

# USAREC MANUAL 3-32

## THE ARMY RECRUITER



**9 March 2022**

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**HEADQUARTERS, US ARMY RECRUITING COMMAND**

# The Army Recruiter

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## Preface

USAREC Manual 3-32 provides recruiters with a common recruiting philosophy and language.

## Purpose

USAREC manual 3-32 serves as a “how to think” guide for recruiters. This manual defines the roles, responsibilities, principles, and concepts of recruiting operations at the recruiter level.

## Scope

USAREC Manual 3-32 is the user manual for recruiting doctrine at the recruiter level. It describes recruiting fundamentals and concepts.

## Applicability

This manual applies to all recruiters. The methods described can apply to any recruiting area and market with appropriate modifications. The doctrine in this manual expands on the principles established in USAREC Manual 3-0 (Recruiting Operations) and is supported by USAREC Training Circulars (TCs) and USAREC Techniques Publications (TPs). Critical tasks for recruiters are on the Army Training Network (ATN) and Central Army Registry (CAR).

## Introduction

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

## Administrative Information

The proponent for this manual is the United States Army Recruiting Command, Recruiting and Retention College. Send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ RRC ATTN: RCRC-DD, 2389 Old Ironsides Avenue, Fort Knox, KY 40121-2725, or by e-mail to [usarmy.knox.usarec.list.rrc-doctrine@army.mil](mailto:usarmy.knox.usarec.list.rrc-doctrine@army.mil).

# Chapter 1

## Introduction to USAREC

### USAREC

1-1. The United States Army Recruiting Command (USAREC), headquartered at Fort Knox, Kentucky, recruits qualified individuals to meet the needs of an expeditionary Army. USAREC is responsible for initiating the transition from civilian to Soldier, and recruiters act as the Army’s liaison with the American people. Army recruiters demonstrate the Warrior Ethos and live the Army Values, and do so in full view of the civilian community. The Army Recruiter is “on point” for America’s Army!

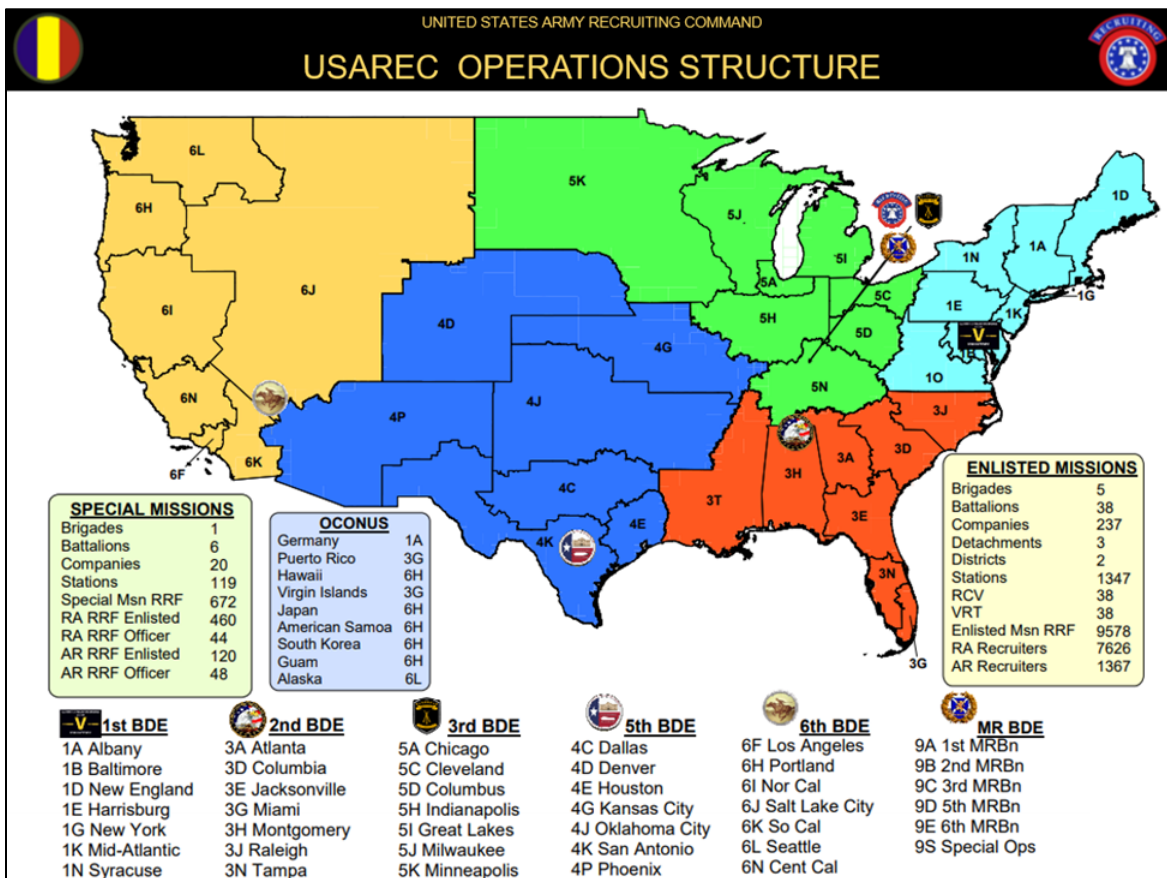


Figure 1-1. USAREC MAP

## THE ARMY RECRUITER

1-2. The Army Recruiter inspires people to volunteer for honorable service while simultaneously developing character, competence, and commitment. The Army Recruiter is the fulcrum of successful recruiting operations. No position has more influence on the Army than the recruiter. USAREC's mission is to provide the strength of the Army, and the recruiter is the means to accomplish that mission.

1-3. The success of the Army begins with the recruiter. The recruiter is the face of the Army in towns and cities across America. The ability to lead, influence, and inspire American citizens to serve produces the Soldiers on which the Army is built. Professional recruiters take pride in this profession. Recruiting is an exhausting and seemingly unappreciated role, but nothing worthwhile comes easy. Additionally, serving in this role has unlimited capacity to maximize leader development. This manual presents tools, tips, techniques, and insight that can make an assignment in recruiting a productive, successful, and enjoyable experience.

## RECRUITER MISSION STATEMENT

1-4. The primary mission of a recruiter is to serve as the Army's ambassador in the local community. Recruiters determine applicants' enlistment eligibility, counsel applicants on enlistment programs and options, prepare enlistment applications, and process qualified applicants to enlist in the Regular Army (RA) and Army Reserve (AR). Additionally, recruiters account for and prepare Future Soldiers (FS) for Initial Military Training (IMT), implement and conduct Army awareness programs throughout an area, and maintain a network of influencers to include parents, educators, and community leaders.

1-5. In medical recruiting, the recruitment of Army Medical Department (AMEDD) candidates relies on specialized recruiters trained in the art and science of recruiting operations and articulate in detailing the opportunities, rewards, and responsibilities that come with service in the Army to the top medical professionals in the nation.

1-6. In SORB and In-Service recruiting, the recruitment of Special Operations and In-Service candidates relies on the expertise of specialized recruiters trained in the art and science of recruiting operations, knowledge of special operations specialties, and the ability to explain in detail the opportunities, rewards, and responsibilities that come with service in select specialties.

## MISSIONING

1-7. Missioning procedures empower the recruiter with ownership of the mission and make the organization more effective. The recruiting mission is assigned down to the individual recruiter and is based on historical data for assigned ZIP codes. The mission is divided into twelve monthly missions known as phase lines (PL) or recruiting months and runs from the middle of one month to the middle of the following month. The Army's PLs are staggered from the other branches of service to avoid heavy floor counts at the Military Entrance Processing Station (MEPS) at the end of the month.

1-8. The recruiting year runs from mid-September of one year through mid-September of the following year. It closely resembles a Fiscal Year (FY), which runs from 1 October to 30 September, but runs from middle-of-the-month to middle-of-the-month to avoid those heavy floor days at the MEPS. There is a set number of prospecting days and a set number of processing days in each PL.

1-9. Prospecting for a PL begins two weeks before the start of the PL. The PL is when recruiters receive credit for processing applicants at MEPS, also known as the Recruiting Contract Month (RCM). The standard processing timeline after committing to join the Army is 14 days. This is why prospecting begins two weeks prior to the start of the PL. This 14-day time period is known as the Flash-to-Bang. (See Figure 1-2 and Figure 1-3).

1-10. Every recruiter's monthly mission directly supports the station's mission. The station's mission is developed from the historical data of contracts produced from each ZIP code.

1-11. Recruiters plan and execute activities in assigned ZIP codes (recruiting zone) within the station's area of operation. Recruiters accept phase line and quarter missions in the Mission, Production, and Awards (MPA) system and complete an individual Mission Accomplishment Plan (MAP).



1-12. The MAP is completed and approved no later than two weeks (T-2) before the start of the phase line. T-2 is the time in weeks (two weeks) before the beginning of a phase line. This is when prospecting for the upcoming phase line begins. (Read the following vignette and review Figure 1-2 and Figure 1-3 for a better understanding of the Recruiting Calendar and how it relates to phase lines and the MAP.)

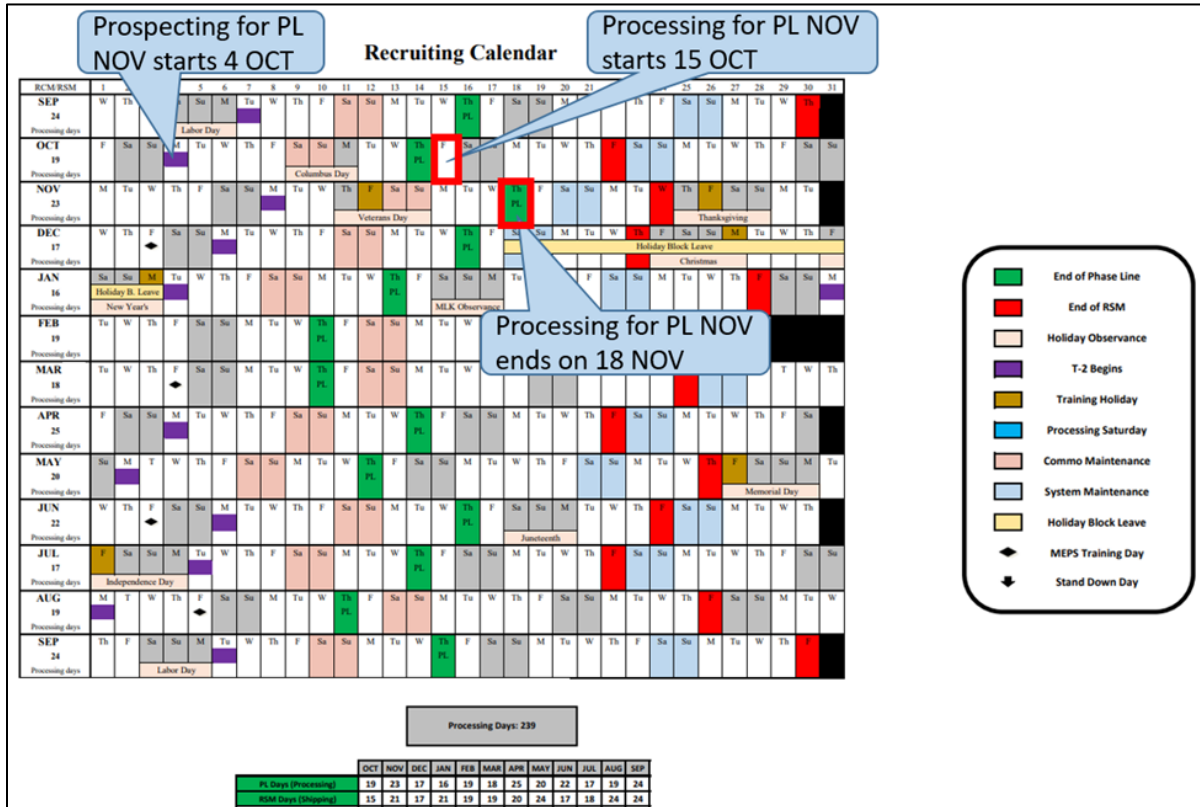


Figure 1-2. Recruiting Calendar

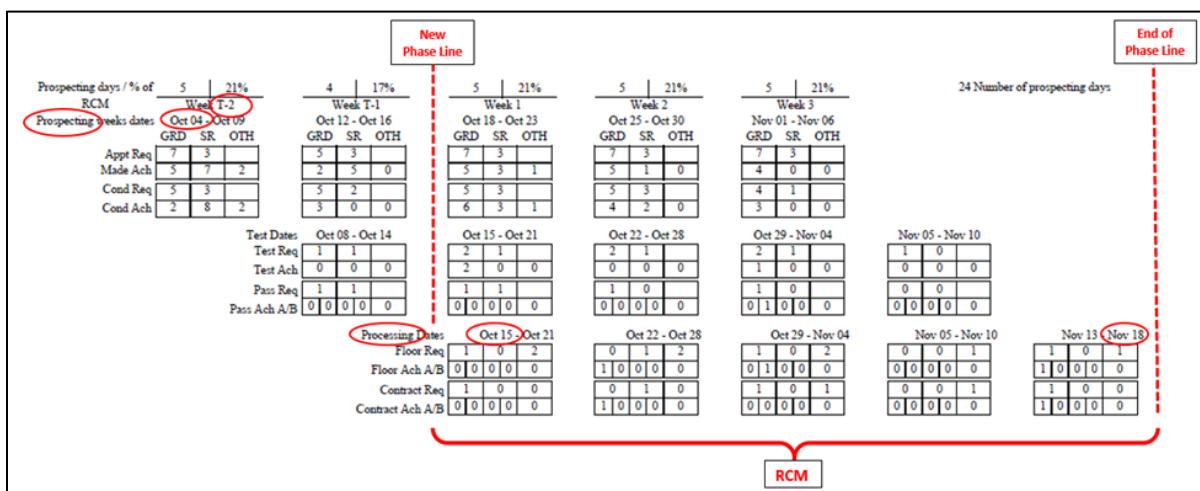


Figure 1-3. Mission Accomplishment Plan Timeline

1-13. Recruiters can track productivity using the Quick Look in Recruiter Zone. Today’s goals, FYTD Quick Look/ Recruiter Quick Look, Phase line, Future Soldier Manager, and Appointment Manager are the areas recruiters can reference in the Quick Look (see Figure 1-4).

1-14. “Today’s Goals” displays the recruiter’s prospecting goals that are set in the calendar or Electronic Planning Guide (EPG).

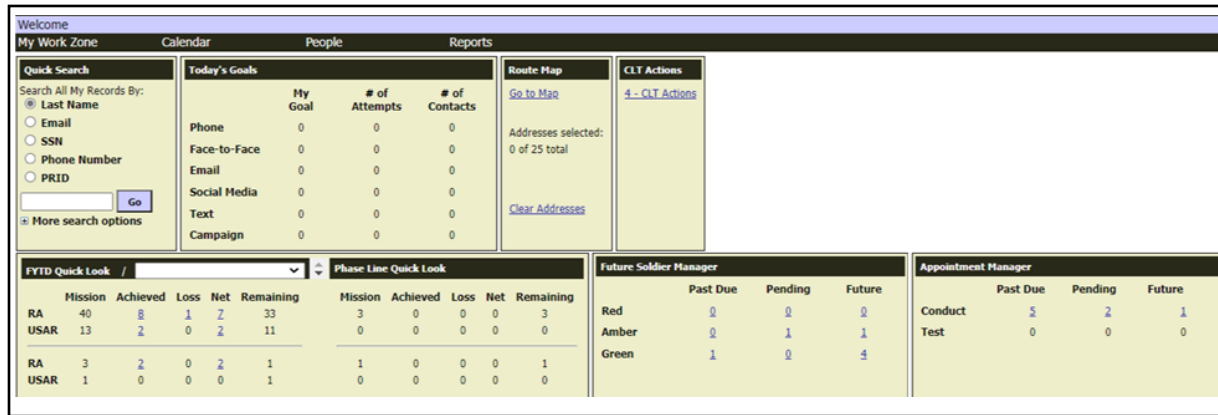


Figure 1-4. Mission Quick Look (Recruiter View)

## Chapter 2

# Common Core Competencies

2-1. While assigned to USAREC, the following Common Core Competencies drive daily operations: leadership, communication, operations, program management, training management, and readiness.

## LEADERSHIP

2-2. The Army Recruiter is a professional Soldier, a leader, and a member of a team. Recruiters face the unique challenge of leading a dynamic network of FSs, community partners (CPs), and fellow NCOs. USAREC relies on recruiters capable of conducting daily recruiting operations, executing complex tactical operations, and making intent-driven decisions. Recruiters lead by example and model characteristics of the Army Profession. This competency includes serving the community, applicant counseling, coaching and mentoring, the Army ethic, Army values, and character development.

## COMMUNICATION

2-3. Recruiters communicate externally by telling both The Army story and a personal Army story to all members of the community in the assigned recruiting zone. Any leader selected for recruiting duty must develop and prepare a personal Army story. The Army recruiter must communicate clearly to tell the Army story, conduct an Army interview, engender a commitment, or lead a FS. Equally important is the ability to effectively communicate internally with team members. This competency includes: verbal and written communication, active listening, negotiations, social media, digital communications, and media engagement.

## OPERATIONS

2-4. Command and control drive recruiting operations. Recruiting operations fall into three categories: decisive (prospecting, processing, leading FSs), shaping (lead generation, community events), and sustaining (training, facilities, and self-care). Meticulous planning and execution of these operations provide the foundation upon which recruiters can systematically accomplish the mission. The success of a recruiter hinges on the execution of the plan.

## PROGRAM MANAGEMENT

2-5. Recruiters must develop an expert understanding of RA and AR programs to tell an effective personal Army story. Recruiters identify prospects' life plans and goals, and communicate benefits to teach, coach, and mentor. Some of the most important programs include college and education benefits, skill certifications, guaranteed training, and RA and AR incentives.

## TRAINING MANAGEMENT

2-6. USAREC training focuses on critical tasks and encompasses leaders at all levels. The complexity of recruiting operations challenges recruiters to develop the means and methods necessary to accomplish the mission. Self-development in the art and science of recruiting is an essential supplement to institutional and operational training. Additionally, recruiters are directly responsible for training FSs for successful entry into IMT.

## READINESS

2-7. USAREC relies on a ready and fit force. Recruiters are responsible for maintaining individual readiness, including Comprehensive Soldier Fitness (physical, spiritual, emotional, social, and family), equipment maintenance, resiliency, medical readiness, and financial readiness. This is challenging in a geographically dispersed environment, far away from Army installations. Recruiters will also complete the USAREC Risk Assessment Counseling-Digital (URAC-D) monthly as a way to assess self-readiness.

## Chapter 3

# Plan Recruiting Operations

## THE RECRUITER'S OPERATIONAL ENVIRONMENT

3-1. The operational environment (OE) is a composite of the conditions, circumstances, and influences that affect how recruiters understand and evaluate the local recruiting environment. This enables recruiters to understand the demographic makeup of the area of operations (recruiting zone), the needs and motivations of the market, and what messaging will engender a commitment to join the Army.

3-2. Army recruiters are responsible for ZIP codes, schools, and areas of interest in civilian communities generally located away from Army or military installations. Additionally, recruiters interact with community leaders and influencers in towns and cities across America. This requires adherence to the Army values at all times while representing the United States Army. (See USAREC Techniques Publication (TP) 3-10.3 for the Special Operations and In-Service operational environment and USAREC TP 3-10.5 for the medical operational environment.)

3-3. Recruiting success is a matter of engaging the market today while setting the conditions for future operations. Recruiting operations fall into three categories: *decisive*, *shaping* and *sustaining*. **Decisive operations** refer to direct actions taken to accomplish the mission. **Shaping operations** are actions that set the stage for future successes. **Sustaining operations** provide the resources, manpower, infrastructure, and training to enable decisive and shaping operations.

## DECISIVE OPERATIONS

3-4. The planning and execution of effective decisive operations involve identifying the best locations and contact methods to engage eligible leads. Decisive operations most often work in sequence. Each activity depends on the completion of the previous one. Prospecting generates the Army Interview, the processing of applicants, and ultimately an enlistment, commission, or reclassification.

3-5. Recruiters plan decisive operations using the tools available in the recruiting systems. For example, recruiters use Recruiter Zone (RZ), School Zone (SZ), Reserve Unit Zone (RUZ), the EPG, and the MAP to establish specific prospecting objectives - including the number of attempts, contacts, appointments made, and appointments conducted - while focused on the most effective prospecting methods and the best time of day to contact each market. (See USAREC TP 3-10.3 for the Special Operations and In-Service decisive operations and USAREC TP 3-10.5 for the medical decisive operations.)

## SHAPING OPERATIONS

3-6. Shaping operations create and preserve conditions for effective decisive operations. Shaping operations include school recruiting programs, advertising, promotions, and Army support assets targeting the operational environment. Shaping operations become decisive when conditions change, creating interpersonal contact between the recruiter and the target market. Shaping operations occur before, during, or after the start of decisive operations, removing obstacles or creating opportunities that enhance current or future decisive operations.

3-7. It is important to realize that shaping operations are ongoing and constantly evolving. Shaping operations develop the recruiting zone to allow maximum community participation in the assigned recruiting zone. For example, conducting area canvassing, placing Recruiting Publicity Items (RPI) in high traffic areas, and establishing relationships with Centers of Influence (COI) and CPs help generate leads over time. (See USAREC TP 3-10.3 for the Special Operations and In-Service shaping operations and USAREC TP 3-10.5 for the medical shaping operations.)

## SUSTAINING OPERATIONS

3-8. Sustaining operations provide the resources, logistics, manpower, infrastructure, and training that enable decisive and shaping operations. Sustaining operations are inseparable from shaping and decisive operations and are the central aspect of all operations in USAREC. Successful sustaining operations include an effective School Recruiting Program (SRP) and Future Soldier Training Program (FSTP), which establish and build a strong referral network. Sustaining operations also help mitigate or remove issues that would otherwise be a distraction for the recruiter and allow the recruiter to concentrate on the areas of focus identified by leadership.

3-9. Sustaining operations provide a network that produces referrals and allows ownership of the recruiting zone. Recruiters build recruiting networks that allow the community to have full involvement in recruiting operations. Execution of these operations builds on previous relationships and expands a recruiter’s internal and external networks. See USAREC TP 3-10.3 for the Special Operations and In-Service sustaining operations and USAREC TP 3-10.5 for the medical sustaining operations.)

## MAINTAINING BATTLE RHYTHMS

3-10. **Battle Rhythm** is defined as a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. This rhythm enables recruiters to balance the time spent between decisive, shaping, and sustaining operations. Adhering to an efficient battle rhythm eliminates wasted time and establishes consistency and predictability. The effective execution of decisive operations is critical to accomplishing the recruiting mission. Time management is the key to success in executing a battle rhythm. Recruiters develop an efficient battle rhythm using EPG, SZ, daily In-Progress Reviews (IPRs), and After Action Reviews (AARs) to enable a sense of ownership of the assigned mission.

Time	Monday	Tuesday	Wednesday	Thursday	Friday	
0630	Physical Fitness Training	Physical Fitness Training	Physical Fitness Training	Physical Fitness Training	Physical Fitness Training	
0700						
0730	Personal Hygiene and Prep for the Day	Personal Hygiene and Prep for the Day	Personal Hygiene and Prep for the Day	Personal Hygiene and Prep for the Day	Personal Hygiene and Prep for the Day	
0800						
0830						
0900	IPR w/ SC	IPR w/ SC	IPR w/ SC	IPR w/ SC	IPR w/ SC	
0930						
1000	Prospecting	Prospecting	Prospecting	Prospecting	Weekly Training	
1030						
1100	School visit Area canvassing	School visit Area canvassing	School visit Area canvassing	School visit Area canvassing	Weekly AAR	
1130					Station Lunch Team Building	
1200						
1230					Weekly Planning Meeting	
1300	Prospecting	Prospecting	Prospecting	Prospecting		
1330						EPG Building
1400						
1430		Army Interview*	Army Interview*	Army Interview*		
1500						
1530				Future Soldier Training		
1600						
1630						
1700	AAR and Closeout	AAR and Closeout	AAR and Closeout	AAR and Closeout	AAR and Closeout	

\* If there is not an Army Interview to conduct during scheduled time, conduct prospecting activities  
Processing times and timelines will be determined by the station commander

Figure 3-1. Recruiter Battle Rhythm

## WORK HOURS

3-11. Local policy determines work hours for recruiters. Daily work hours may be long as this is a results-based organization, but predictability is key. This is why an effective plan and effective battle rhythm are essential. Station commanders assist recruiters in developing effective plans to achieve all requirements using analysis and evaluation.

3-12. For Example, work hours may go until 1900 Monday through Thursday, and until 1700 on Friday. While this may not be desirable to most, it does bring predictability. Recruiters can then plan daily work and personal life activities. Recruiters should not be at work simply for the sake of being at work or as a punishment for not achieving specific goals. Analysis should provide an answer for what is effective and productive, and when it is effective and productive. Efficiency and effectiveness is the goal.

## Chapter 4

# Recruiting Functions

4-1. Like the Army's six warfighting functions, the eight recruiting functions provide a common organization for critical tasks. The eight recruiting functions are command and control, intelligence and market analysis, lead generation and prospecting, interviewing, processing, leading Future Soldiers, training and leader development, and sustainment.

4-2. Each recruiting function plays an essential role in the operations process. Recruiters that execute all eight recruiting functions to standard are capable of sustained excellence. However, failure to execute one or more recruiting functions to standard creates conditions for challenges down the road.



**Figure 4-1. Recruiting Functions with Underlying Principles**

4-3. The primary ground work for the proper execution of all recruiting functions is work ethic and systems discipline. Recruiters rely on work ethic and systems discipline to execute the eight recruiting functions and accomplish the mission.

## WORK ETHIC

4-4. Work ethic is the principle that hard work is intrinsically valuable, important, has a moral benefit, and strengthens individual character and abilities (Oxford Dictionary, Merriam-Webster). This mindset is necessary for all leaders, Soldiers, and Civilians assigned to USAREC.

4-5. In recruiting, **work ethic** *is the daily prospecting and processing effort towards accomplishing the recruiting mission using all available resources.* Recruiter work ethic is molded by discipline and the willingness to take ownership of the mission. Individual work ethic is the keystone of USAREC's mission captured through systems discipline at the recruiter and station level. The collective work ethic of an organization determines mission success at the company, battalion, and brigade levels. (See Appendix B.)

## SYSTEMS DISCIPLINE

4-6. **Systems discipline** *is the effective use and accurate deployment of all recruiting systems.* Recruiters use recruiting systems for leads management, prospecting, processing, FS management, internal communication, and operational planning. Recruiters take a disciplined approach to maintaining recruiting systems to sustain success. Systems discipline is critical for all decisive, shaping, and sustaining operations in USAREC. (See Appendix C.)



## Chapter 5

# Command and Control

### *Command and Control*

As a young soldier in my PMOS, everything was dictated to me. I was told where to be, at what time, and in what uniform. Physical Readiness Training was a daily activity. We were led through specific exercises with strict form. I was given detailed tasks for the day at morning formation. We were told what to do, when to do it, and how to do it. Any lack of details by my direct leadership were covered by the company, battalion, or post policies. I was very successful in my PMOS, the go-to NCO within my company. My first six months in USAREC were a culture shock. I knew prospecting was important. I knew my job was to put people in the Army. However, there were some things I was not prepared for. I quickly realized that I WAS the image of the Army in my assigned area. The planning and execution of my operations were up to me. I needed to be self-disciplined with my work ethic. I had to develop my own individual plan and manage my own time to succeed. I was truly in the command and control role and needed to figure it out very quickly.

– USAREC 1SG

## COMMAND AND CONTROL

5-1. Command and control enable recruiters to make informed decisions, prioritize responsibilities, and adjust plans for future operations while focusing on the current operation. Through command and control, recruiters can focus all actions toward the end goal of enlisting the next Soldier.

## FOCAL POINT

5-2. The focal point of command and control is the recruiter. Recruiters assess situations, make decisions, and take action. Recruiters seek to understand the situation, visualize an end state, and develop an operational approach to support the commander's intent.

## UNDERSTAND THE SITUATION

5-3. Recruiters receive a mission and are assigned a recruiting zone. Recruiters analyze the recruiting zone by reviewing data such as market share, historical production, target locations, culture, and demographics. Successful recruiting operations require a deep understanding of the operational environment to develop an operational approach. Recruiters use multiple information platforms to gain situational understanding. Recruiting systems provide current data and allow for in-depth market analysis.

## VISUALIZE THE END STATE

5-4. Recruiters visualize the end state by determining the actions required to achieve sustained success. These actions include establishing CPs, developing robust networks, maintaining a positive Army image, and successfully training FSs, Future Officers (FOs), and candidates.

## DEVELOP AN OPERATIONAL APPROACH

5-5. With input and guidance from the station commander, recruiters determine the best way to approach the operational environment. The operational approach includes planning and executing prospecting, processing, and leading FSs.

5-6. The successful completion of the Advanced Training Program (ATP) signifies validation of the basic knowledge, skills, and abilities needed to develop the operational approach. A recruiter's performance during the ATP determines the amount of command and/or control applied by the station commander on the recruiter to ensure successful execution of operations. (See Figure 5-1 below.)

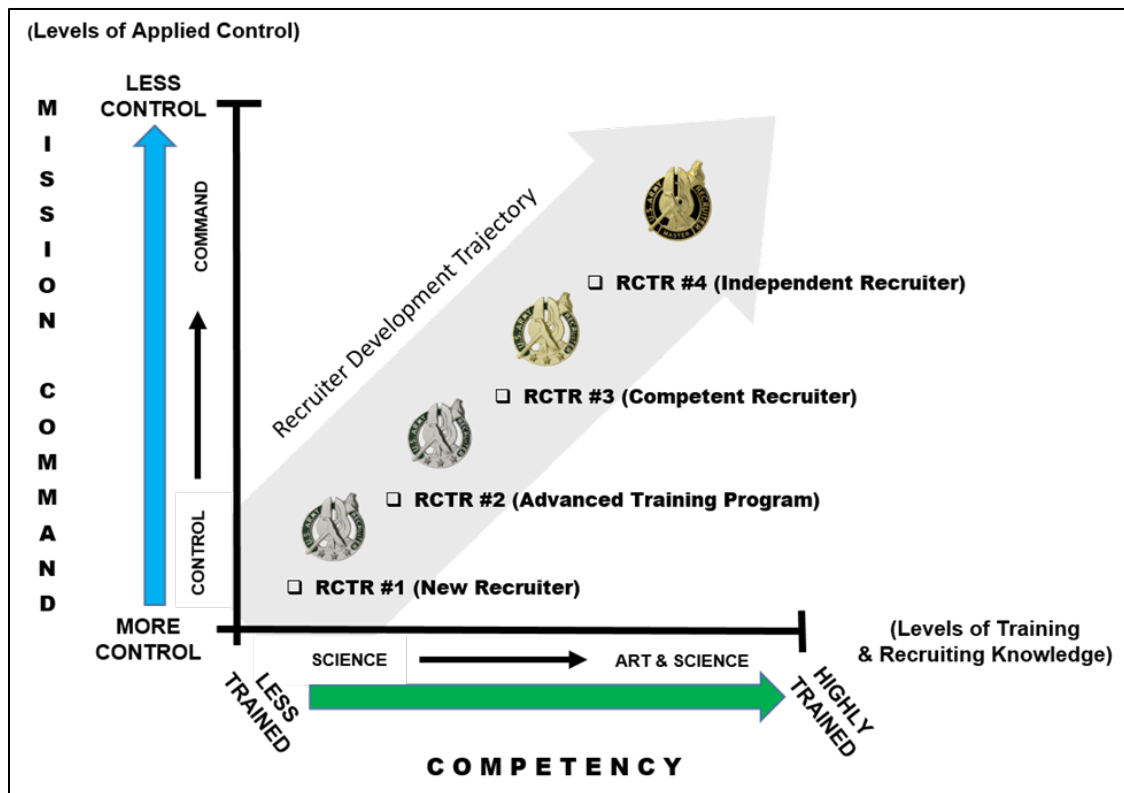


Figure 5-1. Command and Control

## Chapter 6

# Intelligence and Market Analysis

## INTELLIGENCE

6-1. Intelligence reduces operational uncertainty, but does not eliminate it. Intelligence seeks to explain 'how,' 'why' and 'what does it mean' to support decision-making and proactive recruiting operations.

## MARKET ANALYSIS

6-2. Market analysis is a quantitative and qualitative assessment of the market that is the basis for planning recruiting operations and establishing geographic boundaries for recruiters. Market analysis synthesizes market intelligence into a usable form for decision-making and identifies the targeted markets to maximize recruiting effectiveness.

## INTELLIGENCE AND MARKET ANALYSIS

6-3. Intelligence and Market Analysis, when appropriately applied, puts the recruiter in the best position to accomplish the mission. Recruiters measure achievements in various market segments against other military services. Recruiters take appropriate action to reverse negative trends, maintain a strong foothold, or dominate the market. With the synchronization of intelligence, market analysis, and Intelligence Preparation of the Battlefield (IPB), recruiters execute duties by applying the following four steps:

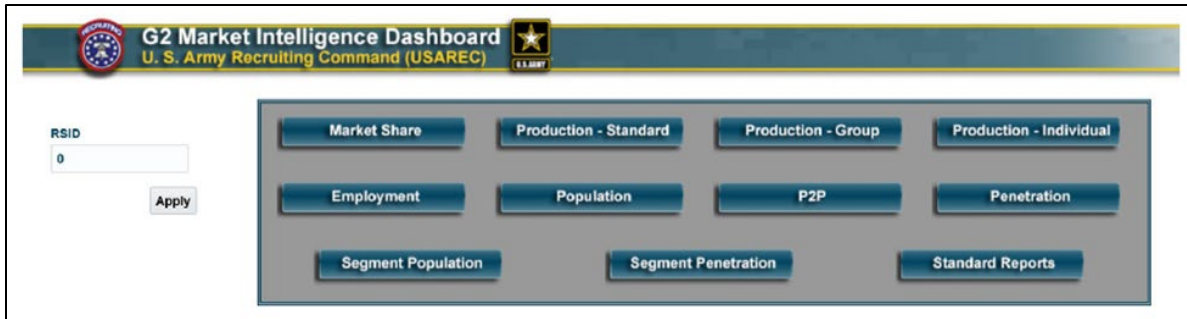
- Define the Operational Environment (OE)
- Describe the Environmental Effects
- Evaluate the Threat (Competition)
- Assess Market Potential

### STEP 1 – Define the OE

6-4. This step includes gathering population and demographic data of the recruiting zone. This information is found using Recruiter Zone and the Recruiting Market Zone Tool.

### STEP 2 – Describe the Environmental Effects

6-5. This step involves analyzing previous enlistments within the market. It breaks down production by the various categories into segments and subsets to create a detailed view of the market's effects on recruiting operations in that environment. Detailed information about the market is located in the G2 Market Intelligence Dashboard (MID) in Business Intelligence Zone (BI Zone) and the Market Assessment Reports in the G2 Market Analysis Tools.



**Figure 6-1. G-2 Market Intelligence Dashboard (MID)**

### STEP 3 – Evaluate the Threat (Competition)

6-6. Evaluating the threat in recruiting operations means identifying and understanding the alternatives to Army service, such as other service components, academia, or civilian employers within the market.

6-7. Gaining and maintaining a clear understanding of the market is critical when evaluating the threats to successful operations. Recruiters use understanding of local competitors and job markets to arm themselves with the information needed to overcome objections.

### STEP 4 – Assess Market Potential

6-8. The goal is to identify the markets with the best potential for recruiting success and employ available resources for a maximum Return on Investment (ROI) to accomplish the recruiting mission. By combining the results of the previous steps, recruiters determine where the potential for successful recruiting operations exists in the market.

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*Note:* Markets and intelligence reports for SORB and Medical Recruiting differ from Non-Prior Service (NPS) reports. (See USAREC TP 3-10.3 for Special Operations and In-Service Recruiting and USAREC TP 3-10.5 for Medical Recruiting for more specific information on these operational environments.)

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## SUMMARY

6-9. This completes the market analysis or IPB process, which recruiters use to develop an actionable, market-based approach to recruiting operations. The IPB creates awareness and provides the right opportunities in the right market at decisive points in time and space. In summary, a sound market analysis to identify potential in the market leads to a focused recruiting strategy for optimal effectiveness.

## Chapter 7

# Lead Generation and Prospecting

### LEAD GENERATION

7-1. Lead generation is the main activity that makes prospecting possible. Asking a school official for a student directory is one example of lead generation. If necessary, have FSs provide the school's yearbook and identify friends and acquaintances with a phone number, social media username, email address, or any other relevant information that can be provided. Recruiters also conduct lead generation activities through social media and other virtual means by promoting upcoming events and targeting specific audiences.

7-2. The SORB generally receives leads lists from Human Resources Command (HRC) for individuals who meet certain criteria. These leads come through the Enterprise Marketing Management (EMM) system. SORB recruiters also obtain leads through service schools and relationships developed with various units. Refer to USAREC TP 3-10.3 Special Operations and In-Service Recruiting for more information.

7-3. Health care recruiters obtain leads through medical schools, hospitals, and other networking entities. Refer to USAREC TP 3-10.5 Medical Recruiting for additional information.

### LEAD REFINEMENT AND MANAGEMENT

7-4. Lead refinement and management is a critical step at all levels in the recruiting process. Lead refinement is the process of filtering a list of leads to target specific people, qualifications, or interests. Blueprinting is one way to refine leads. Blueprinting is nothing more than obtaining specific or personal information about leads. Lead refinement and management are essential to maintaining a quality leads list, which increases the chances of contacting the most qualified population.

### REFERRALS

7-5. The ability to obtain referrals demonstrates the power of a recruiter's external network. Every person in the recruiting zone is a potential lead source. Referrals do not just appear. Recruiters obtain referrals by getting out in the community and asking for them. Giving FSs a monthly referral mission and explaining how referrals lead to a promotion helps improve lead referral results.

7-6. Quality referrals ensure success for SORB recruiters. The contact to contract ratio for referrals is generally low, meaning it is a very efficient lead source. Additionally, since some referrals come from an individual recently selected to an assessment and selection course, trust and credibility transfer quickly from the peer or associate to the recruiter. When contacting a person who was referred by a friend, associate, or community partner, the lead is more likely to agree to an appointment. It is essential to develop and maintain rapport with all local units and to solicit referrals for Special Operations and In-Service recruiting vacancies and positions. (Refer to USAREC TP 3-10.3 Special Operations and In-Service Recruiting for additional information on referrals in the SORB.)

7-7. Since medical recruiting referrals come from someone within the lead's circle of influence, credibility quickly transfers from the peer or associate to the recruiter. When contacting a referral from a friend, relative, associate, COI, or CP, the lead is more likely to agree to an appointment. It is essential to develop and maintain rapport with all local recruiting stations to solicit health care referrals. (Refer to USAREC TP 3-10.5 Medical Recruiting for more information on medical referrals.)

### AREA CANVASSING

7-8. Recruiters gain exposure to the community through area canvassing. Area canvassing is an activity conducted in a public area which involves posting, building relationships, and seeking new leads and CPs. This is accomplished through face-to-face interactions, advertising, and posting RPIs in the assigned recruiting

zone. Area canvassing is not prospecting. It is a lead-generating activity and a shaping operation.

7-9. Area canvassing is time-consuming and generally tied to face-to-face prospecting, so developing a solid and predictable plan is essential. The more time spent in the recruiting zone, the more the recruiter knows when and where to be. Recruiters engage everyone, even if the individual does not meet enlistment standards, because unqualified individuals still have the ability to become CPs or provide qualified leads. Successful recruiters develop comfortable icebreaker techniques that assist in meeting and talking with new people. Get comfortable being uncomfortable!

## **HIGH SCHOOLS**

7-10. The most important place for a recruiter to be is in the assigned high school(s). This is the foundation for achieving the senior market mission and sets the conditions for future operations when the senior market becomes the grad market. The intent is to make contact with every student in an attempt to make an appointment. Meeting with faculty and obtaining lists leads directly to student access. Recruiters should take advantage of every opportunity to visit assigned school(s) for lead-generating activities.

7-11. Lead-generating activities set the stage for prospecting. Identify individuals who are qualified for Army service. Then develop and deliver a compelling message outlining Army opportunities that resonate with the target market and influencers.

## **PROSPECTING**

7-12. Prospecting is a method and activity where recruiters attempt to make contact with a “specific lead” with the intent to schedule an Army interview. One of the mantras in recruiting is, “First to contact, first to contract.” This is why prospecting is one of the most important activities a recruiter performs. Prospecting also consumes the majority of a recruiter’s time. Continuous and energetic prospecting is one of the main ingredients to successful recruiting.

## **ACTIVE PROSPECTING**

7-13. Active prospecting is an activity where the purpose of the attempt is to produce an immediate result (a contact). It requires attempting to make direct contact with a specific, targeted lead at a specific time in an effort to schedule an Army Interview (an appointment made). Telephone and face-to-face prospecting are examples of active prospecting. If properly planned and executed, active prospecting has the potential to put recruiters in direct contact with a lead and produce immediate results.

## **PASSIVE PROSPECTING**

7-14. Passive prospecting is an activity where an attempt might not produce an immediate result. Still, it potentially produces a result in the near future (from a few minutes to a few hours). With these activities, recruiters wait for the lead to reply to the attempt. Examples of passive prospecting include social media direct messages, text messages, and emails. Although social media direct messages and text messages are considered passive prospecting, they still have the potential to produce immediate results (contact with a lead).

7-15. Passive prospecting, if properly planned and executed, can be very effective. Using passive prospecting during times when active prospecting is difficult or ineffective is an effective use of time. Some of the most effective recruiters are successful because of the ability to incorporate effective passive prospecting.

## **ACTIVE AND PASSIVE PROSPECTING**

7-16. Active and passive prospecting can be very effective when used in conjunction with one another like interlocking fires. Much of today’s target market uses smartphones, and communicates using direct messages or texts. However, many can still be contacted by telephone or through face-to-face interaction. A good mixture of active and passive prospecting is essential for success.

## PROSPECTING METHODS

7-17. Prospecting is the activity that is conducted above the recruiting funnel (see Figure 7-1). There are three prospecting methods: telephone, face-to-face, and virtual.

### TELEPHONE PROSPECTING

7-18. Telephone prospecting remains one of the most efficient ways to contact a large number of leads and is active prospecting. Texting is passive prospecting, although immediate contact is possible. Texting is a direct complement to telephone prospecting. Recruiters should refine leads before making attempts to maximize contacts during prospecting efforts.

### FACE TO FACE PROSPECTING

7-19. Face-to-face prospecting is highly effective because it puts recruiters in direct contact with leads. With this method, recruiters are able to see emotions, gestures, and other signs of buy-in or resistance and respond appropriately. However, face-to-face prospecting is not efficient because of the amount of time it takes to reach and contact one individual. Face-to-face prospecting is not the same as area canvassing, though the two terms are often incorrectly used interchangeably. Face-to-face prospecting is an essential part of every recruiter's prospecting plan and requires detailed planning and preparation to execute effectively.

### VIRTUAL PROSPECTING

7-20. Virtual prospecting is a method of prospecting conducted entirely in the digital domain. Like other prospecting methods, it consists of attempting to contact a targeted lead with the intent to schedule an Army interview. Virtual prospecting is passive and reaches a broad audience. Although social media posts and job listings are effective virtual lead-generating activities, they are not considered prospecting. For more information on Virtual Recruiting Activities see USAREC TP 3-10.4.

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*Note:* Refer to USAREC TP 3-10.3 for SORB and In-Service, and USAREC TP 3-10.5 Medical Recruiting for additional prospecting techniques).

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## SUMMARY

7-21. Planning for prospecting activities includes a great deal of insight, a little bit of math, and a keen sense of situational awareness. Lead generation makes prospecting possible. Remember, area canvassing and social media posts are lead-generating activities, not prospecting. Lead refinement and management help produce better targeted lists to prospect from. Recruiters conduct active and passive prospecting. Using both effectively in conjunction with one another produces desirable prospecting results. Recruiters also use all three prospecting methods to efficiently and effectively contact the target market.

7-22. Recruiters use all prospecting methods mentioned above to contact the target market, engender a commitment for an Army interview, and start the journey through the recruiting funnel (see Figure 7-1). The goal is to keep the recruiting funnel so full that enlistments continually flow through the process. Consistent and effective daily prospecting leads to a constant flow of contracts.



Figure 7-1. Recruiting Funnel



## Chapter 8

# Interviewing

8-1. The Army Interview is a formal meeting between a recruiter and a prospect. The Army Interview is the centerpiece of recruiting and requires both science and art in execution. The primary goal is to tell the Army story and counsel prospects on programs and benefits to engender a commitment to join the Army. Recruiters conduct the Army Interview with a focus on four key areas: guideposts, counseling, telling the Army story, and engendering a commitment.

8-2. The Special Operations or In-Service recruiting interview is designed to recommend specific training and includes selection for school attendance per allocations. The interview allows recruiters to view related changes in prospect's physical profile and/or mental qualification for consideration in training and assignment, offer opportunities for a volunteer assignment, and orient the individual toward acceptance of the assignment by showing that it is the best of all possible assignments.

8-3. During the interview, the recruiter carefully checks the Soldier's basic qualification record, training recommendations, and other characteristics observable at the time of the interview. In some instances, recruiters must evaluate additional supporting documents such as a transcript of academic credits, a detailed statement of work experience, or the recommendations of former commanders. Thorough consideration must be given to all available and pertinent information since any MOS awarded will be the primary consideration in subsequent assignments.

8-4. In medical recruiting, the Army Interview is conducted the same as an NPS interview; the programs are just different. It is important to follow the steps of the Army Interview to ensure all the information is delivered methodically, while building rapport and identifying motivators. Often, prospects are not forthright with motivations. By using counseling skills, recruiters can dig below the surface and begin to tie those needs, wants, passions, and desires to what the Army offers, whether tangible or intangible. The people who agree to an appointment most likely did a great deal of research on a specific Area of Concentration (AOC) before coming in. Ensure to communicate what all the Army has to offer.

## GUIDEPOSTS

8-5. Nine guideposts enable recruiters to conduct an effective Army Interview. Using the following guideposts is a way to become and remain a competent interviewer and an effective recruiter. These guideposts help recruiters build and maintain rapport. Building rapport creates trust, which helps reveal important information earlier and more accurately. **Rapport** is established by developing a harmonious connection and gaining respect, trust, and credibility between the recruiter and prospect. **Trust**, in simple terms, is faith in another person despite the lack of an assured outcome.

#	GUIDEPOST	SUMMARY
1	Be Prepared	Review Blueprint Information
2	Create a Good Appearance	Look Sharp and Organized
3	Choose a Suitable Location	No Distractions
4	Select an Appropriate Time	Allow for About Two (2) Hours
5	Invite Influencers	Anticipate Obstacles
6	Get Organized	Gather Evidence
7	Write it All Down	Visualize the Interview
8	Plan the Counseling Strategy	Use Proven Approaches
9	Establish the Right Atmosphere	Put the Prospect at Ease

**Figure 8-1. Army Interview Guideposts**

## COUNSELING

8-6. Counseling is a process recruiters use to guide prospects to a commitment. During the Army Interview, recruiters help prospects identify goals and passions, and create a plan of action to achieve those goals. To make the plan of action work, recruiters actively support the prospect throughout the entire Army Interview. Recruiters positively influence prospects by demonstrating integrity, empathy, judgment, expertise, and commitment. Recruiters employ various methods of influence based on the audience, intent, and context of the situation.

## THE ARMY STORY / PERSONAL ARMY STORY

8-7. Every Soldier and Civilian assigned to USAREC has the responsibility of telling “The Army Story.” The Army Story includes the generations of history, a culture of excellence and traditions through the ages, and the willingness to evolve and adapt to meet the nation's needs. A personal Army story tells the story of a recruiter’s life and experiences, and relates it to the applicant’s situation, wants, needs, and desires. Every recruiter has a personal story and how it is supported by serving in the Army. Personal Army stories include roles, duties, assignments, and personal experiences and achievements. Whatever that story is, it is unique to the recruiter telling it and tailored to the audience.

8-8. A recruiter’s personalized Army Story must be well-rehearsed and supported by some form of evidence, such as pictures, awards, certificates, ribbons, or personal scrapbooks. Recruiters can use various methods to tell The Army Story and a personal Army story. Recruiters use the acrostic SOLDIER to explain the different reasons others have joined the Army.

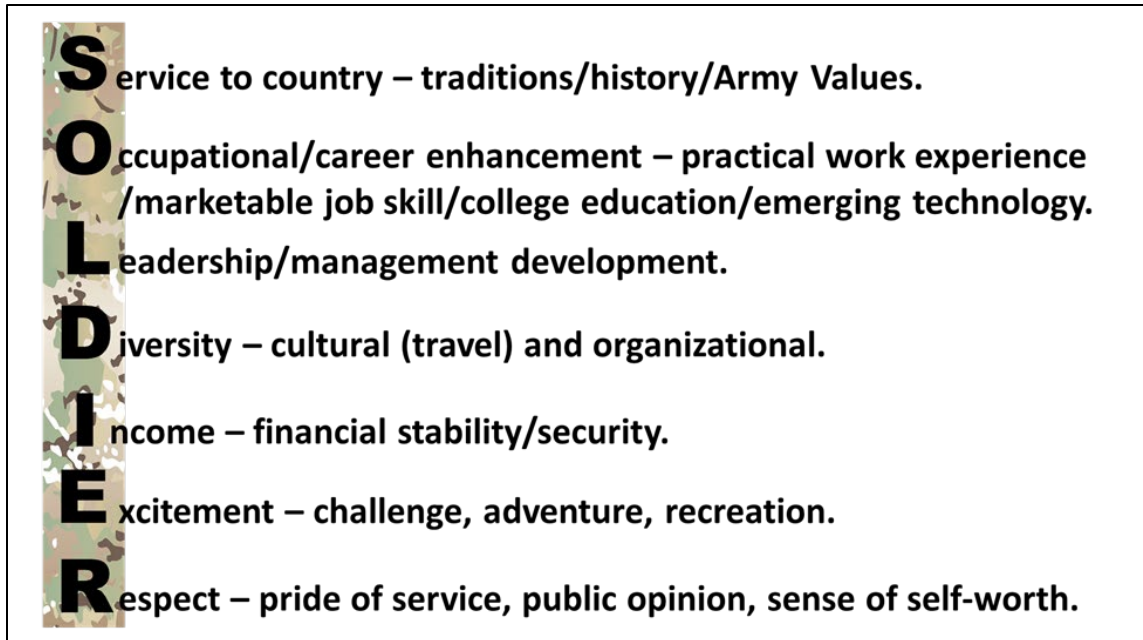


Figure 8-2. SOLDIER

## ENGENDER A COMMITMENT

8-9. The recruiter's goal is to gain a commitment from the prospect to join the Army. The recruiter must understand that the purpose is to outline how joining the Army will help the prospect achieve personal goals and aspirations. When recruiters experience objections or resistance, the first step is to understand the nature of the relationship. Resistance stems from a lack of trust, lack of understanding, or concerns about well-being. Recruiters need to clarify misperceptions or correct false beliefs to overcome obstacles.

## SUMMARY

8-10. The success of the Army Interview relies upon using the guideposts, counseling, telling the Army Story, and engendering the commitment. Successful recruiters demonstrate mastery of the process by adapting the interview to fit the situation. Effective interviewing requires staying engaged with the prospect throughout the interview, understanding the applicant's plans, and developing courses of action (COAs) to accomplish those plans. This allows recruiters to engender a solid commitment from the prospect to join the Army.

## Chapter 9

# Processing

### ***Processing Checklist***

As a new recruiter, I didn't know what to do next after gaining a commitment. That led to confusion and wasted time for myself and the applicant. I made a checklist that identified the most important paperwork needed to streamline the applicant's path to enlistment. The checklist included the applicant's ID, birth certificate, social security card, and education credentials because that information is needed to create the enlistment application. They generate the DD 369, DD 2807-2, and USMEPCOM 680-3A-E, which are requirements for applicants to be sent to MEPS. By organizing and understanding the initial processing steps I was able to create an enlistment packet and process applicants in a timely manner. This ensured the process was carried out effectively with each one of my applicants. Our plan of action was developed using backward planning. After identifying the date of enlistment, I planned key dates to complete needed processing actions.

Ex: Johnny, you will join the Army on Friday. For that to happen, we need to complete your enlistment packet by Monday afternoon so that we can schedule your ASVAB Thursday and your physical on Friday.

- USAREC SFC

## **PROCESSING**

9-1. Recruiters execute the processing timeline as directed by the station commander. Processing is a series of administrative tasks designed to complete an enlistment or commission into the RA or AR, or reclassification into a new MOS. These tasks include completing the enlistment or commission application, and validating aptitude, moral, and medical qualifications.

9-2. Processing starts when a prospect agrees to join the Army (enlist or commission) or reclassify. This agreement typically happens during the Army Interview, but can occur during a follow-up. In any event, once the prospect agrees, processing begins. Recruiters ensure all processing is completed efficiently and effectively. (See USAREC Training Circular (TC) 5-03.1).

## **ENLISTMENT APPLICATION**

9-3. The enlistment application is the first task in verifying the applicant's eligibility. Recruiters gather and review source documents to verify the applicant's age, citizenship, education level, marital status, dependents, and many other qualification criteria. Source documents, therefore, are the foundation of the enlistment application.

9-4. Special Operations and In-Service recruiters follow the detailed requirements for the specific MOS or proponent school. Each specialty requires specific documentation in the form of an application, to allow the school or course proponent to make an informed decision for selection. (See USAREC TP 3-10.3 for SORB and In-Service for additional information on processing.)

9-5. In medical recruiting, processing an Army Medical Department (AMEDD) applicant is complex and time-consuming. The packet is built in the Direct Commissioning and Accession (DCA) system and requires external actions which delay the flash to bang (F2B). The Medical Recruiting Brigade (MRB) strives to keep

Questionnaires				
Fill out the questionnaires listed below by topic.				
Questionnaires	Status	Questionnaires	Status	I Want To...
<b>Recruiter:</b>				
<a href="#">Pre-Screening Information</a>	Complete	<a href="#">Parental Consent</a>	Complete	<a href="#">Maintain Contact History</a>
<a href="#">680-3A-E</a>	Complete	<a href="#">Test Scores</a>	Complete	<a href="#">Request MEPCOM Data</a>
<a href="#">Foreign Languages</a>	Complete	<a href="#">Remarks Review</a>	Not Started	<a href="#">View 680-ADP Results</a>
<a href="#">Beneficiaries</a>	Not Started	<a href="#">Source Documents</a>	Complete	<a href="#">Scan/Upload Documents</a>
<a href="#">Name Preference</a>	Complete	<a href="#">Drug Screenings</a>	Not Started	<a href="#">Verify/Register ACE Applicant</a>
<a href="#">Hometown Shipper Checklist</a>	Not Started			<a href="#">View Electronic Packet</a>
<b>Recruiter/Applicant Input:</b>				
<a href="#">Instructions</a>	Complete	<a href="#">Employment / Military Service History</a>	Complete	<a href="#">Project</a>
<a href="#">Person</a>	Complete	<a href="#">Military Service Schools</a>	Complete	<a href="#">Process a Waiver</a>
<a href="#">Physical Screening Criteria</a>	Incomplete	<a href="#">Foreign History</a>	Complete	<a href="#">Manage Temporary Reservation</a>
<a href="#">Personal Screening Criteria</a>	Complete	<a href="#">Background/Investigation</a>	Complete	<a href="#">Maintain DD Form 4 Information</a>
<a href="#">Moral Screening Criteria</a>	Complete	<a href="#">Education</a>	Complete	<a href="#">Maintain Army Body Fat Measurements</a>
<a href="#">Psychological and Emotional Health Screening Criteria</a>	Complete	<a href="#">Financial History</a>	Complete	<a href="#">Maintain Occupational Physical Assessment Tests</a>
<a href="#">Technology Information</a>	Complete	<a href="#">Family &amp; Associates</a>	Complete	<a href="#">Process Checkpoint</a>
<a href="#">Group/Member Associations</a>	Complete	<a href="#">Citizenship</a>	Complete	<a href="#">Process Education Tier Workflow</a>
<a href="#">Contact Method</a>	Complete	<a href="#">Character References</a>	Complete	<a href="#">Enroll Live Scan</a>
<a href="#">Aliases</a>	Complete	<a href="#">Optional Comments</a>	Not Applicable	<a href="#">Manage Investigation</a>
<a href="#">Residences</a>	Complete			
<b>SF86 E-Validation</b>				
<a href="#">Perform SF86 e-Validation</a>				
<b>Form Station Commander Checkpoint</b>				
<a href="#">Initiate Station Commander Checkpoint</a>				

**Figure 9-1. Application Checkpoint**

9-6. The processing time of each applicant down to between 90 and 180 days, but it is not uncommon to see applicants in the process for 180 days to a year. All levels within the MRB must ensure each packet is treated with the utmost care and consideration to prevent any delays. (See USAREC TP 3-10.5 Medical Recruiting for the processing of an AMEDD applicant).

9-7. Recruiters complete the enlistment application with accuracy and integrity because the information becomes part of the Soldier's permanent record, following the Soldier throughout an entire career. This is why attention to detail is crucial when completing an enlistment application.

9-8. The final step of completing the enlistment application is performing an SF-86 e-Validation and submitting it to the station commander for quality control checks (see Figure 9-1)

## APTITUDE, MORAL, AND MEDICAL QUALIFICATION

9-9. Prospects who agree to process for enlistment must pass the Armed Services Vocational Aptitude Battery (ASVAB) before, or in conjunction with, medical processing at the MEPS. Recruiters administer a practice test to identify an applicant's ability to pass the ASVAB before taking the actual test.

9-10. Recruiters determine moral qualification by using honest and open dialogues with each applicant. The applicant must declare any involvement with the legal system, including juvenile offenses. Recruiters validate moral qualifications using LiveScan fingerprinting along with sex offender, court, and police record checks. Moral background checks must be completed prior to the MEPS medical processing (Physical examination).

9-11. The physical examination is the final step in validating medical qualifications. Recruiters ensure applicant processing readiness by completing a medical prescreen and drug screen, and conducting a MEPS brief. Recruiters prepare the applicant during the MEPS brief by explaining what to expect during MEPS processing.

## **SUMMARY**

9-12. The leadership and counseling process does not end when the prospect agrees to join the Army—it is just getting started. The recruiter's inherent obligation to take care of applicants provides the Army with more dedicated and determined Soldiers. This chapter provided TTPs and guidance on the key areas of processing. Recruiters lead applicants through the process of joining the Army. Recruiters who master the science of processing make joining the Army a positive experience for each applicant.

## Chapter 10

# Leading Future Soldiers



## LEADING FUTURE SOLDIERS

10-1. The Army Recruiter is the first leader a FS serves with. Recruiters are responsible for a FS's morale, health, and welfare. Recruiters use the Future Soldier Training Program (FSTP) to reinforce the FS's commitment to shipping, ensure the FS remains qualified, and teach the FS more about the Army. The recruiter also addresses questions and concerns from influencers and gains referrals of individuals that may be interested in joining the Army.

10-2. Following up with FSs is a requirement per UR 601-210. FSs are the future of the Army and ensuring all FSs prepare for the rigors of IMT is essential for success. Providing good leadership during this time is what FSs need and deserve. The following actions are essential to leading FSs:

## FUTURE SOLDIER ORIENTATION (FSO)

10-3. Recruiters schedule and conduct the FSO 3-10 days after enlistment. The FSO is the first meeting the recruiter and FS have following enlistment into the Delayed Entry Program (DEP) or the Delayed Training Program (DTP). Providing FSs with all pertinent information is essential to mitigating any issues that may arise before the ship date. Encouraging FSs to bring family members and influencers ensures maximum participation in the FSTP and assists in communicating expectations moving forward. (For FSO procedures, see USAREC Training Circular 5-03.5)

10-4. Both Special Operations candidates and Future Officers receive orientations after becoming members in the respective programs. See USAREC TP 3-10.3 for information on orientations for Special Operations candidates. See USAREC TP 3-10.5 and USAREC TC 5-03.5 for information on orientations for Future Officers.

## RISK ASSESSMENT

10-5. The FSO is the first counseling between the recruiter and FS, and where risk management begins. Risk management is a continuous process that identifies, analyses, monitors, and controls a FS's propensity to ship. During the FSTP, recruiters use guidelines from USAREC TC 5-03.5 for all follow-up activities to mitigate risks.

## OCCUPATIONAL PHYSICAL ASSESSMENT TEST (OPAT)

10-6. The OPAT is a battery of physical tests that includes four exercises: standing long jump, seated power throw, deadlift, and the interval aerobic run. The test measures the physical fitness level of the FS for the selected MOS and all events must be administered within one hour. Every MOS has a Physical Demand Category (heavy, significant, or moderate) that a FS must achieve to keep the MOS.

10-7. FSs must have a qualifying score within 90 days of shipping to IMT. The contract will be renegotiated if a FS does not have a qualifying OPAT score (unprepared) within 30 days of shipping. The FS may retake the OPAT as many times as needed to obtain a qualifying score. Recruiters validate the scores and then annotate in the FS's packet in the "Maintain Future Soldier" portion of Electronic Record Management (ERM).

10-8. Conducting the OPAT during the FSO is recommended. For FSs that do not pass the initial OPAT assessment, FS training supports Physical Readiness Training (PRT) and assists in passing the OPAT. (See DA PAM 611-21 for more information on the OPAT).

## FUTURE SOLDIER TRAINING

10-9. The recruiter is the primary trainer for FSs. FS training prepares FSs for the rigors of IMT. Learning common tasks helps build confidence while keeping the FS motivated and focused on shipping. Recruiters ensure FSs register for and receive training on the required Basic Training Task List (BTTL) at [www.futuresoldiers.com](http://www.futuresoldiers.com).

10-10. Health care recruiters provide training for Future Officers (FO) in the Officer Management Program (OMP). SORB and In-Service recruiters provide Special Operations Candidates training designed to assist in the selection and attendance at special operations assessment and selection courses (Warrant Officer, Psychological Operations, Civil Affairs, Special Forces, etc.). However, this training is not mandatory.

## FUTURE SOLDIER FOLLOW-UPS

10-11. Follow-ups are essential for an effective FSTP and OMP, as well as maintaining Special Operations Candidates. Follow-ups can be telephonic, face-to-face, or conducted using social media. Recruiters must understand the importance of open lines of communication with FSs, FOs, and Candidates. Consistent follow-ups provide referral opportunities and assist in lead generation for prospecting efforts.

## FUTURE SOLDIER SHIPPING

10-12. The final step in leading a FS is ensuring the FS successfully ships to IMT. Shipping can be a stressful or intimidating experience. Recruiters assist with coordinating personal affairs and packing lists prior to shipping. Recruiters discuss family resources such as American Red Cross messages, family welcome packets, and even basic training social media pages. On ship day, recruiters provide transportation and address any remaining concerns. (See USAREC TP 3-10.3 for SORB and In-Service candidate information. See USAREC TP 3-10.5 and USAREC TC 5-03.5 for Future Officers)

10-13. The FS's administrative record is continuously updated to ensure completeness and accuracy. Updates like a change of address, marriage status, education status, or encounters with law enforcement and medical issues affect the FS's status and ability to ship on time. Maintaining an accurate FS packet is part of being a professional recruiter.



### **Future Soldier Follow-Up Is Key**

*After enlisting a high school senior early in the school year, SSG Morell asked the Future Soldier multiple times, 'How is school going?' to which he replied 'good.' At the end of the year, the Future Soldier failed to graduate and was unable to ship. Had SSG Morell engaged the school counselors consistently during the school year, he could have identified this problem and mentored the Future Soldier to success, thus preventing a FS loss.*

## **SUMMARY**

10-14. FSs put a great deal of trust in the recruiter's role as a leader, mentor, and counselor. The recruiter commits to guiding the FS on the journey from civilian to a Soldier. In turn, the FS joins the ranks of generations of Soldiers who previously answered the call to defend America's freedoms. These new Soldiers join a band of brothers and sisters who serve this nation in peace and in war, a profession dedicated to upholding the values and ideals of the country and its people.

## Chapter 11

# Training and Leader Development

11-1. Leader development involves multiple practices that ensure recruiters have opportunities to fulfill goals and ensures USAREC has competent recruiters. These practices include recruiting, accessions, training, education, assigning, promoting, broadening, and retaining the best leaders while challenging with greater responsibility, authority, and accountability. Army leaders assume progressively broader responsibilities across direct, organizational, and strategic levels of leadership.

11-2. Recruiters develop through training and experience in three domains institutional, operational, and self-development (See Figure 11-1). Each training domain complements the other and plays a vital role in both leader development and unit preparedness.

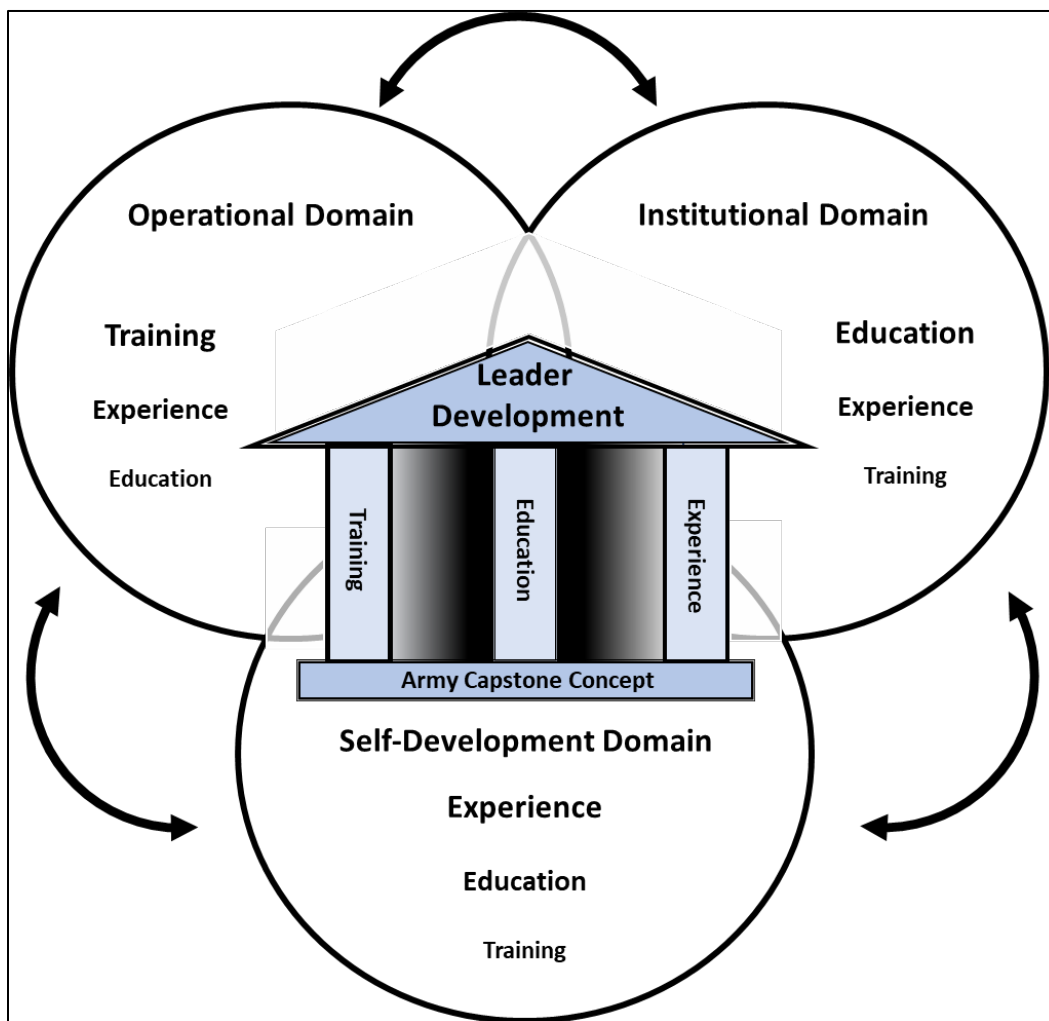


Figure 11-1. Training Domains

## INSTITUTIONAL TRAINING DOMAIN

11-3. Soldiers receive initial training and development in the Army Recruiter Course (ARC). The ARC teaches recruiter candidates the interpersonal, conceptual, administrative, technical, and tactical skills necessary to succeed in the contemporary recruiting environment. The curriculum provides training in the principles of adaptive leadership, counseling, eligibility, technology systems, and interpersonal communications, as well as Army programs, time management, prospecting, interviewing, and processing.

## OPERATIONAL TRAINING DOMAIN

11-4. New recruiters will be enrolled into the Advanced Training Program (ATP) by the battalion Senior Master Trainer. The 120-day program begins immediately following satisfactory completion of the Reception and Integration Program (30 days). NPS station commanders will evaluate NPS recruiters on 18 critical tasks to validate the knowledge, skills, and abilities required for successful recruiting operations. Station commanders will provide additional training for recruiters who do not meet performance standards during initial evaluation in the ATP.

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*Note:* The ATP is located in the Leader Development Programs button on the G3 Training site. Health care recruiters are evaluated on 14 critical tasks, SORB recruiters are evaluated on seven critical tasks, and Chaplain recruiters are evaluated on eight tasks

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11-5. The ATP is a Pass or Fail program. Recruiters must receive a “GO” on all critical tasks to successfully complete the program. Recruiters may complete the ATP earlier than 120-days as long as a “GO” is received on all tasks. After successfully completing the ATP, the battalion Command Sergeant Major will conduct a New Recruiter Board to validate the quality of the training, assess production statistics, test the recruiter’s ability to perform critical tasks, and graduate qualified recruiters. (Review UR 350-1 for more information about the ATP).

11-6. Recruiters receive weekly training in the form of station training from the station commander. Station training is needs-based and aims to improve the recruiter’s overall ability to accomplish the mission. Recruiters also receive training from the company leadership, which will be conducted quarterly at a minimum.

## SELF-DEVELOPMENT

11-7. Self-development bridges learning gaps between the operational and institutional domains, and sets conditions for continuous learning and growth. Self-development is critical while on recruiting duty. Soldiers must stay current on primary MOS certifications IAW DA PAM 611-21 while assigned to recruiting. In support of the Army Learning Development Strategy (ALDS), three types of self-development exist to develop recruiters professionally and personally: Distance Learning Course (DLC), Guided Self-Development, and Personal Self-Development. Recruiters will enroll in the applicable level of DLC and complete that level within 180 days of enrollment. Recruiters will incorporate guided and personal self-development into Individual Development Plans (IDP) in the Army Career Tracker (ACT).

## USAREC LEADER DEVELOPMENT PROGRAM (LDP)

11-8. The Noncommissioned Officer Leader Development Program contains the tenets of the Army Leader Development Strategy and Leader Development Model. It incorporates the unique USAREC training requirements to support and strengthen the corps while preparing NCOs for current and future assignments. Recruiters develop as Soldiers, Noncommissioned Officers, and leaders because, per UR 350-1, all leaders in the command will support, invest in, and execute this program. (See UR 350-1 for additional information)

## RECLASSIFICATION TO 79R

11-9. Department of the Army (DA) Select Recruiters can become a member of MOS 79R Recruiter by requesting reclassification from their PMOS. DA Select Recruiters must submit the request through the

system; be evaluated, assessed, and approved by leadership; then have that approval reviewed by HRC Reclassification Branch for a decision. Once final approval is granted, new 79Rs take the next step in the 79R Leader Development Career Path (see Figure 11-2).

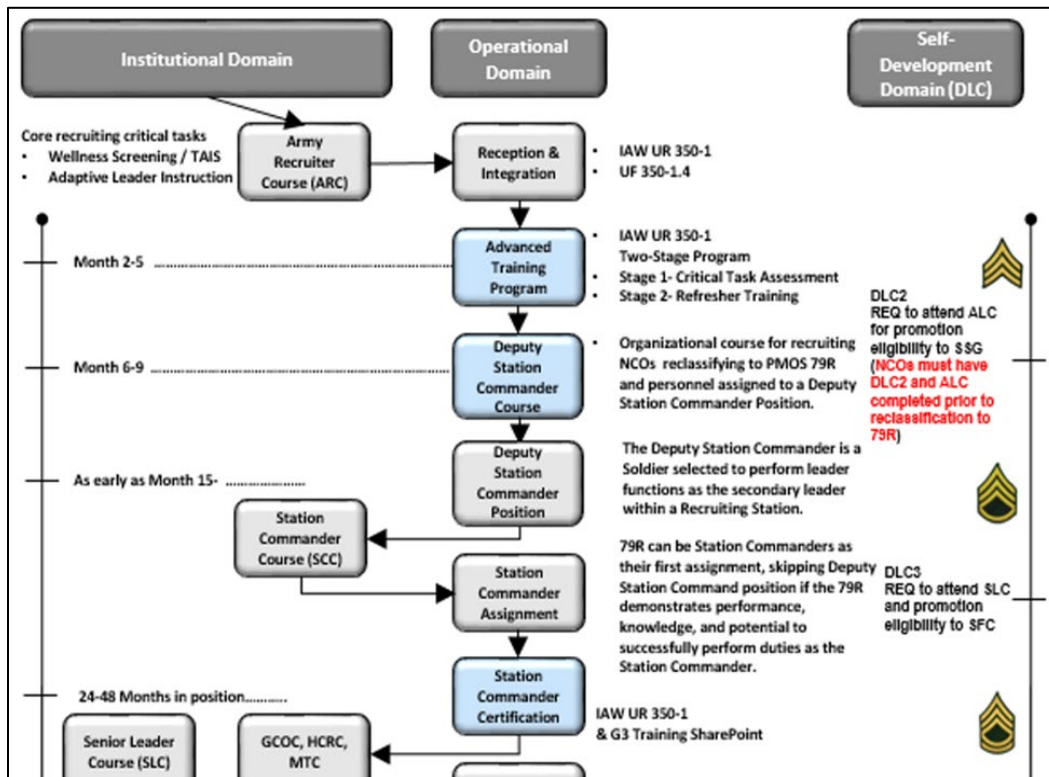


Figure 11-2. 79R Sample Leader Development Program

## Chapter 12

# Sustainment

### Resources and Help I Didn't Know I Needed

“When I first came to USAREC, I was married with one child. I was use to the vast resources available to me on my post. We relied on the schooling, medical, childcare, and even a community neighborhood of Army families. The first conversation with my station commander was focused on the major differences in USAREC and focused on where I would live, where my kid could go to school, and our local hospitals. I hadn't considered finding these things on my own, in a new city and state. This could have been extremely stressful to my family if it wasn't for my sponsor and station commander. For all new recruiters out there, I want you to understand how important it is to know that you aren't the first one to go through this transition. We have many resources available to sustain our families and overall readiness. We just need to know where to look.”

– USAREC SFC

## SUSTAINMENT

12-1. Sustainment ensures that Soldiers and Families have the resources needed to accomplish the mission in USAREC's geographically dispersed environment. Limited time, money, personnel, and equipment require leaders to carefully study the environment to determine where, when, and how to employ resources. Sustainment involves five underlying principles: planning and forecasting funding, developing in-depth planning, adequate resources to equip and train, HR intelligence and logistics, and leader transition.

## PLANNING AND FORECASTING FUNDING

12-2. Funding and financial support are essential within USAREC. Recruiters routinely coordinate community events that require funding from the chain of command and the Advertising and Public Affairs office (A&PA). These events include community events, exhibition spaces, sponsorship, and advertising.

## DEVELOP IN-DEPTH PLANNING

12-3. Recruiters plan, coordinate, and execute sustainment on behalf of themselves and the recruiting team. Sustainment and self-care, which are generally after thoughts, actually demand in-depth planning. A multitude of resources are available for recruiters and recruiting leaders to help sustain the recruiting force.

## ADEQUATE RESOURCES TO EQUIP AND TRAIN

12-4. Recruiters use all resources available to maintain individual and collective readiness. Recruiters receive government leased housing, medical services (Tricare Prime, Tricare Remote), physical fitness resources (gym memberships), Military and Family Life Counseling (MFLC), and individual and family counseling assistance. All of these resources are consolidated on the Military One Source website. Adequate resources are necessary and available to sustain the recruiting force and accomplish the mission.

## **HR INTELLIGENCE AND LOGISTICS**

12-5. Human Resources (HR) intelligence and logistics are an essential part of sustainment. This principle includes in-processing, out-processing, General Services Administration (GSA) logistical support, and the U.S. Army Corps of Engineers (leases, contracting, i.e. cleaning facility services).

## **LEADER TRANSITION**

12-6. An assignment to USAREC is an impactful moment that requires focus and attention to ensure a successful transition. The sponsorship process is the key to supporting that successful transition. USAREC leaders sponsor incoming recruiters and provide guidance in areas such as housing locations, secondary schools, and community information. A transition out of recruiting is equally impactful, as recruiters are being assigned back into a primary MOS position. Recruiters ensure a successful transition by staying current on MOS qualifications and certifications, and continually developing as a leader.

## **INDIVIDUAL READINESS**

12-7. The Army Recruiter, as a leader, is responsible for maintaining readiness at all times. This includes personal affairs, medical readiness, financial readiness, physical fitness, mental health, and other applicable Army standards. A recruiter's individual readiness supports collective USAREC and Army readiness.

## **SUMMARY**

12-8. Recruiters and USAREC leaders work together as a team. Recruiters may encounter difficulties with sustainment activities. Sustainment provides resources necessary to sustain operations, overcome challenges, and achieve mission success.

## Appendix A Work Ethic

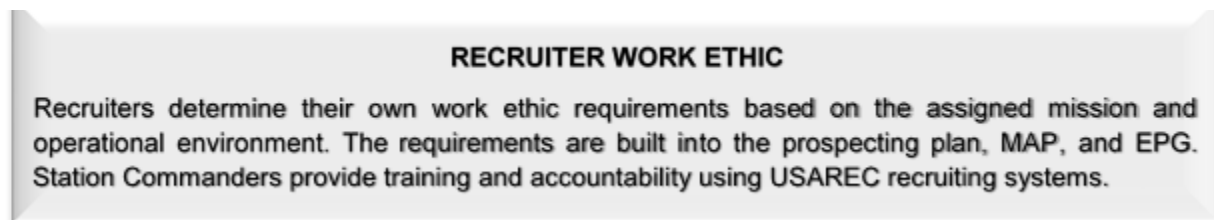
### ***My Work Ethic Is On Point***

*In 2019 I finished the year as the most productive recruiter in my entire brigade. At the beginning of the year, it was not my goal, but I worked hard to enlist and ship as many people as possible. At the end of the year, my brigade leadership asked me to create a video to teach other recruiters how to do the same. My station commander gave me suggested topics such as market analysis, the Army Interview, and my Future Soldier Training Program. Instead of creating a video focusing on what I really believe made me successful, I created one based on those topics. I should have created one that demonstrated how I prospected relentlessly, never missing an opportunity to talk to someone on and off duty. I didn't rely on just one method. I must have texted, called, messaged, and interacted with thousands of leads. When some of my peers would be in the office doing administrative tasks, I would be processing applications and dropping my applicants off to MEPS. I visited my Future Soldiers in their homes and their places of work, and kept them as partners in my goal to find new applicants. Looking back at it, there was one main thing that made me successful: WORK ETHIC.*

*– USAREC Recruiter*

### **WORK ETHIC**

A-1. Developing a recruiter's work ethic requires self-discipline and the willingness to take ownership of the mission. A strong work ethic is critical in engaging in the four areas of focus (the four primary recruiting functions): lead generation and prospecting, interviewing, processing, and leading FSs.



**Figure A-1. Recruiter Work Ethic**

# Appendix B

## Systems Discipline

### SYSTEMS DISCIPLINE

B-1. Systems discipline is defined as the effective use and accurate deployment of all recruiting systems. Recruiters use recruiting systems for leads management, prospecting, processing, FS management, internal communication, and operational planning. Recruiters must take a disciplined approach in maintaining recruiting systems to sustain success. Systems discipline is a critical area for all decisive, shaping, and sustaining operations within USAREC.

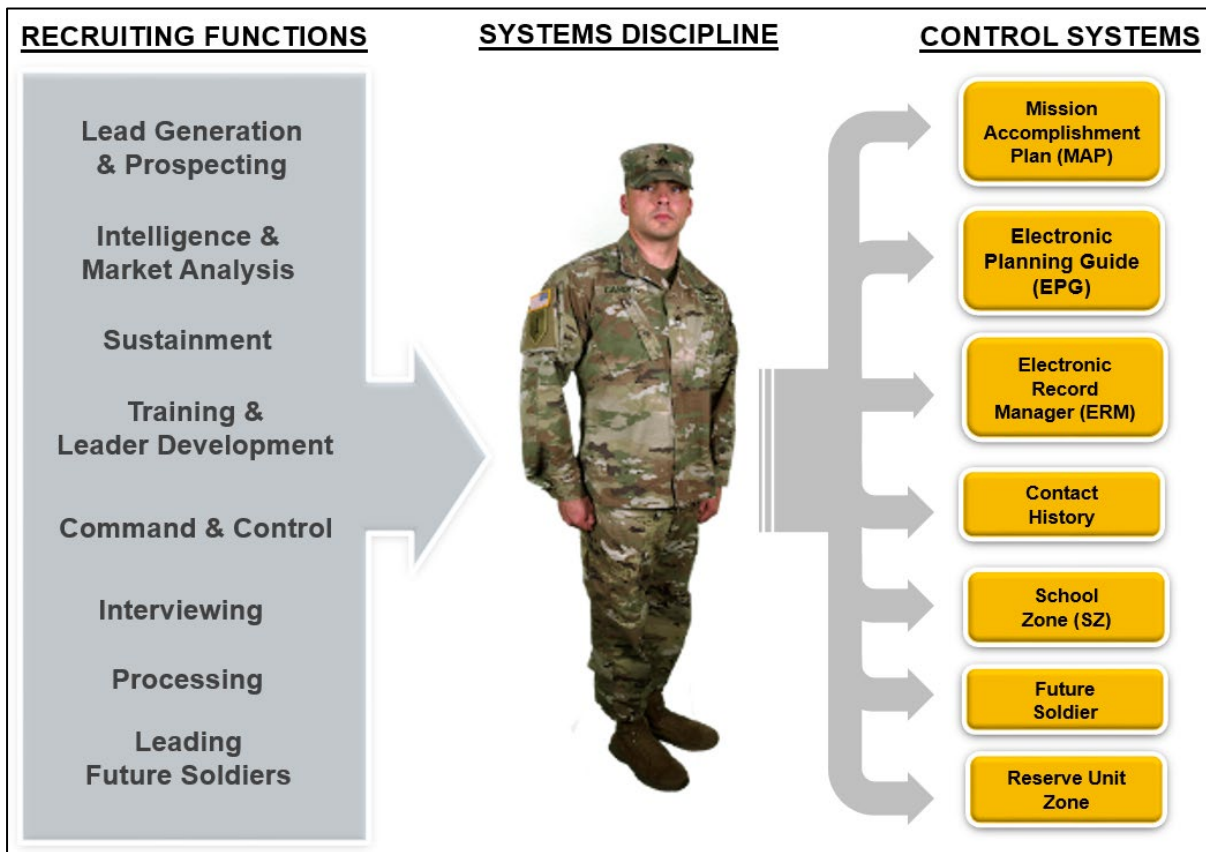


Figure B-1. Systems Discipline



# Glossary

## SECTION I – ABBREVIATIONS

<b>A&amp;PA</b>	Advertising and Public Affairs
<b>AAR</b>	after action review
<b>AC</b>	appointment conduct
<b>ACT</b>	army career tracker
<b>ALDS</b>	Army Learning Development Strategy
<b>AM</b>	appointment made
<b>AMEDD</b>	Army Medical Department
<b>AOC</b>	area of concentration
<b>APL</b>	Applicant Processing List
<b>AR</b>	Army Reserve
<b>ARC</b>	Army Recruiter Course
<b>ASVAB</b>	Armed Services Vocational Aptitude Battery
<b>ATP</b>	Advanced Training Program
<b>BI Zone</b>	Business Intelligence Zone
<b>BTTL</b>	Basic Training Task List
<b>C</b>	contract
<b>COA</b>	course of action
<b>COI</b>	Center of Influence
<b>CP</b>	Community Partner
<b>DA</b>	Department of the Army
<b>DA PAM</b>	Department of the Army Pamphlet
<b>DCA</b>	Direct Commissioning and Accession system
<b>DEP</b>	Delayed Entry Program
<b>DLC</b>	Distance Learning Course
<b>DTP</b>	Delayed Training Program
<b>EMM</b>	Enterprise Marketing Management system
<b>EPG</b>	Electronic Planning Guide
<b>ERM</b>	Electronic Records Management
<b>F</b>	floor
<b>FO</b>	future officer
<b>FS</b>	future soldier
<b>FSO</b>	future soldier orientation

<b>FSTP</b>	Future Soldier Training Program
<b>FY</b>	fiscal year
<b>FYTD</b>	fiscal year-to-date
<b>GSA</b>	General Services Administration
<b>HR</b>	human resources
<b>HRC</b>	Human Resources Command
<b>IDP</b>	individual development plan
<b>IMT</b>	initial military training
<b>IPB</b>	intelligence preparation of the battlefield
<b>IPR</b>	in-progress review
<b>LDP</b>	Leader Development Program
<b>MAP</b>	mission accomplishment plan
<b>MEPS</b>	military entrance processing station
<b>MFLC</b>	Military and Family Life Counseling
<b>MID</b>	Market Intelligence Dashboard
<b>MOS</b>	military occupational specialty
<b>MPA</b>	Mission, Production, and Awards
<b>MRB</b>	Medical Recruiting Brigade
<b>NPS</b>	non-prior service
<b>OE</b>	Operational Environment
<b>OMP</b>	Officer Management Program
<b>OPAT</b>	Occupational Physical Assessment Test
<b>PL</b>	phase line
<b>PMOS</b>	primary military occupational specialty
<b>PPI</b>	personal presentation item
<b>PRT</b>	Physical Readiness Training
<b>RA</b>	regular Army
<b>RCM</b>	Recruiting Contract Month
<b>ROI</b>	return on investment
<b>RPI</b>	recruiter publicity item
<b>RUZ</b>	Reserve Unit Zone
<b>RZ</b>	Recruiter Zone
<b>SC</b>	Station Commander
<b>SF 86</b>	special form 86
<b>SORB</b>	special operations recruiting battalion
<b>SRP</b>	School Recruiting Program
<b>SZ</b>	School Zone

<b>TC</b>	training circular
<b>TP</b>	techniques publication
<b>TTP</b>	tactics, techniques, and procedures
<b>UM</b>	USAREC Manual
<b>URAC-D</b>	USAREC Risk Assessment Counseling – Digital
<b>USAREC</b>	United States Army Recruiting Command
<b>USMEPCOM</b>	US Military Entrance Processing Command

## SECTION II – TERMS

### **applicant**

A prospect who has agreed to process for enlistment.

### **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)**

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 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.

### **community partner**

A person other than Active Army or Army Reserve members who, by virtue of their relationship with and access to enlistment age youths, can directly or indirectly influence these youths to seek more information about Army enlistment opportunities.

### **decisive operations**

Direct actions taken to accomplish the mission.

**face-to-face prospecting**

A prospecting activity where a recruiter attempts to make a face-to-face contact with a “specific” lead to schedule an Army interview.

**future soldier**

An applicant who has enlisted into the Regular Army (Delayed Entry Program) or accessed into the Army Reserve (Delayed Training Program) and is waiting to ship to Initial Military Training.

**information systems**

Equipment that collects, processes, stores, displays, and disseminates information.

**in-service recruiting**

Locating, contacting, and assisting service members from within the Army and sister services who meet eligibility criteria and wish to volunteer for challenging and unique occupational specialties, offering opportunities for increased responsibility.

**lead**

A name with an address, telephone number, or e-mail address and for whom no appointment has been made for an Army interview.

**market analysis**

The quantitative and qualitative assessment of the market that is the basis for planning recruiting operations, establishing geographic boundaries for recruiters.

**operational environment**

A composite of the conditions, circumstances, and influences that affect how recruiters understand and evaluate the local recruiting environment.

**systems discipline**

The action or inaction of complementary systems and processes that organizations use to collect, filter, process, create and distribute data as intended.

**prospect**

A person who agreed to meet with a 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.

**rapport**

Harmonious connection by gaining respect, trust, and credibility between the recruiter and applicant.

**recruiting zone**

The assigned area of operation of an individual recruiter made up of a ZIP code, partial ZIP code, or multiple ZIP codes.

**shaping operations**

Actions that set the stage for future successes.

**sustaining operations**

Actions that provide resources, manpower, infrastructure, and training to enable decisive and shaping operations.

**trust**

Faith in another person despite the lack of an assured outcome.

**virtual prospecting**

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

**work ethic**

The daily prospecting and processing effort towards accomplishment of the recruiting mission using all available resources. Individual work ethic is the keystone of USAREC's mission captured through systems discipline at the recruiter and station level.

**UM 3-32**  
**9 March 2022**

For the Commander:

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

Official:

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

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