USAREC Regulation 601-73

Personnel Procurement

Market Analysis to Support Recruiting Operations

Headquarters
United States Army Recruiting Command
1307 3rd Avenue
Fort Knox, KY 40121-2725
1 February 2015

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SUMMARY of CHANGE

USAREC Regulation 601-73

Market Analysis to Support Recruiting Operations

This revision, dated 1 February 2015, includes the following:

o Rescinded USAREC Regulation 601-73 (dated 18 Aug 2008)

o Rescinded UF 569 and renumbered form to UF 601-73.1

o Combined information from UR 601-73(dated 18 Aug 2008) and UR 601-87 (dated 8 Sep 97) into the new
  UR 601-73(dated 1 Feb 2015)

o Rescinded USAREC Regulation 601-87

Personnel Procurement

Market Analysis to Support Recruiting Operations

For the Commander:

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History. This publication is a major revision. It combines USAREC 601-73: Mission Procedures and USAREC 601-87: Positioning Analysis and Evaluation into one concise regulation. This revision is dated 1 Feb 2015.

Summary. This regulation establishes the policies and procedures for conducting market analysis to support United States Army Recruiting. It includes policies regarding market analysis; mis-sion analysis and distribution; and positioning of the recruiting force within the U.S. Army Recruiting Command.

Applicability. This regulation applies to the U.S. Army Recruiting Command (USAREC) and all subordinate units.

Proponent and exception authority. The proponent of this regulation is the USAREC Assistant Chief of Staff, G2. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulations. Proponents may delegate the approval authority, in writing, to a division chief within the proponent agency in the grade of lieutenant colonel or civilian equivalent.

Army management control process. This regulations contains management control provisions in accordance with AR 11-2, but does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation is prohibited.

Relationship to UR 10-1. This publication establishes the primary function of the G2. It governs the mission process and regulates the critical tasks according to UR 10-1 para 2-20.

Suggested improvements. Users are invited to send comments and sug-gested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCPAE, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

Distribution. This publication is available in electronic media only and is intended for command level A.

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*This regulation supersedes USAREC Regulation 601-73, dated 18 Aug 2008, and USAREC Regulation 601-87, dated 8 Sep 1997.

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Contents (Listed by paragraph and page number)

Appendixes

1. Purpose

This regulation directs the responsibilities and lays out the basic processes within US Army Recruiting Command (USAREC) for analyzing markets, determining and assigning recruitment missions, distributing recruiters to recruiting centers, and adjusting the territory assigned to each recruiting center. This publication applies to the Army's recruiting missions for:

    a. Enlisted Accessions
    (1) RA Non-Prior Service (NPS) and Prior Service (PS) accessions
    (2) USAR Non-Prior Service and Prior Service accessions
    (3) Skilled Linguists (35P)
    (4) Translator/Interpreters (09L)
    b. Officer Accessions
    (1) Officer Candidate School (OCS) enlisted accessions
    (2) RA and USAR Army Medical Department (AMEDD) accessions
    (3) RA and USAR chaplain and chaplain candidate accessions
    (4) Warrant Officer Flight Training (WOFT) enlisted accessions
    c. In-service volunteer programs recruited by the Special Operations Recruiting Battalion (SORB).

This regulation combines and supersedes both USAREC Regulations 601-73 *Missioning Procedures* and 601-87 *Positioning Analysis and Evaluation*.

2. References

For required and related publications and prescribed and referenced forms see Appendix A.

3. Explanation of abbreviations and terms

The glossary, in Appendix B, explains abbreviations and special terms used in this publication.

4. Background

Market analysis is a fundamental component to planning and execution of recruiting operations. The analysis provides the basis for determining geographic boundaries for recruiting market areas of operations, the assignment of specific market areas to recruiting organizations; and the size of the recruiting force allocated to the recruiting organizations. The market potential of any specific market area provides the basis for establishing specific recruiting missions for the recruiting unit assigned to that area of operations.

5. Recruiter Requirements and Allocation

5-1. Purpose

This chapter establishes policies and responsibilities for the distribution of Regular Army (RA) and US Army Reserve (USAR) recruiter requirements and authorizations to the command structure.

5-2. General

The US Army Recruiting Command (USAREC) develops and maintains recruiter manpower models to input the Army's force management processes. The models provide the basis for determining baseline recruiter manpower requirements to accomplish the DA G1 recruiting missions. The command also develops and maintains models for the purpose of allocating recruiter requirements and authorizations to recruiting brigade and battalion using a Recruiter Allocation Model (RAM).

5.3. Responsibilities

    a. The Commanding General is the approving authority for the distribution of recruiters to each brigade; this authority may be delegated.
    b. The G2 develops and maintains recruiter manpower models for determining recruiter requirements. The G2 develops and maintains recruiter allocation models for distributing authorizations to brigades and recommended authorizations to battalions.
    c. The G8 conducts the staffing and modification of Army authorization documentation.
    d. The G1 publishes recruiter assignment orders to the subordinate units.
    e. Recruiting brigade, battalion, and company commanders ensure proper distribution of recruiters down to center level.

5.4. Policy

a. Commanders and their staffs set and adjust the recruiting force based upon the recruiting markets in their assigned area of operations. Different factors affect the recruiting market for each geographic region; therefore, commanders will not make recruiting force assignments based solely on the size of the mission.

b. The USAREC G2 develops a recruiting force allocation plan with recommendations to battalion level. Upon approval by the USAREC Commander, each subordinate organization develops a recruiting force assignment plan two levels down with the recruiting center as the lowest level.

5.5 Implementation. All levels of command establish recruiting force assignment policies and procedures consistent with this regulation.

6. Position Analysis and Evaluation (PAE)

6.1 Purpose

This chapter prescribes Positioning Analysis and Evaluation (PAE) policies for adjusting recruiting area boundaries, facility locations and recruiter allocation for the effective execution of recruiting missions within the market areas.

6.2 PAE Description.

a. The PAE methodology is a systematic process for conducting a comprehensive market analysis. It incorporates the local knowledge and experience of the center and company leaders, and yields justification for decisions on the following items that define the operational approach for engaging each market area:

(1) Boundaries for recruiting center (CTR) market areas that are distinct and contiguous.

(2) An appropriate allocation of recruiters to maximize recruiting market potential.

(3) Facility locations that will allow efficient market engagements.

b. Battalions conduct the PAE using an operational planning team (OPT). The PAE OPT includes recruiting center and company level leadership, and staff members from battalion, brigade, and USAREC headquarters. The OPT develops a set of actions for adjusting recruiting center boundaries, recruiter allocations and facility locations. The battalion provides its recommendations to the brigade commander for concurrence. The PAE actions are then forwarded to the USAREC HQ for review and approval. The USAREC staff reviews the detailed recommendations from the battalion through a staff integrated PAE Working Group. The USAREC G-2 chairs the PAE working group. The working group presents PAE recommendations to the Chief of Staff quarterly. The Chief of Staff typically has been granted the authority by the commanding general to approve minor PAE and/or administrative actions. The working group forwards major proposals with a staff recommendation to the Commanding General for presentation by the battalion or brigade commander.

6.3 Types of PAE Processes

a. Deliberate PAE. A deliberate PAE fully utilizes the input from all functional areas in an OPT. Deliberate PAEs are time consuming and resource intensive; therefore, battalions do not conduct them frequently.

b. Abbreviated PAE. An abbreviated PAE occurs when time or other critical resources are not available. Generally, the evaluations in an abbreviated PAE are limited in scope, as are the resulting recommendations. The OPT is limited to the relevant players and may involve some players remotely.

6.4 Types of PAE Change Proposals

a. There are three different types of PAE change proposals. These categories determine the required documentation and level of authority required for approval.

(1) Major PAE Change Proposals. Proposals that include any of the following actions: opening or closing a center, converting a center to a Forward Engagement Center (FEC) or vice versa, opening a FEC, extensive boundary changes, brigade or battalion boundary changes, or extensive shifting of recruiter positions. The approval authority for major change proposals is the USAREC CG.

(2) Minor PAE Change Proposals. Proposals that include small boundary changes, or small changes to the number of recruiters required at a location (i.e. recruiting center or FEC), or the closure of a center's FEC. If the PAE working group has no objections to the proposed actions, then the approval authority for minor change proposals is the USAREC Chief of Staff. If the PAE working group has objections, then the approval authority is the DCG.

(3) Administrative PAE Change Proposals. Proposals that only make administrative adjustments such as correction of data errors, reassignment of point ZIP codes, completion of actions approved during a previous PAE, facility address changes, and changes to recruiter position classifications. Other examples of administrative changes are shifting authorizations between component; interchanging detailed recruiter positions and 79R positions, and interchanging E6 and E7 positions. These actions do not result in a required strength change for a recruiting office or a

change in recruiting market areas. The approval authority for administrative PAE change proposals is the USAREC CoS.

b. In the event a PAE proposal does not directly conform to the definitions above, the USAREC G2 will designate the type and the action required.

6.5 PAE Frequency

a. PAEs are not conducted on a set frequency or recurring schedule. Units monitor assigned markets for growth patterns, movement, and performance. This market analysis includes periodic validation of market boundaries and facility placement. A PAE to validate market conditions is initiated if a unit experiences market changes that affect recruiting operations. PAEs can result in costly changes and should be minimized to support the nature of three-year assignments for military personnel and three to five year leases on commercial facilities. The PAE documentation must include justification of any costs resulting from the recommended changes.

b. Command-directed PAEs address large changes to the required recruiting force or changes to any USAREC organizational template.

6.6 Responsibilities

a. The Commanding General, USAREC, is the approval authority for major PAE proposals, and may delegate this authority. The brigade or battalion commander submitting the PAE proposal will brief the proposal to the CG.

b. The Deputy Commanding General (DCG), USAREC, is the approval authority for minor PAE proposals if the HQ staff has objections to any of the proposed actions.

c. The Chief of Staff (CoS), USAREC, reviews the staff recommendations for major PAE proposals and minor PAE proposals if the staff has objections, and has approval authority for minor PAE proposals if the staff does not have any objections, and all administrative PAE change proposals.

d. The Assistant Chief of Staff (ACoS), G1:

(1) Provides guidance and instructions on managing and moving personnel and on documenting personnel authorizations that result from PAE changes.

(2) Reassigns personnel based on approved PAE change proposals.

(3) Acquires, trains and distributes the recruiting force in accordance with approved PAE changes.

e. The ACoS, G2:

(1) Chairs the HQs PAE Working Group, develops and refines the PAE processes, methodologies, and instructions. The PAE working group consists of the G1, G4, G6, G8, with other staff sections as needed.

(2) Designates an action officer for each PAE.

(3) Coordinates the HQ review process for PAE submissions:

(a) Reviews PAE submissions for compliance with regulations and policy.

(b) Distributes PAE submissions to appropriate HQ staff for recommendations.

(c) Consolidates HQ staff recommendations and comments.

(d) Prepares and conducts staff reviews with the USAREC CoS.

(4) Trains and assists on-site at battalion level as requested by brigade commanders.

(5) Provides automation support allowing the battalions to execute a thorough and accurate PAE. This includes updating databases used by all brigades and assisting the Medical Recruiting Brigade to acquire specialized data sets.

(6) Maintains the master list of Recruiting Station Identification Designators (RSIDs).

(7) Publishes specific PAE instructions to brigades and battalions prior to all command directed PAEs. This includes detailed instructions and requirements to the field concerning current automation systems, data requirements, policy changes, and reporting standards.

(8) Prepares and publishes command data files to HRC containing all approved changes realigning ZIP codes to RSID.

(9) Coordinates the validation by brigade, battalion, and USAREC staff that the Graphical Representation of USAREC Market and Production (GRUMP) databases accurately reflect all approved PAE changes.

(10) In coordination with the USAREC G1, G4, and G8, provides recommendations to the USAREC CG regarding allocation of USAREC's required recruiting force (RRF) across the brigades down to battalion level.

f. The ACofS, G3

(1) Participates with the PAE working group to provide operational impacts and situational awareness for the conduct of PAEs.

(2) Publishes OPORDS as necessary to direct PAE guidance, intent and scheme.

g. The ACoS, G4:

(1) Reviews PAEs for compliance with square footage per person requirements ratios.

(2) Ensures that facility actions do not violate lease terms.

(3) Documents all approved facility actions in RFMIS.

(4) Coordinates with the Army Corps of Engineers (ACoE) for facility program actions.

(5) Coordinates with the other services for facility program actions.

h. The ACoS, G6:

(1) Supports Army Recruiter Information Support Systems (ARISS) and e-date issues.

(2) Coordinates with HRC the procedures for center level record transfers at e-date.

(3) Coordinates with HRC any communications changes needed for facility changes in a PAE.

(4) Provides automation support in conjunction with the HRC HELP DESK.

i. The ACoS, G8:

(1) Reviews PAEs for compliance with personnel requirements/authorizations, guidance, restrictions and limitations.

(2) Updates Headquarters Support System-Force Structure, Address, and ZIP Code Realignment (HSS-FAZR) and publishes approved FAZR Table of Distribution and Allowances (TDA) changes with effective dates (e-dates) as specified in the PAE guidance published by G2.

(3) Informs the Office of the Chief Army Reserve (OCAR) of any changes to the Reserve Component field force structure in order to facilitate updates to the Active Guard Reserve Management Information System (AGRMIS).

(4) Updates changes to the TDA in TAADS/FMSWeb (The Army Authorization Documents System).

(5) Processes requests for changes to staff positions at company level and above. It is a G8 responsibility (reference USAREC Reg 570-1 Changes to Tables of Distribution and Allowances) to review and approve company and battalion level force structure changes.

j. The ACoS, G7/9 ensures the USAREC Education Service Specialists (ESS) provide guidance and assistance to brigade and battalion ESSs in support of PAEs.

k. The Recruiting & Retention School reviews intended PAE changes to ensure compliance with the USAREC Standards of Grade (SoG).

l. Other USAREC staff and special staff section chiefs assist and monitor follow-on actions associated with PAE changes.

m. Recruiting Brigades:

(1) Provide a written recommendation of approval or disapproval for each PAE proposal that the battalions submit, including administrative adjustments.

(2) Ensure battalion PAE submissions comply with published PAE directives and guidance.

(3) Provide decision briefings to the USAREC CG on all major PAE actions.

(4) Plan for successful PAEs by ensuring proper staff planning, participation, and resourcing for PAE OPTs.

(5) Ensure PAE data is correct and submitted to the G2 NLT the turn-in date provided.

(6) Ensure the battalion staff validates that the HSS-FAZR (Headquarters Support System-Force Structure, Address, and ZIP Code Realignment) databases accurately reflect all approved PAE changes.

n. Recruiting Battalions:

(1) Request in writing the approval for each battalion PAE submission, including administrative adjustments.

(2) Ensure PAE submissions comply with published PAE directives and guidance.

(3) Provide decision briefings to the CG on all major PAE actions.

(4) Plan for successful PAEs by ensuring proper staff planning, participation by company and center leaders, and resourcing for PAE OPTs.

(5) Ensure PAE data is correct and submitted to the G2 NLT the turn-in date provided.

(6) Ensure that the battalion PAE process is a coordinated effort that includes battalion, company and recruiting center leadership.

(7) Submit PAE proposals to the brigade for approval in a timely manner.

(8) Be prepared to provide a decision briefing to the brigade commander and/or the USAREC CG.

(9) Validate that the HSS-FAZR (Headquarters Support System-Force Structure, Address, and ZIP Code Realignment) database accurately reflects any approved PAE changes.

o. Company Commanders:

(1) Participate with their center commanders in PAE market analysis.

(2) Recommend facility actions.

(3) Disseminate approved PAE results to their centers. Post and implement approved PAE results, such as center boundary changes, transfer of school responsibility, posting of school zone (SZ) folders, and adjust required resources before the e-date.

6.7 Command Guidance

a. Battalions define market areas along economic, social, and population boundaries, but position recruiter offices and assign territory based on natural barriers, lines of communication, road network, and drive times.

b. Facility Location

(1) Take advantage of a market's everyday traffic patterns in order to reduce travel times and increase visibility of the office. Ordinarily recruiting facilities should be centrally located in the market areas. Consider factors such as high school population center of mass, and travel time to schools, colleges and universities when positioning a facility.

(2) Consider quality of life (QOL) issues for recruiting personnel. QOL issues include crime statistics, parking availability and fees, and office accessibility via toll roads.

c. Territory Assignment

(1) Battalion, company, and center boundaries encompass all assigned market areas and are contiguous wherever possible.

(2) Do not split a ZIP code between two recruiting centers.

(3) Minimize the division of civil government/institution areas when assigning boundaries (i.e. counties, school districts, universities).

(4) Consider the TPU 90-minute commute market boundaries when assigning market area boundaries.

(5) Consider core-based statistical areas (metropolitan and micropolitan areas) when determining center boundaries.

(6) Market area designation of Regular Army (RA) or Army Reserve (AR) is prohibited.

d. All recruiting offices must have at least two required positions (i.e. one-recruiter offices are prohibited).

6.8 Structure Definitions.
The following definitions apply to the facilities/locations where recruiting operations occur:

a. Center Facility: A recruiting office that has an assigned recruiting market area, a four-character RSID, and serves as the primary location for the center commander. This is the primary office within the recruiting center footprint.

b. Types of Center Facilities.

(1) Stand Alone Centers: a center facility with no FECs to manage.

(2) Parent Center: a center facility with at least one FEC to manage.

c. Recruiting Center: refers to all of the personnel, territory, and facilities (including FECs) under the center commander's control. Recruiting centers consist of at least two, but not more than twenty one recruiters. Recruiting centers receive a mission and territory from their battalion headquarters.

d. Forward Engagement Center (FEC): A secondary recruiting office that is located within the recruiting center footprint and is designed to improve access to remote markets. FECs are appropriate for recruiting centers with non-contiguous markets. In such cases, the parent center belongs in the primary market, and FECs belong in the secondary or tertiary markets.

(1) Do not locate FECs more than 50-miles from the parent center.

(2) All FECs have a five-character RSID.

(3) Associate FECs with only one parent center.

(4) FECs do not receive a mission. They contribute to the overall mission of the recruiting center.

(5) FECs do not have territory assigned in HSS-FAZR; however, center commanders may informally assign areas of responsibility within the center's boundaries.

(6) All FECs must have fewer required positions than their parent center.

7. Mission Analysis

7.1 Purpose
This chapter establishes policies and responsibilities for the assignment of recruiting missions for enlistment, healthcare professionals, chaplains, and in-service volunteers for both the Regular Army (RA) and US Army Reserve (USAR).

7.2 General
The US Army Recruiting Command (USAREC) recruiting missions originate with the Army's accession requirements. Headquarters, Department of the Army (HQDA) annually assigns an accession mission to USAREC in the following programs:

a. Enlisted Accessions
(1) RA Non-Prior Service (NPS) and Prior Service (PS) accessions
(2) USAR Non-Prior Service and Prior Service accessions
(3) Skilled Linguists (35P)
(4) Translator/Interpreters (09L)
b. Officer Accessions
(1) Officer Candidate School (OCS) enlisted accessions
(2) RA and USAR Army Medical Department (AMEDD) accessions
(3) RA and USAR chaplain and chaplain candidate accessions
(4) Warrant Officer Flight Training (WOFT) enlisted accessions
c. In-service volunteer programs recruited by the Special Operations Recruiting Battalion (SORB).

7.3 Responsibilities

a. The USAREC Commanding General is the approving authority for missions to each brigade; this authority may be delegated.

b. The USAREC G2 conducts market and process analysis and converts the Department of the Army's accessions requirements into operational recruiting missions to maximize success. The G2 monitors the development of recruiting missions for medical professionals, chaplains, and in-service volunteers as adjudicated by the medical recruiting brigade and the special operations recruiting battalion.

c. The USAREC G3 publishes the recruiting missions by means of plans and orders and conducts operations to execute the recruiting missions. The G3 monitors execution of the recruiting missions and performance of subordinate units. The G3 evaluates requests for mission change when warranted by significant events that affect recruiting operations (e.g. natural disasters, etc.).

d. Health Services Directorate (HSD) monitors execution of the AMEDD and chaplain recruiting missions and performance of subordinate units. HSD evaluates requests for AMEDD and chaplain mission reductions when warranted.

e. Upon receipt of mission from higher, subordinate commanders conduct mission analysis and issue orders to allocate the mission to their subordinate elements Additionally, commanders will not:

(1) Withhold mission such that the total mission assigned to their subordinates is less than the mission received from their next higher command.

(2) Assign excess mission such that the total mission assigned to their subordinates is greater than the mission issued by their next higher command.

(3) Assign recruiting missions lower than center level (e.g. mission individual recruiters).

7.4 Policy

a. Market intelligence informs mission distribution. Missions are based on a variety of factors which may include, but are not limited to, eligible population and relative propensity to join. Mission assignments require a degree of agreement between the size of the recruiting force and the size of the mission. A myriad of factors affect this ratio for each geographic region. Mission assignments are not based on assigned recruiter manpower.

b. Normally, each organization develops missions two levels down with the recruiting center being the lowest level. The USAREC G2 develops recruiting brigade missions with recommendations for the battalion level missions. Brigade commanders may deviate from the recommended battalion level missions by as much as 10 percent between battalions and by 10 percent between mission time periods (by category and by volume). In order to exceed the 10% shift, brigade commanders must submit written request stating the justification for the shift through the G2 to the USAREC CG. This request validates the market conditions and resourcing within the area of interest.

8. Review and Implementation. All levels of command will establish mission assignment policies and procedures consistent with this regulation.

Appendix A References

Section I
Required Publications
There are no entries for this section.

Section II
Related Publications

USAREC Reg 601-37
Army Medical Department Recruiting Program.

USAREC Reg 601-56
Waiver, Delayed Entry Program Separation, and Void Enlistment Processing Procedures.

USAREC Reg 601-81
Educator/Centers of Influence Tour Program.

USAREC Reg 601-87 (Rescinded)
Recruiting Market Analysis.

USAREC Reg 601-91
Officer Candidate School and Warrant Officer Flight Training Programs.

USAREC Reg 601-95
Delayed Entry and Delayed Training Program.

USAREC Reg 672-10 (Rescinded)
Recruiting Incentive Awards.

Appendix B
Glossary

Section I Abbreviations

ACOE
Army Corps of Engineers

ACOS
Assistant Chief of Staff

AMEDD
Army Medical Department

AOC
Area of Concentration

ARISS
Army Recruiter Information Support Systems

USAR
U.S. Army Reserve

CG
Commanding General

COS
Chief of Staff

CTR
Center

ESS
Education Support Specialist

FAZR
Force Structure, Address, Zip Code Realignment

FEC
Forward Engagement Center

FY
Fiscal Year

HQDA
Headquarters, Department of the Army

HQ USAREC
Headquarters, U.S. Army Recruiting Command

HSS-FAZR
Headquarters Support System-Force Structure, Address, Zip Code Realignment

MAP
Mission Accomplishment Plan

MPA
Mission, Production, and Awards

MRB
Medical Recruiting Brigade

MRBn
Medical Recruiting Battalion

MRC
Medical Recruiting Company

OCAR
Office of the Chief Army Reserve

OCS
Officer Candidate School

OPT
Organizational Planning Team

PAE
Position Analysis and Evaluation

PS
Prior Service

QOL
Quality of Life

RA
Regular Army

RAM
Recruiter Allocation Model

RFMIS
Rental Facilities Management Information System

ROTC
Reserve Officer Training Corps

RRF
Required Recruiting Force

RSID
Recruiting Station Identification

RSM
Recruit Ship Month

RSQ
Recruit Ship Quarter

SF
Special Forces

SOAR
Special Operations Aviation Regiment

SZ
School Zone

TAADS
The Army Authorization Document System

TPU
Troop Program Unit

USAR
U.S. Army Reserve

USAREC
U.S. Army Recruiting Command

WOFT
Warrant Officer Flight Training

Section II Terms

accession
A Regular Army accession occurs when an applicant ships to Basic Training. An Army Reserve accession occurs when an applicant signs the initial enlistment contract.

accession mission
The number of accessions required by category for a specified period of time.

contract
Documentation (DD Form 4) required to enlist applicants specifying the terms of enlistment signed by all individuals enlisting in the Army, Air Force, Navy, Marine Corps, and Coast Guard, including members enlisting in the Delayed Enlistment Program (DEP), and enlisting in the National Guard and Reserves.

contract mission
The number of contracts required by category for a specified period of time

delayed entry program
Army program under which an individual may enlist in a Reserve or Inactive Component of the United States Army and specify a future reporting date for entry on active duty in the Active Component that would coincide with availability of training spaces and with personal milestones. (graduation is the most common).

delayed entry program loss
A delayed entry program (DEP) member discharge or voided enlistment. The effective date of a DEP loss is the day the reservation is canceled on REQUEST.

market
The population of 17-29-year-old persons who have no prior military service and who are physically and mentally qualified for such services

mission
The number of accessions, contracts, packets, board selectees, volunteers, or referrals required in specified categories for a designated period of time. Unless otherwise specified, the term "mission" refers to all mission types such as enlisted contract mission, USAR accession mission, AMEDD contract mission, chaplain packet mission, and OCS packet mission.

mission categories
The precise types of personnel needed for accession into the RA or USAR as defined by Armed Forces Qualification Test (AFQT) score, education level, or PS status.

packet
An application package containing all required documents. A packet is accepted by HQ USAREC only if the candidate is considered to be fully qualified and all required documents are present and properly completed.

phase line
An operational reference that denotes the date upon which a certain percentage of remaining annual missions should be achieved. This can occur for a recruiting contract month (RCM) or a recruiting contract quarter (RCQ). A PL or RCM ends COB on a Thursday in the middle of the calendar month. The next duty day starts the next PL or RCM.

recruiting calendar
establishes the phase lines, and training holidays for the United States Army Recruiting Command

recruiting calendar month
see phase line

recruiting calendar quarter
The RCQ consists of 3 PLs or RCMs. The first quarter begins in mid-September and ends in mid- December. The second quarter begins in mid-December and ends in mid-March. The third quarter begins in mid March and ends in mid June. The fourth quarter begins in mid-June and ends in mid-September.

selection
The process by which an applicant is chosen for accession by a board of officers.

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