

# MISSION COMMAND



**MISSION COMMAND**

**The Principles of Mission Command**

**Visualize**

**Describe**

**Direct & Assess**

# ***SUMMARY of CHANGE***

USAREC Training Circular 5-01 Mission Command  
Administrative revision dated 21 July 2020-

- o Updated G3 training link
- o Updated acronyms from CL to SC on paragraph 12-14.

# Mission Command

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## **PREFACE**

**UTC 5.01** – The United States Army Recruiting Command (USAREC) publication, USAREC Training Circular (UTC) 5.01, Mission Command, expands on the fundamental concepts and requirements in USAREC Manuals 3-0 Recruiting Operations, 3-30 Recruiting Company Operations and 3-31 Recruiting Station Operations. The UTC 5.01 augments fundamental principles discussed in Army Doctrine Publication (ADP) 6-0, Mission Command. USAREC units experience a complex and changing operational environment requiring all leaders to understand and execute the principles of Mission Command to accomplish the mission. The criticality of Mission Command is no less important in USAREC as it is in any warfighting unit. In fact, the nature of the mission and the geographic dispersion of subordinate units demands mastery of Mission Command to execute and achieve the recruiting mission.

## **PURPOSE**

The purpose of Training Circular (UTC 5-01) Mission Command is to demonstrate how established USAREC processes and procedures apply to the seven mission command principles and assist USAREC leaders in achieving mission command. The intent is not to readdress doctrinal guidance but rather to provide a pathway or means to execute Mission Command.

## **SCOPE**

Establish the fundamental methodologies for all USAREC personnel to conduct recruiting operations by successfully executing Mission Command.

## **APPLICABILITY**

This Training Circular applies to all recruiters, leaders, and staff.

## **ADMINISTRATIVE INFORMATION**

The proponent for this manual is Headquarters, United States Army Recruiting Command (HQ USAREC), Assistant Chief of Staff, G3. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCRS-DD, 1929 Old Ironsides Ave, Building 2389, Fort Knox, KY 40121 or by email to [usarmy.usarec.list.hq-rrs-doctrine@mail.mil](mailto:usarmy.usarec.list.hq-rrs-doctrine@mail.mil).

## Introduction

*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 the conduct of 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. Those principles are 1) competence; 2) mutual trust; 3) shared understanding; 4) commander's intent; 5) mission orders; 6) disciplined initiative; and 7) risk acceptance.

ADP 6-0 demonstrates how commanders and staffs execute mission command through a series of mutually supported tasks. Commanders 1) drive the operations process through the activities of understand, visualize, describe, direct, lead, and assess; 2) develop teams, both within their own organizations and with action partners; and 3) inform and influence audiences, inside and outside their organizations. Staff tasks include 1) conduct the operations process through planning, preparation, execution, and assessment; 2) conduct knowledge management and information management; and 3) synchronize information-related capabilities.

Leaders sometimes struggle with translating and applying the principles of Mission Command in a recruiting environment due to the belief that USAREC is different from other operational formations. The fact is that Mission Command absolutely applies, and is critical to USAREC due to our dependence on geographically dispersed subordinate leaders, and the challenges associated with circulating to and visualizing every operational area across the command.

The United States Army Recruiting Command maintains a vast array of systems and procedures to assist commanders and staffs in executing the art of command and science of control. The intent of this Training Circular (UTC 5.01) is not to re-write ADP 6.0, Mission Command, but rather to introduce and demonstrate critical systems, tools, and techniques that will assist leaders in conducting operations consistent with mission command principles. These systems, when combined with the fundamentals of Army leadership, provide an effective pathway for commanders, supported by their staffs, to combine the art of command and the science of control to understand situations, make decisions, direct action, and accomplish the recruiting mission.

## **Part I**

### **The Operations Process – Understand & Visualize**

**Part I** focuses on how USAREC leaders understand their operational environment and visualize the desired end state. Understanding is fundamental to a leader's ability to establish a situation's context, and it is essential to effective decision making during planning and execution. Analysis of the operational and mission variables (see Chapter 3) provides the information used to develop understanding and frame any problem. To develop a better understanding of an operational environment, commanders circulate within the area of operations as often as possible, collaborating with subordinate commanders, leaders, and Soldiers – and the unit's Organizational Inspection Program is a critical means to inform commanders as to where to focus their attention. As commanders begin to understand their operational environment, they start visualizing the desired end state and potential solutions to problems. Assignment of a mission provides the focus for developing the commander's visualization that, in turn, provides the basis for developing plans and orders. Chapters 1 through 5 introduce processes, procedures, and techniques available to USAREC leaders to assist them in understanding their operational environment and the state of their subordinate organizations while visualizing the end state that is in the Recruiting Operations Plan.

**NOTE:** Chapter 2 introduces Step 1 of the USAREC Station Operation Plan.

**Chapter 1** describes the use of a Battle Rhythm.

**Chapter 2** describes Recruiting Function Analysis (RFA).

**Chapter 3** describes and references METT-TC / PMESII-PT / ASCOPE.

**Chapter 4** describes the Organizational Inspection Program (OIP).

**Chapter 5** describes Company and Station Inspections.

## **PART II**

### **The Operations Process – Describe & Direct**

**Part II** focuses primarily on the Operations Plan and the Mission Accomplishment Plan (MAP). After commanders visualize an operation, they describe it to their staffs and subordinates to facilitate shared understanding and purpose. During planning, commanders ensure subordinates understand their visualization well enough to begin a course of action development and the production of the operations plan. During execution, USAREC commanders use the Mission Accomplishment Plan to inform modifications to their visualization in updated guidance and directives.

**Chapter 6** introduces and references the Targeting Process.



**Chapter 7** describes the methodology and template to build a Station Operations Plan.

**Chapter 8** introduces and references the Mission Accomplishment Plan (MAP).

### **PART III**

## **The Operations Process – Direct and Assess**

**Part III** covers the operations process - direct and assess - found throughout previous parts of this UTC, and in USAREC Manuals 3-0, 3-30, and 3-31, therefore the focus is on the In-Progress Reviews (IPRs) with specific attention to the company and stations. IPRs provide the ability to direct or redirect as the mission dictates, and an assessment of the subordinate, the operation, and the environment.

**Chapter 9** describes the Station Operations Overview (SO2).

**Chapter 10** describes the IPR.

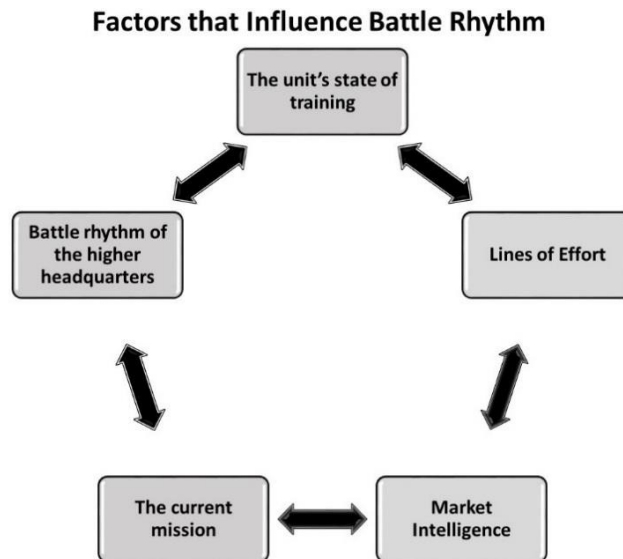
# Chapter 1.

## BATTLE RHYTHM

### INTRODUCTION

1-1. A battle rhythm is the deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. An effective battle rhythm will enable a unit to create a shared understanding of the commander's intent and set conditions for mission success.

1-2. **Challenges.** One of the greatest challenges recruiting leaders experience is the inability to develop a battle rhythm that facilitates the accomplishment of critical tasks. These difficulties often stem from the inability to visualize all task requirements, unfamiliarity with cyclic events, prioritization, and time investment to understand the factors that influence a unit's battle rhythm. Figure 1-1 reflects factors that influence a unit's battle rhythm.



**Figure 1-1. Factors that Influence Battle Rhythm**

1-3. **Advantages of a Battle Rhythm.** A battle rhythm allows units and leaders to function at a sustained level of efficiency for extended periods. It eliminates wasted time and unnecessary friction by maintaining a close hold on recruiting operations. Procedures and processes that facilitate efficient decision-making such as the weekly planning meeting, daily IPRs, and AARs are critical to achieving a good battle rhythm.

1-4. **Battle Rhythm Predictability and Flexibility.** The operational tempo may fluctuate, but the battle rhythm must remain predictable. Some missions require much more time and effort to plan and prepare for than others. Additionally, the battle rhythm cannot be so inflexible that leaders fail to exploit markets of opportunity as they develop.

1-5. **Quick to Respond to Battle Rhythms.** Leaders create a quick-to-respond battle rhythm by identifying and prioritizing critical activities and ensuring effort occurs at the right time and in the right order. Not every task is critical or requires attention every day so prioritization is key to a good battle rhythm. A good battle rhythm allows leaders the time to respond to new tasks without jeopardizing the accomplishment of routine tasks. The absence of a battle rhythm leads to missed opportunities and inefficiency, leaving leaders unprepared to act at critical decision points.

## SUMMARY

1-6. Leaders that do not enforce a sound battle rhythm negatively affect subordinates and struggle to condition the force or provide predictability. A sound battle rhythm conditions subordinates and creates patterns that facilitate understanding, compliance, and task accomplishment.

1-7. There is no specified format for developing a battle rhythm, but common themes do exist, such as:

- higher headquarters requirements
- seasonal community events, requirements
- critical daily, weekly, monthly tasks (Appendix A displays an example of company-level common tasks, and Appendix B displays an example of station-level common tasks.)

1-8. Figure 1-2 is an example of a company battle rhythm. Figure 1-3 is an example of a station battle rhythm. Note how the station moves forward tasks to accommodate the company requirements to higher. (**See Appendices A & B for more Battle Rhythm common tasks.**)

**EXAMPLE COMPANY BATTLE RHYTHM**

OCTOBER					
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
3 0900-BN Prod Call Schools Program Rev	4 0900-STN Insp 3A Mission Analysis	5 0900- CMD & Staff 1300-Targ/Fusion Cell	6 0900-STN Insp 3C Safety Briefing	7 TRAINING HOLIDAY	8
10 COLUMBUS DAY	11 0900-STN Insp 3D Mission Analysis	12 0900-STN Insp 3E	13 PHASE-LINE OCT DEC ROP Submit CTAR / 2Q TNG Plan	14 SCQLD	15 SCQLD
17 0900- BN Prod Call Schools Program Rev	18 0900-STN Insp 3A Mission Analysis	19 0900-STN Insp 3B	20 0900-STN Insp 3C	21 CO APFT Family Programs FS Program	22 FRG Luncheon
24 0900- BN Prod Call Schools Program Rev	25 0900-STN Insp 3D Mission Analysis	26 0900-STN Insp 3E	27 0900-STN Insp 3A	28 Attend 3B STN TNG FS Program	29
31 0900- BN Prod Call 1000- FS Scrub Schools Program Rev	NOTE: IPRs Conducted Daily -Establish a routine time for each station so they become conditioned and synchronized AAR-Conducted ICW Station Commander or Company training following Phase line Monday and Fridays are Admin days and Incorporate training into all inspections				
NOVEMBER					
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1 0900-STN Insp 3C Mission Analysis	2 0900- CMD & Staff 1300-Targ/Fusion Cell	3 ATM-Peoria	4 ATM-Peoria	5 ATM-Peoria
7 0900- BN Prod Call Schools Program Rev	8 0900-STN Insp 3D Mission Analysis	9 0900-STN Insp 3E	10 PHASE-LINE NOV Safety Briefing JAN ROP Submit	11 VETERANS DAY	12
14 TRAINING HOLIDAY	15 0900-STN Insp 3A Mission Analysis	16 0900-STN Insp 3B	17 0900-STN Insp 3C	18 STN Commander TNG FS program Co Town Hall DCS	19 RPC
21 0900- BN Prod Call Schools Program Rev	22 0900-STN Insp 3D Mission Analysis	23 Safety Briefing Msn Analysis FS Program	24 THANKSGIVING	25 TRAINING HOLIDAY	26
28 0900- BN Prod Call 1000-FS Scrub Schools Program Rev	29 0900-STN Insp 3E Mission Analysis	30 0900-STN Insp 3A			
DECEMBER					
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1 0900-STN Insp 3B	2 STAND DOWN DAY	3
5 0900- BN Prod Call Schools Program Rev	6 QTB Mission Analysis	7 QTB	8 0900-CO NCPD-DCS	9 Attend 3C STN TNG FS Program	10
12 0900- BN Prod Call Schools Program Rev	13 0900-STN Insp 3D Mission Analysis	14 0900-STN Insp 3E	15 PHASE-LINE DEC FEB ROP Submit	16 CO TRAINING FS Program	17
19-Holiday Schedule 0900- BN Prod Call 1000- FS Scrub Schools Program Rev	20-Holiday Schedule Mission Analysis CO Inventory	21-Holiday Schedule CO Inventory	22-Holiday Schedule Safety Briefing CO Inventory	23 TRAINING HOLIDAY	24
26 CHRISTMAS HOLIDAY	27-Holiday Schedule	28-Holiday Schedule	29-Holiday Schedule Safety Briefing	30 TRAINING HOLIDAY	31

**Figure 1-2. Example Company Battle Rhythm**

EXAMPLE STATION (3A) BATTLE RHYTHM

OCTOBER					
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
3 0900-Ops Meeting 1000-1100 IPR 1100-Co IPR Mission Analysis/Plan	4 0900-1100 IPR 0900- Co Inspection	5 0900-1100 IPR 1100-Co IPR TNG Programs	6 0900-1100 IPR 1100-Co IPR Safety Briefing FS Program Rev	7 TRAINING HOLIDAY	8
10 COLUMBUS DAY	11 0900-1100 IPR 1100-Co IPR DEC OP Submit CTAR / 2Q TNG Plan	12 0900-1100 IPR 1100-Co IPR TNG Programs	13 0900-1100 IPR 1100-Co IPR PHASE-LINE OCT FS Program Rev	14 SCQLD	15 SCQLD
17 0900-Ops Meeting 1000-1100 IPR 1100-Co IPR Mission Analysis/Plan	18 0900-1100 IPR 0900-CO Inspection 1300-1800 State Fair	19 0900-1100 IPR 1100-Co IPR TNG Programs	20 0900-1100 IPR 1100-Co IPR FS Program Rev 1800 FS Function	21 0630 - APFT 0900-1100 IPR 1100-Co IPR 1300-STN Training Family /Schools Prog	22 FRG Luncheon
24 0900-Ops Meeting 1000-1100 IPR 1100-Co IPR Mission Analysis/Plan	25 0900-1100 IPR 1100-Co IPR 1200- ED Luncheon	26 0900-1100 IPR 1100-Co IPR TNG Programs	27 0900-1100 IPR 0900- Co Inspection FS Program Rev	28 0900-1100 IPR 1100-Co IPR 1300-STN Training Family /Schools Prog	29
31 0900-Ops Meeting 1000-1100 IPR 1100-Co IPR Mission Analysis/Plan	NOTE: IPRs Conducted Daily -Establish a routine time for each Recruiter so they become conditioned and synchronized AAR-Conducted ICW STN training following Phase line Monday and Fridays are Admin days. Wednesdays are dedicated training but every day are opportunities				
NOVEMBER					
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1 0900-1100 IPR 1100-Co IPR 1300-Chamber of Com 1800-PTA	2 0900-1100 IPR 1100-Co IPR TNG Programs	3 ATM-Peoria	4 ATM-Peoria	5 ATM-Peoria
7 0900-Ops Meeting 1000-1100 IPR 1100-Co IPR Mission Analysis/Plan	8 0900-1100 IPR 1100-Co IPR JAN ROP Submit	9 0900-1100 IPR 1100-Co IPR TNG Programs 1700-Winter Coat Collection	10 0900-1100 IPR 1100-Co IPR PHASE-LINE NOV FS Program Rev Safety Briefing	11 VETERANS DAY	12
14 TRAINING HOLIDAY	15 0900-1100 IPR 0900-Co Inspection 1430-Radio Remote 1600-USAREC EUT	16 0900-1100 IPR 1100-Co IPR TNG Programs	17 0900-1100 IPR 1100-Co IPR FS Programs 1700- FS Function	18 0900 STN CDR TNG 1300 STN Training 500 Co Town Hall DCS Family /Schools Prog	19 RPC
21 0900-Ops Meeting 1000-1100 IPR 1100-Co IPR Mission Analysis/Plan	22 0900-1100 IPR 1100-Co IPR	23 0900-1100 IPR 1100-Co IPR TNG Programs Safety Briefing 1300-1900 Food Bank	24 THANKSGIVING	25 TRAINING HOLIDAY	26
28 0900-Ops Meeting 1000-1100 IPR 1100-Co IPR Mission Analysis/Plan	29 0900-1100 IPR 1100-Co IPR	30 0900-1100 IPR 0900-Co Inspection TNG Programs			
DECEMBER					
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1 0900-1100 IPR 1100-Co IPR FS Programs	2 STAND DOWN DAY	3
5 0900-Ops Meeting 1000-1100 IPR 1100-Co IPR Mission Analysis/Plan	6 0900-1000 IPR 1700-Troy HS Homecoming	7 0900-1000 IPR TNG Programs	8 0900-CO NCOPD-DCS 1300-1500 IPR FS Program	9 0900-1100 IPR 1100-Co IPR 1300-STN Training Family /Schools Prog	10
12 0900-Ops Meeting 1000-1100 IPR 1100-Co IPR Mission Analysis/Plan	13 0900-1100 IPR 1100-Co IPR FEB OP Submit	14 0900-1100 IPR 1100-Co IPR TNG Programs	15 0900-1100 IPR 1100-Co IPR PHASE-LINE DEC FS Programs	16 0900-CO TRAINING	17 0900-1700 Smith County Winter Fair
19-Holiday Schedule 0900-OPS Meetings 1000-1100 IPR 1100-Co IPR Mission Analysis/Plan	20-Holiday Schedule 0900-1100 IPR 1100-Co IPR CO Inventory	21-Holiday Schedule 0900-1100 IPR TNG Programs	22-Holiday Schedule 0900-1100 IPR 1100-Co IPR Safety Briefing	23 TRAINING HOLIDAY	24
26 CHRISTMAS HOLIDAY	27-Holiday Schedule 0900-1100 IPR 1100-Co IPR	28-Holiday Schedule 0900-1100 IPR 1100-Co IPR TNG Programs	29-Holiday Schedule 0900-1100 IPR 1100-Co IPR Safety Briefing	30 TRAINING HOLIDAY	31

Figure 1-3. Example Station (3A) Battle Rhythm

## Chapter 2. RECRUITING FUNCTION ANALYSIS (RFA)

### INTRODUCTION

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

2-2. Refer to USAREC Manual 3-30, Recruiting Company Operations, and UM 3-31, Recruiting Station Operations, for specific instructions for conducting an RFA.

- Figure 2-2 and 2-3 display the Graphic Training Aid (GTA), company commanders and station commanders can use to conduct an RFA. **Note:** This GTA comprises Step 1 of 4 Steps, which inform the development of an Operations Plan, described in Part II of this manual.

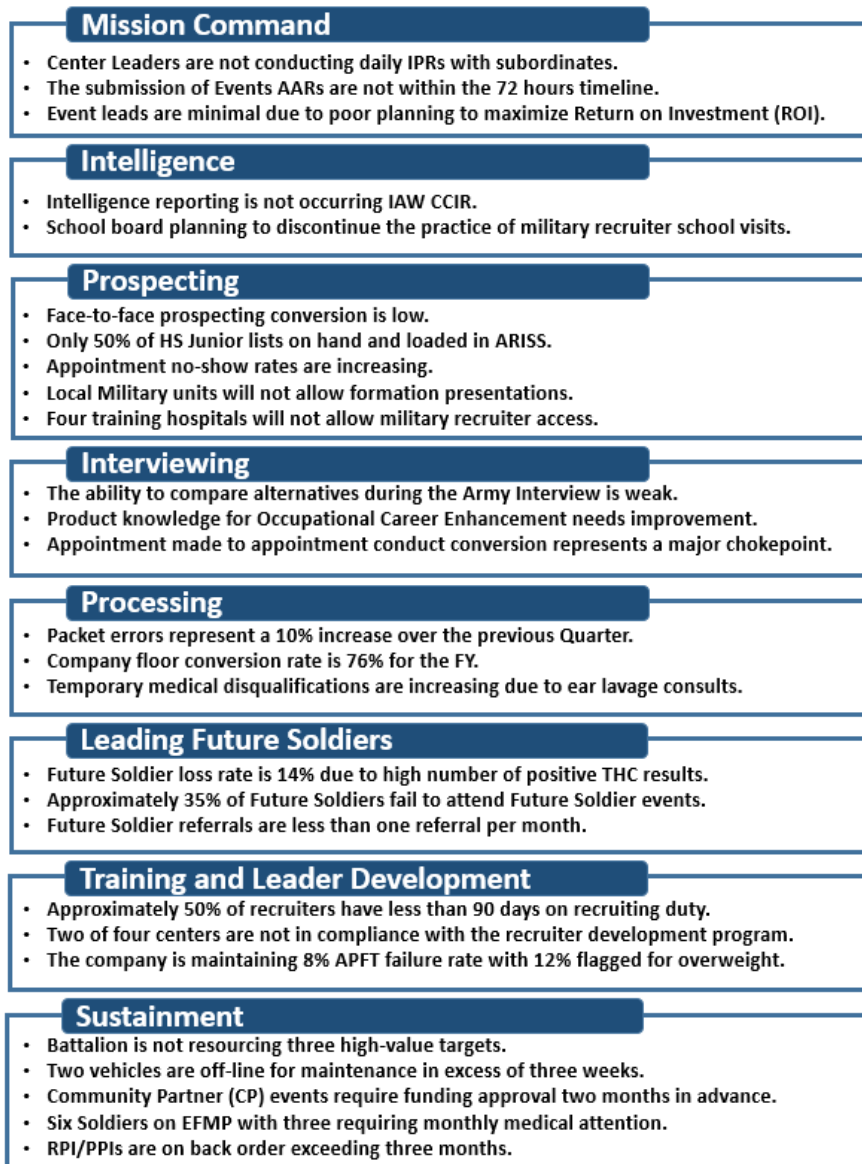


Figure 2-1. Company and Station RFA Template – STEP 1 GTA

Understand – Recruiting Functions Analysis (RFA) - Step 1				
(For use of this form see USAERC Training Circular 5-01)				
Perform an analysis of each recruiting function (Use continuation sheet if more space or additional items for review/analysis are needed)				
RECRUITING FUNCTION	REVIEW/ANALYZE	GUIDANCE	ANALYSIS	ASSESSMENT
			General guidance and/or location of info	What needs to be done to respond to your analysis?
Mission Command	After Action Review	Review notes from		
	Weekly Planning Meetings	Review notes from meetings		
	Electronic Planning Guides	RZ/LZ		
	In Progress Reviews	RZ/LZ		
	Personnel Issues	Any personnel issues?		
	NCOERs/Awards	Any due/upcoming?		
	Leave Management	Anyone on leave?		
	Station's Battle Rhythm	MAP, Sync Matrix, E-Plan		
	Bn/Company/Station Operation Plan	Review Company Operation Plan		
Intelligence	Market Share	BI-Zone/RMZ		
	ASCOPE (Area, Structures, Capabilities, Organizations, People, Events)	FM 3-24.2		
	SAMA	RMZ		
	Tactical Segmentation	BI-Zone/RMZ		
	Bn S2/Company Reports	BI-Zone		
	BI-Zone	BI-Zone		
	School Zone	School Zone		
	Reserve Unit Zone	Reserve Unit Zone		
Prospecting	Conversion/Funnel Data	BI-Zone/RMZ/LZ		
	Prospecting Analysis - ACA	BI-Zone/RMZ/LZ		
	ASVAB	BI-Zone/RMZ/LZ		
	ALRL Analysis	RMZ		
	LPA Analysis	BI-ZONE/RMZ/LZ		
Interviewing	Individual Recruiter Observation Analysis	Notes from Observations		
	Conversion/Funnel Data Analysis: Made to Conduct, Conduct to Test	LZ/Station MAP		
	Evidence Book	Review recruiter's evidence book		
	Experience Level of Recruiters	Counseling Forms & Notes		
	Location of Appointments	Personal Observation		
	Presence of Influencers	Personal Observation		
	Recruiter Product Knowledge - Programs, RA/USAR/ROTC/AMEDD/SORB, Etc.	Counseling Forms & Notes		
Processing	Conversion/Funnel Data Analysis: Appointment Conduct to Test, Test to Floor, Floor to Enlistment	LZ/Station MAP		
	Flash to Bang	LZ/Station MAP/LPA		
	Tested Not Enlisted - TNE	LZ/TNE		
	Qualified Not Enlisted - QNE	LZ/QNE		
	MEPS QC Reports - Quality Control Check	LZ		
	Station Commander - Quality Assurance Check	LZ		

Analyze each recruiting function

Suggested items & reports to review

Blank space to record notes. Example: AAR from a recent school visit that includes a comment that the principle prefers more than one recruiter conduct visits on Thursdays of each week.

Blank space to record notes as needed. Example: Based on the analysis of the school visit AAR, the station commander makes a note to identify and assign two recruiters to visit the high school on Thursday of each week. The station commander should transfer the info to Step 4 and the Sync Matrix

Users can add to or modify this list. Add other items by inserting rows to the worksheet.

Use the rest of the form to record information for each of the Recruiting Functions.  
 Frequency: Once each month, reviewed/updated weekly to prepare for Weekly Meeting.  
 Estimated Time to Complete:  
 • Initial: 2 to 4 hours  
 • Subsequent Monthly Updates: 1 hour  
 • Weekly Review: 30 minutes to 1 hour

Figure 2-2. Station RFA Template – STEP 1 GTA (Cont.)



Understand – Recruiting Functions Analysis (RFA) - Step 1				
(For use of this form see USAERC Training Circular 5-01)				
Perform an analysis of each recruiting function (Use continuation sheet if more space or additional items for review/analysis are needed)				
1 RECRUITING FUNCTION	2 REVIEW/ANALYZE	GUIDANCE	3 ANALYSIS	ASSESSMENT
			Review and analyze each area	What needs to be done to respond to your analysis?
Lead Future Soldiers	Loss Report Analysis	Suggested items & reports to review	RMZ/LZ	General guidance and/or location of info
	FS Training Records		RZ/LZ/FSL	
	Promotions		RZ/LZ/FSL	
	Referrals		RZ/LZ/FSL	
	Contact history Analysis		RZ/LZ/FSL	
	FS Training Event Rosters		FSL	
	FS Asset Inventory (FSAI) Results		RZ/LZ/FSL	
Training and Leader Development	Mandatory Training		ALMS/LMS	
	APFT Results		Review PT Results	
	Structured Self-Development		Review Training Records	
	Battalion/Company Training Events		Review Synch Matrix	
	Advanced Training Program - New Recruiters		ALMS/LMS	
	DTMS - Analysis		INSERT DATA LOCATION	
Sustainment	Facility Management		PHASE 1- ON LINE	
	Vehicle Maintenance		PHASE 1- ON LINE	
	PAE		BN S-2	
	Gains/Loss		BN S-1	
	Key Control		PHASE 1- ON LINE	
	Travel Cards		BN S-1	
	MED Pros		BN S-1	
	Sustainment Operations		Synch matrix/ Center ROP	
	Reports		BI Zone/RMZ/LZ	
	Equipment accountability (laptops, printers, copier, etc.)		PHASE 1- ON LINE	
Business Cards		Ample supply?		

USAREC GTA 5-01.1 Step 1, 24 April 2019

V 1.00

Figure 2-3. Station RFA Template –STEP 1 GTA (Cont.)

## SUMMARY

2-3. Leaders systematically assess their units effectively and develop courses of action directly tied to specific recruiting functions that need improvement by using the RFA methodology. If used effectively, the RFA assists leaders in better understanding their units and enables them to issue mission orders to address shortcomings.)

## **Chapter 3.**

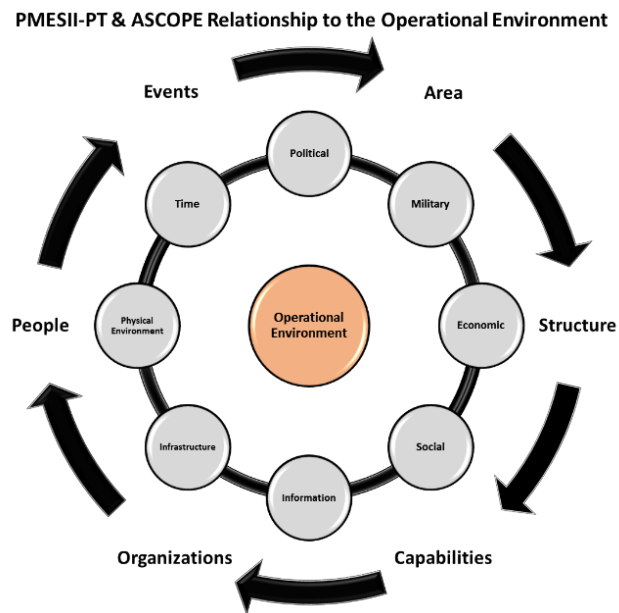
### **METT-TC / PMESII-PT / ASCOPE**

#### **INTRODUCTION**

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

3-2. USAREC commanders and staffs analyze and describe an operational environment in terms of eight interrelated operational variables: Political, Military, Economic, Social, Information, Infrastructure, Physical environment, and Time (PMESII-PT). Upon receipt of a mission, commanders filter information categorized by the operational variables into relevant information concerning the mission. They use the mission variables, in combination with the operational variables, to refine their understanding of the situation and to visualize, describe, and direct operations. The mission variables are Mission, Enemy, Terrain and Weather, Troops and support available, Time available, and Civil considerations (METT-TC). Civil considerations include the influence of manmade infrastructure, civilian institutions, and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of recruiting operations. They comprise six characteristics including Areas, Structures, Capabilities, Organizations, People, and Events (ASCOPE).

3-3. USAREC Manual 3-0, Recruiting Operations, and Training Circular 5-02, Intelligence, describe the relationship between METT-TC, PMESII-PT, and ASCOPE (See figure 3-1).



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

3-4. Figures 3-2 and 3-3 display the operational environment GTA of the station operations plan that station commanders use to understand the Operational Environment using PMESII-PT. **Note:** This GTA is STEP 2 of 4 STEPS that lead to the development of an Operations Plan, described in Part II of this training circular.

## Understand – OPERATIONAL ENVIRONMENT-PHASE 2 STEP 2

Understand – OPERATIONAL ENVIRONMENT - Step 2						
(For use of this form see USAERC Training Circular 5-01)						
Perform an analysis of the operating environment using the PMESII-PT framework. This includes conversion data analysis.						
OPERATIONAL VARIABLE <sup>1</sup>	REVIEW/ANALYZE	ANALYSIS				ASSESSMENT
		STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	
	Analyze PMESII-PT	Internal factors that are favorable to achieving the mission	Internal factors that are unfavorable to achieving the mission	External factors that are favorable to achieving the mission	External factors that are unfavorable to achieving the mission	What needs to be done to respond to your analysis?
<b>Suggested Items</b>  <b>Political</b> - Army, Recruiting, and/or local policies and politics that influence recruiting operations.	2	4	5	6	7	8
	Schools					
	Business					
	Community					
	Recruiting Incentives					
	MEPS Policies					
	Colleges & Universities					
	Trade Schools					
	9	Users can add to or modify this list. Add other	WEAKNESS	OPPORTUNITY	THREAT	
<b>Military</b> - Military presence in a recruiting environment	Military Installations					
	USAR Units					
	Retirees					
	Veteran Organizations					
	Pro-Military Civic Organizations					
	Events					
		STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	
<b>Economic</b> - The economic factors that have an influence on the recruiting environment	Unemployment					
	Job programs					
	Wages					
	College Programs					
		STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	
<b>Social</b> - The perceptions, beliefs, and behaviors toward military service	Crime rate					
	Military appreciation					
	Gangs					
	Demographic mix					
	Education level					
	Religious diversity Cultural norms and values					
		STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	
<b>Information</b> - The aggregate of individuals, organizations, and systems that collect, process, disseminate or act on information	Facebook Pages					
	LinkedIn					
	Public communications					
	Information management					
	MAP Conversion Data					

**Figure 3-2. Station Understand – PMESII-PT- PHASE 2 – STEP 2 GTA**

### Understand – OPERATIONAL ENVIRONMENT- STEP 2 (Cont.)

Understand – OPERATIONAL ENVIRONMENT - Step 2						
(For use of this form see USAERC Training Circular 5-01)						
Perform an analysis of the operating environment using the PMESII-PT framework. This includes conversion data analysis.						
OPERATIONAL VARIABLE	REVIEW/ANALYZE	ANALYSIS				ASSESSMENT
		STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	
<b>Infrastructure</b> - Basic structure or services which impact recruiting (internally and externally) and are essential to effective operations	Analyze PMESII-PT					
	Construction projects					
	MEPS Location					
	School Closures					
	Road Closures					
	Suggested items					
		STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	
<b>Physical Environment</b> - Factors that impede operations or determining recruiting facilities/asset placement to access target populations	Station location to market location					Use the rest of the form to record information for each of the PMESII-PT areas.  Frequency: Once each month, reviewed/updated weekly to prepare for Weekly Meeting.  Estimated Time to Complete: • Initial: 2 to 4 hours • Subsequent Monthly Updates: 1 hour
	Traffic flow / conditions					
		STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	
<b>Time</b> - School, business and organizational operating hours, that affect the availability of the target market or recruited population	Number of work hours this month					
	High school day ends					
	Number of processing days					
	Key dates					
	Key events					

USAREC GTA 5-01.1 Step 2, 24 April 2019

V.1.00

Figure 3-3. Station Understand – PMESII-PT – PHASE 2 –STEP 2 GTA (Cont.)

### SUMMARY

3-5. Leaders use the operational and mission variables to understand the local recruiting operational environment and the demographic makeup of the area of operations. A thorough analysis of these variables assists in the assessment of threats and opportunities.

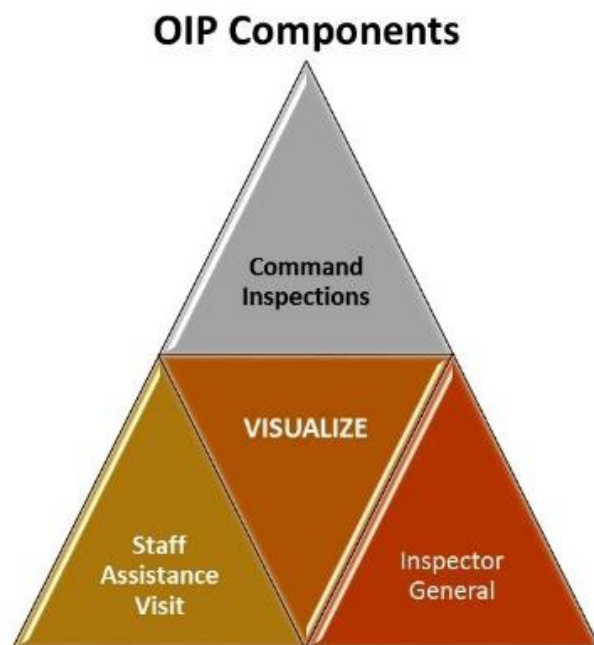
## Chapter 4.

### ORGANIZATIONAL INSPECTION PROGRAM (OIP)

#### INTRODUCTION

4-1. Inspections provide leaders with the ability to visualize what is occurring within their organizations. Leaders use inspections to validate virtual data and analysis and to view actions within the operating environment. It is more than a checklist of items; it is a systematic approach to understanding root causes to make command decisions, correct deficiencies, and exploit opportunities.

4-2. Inspections are a commander's responsibility, and the Organizational Inspection Program (OIP) is the commander's program to manage all inspections within their command. The purpose of the OIP is to coordinate inspections and audits into a single, cohesive program focused on command objectives. The OIP includes command inspections, staff assistance visits (SAV), and Inspector General (IG) inspections.



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

4-3. An effective OIP allows a commander to use these inspections to identify, prevent, or eliminate problem areas within their command. Commanders use the OIP to complement and reinforce other sources of evaluation information when assessing readiness, training, and operational capabilities.

4-4. Command Inspection Program. The CIP is a subordinate level focus inspection. Commanders conduct subordinate level Initial Command Inspection (ICI) to identify standards compliance, training needs, and operational capabilities approximately 90-

days following a Change of Command to provide new commanders with a clear understanding of unit capabilities or areas in need of correction.

4-5. Staff Assistance Visits are the commander's inspection asset to deploy subject matter experts to subordinate units to assess, assist, and improve operations. SAVs are usually conducted staff-to-staff, but leaders are encouraged to use them at the company and station levels as well.

4-6. Inspection products for USAREC, brigade, and battalion OIP inspections products (excluding the IG) are in the OIP SharePoint at <https://ikrome.usaac.army.mil/web/usarec/viewlink?goto=http://span.usarec.army.mil/site/s/HQ/G3/Training/TSP/default.aspx>

4-7. Inspection products include:

- Inspections /Staff Assistance Visit Schedules.
- Inspection Checklists.
- Regulatory Guidance.
- Previous Inspection Results.

4-8. USAREC Organizational Inspection Programs follow the guidance within UR 1-201 Inspections. The command publishes the current OIP instructions annually in the USAREC Training and Leader Development Guidance.

## **SUMMARY**

4-9. Planning, organizing, and executing inspections are critical to validating compliance, identifying needs, and conditioning your subordinate's behavior. Whether formal or informal, inspections should extend beyond a checklist and always include training, mentoring, and problem-solving.

## **PART II**

### **The Operations Process – Describe & Direct**

Part II focuses primarily on the Operations Plan and the Mission Accomplishment Plan (MAP). After commanders visualize an operation, they describe it to their staffs and subordinates to facilitate shared understanding and purpose. During planning, commanders ensure subordinates understand their visualization well enough to begin a course of action development and the production of the operations plan. During execution, USAREC commanders use the Mission Accomplishment Plan to inform modifications to their visualization in updated guidance and directives.

## Chapter 5.

# COMPANY AND STATION INSPECTIONS

### INTRODUCTION

5-1. Chapter 5 focuses on Company and Station Inspections. The intent is to provide leaders with best practices and lessons learned that facilitate the principles of Mission Command.

5-2. Tribal wisdom exists that states that inspecting the station provides all the data necessary to evaluate the company commander and first sergeant. This is an incorrect belief and often results in higher-level leaders missing critical aspects of the company leadership and the state of operations.

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

<b>COMPANY HEADQUARTERS INSPECTION ITEMS</b>
<p><b>The status of the Company Headquarter</b></p> <ul style="list-style-type: none"><li>• Is the CO HQ organized and orderly?</li><li>• Does the design facilitate effective operational development?</li><li>• Do the Company Commander and First Sergeant have individual offices?</li><li>• Is an Administrative Assistant on hand, dependable, and tasked appropriately?</li></ul>
<p><b>The relationship between the Company Commander and First Sergeant.</b></p> <ul style="list-style-type: none"><li>• Do they communicate effectively?</li><li>• Are they working towards the same goals?</li><li>• Do both have the same situational awareness?</li><li>• Have they implemented a Division of Labor?</li></ul>
<p><b>The operational and organizational capability of the Company Commander and First Sergeant.</b></p> <ul style="list-style-type: none"><li>• Do they have an effective Battle Rhythm, or are they in react mode?</li><li>• Is the battle rhythm predictable, consistent, and conditioning subordinates?</li><li>• Do they truly understand the battlefield? Do they have a sound Operations Plan, and does it include shaping and sustainment operations?</li><li>• How do they and how often do they communicate with subordinates?</li><li>• Is IPR being conducted daily and is it effective?</li><li>• How do they validate compliance to orders?</li><li>• Do they have a training plan that is needs based?</li><li>• Are counseling folders complete and has the Company Commander counseled the First Sergeant?</li><li>• Are Awards, NCOERs, Leaves, Unit Commander Financial Report, etc. being reviewed and submitted on time?</li><li>• What is the status of the Family Readiness Group? Who is the lead, and are family issues addressed?</li></ul>

**Table 5-1. Company Headquarter Inspection Items**



5-4. Station inspections validate indicators found during the Company HQs Inspections. During the station inspection, the leadership can determine how and why a deficiency exists. This information is critical when addressing the problem and implementing corrections.

## SUMMARY

5-5. Station inspections are critical because this is where the execution of decisive recruiting operations occurs. The recruiting station is the center of gravity and requires leaders to incorporate fundamental inspection techniques that validate the execution of the commander's intent. Table 5 -2 describes best practices and practices to avoid.

Station Inspection Best Practices (Do's & Don'ts)	
Do's	Don'ts
Develop an inspection checklist that contains focused priorities	The inspection is about the station. DO NOT use this time to IPR or conduct other business unless it is an emergency
Develop a list of 2 or 3 critical items that must always be checked regardless of time. (MAP, Ops Plan, Prospecting, etc.)	DO NOT conduct Meet and Greet visits. Always inspect
Upon arrival, park next to GOVs to spot check vehicles and inspect facility exterior prior to entrance	DO NOT spend all day in the Station unless you are training. If training then train on deficiencies
Use the 10-15 minutes to hold a station huddle. This is a simple group discussion that provides Soldiers a venue to discuss concerns	DO NOT assume, check and validate
Ask questions, look at plans, prospecting and validate compliance	DO NOT implement the philosophy that all inspections must be unannounced. Provide predictability
Watch the Station Commander conduct Station meetings, IPR and training	DO NOT require paper spreadsheet. Use the systems to inspect
Have the station commander write leader guidance in the inspection log and hand back to the inspector for review and signature	
Station commander scans the inspection results to the admin assistant who will transpose tasks/suspense's to outlook calendar	
Require station commander to direct Future Soldiers to be at the station during inspection to facilitate the CDR follow-up requirements	

**Table 5-2. Station Inspections Best Practices (Do's and Don'ts)**

## **Chapter 6.**

### **Targeting**

6-1. Targeting is part of the military decision-making process (MDMP) used to focus effects on achieving the commander's intent. In USAREC, targeting effects are non-lethal and identify those markets that contain segments with a high propensity to enlist. Targeting is a command responsibility that requires the participation of both the coordinating and special staffs. Targeting must support the commander's plan and be a reflection of the commander's intent. The targeting process is a continual effort which is a crucial portion of the synchronization from National and local advertisement to the direct engagement by recruiters. Refer to Training Circular 5-02, Intelligence, for specific details regarding the targeting process.

## **Chapter 7.**

### **Station Recruiting Operations Plan**

#### **INTRODUCTION**

7-1. The operations plan is the station's plan to accomplish the mission using the three lines of effort, prospecting, processing, and leading Future Soldiers. It unifies decisive, shaping, and sustaining operations to accomplish the station mission. This chapter introduces the USAREC station operation plan GTA template.

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

7-3. To provide a procedural methodology for developing a station's operations plan, this section refers to previous chapters and provides a GTA template that culminates in a standard station operations plan.

7-4. Part I, Chapter 2, describes the Recruiting Function Analysis. The RFA is Step 1 of the operations plan development and a key step to understanding the station's operational capabilities.

7-5. Part I, Chapter 3, describes PMESII-PT. PMESII-PT is Step 2 of the operations plan development and a key step to understanding the station's operational environment.

7-6. Step 3 of the operations plan development (Figure 7-1) allows the station commanders the ability to visualize and describe the station's current situation. To complete Step 3, station commanders must complete and refer to Steps 1 and 2. Step 3 allows station commanders to piece together data from the RFA, PMESII-PT, and IPB to visualize and describe the market.

## Visualize and Describe – CURRENT SITUATION STEP 3

Visualize & Describe – CURRENT SITUATION STEP 3																						
Visualize & Describe – CURRENT SITUATION (Where we are now) & MISSION (Where we want to be) - Step 3																						
Provide the analysis results from Tabs 1 and 2 for each of the recruiters assigned to the center based on a complete system analysis of data, leader assessment, METT-TC and personal observation.																						
CURRENT SITUATION										MISSION												
Key Points and Highlights from Step 1 and the Sync Matrix										GRADS	SENIOR	OTH										
OPERATIONAL ENVIRONMENT	<div style="border: 1px solid black; padding: 5px;"> <p><b>1</b> Blank space to write the Operational Environment &amp; current situation based on info from Step 1, Step 2, and the Synch Matrix. Example:</p> <p>The Metro Recruiting Station consists of 6 RA, two of which are new recruiters and 2 USAR recruiters who have been here for 3 or more years. The market consists of urban/suburban terrain, 12 high schools, 2 colleges (all open), an engineer TPU, with a population of approximately 17,000 men and women within the target market age group of 17 to 25 years old. We exceeded our 1st quarter mission by 5 and entered the 2d quarter ahead of our mission objective by 2 enlistments. Morale is high and the recruiters' quality of life is meeting or exceeding expectations. We have a college career fair with Army Adventure Van support this month, 3 scheduled School ASVABs to Proctor, an FSTE scheduled WK3 for a pool of 15 FS, and 2 recruiters on leave for 4 days each/staggered WK1 and WK2 in conjunction with 2 of 3 federal/training holidays this quarter.</p> </div>									12	3	4										
RECRUITER																				ASSESSMENT		
NAME																				SCRE		
SSG EXAMPLE																				Schedu		
Strength	Good closer									Insert the station's mission for the month to help the SC describe the mission.												
Weakness	Need to work on learning USAR programs									8 hours of telephone prospecting for seniors. Visit ABC high school x-4, Study USAR programs. Will make adjustments as needed during IPRs.												
PMES IPT	About 176 work hours this month, Schools are open to regular visits																					
METTC	Identify Sync Matrix events. You have 4 days of leave scheduled this month																					
RECRUITER	HOURLY A.C.A. DATA				RECRUITING FUNNEL ANALYSIS				ASSESSMENT													
NAME	ATTEMPTS	CONTACTS	APPTS	GRAD C.A.M	SR C.A.M	GRAD AM.AC	SR AM.AC	GRAD AC.T	SR AC.T	DESCRIBE WHAT NEEDS TO BE DONE												
SSG EXAMPLE	20	10	1	40:1	20:1	4:1	2:1	2:1	1:1	Schedule 3:2 hours telephone prospecting for grads this month and 8 hours of telephone prospecting for seniors.												
Strength	Information for each recruiter by name.									Blank space for written notes to help the SC describe what needs to happen in order to achieve station's mission. See example above.												
Weakness	Need to work on learning USAR programs									Blank space to record notes regarding each recruiter.												
PMES IPT	About 176 work hours this month, Schools are open to regular visits																					
METTC	Identify Sync Matrix events. You have 4 days of leave scheduled this month																					
RECRUITER	HOURLY A.C.A. DATA				RECRUITING FUNNEL ANALYSIS				ASSESSMENT													
NAME	ATTEMPTS	CONTACTS	APPTS	GRAD C.A.M	SR C.A.M	GRAD AM.AC	SR AM.AC	GRAD AC.T	SR AC.T	DESCRIBE WHAT NEEDS TO BE DONE												
SSG EXAMPLE	20	10	1	40:1	20:1	4:1	2:1	2:1	1:1	Schedule 3:2 hours telephone prospecting for grads this month and 8 hours of telephone prospecting for seniors. Visit ABC high school x-4, Study USAR programs. Will make adjustments as needed during IPRs.												
Strength	General areas to consider and describe each recruiter and effect on OE/short term planning during the Weekly Meeting.									Blank spaces to record notes regarding each recruiter.												
Weakness	Need to work on learning USAR programs									Blank space to record notes regarding each recruiter.												
PMES IPT	About 176 work hours this month, Schools are open to regular visits																					
METTC	Identify Sync Matrix events. You have 4 days of leave scheduled this month																					
RECRUITER	HOURLY A.C.A. DATA				RECRUITING FUNNEL ANALYSIS				ASSESSMENT													
NAME	ATTEMPTS	CONTACTS	APPTS	GRAD C.A.M	SR C.A.M	GRAD AM.AC	SR AM.AC	GRAD AC.T	SR AC.T	DESCRIBE WHAT NEEDS TO BE DONE												
SSG EXAMPLE	20	10	1	40:1	20:1	4:1	2:1	2:1	1:1	Schedule 3:2 hours telephone prospecting for grads this month and 8 hours of telephone prospecting for seniors. Visit ABC high school x-4, Study USAR programs. Will make adjustments as needed during IPRs.												
Strength	Good closer									Blank space to record notes regarding each recruiter.												
Weakness	Need to work on learning USAR programs									Blank space to record notes regarding each recruiter.												
PMES IPT	About 176 work hours this month, Schools are open to regular visits																					
METTC	Identify Sync Matrix events. You have 4 days of leave scheduled this month																					
RECRUITER	HOURLY A.C.A. DATA				RECRUITING FUNNEL ANALYSIS				ASSESSMENT													
NAME	ATTEMPTS	CONTACTS	APPTS	GRAD C.A.M	SR C.A.M	GRAD AM.AC	SR AM.AC	GRAD AC.T	SR AC.T	DESCRIBE WHAT NEEDS TO BE DONE												
SSG EXAMPLE	20	10	1	40:1	20:1	4:1	2:1	2:1	1:1	Schedule 3:2 hours telephone prospecting for grads this month and 8 hours of telephone prospecting for seniors. Visit ABC high school x-4, Study USAR programs. Will make adjustments as needed during IPRs.												
Strength	Good closer									Blank space to record notes regarding each recruiter.												
Weakness	Need to work on learning USAR programs									Blank space to record notes regarding each recruiter.												
PMES IPT	About 176 work hours this month, Schools are open to regular visits																					
METTC	Identify Sync Matrix events. You have 4 days of leave scheduled this month																					
RECRUITER	HOURLY A.C.A. DATA				RECRUITING FUNNEL ANALYSIS				ASSESSMENT													
NAME	ATTEMPTS	CONTACTS	APPTS	GRAD C.A.M	SR C.A.M	GRAD AM.AC	SR AM.AC	GRAD AC.T	SR AC.T	DESCRIBE WHAT NEEDS TO BE DONE												
SSG EXAMPLE	20	10	1	40:1	20:1	4:1	2:1	2:1	1:1	Schedule 3:2 hours telephone prospecting for grads this month and 8 hours of telephone prospecting for seniors. Visit ABC high school x-4, Study USAR programs. Will make adjustments as needed during IPRs.												
Strength	Good closer									Blank space to record notes regarding each recruiter.												
Weakness	Need to work on learning USAR programs									Blank space to record notes regarding each recruiter.												
PMES IPT	About 176 work hours this month, Schools are open to regular visits																					
METTC	Identify Sync Matrix events. You have 4 days of leave scheduled this month																					

**2** MISSION

**3** Information for each recruiter by name.

**4** HOURLY A.C.A. DATA

**5** RECRUITING FUNNEL ANALYSIS

**6** General areas to consider and describe each recruiter and effect on OE/short term planning during the Weekly Meeting.

**7** Blank spaces to record notes regarding each recruiter.

**8** Blank space for written notes to help the SC describe what needs to happen in order to achieve station's mission. See example above.

**9** Frequency: Completed/updated once a month, reviewed and updated daily during IPR

Estimated Time to Complete:

- Initial: 2 to 4 hours
- Subsequent Monthly Updates: 1 to 2 hours depending on number of recruiters
- Weekly Review: 1 hour
- Review for IPR: 15 minutes for each recruiter

**Figure 7-1. Visualize & Describe – CURRENT SITUATION – STEP 3 Example GTA (Station Operation Plan)**

7-7. Follow the instructions and complete Step 3 for all Recruiters in the station to create understanding and visualize a path to implement mitigating actions, describe actions to exploit opportunities, and create a sound station operations plan (Step 4).

7-8. Step 4 is the stations' Phase-Line Operations Plan. It is a holistic plan that, if

correctly completed, validates that the station's plan achieves the requirements of the MAP. Review the example in Figure 7-2 and instructions in Figure 7-3 to understand the content required to complete and develop a station operations plan.

RSID: 4G3T		DIRECT - PROSPECTING ACTIVITIES - Step 4										PL: MAR 19					
3a(1) Scheme of Maneuver (Activities that must occur to achieve the mission)																	
Date(s)	Shaping	Decisive	Sustaining	Prospectin g Method	Location	Engagement	NCO(s)	Frequency: #Events/Hrs	Objective					Weekly Requirements			
									RA	AR	GR	SR	PS		COI		
18-Feb-19			X	F-F	Denver - 80290	University of Colorado Denver Career Fair	Smith/Jones	1 3	5								
18-22 Feb 19			X	Virtual	80239, 80203, 80263	College Sr Language, Music, Accounting Students	Madsen	1 2	4								
19-Feb-19	X			N/A	Denver - 80290	Parent Teacher Conference Presentation	Johnson/Scott	1 2									
18-22 Feb 19		X		Telephone	80222, 80290, 80249	Senior Telephone Prospecting-SASVAB Qual	All	2 2		5		3					
19-Feb-19		X	X	Referral	Station	Future Soldier Function	All	1 3	1 2								
20-Feb-19		X		Referral	89th RSC	Battle Assembly	Brannan	1 2			2						
20-Feb-19	X	X		Referral	Station AO	Veterans Placement Offices for all colleges	All	1 2					5				
23-Feb-19	X			N/A	Lakewood - 80295	Lakewood County Youth Strategies	Madsen	1 2									
25-Feb-19		X		Telephone	80239, 80203, 80263	Senior Telephone Prospecting	All	1 2		4		2					
25-Feb-19	X			N/A	Aurora - 80222	Manuel HS Educator Luncheon	Tabor/Hollis	1 1									
26-Feb-19	X	X		F-F	80294, 80290	F-F Prospecting/Area Canvas	All	1 3	5	2							
26-Jun-19		X		Virtual	80265, 80259	Thomas Jefferson HS(Upcoming) Visit Presentation	Dabney	1 2	4		1						
27-Feb-19	X	X		Referral	Station	Future Soldier Training	Scott	1 2	2 1								
28-Feb-19	X			Telephone	80204, 80281, 80217	Grad Telephone Prospecting	All	1 2	5	2							
28-Feb-19		X		F-F	Castle Rock - 80230	Thomas Jefferson HS English Class Presentation	Dabney/Jones	1 6		4							
1-May-19	X	X		Referral	Denver - Invesco Field	Rockies Salute to Veterans - FS Swear-In	All	1 4	2 3								
4-May-19	X			Referral	100th DIV	Battle Assembly	Brannan	1 4			2						
4-7 May 19		X		Referral	80244, 80201	HRAP F-F Prospecting	Thomas/Garcia	4 2	1 1								
5-May-19	X	X		F-F	Denver - 80290	University of Colorado Denver TAIR Event	Smith/Jones	1 6			3	2					
5-May-19		X	X	Referral	Station	Future Soldier Training	Scott	1 2	2 1								
6-May-19		X		Telephone	80237, 80291, 80224	Senior Telephone Prospecting-SASVAB Qual	All	1 2		5		1					
6-7 May 19	X	X		F-F	Denver - 80290	Denver Summer Festival-Washington Park	Bunch/Rodriguez	2 4	2 2								
7-May-19	X			N/A	Estes Park- 80237	Thomas Middle School Veterans Presentation	Tabor/Jones	1 2									
8-May-19		X		Telephone	80239, 80281, 80259	Grad Telephone Prospecting	All	1 2	3		2						
11-15 May 19		X		Referral	80203, 80291	HRAP- F-F Prospecting	Thomas/Garcia	5 2	2 2								
11-May-19	X			N/A	Castle Rock- 80230	Thomas Jefferson HS Football Camp	Tabor/Hollis	1 3									
12-May-19	X	X		Referral	Denver - 80290	Denver School of Nursing Career Fair	Smith/Jones	1 3			3	1					
12-May-19	X	X		F-F	80244, 80243	F-F Prospecting/Area Canvas	All	1 3	3	2							
13-May-19		X	X	Referral	Station	Future Soldier Training	Scott	1 2			2 1						
13-May-19		X		Telephone	80273, 80209, 80230	Senior Telephone Prospecting-SASVAB Qual	All	1 2		4		2					
14-May-19		X		F-F	80273, 80281	F-F Prospecting/Area Canvas	All	1 3	4	1							
15-May-19		X		Telephone	80265, 80205, 80248	Grad Telephone Prospecting-ASVAB Qual	All	1 2	3		1						
18-22 May 19	X			N/A	Denver - 80252	East HS Football Camp	Brannan	5 5									
18-May-19		X		Telephone	80237, 80291, 80259	Senior Telephone Prospecting-ASVAB Qual	All	1 2		4		1					
19-May-19	X	X		F-F	80224, 80222	F-F Prospecting/Area Canvas	All	1 3	3	1							
19-May-19	X	X		F-F	Estes Park- 80237	Institute of Culinary Arts Fair	Dabney, Smith	1 3	2		1	1					
20-May-19		X	X	Referral	Station	Future Soldier Training	Scott	1 2	2 1								
21-May-19		X		F-F	Denver- 80203	College America Denver Career Fair	Jones/Morris	1 4			2		2				
21-May-19		X		Virtual	80224, 80244, 80205	Senior/Junior-ASVAB Qualified	Smith	1 2			2		2				
22-May-19		X		Telephone	80202, 80207, 80244	Grad Telephone Prospecting	All	1 2	3		2						

PHASE LINE VALIDATION									
Regular Army Appointments Made			Army Reserve Appointments Made			Recruiting Influencers			
REQ	GR	SR	REQ	GR	SR	PS	CP		
Station Prospecting	41	28	20	7	7		17		
Plan Totals	58	41	31	12	11				

Regular Army			Army Reserve			
PROJ	GR	SR	PROJ	GR	SR	PS
Recruiter Prospecting	58	41	31	12	11	
Plan Totals						

APPROVAL	
Date _____	Commander's Signature: _____

USAREC GTA 5-01.1 Step 4, 24 April 2019 V 1.00

Figure 7-2 Direct – Prospecting Activities – STEP 4 Example GTA (Station Operations Plan)

### Direct - Prospecting Activities STEP 4 Instructions

RSID: 4G3T	<b>DIRECT - PROSPECTING ACTIVITIES - Step 4</b>	PL: MAR 19
3a(1) Scheme of Maneuver (Activities that must occur to achieve the Objective)		
1 <b>Place RSID</b>	2 <b>Annotate the Phase Line</b>	
3 <b>Date(s)</b>	4 <b>Prospecting Method</b>	5 <b>Location</b>
6 <b>Engagement</b>	7 <b>NCO(s)</b>	8 <b>Frequency: #Events/Hrs</b>
9 <b>Objective</b>	10 <b>Weekly Requirements</b>	11 <b>REQ PROJ</b>
12 <b>GR</b>	13 <b>SR</b>	14 <b>PS</b>
15 <b>CP</b>		

Date(s)	Prospecting Method	Location	Engagement	NCO(s)	Frequency: #Events/Hrs	Objective					Weekly Requirements		
						GR	SR	PS	CP	REQ	PROJ		
18-Feb-19	Virtual	University of Colorado Denver Career Fair	Smith/Jones	1	3	5							
18-22 Feb 19	Virtual	Senior Language, Music, Accounting Students	Madsen	1	2	4	2						
19-Feb-19	N/A	Parent Teacher Conference Presentation											
18-22 Feb 19	Telephone	Senior Telephone Prospecting-ASVAB											
19-Feb-19	Referral	Station	Future Soldier Function										
20-Feb-19	Referral	89th RSC	Battle Assembly	Brannan	1								
20-Feb-19	Referral	Station AO	Veterans Placement Offices for all colleges	All	1								
20-Feb-19	N/A	Lakewood - 80295	Lakewood County Youth Strategies	Madsen	1								
20-Feb-19	Telephone	80239, 80203, 80204		All	1	2	4	2					
20-Feb-19	Telephone	80239, 80203, 80204		Tabor/Hollis	1	1			4				
20-Feb-19	Referral	Station											
20-Feb-19	Telephone	80204, 80281											
28-Feb-19	FF	Castle Rock - 80203		Dabney									
1-May-19	Referral	Denver - Invesco Field	Rockies Salute to Veterans - FS Swear-in										
4-May-19	Referral	100th DIV	Battle Assembly										
4-7 May 19	Referral	80244, 80201	HRAP F-F Prospecting	Thomas									
4-7 May 19	Referral	Station	University of Colorado Denver TAIR Event	Smith									
4-7 May 19	Referral	80237, 80291, 80224	Senior Telephone Prospecting-ASVAB Qual	All									
4-7 May 19	Referral	Denver - 80290	Denver Summer Festival-Washington Park	Bunch/Rodriguez	2	4	2	2					
7-May-19	N/A	Estes Park - 80237	Thomas Middle School Veterans Presentation	Tabor/Jones	1	2							
8-May-19	Telephone	80239, 80281, 80259	Grad Telephone Prospecting	All	1	2	3	2					
11-15 May 19	Referral	80203, 80291	HRAP- F-F Prospecting	Thomas/Garcia	5	2	2	2					
11-May-19	N/A	Castle Rock - 80230	Thomas Jefferson HS Football Camp	Tabor/Hollis	1	3							
12-May-19	Referral	Denver - 80290	Denver School of Nursing Career Fair	Smith/Jones	1	3		3					
12-May-19	FF	80244, 80243	F-F Prospecting/Area Canvas	All	1	3	3	2					
13-May-19	Referral	Station	Future Soldier Training	Scott	1	2		2	1				
13-May-19	Telephone	80273, 80209, 80230	Senior Telephone Prospecting-ASVAB Qual	All	1	2							
14-May-19	FF	80273, 80281	F-F Prospecting/Area Canvas	All									
15-May-19	Telephone	80265, 80205, 80248	Grad Telephone Prospecting-ASVAB Qual	All									
18-22 May 19	N/A	Denver - 80252	East HS Football Camp	Branna									
18-22 May 19	Telephone	80291, 80259	Senior Telephone Prospecting-ASVAB Qual	All									
18-22 May 19	FF	80244, 80222	F-F Prospecting/Area Canvas	All									
18-22 May 19	Referral	Station	Institute of Culinary Arts Fair	Dabney, Smith	1	3	2	1	1				
18-22 May 19	Referral	Station	Future Soldier Training	Scott									
21-May-19	FF	Denver-80203	College America Denver Career Fair	Jones/Morris				2					
21-May-19	Virtual	80224, 80244, 80205	Senior/Junior-ASVAB Qualified	Smith				2					
22-May-19	Telephone	80202, 80207, 80244	Grad Telephone Prospecting	All									

PHASE LINE VALIDATION											
Regular Army Appointments Made				Army Reserve Appointments Made				Recruiting Influencers			
REQ	PROJ	GR	SR	REQ	PROJ	GR	SR	PS	CP	REQ	PROJ
41	58	28	41	20	31	7	12	7	17		
Station Prospecting Plan Totals											
Recruter Prospecting Plan Totals											

17 **Projections for the Phase Line will auto populate as a result of your input from (column 13). NOTE: Evaluate whether your projected Appt Made meets requirements.**

18 **Commander's Signature and date if plan is approved**

Date \_\_\_\_\_ Commander's Signature: \_\_\_\_\_

USAREC GTA 5-01.1 Step 4, 24 April 2019 V.1.00

Figure 7-3. Direct – Prospecting Activities – STEP 4 GTA Instructions (Station Operation Plan)

## **SUMMARY**

7-9. A great operation plan not only contains the actions necessary to achieve the current phase-line but shapes and sustains the market for the quarter and FY. The operation plan is the plan to execute operations that meets or exceeds the work ethic within the MAP. Leaders that invest the time to analyze and develop a sound plan experience greater instances of mission achievement and the creation of a winning attitude.

## Chapter 8. Mission Accomplishment Plan (Map)

### INTRODUCTION

8-1. The Mission Accomplishment Plan (MAP) is a mathematical tool that provides leaders with a glide path and predictor mechanism to understand how much effort is required to achieve the phase-line mission. The MAP allows leaders the ability to operationalize work effort into actions within the operation plan.

8-2. The MAP identifies training indicators or operational deficiencies. Leaders assess each line of the MAP, understand the cause for insufficient achievements, and direct appropriate actions.

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

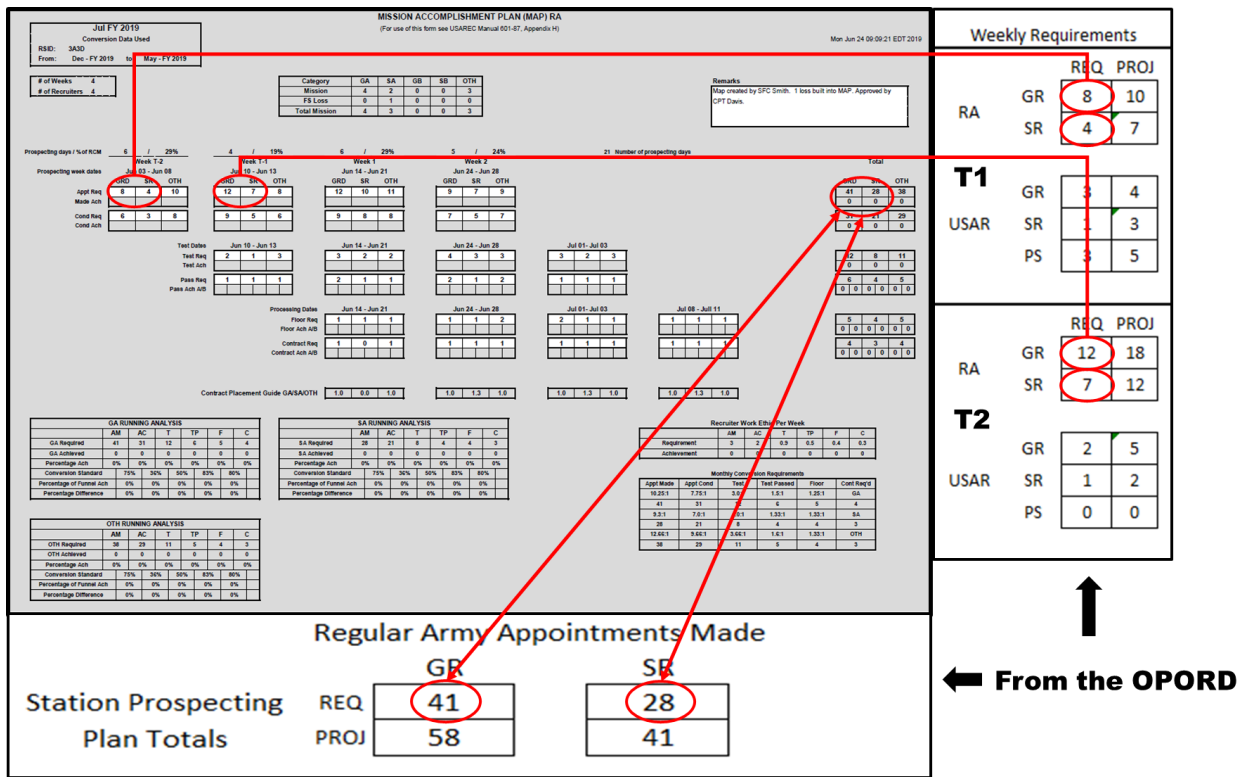


Figure 8-1. MAP- Operation Plan Relationship



8-4. Refer to Figure 8-1. Notice how the Grad and Senior Appointment Made Requirements are the same for T-2 and T-1 as they are on the extract from the operations plan GTA. Similarly, the Grad and Senior Appointment Made requirements for the phase-line are the same. The operations plan GTA template allows leaders to build a plan and validate that the plan meets or exceeds the MAP requirements.

## **SUMMARY**

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

## **PART III**

### **The Operations Process – Direct and Assess**

**Part III** covers the operations process - direct and assess - found throughout previous parts of this UTC, and in USAREC Manuals 3-0, 3-30, and 3-31, therefore the focus is on the Internal Progress Reviews (IPRs) with specific attention to the company and stations. IPRs provide the ability to direct or redirect as mission dictates, and an assessment of the subordinate, the operation, and the environment.

## **Chapter 9.**

### **Station Operations Overview (SO2)**

#### **INTRODUCTION**

9-1. Station Commanders must visualize the operating environment, and describe it intelligently and accurately to facilitate understanding to superiors, peers, and subordinates. The ability to describe the operating environment and the operation plan to achieve the mission is critical and requires standardization among stations within the command.

9-2. USAREC's standard Station Operation Overview (SO2) for both internal and external briefings ensures continuity of information and expectations but also demonstrates professionalism within the 79R Corps and command.

9-3. The SO2 is the presentation of the station to a visitor and reflects directly on the station commander's operational ability, proficiency, credibility, and total professionalism. An SO2 is an opportunity for the station commander to demonstrate his or her grasp of the station's strengths and weaknesses. It also gives them the opportunity to demonstrate their ability to plan recruiting operations that capitalize on strengths while addressing deficiencies.

9-4. Standard rules of military courtesy apply for all visits. The station commander or ranking noncommissioned officer (NCO) should greet the visitor at the door (call "Attention" or "At Ease") and introduce themselves. Of course, if the visitor already knows the station commander, the introduction is not necessary. The station commander escorts the visiting party into the station and introduces the recruiters and any other personnel present. Recruiters should not interrupt an interview or telephone prospecting in progress.

9-5. Next, the station commander should offer the visitor(s) a tour of the station. The brief tour should include the testing room, supply room, and any adjoining rooms. As a point of order, the station commander should also mention any sister services co-located within the Armed Forces Career Station.

9-6. Following the tour, the station commander should direct the visitor to a monitor already set up to present a briefing prepared in the prescribed USAREC standard. The briefing points out the locations of the Company Headquarters, station's area of operations (boundaries) and major points of interest (demographic and geographic market influencers). The briefings draws content from Evaluation Entry System, GAMAT, BI Zone, and Leader Zone.

9-7. Upon completion of the SO2, the station commander ensures the visitor annotates comments on USAREC Form 1-201.1 (Inspection log). Special dignitaries may not be familiar with or interested in writing in the inspection log. Therefore, the station commander should complete the results of the visit on USAREC Form 1-201.1, file it in the inspection binder, and forward a copy to the company commander and first sergeant

if not present.

9-8. Upon conclusion of the visit, the station leader will personally escort the visitor to the door using proper military courtesies (call “Attention” or “At Ease” as applicable).

## **EXTERNAL**

9-9. Station commanders use the external Station Operations Brief for brigade or higher visitors.

9-10. The External SO2 is located on the USAREC G3 Training SharePoint in the Training Resource Tab, Documents Folder @ <https://recruiting.rsn.army.mil/hq/G3/Training/Other%20Resources/Forms/AllItems.aspx>

9-11. Agenda. The External SO2 includes the following agenda:

- Introduction
- Personnel-Station Administration Statistics
- Mission Accomplishment-Detailed Mission Accomplishment
- DIME Report
- Questions

9-12. Desk Top Layout. Station Commanders professionally layout the following items:

- Station Inspection Log
- Hard Copies of the current MAP(s)

9-13. Title Slide. Station Commanders introduces the SO2 with a title slide that includes:

- Station Name / RSID
- Station Logo (If applicable and approved by the leadership)
- Title - Station Operations Overview
- Station Commander’s Name
- Since (Date Assigned to Position)

9-14. Personnel. The Station Commander introduces a “personnel” slide depicting the station’s structure as follows:

Authorized personnel vice assigned and how many assigned are capable of contributing toward the station’s mission. The station commander states the recruiter’s name, MOS, and tenure in the station. Identify AGR recruiter(s) and the Deputy Station Commander (If applicable), APFT scores, HT/WT, profiles, MEDPROs status, SSD, NCOPDS, NCOER due dates, PCS dates, Station Commanders Course scheduled/completion date (where appropriate), and 79R conversions Detailed Mission Accomplishment (DMA). This slide reflects the year to date data. The SC addresses the station’s current mission posture and discusses the plan of action to correct shortfalls. This report is in BI-Zone.

9-15. Detailed Mission Accomplishment (DMA). This slide reflects the year to date data. The station commander addresses the station’s current mission posture and

discusses the plan of action to correct shortfalls. This report is in BI-Zone.

9-16. **DIME Report.** Station commanders discuss area industries with an emphasis on employment rates, hiring, layoffs, opportunities, PaYS partners, and other data points. Station commanders identify population trends as it relates to the target market. Provide insight into cultural and generational nuances, niches, and other data points, as well as actions to penetrate. This information is located in the BI Zone.

9-17. **Questions.** Upon completion of the SO2, the Station Commander asks if there are any questions.

## **INTERNAL**

9-18. The internal SO2 is the most common Station Operations Overview. Station commanders use the internal Station Operations Overview to brief battalion and company leaders. The Internal SO2 brief demonstrates the station commander's grasp of the operational capabilities and plans for the station. Station commanders update the Internal SO2 brief at the end of each phase-line and use it to brief all visitors as appropriate.

9-19. The internal SO2 is located on the USAREC G3 Training SharePoint in the Training Resource Tab, Documents Folder @ [https://span.usarec.army.mil/sites/HQ/G3/Training/SitePages/G3Training\\_Main.aspx](https://span.usarec.army.mil/sites/HQ/G3/Training/SitePages/G3Training_Main.aspx)

9-20. **Agenda.** The internal SO2 includes the following agenda:

- Introduction
- Personnel-Station Administration Statistics
- NCO Counseling Data
- Mission Accomplishment- Detailed Mission Accomplishment (DMA)
- DIME Report
- GAMAT
- Market Share
- Operations Plan
- DTMS-Training Schedule
- Future Soldiers
- Issues and Good News Stories
- Questions

9-21. Desk Top Layout. Station Commanders professionally lay out the following items:

- Station Inspection Log
- Hard Copies of the current MAP(s)

9-22. Title Slide. Station Commanders introduces the SO2 with a title slide:

- Station Name / RSID
- Station Logo (If applicable and approved by the leadership)

- Title – Station Operations Overview
- Station Commander's Name
- Since (Date Assigned to Position)

9-23. **Personnel.** The Station Commander introduces a “personnel” slide depicting the station’s structure as follows:

- Authorized personnel vice assigned and how many assigned are capable of contributing toward the station’s mission.
- The station commander states the recruiter’s name, MOS, and tenure in the station.
- Identify AGR recruiter(s) and the Deputy Station Commander (If applicable).
- APFT scores, HT/WT, profiles, MEDPROs status, SSD, NCOPDS, NCOER due dates, PCS dates, Station Commanders Course scheduled/completion date (where appropriate), and 79R conversions.

9-24. **Evaluation Entry System (EES).** Station commanders brief the status of all NCO counseling and evaluations using the Evaluation Entry System at [www.hrc.army.mil](http://www.hrc.army.mil). Unless otherwise directed, display and provide an overview of the rating scheme and status of NCO Counseling and evaluations.

9-25. **Detailed Mission Accomplishment (DMA).** This slide reflects the year to date data. The station commander addresses the station’s current mission posture and discusses the plan of action to correct shortfalls. This report is in BI-Zone.

9-26. **DIME Report.** Station commanders discuss area industries with an emphasis on employment rates, hiring, layoffs, opportunities, PaYS partners, and other data points. Station commanders identify population trends as it relates to the target market. Provide insight into cultural and generational nuances, niches, and other data points, as well as actions to penetrate. This information is located in BI Zone.

9-27. **GAMAT.** NOTE: In preparation of the visit, SCs open GAMAT and minimize the screen. When ready, maximize the GAMAT screen, switch to the “A&E” tab to the “SAB” depending on the information presented. Station Commanders navigate through contracts, company and station locations, HSs and colleges, and AR and NG units. Provide a representation of the operating environment as it pertains to the station operation plan.

9-28. **Market Share.** Station Commanders describe market share for the volume, GSA, seniors, GA, and SA categories. SCs provide an in-depth brief for the market share within the station’s SAMA ZIP codes.

9-29. **Operation Plan.** Station Commanders discuss and justify the station’s operation plan. Information presented is “year to date.”

9-30. **Training Schedule.** Station Commanders document all training in DTMS. Training reflects the station’s near-term/long-term plan to address training indicators reflected in the MAP or otherwise negatively affect operations.

9-31. **Future Soldiers.** The station commander briefs from Leader Zone and BI-Zone.

Discussion includes FS locations and drive time, referrals, Basic Training Task List completion rates, Future Soldier functions, total number by category, ship codes, and losses. Brief ship codes and loss from BI-Zone; brief all other FS data from LZ.

9-32. Issues and Good News. Station Commanders address issues and provide good news stories.

9-33. Questions. Upon completion of the SO2, Station Commander asks if there are any questions.

## **SUMMARY**

9-34. The SO2 is the leader's tool to validate a subordinate's detailed understanding of the operating environment and plan to accomplish the mission. The SO2 is more than a brief, it is a snapshot into how the station commander thinks, visualizes, and describes the station's mission posture and welfare of Soldiers and Families.

## Chapter 10.

### Company and Station Level In-Progress Review (IPR)

#### INTRODUCTION

10-1. An In-Progress Review (IPR) is a systematic review of information between echelons. It is a systematic process by which leaders have an in-depth dialog with immediate subordinates about current operations and preparation for upcoming events (UM 3-31, para 1-43). Once the organization receives a mission, daily IPRs evaluate performance and give timely feedback. Company commanders, first sergeants, and station commanders conduct daily IPRs to provide purpose, direction, and motivation by assessing and discussing:

- Personnel
- Mission Posture
- Projections
- Processing
- Prospecting
- Operation Plan
- Future Soldiers

10-2. The IPR provides the operational information company commanders, first sergeants, and station commanders need to evaluate unit performance and redirect operations if necessary. The IPR is not a “sometime” event but an “everyday” event. The IPRs focus determines the status of operations and provides immediate guidance to achieve the daily and weekly (near term) objectives.

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

- A complete understanding of USAREC Manual 3-30 (Company) and 3-31 (Station) as appropriate.
- Company Recruiting Operations Plan (ROP).
- Station Operations Plan.
- Access to Leader Zone.
- **MAP-Note:** Daily and Weekly MAP requirements are located in Leader Zone.

10-4. Preparation is critical for the conduct of the IPR. IPR preparation follows the seven main topics listed in paragraph 10-1 to create situational understanding prior to executing an IPR with subordinates. Preparation allows leaders the ability to visualize each station or recruiter efforts, how they combine to achieve the unit’s mission, and the effectiveness and efficiency once the IPR begins.

## ELEMENTS OF THE IPR PREPARATION PERSONNEL

10-5. Personnel issues have the potential to influence mission achievement. Company commanders, first sergeant or station commanders review personnel status to assess effects on mission accomplishment and to develop preliminary actions to mitigate effects. Assessment includes the following areas with later discussions with subordinates to address each item if necessary:

- Soldier issues (personal or professional).
- Pay issues (CDRs Monthly Financial Report).
- Family issues.
- Upcoming anniversaries, birthdays, etc.
- Leave, passes, Medical appointments.
- Team members available to accomplish the plan.
- Monthly performance and/or NCOER counseling Due.
- Soldiers scheduled for school (functional courses / NCOPDS).

10-6. Additionally, discuss issues such as new team members, conversions, and subordinate development. Subordinate development includes institutional, organizational, and self-development training. Address administrative topics such as pay, awards, and noncommissioned officer evaluation report counseling as these directly affect a company or station's mission focus.

## MISSION POSTURE

10-7. The company commander, first sergeant or station commander assesses mission posture using Leader Zone (Figure 10-1) to determine:

- Company's or Station's YTD mission (Item 1).
- Achievements and Remaining requirements YTD (Item 2).
- Future Soldier Status (Item 3). Note: During the mission posture review, the leader determines whether Future Soldier losses exist, that effect mission achievement.

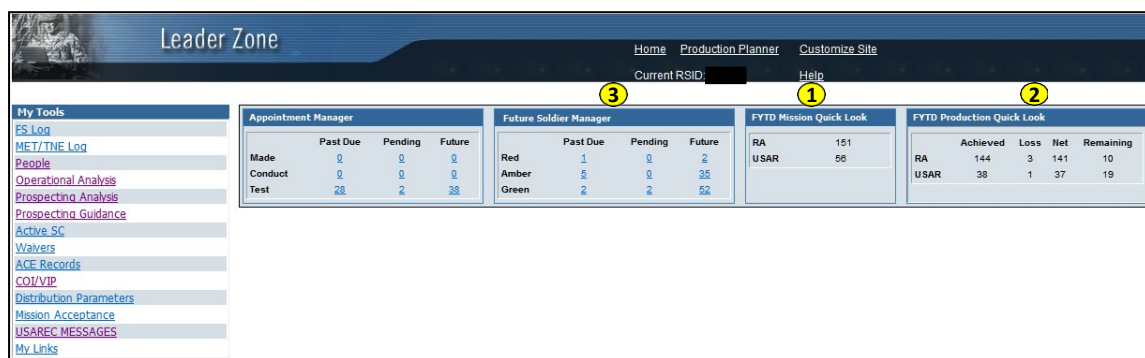


Figure 10-1. Mission Posture



10-8. Figure 10-1 (Item 2) depicts the unit is short 10 RA and 19 USAR YTD with 3 Future Soldiers in a *pending loss* status (Item 3). During the mission posture step, the leader reviews each station or recruiter's contribution to developing priorities of focus and guidance.

10-9. Understanding the unit's FY mission posture is critical and requires the leader to understand whether projections meet the weekly MAP requirements. Figure 10-2 displays the unit's weekly MAP requirements. Notice the unit's RA contract requirements for week 28 is 1 SA and 1 other.

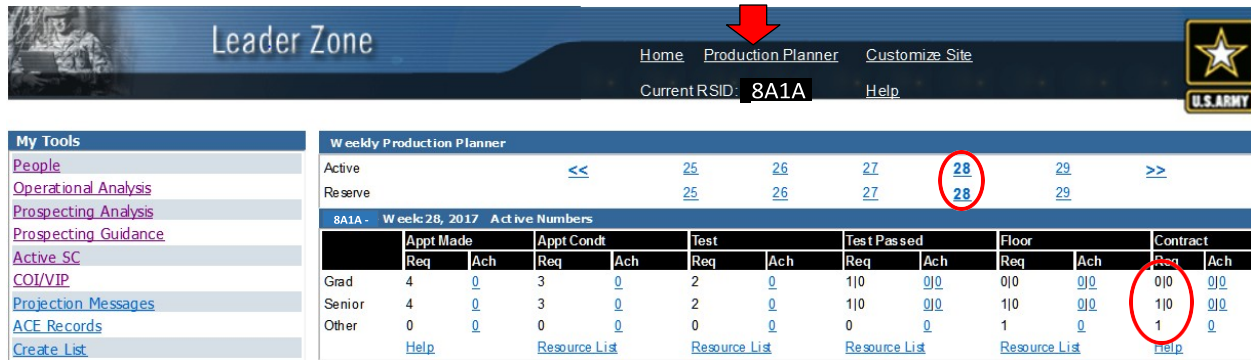


Figure 10-2. Mission Posture – Weekly MAP Requirements

10-10. Note: During the remainder of this chapter, refer back to Figure 10-2 to identify weekly MAP requirements.

### PROJECTIONS

10-11. Projections. The “On the Floor” view located in **Action Zone** (Figure 10-3) is the best tool to view the company or station's projections. All projections for the current processing day plus the next 5 processing days are visible. Evaluate whether projections are sufficient to achieve the weekly MAP requirements.

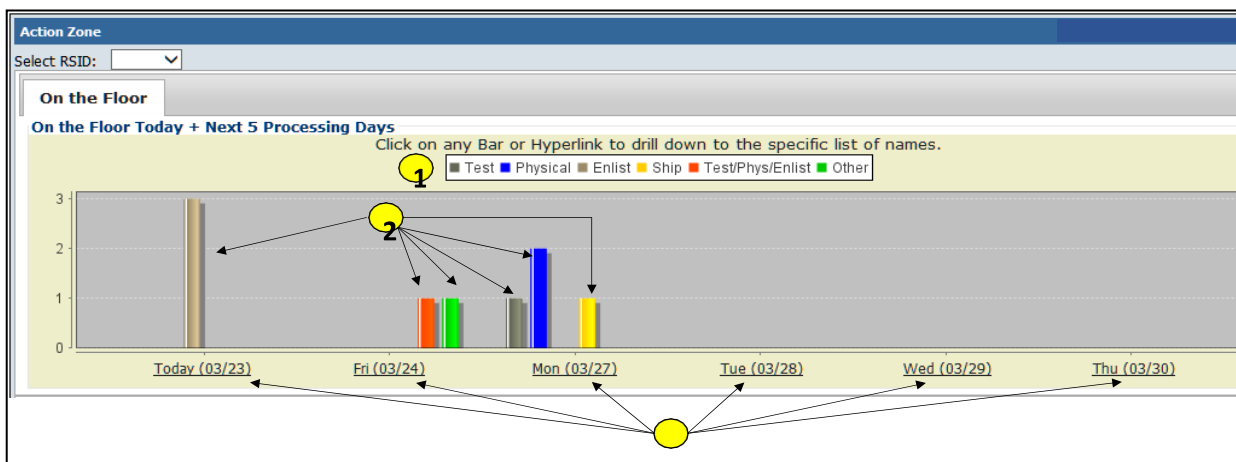


Figure 10-3. Mission Posture – Weekly MAP Requirements

10-12. Item 1, Figure 10-3, displays the legend for each type of processing, Item 2 displays the bar graph within each associated processing day, and item 3 represents the processing date. Click on either the bar graph or date to display the applicant data.

10-13. Figure 10-4 shows three applicants projected to enlist on 23 March. The intent is to validate projections and visualize whether projections will meet mission requirements.

3 items found, displaying 1 to 3. <span style="float: right;"><a href="#">return to Previous Screen</a> Refresh</span>											
Select New Date: 03/23/2017 <span style="float: right;"><a href="#">All</a> <a href="#">Test</a> <a href="#">Physical</a> <a href="#">Enlist</a> <a href="#">Ship</a> <a href="#">Test/Phys/Enlist</a> <a href="#">OTHER</a></span>											
On The Floor - Enlist - Today (03/23)											Result List As Of: 20170322 16:02
Applicant	Recruiter	Arrived	Projection Type	Edu	QT	PULHES	MOS	Enlist Verify	GC Result Code	Ship Dt	Component
<a href="#">John Doe</a>	8A1D-SSG Jones, John		Projection - Enlist	14D	<a href="#">ASVAB: 81</a>						Reserve
<a href="#">Marvin Gallant</a>	8A1D-SSG Jackson JJ		Projection - Enlist	16K	<a href="#">ASVAB: 55</a>	<a href="#">131111</a>					Active
<a href="#">James Stevon</a>	8A1D-SSG James, Bob		Projection - Enlist	12L	<a href="#">ASVAB: 45</a>						Active

**Figure 10-4. Projections**

10-14. Note: Company commanders and first sergeants can also use the MEPS Processing List in the “My Reports” section (Figure 10-5) to review all projection types for the next 5 days.

My Reports  [expand] [options]
Projection Verification Report
RSIDs with Unassigned Records
RA/USAR Group Mission/Achievem...
Enlisted Conversion Data Chart
Mission Accomplishment Roster ...
Processing List
RSIDs With Unassigned ZIP Code...
RSIDs with Unassigned Schools
Future Soldier Roster
MEPS Processing List
Mission Group Progress USAREC...
RA/USAR Category Mission/Achie...
Annual Mission Recommendation ...
Quarterly Mission Recommendation...
Monthly Mission Recommendation...
DEP Separation Log (RWS)
Mission Acceptance - MPA045
MET/TNE LOG
Mission Assignment - MPA021
Projection Summary

**Figure 10-5. My Reports**

## PROCESSING

10-15. Processing. Using Action Zone (Figure 10-3), leaders determine how many applicants are scheduled to test, physical or “other” process for the next five processing days.

10-16. Note: Applicants scheduled for “Other” processing are those that need to inspect (Follow-up with the CMO), confirmation test, medical consult, etc.

10-17. Leaders evaluate whether processing meets or exceeds the Test, Test Pass, Floor, and Contract requirements from the MAP.

10-18. If Floor and enlistment processing is insufficient to achieve Weekly MAP requirements (Figure 10-2), the company commander or first sergeant reviews the MET/TNE (Mental Evaluation Test/Tested Not Enlisted) Log (Figure 10-6) to sort applicants that are test qualified or physically qualified to identify them for further processing. Note: Station Commanders use the Operational Analysis report (Figure 10-7) as the MET/TNE Log is only available at the company level.

Rsid	Recruiter	Applicant Name	SSN4	Phone	Edu Year/Level	Test Date	Test Ver	QT	Disposition	Proj. Date	Proj. Cd
8A1A	SSG JONES	LAWRENCE LARRY	1234	(315)-360-2309	12 L	09-Mar-2017	07E	40	CV	16-Mar-2017	T
8A1A	SSG MICHAELS	ALBERTS, ALFRED	1234	(518)-791-7223	12 L	28-Feb-2017	07E	61	YJ	17-Mar-2017	W
8A1A	SSG JONES	MARTIN, MARTY	1234	(518)-827-8334	10 9	02-Mar-2017	07E	49	WC	09-Mar-2017	C
8A1A	SSG VIGO	BELLAMY, BOB	1234	(518)-703-3113	12 L	08-Mar-2017	09E	40	CZ	09-Mar-2017	C
8A1A	SSG SMITH	OPALEN, OLLIE	1234	(518)-880-3406	14 D	16-Mar-2017	05E	75	WD	17-Mar-2017	T
8A1A	SSG TAYLOR	CHARLES, CHUCK	1234	(518)-944-1276	10 9	15-Mar-2017	05E	81	YL	15-Mar-2017	T
8A1A	SSG JAMESON	PHILLIPS, PHILLIP	1234	(518)-669-3328	12 L	15-Mar-2017	05E	20	WC	15-Mar-2017	N

Figure 10-6. MET/TNE Log

10-19. Figure 10-6 provides a snapshot of the MET/TNE Log. Notice in item 1 the unit has two Grads with a test pass scores (QT) over 50 (Item 2). Also, scroll over the Disposition Code (Item 3) to view the status and potential for each applicant. Review the comments for each applicant by clicking on the green arrow (Item 4) to assess the potential to move them to the floor and enlist. **Note:** Recall from figure 10-2 that the unit is required to enlist an SA this week.

10-20. Note: Take this opportunity to review each station or recruiter's test pass achievement to determine whether a sufficient number of applicants are passing the test with a 50 or higher AFQT (Benchmark is 50% of all testers as a minimum). Consider the following for low test pass percentages to develop corrective guidance:

- Is test pass by category sufficient to meet Weekly MAP requirements (Figure 10-2)?
- What are the lead sources? Are the majority of test failures coming from a specific lead source?
- Are test pass failures coming from a specific station or recruiter? Are test pass failures coming from a specific area (ZIP Code, School, etc.)?
- Are test pass failures coming from a specific category?

10-21. If the company or station is not testing enough applicants by category to achieve

weekly MAP requirements, review the Operational Analysis Report in “My Tools” (Figure 10-7).

Select	Action Required	RSID	Name	Component	Segment	Priority	Next Action Date	Status	Disposition Code	Edu	Phone	EST Date	EST Score	CAST Date	CAST Score
▶		1 8A1D – SSG Rock	<a href="#">Abercrombie, Adam</a>	Active	05		20170403	B	NIF	11S	(518)813-2134				
▶		8A1D – SSG Blue	<a href="#">Stellar, Steven</a>	Reserve	43		20170330	C	TALINF	12L	(315)942-3189				
▶		8A1D – SSG Rock	<a href="#">Bastogne, Bobby</a>	Active			20170330	C	AMEDSUB	12L	(518)766-4132	20150812	23		
▶		8A1D – SSG Green	<a href="#">Talent, Tim</a>	Reserve	15		20170328	B	Apptlnit	12L	(518)772-9021				
▶		8A1D – SSG Jones	<a href="#">Chord, Brock</a>	Active			20170328	B	Apptlnit	11S	(518)703-4765				
▶		8A1D – SSG Rock	<a href="#">Ulysses, Victor</a>	Active			20170328	B	Apptlnit	12L	(347)819-6021				
▶		8A1D – SSG Jones	<a href="#">Diamond, David</a>	Active			20170328	B	Apptlnit	12L	(347)654-1444				
▶	N	8A1D – SSG Smith	<a href="#">Wyandot, Winona</a>	Active	05		20170328	B	Apptlnit	11S	(518)227-7027				
▶		8A1D – SSG Martin	<a href="#">Enters, Eugene</a>	Active	17		20170328	B	Apptlnit	11S	(518)925-1799				
▶	N	8A1D – SSG Green	<a href="#">Resting, Ronald</a>	Reserve	53		20170328	B	Apptlnit	12L	(607)759-0403				
▶	N	8A1D – SSG Martin	<a href="#">Farrell, Francis</a>	Active	23		20170327	B	Apptlnit	109	(518)894-2448				
▶	N	8A1D – SSG Rock	<a href="#">Phillips, Paul</a>	Active	59		20170327	B	Apptlnit	12L	(646)703-2663				
▶		8A1D – SSG Jones	<a href="#">Gregory, George</a>	Active	07		20170327	B	NIF	12L	(516)477-4221	20170323	50		
▶	N	8A1D – SSG Blue	<a href="#">Overton, Ollie</a>	Reserve	05		20170327	B	TIP	11E	(518)419-3281	20170320	37		
▶		8A1D – SSG Rock	<a href="#">Hasty, Harvey</a>	Active	07		20170322	B	Apptlnit	12L	(914)434-5862				

15 items found, displaying all items.1

**Figure 10-7. Operational Analysis Report**

10-22. Review the Operational Analysis Report using the tabs at the top (Item 1). The tabs contain applicant data for the current phase line, last phase line, past two phase lines, and a carry forward tab. Sort by Component (Item 2), Status (Item 3), Disposition Code (Item 4), Education level (Item 5), and then by EST or CAST Score (Item 6). In the view of Figure 10-7, notice that only three applicants have an EST score and only one, Applicant Gregory, has a quality score. The intent is to narrow the scope to identify applicants that can be moved to the test to achieve weekly test requirements. Consider the following:

- What are the Weekly MAP Test requirements?
- By category/education level, how many applicants have an EST or CAST score that can quickly move to the Test or beyond?
- What is the delay or objection?
- Do all applicants have an EST or CAST score?
- Are ACT or SAT Scores available?
- What guidance will you provide to increase test productivity?

10-23. If the unit is not achieving the weekly Appointment Conduct (AC) requirements (Figure 10-2) review the Operational Analysis Report (Figure 10-7) to determine the status of prospects necessary to achieve weekly AC requirements.

10-24. Figure 10-8 depicts another view of the RA production planner for week 28 with exposed Resource List for the AC requirements. Note the following:

- Item 1 displays the weekly AC requirements of 3 Grad and 3 Seniors.
- Item 2 shows the AC of 1 Other for week 28.
- Clicking on the Resource List (Item 3) exposes all prospects with an action date for Week 28. **Caution:** The exposed resource list (Item 4) does not provide the education code as a quick view like the Operational Analysis report.

Weekly Production Planner												
Active	<<		26	27	<b>28</b>	29	30	>>				
Reserve			26	27	<b>28</b>	29	30					
1A 1D -- Week 28, 2017 Action Members												
	Appt Made		Appt Condt		Test		Test Passed		Floor		Contract	
	Req	Ach	Req	Ach	Req	Ach	Req	Ach	Req	Ach	Req	Ach
Grad	4	0	3	0	2	0	1	0	0	0	0	0
Senior	4	0	3	0	2	0	1	0	1	0	1	0
Other	0	1	0	1	0	0	0	0	1	0	1	0
<a href="#">Help</a> <a href="#">Resource List</a> <a href="#">Resource List</a> <a href="#">Resource List</a> <a href="#">Resource List</a> <a href="#">Help</a>												
AC-MT PROVEN CONVERSION RATE: 36% ANYTHING LESS SHOULD PROMPT THESE AAR QUESTIONS												
<ul style="list-style-type: none"> <li>• Did you focus on the prospect's <b>3</b> and objectives?</li> <li>• Did you help the prospect discover how the Army will help meet his or her goals?</li> <li>• Did you coach the prospect to understand how the results of the ASVAB can be used to develop his or her plan?</li> <li>• Did you schedule a follow-up if a decision was deferred?</li> </ul>												
Recruiter	Name		Status	Disposition		Action Date						
SSG-HEYENGA, TYLER	<a href="#">Flores, Francisco</a>		Prospect	Appointment Initial		20170327 13:00						
SSG-HEYENGA, TYLER	<a href="#">Lutz, Megan</a>		Prospect	Not Interested-Follow Up		20170327 12:00						
<b>4</b> SSG-SOLOMON, MICHAEL	<a href="#">Dailey, Austin</a>		Prospect	Appointment Initial		20170327 18:00						
SSG Bryant, JJ	<a href="#">Anderson, Andy</a>		Prospect	Appointment Initial		20170328 15:00						
SSG Castro, Chuck	<a href="#">Brown, Rodrick</a>		Prospect	Appointment Initial		20170328 13:00						
SSG Johns, Jerome	<a href="#">Caniff, Brian</a>		Prospect	Appointment Initial		20170328 13:00						
SSG Duboius, Derrick,	<a href="#">Durango, Jethro</a>		Prospect	Not Interested-Continuing Education		20170328 09:00						
SSG Everest, Hugo	<a href="#">Estevez, Susan</a>		Prospect	Appointment Initial		20170328 14:00						
SSG Frye, KC	<a href="#">Franklin, Ben</a>		Prospect	Appointment Initial		20170328 14:45						
SSG Titan, Ralph	<a href="#">Geoff, George</a>		Prospect	Not Interested-Follow Up		20170403 09:00						

Figure 10-8. Production Planner w/AC Resource List

10-25. Consider the following to develop Leader questions or guidance during the IPR:

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

PROSPECTING

10-26. Effective prospecting is the bedrock of all recruiting efforts. Interviewing, Processing, and Future Soldier Sustainment is impossible without achieving the appointment made requirements to fill the funnel.

10-27. Begin by assessing the unit's Appointment Made achievements against the weekly MAP requirements (Figure 10-2 or 10-8).

10-28. Review the station or recruiter's prospecting plan to determine whether prospecting efforts will achieve the weekly AM requirements by category. Using

Prospecting Guidance in “My Tools” (Figure 10-9), review the recruiter’s plans to determine if prospecting efforts match the AM goals.

My Tools	Calendar Review							
<a href="#">People</a> <a href="#">Operational Analysis</a> <a href="#">Prospecting Analysis</a> <a href="#">Prospecting Guidance</a> ← <a href="#">Active SC</a> <a href="#">COI/VIP</a> <a href="#">Projection Messages</a> <a href="#">ACE Records</a> <a href="#">Create List</a> <a href="#">Waivers</a>	<Previous Week		Current Week					>Next Week
Recruiter	Monday 20170327	Tuesday 20170328	Wednesday 20170329	Thursday 20170330	Friday 20170331	Saturday 20170401	Sunday 20170402	
MARVIN, A	Approved	Submitted	Submitted	Submitted	Submitted			
JONES, D.	Approved	Approved	Approved	Approved	Approved	Approved	Approved	
SBLWIET, FCHA...								
HEMETHG, C. T.	Approved	Submitted	Submitted	Submitted	Submitted			
SMITH, S.	Approved	Submitted	Submitted	Submitted	Submitted	Submitted	Submitted	
WIEZERS, PAT...	Approved	Submitted	Submitted	Submitted	Submitted	Submitted	Submitted	
CRISS, M.	Approved	Submitted	Submitted	Submitted	Submitted	Submitted	Submitted	

Figure 10-9. Prospecting Guidance

10-29. Figure 10-9 depicts the approval of all recruiter plans for 27 March. Review each recruiter’s plan, including the recruiter and station commander comments, to determine if the prospecting efforts will meet or exceed the daily and weekly MAP requirements.

10-30. Figure 10-10 represents SSG Charles Smith’s plan for 27 March 2017. The AM planned is 1 RA Grad and 1 RA Senior to support the station’s weekly requirement of 4 Grads and 4 Seniors (Figure 10-2 or 10-8). Review the plan and assess whether the plan contains specific activities that will meet the daily objectives.

Start Time		End Time	Activity / Event	Attempts Planned	Actual Attempts	Actual Contacts
Plan Status : <b>Approved</b> <span style="float: right;">Monday, March 27, 2017</span>						
Planned						
Appts	Grad:1		Senior: 1	PS: 0	Other: 0	
Made:						
Approved						
Appts	Grad: 0		Senior: 0	PS: 0	Other: 0	
Made:						
6:00	12:00		Description: Contact: Physical, COLONIE MALL, ALBANY, NY Subject: Tanksley, Kevin - AH Location: COLONIE CENTER MALL ALBANY, NY 12205			
6:30	8:00		Subject: PT			
8:00	9:00		Description: Personal Hygiene Subject: Personal Hygiene			
9:00	10:00		Description: Contact: Determine Applicant Reason/Overcome Objection Or Terminate, COLONIE CENTER MALL, ALBANY, NY Subject: Asiedu, Deborah - ZF Location: COLONIE CENTER MALL ALBANY, NY 12205			
9:00	10:00		Subject: IPR with Center			
10:00	11:00		Description: SUNY List 2020 Activity: Telephone Call	25	0	0

Figure 10-10. Recruiter’s E-Plan

11:00	12:00	Description: SUNY List 2020 Activity: Telephone Call	25	0	0
12:00	14:00	Description: Contact: Not Interested-Follow Up, 1400 WASHINGTON AVE, ALBANY, NY Subject: Lutz, Megan - WX Location: 1400 WASHINGTON AVE ALBANY, NY 122221000			
12:00	13:00	Description: 12206 Activity: Face To Face	3	0	0
13:00	15:00	Description: Appointment-Initial Subject: Flores, Francisco Location: 498 Washington Ave Albany, NY 12203			
13:00	14:00	Description: 12206 Activity: Face To Face	2	0	0
14:00	16:00	Description: Contact: Pending SRC Docs or Completing Enlist Pkt, COLONIE CENTER MALL, ALBANY, NY Subject: Asiedu, Deborah - YN Location: COLONIE CENTER MALL ALBANY, NY 12205			
14:00	15:00	Description: 12206 Activity: Face To Face	3	0	0
15:00	16:00	Description: Albany HS 2017 Activity: Telephone Call	25	0	0
16:00	17:00	Description: Albany HS 2017 Activity: Telephone Call	25	0	0
16:30	17:30	Description: Contact: Not Interested-Follow Up, 43 LEXINGTON AVE, ALBANY, NY Subject: Smalls, Nijair - WX Location: 43 LEXINGTON AVE ALBANY, NY 122063129			
17:00	18:00	Description: GTHS Seniors Activity: Telephone Call	25	0	0
18:00	19:00	Subject: AAR			

**Figure 10-11. Recruiter’s E-Plan (Cont.)**

10-31. Consider the following:

- Does prospecting analysis support telephone prospecting for Grads (SUNY) from 1000-1200?
- Does Face-to-Face prospecting in ZIP Code 12206 contain the specificity for approval? Review the Recruiters comments below:  
-“F2F 12206 area walking down central cutting over to Grant St. near the school.”

10-32. During the plans review and guidance development, leaders perform an analysis to determine prospecting effectiveness and efficiencies. Figure 10-12 displays the three reports within Prospecting Analysis.

- Mission Performance
- Contact Method
- Contact Time

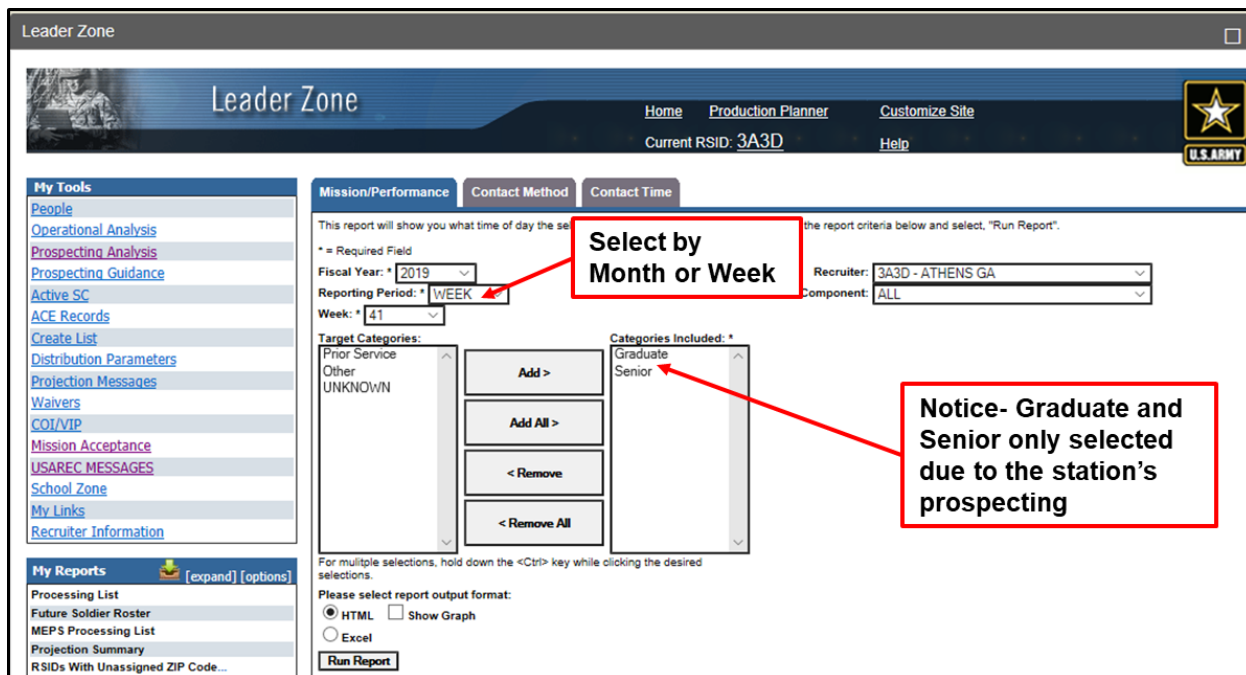


Figure 10-12. Prospecting Analysis

10-33. The **Mission Performance Tab** displays the recruiter's performance metrics compared with the station average (or station against the company average) for each line of the MAP. Figures 10-13 and 10-14 display each recruiter's performance against the station average. Items with a red circle identify areas where leaders may need to apply corrective measures.

	Attempt to Contact			
	Attempted	Contacted	Conversion Rate	Station Average
SSG BLUE	330	37	11%	9%
SS ROCK	666	46	7%	9%
SSG JONES	714	59	8%	9%
SSG SMITH	407	30	7%	9%
SSG STACEY	65	6	9%	9%
SSG CASTRO	349	48	14%	9%
SSG WILLIAMS	231	28	12%	9%
SSG DAVIS	318	33	10%	9%
Total/Average	3080	287	9%	9%

	Contact to Make			
	Contacted	Appointments Made	Conversion Rate	Station Average
SSG BLUE	37	7	19%	17%
SS ROCK	46	8	17%	17%
SSG JONES	59	3	5%	17%
SSG SMITH	30	3	10%	17%
SSG STACEY	6	2	33%	17%
SSG CASTRO	48	11	23%	17%
SSG WILLIAMS	28	7	25%	17%
SSG DAVIS	33	8	24%	17%
Total/Average	287	49	17%	17%

Figure 10-13. Prospecting Analysis – Mission Performance



	Appointments Credited To Conducted			
	Appointments Credited	Conducted	Conversion Rate	Station Average
SSG BLUE	7	6	86%	78%
SS ROCK	6	4	67%	78%
SSG JONES	2	0	0%	78%
SSG SMITH	4	3	75%	78%
SSG STACEY	2	2	100%	78%
SSG CASTRO	5	6	120%	78%
SSG WILLIAMS	7	5	71%	78%
SSG DAVIS	8	6	75%	78%
Total/Average	41	32	78%	78%

	Conducted To Tested			
	Conducted	Tested	Conversion Rate	Station Average
SSG BLUE	6	1	17%	30%
SS ROCK	4	0	0%	30%
SSG JONES	0	1	0%	30%
SSG SMITH	3	1	33%	30%
SSG STACEY	2	0	0%	30%
SSG CASTRO	6	2	33%	30%
SSG WILLIAMS	5	2	40%	30%
SSG DAVIS	7	3	43%	30%
Total/Average	33	10	30%	30%

	Tested To Passed Test			
	Tested	Passed Test	Conversion Rate	Station Average
SSG BLUE	1	1	100%	71%
SS ROCK	0	0	0%	71%
SSG JONES	0	0	0%	71%
SSG SMITH	0	0	0%	71%
SSG STACEY	0	0	0%	71%
SSG CASTRO	2	1	50%	71%
SSG WILLIAMS	2	2	100%	71%
SSG DAVIS	2	1	50%	71%
Total/Average	7	5	71%	71%

	Passed Test To Sent to Floor			
	Passed Test	Sent to Floor	Conversion Rate	Station Average
SSG BLUE	1	0	0%	80%
SS ROCK	0	0	0%	80%
SSG JONES	0	0	0%	80%
SSG SMITH	0	0	0%	80%
SSG STACEY	0	0	0%	80%
SSG CASTRO	1	1	100%	80%
SSG WILLIAMS	2	2	100%	80%
SSG DAVIS	1	1	100%	80%
Total/Average	5	4	80%	80%

	Sent to Floor To Contracted			
	Sent to Floor	Contracted	Conversion Rate	Station Average
SSG BLUE	0	0	0%	100%
SS ROCK	0	0	0%	100%
SSG JONES	0	0	0%	100%
SSG SMITH	0	0	0%	100%
SSG STACEY	0	0	0%	100%
SSG CASTRO	1	1	100%	100%
SSG WILLIAMS	2	2	100%	100%
SSG DAVIS	1	1	100%	100%
Total/Average	4	4	100%	100%

**Figure 10-13. Prospecting Analysis – Mission Performance (Cont.)**

10-34. Reliance on weekly or monthly assessments may not be sufficient due to low input numbers. However, this report is an effective tool for leaders to get an initial assessment as to how a recruiter compares against the average or MAP standards.

10-35. **The Contact Method Report** (Figure 10-14) displays the contact method activity for the unit or recruiter during a select time-line. Select the time-line category and contact method to assess which contact methods are most efficient, used, or unused. Note that the report may not show a specific contact method if prospecting did not include it during the specific timeline.

Mission/Performance | **Contact Method** | Contact Time

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

\* = Required Field

Fiscal Year: \* 2019

Reporting Period: \* WEEK

Week: \* 41

Recruiter: 3A3D - ATHENS GA

Component: ALL

**Target Categories:**

Prior Service  
Other  
UNKNOWN

Add >

Add All >

< Remove

< Remove All

**Categories Included: \***

Graduate  
Senior

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

**Contact Methods:**

Add >

Add All >

< Remove

< Remove All

**Methods Included: \***

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

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

Please select report output format:

HTML  Show Graph

Excel

Run Report

**Notice: Only Graduate and Senior selected due to the station's prospecting requirements**

**All Contact Methods chosen to identify efficiencies**

**Figure 10-14. Prospecting Analysis – Contact Method**

10-36. **The Contact Method Report** (Figure 10-16) enables station commanders and/or recruiters to identify the attempt to contact efficiencies. Assess the number of attempts to the number of contacts to determine if prospecting efforts are at the right time, the right location, and using the right contact method.

10-37. Note the 500 "Quick Attempts" in the Social Media contact method in the Contact Method extract (Figure 10-16). Using Quick Attempt as a contact method does not

provide leaders with the fidelity needed to assess the effectiveness of specific contact methods. Therefore, recruiters are encouraged to annotate specific contact methods. In the example here, Facebook shows 199 attempts to 36 contacts (or a 5.2:1 ratio) while Quick attempt shows 500 attempts resulting in 0 contacts. Without specificity, leaders have no true understanding of why those attempts were not effective.

8A1D - March 2017 Contact Method	Attempts to Contacts		
	Attempted	Contacted	Conversion Rate
Email Total	49	1	2.0%
Advertising USAREC	4	1	25.0%
College List	2	0	0.0%
Quick Attempt Activity	43	0	0.0%
Face To Face Total	43	20	46.5%
BN Asset	1	1	100.0%
Class Presentation	2	2	100.0%
College List	11	1	9.1%
Face To Face-Community	25	12	48.0%
School Vis its	1	1	100.0%
Table Day	3	3	100.0%
Mail Out Total	0	0	0.0%
Office Visit Total	0	0	0.0%
Referral Total	1	1	100.0%
Applicant Referral	1	1	100.0%
Social Media Total	699	36	5.2%
Facebook	199	36	18.1%
Quick Attempt Activity	500	0	0.0%

**Figure 10-15. Prospecting Analysis – Contact Method Attempt to Contact**

10-38. Review the Contacts to Makes report (Figure 10-17) to match the Attempts to Contacts to the Contacts to Appointments Made (Figure 10-13) to identify efficiencies or challenges. Figure 10-16 shows the attempts to contact using Facebook as 199 to 36 or a 5.2:1 ratio. Figure 10-17 shows Facebook as 36 contacts to 5 appointments made or a 7.2:1 ratio. Leaders evaluate the numbers to determine what is working, what requires adjustments, and which contact methods are seldom used (i.e. Referrals).

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

Contact Method	Contacts to Makes		
	Contacted	Made	Conversion Rate
Email Total	1	0	0.0%
Advertising USAREC	1	0	0.0%
College List	0	0	0.0%
Quick Attempt Activity	0	0	0.0%
Face To Face Total	20	8	40.0%
BN Asset	1	1	100.0%
Class Presentation	2	0	0.0%
College List	1	0	0.0%
Face To Face-Community	12	5	41.7%
School Visits	1	0	0.0%
Table Day	3	2	66.7%
Mail Out Total	0	0	0.0%
Office Visit Total	0	0	0.0%
Referral Total	1	1	100.0%
Applicant Referral	1	1	100.0%
Social Media Total	36	5	13.9%
Facebook	36	5	13.9%
Quick Attempt Activity	0	0	0.0%

**Figure 10-16. Prospecting Analysis – Contact Method-Contacts to Makes**

10-39. **Contact Time.** The contact time report provides the leader with the ability to analyze when prospecting is most efficient. Understanding when a station or recruiter is performing prospecting is critical in planning, plan validation, and plan approval. Open the Contact Time report (Figure 10-18) to determine if prospecting is occurring at the right time and right place. Currently, only the main contact methods of Telephone and Face-to-Face Contact Methods are available. Figure 10-18 displays a leader's choices in selecting the type of data for analysis.

10-40. **Attempts to Contact Ratios.** Figure 10-19 displays an extract of an actual Contact Time report for a month for senior prospecting. Leaders determine whether the time of prospecting results in sufficient amount of contacts. Units determine the standard of expectations to gauge efficiency. For instance, the average recruiter should make 20-25 telephone attempts per hour and contact 4-5 leads. Knowing the ratios and the best days to call makes it possible to plan the correct amount of prospecting at the right time to contact leads and make appointments.

Figure 10-17. Prospecting Analysis – Contact Time

Hour	Attempt to Contact									
	Week #23		Week #24		Week #25		Week #26		Full Month	
	Att.	Con.	Att.	Con.	Att.	Con.	Att.	Con.	Average Conversion Rate	Station Average
0900	0	0	0	0	0	0	0	0	0%	0%
1000	0	0	1	0	6	1	34	2	7%	7%
1100	2	2	0	0	2	1	79	5	10%	10%
1200	1	0	0	0	1	0	51	5	9%	9%
1300	1	0	0	0	0	0	55	4	7%	7%
1400	2	1	0	0	0	0	21	2	13%	13%
1500	55	3	45	6	68	9	51	1	0%	0%
1600	130	8	44	5	287	32	79	6	9%	9%
1700	5	1	7	2	63	11	51	8	17%	17%
1800	0	0	1	0	37	3	0	0	8%	8%
1900	0	0	0	0	3	0	0	0	0%	0%
2000	0	0	0	0	0	0	0	0	0%	0%
2100	0	0	0	0	0	0	0	0	0%	0%
2200	0	0	0	0	0	0	0	0	0%	0%
2300	0	0	0	0	0	0	0	0	0%	0%
Total	196	15	98	13	467	57	421	33		

Figure 10-18. Prospecting Analysis – Contact Time – Attempt to Contact

10-41. According to Figure 10-19, the most effective time to telephone prospect for seniors during March is 1700. Another way to look at this data is if the station or recruiter has to make three appointments, it should only require a little over three hours of prospecting versus six-plus hours during any other time. Leaders also assess the best days of the week by pulling the Contact Time report by week. Review the station or recruiter’s plans and provide new guidance if efforts are inefficient.

10-42. Applying the information in Figure 10-19, if the unit's senior appointment made requirement for the week is five (5), it would take a total of 5.7 hours of telephone prospecting if recruiters leveraged the 1700 time.

- Using 5 contacts to make 1 appointment = 5 AM x 5 contacts = 25 contacts
- 5.7 attempts to get one contact (Figure 10-19) = 25 contacts x 5.7 attempts = 143 attempts.
- 143 attempts / average 20 attempts per hours = 7.1 hours of telephone prospecting.

## FUTURE SOLDIERS

10-43. The leader reviews the FSTP to determine the program's effectiveness and ensures Future Soldiers are prepared to ship and face the rigors of basic training.

10-44. Go to the Future Soldier Manager box (Figure 10-20) and view the FS by Ship Potential. To do this, click on the number associated with Ship Potential category. For example, there are 2 FS coded as Red with 1 past due, 35 Amber with 5 past due, and 2 Green coded past due and 2 pending. Click on each number to open the FS Report.

Appointment Manager			
	Past Due	Pending	Future
Made	0	0	0
Conduct	0	0	0
Test	28	2	38

Future Soldier Manager			
	Past Due	Pending	Future
Red	1	0	2
Amber	5	0	35
Green	2	2	52

FYTD Mission Quick Look	
RA	151
USAR	56

FYTD Production Quick Look				
	Achieved	Loss	Net	Remaining
RA	144	3	141	10
USAR	38	1	37	19

**Figure 10-19. Future Soldier Manager**

10-45. Review all contact history to determine the true status of the FS to include the following:

- How many Future Soldiers are shipping this month, and who are they?
- When will they ship?
- Has the recruiter completed QA checks?
- Was the occupational physical assessment test (OPAT) completed?
- Was DD Form 2983 (Recruit/Trainee Prohibited Activities Acknowledgement) completed?
- Are necessary documents in the ship packets?
- Have all Future Soldiers received an initial orientation?
- Do all Future Soldiers have an AKO account?
- How many leads did Future Soldiers refer last week?
- What Future Soldier training or event takes place this month?

## CONDUCT OF THE IPR

10-46. The success and effectiveness of the IPR are contingent upon leader preparation. From preparation, the leader gains an understanding of the operating environment, develops guidance, and plans an IPR. A leader that invests in analysis

and developing guidance prior to the IPR will conduct an IPR that is effective, timely, and leads to mission success.

10-47. Leaders provide consistency with the conduct of the IPR by scheduling and conducting IPR during periods that do not interfere with prime recruiter prospecting periods. Company commanders and first sergeants should schedule and conduct IPRs with station commanders during periods that do not interfere with the station commander's engagement with recruiters.

10-48. Conduct the IPR following the same sequence as the pre-IPR analysis. Leaders must take the time during the IPR to coach and mentor their subordinates. Incorporate a back brief into the IPR to ensure subordinates take ownership of their plan and mission.

10-49. Following the steps of the IPR, the subordinate briefs the leader on their personnel and/or personal status, their mission posture, projections, processing requirements, prospecting plan or station operation plan, and Future Soldier status.

10-50. Leaders interject and provide purpose, direction, and motivation using the notes from the IPR preparation. Leaders also interject when the subordinate's actions or plan fails to meet requirements. The IPR should flow smoothly and quickly if the leader and subordinate prepare.

10-51. The conduct of a daily IPR is critical and requires leaders and subordinates to understand their roles and responsibilities. An IPR is a one-on-one opportunity to develop a subordinate while simultaneously affecting the outcome of recruiting operations. Consistency in timing and content creates a conditioning process that not only supports battle rhythms but also develops the next generation of leaders.

## **SUMMARY**

10-52. Conducting pre-IPR analysis is critical to the conduct of the IPR. The daily IPR focuses on daily and weekly activities to affect the MAP and mission requirements. The two-way meeting between leader and subordinate covering the seven areas of the IPR allows the leader the ability to assess the subordinate's skill and breadth of understanding of the operating environment and establishes the expectations necessary to meet the commander's intent.



## Appendix A

### Company Battle Rhythm Common Tasks

Company Common Task Requirements-Example									
ADMINISTRATIVE	Frequency	SOLDIER AND FAMILY WELL BEING	Frequency	OPERATIONS	Frequency	TRAINING	Frequency	EXTERNAL EVENTS	Frequency
Facilities/Leases	M	Reception/Integration	M	IPR	D	Individual Training	W	BN Production Call	W
GOVs/Mileage	M	Tricare/Dental	M	*Processing	D	ATP	W	CMD & Staff	W
Unit CDR Financial Report	M	MEDPROS	M	AAR	W	Station Training	W	FS Scrub	M
Leave Log	M	Family Readiness Group	M	Station Inspection	W	Station Leader Training	M	QTB	Q
Awards	M	Family Leased Housing	AR	*Schools Program	W	SSD	M	RPC	Q
Supply Request	M	GYM Memberships	AR	*Future Soldiers Training Program	W	HT/WT	Q	ATM	A
Rating Scheme	M	Sponsorship	AR	EMM	W	CTAR	Q	90 Days of Summer	A
Flag Report	M			Mission Analysis	M	Company Training	Q	CO CDR/1SG Training	A
GCM Report	M			Operation Plan Development	M	SCQLD	Q	IG Inspection	A
Promotion Integration	M			Advertisement	Q	NCOPD	Q	Targeting Board	AR
Inventory	A			Waivers	AR	APFT	SA	Fusion Cell	AR
Incident Reports	AR					Certifications (UR 360-1)	AR		
UCMJ	AR					Mandatory Training	AR		
Reclassification	AR					NCOPDS	AR		
NCO Evaluations	AR					Functional Courses	AR		
						DTMS	AR		

Legend: D=Daily, W=Weekly, Q=Quarterly, SA=Semi Annual, A=Annual, AR=As Required, \*Asterisk are taks that have multiple subordinate tasks

**Table A-1. Company Battle Rhythm Common Tasks**

## Appendix B

### Station Common Task Requirements-Example

STATION COMMON TASK REQUIREMENTS-EXAMPLE									
ADMINISTRATIVE	Frequency	SOLDIER AND FAMILY WELL BEING	Frequency	OPERATIONS	Frequency	TRAINING	Frequency	EXTERNAL EVENTS	Frequency
<b>a. Facilities</b>		<b>a. Sponsorship</b>	AR	<b>a. IPR</b>	D	<b>a. ATP</b>	AR	<b>a. Company IPR</b>	D
1. Cleaning Team Standard	M	1. Sponsor Assignment	AR	<b>b. Weekly Production Meeting</b>	W	1. Current evals	AR	<b>b. Company FS Scrub</b>	M
2. Reporting Deficiencies	M	2. Welcome Letter/Packet	AR	<b>c. Prospecting/Processing</b>	D	2. Station Commander Certification	AR	<b>c. CLQLD</b>	Q
3. Working locks, etc.	AR	3. Initial contact/follow-up	AR	<b>d. AAR</b>	AR	<b>b. CTAR</b>	Q	<b>d. Station Commander Training</b>	M
4. Security	D	<b>b. Reception and Integration</b>	AR	<b>e. Mission Analysis</b>	W	1. Training Assessments	D	<b>e. Company Training</b>	Q
		1. UF 350.1.4 Initiated	AR	<b>f. ROP Development</b>	M	2. Next quarter training development	Q	<b>f. ATM</b>	A
<b>b. GOVs</b>		2. UF 350.1.4 Section L completed	AR	<b>g. Schools Program (UR 350-13)</b>	W	<b>NOTE: Conduct Priority Training Now</b>	I	<b>g. RPC</b>	Q
1. Cleanliness	D	3. New Comers Briefing	AR	<b>High School</b>	W	<b>c. Center Wkly Training development</b>	W	<b>h. Inspections</b>	AR
2. Damage / Services	D	4. Up to 30 days - care of Family	AR	1. Enlistment Goals	A	<b>d. Company</b>	Q	<b>i. Local Events</b>	AR
3. Mileage	M	5. Family Lease d Housing	AR	2. Lists (Students/Faculty)	A	1. Upcoming training events	AR	<b>j. Boards/Competitions</b>	AR
4. Domicile - Duty IAW Reg	AR	6. Family Care Plan	AR	3. Event Calendars	AR	2. CDRs intent	AR	<b>k. APFT</b>	SA
5. Misuse	D	<b>c. Medical &amp; Dental</b>	AR	4. Plan	AR	<b>e. Battalion</b>	AR		
<b>c. Supplies</b>		1. EFMP	AR	5. Execute	D	1. Upcoming training events	AR		
1. Requests	M	2. Tricare/Providers	AR	6. Adjust	AR	2. CDRs intent	AR		
2. RPI/PPI	AR	3. MEDPROS	M	<b>College/VoTech</b>	W	<b>f. Brigade</b>	AR		
3. Organized	D	<b>d. Family Readiness Group</b>	M	1. Enlistment Goals	A	1. Upcoming training events	AR		
4. Redistribution	AR	1. Schedule/Participate/Volunteer	M	2. Lists (Students/Faculty)	A	2. CDRs intent	AR		
<b>d. Equipment</b>		<b>e. Gym Memberships</b>	AR	3. Event Calendars	AR	<b>g. USAREC</b>	AR		
1. Inventory	A	<b>f. BOSS Program</b>	AR	4. Plan	AR	<b>h. Schools</b>	AR		
2. Secure / Serviceable	D			5. Execute	D	1. On-line prerequisite	AR		
3. Turn-In	AR			6. Adjust	AR	<b>courses being completed</b>			
<b>e. Counseling</b>				<b>h. FS Management</b>	W	2. Pre-Execution Check List	AR		
1. NCOER	Q			<b>FS Records</b>	AR	<b>i. Sustainment</b>	AR		
2. Monthly	M			1. PT Card	AR	<b>j. SSD</b>	AR		
3. Event Oriented	AR			2. HT/WT Data	AR	<b>k. Mandatory</b>	AR		
<b>f. Leave Log</b>				3. Current grade reports	AR	1. Annual training requirements	AR		
1. Requested a Quarter out	Q			4. DOCS (source/ship/promo)	AR				
2. Submission	AR			<b>FS Record Update</b>	AR				
3. Risk Assessment	AR			<b>Referrals</b>	AR				
4. POV Inspection	AR			<b>Follow-ups</b>	AR				
<b>g. Awards</b>				<b>FS Function Coordination</b>	M				
1. Submitted IAW reg policy	AR			1. Funded paperwork submission	AR				
2. Quantifiable	AR			2. Transportation confirmation	AR				
3. Certs of Appreciation	AR			<b>PFA/QPAT</b>	AR				
4. Good Conduct Medal	AR			<b>Basic Training Tasks /FSTS</b>	AR				
<b>h. Serious Incidents</b>				1. Properly annotated	AR				
1. Serious Incident UR 190-4	I			2. Constant progression	AR				
2. Personnel	I			<b>i. Network Centric</b>	AR				
3. Facility	I			<b>j. Referrals</b>	AR				
<b>i. HT/WT</b>									
1. Body Comp Program	AR								
2. Nutritionist	AR								
3. Progress	AR								
<b>j. Reclassification</b>									
1. ACLP	AR								

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

**Table B-1. Station Battle Rhythm Common Tasks**

## Appendix C

### OPERATION PLAN GTA UF 5-01.1-INSTRUCTIONS

#### Step 1 (pg. 1-2) – USAREC Form 5-01.1 - Recruiting Function Analysis (RFA):

For each of the eight (8) Recruiting Functions you must analyze a variety of interactions that affect the recruiting station’s operations (See TC 5-01, Ch. 2). Step 1 provides several suggested things to review under the column titled, REVIEW/ANALYZE. You are authorized to delete, change, or add other items to this list. The form provides reference to source documents and records for each suggested item under the GUIDANCE column. Record your notes for each item in the ANALYSIS section and the action required under the ASSESSMENT column.

Understand – Recruiting Functions Analysis (RFA) - Step 1 (For use of this form see USAERC Training Circular 5-01)				
Perform an analysis of each recruiting function (Use continuation sheet if more space or additional items for review/analysis are needed)				
ACTION	REVIEW/ANALYZE	GUIDANCE	ANALYSIS	ASSESSMENT
			Review and analyze each area	What needs to be done to respond to your analysis?
	After Action Reviews	Review notes from AARs	Events holistically show to be under manned limiting the ability to engage target market at the set-up booth. Recruiters need to engage	Increase recruiter ratio 1:1,00 expected participation. Conduct rehearsals prior to any event
	Weekly Planning Meetings	Review notes from meetings	Station Commander & recruiters are working re-actively due to lack of planning	Establish a set company battle rhythm. Enforce station level rhythm meshed with company to provide predictability
	Electronic Planning Guides	RZ/LZ	Planning guides are not being completed IAW with Operations Plan	Enforce a 2 week hard plan and 4 week shell, approve on Friday

#### Step 2 (pg. 3-5) – USAREC GTA 5-01.1 - Operational Environment:

Station Commanders need to be able to analyze and describe their Operational Environment through operational variables: PMESII-PT (See TC 5-01.1, Ch. 3). Step 2 of the Operations Plan GTA provides you with guidance and an area to record your analysis and assessment. The items listed under the REVIEW/ANALYZE column are, like Step 1, suggested things to consider. You can delete, change, or add other items to this list. Record your analysis under the ANALYSIS column for each of the PMESII-PT variables using a SWOT analysis on each variable. Record your assessment, which is – the action required based on your analysis, under the ASSESSMENT column.

Understand – OPERATIONAL ENVIRONMENT - Step 2 (For use of this form see USAERC Training Circular 5-01)					
Perform an analysis of the operating environment using the PMESII-PT framework. This includes conversion data analysis.					
REVIEW/ANALYZE	ANALYSIS				ASSESSMENT
	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	
	Internal factors that are favorable to achieving the mission	Internal factors that are unfavorable to achieving the mission	External factors that are favorable to achieving the mission	External factors that are unfavorable to achieving the mission	What needs to be done to respond to your analysis?
schools	Bella Vista & Moores Town HS both ASVAB test twice a year with 45% scoring 50 or higher	Both schools only allow recruiters in the counseling office 20 minutes before school is out	MEB Stem truck is allocated to our station 3rd QTR FY19 for three days	Both schools will only allow MEB Stem truck if all branches of military attend	Coordination will all military branches to attend event in 3rd QTR. This will be the first time either school will allow a military recruiting event. Utilize as many combat multipliers as possible to open as many doors as possible. Patriot Partnership and workplace agreements opens doors.
business	Multiple medical USAR units and multiple APMC members in footprint	NCO's not utilizing these assets as combat multipliers	Multiple VA Hospitals in AO. Huge hospital merger in East TN	Many locations that we want to get to require key access	

Commanders, First Sergeants, and Station Leaders need to use critical thinking skills while developing their Operations Plan. There is no one size fits all; each station, will have different operational variables that are applicable to their environments. Since the operating environment is different in each unit, the content of each Operations Plan is different, however, the process, the recruiting functions, and Operation Plan template are the same across the command.

## GLOSSARY

### Section I – ACRONYMS AND ABBREVIATIONS

<b>AAR</b>	After Action Review
<b>AGR</b>	Active Guard Reserve
<b>APFT</b>	Army Physical Fitness Test
<b>ASCOPE</b>	area, structure, capabilities, organizations, people, and events
<b>BI Zone</b>	Business Intelligence Zone
<b>CAST</b>	Computer Adaptive Screening Test
<b>DIME</b>	Demographic, Income, Military Service, and Education
<b>DTMS</b>	Digital Training Management System
<b>EES</b>	Evaluation Entry System
<b>FS</b>	Future Soldier
<b>FSTP</b>	Future Soldier Training Program
<b>FY</b>	Fiscal Year
<b>GA</b>	Grad Alpha
<b>GAMAT</b>	Graphical Accessions Mapping Analysis Tool
<b>GSA</b>	Graduate/Senior/Alpha
<b>GTA</b>	Graphic Training Aid
<b>HT/WT</b>	Height/Weight
<b>HQ</b>	Headquarters
<b>HOT SEAT</b>	The final screening interview conducted by the designated leader before sending the applicant to complete processing.
<b>IPB</b>	Intelligence Preparation of the Battlefield

<b>ICI</b>	Initial Command Inspection
<b>MAP</b>	Mission Accomplishment Plan
<b>MEDPROS</b>	Medical Protection System
<b>MET/TNE</b>	Mental Evaluation Test/Tested Not Enlisted
<b>METT-TC</b>	Mission, Enemy, Terrain and Weather, Troops & Support Available, Time Available, and Civil Considerations.
<b>MOS</b>	Military Occupational Specialty
<b>NCOER</b>	Non-Commissioned Officer Efficiency Report
<b>NCOPDS</b>	Non-commissioned Officer Professional Development System
<b>OIP</b>	Organizational Inspection Program
<b>OPAT</b>	Occupational Physical Assessment Test
<b>OPTEMPO</b>	Operations Tempo - The rate of military actions and missions; carrying out a mission at a rate of motion or activity.
<b>PaYS</b>	Partnership for Youth Success
<b>PMESII-PT</b>	Political, Military, Economic, Social, Information, Infrastructure, Physical Environment, and Time
<b>RA</b>	Regular Army
<b>RFA</b>	Recruiting Functions Analysis
<b>RMZ</b>	Report Management Zone
<b>RSID</b>	Residential System Identification
<b>SA</b>	Senior Alpha
<b>SAMA</b>	Segmentation Analysis and Market Assessment
<b>SAV</b>	Staff Assistance Visits
<b>SC</b>	Station Commander

<b>SO2</b>	Station Operations Overview
<b>SSD</b>	Structured Self-Development
<b>UM</b>	USAREC Manual
<b>UTC</b>	USAREC Training Circular
<b>UR</b>	USAREC Regulation

## **Section II – Terms**

### **Hot seat**

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

### **Station Operations Overview**

Standardized station level operations briefing for internal and external visitors.

### **OPTEMPO**

The rate of military actions and missions; carrying out a mission at a rate of motion or activity.

## REFERENCES

### REQUIRED PUBLICATIONS

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

ADP 6-0 *Mission Command*, 31 July 2019

ADP 6-22 *Army Leadership*, 31 July 2019

### RELATED PULICATIONS

UR 350-1 V2, *Training and Leader Development*, 3 June 2015 UM 3-0, *Recruiting Operations*. 12 June 2014

The dates on these UMs have been updated.

### WEB SITES

USAREC G3/5 Training at

<https://ikrome.usaac.army.mil/web/usarec/viewlink?goto=http://span.usarec.army.mil/sites/HQ/G3/Training/TSP/default.aspx>

### PRESCRIBED FORMS

USAREC GTA 5-01.1 (Steps 1-4) "Operating Planning Tool"

### REFERENCED FORMS

None.

**UTC 5-01**  
**21 July 2020**

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