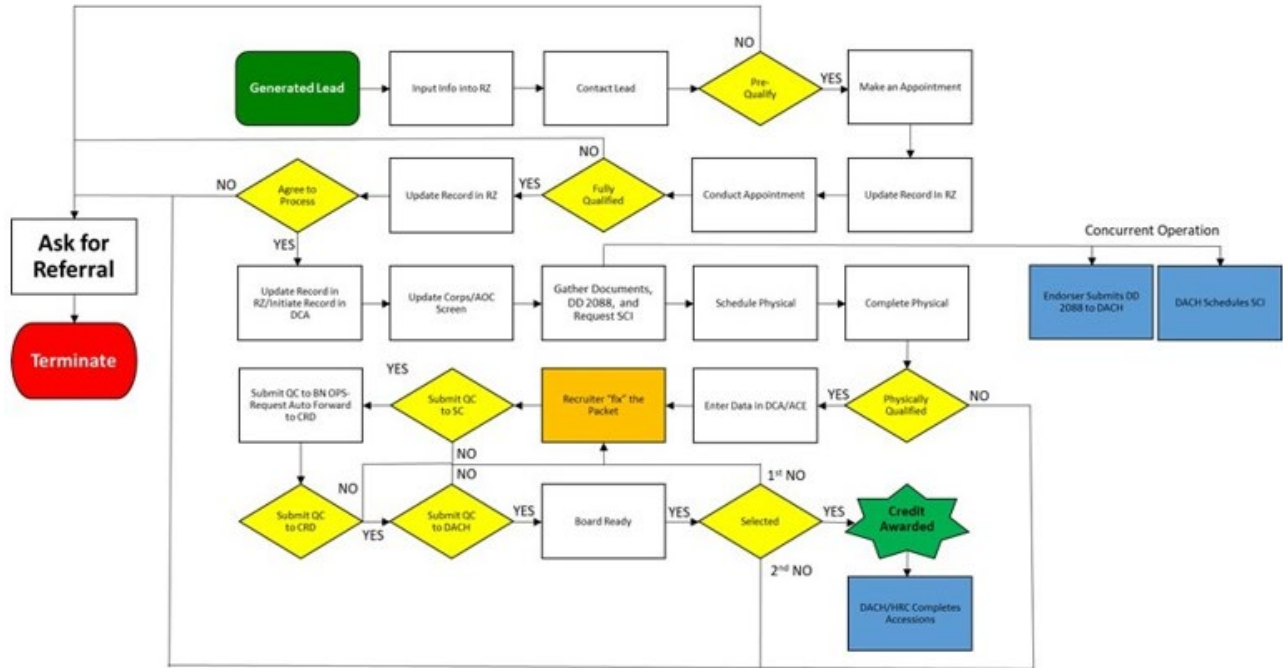


Figure 8-2 Chaplain Recruiting Packet Quality Control Flowchart

8-43. Although waiting for a record to be complete allows for a comprehensive QC of the record, doing this can cause untimely delays during a critical time. A continuous QC of the packet as the applicant progresses through the process is the proven method to avoid packet callouts or the applicant missing the selection board due to packet errors.

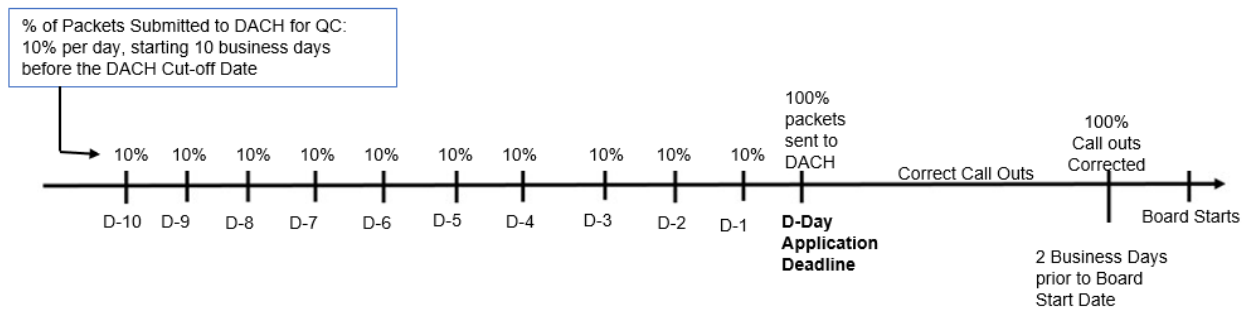


Figure 8-3 Packet Timeline from Board Date

# WORKFLOWS

8-44. DCA utilizes two primary workflows to progress a record from creation to credit. Understanding these workflows, QC statuses, and corresponding dispositions are vital to efficient processing.

8-45. Level 2 workflows are the initial WF in the boarding process. They are generated by the recruiter and routed to the station leadership. If approved, the WF goes to BN OPS. If the WF is disapproved at any point, the recruiter will make the required corrections and initiate a new WF. Level 2 WFs have an auto-forward function. The record will forward to the next echelon every 24 hours until it reaches BN OPS. This function is useful when a member or members of the WF chain are unavailable.

8-46. Level 3 WFs are system generated and require no action from the recruiter. Once the CRD approves Level 2, the Level 3 will automatically be initiated for DACH final review. As with level 2, disapproved WFs will return the record to the recruiter and must be re-initiated after making corrections.

## USAREC MORAL/CONVICTION WAIVER

8-47. RA applicants who do not meet the conviction/moral standards listed in AR 601-100 require a waiver. AR applicants who do not meet the conviction/moral standards listed in AR 135-100 require a waiver.

8-48. When processing conviction/moral waivers, list all offenses. If multiple charges arise from a single act that results in a civil court conviction or other adverse disposition, consider all charges for accession eligibility purposes. For example, during attempted shoplifting, a person caught by police who resists arrest is fined \$300 and has a one-year unsupervised probation would require waivers for shoplifting and resisting arrest. Do not combine or stack charges as one charge. Consider all charges for waiver purposes. Refer doubtful cases to HSD through the chain of command (CoC).

8-49. Typical offenses for traffic, non-traffic, misconduct, and major misconduct will follow the same guidelines found for enlistment accessions and current DoDI guidance.

8-50. Every request for a conviction/moral waiver will require the MRB, MRBn, and MRC commanders' letter of recommendation to accompany the waiver request. The MRBn and MRC commander will conduct an interview with the applicant as part of this requirement.

8-51. All conviction/moral waivers require the submission of the following documents:

- MRB Commander's letter of recommendation using the whole person concept.
- DD Form 369 requesting all criminal record information from city, county, and state law enforcement agencies where offenses occurred, plus all locations where the applicant has lived, worked, and attended school for the past three years. Consider this information confidential and do not disclose it for other than recruiting purposes. Obtain a DD Form 369 from the provost marshal if the applicant is prior service.
- Chaplain recruiters cannot accept DD Form 369s obtained by recruiters from other armed services or Army National Guard (ARNG) recruiters for RA and AR waiver processing.
- USAREC Form 601-210.02 or all court documents for all charges admitted by the applicant or uncovered during processing submitted by the recruiter to all applicable courts. Do not obtain a copy of the document if any charges for the court document are for a purpose other than a copying expense. Recruiters will check the online police agency list (PAL) on the Enterprise Portal.
- USAREC Form 601-210.2 documents the court information when the court will not furnish a copy of court documents or charges a fee other than copying expense but will provide information about the applicant's court history. Recruiters will ensure all information required and available is on the UF 601-210.2. Example: The court will not complete the form nor furnish court documents but will allow the recruiter to review court records. In that case, the recruiter will record the court history on UF 601-210.2 and sign the form indicating that they extracted the information from official court records. If no court record exists, the applicant will complete the UF 601-210.2.
- USAREC Form 601-210.2 requesting all information from probation and parole officers. The recruiter will ensure the UF 601-210.2 includes the period of probation or conditions and the reason terminated. If checks with law enforcement agencies and the applicant indicate that no probation or parole history is involved, then probation and parole UF 601-210.2 are not required.
- Use USAREC Form 601-210.04 to obtain a correctional facility report for all applicants detained, committed, or confined in a law enforcement facility. Confinement and detainment are applicable

only when the restrained applicant cannot leave the law enforcement facility, by whatever means, for a period over one day. For applicants under house arrest, obtain UF 601-210.4 from the person having to monitor the program.

- All prior service records pertaining to non-judicial punishment and/or any military court actions involving the applicant. These records include all copies of the DD214/215 and amendments.
- Applicant's affidavit explaining the circumstances of the offense with any mitigating factors addressing all court/ legal requirements, if requested by MRB Operations.
- DD Form 369, USAREC Form 601-210.2, and USAREC Form 601-210.4 are valid indefinitely unless the applicant has new charges in that area.
- USAREC Form 601-210.08 and the Conviction/Moral Checklist are required documents for a waiver. The checklist is located on the [SharePoint](#).

## DACH MORAL WAIVERS

8-52. In addition to conviction waivers directed by USAREC, DACH requires a moral waiver in certain instances that USAREC does not require. These instances can include but are not limited to:

- Bankruptcy
- Delinquency on bill payments over 90 days
- Repossession of property
- Drug use: regardless of frequency, whether formally charged or not.
- Other moral issues are determined on a case-by-case basis by the Director, Human Resources and Ecclesiastical Relations
- DACH is the approving authority for this waiver type. Waiver packets must include a one-page applicant statement explaining the situation and how their personal judgment has improved since the incident(s). The applicant's ecclesiastical endorser must also submit a statement stating they know the moral history and acknowledge the exact moral event the waiver requests.

## MEDICAL WAIVER

8-53. RA and AR chaplain applicants must complete a full physical examination at either a MEPS or an MTF unless the applicant has a complete physical with labs from an "Other Commissioning Source" (i.e., ROTC, USUHS, etc.). Consult the latest USAREC Message for up-to-date standards.

8-54. DODMERB will not be utilized unless "Other Commissioning Source" provides DODMERB and labs. Exceptions are not authorized.

8-55. All chaplain applicants that start a physical at an MTF will complete the physical at the same MTF location. Applicants physically disqualified by an MTF will complete required consults through the same MTF. The required documents needed for submission of medical waiver:

- DD 2807-2 (Medical Prescreen Report)
- DD 2807-1 (Report of Medical History)
- DD 2808 (Report of Medical Examination)
- Audiometry
- Labs
- USMEPCOM 40-1-15
- DA 5500 / 5501 (If applicable)

- Medical Documents (if applicable)

## AGE WAIVER

8-56. Age requirements can be found in AR 135-100 for the Army Reserve and AR 601-100 for Regular Army. Additionally, all requirements can be found in the DAC Accessions SOP that is updated annually. Applicants must not have reached the birthday of the maximum age before accession.

8-57. Age waivers can be submitted and considered for applicants exceeding the ages listed above. The required documents needed for submission of the age waiver:

- U.S. Army Chaplain Corps Professional Work Experience Chronology, only required for 56A applicants.
- Qualifying Degree Transcripts: Undergraduate and Graduate for RA and USAR 56A applicants, and undergraduate and Acceptance Letter to qualifying graduate program for USAR 56X.
- Endorser Statement: Acknowledges applicant is over the age limit and endorses their support for the waiver. This can be a separate document or annotated in the remarks block of the DD 2088.
- Age Waiver Applicant Consent MFR: Only required for RA/USAR 56A.
- Age Exception to Policy (ETP) Memo.

## GPA WAIVER

8-58. GPA requirements can be found in AR 165-1 (Army Chaplain Corps Activities). Additionally, all requirements can be found in the DAC Accessions SOP that is updated annually.

8-59. Applicants not meeting the minimum GPA requirements may apply for a waiver. Waiver packets must contain the following documents:

- U.S. Army Chaplain Corps Professional Work Experience Chronology, only required for 56A applicants.
- Applicant statement explaining the circumstances relative to the GPA.
- Qualifying Degree Transcripts:
- RA and USAR 56A applicants require both undergraduate and graduate transcripts.
- USAR 56X applicants require undergraduate transcripts and an acceptance letter to a qualifying graduate program.
- Applicants must also have a statement from their ecclesiastical endorser that acknowledges their GPA and endorses their support for the waiver. This endorsement can be a separate document or annotated in the remarks block of the DD 2088.
- ETP Memo.

## RE-ENLISTMENT ELIGIBILITY DATA DISPLAY (REDD)

8-60. The purpose of the Defense Manpower Data Center (DMDC) (REDD) Report is to give quick, applicable responses regarding the reenlistment eligibility of Prior Service (PS) and Glossary Non-Prior Service (GNPS) applicants enlisting in the RA and AR. The Military Recruiting Information Suite (MRIS) used to access the DMDC REDD Report is authorized to all recruiting personnel. Work with the IMO or Security Officer to fill out the DD 2875 for processing. Access REDD Reports at <https://www.dmdc.osd.mil/mris>.

## PRIOR SERVICE REQUEST

8-61. A PS request (USAREC FL 142) will be run on all PS and currently serving applicants. This request includes ROTC scholarship recipients. The request form channels through the chain of command to the USAREC liaison team in the National Archives building located at 1 Archives Drive, St. Louis, MO 63138. The request may take considerable time, so this form should go forward when the applicant agrees to process.

## DA FORM 368

8-62. The Conditional Release or DD 368 is a form ensuring a currently serving applicant's CoC is aware of the applicant's intent to change components and supports the transition. U.S. Army Reserve Command (USARC) restricts approved DD 368 applicants yearly; only the yearly published number of applicants will be able to transition from AR 56A to RA 56A.

8-63. USARC tracks approved conditional releases and authorizes them on a first come, first-serve basis. Once the approved yearly allocation has been filled, no AR to RA applicants will be able to board for that FY. In conjunction with the CRD track, SCs approve and use releases to plan prospecting and processing properly. The SC will prioritize processing of AR to RA applicants based on available releases and mission posture.

# Chapter 9

## Post Board Actions

### RESPONSIBILITIES

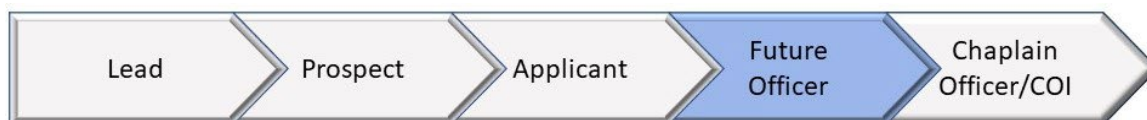


Figure 9-1 Future Officer Process

9-1. DACH-RCI handles all post-board actions for selected chaplains and chaplain candidates.

9-2. SCs and recruiters should remain in contact with the Future Officer. The CRS can assist DACH with actions as requested but can use the Future Officer as a community member promoting Army chaplaincy, creating referrals, extending influence, and increasing trust and credibility within the community. Future Officers can be an impactful resource in prospecting operations.

### TIMELINES

9-3. The OIC and SC must determine the sustainment procedures for each board-selected applicant. A contact plan for FOs should be developed to maintain the relationship and assist the applicant in preparation for Chaplain Officer Basic Leadership Course (CHBOLC) and unit assignments.

### COMMISSIONING

9-4. DACH handles post-board actions such as commissioning. DACH will coordinate directly with Future Officers to execute commissioning and other post-board requirements. Stations should remain in contact with Future Officers and assist them with completing post-board actions as much as possible.

### AFTER COMMISSIONING

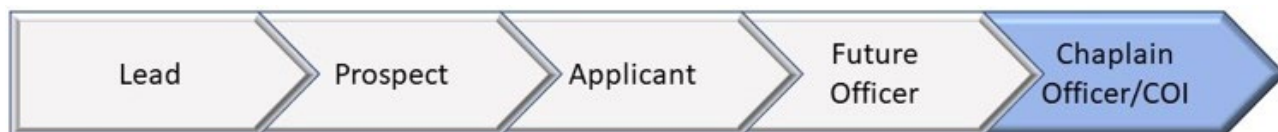


Figure 9-2 Chaplain Officer/COI Process

9-5. Once the Future Officer commissions have accessed, they will still need guidance and mentorship to become the best chaplain officer they can be. This is also the station's opportunity to mold the officer into a CPA. Future Officers and officers can assist in the station mission by providing referrals and creating opportunities for new relationships within the AO.



## **PART IV**

### **Chaplain Resource Guide**

**Chapter 10** - The number of tools we have at our disposal is endless. What matters, though, is understanding these tools and how to use them to aid the station in achieving success. The tools listed in this section are the most common but are not the only ones.

# Chapter 10

## Resources

### IKROME AND RECRUITER ZONE

10-1. For detailed information on how to use IKROME and RZ, use the Recruiter Zone and IKROME User Guide at [Library - USAREC - IKROME \(army.mil\)](#). You must be logged in to IKROME when clicking the link. Click "info" on the right-hand side of the document, and there will be an option to download the guide for easier viewing.

### BI-ZONE

10-2. From the IKROME Home page (<http://ikrome.usaac.army.mil/>), click on the "My Apps" tab and select "BI-Zone." Keep in mind that much of this application's content focuses on the Enlisted side of recruiting. This section intends to show which applications are helpful in chaplain recruiting.

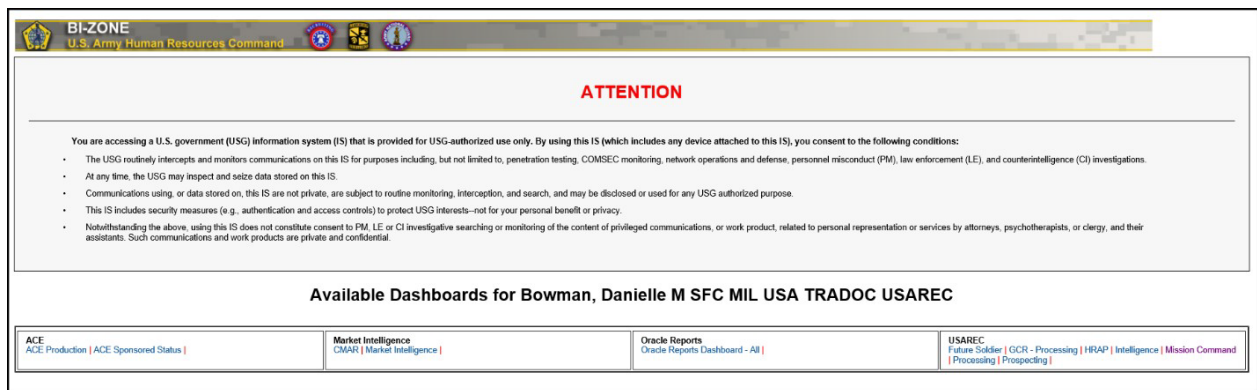


Figure 10-1 The BI-Zone Application

### BI-ZONE MISSION COMMAND

10-3. Mission Command contains the following sections:

- Gold Badge Points: This application tracks Gold Badge points. Refer to the current USAREC Message for incentive thresholds.
- Recruiter Production: This shows a consolidated list of the station's plans.
- RSIDs with Unassigned Records: For SC or OIC
- RSIDs with Unassigned Schools: For SC or OIC
- RSIDs with Unassigned Zip Codes: For SC or OIC

## BI-ZONE PROCESSING

10-4. Processing contains the following sections:

- ARLR List Loaded Schools
- Livescan Report

## CHAPLAIN RECRUITING APP

10-5. MRB has created a quick reference app on Army chaplaincy opportunities. Search “U.S. Army Chaplain Careers” through the App Store and download this free app on a government-issued phone or personal device.

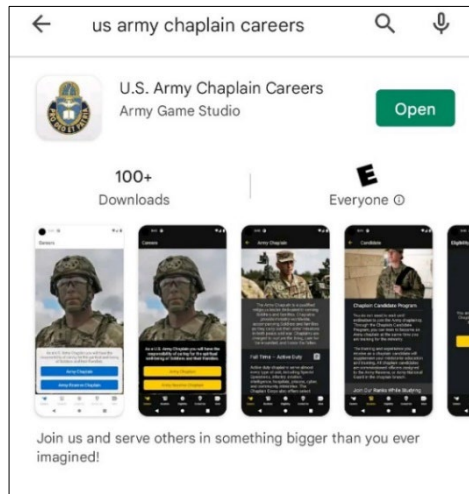


Figure 10-2 Chaplain Recruiting Application

10-6. This app is a great tool to use while talking to applicants. It also allows them to search possible career fields independently with accurate information. The app features an Army chaplain (RA 56A), an Army Reserve chaplain (AR 56A), and students (AR 56X). Once an option is selected, the lead/prospect can explore a description, potential duty stations, salary breakdown, incentives (RA and AR), and view videos with information relevant to their inquiry.

## POCKET RECRUITER GUIDE

10-7. On the IKROME home page, under “Recruiter Resources,” users will find the pocket guide. This is a quick reference guide recruiters may choose to use when coming across a lead.



Figure 10-3 IKROME Pocket Recruiter Guide Location

# Appendix A Virtual

Table A-1. Mission Memo

CHAPLAIN RECRUITING BRANCH										
Prepared By HSD	Lead Line %				Boards Used	Total # Boards	Next Board			
	Current Lead Line %		0.00%							
25-Apr-22	CURRENT YTD NUMBERS				CURRENT BOARD PROCESSING		END OF BOARD PROJECTED YTD			
	Msn	Ach		% Msn Ach	Msn Delta	DACH Pending Board QC	Board Ready	Projected Board	% Msn Ach	Msn Delta
		FY22	FY21							
PROT RA	0	53		#DIV/0!	53					0
PROT AR	0	20		#DIV/0!	20					0
PROT CAND	0	51		#DIV/0!	51					0
CATHOLIC RA	0	2								
CATHOLIC AR	0	3		#DIV/0!	3					0
CATHOLIC RC Cand	0	0		#DIV/0!	0					0
MUSLIM RA	0	0		#DIV/0!	0					0
MUSLIM AR	0	0		#DIV/0!	0					0
MUSLIM Cand	0	1		#DIV/0!	1					0
JEWISH RA	0	2		#DIV/0!	2					0
JEWISH AR	0	1		#DIV/0!	1					0
JEWISH Cand	0	1		#DIV/0!	0					0
ORTHOODOX RA	0	1		#DIV/0!	1					0
ORTHOODOX AR	0	0		#DIV/0!	0					0
ORTHOODOX Cand	0	0		#DIV/0!	0					0
BUDDHIST RA	0	0		#DIV/0!	0					0
BUDDHIST AR	0	0		#DIV/0!	0					0
BUDDHIST Cand	0	2		#DIV/0!	2					0
HINDU RA	0	0		#DIV/0!	0					0
HINDU AR	0	0		#DIV/0!	0					0
HINDU Cand	0	0		#DIV/0!	0					0
TOTAL Chaplain RA	110	58	0	52.73%	-52	0	0	0	0.00%	-110
TOTAL Chaplain AR	130	24	0	18.46%	-106	0	0	0	0.00%	-130
TOTAL Candidate	95	55	0	57.89%	-40	0	0	0	0.00%	-95
SUM	335	137	0	40.90%	-198	0	0	0	0.00%	-335

Table A-2. Sample: Chaplain Board Schedules

BOARD DATES	BDE DEADLINE* USARC CMD CH 368 BLACKOUT	WAIVER CUTOFF*	AI & DACH CUTOFF*	BOARD BLACKOUT*
1-5 NOV 21	06 OCT 21	15 OCT 21	20 OCT 21	27 OCT 21
7-11 FEB 22	12 JAN 22	21 JAN 22	26 JAN 22	02 FEB 22
4-8 APR 22	09 MAR 22	18 MAR 22	23 MAR 22	30 MAR 22
13-17 JUN 22	18 MAY 22	26 MAY 22	01 JUN 22	08 JUN 22
1-5 AUG 22	06 JUL 22	15 JUL 22	20 JUL 22	27 JUL 22
19-23 SEP 22	24 AUG 22	01 SEP 22	07 SEP 22	14 SEP 22

\*NOTE: All BDE and DACH deadlines, cutoffs, blackout times are 1200 hours EST/EDT.  
AI = Accessions Interview – coordinated by DACH, required for all CH/56A applicants, not required for CC/56X applicants.

## CREATING AND MAINTAINING A VIRTUAL PRESENCE

A-1. Creating and maintaining a robust virtual presence is vital in modern recruiting. From strategic planning to tactical execution, the process requires involvement at all levels of leadership.

A-2. The first step is to take a complete inventory of the station’s existing virtual presence. In doing so, recruiters and leaders develop an awareness of all existing references and platforms that the station exists on. This includes social media profiles, job search websites, professional networking sites, search engine results, map applications, and anywhere else the station is referenced or represented online.

A-3. It is vital to gain control of or shut down duplicate social media accounts. The Battalion A&PA should be able to assist with this. Once the inventory is complete, leaders and recruiters should have control of their total virtual presence online. This will give leaders a holistic view of what assets currently exist and what should be created to assist with the mission. At this point, the station can conduct an audit to streamline and standardize its virtual presence online. The station should have the same contact information, pictures, and branding across all platforms. It should also remain in line with USAREC standards and the platform’s terms of service.

A-4. Sample Virtual Presence Audit Checklist

Google
Is your contact information correct on the station Google Business profile?
Do you (or someone in the station) have administrative control of the Google Business Profile?
Does the listed website lead to a station social media account or chaplain website?
If you search for the station on Google Maps app, does the correct location and information come up?
Facebook Station Page
Ensure at least 2 Soldiers in the station have admin rights, as well as BN A&PA
Is the station address and phone number, correct?
In the "Long Description" section, have you pasted in the USAREC disclaimer/privacy statements? (See below)
In the "Impressum" section, have you pasted in the appropriate statement for posting rules? (See below)
Are there to any duplicate station pages that are not under our control?
Website in Page info should lead to another station social media account, or chaplain recruiting website
Sample general description: This is the official Facebook page for the Crowsyn U.S. Army Medical Recruiting Station. We assist medical professionals who aspire to serve in the U.S. Army and U.S. Army Reserve as Medical Officers. We cover (list of major cities). (Optional, list major colleges/med schools/hospitals that you work with).
Has your PAGE (not profile) "liked" all other station pages in the company?
Have you linked your Instagram / Facebook profiles?
Is "service area" updated to include all major cities that you cover?
Under additional contact info, is the station email address listed?
Under additional contact info, are the Station's Twitter and Instagram Accounts listed?
Under Privacy Policy, post this link: <a href="https://www.goarmy.com/privacy.html?fbclid=IwAR1D8U_0bFKNkQEM_YaxXbMY8K_LwJ0L0jGPa9pms4kj">https://www.goarmy.com/privacy.html?fbclid=IwAR1D8U_0bFKNkQEM_YaxXbMY8K_LwJ0L0jGPa9pms4kj</a>
Have all recruiters who have professional Facebook accounts "liked" the station page?

Apple
If you search for the station on Apple Maps, does the correct location come up?
Twitter
Twitter bio sample: Official Twitter page of the Crowsyn U.S. Army Medical Recruiting Station. (Following, RTs, & Links ≠ endorsement). facebook.com/your page
Do the Cover photo and Profile pic match the ones on Facebook?
Have all recruiters who have professional Twitter accounts "followed" the station page?
Station Twitter should follow all other station pages in the company, as well as relevant profiles in the chain of command.
Station Twitter should follow all assigned colleges, and CPs.
Instagram
Sample Bio: Official Instagram of Crowsyn U.S. Army Medical Recruiting Station. Facebook.com/your page
Under website, paste link to station Facebook page or AMEDD Recruiting site
Is your Instagram page set up as a business page?
Is your Instagram page linked to your Facebook page?
Once Instagram is set up as a business, update the category to something associated with chaplain recruiting
Once Instagram is set up as a business, update "Contact Options" to "Business Address" and add an address

**Figure A-1. Sample Virtual Presence Audit Checklist**

A-5. Once the audit is complete and the virtual presence is fully established, leaders must decide how virtual operations will play into the station strategies. Each platform and tactic should have a specific purpose, with clear expectations for ROI. The Operations Plan, College Recruiting Plan, and Seminary Recruiting Plans should all consider virtual strategy and incorporate how virtual assets or efforts can contribute to the mission's success.

A-6. Specific platforms allow for direct prospecting efforts, while others are more geared towards shaping operations. Some tactics are tied to passive or active lead generation. While leaders do not need to become "experts" in all types of virtual recruiting operations, they should ensure they have a baseline understanding so that they can set realistic goals and expectations.

A-7. Sample overview of commonly used platforms and some key differences:








							
<b>POSTING FREQUENCY</b>	1-4x per week	1-7x per week	2-10x per day, including retweets & replies	Weekly or when applicable	1-7x per week	3-14x per week	4-7x per week
<b>WHEN TO POST</b>	When relevant to audience	When audience is online	Spread throughout the day	When audience is online	During business hours	Spread throughout the day	When relevant to audience
<b>USE OF HASHTAGS</b>	Limited search functionality. Recommended: 1-2 per post	Recommended: 20-30 per post	Recommended: 1-2 per tweet	Use in descriptions. Recommended: a handful per upload	Recommended: 1-5 per post	Recommended: 3-5 per post	Not popularly used
<b>BEST PERFORMING CONTENT</b>	Photos • Videos	Photos • Short videos	Questions • Multimedia	Product Reviews • How-to Guides • Educational videos	News • Updates • Articles	Style • Home • Food & Drink • Beauty	Fun & playful • Lenses & filters
<b>IDEAL VIDEO LENGTH</b>	1 Minute for video 5+ Mins for Live video	30 Seconds	45 Seconds	2 Minutes	1-2 Minutes	Based on source video	10 Seconds
<b>CONTENT TIPS</b>	Thumb-stopping power • Short & catchy videos & images • Respond to comments	Real photos of real things • Use hashtags • Single focus of image	Mix content • Retweet • Reply and participate	Clear purpose for video • Compelling storyline • Add variety to video topics	Positive & relevant content • Add images & video • Value for audience	Variety of content • Create multiple boards • Curate content from other sources	Capture attention • Showcase business or product • Fun & light
<b>AUDIENCE BUILDING TIPS</b>	Post consistent and engaging content • Boost posts	Use hashtags • Engage with audience	Tweet more often • Use hashtags and participate	Optimize for search • Post consistently	Add contacts to your network • Engage via comments and groups	Post often • Create searchable descriptions	User-generated content • Cross-promote on other platforms

Figure A-2. Sample Overview of Commonly Used Platforms

A-8. By having a baseline understanding of how each platform or virtual asset can be used, leaders can create more comprehensive strategies and provide more effective guidance to recruiters.

A-9. Once strategies are created, recruiters must be consistent and innovative in their implementation. As previously discussed, each platform is unique, and recruiters cannot take a “one size fits all approach” to social media posts. Each post should be made to fit the culture of that platform, with the intended ROI in mind. Recruiters must also be mindful that our content is geared towards the general public when operating in the virtual space. As such, the writing should avoid acronyms, abbreviations, and military jargon that civilians would find unfamiliar.

A-10. Consistency, engagement, and follow-up are the most critical elements of a virtual strategy. Recruiters must post regularly and not leave any social media presence dormant. When operating in the virtual space, engagement with the audience is essential. Messages to station profiles should be answered promptly, like any email or phone call. On most social media platforms, the likelihood of someone seeing content from a specific recruiter's platform is generally tied to their engagement levels with the profile and posts. Therefore, the more recruiters can directly interact with their audience, the more likely they will see future posts.

A-11. The MRB's mission target market is significantly smaller than the Enlisted side of recruiting. Since we are going after a niche market with very specific qualifications, social media marketing efforts must be strategic and precise to ensure maximum views from the desired audience. Remember to always tag people, groups, and even professions before posting. For example, when posting about a new chaplain candidate, ensure to tag relevant groups, their undergraduate school, and the seminary school they will be attending. When posting about new USAR chaplains, tag the schools they graduated from or currently attend for bachelor's and master's degrees, including churches or religious organizations work for.

A-12. Once a strong virtual presence is created, implemented into station strategies, and maintained appropriately, recruiting personnel can regularly evaluate success and adjust fire as needed. The virtual world is a rapidly changing and evolving environment, so it is only through strategic planning and precise tactics that we can maximize our presence in support of mission accomplishment.



U.S. Army Chaplain Corps PROFESSIONAL WORK EXPERIENCE CHRONOLOGY						
1. NAME: <b>Smith, John J</b>				2. DATE: <b>YYYYMMDD</b>		
3. CURRENT EMPLOYER (Paid):				4. TITLE:		
5. NAME AND LOCATION OF QUALIFYING GRADUATE DEGREE (Master's Level Education, Religious Studies, minimum 72 semester hours)						
(a) GRADUATE:			(b) DATE GRADUATED:			
6. SUMMARY OF PASTORAL / FAITH TRADITION MINISTRY EXPERIENCE: (Most recent to oldest) <small>* Applicants for Regular Army Chaplaincy must have 2 years of full time ministry experience in their faith tradition post qualifying graduate degree.                      * Full Time is defined as 30+ Hours per week by IRS Code 4980(c)(4).</small>						
Ministry Employer	Position Title or Ministry Role	Start Date	End Date	Total Years	Hours Per Week	
(a) <b>Only Faith Tradition Experience</b> to						
Roles and Responsibilities:						
Supervisor Name:		Supervisor Phone Number:		Supervisor Email:		
(b) <b>Do NOT include Clinical Or Institutional</b> to						
Roles and Responsibilities:						
Supervisor Name:		Supervisor Phone Number:		Supervisor Email:		
(c) to						
Roles and Responsibilities:						
Supervisor Name:		Supervisor Phone Number:		Supervisor Email:		
(d) to						
Roles and Responsibilities:						
Supervisor Name:		Supervisor Phone Number:		Supervisor Email:		
(e) to						
Roles and Responsibilities:						
Supervisor Name:		Supervisor Phone Number:		Supervisor Email:		
(f) to						
Roles and Responsibilities:						
Supervisor Name:		Supervisor Phone Number:		Supervisor Email:		
<b>Religious Activities Conducted as the Primary Ministry in Performing the Duties listed above:</b>						
<input type="checkbox"/> Sacred Communications (Sermon, meditation, etc.)	<input type="checkbox"/> Weddings <small>Must have completed 1 for Regular Army Applicants</small>	<input type="checkbox"/> Baptisms				
<input type="checkbox"/> Sacred Text Teachings (Class Setting)	<input type="checkbox"/> Funerals <small>Must have completed 1 for Regular Army Applicants</small>	<input type="checkbox"/> Bar/Bat Mitzahs				
<input type="checkbox"/> Counseling Sessions	<input type="checkbox"/> Eucharists	<input type="checkbox"/> Hospital Visits				
	<input type="checkbox"/> Communion Services	<input type="checkbox"/> Other:				
7. SUMMARY OF CLINICAL MINISTRY EXPERIENCE: <small>Hospital Ministry, Hospice Care, Clinical Pastoral Education (Most recent to oldest)</small>						
Location of Ministry	Title	Start Date	End Date	Hours Per Week	CPE Residency	
(a) to						
(b) to						
8. SUMMARY OF INSTITUTIONAL MINISTRY EXPERIENCE: <small>Prison Ministry, Police Chaplaincy, Corporate Chaplaincy (Most recent to oldest)</small>						
Location of Ministry	Title	Start Date	End Date	Hours Per Week		
(a) to						
(b) to						
9. SUMMARY OF MILITARY MINISTRY EXPERIENCE: <small>Chaplain Candidate or Chaplain</small>						
Unit	Component	Start Date	End Date	Chaplain or Chaplain Candidate		
(a) to						
(b) to						
<b>"I certify this is a true accounting of all my vocational ministry experience."</b>						
SIGNATURE: Applicant Signature					DATE: YYYYMMDD	

DACH, PWE CHRONOLOGY, JAN 2022

Figure A-3. Example: PWE Chronology

# Glossary

Common abbreviations and acronyms used during the Chaplain Recruiting process include (but are not limited to):

<b>ACE</b>	Army Career Explorer
<b>AD</b>	Active Duty
<b>ADP</b>	Army Doctrine Publication
<b>AMEDD</b>	Army Medical Department
<b>AO</b>	Area of Operations
<b>AOC</b>	Area of Concentration
<b>A&amp;PA</b>	Advertising & Public Affairs
<b>ARNG</b>	Army National Guard
<b>AR</b>	Army Reserve
<b>ARISS</b>	Army Recruiting Information Support System
<b>AS</b>	Accessions Specialist
<b>ATP</b>	Agree to Process
<b>BDE</b>	Brigade
<b>BDE S-2</b>	Brigade and Market & Mission Analysis
<b>BN</b>	Battalion
<b>CASA</b>	Civilian Aid to the Secretary of the Army
<b>CHBOLC</b>	Chaplain Officer Basic Leadership Course
<b>CoC</b>	Chain of Command
<b>COI</b>	Center of Influence
<b>CP</b>	Community Partner
<b>CPA</b>	Community Partner Advocate
<b>CREED</b>	Chaplain Recruiting and Engagement Dashboards
<b>CRD</b>	Chaplain Recruiting Division
<b>CRS</b>	Chaplain Recruiting Station
<b>DA</b>	Department of the Army
<b>DACH</b>	Department of the Army, Chief of Chaplains

## **Glossary**

---

<b>DCA</b>	Direct Commissions and Accessions Application
<b>DFAS</b>	Defense Finance and Accounting Service
<b>DMDC</b>	Defense Manpower Data Center
<b>DoD</b>	Department of Defense
<b>DoDI</b>	Department of Defense Instruction
<b>DODMERB</b>	Defense Medical Examinations Review Board
<b>ECAR</b>	Every Chaplain Corps Member a Recruiter
<b>ETP</b>	Exception to Policy
<b>FO</b>	Future Officer
<b>FY</b>	Fiscal Year
<b>GC</b>	Guidance Counselor
<b>GNPS</b>	Glossary Non-Prior Service
<b>GPA</b>	Grade Point Average
<b>HSD</b>	Health Service Directorate
<b>HVT</b>	High-Value Target
<b>IMR</b>	Individual Medical Readiness
<b>INS</b>	Immigration and Naturalization Service
<b>IPOE</b>	Intelligence Preparation of the Operational Environment
<b>IRR</b>	Individual Ready Reserve
<b>ISP</b>	Incentive Specialty Pay
<b>JAGC</b>	Judge Advocate General's Corps
<b>JC</b>	Joint Commission
<b>LNCO</b>	Liaison Noncommissioned Officer
<b>LOA</b>	Leave of Absence
<b>LOI</b>	Letter of Intent
<b>LOR</b>	Letter of Recommendation
<b>MAMC</b>	Madigan Army Medical Center
<b>MEB</b>	Marketing Engagement Brigade
<b>MEDCOM</b>	Medical Command

---

<b>MEPS</b>	Military Entrance Processing Station
<b>MFR</b>	Memorandum for Record
<b>MILPO</b>	Military Personnel Office
<b>ODS</b>	Medical Occupation Data System
<b>MOS</b>	Military Occupational Specialty
<b>MRB</b>	Medical Recruiting Brigade
<b>MRBn</b>	Medical Recruiting Battalion
<b>MRC</b>	Medical Recruiting Company
<b>MRIS</b>	Military Recruiting Information Suite
<b>MRTT</b>	Brigade Mobile Recruiting Training Team
<b>MSB</b>	U.S. Army Mission Support Battalion
<b>MSO</b>	Military service Obligation
<b>MTF</b>	Medical Treatment Facility
<b>MTS</b>	Minimum Term of Service
<b>NAC</b>	National Agency Check
<b>NAQ</b>	National Agency Questionnaire
<b>NARA</b>	National Archives and Records Administration
<b>NACLCL</b>	National Agency Check with Local Records and Credit Check
<b>NCO</b>	Non-Commissioned Officer
<b>NG</b>	National Guard
<b>NOAA</b>	National Oceanic and Atmospheric Administration
<b>NPS</b>	Non-Prior Service
<b>OASD (HA)</b>	Assistant Secretary of Defense (Health Affairs)
<b>OCAR</b>	Office of the Chief of Army Reserve
<b>OE</b>	Operational Environment
<b>OIC</b>	Officer in Charge
<b>OML</b>	Order of Merit List
<b>OMP</b>	Officer Management Program
<b>OMPF</b>	Official Military Personnel File

<b>OP</b>	Operation Plan
<b>OTSG</b>	Office of the Surgeon General
<b>PAL</b>	Police Agency Listing
<b>PE</b>	Physical Examination
<b>PHA</b>	Periodic Health Assessment
<b>PHS</b>	Public Health Service
<b>PM</b>	Program Manager
<b>PMO</b>	Personnel Management Officer
<b>POV</b>	Privately-Owned Vehicle
<b>PS</b>	Prior Service
<b>QC</b>	Quality Control
<b>QPA</b>	Qualified Pending Accession
<b>RA</b>	Regular Army
<b>RC</b>	Reserve Component
<b>RCI</b>	Reserve Component Integrator
<b>RE</b>	Reenlistment Eligibility
<b>REDD</b>	Re-enlistment Eligibility Data Display
<b>REFRAD</b>	Release from Active Duty
<b>REQUEST</b>	Recruit Quota System
<b>RFD</b>	Reserve Forces Duty
<b>RFI</b>	Request for Information
<b>RIO</b>	Recruiting Integration Officer
<b>ROI</b>	Return on Investment
<b>RSID</b>	Recruiting Station Identification Designator
<b>ROTC</b>	Reserve Officers' Training Corps
<b>RSO</b>	Reserve Service Obligation
<b>RWOA</b>	Returned Without Action
<b>RZ</b>	Recruiter Zone
<b>S-3</b>	BN Operations

---

<b>SC</b>	Station Commander
<b>SAMMC</b>	San Antonio Military Medical Center
<b>SECDEF</b>	Secretary of Defense
<b>SELRES</b>	Selected Reserve
<b>SWOT</b>	Strengths, Weakness, Opportunities, and Threats
<b>TAMC</b>	Tripler Army Medical Center
<b>TC</b>	Training Circular
<b>TDY</b>	Temporary Duty
<b>TIG</b>	Time in Grade
<b>TIS</b>	Time in Service
<b>TL</b>	Transmittal Letter
<b>TPU</b>	Troop Program Unit
<b>TSG</b>	The Surgeon General
<b>UCMJ</b>	Uniform Code of Military Justice
<b>UIC</b>	Unit Identification Code
<b>UM</b>	USAREC Manual
<b>USAPT</b>	U.S. Army Parachute Team
<b>USAR</b>	U.S. Army Reserve
<b>USARC</b>	United States Army Reserve Command
<b>USAREC</b>	U.S. Army Recruiting Command
<b>USC</b>	United States Code
<b>USMA</b>	United States Military Academy
<b>UTP</b>	USAREC Techniques Publication
<b>WAMC</b>	Womack Army Medical Center
<b>WF</b>	Workflow
<b>WO</b>	Warrant Officer
<b>WRNMMC</b>	Walter Reed National Military Medical Center

# References

## RELATED PUBLICATIONS

These documents contain relevant supplemental information.

### DEPARTMENT OF DEFENSE:

DoDD 6000.12. *Health Services Operation Readiness*  
DoDI 6130.03. *Medical Standards for Appointment, Enlistment, or Induction in the Military Services*

### ARMY PUBLICATIONS:

AR 25-50. *Preparing and Managing Correspondence*  
AR 40-501. *Standards of Medical Fitness*  
AR 135-100. *Appointment of Commissioned and Warrant Officers of the Army*  
AR 135-101. *Appointment of Commissioned Officers for Assignment to Army Medical Department Branches*  
AR 351-3. *Professional Education and Training Programs of the Army Medical Department*  
AR 140-10. *Assignments, Attachments, Details, and Transfers*  
AR 600-8-22. *Military Awards*  
AR 600-9. *The Army Body Composition Program*  
AR 601-100. *Appointment of Commissioned and Warrant Officers in the Regular Army*  
AR 601-210. *Regular Army and Reserve Components Enlistment Program*  
AR 601-141. *U.S. Army Health Professions Scholarship, Financial Assistance, and Active-Duty Health Professions Loan Repayment Programs*  
AR 621-5. *U.S. Army Continuing Education System*  
AR 670-1. *Guide to the Wear and Appearance of Army Uniforms and Insignia*

### DEPARTMENT OF THE ARMY PAMPHLETS:

DA PAM 600-4. *Army Medical Department Officer Professional Development and Career Management*  
DA PAM 611-21. *Military Occupational Classification and Structure*

### ARMY DOCTRINE PUBLICATION:

ADP 5-0. *The Operations Process*

### ARMY TRAINING PAMPHLET:

ATP 2-01.3. *Intelligence in Preparation of the Battlefield*

### USMEPCOM REGULATIONS:

USMEPCOM 601-23. *Personnel Procurement Enlistment Processing*  
USMEPCOM 680-3. *Personnel Information Systems Entrance Processing and Reporting System Management*

### USAREC REGULATIONS:

UR 350-1. *Training and Leader Development*  
UR 350-13. *School Recruiting Programs*  
UR 601-37. *Army Medical Recruiting Program*  
UR 601-56. *Waiver, Future Soldier Program Separation, and Void Enlistment Processing Procedures*  
UR 601-210. *Enlistment & Accessions Processing*

### USAREC MANUALS:

UM 3-0. *Recruiting Operations*  
UM 3-29. *Recruiting Brigade and Battalion Operations*  
UM 3-30. *Recruiting Company Operations*  
UM 3-31. *Recruiting Station Operations*  
UM 3-32. *The Army Recruiter*

**USAREC TRAINING CIRCULARS:**

- UTC 5-01. *Mission Command*
- UTC 5-02. *Intelligence*
- UTC 5-03.1. *Prospecting, Processing & Analysis*
- UTC 5-03.3. *Partnerships*
- UTC 5-03.4. *Training and Leader Development*
- UTC 5-03.5. *Future Soldiers*

**USAREC TECHNIQUES PUBLICATIONS:**

- UTP 3-10.2. *Reserve Recruiting*
- UTP 3-10.4. *Virtual Recruiting Activities*



**UTP 3-10.6**  
**17 MARCH 2023**

FOR THE COMMANDER:

**MARK R. DANNER**  
Colonel, GS  
Chief of Staff

Official

**Ronnie L. Creech**  
Assistant Chief of Staff, CIO/G6

**DISTRIBUTION:**

United States Army Recruiting Command. To be distributed in electronic media.