

USAREC MANUAL 3-31



USAREC MANUAL 3-31

18 September 2019

Headquarters

United States Army Recruiting Command

1307 3rd Avenue

Fort Knox, Kentucky 40121-2725

SUMMARY of CHANGE

USAREC Manual 3-31. Recruiting.
Administrative revision dated 18 September 2019

o Changes related to mission command approach.

Recruiting Station Operations

Contents

	Page
Chapter 1	1
Overview of Recruiting Station Operations	1
Introduction	1
Leadership	1
Deputy Station Commander	3
Assistant Station Commander	4
Leader Huddle	5
Mission Command	8
Communication	9
Recruiting Operations Process	10
Lead	12
Understand	13
Visualize	15
Running Estimates	15
Recruiting Functions Analysis	16
Planning	18
Describe	18
Direct	21
Assess	22
Chapter 2	24
Leveraging the Recruiting Information Environment	24
Introduction	24
Internal Network	24
External Network	25
Information Systems	26

Chapter 3	28
Decisive Operations	28
Introduction.....	28
Telephone Prospecting	29
Face-To-Face Prospecting.....	29
Virtual Prospecting	30
Referrals	31
Interviewing	31
Processing.....	31
Leading Future Soldiers And Candidates	33
Future Soldier Losses	33
Chapter 4	36
Shaping Operations.....	36
Introduction.....	36
School Recruiting Program	36
Establishing A School Recruiting Program	36
Community Partners (CP) and VIP Development.....	38
Chapter 5	42
Sustaining Operations	42
Introduction.....	42
Logistics.....	42
Advertising Assets.....	42
Station Supplies.....	42
Public Affairs Events	42
Future Soldier Functions	43
Personnel Management	43
Personnel Integration	44
Training and Leader Development.....	44

[Figures](#)

Figure 1-1 Station Leader Correlation	5
Figure 1-2 Leadership and recruiting functions mode	8
Figure 1-3 Fundamentals of mission command.....	9
Figure 1-4. The use of recruiting Ops Process, MDMP, and TLP simultaneously in the recruiting ops process.....	11
Figure 1-5 Four steps to station planning	12
Figure 1-6 Example PMESII-PT and METT-TC Analysis.....	14
Figure 1-7 Example of recruiting functions analysis (RFA)	17
Figure 1-8 Example of a recruiting synch matrix (“Black Hills Recruiting Station”)	20
Figure 1-9 Station planning process	21
Figure 2-1 Recruiting station network	26
Figure 3-1. Operation Senior Enlistment (decisive) vignette	35
Figure 4-1. Operation Senior Enlistment (shaping) vignette.....	41

Figure 5-1. Operation Senior Enlistment (Sustaining)	47
Figure A- 1. Virtual Operational Environment	48
Figure A- 2. Defining the Virtual Recruiting Workplace	49

Tables

Table B- 1. Internet Search Techniques and Procedures.....	67
Table B- 2. Boolean and Math Logic Operators	72
Table B- 3. Top Level Domains	75

Appendixes

- A. Virtual Recruiting
- B. Internet Search Techniques

[Glossary](#)

PREFACE

USAREC Manual 3-31 provides station commanders with a common recruiting philosophy and language. It enhances unity of effort by defining and illustrating the Army Recruiting Command's (USAREC) tactical operational doctrine principles.

PURPOSE

Each station area of operation (AO) within USAREC presents its own opportunities and challenges. Accordingly, station commanders must be agile and adaptive leaders capable of understanding disciplined initiative within the limits of mission command. USAREC Manual 3-31 serves as a "how to think" guide for station commanders. This manual defines the roles and responsibilities, and explains the principles and concepts of recruiting operations at the station level.

SCOPE

USAREC Manual 3-31 is the user manual for recruiting doctrine at company level. It describes recruiting fundamentals and concepts.

INTRODUCTION

The contents of this manual are authoritative, but not punitive and provide an operational framework for recruiting operations at station level. Methods and procedures may vary based on market and mission type, but are the core of recruiting operations.

APPLICABILITY

This manual applies to all station commanders. With appropriate modifications, the methods described can apply to any recruiting area and market. Station commanders should also read and understand USAREC Manual 3 (Recruiting) and USAREC Manual 3-0 (Recruiting Operations), which describe the foundations, principles, and operational framework of recruiting. The USAREC Training Circulars (TCs) support the methods and principles of operations in this manual. Critical tasks for station commanders and Recruiters are in the Army Training Network (ATN).

ADMINISTRATIVE INFORMATION

The doctrine proponent for this manual is Headquarters, US Army Recruiting Command, Fort Knox. Send comments and recommendations on DA Form 2028 (Recommended changes to publications and blank forms) directly to HQ RRC, ATTN: RCRS-DD, 1928 Old Ironsides Avenue, Bldg. 2389, Fort Knox, KY 40121-2725 or by e-mail to usarmy.knox.usarec.list.rrc-doctrine.

Recruiting Station Operations

This manual describes key concepts to conduct station level recruiting operations for every USAREC mission: enlisted, officer, medical, chaplain and in-service for both the Regular Army and the Army Reserve. It defines recruiting operations and explains how leaders of recruiting stations leverage operational performance to train, direct, and lead their force.

Chapter 1 discusses the station commander's leadership and operational responsibilities. It describes how the station commander uses the seven principles of mission command, and exercises the leadership activities to visualize, describe, and direct recruiting operations through the recruiting operations process.

Chapter 2 describes leveraging the recruiting information environment, and the recruiting networks. It details the internal and external flow of information and explains how it supports recruiting operations.

Chapter 3 describes decisive operations in prospecting, interviewing, processing, and leading Future Soldiers.

Chapter 4 describes shaping operations in school recruiting programs, partnerships and development, and programs.

Chapter 5 describes sustaining operations in logistics, resources, events, personnel, and training and leader development.

Chapter 1

Overview of Recruiting Station Operations

INTRODUCTION

1-1. The recruiting station commander plays a crucial role in the planning, execution and assessment of recruiting operations. The station commander directs the recruiting force to engage the target market to engender a commitment to serve. The station commander is responsible and accountable for recruiting mission accomplishment, leader development, training, and the health and welfare of the recruiters assigned to the station. The station commander develops the stations plan and uses Troop Leading Procedures (TLP) to provide predictability to the recruiting force and synchronize operations to accomplish the mission. (See USAREC TC 5-01, Mission Command, for details on the station planning).

1-2. The Virtual Recruiting Station (VRS) facilitates decisive, shaping, and sustaining operations within the United States Army Recruiting Command using virtual platforms. Through content creation and digital marketing analysis in collaboration with market intelligence, VRS are responsible for virtual lead generation, lead refinement, and prospecting through decisive targeting within the battalion area of operations. Virtual recruiting stations conduct shaping operations in support of the commanders' intent to build relationships with community partners, promote and support Army events, and influence each generation of the American people. Virtual recruiting station provide training and oversight to all personnel assigned to the battalion in virtual prospecting techniques, social media security measures, and regulatory guidance and compliance.

1-3. The continuous nature of recruiting operations, the dynamic nature of the recruiting operating environment, the geographic dispersion of the organization and the visibility of the recruiting force within communities across the nation present a unique leadership challenge.

LEADERSHIP

1-4. Sound leadership at the station level is essential for effective operations, recruiter development, and successful mission accomplishment. Leaders inspire, provide purpose, guidance, direction, and motivate the recruiting force to improve operations at the station level to accomplish the mission. The recruiting station commander is typically a noncommissioned officer (NCO) who leads an enlisted, special operations recruiting station, or chaplain recruiting station. However, in medical recruiting, the station commander may be an officer or a NCO. (See Figure 1-1 for correlation of

leadership within a recruiting station and their focuses on the three lines of effort).

1-5. The station commander signs for and is responsible for achieving the station's mission and accountable to the company commander. The station commander leads the recruiting station and is responsible for all recruiting operations, training, and welfare of the recruiting station team members. The station commander directly supervises the deputy station commander and all assigned personnel.

1-6. Recruiting station commanders epitomize professionalism, and enforce standards and discipline within the station. The station commander sets the tone and climate for the recruiters and reinforces the Army Values on a daily basis. Station commanders develop the recruiters within the station to improve individual and unit performance. They are responsible for recognizing exceptional performance and correcting substandard performance when they encounter it. Station commanders are responsible for the coaching, teaching, and mentoring of deputy station commanders in the roles and responsibilities of 79R CMF.

1-7. The Virtual Recruiting Station (VRS), Station Commander Leads the enlisted and AMEDD battalion virtual recruiting station and is responsible for achieving any assigned mission. The VRS Station Commander is a key developmental position managed through the USAREC assignment process. The VRS Station Commander is responsible for virtual lead generation and the direct oversight of social media content creation, virtual marketing analysis and market intelligence. The Virtual Station Commander is the subject matter expert (SME) and trains new virtual recruiters, assists in OPSEC management and regulatory compliance at all levels in the battalion social media efforts while meeting the commander's intent.

1-8. The VRS Station Commander receives direct guidance from the battalion commander; collaborates with battalion fusion and targeting cells; collects, analyzes, and reports on return of investment (ROI) of all digital efforts in prospecting and marketing. Works regularly with web content and the USAREC Battalion Advertising and Public Affairs (A&PA) to ensure content integration and synchronization between the USARECs website and social media platforms.

1-9. Additional responsibilities include, but are not limited to, promote battalion level events, fostering community partner relations, logistical coordination, virtual platform development, and optimization according to the battalion's operation order (OPORD). The VRS Station Commander identifies training needs and performs immediate action or develops a plan of action to correct identified deficiencies within the battalion's virtual operating environment. The VRS Station Commander works directly with company and station leadership to ensure proper hand-off of leads,

prospects and applicants the virtual recruiting station has confirmed as interested in receiving more information about the United States Army or Army Reserve.

DEPUTY STATION COMMANDER

1-10. The Deputy Station Commander holds a Table of Distribution and Allowances (TDA) authorized and coded position; in enlisted recruiting stations with recruiter authorization of six or more and in AMEDD station with recruiter authorization of eight or more. The Deputy Station Commander position is a leadership development position managed through the USAREC assignments process and prepares recruiters for the assignment as a station commander. The Deputy Station Commander position requires prerequisite training for assignment, additionally; AMEDD Deputy Station Commanders need to complete the Department of the Army (DA) Civilian Supervisor Development Course for their interaction with DA Civilian, HR Technicians (Mil-OA). The Deputy Station Commander position requires the same access to recruiting systems identical to the Station Commander for command and control of the recruiting station.

1-11. The Deputy Station Commander still receives prospecting requirements assigned by the station commander through the counseling process. The Deputy Station Commander's primary focus is to develop the station's prospecting requirements through analysis and to manage the recruiting station's prospecting activities to achieve the station's assigned recruiting mission. In addition, a second primary focus is to provide quality assurance and oversight of the station's applicant processing as delegated by the Station Commander. The Deputy Station Commander accomplishes these tasks based on guidance from the Station Commander. The Station Commander and Deputy Station Commander use leader huddles to ensure the recruiting station's assigned recruiters are meeting their prospecting goals to meet the station's phase-line mission requirements.

1-12. The Deputy Station Commander assists the Station Commander in conducting market and trend analysis, intelligence preparation of the battlefield, and developing the recruiting stations prospecting plan to meet the mission requirements of the recruiting station. The Deputy Station Commander will report trends during weekly After Action Reviews/Planning meetings that require immediate attention and issues affecting the efficiency of the recruiting process and assist the Station Commander in updating the quarterly Company/Station Training Assessment Review (CSTAR). The Deputy Station Commander identifies training needs and performs immediate action or develops a plan of action to correct identified deficiencies. The Deputy Station Commander uses the Recruiting Funnel Troubleshooting Guide (USAREC Training Circular 5-03.1, Chapter 11), to

identify and determine problems with the station's prospecting plan to meet process conversion ratios.

1-13. The Deputy Station Commander's development is progressive and instrumental for the success of the recruiting station and the company. The Deputy Station Commander performs the duties and assumes the responsibilities of the Station Commander in their absence.

ASSISTANT STATION COMMANDER

1-14. Recruiting stations that are not authorized a TDA position for a Deputy Station Commander will appoint an Assistant Station Commander. The Assistant Station Commander is not managed through the USAREC assignments process. Assistant Station Commanders are not required to attend the same prerequisite training as Deputy Station Commanders but may attend the training if directed by their chain of command. When the station commander is absent, the assistant station commander fulfills the role of station commander. The Station Commander dictates the role and responsibilities of the Assistant Station Commander.

OFFICER IN CHARGE (AMEDD)

1-15. The Officer in Charge (OIC) holds a TDA authorized and coded position in AMEDD recruiting stations. The station OIC is a leadership position in medical recruiting stations. The station OIC serves as the Army's senior AMEDD subject matter expert in a designated geographical location. The station OIC receives a recruiting mission and is responsible for their personal mission contribution, and at times will receive direction from the station commander. The station OIC requires identical access to recruiting systems as the station commander and deputy station commander for command and control of the recruiting station.

1-16. The station OIC signs for and responsible for achieving the medical recruiting station's mission and accountable to the company commander. The station OIC works directly with the station commander to develop the station operation plan; is responsible for planning and leading prospecting activities for all AMEDD candidates as assigned by the station commander; for the processing of candidates and assisting in the quality control of all candidate application packets. Additionally, the station OIC in concert with the station commander and deputy station commander provide oversight for the training, career development, and welfare of all personnel assigned to the station consisting of Officers, NCOs, and/or DA Civilians in accordance with published rating schemes and policies. The station OIC develops and maintains community partners within the stations area of operation and is responsible for accountability and efficient use of all resources associated with the recruiting station.

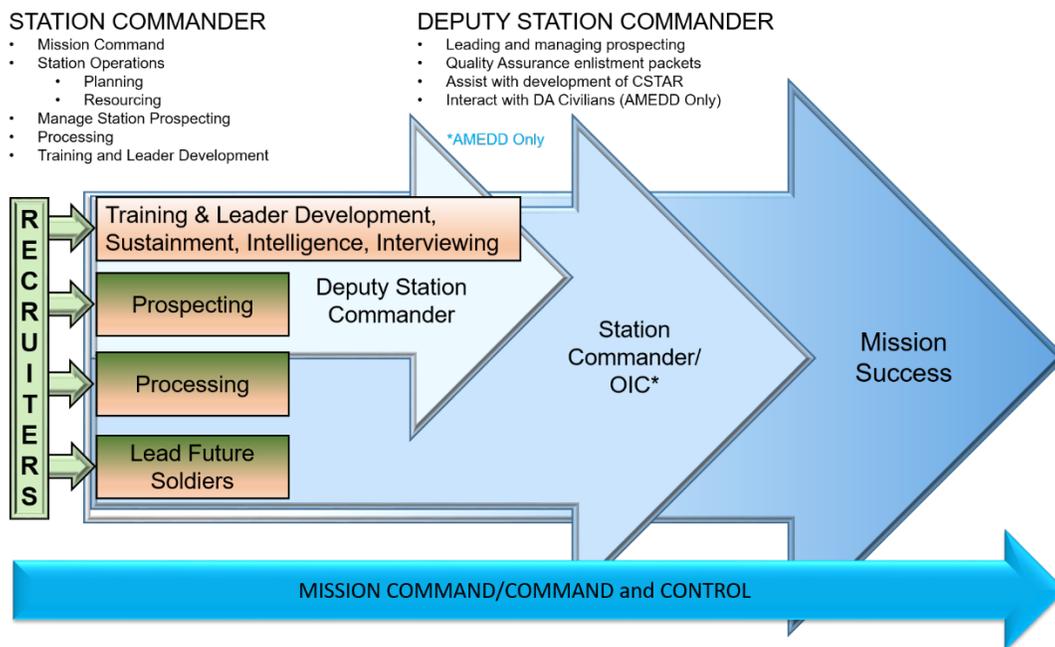


Figure 1-1 Station Leader Correlation

LEADER HUDDLE

1-17. The leader huddle consists of the Station Commander and Deputy Station Commander; it is well planned and focused. The purpose of the leader huddle is to ensure the recruiting station meets phase-line requirements, conducts trend analysis and planning activities, in order to meet the mission requirements of the recruiting station. The leader huddle greatly influences the leadership team's ability to work cohesively. It creates a seamless flow, increases the recruiting station's efficiency, and inspires a sense of aligned purpose in the recruiting station. In an AMEDD station, the Leader Huddle includes the OIC.

This vignette is only an example of how a Station Commander may develop the Deputy Station Commander. It is not a prescribed format for all processing operations.

The Monday, one week prior to the new phase line, SFC Wilton, North Platte Station Commander, sits down with SSG Bauer, North Platte Deputy Station Commander, in a leader huddle to show SSG Bauer how to conduct an RFA and SWOT analysis. Upon completion of the leaders huddle, SFC Wilton directs SSG Bauer to develop the stations RFA and SWOT analysis in the next 72 hours for the upcoming phase line.

Upon completion of the RFA and SWOT analysis, SFC Wilton and SSG Bauer sit down Wednesday morning in a leaders huddle. During the leaders huddle, SFC Wilton reviews the RFA and SWOT analysis SSG Bauer developed. After review, SFC Wilton analyzes SSG Bauer's work and together revise the RFA and SWOT analysis. Upon completion, SFC Wilton and SSG Bauer develop the recruiting stations MAP requirements for the upcoming phase line and together they determine the prospecting requirements for each recruiter within the station.

Throughout the upcoming phase line, SSG Bauer leads the stations recruiters in prospecting activities. Because SSG Bauer assisted in the development of the RFA and SWOT analysis, SSG Bauer has a wealth of knowledge of how the station is operating. SSG Bauer is able to assist recruiters in understanding the operating environment while prospecting alongside the recruiters.

This vignette is only an example of how a Station Commander, OIC, and Deputy Station Commander may interact when developing prospecting requirements in AMEDD. It is not a prescribed format for all processing operations

At the completion of the daily in-process review Wednesday morning SFC Cooper, Station Commander, CPT Merica, OIC, and SSG Brown, Deputy Station Commander, Little Rock Medical Recruiting Station, conduct their daily leader huddle. SFC Cooper tells SSG Brown and CPT Merica the station has three Area of Concentration (AOC) board deadlines in the next 90-120 day period. SFC Cooper directs CPT Merica and SSG Brown to develop a prospecting plan to achieve each of the three AOC deadlines.

CPT Merica tells SFC Cooper that he and SSG Brown will have a completed RFA, SWOT, and prospecting plan developed in the next 48 hours and that the three of them need to have another leaders huddle in three days to discuss and finalize the prospecting plan, SFC Cooper agrees. Additionally, SFC Cooper ask SSG Brown to meet with him tomorrow morning to review prospecting achievements this month and to go over resource requests for next quarter.

Three days later during the leaders huddle SFC Cooper, CPT Merica, and SSG Brown discuss the RFA, SWOT, and prospecting plan to achieve the upcoming AOC missions. SFC Cooper approves the RFA and SWOT and makes minor adjustments to the prospecting plan based off the resource requests he and SSG Brown discussed the day prior. Together the three of them review the individual recruiters SWOT analysis and develop individual prospecting guidance for each of the recruiters within the station. At the completion of the leaders huddle SFC Cooper writes each of the counseling forms for the recruiters within the station.

1-18. Station commanders leverage the principles of mission command to drive the eight recruiting functions as depicted in Figure 1-2. (See USAREC Manual 3-0, Recruiting Operations, and Chapter 3 for details on recruiting functions).



Figure 1-2 Leadership and recruiting functions mode

MISSION COMMAND

1-19. Mission command is the Army's approach to command and control that empowers subordinate decision-making. The mission command principles – competence, mutual trust, shared understanding, commander's intent, mission orders, disciplined initiative, and risk acceptance – guide the leader's decision-making process. Station commanders exercise mission command through the leadership activities depicted in figure 1-3 (See ADP 6-0, Mission Command – Command and Control of Army Forces and USAREC TC 5-01, Mission Command, for specific details and application.

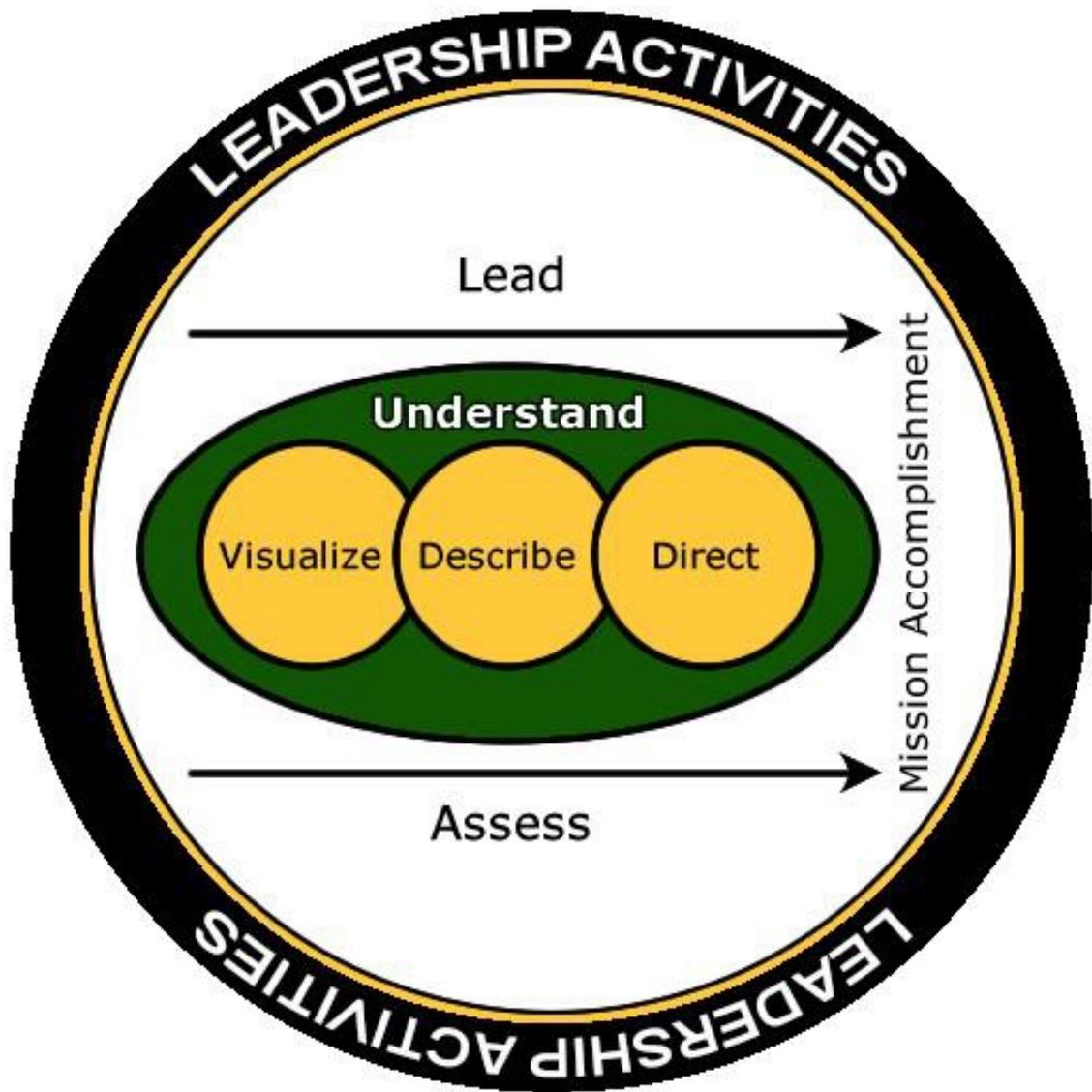


Figure 1-3 Fundamentals of mission command

COMMUNICATION

1-20. Effective communication is essential to establish and maintain trust in a mission command environment. Recruiting professionals have professional conversations about the capabilities of the organization to achieve the assigned mission. Station commanders must understand and communicate the commander's intent to the recruiting force to support disciplined initiative and prudent risk-taking. The station commander

provides essential bottom-up feedback and refinement to support the company commander's estimate of the mission accomplishment

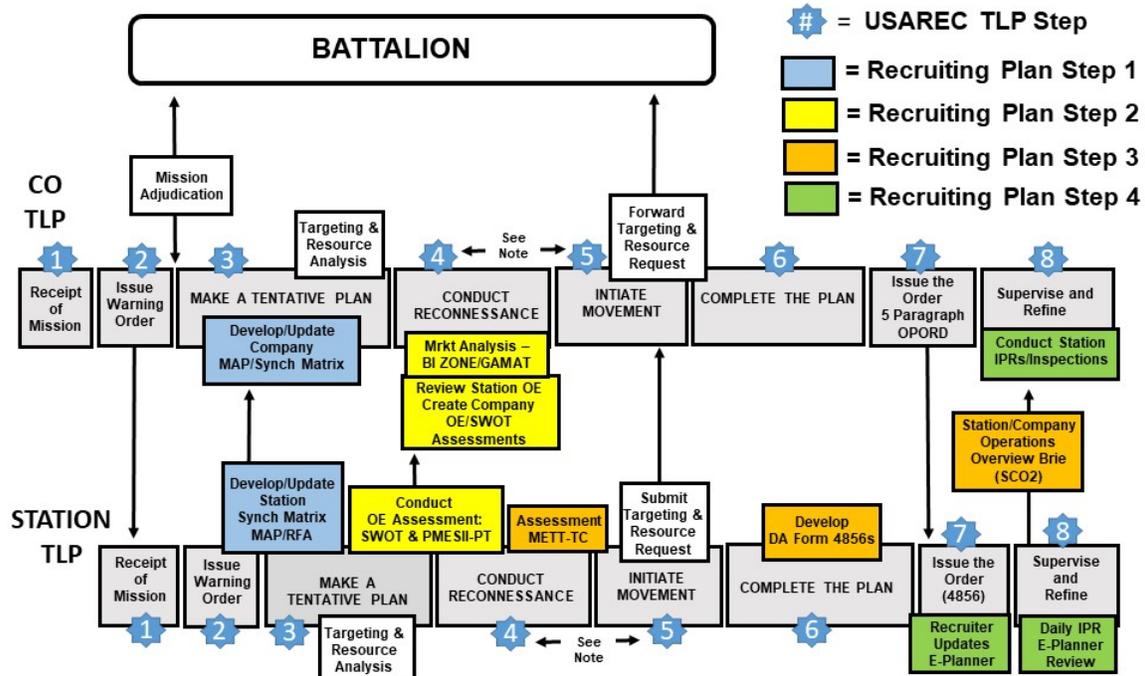
1-21. Station commanders assess the effectiveness of the stations plan by leveraging the weekly planning meeting, in progress reviews, and after action reviews as a means to communicate with the recruiting force. Station commanders gain valuable insight through these means that assists in providing the bottom-up feedback and refinement to the company and battalion level. The station commander applies the recruiting operations process to understand, visualize, describe, direct, and assess effort at the station level to accomplish the station mission. The station commander begins the operations process by understanding the recruiting operational environment.

RECRUITING OPERATIONS PROCESS

1-22. The recruiting operations process occurs at all echelons of the command and the station commander plays a key role in providing bottom-up feedback and refinement to company and battalion level operations. The station commander receives the mission, applies the recruiting operations process, and executes TLP process to successfully recruit and achieve their assigned mission (See Figure 1-4)

COMPANY RECRUITING OPERATIONS PLANNING BATTLE RHYTHM

(Troop Leading Procedures (TLP)/Recruiting Action Planning Process)



NOTE: USAREC TLP Steps 4 & 5 are reverse from Army TLP described in ADP 5-0

Figure 1-4. The use of recruiting Ops Process, MDMP, and TLP simultaneously in the recruiting ops process.

1-23. See USAREC Manual 3-30 for overview of TLP, METT-TC, MDMP (military decision-making process), and SWOT (strengths, weaknesses, opportunities and threats), and UTC 5-01 for details on Mission Orders, and the application of the four steps to developing the stations plan. Figure 1-5 shows the four steps to the stations plan.

STEP 1 RFA Analysis	STEP 2 Operational Environment	STEP 3 Visualize & Describe	STEP 4 Execute – Direct & Lead
<p>Tools:</p> <ul style="list-style-type: none"> • MAP • BI Zone • Market Share • SYNC Matrix <p>Recruiting Functions:</p> <ul style="list-style-type: none"> • Mission Command • Intelligence • Prospecting • Interviewing • Processing • Lead Future Soldiers • Training and Leader Development • Sustainment 	<p>Operational Environment</p> <div style="text-align: center; border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">OE</div> <ul style="list-style-type: none"> • PMESII-PT • Strengths • Weaknesses • Opportunities • Threats <p>Conduct an assessment based on your OE analysis</p>	<p>Leader assessment METT-TC Personal Observations</p> <ul style="list-style-type: none"> • Current Situation/Mission • Strengths • Weaknesses • Station's and Individual Recruiter's Conversion Data Analysis Results <p>Issue the orders/Station Plan/Monthly 4856</p>	<p>Shaping Operations Decisive Operations Sustaining Operations</p> <p>Lines of Effort</p> <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> Mission Command <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 80%; border-bottom: 1px solid black; padding-bottom: 2px;">Prospecting</div> <div style="width: 15%; border-left: 1px solid black; border-right: 1px solid black; height: 10px;"></div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 5px;"> <div style="width: 80%; border-bottom: 1px solid black; padding-bottom: 2px;">Processing</div> <div style="width: 15%; border-left: 1px solid black; border-right: 1px solid black; height: 10px;"></div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 5px;"> <div style="width: 80%; border-bottom: 1px solid black; padding-bottom: 2px;">Lead Future Soldiers</div> <div style="width: 15%; border-left: 1px solid black; border-right: 1px solid black; height: 10px;"></div> </div> </div> <p>Phase Line Validations</p>

Figure 1-5 Four steps to station planning

1-24. Recruiting station commanders use recruiting operations to execute recruiting the three lines of effort- prospecting, processing, and leading Future Soldiers. By synchronizing these lines of effort with the stations plan, the station commander enables the recruiting force to identify and assess qualified individuals for initial entry or reclassification training.

LEAD

1-25. The station commander leads the recruiting force to accomplish the station's mission. The station commander must identify points of decisive action within the stations plan and be present at those points to enable mission success. Leaders who personally observe recruiters prospecting, conducting the Army interview, processing, leading Future Soldiers, conducting event support, and executing school engagements have the opportunity to evaluate individual recruiter effectiveness and coach, teach and mentor the force to improve the overall performance of the station. These actions also demonstrate the leader's commitment to each recruiter's development and success as a member of the recruiting team.

1-26. The station commander applies the recruiting operations process to understand, visualize, describe, direct, and assess effort at the station level to accomplish the station mission. The station commander begins the operations process by understanding the recruiting operational environment.

UNDERSTAND

1-27. The recruiting station commander uses operational and mission variables to understand the local recruiting operational environment. Station commanders use the operational variables (PMESII-PT) and mission variables (METT-TC) framework to understand and evaluate the local recruiting environment, and to understand the demographic makeup of the area of operations, what are the needs and motivations of the market, and what messages will engender a commitment to the Army. (See USAREC Manual 3-0, Recruiting Operations, for further discussion of operational and mission variables; USAREC TC 5-02, Intelligence, for defining the environment; USAREC TC 5-01, Mission Command, for USAREC application in the four step planning process). Station commanders use this assessment to determine threats and opportunities, and direct mitigating actions. An example of a station level PMESII-PT and METT-TC assessment is figure 1-6; this is just an example of items identified at the station level.

PMESII-PT		
Operational Variables	Considerations	Assessment
Politics	Logan HS has a new No recruiter on campus policy; University Campus has a no access policy. Etc...	Must establish a presence on periphery of Logan HS campus and University Campus to mitigate 'no recruiter' and no access policy
Military	PMS, LTC Smith retiring, his replacement is prior service USMC	Potential issue with referrals
Economic	Very low unemployment - 4.3%	High competition from the textile factories
Social	Change to Market make-up (gang crime)	Crime rates have increased by 6.6% over the last 15 months
Information	90% of highschools have facebook pages	Linkage to facebook pages a must, potential blueprint info source
Infrastructure	Highway 22 under construction	Delays to appointments, MEPs and other locations
Physical Environment	Snow removal limits access to the station and GOV parking	Informed company commander, potential domicile to duty.
Time	Highway construction and snow adding additional time for appointments and transportation.	Request a temporary exception to the work hour policy
Example PMESII-PT Analysis		

METT-TC		
Mission Variables	Considerations	Assessment
Mission	Station's mission: RA: 33 GA, 42 SA, 31 OTH, 106 total; AR: 22 GSA, 12 OTH, 14 PS, 48 Total; Combined total: 154	SA mission at risk
Enemy (Competitors)	USMC controlling market share in 6 of 14 HS and in 8 of 17 ZIP codes; KIA Motor Company hiring increased, 65% of last year HS grads went to college	KIA factory hiring HS grads, community favors USMC; USMC dominates market share - leverage USAR and potential ROTC referrals
Terrain and Weather	Highway 22 under construction for 13 months, detour is 42 miles out of way with narrow roads, limited access during winter months	Schools affected are Logan, ST Paul, Green County, Heard County etc..
Troops and Support Available	Leave and school plans, vehicle maintenance	No issues
Time Available	Any activity associated with Highway 22 requires an added 40 minutes	Plan for additional time based on environmental locations and time of day restrictions
Civil Considerations	See terrain and weather	1500 QMA in AO, local School Board not supportive
Example METT-TC Analysis		

Figure 1-6 Example PMESII-PT and METT-TC Analysis

1-28. Station commanders manage networks and available information system to provide the recruiter force the information necessary to efficiently and effectively engage the best-qualified applicants and engender a commitment to serve (See Chapter 2 for additional information concerning the recruiting information environment). In enlisted recruiting, station commanders use market share data and USAR vacancies to help identify and refine target markets, and develop prospecting plans to penetrate those markets.

1-29. Recruiters act as sensors within the station's area of operation and possess information that may change the leader's understanding of the situation (See FM 2-91.6, Soldier Surveillance and Reconnaissance for a detailed description of the sensor). The station commander uses both open source and publically available information to enhance understanding of the recruiting environment.

- Open source information comes from any person or group that provides information without the expectation of privacy. Public disclosure does not protect the information or individual.
- Publicly available information is data, facts, instructions, or other material published or broadcast for general public consumption, available on request to a member of the public, lawfully seen or heard by any casual observer, or made available at a meeting open to the public.

1-30. The station commander facilitates information gathering through daily interactions, in progress reviews, and after action reviews with assigned recruiters. Recruiting stations apply the civil considerations ASCOPE (areas, structures, capabilities, organizations, people, and events) to pass human-made influence information from sensors to leaders. This critical function improves current operations, sets conditions for future operations, and informs the operations process at company and battalion level to achieve the recruiting mission. (See USAREC TC 5-02, Intelligence, for operational environment considerations; USAREC TC 5-01, Mission Command, for application in the four step planning process).

VISUALIZE

1-31. The first two steps in the station planning process help the station commander visualize and analyze how to accomplish the mission. The first step in visualizing mission accomplishment is to conduct a recruiting functions analysis (RFA). Upon completion of the RFA, station commanders move to the second step in the planning process and conduct a strength, weakness, opportunities, and threats (SWOT) analysis of their station. The station commander's RFA and SWOT visualization leads to describing the mission by integrating analysis and running estimates into troop leading procedures (TLP) to make a tentative plan.

RUNNING ESTIMATES

1-32. Recruiting station commanders maintain running estimates throughout the recruiting operations process. Running estimates address all aspects of operations and provide real-time information to the leader. The station commander uses running estimates to evaluate the effectiveness of the stations to accomplish the company commander's intent and set conditions to accomplish the recruiting mission. The RFA (Step 1) and SWOT analysis

(Step 2) are running estimates at the station level. Review estimates monthly and update when needed.

1-33. In enlisted recruiting, station commanders use market share data and USAR vacancies to help identify and refine target markets, and develop prospecting plans to penetrate those markets.

1-34. School data also provides the station commander with critical information about the local student population and school activities. School data identifies students who completed the ASVAB, those that enlisted in the Regular Army (RA) and USAR, as well as Reserve Officers' Training Corps (ROTC) participants. The station commander analyzes available school data to assist in developing a school prospecting plan.

RECRUITING FUNCTIONS ANALYSIS

1-35. The RFA is another example of a running estimate. Commanders at all echelons use the RFA to identify trends, gaps and other obstacles that threaten the unit's ability to accomplish the recruiting mission. The RFA provides station commanders with a systematic method to assess the station's performance for each of the eight recruiting functions.

1-36. When used effectively, the RFA (Step 1) in the planning process enables the station commander to identify risk and the chokepoints that degrade the effectiveness of the station and to determine training needs. The station commander uses the RFA to identify individual and organizational training needs and other areas where the leader can focus attention to improve unit performance. An example of a Recruiting Functions Analysis is in Figure 1-7 (See USAREC TC 5-01, Mission Command, for detailed instructions on Step 1 in the planning process).

Understand – Recruiting Functions Analysis (RFA)				
Perform an analysis of each recruiting function				
1 Analyze each recruiting function		Suggested items & reports to review	General guidance and/or location of info	
RECRUITING FUNCTION	2 REVIEW/ANALYZE	3 GUIDANCE	ANALYSIS Review and analyze each area	ASSESSMENT What needs to be done to respond to your analysis?
Mission Command	After Action Reviews	Review notes from AARs	<p>5 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.</p> <p>4 Users can add to or modify this list. Add other items by inserting rows to the worksheet.</p>	<p>6 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 Tab 4 and the Sync Matrix</p>
	Weekly Planning Meetings	Review notes from meetings		
	Electronic Planning Guides	Review recruiter plans		
	In Progress Reviews	Review notes from IPRs		
	Personnel Issues	Any personnel issues?		
	NCOERs/Awards	Any due, pending, etc.		
	Leave Management	Anyone on leave		
	Station's Battle Rhythm	MAP, Sync Matrix, E-Plan		
Bn/Company/Station ROP	Review Company ROP			
Intelligence	Market Share	Bi-Zone/RMZ	<p>7 Use the rest of the form to record information for each of the Recruiting Functions.</p> <p>Frequency: Once each month, reviewed/updated weekly to prepare for Weekly Meeting.</p> <p>Estimated Time to Complete:</p> <ul style="list-style-type: none"> Initial: 2 to 4 hours Subsequent Monthly Updates: 1 hour Weekly Review: 30 minutes to 1 hour 	
	ASCOPE	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		
Processing	Recruiter Product Knowledge - Programs, RA/USAR/ROTC/AMEDD/SORB, Etc.	Counseling Forms & Notes		
	Conversion/Funnel Data Analysis: Appointment Conduct to Test, Test to	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			

Figure 1-7 Example of recruiting functions analysis (RFA)

1-37. The recruiting functions analysis supports the leader's visualization and informs the station commander's planning process (Refer to USAREC Manual 3-30, Company Operations, chapter 4 for example questions the leader may ask during the analysis to inform the plan.

PLANNING

1-38. Planning is the art and science of understanding the situation, envisioning a desired future, and developing effective ways of bringing that future about (ADRP 5-0, The Operations Process). At station level, the station commander conducts planning through a four-step process with the company commander and the recruiters within the station to develop the station recruiting plan. The station commander uses the stations plan to establish priorities of effort and allocate resources to accomplish the recruiting mission.

1-39. The station commander must develop the stations plan to accomplish the mission along three lines of effort – prospecting, processing and leading Future Soldiers using backward planning to align resources against requirements within the stations plan. The station commander directs the recruiters' through the counseling process and validates the recruiters' plans are nested with the stations plan to ensure unity of effort in support of the station's mission.

DESCRIBE

1-40. Once the station commander understands the mission, visualizes the essential tasks to accomplish the mission, and begins initial planning; the station commander assembles the team and describes the mission and recruiters role in accomplishing that mission through the counseling process. Describing facilitates a common shared understanding between the station commander and the recruiters regarding the recruiting operating environment, the mission, and higher commander's intent. Applying the principles of mission command, the station commander task organizes the recruiting force to finalize the stations plan.

STATION RECRUITING PLAN

1-41. To accomplish the mission the station's plan encompasses the three lines of effort prospecting, processing, and leading Future Soldiers, and unifies decisive, shaping and sustaining operations. The measure of a good plan is not compliance to 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.

1-42. Inputs to the station plan include the higher commander's intent and targeting guidance, the station commander's assessment of the recruiting market, running estimates, and mission requirements.

1-43. The initial input to the station plan is the higher commander's intent and targeting guidance. The commander's intent is a clear, concise statement of what the force must do and the conditions the force must meet to achieve the mission. Station commanders communicate the commander's intent to describe the conditions and limits in which subordinates may exercise initiative, while maintaining unity of effort. The higher commander's targeting guidance helps form the station's prospecting plan.

1-44. The station commander applies knowledge from the local recruiting operating environment assessment and personal experience to identify high priority targets for the recruiting force. The station commander uses all available information sources including battalion S2 analysis, historical market data (Segmentation analysis and market assessment dashboard), and bottom-up input from the recruiters to identify and refine the target markets, schools, community zones, and events. Once identified, the station commander feeds high value targets to the company to support higher headquarters targeting and planning processes.

1-45. An effective RFA provides the station commander information concerning the station's proficiency with critical recruiting tasks, and the effectiveness of current station level systems and processes. The station commander considers the conversion data and prospecting analysis to identify individual and collective training needs, optimum prospecting opportunities, and incorporates this information into the station's plan to align resources against identified requirements.

1-46. The station commander's plan must account for the assigned mission and the additional resources the station needs to accomplish that mission. If resource requirements exceed the assets available at station level, the station commander must request additional assets to execute the plan from the company commander as early as possible in the planning process.

Black Hills Recruiting Station																								
Event Date	Event	Location	ADOC-RC	HRAP	CP Event	MEB	TAIR	SRAP	Future Soldier Training	Battalion Assesg. Event	Company CDR Presence	Battalion CDR Presence	RPI / PPI	RS Presentation / Booth	A&P News Release	A&P Print Ad	A&P Radio	A&P Flyers	Estimated Attendance	Trip-Up Required	Type of Training Required	Release Date	Estimated Cost	NOTES
JULY																								
7/4	Independence Parade	Main St. Plaza	X		X				X	X									10K	Y	Color Guard	7/2 1400		HMMVV Schedule
7/29	FSTP Function (Funded)	Little Duck Pizza						X		X									60	Y	Mantated	7/14 1500	\$175	
AUGUST																								
8/10	Company Mega FSTP Function	San Juan Park		X			X	X		X			X	X					120				\$450	Cater Subway for Lunch
SEPTEMBER																								
9/23	USDC Soccer Game	USDC Complex				X		X					X						300					Corr. w/ 93rd MP TPU
9/30	FSTP Function (unfunded)	615W						X											20	Y	Diagnostic APFT	9/25 1300		

Figure 1-8 Example of a recruiting synch matrix (“Black Hills Recruiting Station”)

1-47. After considering all inputs, the station commander uses a “synch matrix” tool in addition to the stations plan (see example in figure 1-8). A synch matrix enables the station commander and the company commander to synchronize available resources and request additional resources in support of the overarching targeting process. The synch matrix creates situational awareness for higher echelons on current and future recruiting operational requirements for the station’s operations. Important information for targeted events listed on the sync matrix includes projected attendance, the targeted audience, length, and location of the event space requirements, cost, and ROI.

1-48. Station commanders must plan, coordinate, and request external support, if needed, as early as possible to ensure the availability of assets to execute the plan. It is important to note that some national assets could take coordination 12 months in advance. During the higher headquarters targeting process, the station commander must be prepared to articulate how the external support requirement is essential to enable the station to accomplish the mission. The station commander must have a contingency plan to execute the mission without external support. In this case, station commanders will execute the stations plan within limitations, as approved by the company commander.

1-49. The stations plan addresses the actions required every week to prospect, process, and lead Future Soldiers. The stations plan must be executable, easy to understand, and agile. Through the stations plan, the station commander communicates who, what, when, where, and how to execute the plan. The station’s plan must be agile enough for the leader to

make operational adjustments and take advantage of targets of opportunity as they appear. The station commander briefs the stations plan to the team, adjusts the plan as needed, and then directs the team to execute the plan through the counseling process. See figure 1-9.

1-50. The internal and external Station Company Operations Overview (SCO2) brief are tools the station commander can use to articulate the

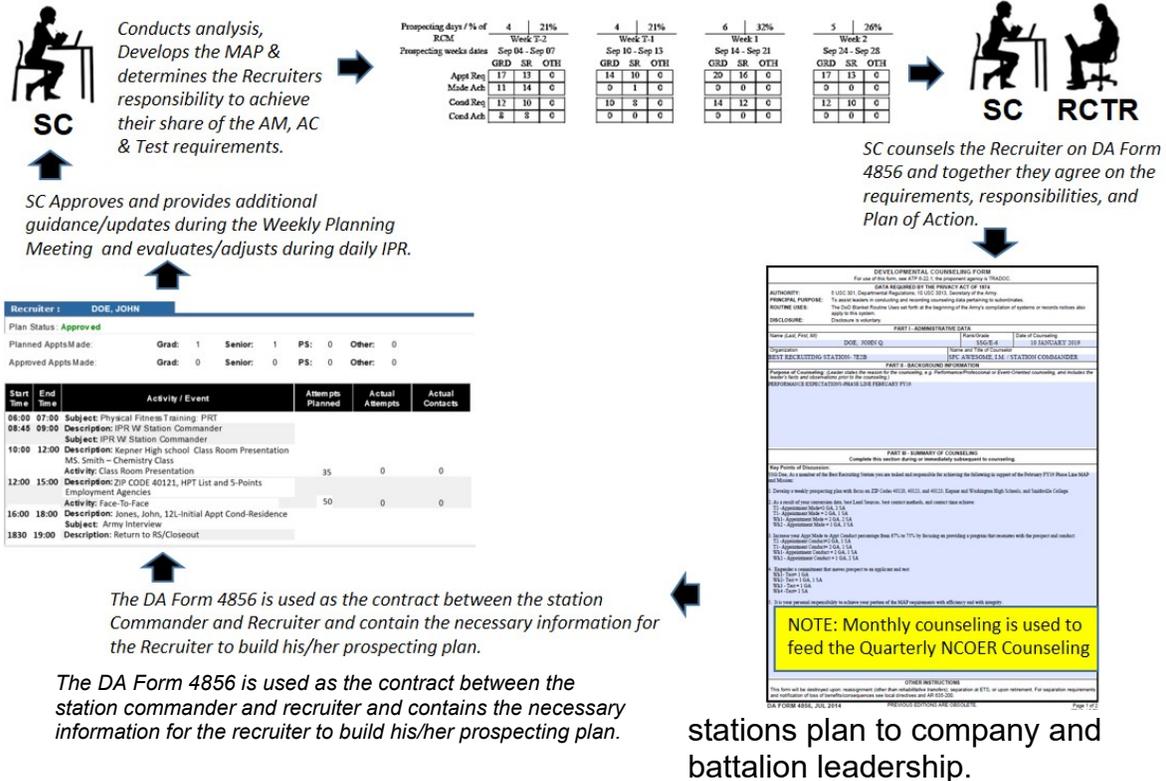


Figure 1-9 Station planning process

DIRECT

1-51. Guided by the seven principles of mission command, the station commander directs all aspects of station operations. The station's plan provides the azimuth for the station and is the point of known departure for the station commander to adapt operations based on new information or emerging circumstances. Synchronization of recruiter effort is challenging and the station commander must consider the effects of current operations, changes within the operational environment, and directives from higher headquarters to direct the recruiter force to accomplish the mission. The

leader knows the recruiting force and leverages the strengths of each recruiter to prospect, process and lead Future Soldiers.

1-52. The station commander directs the recruiting force to prospect for the station's target market; ensures recruiters conduct appointments with qualified applicants, and properly execute the Army interview. If a station commander determines the station is not producing the quality and/or volume of applicants required to meet mission, the station commander directs changes to improve station performance.

1-53. Once recruiters engender a commitment to serve, the station commander directs processing activities. Recruiters work with the applicant to gather supporting documents, process and validate the application, and prepare the applicant for further processing. The station commander oversees all station processing, resolves issues, and provides final quality assurance (QA) of all records. This QA includes face-to-face counseling with applicants prior to processing at the MEPS for enlistment, the selection board for commission, or in-service reclassification.

1-54. The station commander also directs the station's Future Soldier program. Each recruiting mission (enlisted, medical, chaplain, and in-service) has a program to prepare the candidate for the next steps to fulfill their new commitment (enlistment, commission, reclassification). For the enlisted mission and the in-service Army Special Operations Forces (ARSOF) missions these programs are critical for ensuring the candidates remains fully qualified and able to serve. The station commander ensures the Future Soldier program sustains the candidate's commitment through shipment to active duty for initial entry training or reclassification training.

1-55. The station commander uses the weekly planning meeting to synchronize the station prospecting, processing, and Future Soldier operations while also reviewing station resources (available manning, equipment & event support assets), the current mission posture against station requirements, and scheduled activities for the week. The station commander establishes priorities of effort with the team, synchronizes recruiter effort along the three lines of effort, and adjusts the stations plan as needed to ensure mission success.

ASSESS

1-56. Station commanders continuously assess effectiveness of the station and the stations plan using measures of performance and measures of effectiveness. As the station executes the stations plan, the station commander assesses the situation and makes adjustments as necessary.

1-57. In progress review (IPR) and after action reviews (AAR) enable the station commander to assess outcomes of current operations, a specific

mission or event, or individual recruiter performance.

1-58. The IPR is a systematic process by which the station commander has an in-depth dialog with either the recruiting team or individual recruiters about current operations, or preparation for upcoming events. Effective IPRs enable the station commander to redirect priority of effort and/or resources within the station and provide opportunities to coach, and teach and mentor the recruiting force (See USAREC TC 5-01 for details of the station level IPR).

1-59. The station commander conducts an AAR at the end of an operation to facilitate a professional dialog to assess what happened, why it happened, and how to improve execution in the future. The AAR focuses on established performance standards to enable the leader and recruiters to evaluate the organization's performance during the operation. During the AAR, the station commander and the recruiting team assess whether the operation achieved the intended outcome and exchange ideas to improve future performance.

1-60. Battle rhythm is vital to a station commander. The Army defines battle rhythm as a deliberate cycle of command, staff, and unit activities intended to synchronize current and future operations. A unit conducts these events on a recurring basis that facilitates setting the conditions for success. The station commander establishes a battle rhythm and applies information gathered from weekly planning meetings, IPRs and AARs, adjusts the stations plan, and reports timely and relevant information to the chain of command to inform operations at higher echelons. (See USAREC TC 5-01 for battle rhythm details, examples, and common tasks).

Chapter 2

Leveraging the Recruiting Information Environment

INTRODUCTION

2-1. In the recruiting environment, network-centric operations focus primarily on the tactical levels of command (company level and below). The recruiting station is the focal point of the recruiting network, which consists of three parts – the internal network, the external network, and information systems – and forms the information environment of the station.

2-2. The three components of the recruiting network represent the individuals, organizations, and systems that contribute, process, and disseminate information. The network provides critical information the station commander and recruiters need to gain an operational advantage in the market and accomplish the mission.

INTERNAL NETWORK

2-3. The internal network includes organizations, such as USAREC company and battalion headquarters, which provide administrative, operational, and logistical support to the recruiting station. The US Army Marketing and Engagement Brigade, and its subordinate elements, the US Army Mission Support Battalion (MSB), the US Army Parachute Team (APT), and the US Army Marksmanship Unit (AMU) are internal Army assets that augment the recruiting effort. Total Army Involvement in Recruiting (TAIR) is another internal asset that supports the recruiting mission and promotes Army awareness. TAIR assets enhance the capabilities of the station and display the diversity of Army opportunities. When the unit integrates these assets into the stations plan, they positively influence the target market and generate leads for the recruiting force.

2-4. The internal network also includes the Recruiting ProNet, which provides virtual collaboration and knowledge resources within the Army's milSuite. ProNet provides a forum where recruiting professionals can freely collaborate, build common shared understanding, and exchange recruiting TTPs and lessons learned.

2-5. Station commanders should develop cohesive relationships with the battalion VRS. As an internal asset at the battalion level, the VRS can assist in promoting upcoming events, target specific audiences, and assist in lead generation through social media and other virtual avenues.

EXTERNAL NETWORK

2-6. External organizations and social networks make up the external network and can positively affect mission success. For example, secondary, postsecondary schools, and military units are primary lead sources for the recruiting station. These organizations contain Community Partners (CPs) and Very Important Persons (VIP) to include students, guidance counselors, teachers, financial advisors, unit leaders, and military school staff members. External sources can improve the Army's credibility, provide leads in target markets, and may create additional opportunities in the recruiting market. (See USAREC TC 5-03.3, Partnerships for details on community partners)

2-7. The basic officer and advanced individual training (AIT) courses, ROTC, West Point, Warrior Leader Courses (WLC), and Senior Leader Courses (SLCs) are also part of the external network and serve as valuable lead sources for in-service recruiting. These lead sources enable the station commander to develop a list of targeted MOSs that the in-service recruiting customers desire or have a higher propensity for success, such as Airborne Infantry and Rangers.

2-8. Operational units, such as the ARSOF, explosive ordnance disposal (EOD), and unit technical warrant officers are also key members of the external recruiting network for the Special Operations Recruiting Battalion (SORB). In-service recruiting station commanders leverage these network partners to enhance the recruiting effort.

2-9. Station commanders must establish a strong external network with local Troop Program Units (TPU) and leadership. As a supporting effort to USAREC's Recruiting and Reserve Partnership Council Program (R2PC), station commanders should establish a well-planned, coordinated, and supportive relationship with USAR units. Reserve centers and National Guard armories may also support the recruiting mission by providing additional Soldiers, space, and equipment to the station.

2-10. Other external sources include local organizations, businesses, and government leaders. Establishing relationships with local government agencies can facilitate the recruiter's ability to determine applicant eligibility. Many recruiters and leaders actively participate in organizations such as - Veterans of Foreign Wars, the American Legion, the local chamber of commerce, Rotary Club, Kiwanis, and Lions Club. This participation places recruiters in contact with potential CPs and VIPs who may furnish leads and promote the Army.

2-11. Station commanders can leverage local newspapers, radio, and television stations to promote the Army in the community through public service announcements. Figure 2-1 illustrates the recruiting station network

and shows how information and support intersect with the recruiting station sphere of influence

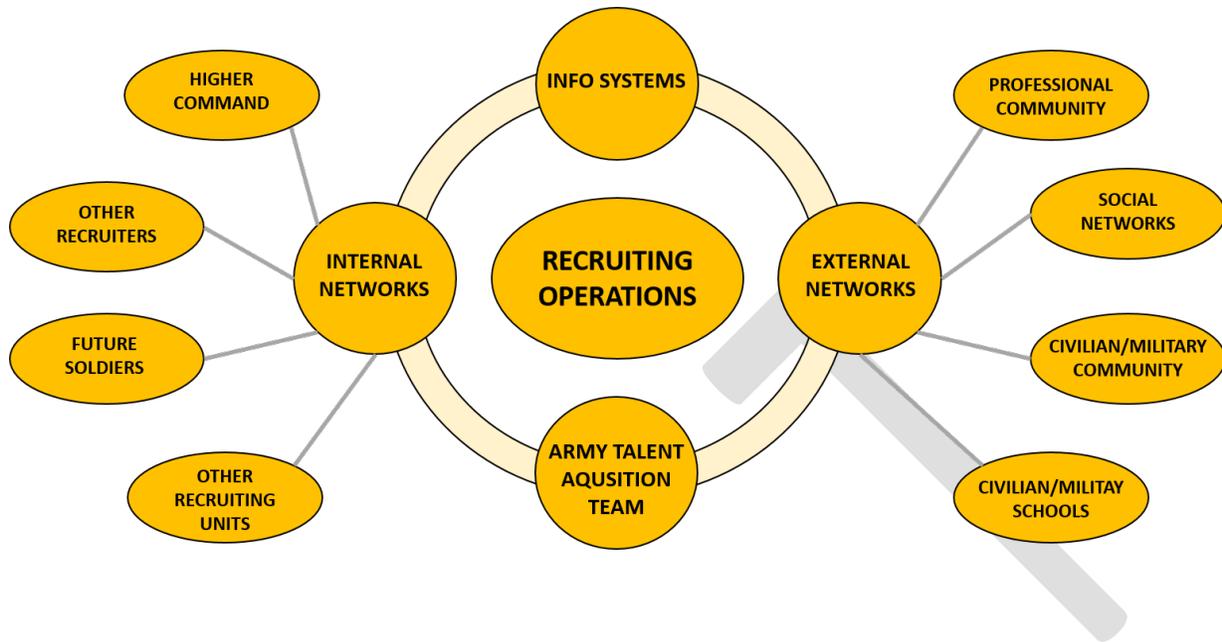


Figure 2-1 Recruiting station network

INFORMATION SYSTEMS

2-12. The recruiting information system supports information collection, analysis, and sharing across all echelons of the command. Operational data from enlistment, commission, and reclassification processes enable leaders to make informed decisions. Additional market information may also include school directories, student Armed Services Vocational Aptitude Battery (ASVAB) lists, the Dental Admission Test (DAT), the Medical College Admission Test (MCAT), feeder MOS personnel lists, joint recruiting advertising program lists, and commercial lead sources (purchased by the battalion).

2-13. The recruiting station management system includes automated processes, reports, and visual tools and provides real-time information concerning recruiting activities within the area of operations. The station commander leverages the station management system to assess current operations and adjust the stations plan as needed. Station mission data is a visual reminder of what the station has accomplished and enables the station commander to redirect recruiting efforts toward unfulfilled mission categories.

2-14. Automated systems and tools assist the station commander by pinpointing the location of each school, major industry, and United States Army Reserve (USAR) and Army National Guard (ARNG) units in the station's area of operation. This information allows the station commander to identify critical ZIP codes, schools and units, and any geographical challenges (bridges, ferries, mountain passes, etc.) that may affect access and market penetration.

2-15. Social networks and social media provide new ways for the recruiting force to engage the target market and key influencers. These virtual sites enable recruiters to communicate with prospects, Future Soldiers, influencers, and the public to tell the Army story and increase awareness of Army opportunities. Recruiting station commanders leverage all available information systems to lead their recruiting force to mission success.

Chapter 3

Decisive Operations

INTRODUCTION

3-1. Station commanders are responsible for the development of the stations plan that unifies decisive, shaping, and sustaining operations. Decisive recruiting operations directly support mission accomplishment, and the station commander must organize and direct the recruiting force to effectively prospect, process, and lead Future Soldiers.

3-2. Prospecting is the foundation of recruiting. Well-planned and executed prospecting is the most reliable way to build a sufficient number of quality prospects to achieve the station mission. While the Army develops national advertising campaigns, incentives, and accessions policies to promote Army service, the recruiter in the station must actively engage the target market to engender a commitment to serve. Prospecting puts recruiters in direct contact with prospects, influencers, and VIPs.

3-3. The station commander maximizes prospecting operations by developing prospecting plans to target specific markets such as high school seniors, graduates, medical students, seminarians, or Soldiers in targeted MOS. The station commander establishes specific prospecting objectives for the recruiters in the station - including the number of contacts, number of appointments made, and appointments conducted - while coaching recruiters on the most effective prospecting methods and the best time of day to contact each market.

3-4. Some prospecting methods are more efficient and effective than others. The best prospecting method often depends on the local environment, availability of the target market, and the skills of the individual recruiter. The station commander assesses conversion data and the skills of the recruiting team and directs prospecting operations that maximize results. Effective prospecting directly supports mission accomplishment while ineffective prospecting consumes valuable resources and places the station mission at risk.

3-5. When developing the station prospecting plan, the station commander considers the mission, target market, and required physical, educational, gender, and mental qualifications to support the mission. The station commander focuses recruiter prospecting toward those areas, which are the most productive, and uses the station's conversion ratios to determine individual prospecting requirements for each recruiter.

3-6. There are three methods of prospecting – telephone, face-to-face, and virtual. The station commander optimizes the three prospecting methods

based on the recruiting environment and target market. (See USARC TC 5-03.1, Processing, Prospecting and Analysis for complete details, processes, procedures and analysis of these prospecting methods).

TELEPHONE PROSPECTING

3-7. While the proliferation of smart phones and caller-identification technologies have reduced the effectiveness of telephone prospecting, this remains a viable prospecting method for enlisted, medical, and chaplain recruiting. Texting is a subset of telephone prospecting and is an effective tool to establish initial contact with leads.

3-8. The station commander plans and implements telephone prospecting efforts to target specific markets. Telephone prospecting is flexible and allows recruiters to switch from one market to another during the same prospecting session.

3-9. The station commander determines the percentage of telephone prospecting time devoted to each market and directs the telephone prospecting efforts during appropriate times in specific ZIP codes, secondary and postsecondary schools, and professional institutions based on the market propensity and past performance. Successful telephone prospecting requires in-depth research and information gathering (blue printing) from Future Soldiers, social media sites, school yearbooks, local newspapers, influencers, and professional organizations.

3-10. Station commanders must actively monitor for “call reluctance” from the recruiting force and demonstrate how detailed preparation for telephone prospecting increases its effectiveness.

FACE-TO-FACE PROSPECTING

3-11. Face-to-face prospecting is the most direct form of prospecting and, while effective, requires significant time and resources to see a return on investment. Face-to-face prospecting is not the same as “area canvassing,” though the two terms are often confused (see section two, Terms for the definition of area canvassing). Face-to-face prospecting is an essential part of every recruiter’s plan and requires detailed planning and preparation to execute effectively.

3-12. Good face-to-face prospecting plans begin with the identification of lead clusters, which live, work or congregate in the same general vicinity. These may include students who attend the same school, employees of the same medical facility, or members of the same unit. Prior to face-to-face prospecting, the station commander ensures the recruiting force is prepared to conduct an Army interview and is equipped with an adequate supply of recruiting publicity items (RPI) and business cards to leave behind whether

they talk to someone or not. This extends the opportunity for the recruiter to reengage the lead by phone or social media later.

3-13. Face-to-face prospecting can be a hit or miss activity, but detailed planning and preparation increases the opportunities for success. If the targeted lead is unavailable, recruiters should capitalize on the opportunity to meet with the lead's influencers including parents, friends, coaches, and coworkers.

3-14. These individuals can provide a better time to reengage or supply additional contact and blueprint information including the lead's cell phone number, e-mail address, hangouts, and interests.

3-15. In-service recruiters use face-to-face prospecting techniques when conducting military installation in-service recruiting information briefings. To set conditions for success in these face-to-face engagements, station commanders direct recruiters to engage those Soldiers who meet initial screening requirements for in-service opportunities and invite these Soldiers to attend upcoming installation information briefings to learn more.

3-16. With proper planning and preparation, face-to-face prospecting is often the station's most effective prospecting method that yields the best contact to contract ratio.

VIRTUAL PROSPECTING

3-17. Virtual prospecting consists of contacting and engaging individuals through e-mail, social media, and the Internet. Virtual prospecting is highly efficient and enables the station to reach large audiences. Recruiters use virtual prospecting in the in-service and professional markets, and may obtain good results from virtual prospecting in the enlisted market when incorporated into the station's larger prospecting plan. The station commander must ensure all virtual prospecting operations deliver a message consistent with the Army values, and current Army social media policies.

3-18. Station commanders balance virtual prospecting with other prospecting methods, as other methods may yield a higher contact to contract ratio. Given the dynamic nature of the virtual environment, station commanders and the recruiting force must rapidly assess which virtual prospecting means work for the station and which do not. Station commanders should exploit the means, which deliver results while searching for new opportunities that may deliver a higher return for the station.

3-19. Although there is a designated VRS at every battalion, virtual prospecting is an effective method of prospecting that every recruiter should use. See Appendix A for discussion on virtual recruiter operational

environment, virtual recruiting workspace, and virtual tactics, techniques, and procedures (TTPs). Appendix B discusses internet search techniques.

REFERRALS

3-20. Successful recruiters view every person they meet as a potential source of referrals. A referral is a lead provided to a recruiter. While referrals are a powerful recruiting force multiplier, they are not a form of prospecting. Recruiters develop relationships within their communities in support of the recruiting effort and in return, these relationships become a referral network. Future Soldiers may know others within their personal networks who are interested in Army opportunities. If asked and encouraged, CPs and Future Soldiers will pass these referrals to the station for further action.

INTERVIEWING

3-21. The Army interview is the centerpiece of all recruiting activities and its purpose is to engender a commitment to join the Army. (See USAREC TC 5-03.2, Influencing and Interviewing, for complete details).

3-22. Unlike the science of the recruiting operations process, skillful execution of the Army interview is an art that is paramount to the success of the recruiting station.

3-23. The station commander is the recruiting Subject Matter Expert (SME) and primary trainer within the station and is responsible for assessing each recruiter's ability to conduct an effective Army interview, and providing feedback for improvement. For medical recruiting stations, the recruiting sergeant should be the recruiting SME and function as the primary trainer. The station commander develops and hones the recruiter's interview skills to improve the recruiter's ability to engender a commitment to serve. Recruiters should connect with the applicants on a personal level when telling the Army story in a way that is meaningful, understandable, and convincing.

PROCESSING

3-24. Processing begins when an individual makes a commitment and agrees to join the Army. The station commander controls the station processing list and provides direction to the recruiting force to efficiently and effectively complete applicant processing activities. During processing, recruiters verify basic eligibility and conduct screening to reveal known medical conditions, law violations, or other circumstances that may disqualify the individual or require additional documentation. Once a recruiter determines an individual meets the mental, moral, and physical

requirements, they become an applicant and proceed through the enlistment, commission and/or in-service selection process IAW appropriate Army regulations and USAREC Regulation 601-210.

3-25. Station commanders ensure recruiters are thorough and accurate during the processing phase to streamline the applicant's experience and reduce opportunities for impropriety or error. (See USAREC TC 5-03.1 for details of processing).

LEADING FUTURE SOLDIERS AND CANDIDATES

3-26. The station commander is responsible for their Future Soldier Training Program. Each recruiting mission (enlisted, medical, chaplain, and in-service) has a program to prepare candidates for the next step in fulfilling their commitment (enlistment, commission, reclassification). (See USAREC TC 5-03.5, Leading Future Soldiers, for complete details on Future Soldiers).

3-27. For the enlisted mission the Future Soldier Training Program prepares new members for the rigors of IET and life as a Soldier. The station commander compliments this program by ensuring their Future Soldiers remain qualified and meet their obligation to ship to training. Future Soldiers remain in the Future Soldier program from the day of enlistment, commission, or selection until the day they ship to training.

3-28. The station commander ensures the program prepares the new enlisted and commissioned Soldiers mentally, physically and emotionally for Army service according to policy and regulation while sustaining the Future Soldier's commitment to serve. This preparation includes leadership and counseling, physical fitness training, and formal training via Army distributed learning.

3-29. Future Soldiers and candidates assist in decisive and shaping operations within the station. The leader directs recruiters to develop these individuals to provide referrals and other information that refines existing leads and provides blueprint information. Station commanders and recruiters also employ Future Soldiers to shape the market by accompanying recruiters during area canvassing, face-to-face prospecting, ARSOF briefings, and CP events.

FUTURE SOLDIER LOSSES

3-30. Despite best efforts, the station commander and the recruiting team cannot prevent all Future Soldier losses. Unforeseen life circumstances or medical conditions can leave a Future Soldier temporarily or permanently ineligible to serve. However, many potential Future Soldier losses are preventable. The station commander and the recruiting team can counsel and mentor Future Soldiers to prevent unnecessary losses due to law violations, failure to meet physical standards, apathy, or failure to graduate.

3-31. Recruiters who maintain strong ties with their Future Soldiers, and the people who influence them, can identify Future Soldier loss risks early while there is still time to mitigate the risk. The station commander ensures recruiters treat Future Soldiers like Soldiers and take actions to steer them away from trouble.

3-32. For example, if a Future Soldier begins gaining excessive weight, the recruiter can encourage the individual to exercise, seek professional help from a doctor or other fitness professional (Note: Recruiters are not authorized to provide Future Soldiers any product that promotes weight loss or gain, nor recommend/endorse any such product). If failing grades put a Future Soldier at risk, the recruiter may be able to assist by connecting them with a tutor to improve the Future Soldier's academic performance.

3-33. Many Future Soldier losses are avoidable. The station commander works with the recruiting force to identify and mitigate avoidable losses. However, station commanders must recognize and act in conditions when the recruiting force attempts to sustain a Future Soldier in the Future Soldier training program who is not going to ship. If the loss is in the best interest of the Army, the station commander will take the loss as early as possible. Station commanders must identify Future Soldier loss trends and when necessary redirect prospecting to markets that contain the best qualified applicants. In some circumstances, Future Soldier losses may continue to support the recruiting effort through referrals.

3-34. Station commanders should support and promote innovation at the station level to optimize recruiting operations in the local market and accomplish the recruiting mission. The station commander must leverage the skills and talents of the recruiting force, develop, and share new tactics, techniques, and procedures to improve station effectiveness.

3-35. Since recruiting is a continuous activity, the station commander must inspire the recruiting force to approach all aspects of the operation with critical thinking to improve station efficiency and effectiveness. In the following vignette, (figure 3-1), the station commander plans to increase their recruiting station's high school contacts and enlistments over the next quarter.

Operation Senior Enlistment (Decisive)

The Armadillo recruiting station commander developed a plan to boost senior contacts and increase senior enlistments to make RA and USAR SA mission. The company commander approved the plan and agreed to provide necessary support for the operation. The plan contained decisive, shaping, and sustaining operations. Here is an overview of the decisive operation, named “Senior Enlistment.”

This operation requires an intense school engagement plan and deliberate actions. Recruiters contact the targeted schools and obtain permission to conduct an Army sponsored career day during the targeted quarter. The station commander engages the local TPU to provide Soldiers and equipment for display. The station commander devised a prospecting plan focused on the targeted schools and identified them in the station’s plan. Recruiters conducted virtual, telephone, and face-to-face prospecting as well as area canvassing activities in the targeted ZIP codes. The station commander directed Future Soldiers attending those schools to assist recruiters during face-to-face prospecting and Army interviews. The station commander also directed weekly school visits, classroom presentations, and faculty interaction for the first two months of the quarter.

Recruiters and Future Soldiers teamed up during Army interviews, face-to-face prospecting, and area canvassing activities. Additionally, the station commander coordinated with local units to request Army reservists who had attended the targeted schools to assist in the same manner.

The station commander conducted weekly planning meetings and daily IPRs to review progress and provide direction. The station commander completed an AAR following each school event and assessed the plan’s progress during the weekly AAR.

Figure 3-1. Operation Senior Enlistment (decisive) vignette

Chapter 4

Shaping Operations

INTRODUCTION

4-1. Shaping operations create conditions that support decisive operations and include the School Recruiting Program (SRP) and CP/VIP development. Station commanders use shaping operations to support the station's recruiting operations, and to prepare and influence the target market. Shaping operations may occur concurrently with decisive recruiting operations, and may transition from shaping to decisive during execution. For example, the station commander directs the recruiting force to call all recent high school graduates to congratulate them on graduation. The operation changes from shaping to decisive when an individual agrees to an appointment with the recruiter.

SCHOOL RECRUITING PROGRAM

4-2. The SRP is the cornerstone of successful enlisted, medical, and chaplain recruiting operations. The SRP is the major source of high school juniors, seniors, and graduate enlistments for both the RA and USAR. Robust postsecondary SRPs can substantially increase RA and USAR graduate enlistments as well as support special missions including Officer Candidate School, Warrant Officer Flight Training, and the Army band.

4-3. The SRP for medical and chaplain recruiting in undergraduate and postsecondary schools is essential to commissioning physicians, dentists, veterinarians, medical specialists, nurses, and chaplains. The station commander plans and provides direction for all recruiting efforts in the postsecondary schools, and personally develops CPs and VIPs on each campus.

4-4. Successful recruiting operations are often a direct result of the station commander and recruiter's ability to influence the secondary and postsecondary school market. School presentations and TAIR events expose students and key CPs/VIPs to the available Army opportunities. A recruiter's positive influence within a school pays dividends when those students become juniors and seniors or complete their postsecondary studies. These shaping operations can positively affect the recruiters' prospecting efforts and enhance mission success of the station. Maintaining an effective school-recruiting program requires a significant investment of recruiter time and resources, but the effort eventually pays off.

ESTABLISHING A SCHOOL RECRUITING PROGRAM

4-5. Since secondary and postsecondary schools account for the majority of enlistments and commissions, establishing a SRP is vital to the success of enlisted, medical, and chaplain recruiting operations. (See USAREC TC 5-03.1, Prospecting, Processing, and Analysis, for SRP details and planning considerations).

4-6. Station commanders who invest significant time and resources to create and sustain a quality SRP yield increased percentages of enlistments and commissions for the effort. The station commander carefully evaluates the station mission, the school's potential and previous year's returns to allocate resources in support of the SRP.

4-7. The station commander identifies and designates a primary and an alternate recruiter for the schools in their area of operations. Ideally, the alternate recruiter is a different MOS, ethnicity, or gender than the assigned recruiter, which may reach students who are reluctant to approach the assigned recruiter. Station commanders should periodically allow the alternate recruiters to accompany the assigned recruiter during regularly scheduled visits to meet and maintain a relationship with the faculty and staff.

4-8. The station commander determines the number of contacts necessary for each school to support the school's enlistment goals (based on the school's enlistment data). Station commanders and recruiters identify and establish contact with friendly forces on campus to include ROTC or Junior Reserve Officer Training Corps (JROTC) staff, Army reservists, Army alumni, ARNG members, and current or former sister service members. The station leverages these contacts to enhance the SRP.

4-9. Another means to support the SRP is to establish a guest speaker program that complements the school's curriculum and allows the recruiter maximum contact with the student body. An effective guest speaker program emphasizes how Army skills compliment the school curriculum and offer opportunities to qualified students. A good example of a guest speaker program is inviting an Army health care professional to address a medical school residency program about Army medicine. Through this opportunity, both students and faculty can gain valuable insight into Army medicine and the professionalism of the Army itself.

4-10. The station commander directs recruiters to participate in school events to leverage opportunities. For example, recruiters may volunteer to teach drill and ceremony to the marching band, serve as coaching assistants with the school sports teams, and volunteer at school events. Station commanders also look for opportunities to include Future Soldiers in activities and events to influence faculty and student perceptions of the Army.

4-11. The station's recruiting plan and the school visit schedule provide a number of benefits for the both the recruiter and school. The schedule provides predictability to both faculty and staff and alerts students when and where the recruiter will be on campus. It also allows the recruiter to coordinate with Future Soldiers who attend the school to bring at least one friend to meet with the recruiter during the visit. School visit schedules also support a smooth transition when reassigning recruiters or scheduling alternate recruiters to cover a school during the assigned recruiter's absence.

4-12. The station commander uses the SRP to identify educators and education influencers who have not supported Army recruiting efforts or do not understand Army life or the depth of Army opportunities. Station commanders will create and maintain an order of merit list for future educator tours and provide this information to higher headquarters.

COMMUNITY PARTNERS (CP) AND VIP DEVELOPMENT

4-13. Station commanders and the recruiting force develop relationships with CPs and VIPs to enhance the recruiting mission. Community partners are those within the community that have access to the population and markets and influence over the enlistment decision. Access to the target market is often difficult due to extracurricular school activities, part-time jobs, or misperceptions about Army Recruiters. Successful station commanders leverage local community leaders who agree to represent the Army as CPs and VIPs to mitigate these challenges. (See UTC 5-03.3, Partnerships)

4-14. If records checks are difficult to obtain, station commanders should attempt to develop a VIP in this important area to help recruiters efficiently and effectively obtain records checks. Community service officials, including staffs of boys and girls clubs and scout/explorer leaders, make effective CPs by providing referrals. Community leaders and school officials can help team members gain access to difficult schools, serve as guest speakers for local functions, or assist the station by providing high- quality referrals. CP and VIP influence within the local community can open doors and favorably influence the community's perception of the Army. Armed with proper information, CP referrals often represent the single lead source with the greatest enlistment potential for the station.

4-15. Despite the importance of CPs and VIPs, station commanders should approach CP and VIP development as an economy of force action. The station commander makes every effort to identify and cultivate these friendly forces to assist with mission accomplishment, but does not divert excessive resources away from decisive operations to support CP and VIP development.

4-16. The following vignette (figure 4-1) describes various shaping operations and describes how shaping operations can transition into decisive operations.

Operation Senior Enlistment (Shaping)

This vignette is only an example of what a shaping operation might look like. It is not a prescribed format for all shaping operations.

The Armadillo recruiting station commander developed a plan to boost senior contacts and increase senior enlistments to make RA and USAR mission. The company commander approved the plan and agreed to provide any necessary support for the operation. The plan contained decisive, shaping, and sustaining operations. Here is an overview of the decisive operation, named "Senior Enlistment."

The station commander updated the recruiters on the operation and explained the detailed plan. The leader also explained to the team that the focus of the operation is to build relationships with the students, faculty, and school administration, resulting in an increase in senior contacts and enlistments. The leader informed the recruiters that resources and support for the operation were already coordinated, and instructed them on how to engage the market. External support included TAIR events with USAR assets, advertising, and radio announcements. The station commander then listed the required supporting actions before, during, and after the operation is complete. These actions included lead generation and prospecting activities from targeted lists, asking for referrals, contacting CPs and VIPs, and contacting the targeted schools' faculty and POCs.

The station commander directed the recruiters to intensify their information collection during interaction with students, faculty, and staff during all school activities. The leader also directed the recruiters to pay close attention to their leads, competitive industry, college funding programs, sister service recruiters, and key market information. The team accomplished this during school visits, prospecting activities, and virtual leads collection.

-Continued on next page-

Operation Senior Enlistment (shaping) (continued)

The leader stressed the importance of team and Future Soldiers conducting social media communications and intelligence gathering. Upon the start date of Operation Senior Enlistment, the station began executing planned activities. The leader directed the team and Future Soldiers to engage the targeted market during the advertising phase and begin preparing for the career days. The recruiters provided direct support for the TAIR and cinema van events, which generated and increased interest in the Army leading into the career days.

During the operation, recruiters obtained referrals of people who did not attend these targeted schools and the station commander provided direction to conduct those interviews. When the career days were completed, recruiters continued school visits, conducted follow up and prospecting activities, and continued to shape the targeted market.

Figure 4-1. Operation Senior Enlistment (shaping) vignette

Chapter 5

Sustaining Operations

INTRODUCTION

5-1. Sustaining operations are a vital component of recruiting operations and enable decisive and shaping operations by providing essential support to the recruiting station. Failure to sustain the recruiting operation creates risk to mission and risk to force. The station commander must plan and resource sustaining operations throughout recruiting operations.

LOGISTICS

5-2. The battalion HQs provides most of the logistical support to the station such as facilities, vehicles, and IT equipment. In most cases, repair or replacement of this equipment requires simple coordination with battalion personnel. With the exception of RPIs, logistical support items are “pushed” (automatically delivered) to the station which reduces the distraction of traveling to pick up items. Though battalions have limited staff, it is normally sufficient to support the station’s logistical needs.

ADVERTISING ASSETS

5-3. Station commanders ensure recruiters have an ample supply of advertising assets readily available. These assets include posters, RPIs, and personal presentation items. Recruiters use these assets to create opportunities for follow-up activities and to support special events.

STATION SUPPLIES

5-4. The station commander ensures the station has an adequate quantity of office supplies on hand at all times to support recruiting operations. While office supply management seems trivial, failure to maintain an adequate stock of paper or toner may disrupt processing activities and increase risk to the recruiting mission.

PUBLIC AFFAIRS EVENTS

5-5. Public affairs events promote cooperation between the Army, schools, community/business, and local government leaders. Local CP and VIP functions are excellent tools for the station to increase Army awareness, maintain a close working relationship with members of the community, and generate additional leads.

5-6. The station commander plans these events as early as possible to

create predictability for the recruiting force and to request and obtain additional resources including guest speakers, TAIR teams, or AMSB displays. The station commander uses creativity and imagination when planning these events to make them memorable for the attendees while generating leads for the recruiting force.

FUTURE SOLDIER FUNCTIONS

5-7. Future Soldier functions allow recruiters to motivate, train, and inspire the station's Future Soldiers while providing them an opportunity to meet with their peers, build camaraderie, and reinforce their commitment to serve in the Army. These functions provide the Future Soldier basic familiarization with Army life and Soldier tasks while providing an opportunity to interact with other recruiters within the station. Station commanders must develop a plan for Future Soldier functions, incorporate the plan into their recruiting operations and, whenever possible, request external resources to augment Future Soldier training. Future Soldier interaction with active duty Soldiers, reserve Soldiers and Drill Sergeants can have a lasting positive effect on Future Soldiers and their commitment to serve. At the conclusion of the Future Soldier function, the station commander conducts an after action review with the recruiters and Future Soldiers to build upon what went well for the future.

PERSONNEL MANAGEMENT

5-8. Soldiers are the recruiting station's most important resource who collectively contribute to the success of the recruiting team and deserve a positive leader genuinely concerned about their welfare and professional development. Therefore, the station commander must know the recruiters' strengths, interests, and personal concerns and look after their well-being and that of their families.

5-9. Recruiting is a continuous activity, so the station commander must develop a personnel support plan for recruiting operations that ensures continuity of operations while also providing Soldiers with time to spend away from their stations with their families, friends, and loved ones. A well-developed leave plan sustains high operational tempo, boosts morale, and allows Soldiers and their families to plan important events and vacation time. The station commander must monitor the Soldiers' leave plans to ensure they use their leave regularly and avoid "use or lose leave" circumstances.

5-10. Station commanders incorporate recruiter leave into the station plan and allocate recruiter resources to account for the absence. Leaders cannot forecast emergency leave, so station commanders adjust the station plan to accomplish priority efforts during a Soldier's unexpected absence.

Only under extreme circumstances should a leader ever seek to cancel a Soldier's leave.

PERSONNEL INTEGRATION

5-11. Station commanders develop and sustain a comprehensive sponsorship program to integrate new recruiters into the organization. When a new Soldier arrives, the station commander will schedule a visit at their residence to provide a warm welcome and an offer of assistance for problems that may arise. During initial counseling, the station commander will explain the Soldier's duties and responsibilities, and the leader's expectations.

5-12. If the new Soldier has a spouse or dependents, the station commander provides them with a list of support agencies as well as the station's phone numbers. Where possible, the station commander coordinates for the company commander or first sergeant to accompany the station commander during initial integration activities.

5-13. Station commanders assist new Soldiers with in-processing activities and works with the Soldier to address any problems that may arise using USAREC Form 350-1.4, Reception and Integration Checklist Program in USAREC Regulation 350-1. The station commander initiates the Advanced Training Program (ATP) (see USAREC Regulation 350-1), familiarizes new Soldiers with the recruiting station, provides a physical overview of the station's zone, and accompanies the new recruiter on the first visit to their assigned schools.

5-14. Station commanders brief new Soldiers regarding the safety and security issues they face on a daily basis including inappropriate relationships, GOV operation, station security and security threats, and safeguarding of applicants' personally identifiable information (PII) and protected health information (PHI). The leader also briefs new Soldiers regarding the care, maintenance, and security of electronic devices and government vehicles. Safety and professionalism must be a daily theme in the station for all assigned personnel.

TRAINING AND LEADER DEVELOPMENT

5-15. Effective training and leader development produces self-aware and adaptive Soldiers capable of responding to the ever-changing recruiting environment. The station commander administers the Advanced Training Program (ATP) (outlined in USAREC Regulation 350-1, Training and Leader Development) to provide the advanced and sustainment training necessary to sustain the recruiters' proficiency in required skills. Refer to the ATN for (Recruiter MOS 79R Skill Level 3/4/5) for specific tasks, conditions, and

standards.

5-16. Training and leader development is continuous and progressive throughout a Soldier's career. Recruiters learn, develop, and hone their knowledge, skills, and abilities through the three training domains: institutional (schools), organizational (unit training), and self-development. The Army develops competent and confident leaders through a combination of all of the domains. Self-development training is the responsibility of each Soldier, regardless of their rank or position, and effective training begins with the study of doctrine and current recruiting regulations, policies and practices.

5-17. The goals of training and leader development are to increase knowledge, improve technical skills and proficiency, and enable mission accomplishment. Station commanders assess the organization and develop organizational training nested with the Company's METL, higher headquarters' training guidance, and unit level training assessments. The leader incorporates the training plan into the stations plan and addresses specific training requirements and station level deficiencies. Training must be mission focused and properly resourced to be effective. The following vignette (figure 5-1) describes typical sustaining operations in the recruiting station.

Operation Senior Enlistment (Sustaining)

This vignette is only an example of what a sustaining operation might look like. It is not a prescribed format for all sustaining operations.

The Armadillo recruiting station commander developed a plan to boost senior contacts and increase senior enlistments to make the RA and USAR mission. The company commander approved the plan and agreed to provide any necessary support for the operation. The plan contains decisive, shaping, and sustaining operations. The following is an overview of the sustaining actions taken in support of “Operation Senior Enlistment.”

The station commander understood the importance of sustaining operations so he first confirmed the availability of all his resources. All recruiters were present prior to and during the operation. The station commander ensured all equipment issued to the station for the operation was on hand and functional and requested additional support from the company and battalion. Those requests included TAIR, cinema van, advertising, and budget approval for school faculty and administrator events.

The station commander knew that getting the word out early to the market was vital to the success of this operation. Therefore, the station commander requested high school targeted radio announcements and advertising support through the company commander, and the advertising was battalion approved and pre-scripted. The advertising campaign started prior to the targeted quarter and aired randomly until the end of the quarter. The station commander provided examples of these announcements and advertisements to all recruiters for familiarity.

The battalion approved the TAIR events from local reserve units and the STEM van. The station commander communicated with the schools and knew which ones would accept school presentations using these resources. The station commander, with assistance from the targeted schools’ recruiters, coordinated the Army sponsored career day activities. (Continued on next page)

Operation Senior Enlistment (sustaining) vignette – (continued)

They set the schedule of events against the recruiter schedules for interview and area canvassing coverage, and communication with CPs. The station commander provided the operation schedule to all recruiters so they can communicate details of the events to leads and prospects. During the last RFA, the station commander identified a weakness in prospecting, specifically in establishing rapport and engendering a commitment for an appointment. The station commander conducted training on these areas using the prepared scripts found in UTC 5-03.1 (Prospecting, Processing and Analysis, Chapter 6) to practice dialogue with leads. Additionally, the station commander trained on lead generation, follow-up, and support of the TAIR and STEM van events. Finally, the station commander discussed the importance of communicating status and information during weekly planning meetings and IPRs.

Figure 5-1. Operation Senior Enlistment (Sustaining)

Appendix A

Virtual Recruiting

Virtual Recruiting. Virtual Recruiting is the process of using web-based resources for tasks involved with finding, influencing, interviewing, qualifying, processing, and enlisting or commissioning Future Soldiers of the United States Army. The virtual recruiting process involves using digital/virtual methods to perform tasks within one or more of the eight recruiting functions. Virtual recruiting stations conduct virtual recruiting operations through digital systems using approved platforms including but not limited to email, the Internet, and social media applications like Facebook, Twitter, LinkedIn, and Snapchat.

The Virtual Operational Environment. The operational environment (OE) is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (ADRP 3-0). Likewise, VRSs must understand their operational environments in terms of the virtual spectrum both internal and external systems, domains, capabilities, and threats.

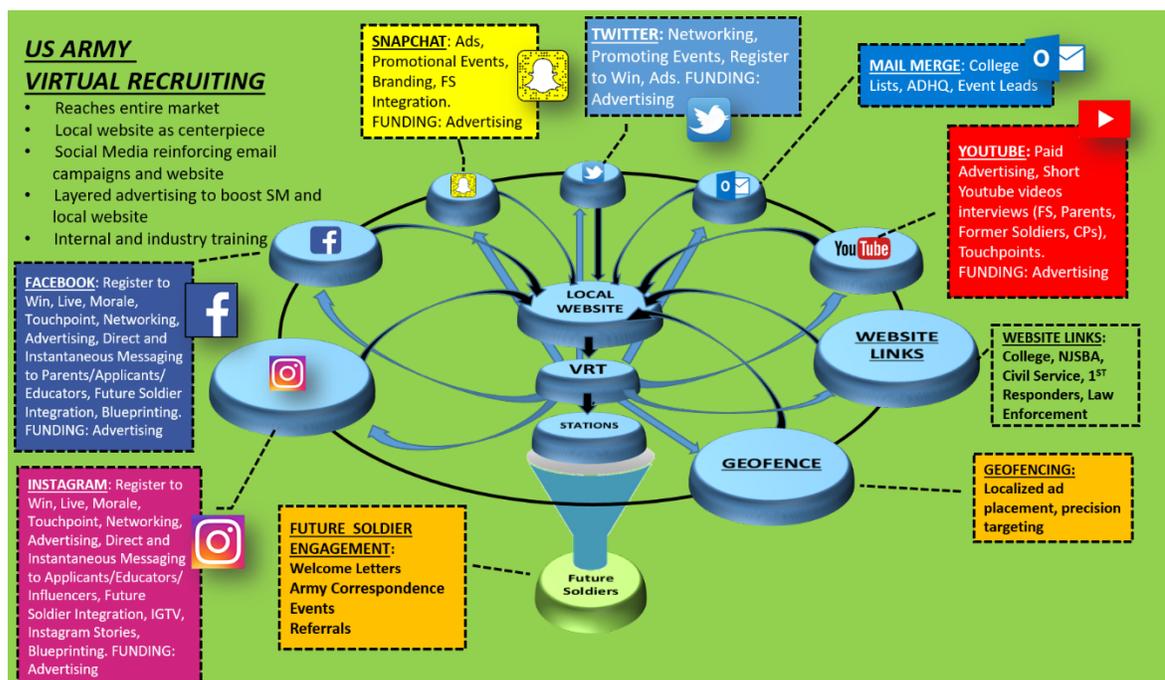


Figure A- 1. Virtual Operational Environment

The Virtual Recruiting Workspace. Since the introduction of the VRS into recruiting operations in early 2017, numerous battalions have had varying degrees of success leveraging VRSs. Virtual Recruiting Stations must still apply specific techniques and practices based upon their understanding of their operational environment and workspace.

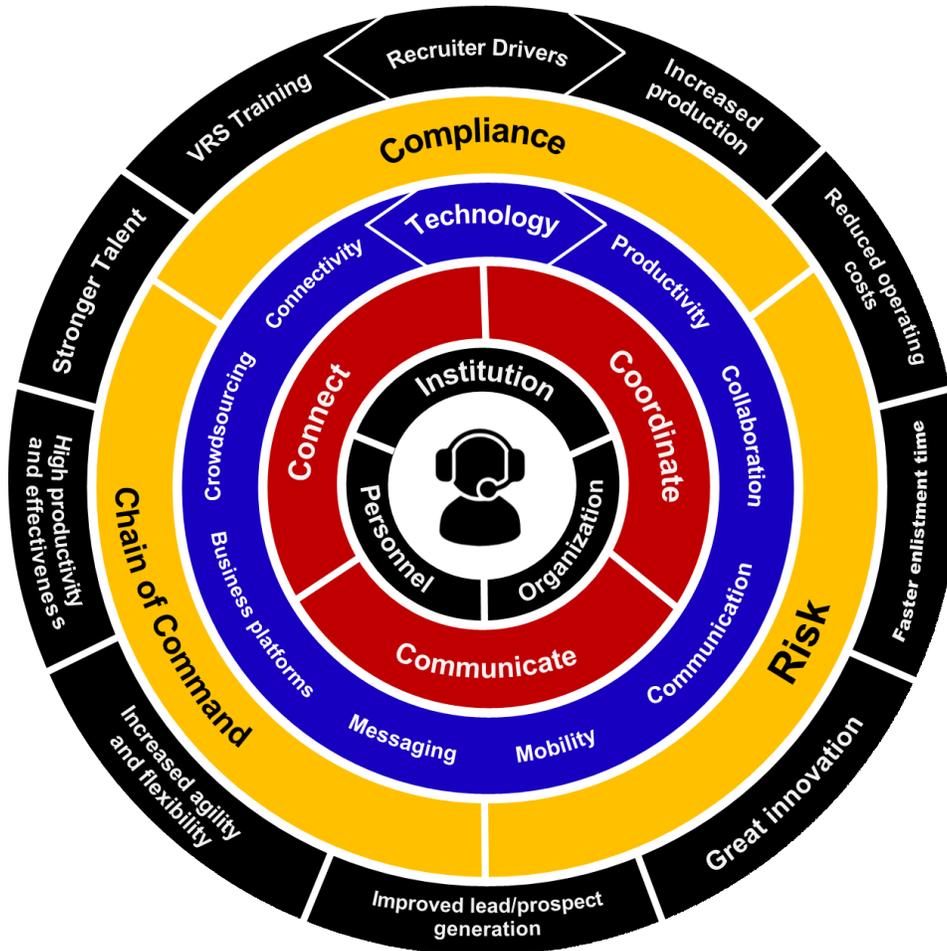


Figure A- 2. Defining the Virtual Recruiting Workplace

VRS TACTICS, TECHNIQUES, AND PROCEDURES (Decisive, Shaping, Sustaining)

DECISIVE OPERATIONS. A decisive operation are operations or tasks that directly accomplished the mission. The following is a list of TTPs that support VRS decisive operations:

TACTIC #1: LEAD GENERATION. Generating new leads in the battalion's footprint increases a VRS's virtual audience and augments the success of multiple VRS Decisive and Shaping operations. The following techniques and procedures support lead generation activities:

Technique #1: Register To Win. Creating an opportunity for individuals to win desired items or opportunities by providing their minimum Lead information is a quick, inexpensive, and effective way to generate leads.

Procedures:

- 1) Research target audience and target market.
- 2) Find item that your population wants.
 - Item purchases must meet current guidelines
- 3) Create effective posts/content.
 - After determining the audience, market and item, VRS Recruiter will create content to support register to win event. VRS Recruiter will answer the following questions: Why should the audience care? What are they offering? What do you want them to do? How do they do it?
- 4) Market Posts across digital media platforms.
 - Use multiple digital media platforms to promote the register to win event.
- 5) Draw Winner Live.
 - VRS, in conjunction with the A&PA, will determine what level will draw and announce the winner. Depending on geographical location of winner, item can be shipped to the nearest recruiting station where the drawing will be performed live. Drawing the winner live builds trust between the organization and civilian population.
- 6) Post content of awarding winner/good news story across digital media
 - Live drawing will be shared across multiple digital platforms ensuring that the mass amount of people see the event which will result in higher participation in the future.

Technique #2: Boolean Search. By leveraging Search Engines using Boolean parameters, VRSs can generate groups of leads that meet specified criteria.

Procedures: By setting parameters inside the search, the search engine only returns the exact leads you are requesting. This limits the requisitions outside

the scope you are requesting, thus saving time and returning a higher quality lead list.

Technique #3: Google AdWords. Google AdWords is an online advertising service that places advertising copy at the top or side of search results in Google for specific keywords that people use to search the web. Using Google AdWords when possible in all VRS TTPs will generate a steady flow of leads over time.

Procedures:

- 1) Determine Ad type, YouTube, Apps, Search Engine, & Banner Ads.
- 2) Request funding needed, Create event/campaign, set dollar limit per ad.
- 3) Set the audience, demographics and geographic areas and key words.
- 4) Test the ad, including images, and bid rates.
- 5) Push analytics and run add.
- 6) Ensure add placement is correct.

Technique #4: Facebook Job Posts. Facebook Job Posts allows Recruiters to post job opportunities in order to collect groups of leads interested in each specified opportunity.

Procedures:

- 1) Determine job to post.
- 2) Locate creative imagery within the public domain and snip the imagery.
- 3) Add MOS description and snipped image into Facebook Job.
- 4) Post job as a public post.

Technique #5: LinkedIn Corporation. Linked In Corporation allows Recruiters to post job opportunities in order to collect groups of leads interested in each specified opportunity.

Procedures:

- 1) Request Funds.
- 2) Upload Pre-Made Excel of jobs to post to include Bulk Ads. Note: Use a pre-made excel spreadsheet to upload multiple jobs to LinkedIn at one time to save overall time. This avoids the needs for a VRS Recruiter to upload jobs one at a time.

Technique #6: EventBrite Professional. EventBrite is a web service that leveraged various platforms and digital location to generate and drive leads to a specific physical or digital location.

Procedures:

- 1) Setup Organization at BN Level.
- 2) VRS Station Commander adds recruiters to organization.
- 3) Recruiter sets up the type of event (educational, outdoor activity, etc.).
- 4) Recruiter determines and sets content type.
- 5) Recruiter determines date range, time, and if reoccurring.
- 6) Recruiter creates an accurate event description.
- 7) Recruiter sets event location and imbeds the Facebook page address and a link to eBRC.

Technique #7: Handshake. As a website, Handshake's software powers a branded recruiting portal that allows students to upload their coursework, resumes, transcripts, and other documents. Students can search and apply for jobs, message recruiters, and access event listings. Students can follow certain employers to make sure they receive any updates, events, or other content from them.

Procedures:

- 1) Create organizations profile. Note: By having only one organizational battalion level handshake account and adding recruiters as authorized editors/users, positively affects the “trust score.” This signals to colleges that the organization is trustworthy and credible.
- 2) Use standard naming convention
- 3) Add Recruiters to organization
- 4) When adding recruiters VRS will use .mil email addresses.
- 5) Sort by School, Student GPA, or Major etc.
- 6) Request resume and digital transcripts (REA Expense)

Technique #8: SnapChat Business. SnapChat Business allows you to geo-fence specific areas of opportunity and present specified messaging to particular audiences to generate lead lists.

Procedures:

- 1) Once a business SnapChat account is set up, the VRS will set the targeted audience.
- 2) Once the audience and the cost of the ad is determined, the VRS will request or disseminate funds.
- 3) Set the ad for publication.

Technique #9: Search Engine Advertising (also a Shaping Operation Technique). Advertising on Search Engines will generate a steady flow of leads over time.

Procedures:

- 1) Set Ad Type (Apps, Search Engine, & Banner Ads)
- 2) Create Event, Create Campaign
- 3) Set Dollar Limit, Set Advertising Bid
- 4) Set Paid Engagement, Set Audience
- 5) Add Key Words
- 6) Set Geographical Areas, Set Demographics
- 7) Set A, B Test
- 8) Set Action Word, Set Ad Description, Place Ad Image
- 9) Test Ad Bid rate, Test Ad Image, Set Ad Button, Set Ad Add-ons, Set Add URL, Set Add Sub Domain, Set Add Pixel, Push to Analytics, Run Ad
- 10) Ensure Ad Placement

Technique #10: Job Platforms. Job Platforms allows Recruiters to post job opportunities in order to collect groups of leads interested in each specified opportunity. Primarily, today’s job seekers are looking for their next occupation

across both social media job and traditional job platforms. By posting to these platforms with/from a business consisting of a naming convention that is consistent across other platforms, it helps build trust and credibility to the business while also increasing Search Engine Optimization. Posting no more than one job per job branch (10 jobs) ensures a good mix and representation of positions.

Technique #11: Instagram Business. By implementing a call-to-action to an eBRC attached to an Instagram Business pages.

Procedures:

- 1) Set Naming Convention. VRS will ensure naming conventions (name of page) are the same across the organization to include all digital platforms.
- 2) Link to Facebook BN Page
- 3) Create Event Tab for EventBrite
- 4) Link Instagram Business to EventBrite using event tab

Technique #12: Job Boards. Job Platforms allows Recruiters to post job opportunities in order to collect groups of leads within a specific community that are interested in each specified opportunity.

Procedures:

- 1) VRS will create a profile for the Organization. (Lower echelons will follow the same naming convention).
- 2) VRS will add recruiters to the organizations profile using .mil email addresses. VRS will create and manage jobs.

Technique #13: Twitch. Streaming live videos on twitch to generate an interested audience that will continue to watch future live videos and follow your organization on other platforms.

Procedures:

- 1) Setup an Open Broadcaster Software (OBS) Studio
Note: OBS Studio is a free and open-source streaming and recording program maintained by the OBS Project. OBS combines user and gaming videos together and broadcast over the Twitch network.
- 2) Setup a Professional Twitch Account
- 3) Link Twitch with OBS Studio
- 4) Post playing schedule on Twitch
- 5) Host reliable players on Twitch Channel

- 6) Advertise your Twitch Channel (link to YouTube)

Technique #14: YouTube. Using YouTube to post video content will generate an interested audience that will continue to watch future videos and follow your organization on other platforms.

Procedures:

- 1) Create a Channel that links with your other digital media platforms.
- 2) Produce appropriate videos to validate YouTube account (six in 60, 90 days).
- 3) Gain followers through advertising and posting to digital media platforms.
- 4) Once accessible, Go Live on YouTube.
- 5) Schedule live YouTube events Setup an Open Broadcaster Software (OBS) Studio.
- 6) Post schedule across digital media platforms.

Technique #15: Google Allo. By adding the BN phone number as the messaging number of record on each of the Google Business Accounts within the BN footprint, Google Allo allows the incoming messages to be organized in such a manner as they are separated by Station and Customer with phone number. Without the App, the message merely arrives as Unknown Number, and you are unable to respond. Allo has further capabilities of being able to respond via both computer and GOV phone, expanding the recruiter's options for receipt and delivery of messaging.

Procedures: (TBD)

Technique #16: Facebook Messenger. By setting up an auto-message on Facebook Messenger with an eBRC, (ensuring you have the lead let you know when they are finished.), you turn the Messenger into an automated lead generation machine. If no response of completion occurs, a follow-up is necessary.

Procedures:

- 1) Prospect for appointments through Facebook Messenger.
- 2) VRS Recruiters use Facebook Messenger to target individuals on Facebook allowing the recruiter to engage potential applicants at the individual level.

Technique #17: Virtual Classroom Presentations. The Virtual Classroom Presentations (VCP) are virtual methods to reach High School

Students and College students. The VCP's if conducted correctly can become a major source of high school juniors, seniors and graduate enlistments for both RA and USAR. Robust post- secondary VCP's can increase RA and USAR graduate enlistments as well as supporting special missions including Officer Candidate School, Warrant Officer Flight Training and the Army band. This is another tool for the VRS's to expose those MOS's that students may not be aware of and gives them a real world experience of what they could be in the Army.

Procedures:

- 1) Coordination presentation subject, date, time with school officials.
- 2) Coordinate with subject of presentation (Army Unit, SME, Soldiers etc.).
- 3) Promote the presentation through various digital media platforms to create an audience.
- 4) Conduct and broadcast the presentation via approved video platform. An example of platforms would be Face Time, Skype or Google Hangouts.
- 5) Ensure a local recruiter is present to obtain leads and make appointments.

Technique #18: Mail Merge. Sending email campaigns using Mail Merge.

Procedures:

- 1) Call to action messaging - VRS Recruiters will use messaging that calls on the recipient to act i.e. click a button; fill out a form, etc.
- 2) .CSV – Social Media Integration (syncing method to FB Messenger)
- 3) Open outlook, import V cards, sync contacts on social media platforms

TACTIC #2: LEAD REFINEMENT. Filtering an audience by setting specific parameters results in higher quality leads that display a greater propensity to enlist. This method saves valuable man-hours at all levels. The following techniques and procedures support lead refinement activities:

Technique #1: Collect Pre-qualification information via Email. In some cases, it is more convenient and effective for specific individuals to exchange their personal information using email due to their availability. This provides our audiences with an additional avenue to speak with a VRS Recruiter when convenient with their personal schedule.

Procedures: (TBD)

Technique #2: Collect Pre-qualification information telephonically. Collecting information telephonically enables faster, in-depth, and personable communication. This process allows strong rapport and facilitates two-way communication throughout the pre-qualification process.

Procedures: (TBD)

Technique #3: Collect Pre-qualification information via text message. Some audiences are more accustomed to communicate using a text-messaging platform. Gathering initial blueprint information over the form of text messaging can provide a necessary level of rapport with these audiences and facilitate their preferred means of communication.

Procedures:

- 1) Using a texting platform, send Privacy Act Statement to lead/prospect and ensure they have received, understand, and agree to the Privacy Act Statement.
- 2) Request needed pre-qualification information from lead/prospect IAW USAREC Social Media PII Guidelines.
- 3) Obtain and review response to determine further action.

Technique #4: Collect blueprint information via Digital Media Platforms. The majority of individuals who use Digital Media Platforms have some of their personal information available to the public. By leveraging this information to gather blueprint data, Recruiters can refine their leads list, which will reduce time spent with unqualified lead and provide a narrowed focus effort.

Procedures:

- 1) Identify specific blueprint criteria.
 - The selection of specific blueprint criteria allows the VRS Recruiter to narrow down the amount of leads by excluding individuals who fall outside of the criteria. This avoids a large influx of unqualified lead submissions to the system.
- 2) Search for the associated account for each individual on various Social Networking Platforms.
 - Leads are further examined that meet the specified blueprint criteria using tools provided on the multiple social networking platforms allowing the VRS Recruiter to further narrow down lead lists.

Technique #5: Collect blueprint information via Job Sites. Job sites allow audiences to upload their personal information directly to recruiters

virtually. This information is easy to access, quick to read, and easy to determine generalized qualifications.

Procedures: (TBD)

TACTIC #3: LEAD DISTRIBUTION. Disseminating refined leads to Stations in the Leads' geographical area enables Recruiters to narrow their focus during prospecting efforts through utilizing the refined leads list provided by the VRS. This allows Recruiters at the Station level to conduct targeted prospecting of Leads that have a higher propensity to enlist. Consolidate refined leads and disseminate to the Stations. Sort leads list according to geographic area and RSID. Disseminate leads to Station using digital platforms (Email, Excel spreadsheet, list of MAC Codes). The following are techniques and procedures that support lead distribution:

Technique #1: Email Leads to Stations. Distributing information through email is the preferred form of communication in the Army and allows Station personnel to collect the disseminated lead information when convenient to their individual schedules.

Procedures: (TBD)

Technique #2: Phone Call to Stations. Calling a Recruiter in the Station enables quick information exchange and immediate action on leads.

Procedures: (TBD)

Technique #3: Text and Virtual Message to Stations. Distributing information through text allows Station personnel to collect the disseminated lead information when convenient and while they are away from the station.

Procedures: (TBD)

TACTIC #4: PROSPECT DISTRIBUTION. Disseminating prospects to Stations Commanders enables each Station Commander to use Mission Command to determine which Recruiter will conduct an appointment. The following are techniques and procedures that support Prospect Distribution:

Technique #1: Email Station Commander. Distributing information through email is the preferred form of communication in the Army and allows Station Commanders to collect the discriminated prospect information when convenient to their individual schedules.

Technique #2: Phone Call to Stations. Calling a Station Commander or a Recruiter in the station, when the Station Commander is unavailable, enables

immediate action on prospects.

Procedures: (TBD)

Technique #3: Telephonic Hot-Handoff. If a Station Commander or a Recruiter in the station is available, a “Hot-handoff” (Telephonic transfer, 3-way call, etc.) provides a more professional experience for the prospect. This process also alleviates the amount of times the prospect has to be prequalified.

Procedures: (TBD)

SHAPING OPERATIONS. A shaping operation are operations that established conditions for the decisive operation through effects on the enemy, other actors, and the terrain. The following is a list of TTPs that support shaping operations:

TACTIC #1: Conduct Shaping Operations within the Virtual OE.

Technique #1: Incorporate Virtual Organization. Establish mutually beneficial digital relationships with organizations and influencers to create shared multimedia content. Non-concurrent mutual promotion will enhance presence, gain support, and generate influencers while increasing brand awareness. This symbiosis will also inherently enhance the capabilities of subordinate ground elements in face-to-face interactions.

Technique #2: Incorporate Digital Influencers. Asserting the Army’s message and presence through influencers within their own organic platforms or inviting them to Army Recruiting platforms to merge a shared audience. This increases awareness of the Army, followings across owned platforms, and subsequently gains leads.

Technique #3: Establish a Persona. Create a unique persona by establishing a name and logo that resonates within your specific demographic in order to enhance Army brand awareness. The goal is to become a household name within our communities. This will increase trust and credibility within our market, and will ultimately increase the generation of qualified leads.

Technique #4: Digital Media Accounts. “All Roads Lead to Rome”: To create multiple avenues of approach for the populace to land on our brand. It is necessary to drive and channel traffic to the Army brand within the digital space through social media sites, business sites, and search engines.

Technique #5: Advertising. Army Advertising: A marketing technique in which delivery of a sponsor's message to a target demographic through established platforms are advertised both internally and externally. Employing the use of digital assets that are representative of our physical brand is crucial. Review market intelligence to ensure the advertising message placement in front of the intended audience.

Technique #6: Backlinking. The process by which we drive traffic from our satellite platforms to our primary platform, as well as external influencers, in order to increase brand awareness

Technique #7: Customer Reviews. A technique for brand awareness. Customer reviews provide a personal value to your services that increases your credibility from an external source within the community.

Technique #8: Social Media Invitations. Requesting the presence to an event promoted at the battalion-level. Invitations delivery is through social media, email, or text message depending on the intended audience. Social media invitations maybe sent upon creation of an event on a social media platform. This allows invitees to indicate interested, attending, or not attending. Public attendance lists can influence others to attend that previously indicated 'not attending'. The intent of this technique is to increase attendance at virtually promoted events directly resulting in a larger potential for CP cultivation and lead generation._

Technique #9: Email Invitations. Requests of presence to an event promoted at the BN level. Invitations delivery is through email. Email invitations maybe sent individually or as a mass mailing depending on required messaging. The intent of this technique is to invite a wide audience to increase attendance at virtually promoted events directly resulting in a larger potential for CP cultivation and lead generation._

Technique #10: Text Invitations. Requests of presence to an event promoted at the BN level. Invitations delivered via text message. The design of the text invitations is to reach an audience and read quickly on an individual or mass scale. They should be clear and concise. Text invitations lack the professional touch of a social media or email invitation but have a high read rate. The intent of this technique is to increase attendance at virtually promoted events directly resulting in a larger potential for CP cultivation and lead generation.

Technique #11: Event Invitations. Requests of presence to an event promoted at the BN level. Invitations maybe delivered via social media, email, or text message depending on intended audience. Post events on community calendars with open invitations. This enables the public that may otherwise be

unaware to attend promoted events. The intent of this technique is to increase attendance at virtually promoted events directly resulting in a larger potential for CP cultivation and Lead Generation.

Technique #12: Video Messaging. The process by which a series of thought or emotions are evoked when an audience views a video produced by the virtual recruiting station that influence the audience to have a positive view of the United States Army brand. A target audience is determined first by collaborating with the BN Fusion team. The correct messaging for the audience is then determined in order to create the correct content. Strip metadata from the content and then re-added. This allows the VRS to capture the traffic that views the content and provided back to the VRS. Lastly, content is edited is necessary and reviewed by a third party to ensure compliance with regulations and SOP.

Technique #13: Audio Messaging. The process that evokes a series of thought or emotions when an audience hears an audio clip produced by the virtual recruiting station that influences the audience to have a positive view of the Army brand. A target audience is determined first by collaborating with the BN Fusion team. The correct messaging for the audience is then determined in order to create the correct content. Strip metadata from the content and then re-add it, to ensure traffic that views the content provides feedback to the VRS. Lastly, have the content reviewed and edited by a third party to ensure compliance with regulations and SOP.

Technique #14: Photo Messaging. The process by which a series of thought or emotions are evoked when an audience views a photo produced by the virtual recruiting station that influence the audience to have a positive view of the United States Army brand. A target audience is determined first by collaborating with the BN Fusion team. The correct messaging for the audience is then determined in order to create the correct content. Strip metadata from the content and then re-added in order to ensure traffic that views the content and provides feedback the VRS. Lastly, have the content reviewed and edited by a third party to ensure compliance with regulations and SOP.

Technique #15: Animation Messaging. The process by which a series of thought or emotions are evoked when an audience views an animation produced by the virtual recruiting station that influence the audience to have a positive view of the United States Army brand. A target audience is determined first by collaborating with the BN Fusion team. The correct messaging for the audience is then determined in order to create the correct content. Strip metadata from the content and then re-added in order to ensure traffic views feedback to the VRS. Lastly, have the content reviewed and edited by a third party to ensure compliance with regulations and SOP.

Technique #16: Meme Messaging. The process by which a series of thought or emotions are evoked when an audience views a meme produced by the virtual recruiting station that influence the audience to have a positive view of the United States Army brand. A target audience is determined first by collaborating with the BN Fusion team. The correct messaging for the audience is then determined in order to create the correct content. Strip metadata from the content and then re-added in order to ensure traffic that views the content and provides feedback the VRS. Lastly, have the content reviewed and edited by a third party to ensure compliance with regulations and SOP.

Technique #17: Verbiage. The wording selected to accompany messaging in a content post. Designed verbiage includes some and/or all of the following: provide the call to action, direct links, provide an inspirational message that compliments the content, tags to draw an additional audience and contact information. The verbiage is determined upon identification of the audience and the message. The intent of the verbiage is to increase the impact of the message and increase the desire of the audience to become a lead.

Technique #18: Live Video Messaging. The process by which a series of thought or emotions are evoked when an audience views a live video produced by the virtual recruiting station that influence the audience to have a positive view of the United States Army brand. A target audience is determined first by collaborating with the BN Fusion team. The correct messaging for the audience is then determined in order to create the correct content. Write a script prior to filming live video in order to ensure the content flows and complies with regulation and commander's intent. The intent of Live Video messaging is to be able to interact with an audience in real time in order to improve the opinion of the Army's Brand within the target audience.

SUSTAINING OPERATIONS. A sustaining operation is as an operation at any echelon that enables the decisive operation or shaping operation by generating and maintaining combat power or capability. The following is a list of TTPs that support VRS sustaining operations:

TACTIC #1: Virtual Platform Maintenance. To ensure that the VRS permanently occupies the most pertinent virtual venues. Proper maintenance paired with techniques and doctrine will ensure a self-sustaining force. Establishing a battle rhythm and fostering an innovative climate will enable all personnel to excel within the virtual marketplace.

Technique #1: Digital Media Platforms. Maintaining digital media platforms ensures that you stay current in your virtual venue (i.e. not staying current on your Handshake account can cause removal from the university.) Establishing a battle rhythm ensures personnel conduct timely maintenance.

Proper maintenance of digital media platforms prevents loss of potential lead generation.

Procedures:

- 1) Identifying and correcting deficiencies ensures directing potential leads to the proper Name, Address, Phone, and/or Website (NAPW).
- 2) Service member will validate NAPW, analytics, and OPSEC guidance for their virtual business.
- 3) Personnel will ensure the utilization of professional accounts in accordance with OPSEC and all regulatory guidance.
- 4) Service member will maintain appropriate roles based on policy and personnel attrition.

Technique #2: Job Posting Sites. Maintenance of Job Posting Site ensures validity of all Army vacancies current and future. Maintaining job-posting sites will ensure self-sustaining lead generation. Up to date information attracts and streamlines potential leads to apply.

Procedures:

- 1) Thorough analysis of job vacancies and availability by aggregating all internal vacancy lists.
- 2) Staying up to date with accessions and availability will determine needed positions.
- 3) Service Member will review current job postings according to established battle rhythm.
- 4) Review of job postings will encompass up to date descriptions, benefits, and criteria. In accordance with policy changes, Service Member will update job postings appropriately.

TACTIC #2: Virtual Recruiting Training and Development. VRS will identify training needs throughout the battalion and provide necessary content in order to exceed the standard. Develop teaching material using all training methods (i.e. audio, visual, and kinesthetic) in order to facilitate maximum effectiveness.

Technique #1: Training Recruiters. The VRS will identify shortfalls in penetrating virtual assets and overall online lead production. Facilitate training by keeping in mind, accumulated analytical information from all virtual venues.

Procedures:

- 1) Accumulate analytical information from all virtual venues (i.e. Google Business, Bing Ads, Bing places, etc.)

- 2) Standardize required training for all levels of the battalion utilizing policies and S.O.P's. Design training based on assigned position.
- 3) Battalion recruiters will be required to maintain OPSEC for EOP Operators and DISA Social Networking Class. The VRS Station Commander and assistant will be required to maintain OPSEC level 2 training per HQDA social media guidance.
- 4) Battalions will plan training according at Battalion Commander's discretion.

Technique #2: Develop STEM Research. VRS will associate their training strategies and development based upon Science, Technology, Engineering, and Mathematics (STEM) collaborative. These academic disciplines are pivotal to the growth and success of the VRS.

Procedures:

- 1) Tactical Refinement of the VRS's current and future operations rely heavily on the integration of STEM development.
- 2) Collaborating with local developers associated with STEM will further refine tools utilized by leading virtual marketing agencies. Partnerships ensures vetting of future developments prior to transitioning into practices.
- 3) Evaluate future assets ensure compliance prior to distributing throughout the battalion.

TACTIC #3: In-progress Review (IPR)/After Action Review (AAR). VRS will perform a progress review of the EMM reports with leads collected and pass them to the stations to ensure contact of leads. Perform AARs to collected ROI information in order to refine future targeting.

Technique #1: Follow Up Non-Engaged Prospects. Based on battle rhythm, VRS will follow up with the stations to ensure contact with leads.

Procedures:

- 1) VRS will review EMM reports and determine leads engaged.
- 2) VRS will compile a list of those not contacted and request a follow up with Station Commander, company commander, and first sergeant.
- 3) After a time, to be determined, refer EMM reported leads not engaged by the station to S3 Operations.

Technique #2: Follow Up All Leads. To ensure leads were properly actioned, VRS will communicate with leads requesting feedback and any additional information.

Procedures:

- 1) Obtain list. Filter all leads sent to stations within the last 30 days to ensure status to re-engage commitment. Do not contact leads listed as applicant or future soldiers.
- 2) Send email or text asking experience and status. Take appropriate action based on response.

Technique #3: Post Event/Activity AAR. To improve future events and ROI, VRS will conduct an AAR with NCOIC of the event.

Procedures:

- 1) VRS will collect and improve TTPs on digital prospecting.
- 2) Station and companies will conduct and collect AARs to VRS.
- 3) VRS will analyze AARs to improve digital prospecting methods.

APPENDIX B

Internet Search Techniques

B-1. The ability to search the Internet is an essential skill for open source research and collection. The Internet provides access to webpages and databases that hold a wide range of information current, planned, and potential operational environments. Table D-1 provides basic techniques and procedures for searching the Internet. *Untangling The Web: An Introduction to Internet Research* and similar works provide detailed discussion of the internet and advanced Internet search techniques. A copy of *Untangling The Web* is available online at <https://www.nsa.gov/news-features/declassified-documents/assets/files/Untangling-the-Web.pdf>.

Table B-1. Internet Search Techniques and Procedures.

Step	Technique and Procedure
Plan Research	<ul style="list-style-type: none">• Use specific information requirements to determine objective and search terms.• Write all search terms down.• Collaborate with other recruiters to determine potential Internet sites.• Select the search tools and sources that will best satisfy the objective.• Comply with legal restrictions• Determine operations and computer security measures.
Conduct Search	<ul style="list-style-type: none">• Search by keywords• Search in natural language
Refine Search	<ul style="list-style-type: none">• Compare the relevancy of the results to objective and indicators.• Compare the accuracy of the results to search parameters (keywords, phrase, date or date range, language, format, etc.).• Compare the results from different search engines to identify missing or incomplete information (i.e., one engine's results include news articles but another engine does not)

	<ul style="list-style-type: none"> • Modify the keywords • Search within results • Search by field • Search cached and archived pages • Truncate uniform resource locator
Record Results	<ul style="list-style-type: none"> • Bookmark webpage • Save content • Download files • Record citation • Identify Intellectual Property
Assess Results	<ul style="list-style-type: none"> • Evaluate Source Reliability • Evaluate Information Accuracy
<p>Notes:</p> <ul style="list-style-type: none"> • Visiting Internet sites can compromise computer security by downloading malicious software. • Search engines vary in how they search and how they display results. • Most search engines build and search only an index of Internet sites and files. • Search engines display results based on a relevancy formula that is subject to manipulation. 	

Table B- 1. Internet Search Techniques and Procedures

PLAN SEARCH

B-2. Recruiters use their understanding of the unit's mission, the specific information requirements, indicators, and the Internet to plan, prepare, and execute their search. The specific information requirement helps to determine what information to search for and where to look. The specific information requirement provides the focus and initial keywords that recruiters use to search for information. Once identified, the recruiter records these search terms and uses them to locate information within the Internet.

Example –

If a station is planning to set up a table and participate in a local festival, the specific information requirement may be “What is the “Harvest Moon - Harvest Festival and how many people attend the festival annually?” The

task for the recruiter could be, “Locate the location for the festival”, “How much parking is available”, “What is the average age for attendees of the festival?”, “What are the costs associated with the festival?” The location of nongovernmental organizations, food, water, and other military components are possible indicators of where the best location for a table for best foot traffic. Based on the specific information requirements and indicators, the search objective is to discover as much blueprint information about the size and possible ROI for participating in the festival. The indicators that may be useful search terms include Harvest Moon, location, dates, food sites, participants, and distributors.

B-3. After determining the focus and keywords, the recruiter uses an Internet browser to connect to a previously identified Internet site – Google, Yahoo, WebCrawler, etc. If there are no previously identified sources, the recruiter can connect to a communications or service site to collaborate with other recruiters or staff members or use a search engine to identify Internet sites, respectively. Since search engines do not index the entire Internet, the communications capabilities of the Internet are important means of collaboration with authors, experts, points-of-contact, and other people who know the information or have the **information** stored in off-line databases or hardcopy.

CONDUCT SEARCH

B-4. Recruiting personnel should avoid the temptation of using one favorite search engine to the exclusion of others. Each search engine has its strengths and weaknesses. Organizational standards, research experience, and peer recommendations guide the selection of which search engine to use in any particular situation. Generally, a thorough search often requires the use of more than one search engine and even then, the information may not be complete. As a rule of thumb, if a recruiter cannot find the information using multiple search engines and common search techniques within 30 minutes, it is possible that the information is not on the Internet, not indexed, or not in a retrievable format. At that point, the analyst or collector must consider alternative, non-Internet Internet sites such as other humans, brick-and-mortar libraries, or direct observation. Remember to search local databases such as SharePoint and other storage drives that contain stored reports and information. Web crawlers will only discover publicly available webpages.

Search Engines

B-5. Recruiting personnel use search engines and search terms to locate Internet sites and find information within the Internet site. Search engines allow the user to search for text and images in billions of web pages. The different commercial and government search engines vary in what they search, how they

search, and how they display results. Most search engines use programs called web crawlers to build indexed databases. A web crawler searches Internet sites and files and saves the results in a database. The search engine, therefore, is actually searching an indexed database not the content of the site or an online database. The search results also vary between search engines because each engine uses different web crawlers and searches different sites. Most engines display search results in order of relevancy with a brief description and a hyperlink to the referenced Internet file or site.

- **Web crawler.** Search engines have an index database built by a web crawler. The web crawler or spider is a different application than the search engine. The crawler is like some voracious monster with an insatiable appetite, it roams the Internet twenty-four hours a day, seven days a week, searching for information. Once it finds a Website, it then indexes and saves it in a database relevant to the search engine. Some search engines have their own spiders while others use commercial contracted spider programs to develop their databases. In addition, each spider may use a different approach to acquiring data. Programming for each spider is different as well, for example; one spider may research only the titles of webpages and the first few lines of text. Other spiders research virtually the entire website with the exception of graphics or video files. Because search engines may use different web crawler software with different ways to index and save data, each separate search engine may yield different results. In addition, the search engine provider can supplement or alter the spider software's index to ensure the website of specific customer appear in the index. Some websites may opt out and remain private – non-searchable or crawled.

- **Relevancy Formulas.** The relevancy formula evaluates how well the query results match the request. For webpages that are commercially oriented, designing the page to achieve the highest ranking has become an art form. For some search engines, the process is simple, the higher the bid, the higher the site's ranking. Search engines are continually changing their relevancy formulas in order to try to stay ahead of Web developers. Some Web designers, however, load their sites with words like "free," "money" or "sex" in an attempt to influence the search engine's relevancy formula. Other web designers engage in practices called "spamdexing" or "spoofing" in an attempt to trick the search engine. The significance of the relevancy formulas to the user is the importance of understanding that the keyword in the search does not necessarily yield the same results with every search engine. This becomes obvious when the user considers that relevancy formulas vary from search engine to search engine and are in a constant state of evolution. In some formulas, the placement of the keywords yields different results if rearranged because the search engine's relevancy formula places more emphasis on the first words in the search string. Relevancy formulas may also assume importance depending on the type of search. For instance, a

field-search, which is limited to the webpage itself i.e., title, uniform resource locator (URL), and date may be more critical than a full-text search.

B-6. As search engines evolve, some engines have become adept at finding specific types of information such as statistical, financial, and news more effectively than other engines. To overcome this specialization, software engineers developed the metasearch engine. The metasearch engine allows the user to query more than one search engine at a time. On the surface, this would seem to be the final answer to the search question; just query all search engines at one time. Unfortunately, it is not quite that easy. Since its design must work with all search engines that it queries, the metasearch engine must strip out each search parameter to the lowest common denominator of each search engine. For example, if a particular search engine cannot accommodate phrases in quotation marks or a type of Boolean function then the metasearch engine will eliminate that function from the search. The resulting search, in many instances, then becomes too broad and less useful than a well-formatted search using a search engine that the user is familiar with and knows to be good at locating the type of information required.

B-7. With an understanding how search engines work, recruiters –

- Conduct an initial search using unique key words or key word combinations and, if possible, multiple search engines. Avoid using one search engine to the exclusion of others.
- Evaluate the relevance and accuracy of the search results to research objective, indicators, and search parameters. Do not rely on the relevancy formula of the search engine, particularly commercial search engines, to list the most relevant information source at the top of the list.
- Conduct follow-on searches using refined terms and methods. Refining terms includes inverting the word order, changing the case, searching common misspellings, correcting spelling, and adjusting search terms. Refining search methods includes searching within results that are similar to the desired information.

Search by Keyword

B-8. In keyword-based searches, recruiting personnel should consider what keywords are unique to the information or subject of the search. The recruiter needs to determine enough keywords to yield relevant results but not so many as to overwhelm them with a mixture of relevant and irrelevant information. They should also avoid common words such as “a,” “an,” “and,” and “the” unless these words are part of the title of a book, article, or title. Most search engines ignore

common words. For example, if looking for information about college graduates from the University of Kentucky, the recruiter should not use **college** as the only keyword in the search. Instead, they should use additional defining words such as **“University Kentucky graduate 2017 2016 names.”**

B-9. In some search engines, Boolean and Math logic operators help the recruiter establish relationships between keywords that improve the search. Using the operators listed in Table D-2, the search engine searches for University and Kentucky together when the Recruiter places the words within parenthesis, i.e., **(University Kentucky)**. If they want to exclude 2016 from the search result then he uses **(2017) NOT (2016) graduate names** in the search. The recruiter can also use a “NEAR” search when the relationship and the distance between the terms are well established. For example, if the recruiter is looking for incidents of earthquakes in Kentucky and news articles normally place the place name of the location of an attack within five words of “earthquake” in the title of the body of the article then they use **earthquake NEAR/5 Kentucky** in the search.

Table B-2. Boolean and Math Logic Operators.

Function	Boolean	Math	Example
Must be present*	AND	+	college AND graduate college +graduate
Must not be present	NOT	-	Kentucky NOT Tennessee Africa -Tennessee
May be present	OR	not applicable	Kentucky OR Tennessee
Complete phrase	“ “	“ “	“University of Kentucky 2017 graduates”
Nested	()	not applicable	(Western Kentucky University)
Near**	NEAR	not applicable	“Hilton” NEAR “Louisville Airport”
Wildcards	word* or *word	not applicable	gun* (gunpowder, gunsight etc.)
Stopwords***	“” “”	not applicable	“”OR”” (do not ignore OR)

Notes:

*In some search engines, the default is AND. In this case you will have to use the OR operator or the equivalent option on a pull down menu.

**Some engines use ten words as the distance between NEAR words. A forward slash and a number indicates the distance between the terms.

***Stopwords are words that search engines ignore because they are too common or they are reserved for a special operation. There is no uniform list, but they include words such as an, any, to, with, from etc. They also include the standard Boolean operators AND, NOT, NEAR and OR.

Table B- 2. Boolean and Math Logic Operators

Search in Natural-Language

B-10. An alternative to using a keyword search is the natural language question format. Most of the major search engines allow this capability. The analyst or collector obtains the best results when the question contains good keywords. One of the major downsides to this technique is the large number of results. If the needed information is not in the first few pages then they should initiate a new search using different parameters. This options takes time and recruiters must remember to not consume time chasing rabbits down rabbit holes.

REFINE SEARCH

B-11. Normally, the first few pages of search results are the most relevant. Based on these pages, the recruiter evaluates the initial and follow-on search to determine if the results will satisfy the objective or requires additional searches. During evaluation, they compare –

- Relevancy of the results to the objective and indicators.
- Accuracy of the results to search parameters (keywords, phrase, date or date range, language, format, etc.).
- Results from different search engines to identify missing or incomplete information (i.e., one engine's results include news articles but another engine does not)

Modify the Keyword

B-12. If initial search attempts are unsatisfactory, the recruiter can refine the search by changing –

- **Order.** Search engines may place a higher value or more weight on the first word or words in a multiple word or phrase search string. Changing the word order from “**University of Kentucky Graduates**” to

“**Graduates University of Kentucky**” may yield different search results.

- **Spelling/Grammar.** Search engines attempt to match the exact spelling of the words in the search string. There are search engines that do recognize alternate spellings or prompt the user to correct common misspellings. Changing the spelling of a word from the American-English “**center**” to the British-English “**centre**” may yield different results. Changing the spelling of a transliterated name generates different results that may be useful depending upon the objective of the search. Some search engines provide this capability for a “sounds like-type” search that eliminates or reduces the manual entry of each variation. Looking for common misspellings or common, grammatically incorrect, short phrases may be useful in yielding results from a source for which English is a second language or the language of the web page is in a second language for the web designer or web contributor. This is especially common in areas that have a high population of immigrants.
- **Case.** Search engines may or may not support case sensitive searches. Like spelling, some engines attempt to match the word exactly as entered in the search. Recruiting personnel should use all lowercase letters for most searches. When looking for a person’s name, a geographical location, a title, or other normally capitalized words then the recruiter should use a case sensitive search engine. Changing the case of a word from “**java**” to “**JAVA**” changes the search result from sites about coffee to sites about a software program.
- **Variants.** Recruiting personnel use terms that are common to their language, culture, or geographic area. Using variants of the keyword such as changing “**policeman**” to “**cop**,” “**bobby**,” “**gendarme**,” “**carabiniere**,” “**policía**,” “**politzei**,” or other form may improve search results and result a different list.

Search within Results

B-13. If the initial or follow-on search produces good but still unsatisfactory results, the recruiter can search within these results to drill down to the webpages that have a higher probability of matching the search string and containing the desired information. Most of the popular search engines make this easy by displaying an option such as “search within these results” or “similar pages” that the user can select. Selecting this option takes the recruiter to webpages with additional, related information.

B-14. In a field search, the recruiter looks for the keywords within the uniform resource locator as opposed to searching the entire Internet. The best time to use a field search is when the search engine returned a large number of webpages. While capabilities vary by search engine, some of the common field search operators are –

- **Anchor:** Searches for webpages with a specified hyperlink
- **Domain:** Searches for specific domains (see Table D-3 or visit <http://www.iana.org>)
- **Like:** Searches for webpages similar or related in some way to specified uniform resource locator.
- **Link:** Searches for specific hyperlink embedded in a webpage.
- **Text:** Searches for specific text in the body of the webpage.
- **URL:** Searches for specific text in complete Web addresses.

Table B-3. Top-Level Domains.

Domain	Description	Operator/Sponsor
.aero	Reserved for members of the air-transport industry	Société Internationale de Télécommunications Aéronautiques
.biz	Restricted to businesses	NeuLevel, Inc.
.com	Unrestricted top-level domain intended for commercial content	VeriSign Global Registry Services
.coop	Reserved for cooperative associations	Dot Cooperation LLC
.edu	Reserved for postsecondary institutions accredited by an agency on the US Department of Education's list of Nationally Recognized Accrediting	Educause

	Agencies	
.gov	Reserved exclusively for the US Government	US General Services Administration
.info	Unrestricted top-level domain	Afilias Limited
.int	Used only for registering organizations established by international treaties between governments	Internet Assigned Number Authority
.jobs	Reserved for human resource managers	Dot Cooperation LLC
.mil	Reserved exclusively for the US military	US Department of Defense Network Information Center
.museum	Reserved for museums	Museum Domain Management Association
.name	Reserved for individuals	Global Name Registry.
.net		VeriSign Global Registry Services
.org	Intended for noncommercial use but open to all communities	Public Interest Registry
.pro	Restricted to credentialed professionals and related entities	RegistryPro
<p>Note: Country code domain names are available at http://www.iana.org. Source: Internet Assigned Number Authority at http://www.iana.org</p>		

Table B- 3. Top Level Domains

B-15. With the millions of uniform resource locators on the web, the recruiter faces a myriad of sites that may or may not actually be produced and maintained by the type of organization represented by the majority of web pages in that domain (see Table F-3). Certain domains, such as “.mil,” “.edu,” and “.gov,” are consistently reliable as being administered and authored by those organizations. Over the years, several domains have become highly suspect as to the validity of

the organization using such a domain extension. In particular, the open source information gatherer must not take “.org,” “.info” or “.net” extensions as necessarily produced by a bone fide organization for that domain. Recruiters must remain cognizant that data collectors use personal information for nefarious reasons and may at times mask sites to collect personal information. Never share personally identifiable information PII.

Search in Cache and Archive

B-16. Sometimes a search or an attempt to search with results returns a uniform resource locator that matches exactly the search objective but when the analyst or collector tries to link to the site, the link or the site is no longer active. If the search engine captures data as well as the uniform resource locator, they can select “cached” link to access the original data. Another technique is search in an Internet archive site such as **www.archive.org** for the content. The recruiter needs to be aware that this information is historical and not subject to update by the original creators.

Truncate the Uniform Resource Locator

B-17. In addition to using the search engine to search within results, the analyst or collector can also manually search within the results by truncating the uniform resource locator to a webpage. The recruiter works backward from the original search result to the webpage or homepage containing the desired information or database by deleting the end segments of the uniform resource locator at the “/” forward slash. This technique requires a basic understanding of how webpage designers structure their webpage.

RECORD RESULTS

B-18. Recruiting personnel must save the search results that satisfy the research objective. Saving the results enables the recruiter to locate the information later as well as properly cite the source of the information in AARs and databases to share across the USAREC. While printing a hardcopy is an option, a softcopy (electronic) record of the search results provides a more portable and versatile record. Some basic techniques for saving an electronic record of the search results are –

- **Bookmark.** Bookmark the link to the webpage using the “bookmarks” or “favorites” option on the Internet browser.
- **Save Content.** Save all or a portion of the webpage content by copying and pasting the information in text document or other electronic format such as a field within a database form. The naming convention for the softcopy record should be consistent with unit electronic file management standards. As a minimum, the record should include the uniform resource locator and retrieval date within the file.
- **Download Files.** Download audio, image, text, video, and other files to the workstation. The naming convention for the softcopy record should be consistent with unit electronic file management standards.
- **Save Webpage.** Save the webpage by using the Internet browser’s “save as” option and the “.mht” web archive file type. This creates a complete, stable record of the entire webpage. It may be necessary to include the date and time in the file name in order to ensure a complete citation for the information.
- **Record Source.** As a minimum, record the author or organization, title, publication or posting date, retrieval date, and uniform resource locator of the information in a citation format that is consistent with the American Psychological Association and Modern Language Association style manuals. The following is an example of a American Psychological Association citation for an Internet document –

BBC News (2005). *Sudan: A Nation Divided*. Retrieved 16 May 2005 from http://news.bbc.co.uk/1/hi/in_depth/africa/2004/sudan/default.stm

- **Identify Intellectual Property.** Identify intellectual property that an author or an organization has copyrighted, licensed, patented, trademarked, or otherwise taken to preserve their rights to the material. Some webpages list the points of contact and terms of use information at the bottom of the

site's homepage. When uncertain, recruiting personnel should contact their supporting Judge Advocate General office or public affairs office before publishing information containing copyrighted or similarly protected intellectual property.

B-19. Recruiting personnel will find they will receive better results by taking the time to plan their internet searches and use that information to their advantage while conducting virtual recruiting operations. Remember that the source of information is important and that the results may vary depending on the information request and the domain or site used.

GLOSSARY

Section I. Abbreviations

AAR

After action review

AO

Area of operations

AR

Army Reserve or Army Regulation

ARNG

Army National Guard

ARSOF

Army Special Operations Forces

AMSB

US Army Accessions Mission Support Battalion

ASCOPE

area, structures, capabilities, organizations, people, and events

ASVAB

Armed Services Vocational Aptitude Battery

CG

Commanding General

COA

Course of action

CP

Community partner

COP

Common operating picture

DAT

Dental Admission Test

DEP

Delayed Entry Program

DIME

Demographic, income, military service, education (report)

DRASH

Deployable rapid assembly shelter

DTP

Delayed training program

EOD

Explosive ordnance disposal

GAMAT

Graphical Accessions Mapping Analysis Tool

HQ USAREC

Headquarters, United States Army Recruiting Command

IADT

Initial active duty for training

IET

Initial entry training

IPB

Intelligence preparation of the battlefield

IPR

In-progress review

JROTC

Junior reserve officer training corps

LZ

Leader zone

MCAT

Medical college admission test

MEPS

Military entrance processing station

METT-TC

Mission, enemy, terrain and weather, troops and support available, time available and civil considerations

MOS

Military occupational specialty

NCOIC

Noncommissioned officer in charge

OIC

Officer in charge

OPORD

Operations order

PAE

Positioning analysis and evaluation

PiCAT

Pending Internet Computer Adaptive Test

PMESII-PT

Political, military, economic, social, information, infrastructure, physical environment and time

QA

Quality assurance

R2PC

Recruiting and Reserve Partnership Council

RA

Regular Army

RFA

Recruiting functions analysis

RMZ

Report management zone

ROI

Return on investment

ROTC

Reserve officer training corps

RPI

Recruiting publicity item

SF

Special Forces

SORB

Special Operations Recruiting Battalion

SOAR

Special Operations Aviation Regiment

SRP

School recruiting program

TAIR

Total Army Involvement in Recruiting

TLP

Troop leading procedures

TRADOC

Training and Doctrine Command

USAREC

United States Army Recruiting Command

VIP

Very important person

Section II. Terms

Applicant

A prospect who has agreed to process for enlistment, commissioning or reclassification.

Area canvassing

An activity conducted in a public area within the station's area of operations, which involves posting of the area and seeking new leads, CPs, and VIPs.

Armed Services Vocational Aptitude Battery (ASVAB)

The ASVAB is a battery of subtests designed under Department of Defense sponsorship, to measure an individual's occupational and aptitude potential for enlistment. The ASVAB has a production and student (school) version. The Military Entrance Processing Station and Mobile Examining Team sites use the production version. High schools and postsecondary schools use the student version provided at no cost to high schools and postsecondary institutions by the Department of Defense. The ASVAB also provides leads on potential applicants. Students and their counselors may use it as a career exploration tool.

Army interview

A formal meeting between a recruiter and a prospect for the purpose of telling the Army story and counseling them on the benefits of an Army enlistment or commission.

Battle rhythm

A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations.

Blueprinting

Any action to obtain specific information about leads, CPs, VIPs, or other persons.

Computerized Adaptive Screening Test

A computerized test, which predicts an applicant's performance on the Armed Forces Qualification Test.

Delayed Entry Program (DEP)

A program that allows RA applicants to delay accession in the RA.

Delayed Training Program (DTP)

A program that allows AR enlistees to delay their departure to IADT.

DEP-out

The final processing conducted to access an RA applicant and send them to IADT.

Face-to-face prospecting

A prospecting activity where a recruiter attempts to make a face to face contact with a specific lead to schedule or conduct an Army interview.

Follow-up

Any action taken to reinforce an initial action. Typical follow-up can include contacting a CP to obtain a lead; contacting a prospect, the recruiter met at the

school event to arrange an interview, or contacting a prospect already interviewed who wanted some time to think before making a decision.

Future Soldier

A person who has enlisted into the DEP or DTP and is awaiting IADT.

Future Soldier Remote Reservation System

An application recruiters use to initiate processing of an applicant outside the MEPS. The recruiter can work with the applicant in the applicant's home with the parents or spouse present. The recruiter temporarily reserves a training seat for the MOS of the applicant's choosing. The applicant must then travel to the MEPS to fully qualify for enlistment, take the oath of enlistment, and thus make the reservation permanent.

Graphical Accessions Mapping Analysis Tool

A web-based, data-mapping tool that the visual displays data on specially designed maps based on recruiting unit boundaries. The data displayed includes (but is not limited to) leads, enlistments, schools, and market share data.

Lead

A name with an address, telephone number, or e-mail address a recruiter can use to contact an individual.

Leader Zone

A single login access to the USAREC Enterprise Portal, where recruiting leaders manage leads and monitor applicant processing.

Market share

Unit accomplishments in ZIP codes measured against the total percentage or proportion of the available recruiting area or market by categories.

Military entrance processing station

The joint service facility conducts final physical examinations and final aptitude tests of all selective service registrants and service applicants, effects induction or enlistment processing, and ships such accessions to appropriate reception battalions or duty stations.

PiCAT

The PiCAT is an un-proctored test that provides recruiters the ability to effectively determine if an applicant is qualified for military service. Upon completion of the PiCAT applicants must take a conformation test at MEPS in order to solidify their AFQT score.

Processing

An activity that assesses an applicant's qualifications and matches a qualified applicant with the needs of the Army. Processing begins when the prospect

agrees to process for enlistment, commission or reclassification.

Prospect

A person who agreed to meet with an Army recruiter or a person who has met with a Recruiter but has not committed to process.

Prospecting

An activity to contact leads through telephonic, face-to-face, and virtual means to engage them in conversation with the intent to schedule an Army interview.

Quality assurance

Any activity that seeks to ensure that an applicant or Future Soldier is ready to proceed to the next stage of processing for enlistment or commissioning.

Recruiting station

A recruiting facility comprised of recruiters who are trained and equipped to perform recruiting tasks.

Referral

A lead furnished to a recruiter by an individual with the intent that a recruiter will contact the lead to schedule an Army interview.

Report Management Zone

A single login access to the USAREC Portal that enables the user to access multiple data sources within the ARISS architecture for query, analysis, and data reporting.

School recruiting program

A program designed to assist recruiters in evaluating school markets and directing their recruiting efforts toward specific tasks and goals in order to obtain the maximum number of quality enlistments possible.

School Zone

A single login access portal where recruiting personnel view and manage all activities relating to the school recruiting program.

Sensors

Soldiers who observe their area of operations collect information and provide it to the station commander. This activity conforms to the Army's "Every Soldier a Sensor" (ES2) program.

Social media

Web-based applications, which promote the creation and exchange of user-generated content. Prominent examples include Facebook, LinkedIn, YouTube,

Twitter, Tumblr, and Flickr.

Station commander

An officer or noncommissioned officer who leads the recruiting station. The station commander is responsible for recruiting operations; training and the welfare of the Soldiers and civilian employees assigned to the station.

Virtual prospecting

A prospecting method that uses e-mail, social media, and the Internet to contact individuals and engage them with the intent to schedule an Army interview.

FOR THE COMMANDER:

CARTER L. PRICE
COL, GS
Chief of Staff

OFFICIAL:

Ronnie L. Creech
Assistant Chief of Staff, C/O/G6

DISTRIBUTION:

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

13 May 2020