

USAREC MANUAL 3-0

RECRUITING OPERATIONS



9 March 2022

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Approved for public release; distribution is unlimited. This publication supersedes USAREC Manual 3, dated 2 December 2020 and USAREC Manual 3-0, dated 2 June 2020.

HEADQUARTERS, US ARMY RECRUITING COMMAND

SUMMARY of CHANGE

USAREC Manual 3-0
Recruiting Operations

This administrative revision dated 26 February 2025

- Updated The Doctrine Division mailing and email address.
- Update grammatical errors

Foreword

Commanding a brigade, battalion, or company of Soldiers is one of the most demanding and rewarding jobs in the Army. To succeed, commanders must be competent, confident and informed; they must understand leadership fundamentals and orchestrate daily the mastery, use, and principles of each recruiting function, all while building and maintaining the foundation of trust. While recruiting operations may present some unfamiliar challenges, most commander critical tasks are already familiar to every officer and commander: lead Soldiers; plan, prepare, execute and assess operations; synchronize efforts; conduct population-centric operations; enforce AR 600-20 standards; apply command and control under the philosophy of mission command.

Because there are no predetermined solutions to problems, commanders must adapt their thinking, formations, and employment techniques to the specific situation they face. This requires an adaptable and innovative mind, a willingness to accept risk in unfamiliar or rapidly changing situations, and an ability to adjust based on continuous assessment. Agile and adaptive leaders will quickly master unique USAREC critical tasks (for example, leading Future Soldiers) and find ways to improve operations in their area of operations.

This manual defines the art and science of recruiting operations and connects the strategic objectives and tactical planning for the execution of recruiting operations. The construct is a recruiting operations framework that allows leaders to understand, visualize and describe operations, optimally position their force, and achieve the mission using each recruiting function individually as well as collaboratively.

While the ability to build teams is a prerequisite to success in any command, this skill set is essential when conducting population-centric operations and acquiring the talent for the Army. Recruiting commanders must lead a team of teams. The most important team is the command team: the relationship between the commander and their senior enlisted advisor. The commander commands the unit; the advisor provides subject-matter expertise and helps the commander achieve their desired endstate. Other teams include:

- Building relationships with and between the station commanders to ensure cross-talk, knowledge sharing and optimal results for the command—not just the individual stations
- Building a network with community leaders (educators, veterans groups, civic leaders, etc.) to set conditions for unit success
- Working with other military organizations (e.g. MEPS, other Army units in the AO) to find ways to leverage their resources in support of the recruiting mission

This edition of USAREC Manual 3-0, *Recruiting Operations*, highlights new areas of emphasis and captures emerging USAREC transformation efforts. Changes include:

- Increased emphasis on leveraging command and control
- Greater emphasis on leveraging Army planning methodologies
- Increased emphasis on leveraging Army targeting methodology
- More emphasis on leader development
- Increased focus on commanders at every level “seeing” the annual mission

Command of an Army unit is a privilege, not a right. When a commander signs Assumption of Command orders, they are signing a contract. The commander assumes responsibility for everything that happens—or does not happen—in their unit. Commanders must lead from the front, set conditions for subordinate success, ensure routine things happen routinely, take care of their team (Soldiers, DA Civilians, Future Soldiers, Family members, contractors), and enforce standards—the list goes on.

The doctrine described in this manual provides key concepts to accelerate the ability of commanders to lead their organizations from the moment they take the guidon. Armed with emerging doctrine, commanders will then exercise their authority within the limits of their authority to accomplish all assigned missions.

My leader expectations for all operations are straightforward:

- Lead from the front
- Balance risk and opportunity to retain the initiative
- Communicate – up, down, and laterally; tell the whole story
- Learn, think, adapt
- Don't accept business as usual
- Commanders talk to commanders and share

USAREC Manual 3-0, *Recruiting Operations*, provides the fundamental and common operational concepts for Army recruiting. The unique challenge of recruiting operations represent USAREC's commitment to providing the Army its most precious resource – the Soldiers.

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Recruiting Operations

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Preface

USAREC Manual 3-0 provides overarching doctrine for the conduct of recruiting operations in a geographically dispersed environment. It forms the foundation for developing the functions, tactics, techniques, and procedures detailed in subordinate recruiting doctrine publications. UM 3-0 provides operational guidance for commanders and trainers at all echelons and forms the basis for institutional curricula and organizational training of recruiting operations.

The principle audience for USAREC Manual 3-0 is all members of USAREC, from Recruiters to USAREC staff and leadership and elements of external stakeholders. It lays the foundation for recruiting operations—enlisted, health services, chaplain, and in-service—for the Regular Army and the Army Reserve.

The proponent for this publication is the Doctrine Division, G-3/5/7, Headquarters, United States Army Recruiting Command. Send comments and recommendations on Department of the Army (DA) Form 2028, Recommended Changes to Publications and Blank Forms (Jun 2018), to HQ USAREC, ATTN: Doctrine Division, 1307 Third Avenue, Fort Knox, KY 40121, or by email to usarmy.knox.usarec.list.doctrine@army.mil.

Introduction

USAREC Manual 3-0, Recruiting Operations, serves as USAREC's equivalent to an Army Doctrine Publication (ADP) and provides detailed information on the fundamental functions of recruiting and the USAREC mission, which is to recruit the best talent for the all-volunteer Army. Subordinate doctrine publications will provide more detailed guidance for actions at the tactical level—company, station, and individual.

By definition, doctrine describes fundamental principles; it is authoritative but requires judgment in the application (ADP 1-01). The purpose of doctrine is not to prescribe how to conduct operations; instead, it empowers leaders by describing operational concepts that serve as left and right limits within the context of mission command. Since no two areas of operation (AOs) are exactly the same, commanders at every echelon must determine how to best apply recruiting doctrine to optimize results.

The Role of Recruiting

Our strategic mission is to recruit and assess highly qualified individuals to meet near and long-term Army requirements.

The Role of Recruiting Doctrine

Recruiting doctrine is the concise expression of how to conduct the operations in support of enlisted, commissioned, and in-service recruiting missions. It provides authoritative guidance for leaders at all echelons. It allows the freedom to adapt tactics to circumstances and fosters creativity, initiative, and innovation to pursue mission accomplishment.

Doctrine provides a common understanding of how to conduct operations across all mission sets. It promotes communication among Soldiers in the command, captures and integrates knowledge gained from decades of conducting operations, contributes to a shared professional culture, and serves as the foundation of recruiting leader development and training.

USAREC Manual 3-0 Recruiting Operations

Chapter 1 introduces the central role of the foundations of Recruiting. This chapter provides an overview of both the science and the art of recruiting operations. Chapter 1 emphasizes the strategic importance of mastering population-centric operations in the 21st century and the critical role USAREC plays in sustaining the All-Volunteer

Force. This chapter provides an overview of recruiting operations, structure, process, and the recruiting operational environment.

Chapter 2 introduces the importance of recruiting networks; internal, external, formal, and informal.

Chapter 3 discusses the eight recruiting functions used to generate talent acquisition in support of the All-Volunteer Force.

Chapter 4 discusses the meaning of recruiting concepts and their application in support of recruiting operations. It introduces concepts such as how leaders array their forces through the Position, Analysis and Evaluation (PAE) process, how leaders synchronize effects through targeting, and other concepts that, collectively, help set conditions for success at the tactical level.

Chapter 1

Recruiting Operations

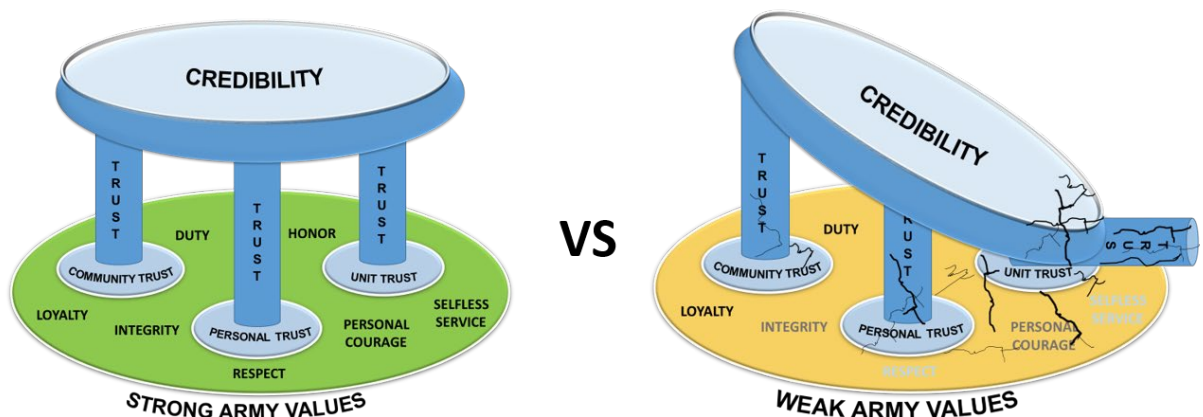
FOUNDATIONS OF RECRUITING

1-1. Trust and credibility are the foundations of recruiting. Recruiters establish, preserve, and strengthen trust and credibility every day with the American public, enabling the successful execution of recruiting operations. Credibility is supported by three pillars: community trust, personal trust, and unit trust (see Figure 1-1).

1-2. Commanders must establish a command and control system at every echelon – the arrangement of people, processes, networks, and command posts that enable commanders to conduct operations (ADP 6-0).

1-3. One of the fundamental principles under command and control is trust. Trust can be defined as reliance on integrity, honesty, capacity, and connection between people, teams, and organizations. Trust, in simple terms, is faith in another person, despite a lack of an assured outcome. Trust is fragile. Absolute trust is not tested in times of certainty; rather, genuine trust occurs when we are uncertain about the outcome. Trust can be proven to others by doing the right thing even when no one is watching.

Army Values and Recruiting Foundations: Trust and Credibility.



The credibility of our force is supported by pillars of trust, grounded by the Army Values that each member holds true.

Figure 1-1. Foundations of Recruiting

1-4. Our words and deeds directly affect the level of trust the American people place in the Army. Trust builds slowly: recruiters earn and preserve trust one engagement and one event or operation at a time. The credibility of our force rests on trust, balanced by the values each member holds true. Conversely, noncompliance with just one of the Army values can upset the balance, rapidly deplete this trust, and negatively affect the recruiting environment for years to come. While we cannot force the public to trust the Army, we can take deliberate actions to preserve our credibility. In so doing, we earn and maintain trust from the Nation we serve.

SCIENCE AND ART OF RECRUITING

1-5. The art of recruiting leverages team members' experience, knowledge, training, skills, and intuition as they conduct population-centric operations. Art is the application of developed skills and abilities in recruiting, cultivated through creativity, repetition, and experience.

1-6. Successful recruiting operations require the right balance of science and art at every echelon to optimize results. Without mastery of basic recruiting skills, artistry and creativity in their application are impossible.

1-7. The science of recruiting involves technical expertise to understand, analyze, and interpret operational data, trends, and training indicators. Timely access to such information helps team members at every echelon “see themselves” as they make adjustments to optimize results. Science is the technical application of a recruiting task or function.

1-8. The paradigm of balancing the science and art of recruiting holds true at every level of the command (See Figure 1-2).

1-9. At the operational level, the science of recruiting incorporates capturing metrics such as demographic data of the area of operation (AO) or conversion data of a unit as applicants move through the recruiting process. The art of recruiting at the operational level centers upon how commanders and their staffs translate data points into executable plans that produce results.

1-10. At the tactical level, the imperative of mastering both the science and art of recruiting is equally essential. Examples include:

- The application process is science; however, the tactics, techniques, and procedures used to acquire and retain talent are an art practiced by recruiters. The recruiters must understand the human condition and refine interpersonal skills during the execution of their critical tasks to motivate an applicant to serve in the Army.
- Knowledge of local conversion data is science; however, finding ways to improve efficiencies within a company or recruiting station requires experience, judgment, and innovative thinking.
- System-based market analysis of an AO is science; “winning” in these markets is an art.

1-11. Team members at every echelon must employ both the science and art of recruiting to succeed. Since recruiting operations represent a fundamentally human enterprise, team members must possess the ability to tailor the science of recruiting operations to their unique circumstances—their AO, their prospects, their applicants, their Future Soldiers, their recruiting network, etc.—in order to succeed.

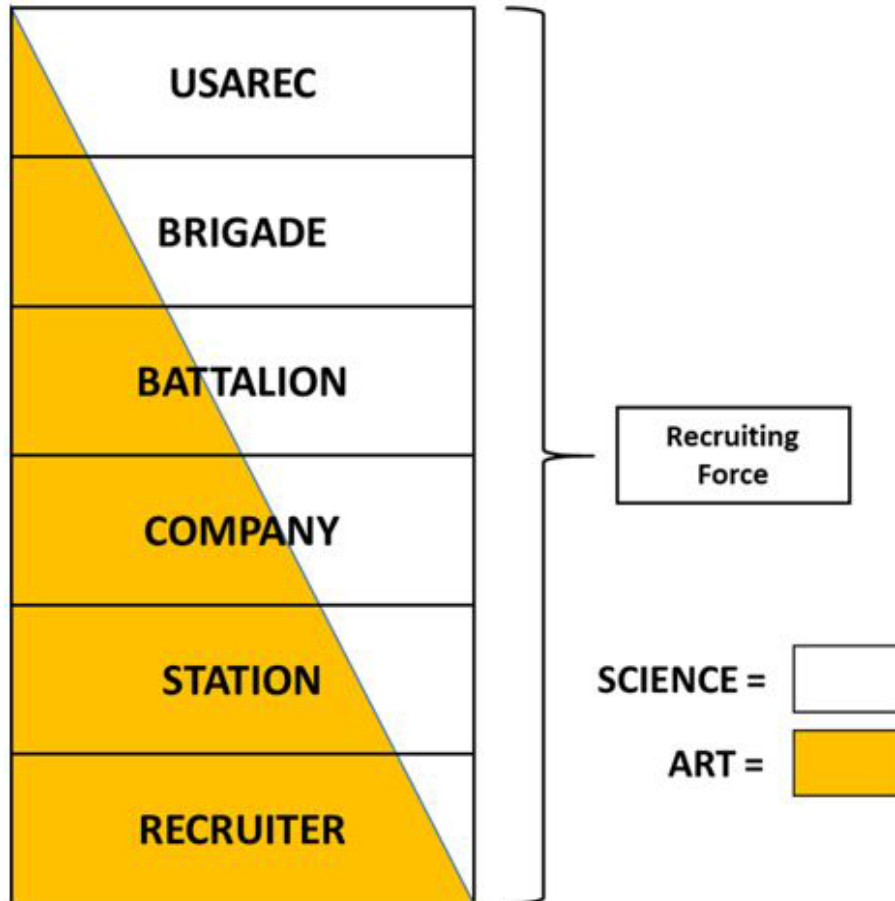


Figure 1-2. Science and Art of Recruiting

1-12. Recruiting operations require leaders at all levels to conduct operations in support of the strategic mission to sustain the All-Volunteer Force. Essential tasks include exercising command and control in a geo-dispersed environment, building enduring networks with community partners, and synchronizing effects to optimize results for every mission. Leaders must accomplish these tasks while taking care of Soldiers, DA Civilians, Future Soldiers, and Families.

1-13. Army recruiting objectives are a national requirement involving the public and the entire Army family. Recruiting operations bind the networks and help influence community partners in business, industry, and government to endorse the idea of military service.

1-14. To win in the homes and communities of America, Soldiers must understand and master the human dimension within their current environment.

RECRUITING OPERATIONS PROCESS

1-15. The operations process for planning and executing recruiting operations mirrors the Army operations process. While the USAREC HQs elements generally execute planning through either the Army Design Methodology or the Military Decision Making Process (MDMP), lower echelon units plan operations using either MDMP or Troop Leading Procedures (TLP) (see ADP 5-0).

THE EIGHT RECRUITING FUNCTIONS

1-16. The eight recruiting functions represent a group of tasks and systems united by a common purpose to achieve the commander's intent.

- Command and Control
- Intelligence and Market Analysis
- Lead Generation and Prospecting
- Interviewing
- Processing
- Leading Future Soldiers
- Training and Leader Development
- Sustainment

Note: See Chapter 3 for a discussion of the eight recruiting functions.

OPERATIONS FRAMEWORK

1-17. The operational framework for recruiting operations mirrors the Army operational framework (see ADP 3-0). Chapter 4 of this manual describes the application of Army concepts—such as decisive, shaping, and sustaining operations—in the planning and executing recruiting operations.

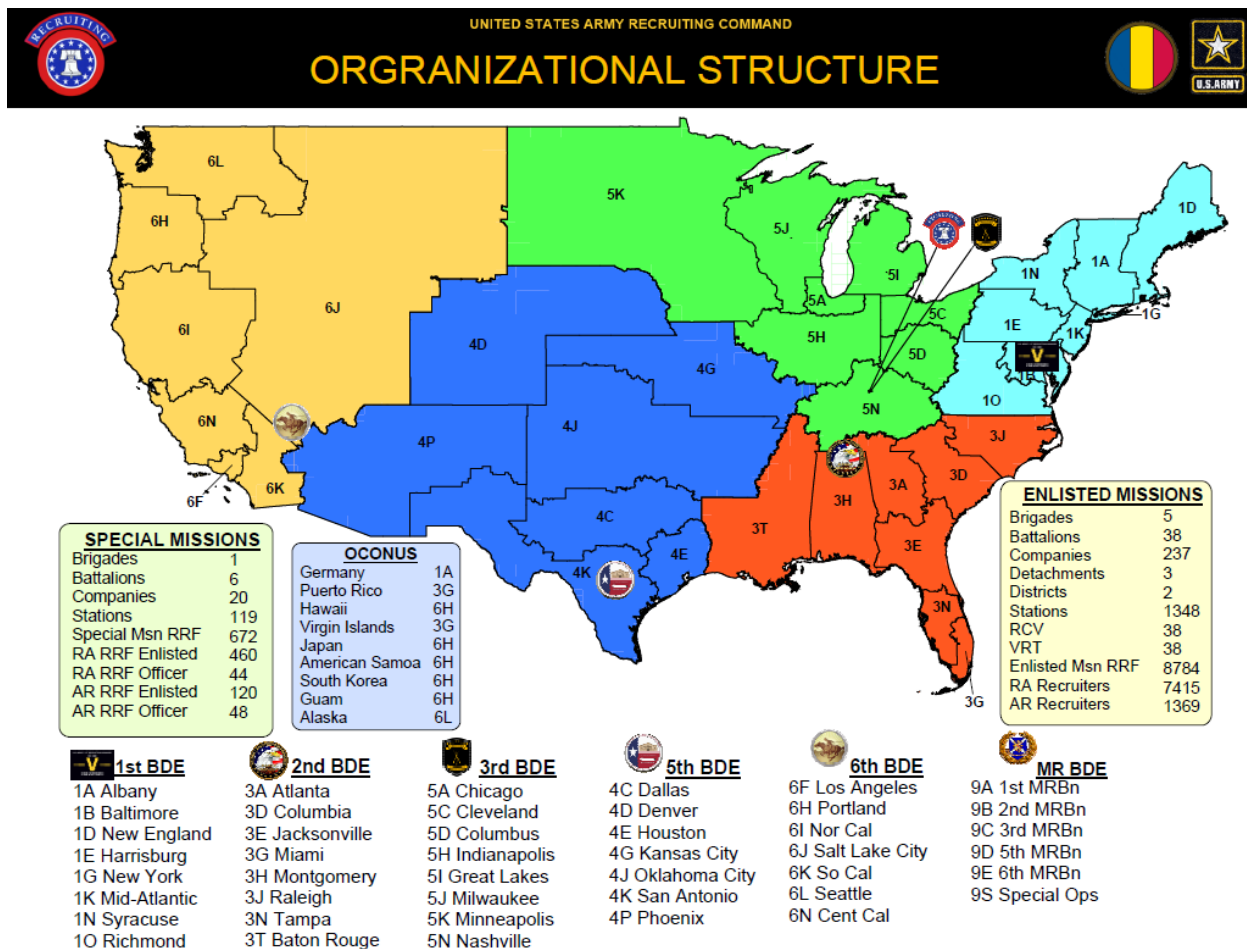


Figure 1-3. USAREC Organizational Structure

RECRUITING OPERATIONAL ENVIRONMENT

1-18. The operational environment is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the commander's decisions (ADP 3-0). Brigade and battalion commanders lead their staffs through the operations process—applying operational and mission variables—to understand their operational environment. Company and station commanders nest their efforts under the operational plan of their higher headquarters; they provide a bottom-up refinement to the plan within the limits of the commander's intent (Figure 1-3 above shows the Organization Structure and Environment of USAREC).

OPERATIONAL VARIABLES: Political, Military, Economic, Social, Information, Infrastructure, Physical Environment & Time (PMESII-PT)

1-19. The general absence of hostile threats influencing the recruiting operational environment requires some reframing of the Army's operational and mission variables. For example, the first "P" in PMESII-PT represents political; however, with an emphasis on politically influenced policies and elements that may influence current and future recruiting efforts and the "E" in METT-TC, representing enemy forces, does not apply to recruiting operations, but takes into consideration current competitors that exist within the

recruiting market. (See Appendix B).

MISSION VARIABLES: Mission, Enemy, Terrain & Weather, Troops and Support Available, Time and Civil Considerations (METT-TC)

1-20. Recruiting commanders conduct mission analysis using mission variables modified to account for the lack of enemy forces. Recruiting mission variables include mission, enemy, terrain and weather, troops and support available, time available, and civil considerations. (See Appendix B).

Chapter 2

Recruiting Networks

Building and Sustaining Networks in Support of Recruiting Operations

2-1. Recruiting operations in the 21st century require leaders to move beyond traditional market analysis methods, information management, and planning. Leaders must leverage their recruiting network to augment their team's efforts to keep pace with change in a competitive environment. (See Figure 2-1). The art of building mutually supported alliances is beneficial to the parties involved.

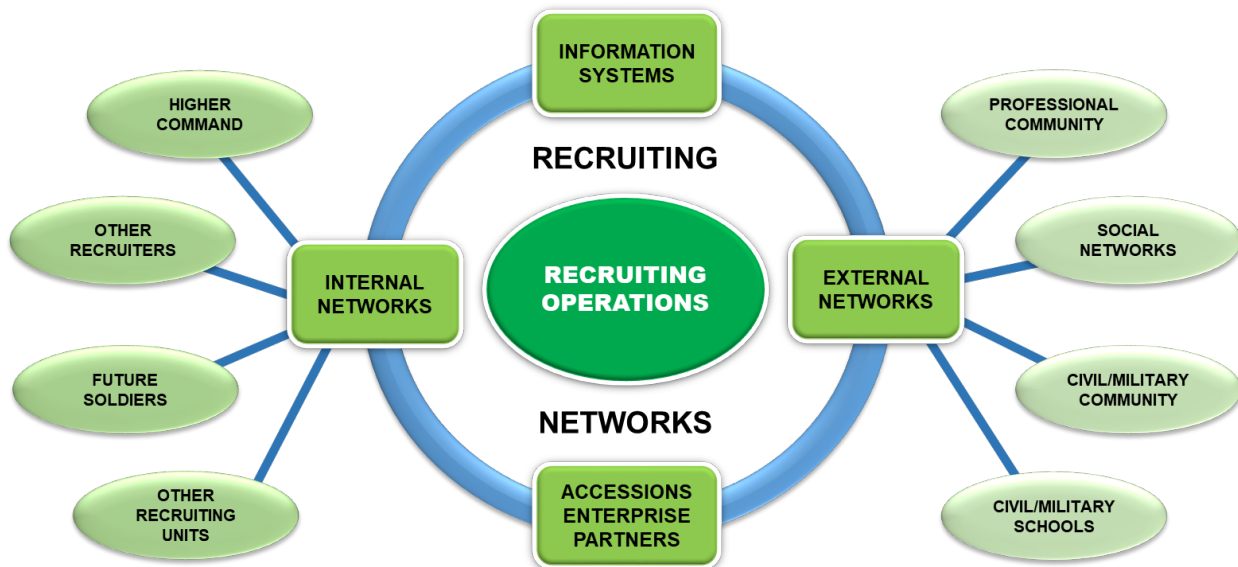


Figure 2-1. Recruiting Networks

2-2. Building and sustaining networks is a crucial task in support of recruiting operations. Robust networks facilitate access and placement for Recruiters to carry their message to various forums, including community leaders, business leaders, and leaders in education. External networks tend to be informal and based on relationships, whereas internal networks are generally more formalized and governed by rules or organizational norms.

2-3. Commanders need information that is relevant, timely, and accurate. Commanders must collect accurate market information, analyze it thoroughly, and share it quickly through an efficient internal network. Intelligent use of internal and external networks provides commanders with a distinct advantage over their competition.

EXTERNAL NETWORK

2-4. **External networks** are elements external to the U.S. Army. A robust network with members from a variety of organizations—school officials, community leaders, business leaders, civic organizations, veterans, Civilian Aides to the Secretary of the Army (CASA), Reserve Ambassadors—these Community Partners (CPs) provide commanders with individuals with access and placement who can serve as force multipliers in support of the recruiting mission.

2-5. When building or expanding external networks, commanders must first decide upon the desired effects

or outcomes they wish to achieve. Leaders must then provide network members with relevant information to optimize their ability to contribute to the Army's recruiting mission. For example, a school superintendent must understand the many ways the Army can support education or training efforts in order to serve as an effective Army advocate. Similarly, a Reserve Ambassador must understand the challenges confronting recruiters to serve as an effective advocate with reserve units and other influential community members.

2-6. Commanders at every echelon must constantly communicate a tailored "call to action" for every member of their network, ensuring community leaders understand their role in supporting Army recruiting operations.

2-7. Commanders must always calculate opportunity costs when making decisions: time spent with CPs represents an investment that must support the commander's end-state. Bottom line: The metric for success in executing recruiting operations is not the size of a network but rather the effects, as measured against the return on investment (ROI).

2-8. Leaders must determine how to best measure the ROI for each network member. In some cases, the ROI may be accessed (e.g., from a school superintendent), while in another case, the ROI may be leads provided by military units or hospitals. A mayor may provide ROI by signing letters of congratulations for every Future Soldier who joins from their city (improving the Future Soldier's commitment).

2-9. Recruiters at every echelon must engage network members to amplify their efforts to tell the Army story. The position of a key leader within the network informs commanders who is the best organizational asset to engage the leader. For example, battalion and company commanders may focus on building an education network on school superintendents, while station commanders and recruiters focus on principals and guidance counselors. Similarly, when building a network of community leaders, battalion commanders may focus on mayors of large cities in their AO. In contrast, company commanders focus on mayors of smaller cities in their AO. Building rapport with network members represents an up-front investment. Once established, sustaining the relationship can take a variety of forms. Leveraging emerging communications technologies can reduce the time required to keep network members informed and engaged in supporting the Army's recruiting mission.

2-10. Commanders must use their internal network to ensure they build the right external network. Advice from the brigade judge advocate, other commanders, and the advertising and public affairs (APA) specialists will help commanders and recruiting leaders build the right and most effective external network.

THE ACCESSIONS ENTERPRISE PARTNERS

2-11. The Accessions Enterprise Partners include Army units outside USAREC that support the recruiting mission. Examples of organizations that can affect operations include local Army units (Regular Army or Army Reserve) and MEPCOM.

2-12. Significant members of this network include TRADOC, Cadet Command, the Army G1, the Army Enterprise Marketing Office (AEMO), the Joint Advertising, Market Research and Studies (JAMRS) group, the Army G6, US Army Reserve, US Army National Guard, Special Operations Command, Office of the Surgeon General, the Army Corps of Engineers and the Military Entrance Processing Command (MEPCOM).

2-13. USAREC HQ has primary responsibility for coordination with these elements. Brigade and battalion commanders, along with their staff, play an essential role in the Accessions Enterprise, maintaining a common operational picture throughout the planning process and execution of recruiting operations.

INTERNAL NETWORK

2-14. **Internal networks** consists of every Soldier, DA Civilian, and contractor assigned to USAREC, as well as Future Soldiers and Family members.

2-15. The phrase "There is no monopoly on good ideas" applies to recruiting operations at every echelon. In short, every recruiting operation represents a training opportunity. Leaders must aggressively seek out best practices within their organization and then create forums for cross-talk to ensure maximum benefit from a

best practice. Moreover, it is the responsibility of every member of the internal network to promote the sharing of best practices, tactics, techniques, and procedures across the Command.

2-16. Forums for Cross-Talk Include:

- Recruiting ProNet
- Social Media
- IKROme “Ask the Oracle”
- Annual Training Conference (ATC)
- Operational Update Assessment (OUA)
- Monthly company level training events
- Station Commander Quarterly Leader Development (SCQLD)
- AGR Training and Reserve Recruiting Partnership Counsel (R2PC)

2-17. Networking with leaders from other recruiting units promotes mission success. Commanders and recruiting leaders at every echelon must understand that they are not alone. Others have faced the same challenges and have developed strategies and tactics to accomplish the mission under similar situations. Leaders at every level must share their best practices with peers and subordinates to support the overall recruiting mission.

2-18. Often, the recruiter—the sensor on the ground who best knows the environment—can recommend ways to optimize results or is the first to notice changes affecting recruiting operations. Commanders at all levels use this intelligence to provide bottom-up feedback to operational strategies in support of the commander’s intent or make recommendations for ways to streamline recruiting operations to optimize results.

2-19. Staff elements are also an integral part of recruiting operations. For detailed information on battalion and brigade staff composition, see UM 3-29.

2-20. Commanders must establish battle rhythms to ensure all operations remain within the spectrum of excellence. A battle rhythm is the deliberate daily cycle of command, staff, and unit activities to synchronize current and future operations. An effective battle rhythm will enable a unit to create a shared understanding of the commander’s intent and set conditions for mission success (UTC 5-01). Successful commanders can maintain a common operational picture across their team, understand the importance of networking with their staff, the staff of their subordinate commanders, and their higher headquarters staff.

2-21. Commanders must use their internal network to ensure they build the right external network. Advice from the brigade judge advocate (BJA), other commanders, and Advertising and Public Affairs (APA) specialists will help commanders and recruiting leaders build the right and most effective external network.

INFORMATION SYSTEMS

2-22. An **information system** consists of equipment that collects, processes, stores, displays, and disseminates information. Information systems include computer hardware and software, communications, as well as policies and procedures for their use. USAREC information systems provide commanders with organizational performance data to enable timely decisions. These specific information systems include IKROme, BI Zone, Recruiter Zone, School Zone, Reserve Unit Zone, and Recruiting Market Zone Tool.

2-23. Successful leaders leverage technology to complement and enable their leadership skills. Leaders use technology as a resource to help create and sustain an influential network of information sources within their AO. An effective network provides the common recruiting picture similar to the battlefield leader's common operating picture to direct their force. The skillful application of the recruiting network makes it possible for commanders to direct their forces for maximum effect.

2-24. **Systems Discipline** is defined as the action or inaction of complementary systems and processes that organizations use to collect, filter, process, create and distribute data as intended. System discipline is a critical area for all USAREC personnel because of information systems dependence both for operational

stability, assessment, and recruitment strategy enablement.

FORMAL

2-25. A **formal network** is typically vertical, follows a rigid chain of command, and relies on leaders that manage the interaction. Moreover, the network members usually have closer relationships that are sometimes tied by contracts and rules and are strongly characterized by give and take.

INFORMAL

2-26. The main difference between informal and formal networks is the effort of the individuals to create and maintain them. The formal network often has an organizational culture attached to it, such as a formal philosophy, mission, structure, leadership, membership, eligibility, and funding. Informal networks are based on the objective of achieving a reciprocal exchange of information and favors—no rules—sharing advice freely, expanding the network at will, inspiring each other, achieving personal goals, and helping each other obtain business and career advantages.

Chapter 3

Recruiting Functions

FRAMEWORK FOR CONDUCTING RECRUITING OPERATIONS USING RECRUITING FUNCTIONS

3-1. Like the Army's six warfighting functions, the eight recruiting functions, provide a common organization for critical functions. The operational framework provides leaders with basic conceptual options for positioning forces and visualizing and describing operations (See ADP 3-0).

Note: One of the primary underpinnings of proper execution of all recruiting functions is work ethic:

3-2. **Work ethic** is the principle that hard work is intrinsically valuable, important, has a moral benefit, and leads to a strengthening of individual character and abilities (Oxford Dictionary, Merriam-Webster). This mindset is appropriate for all Leaders, Soldiers, and Civilians assigned to USAREC.

3-3. In recruiting, work ethic is the daily prospecting and processing effort towards accomplishing 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. The collective work ethic of an organization determines mission success at the company, battalion, and brigade level.

3-4. Commanders and their staffs use the recruiting functions to plan, prepare, execute, and access recruiting operations. The eight recruiting functions are listed in Figure 3-1.

THE EIGHT RECRUITING FUNCTIONS AND UNDERLYING PRINCIPLES

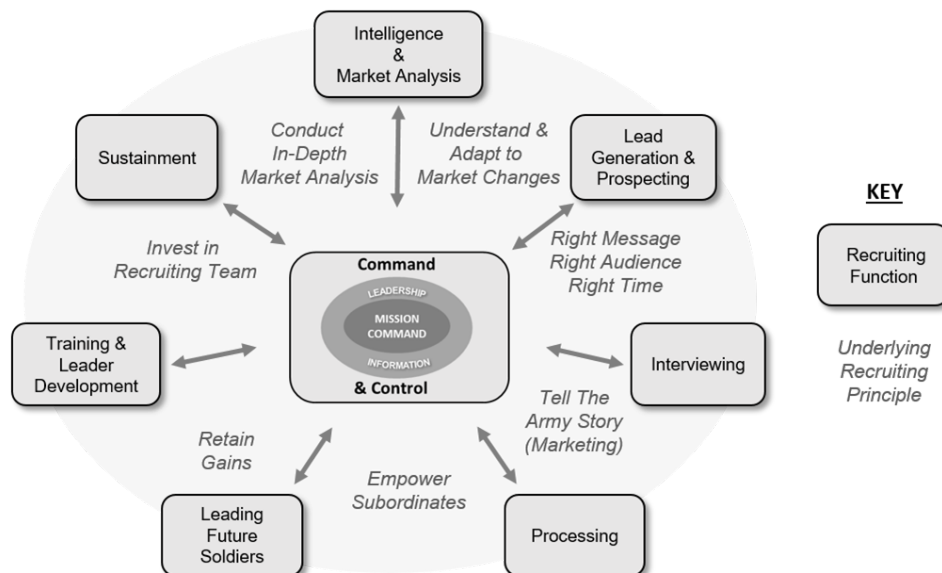


Figure 3-1. Eight Recruiting Functions and Underlying Principles

3-5. Starting with Command and Control in the center, the recruiting functions are listed in rounded rectangles around the outside of the figure. Inside the outer functions are some of the principles associated with the eight recruiting functions. These principles are explained and augmented in the descriptions below.

3-6. Each recruiting function plays a critical role in the operations process. Units able to execute all eight recruiting functions simultaneously to standard are capable of sustained excellence. Failure to execute one or more recruiting functions to standard, on the other hand, creates conditions for challenges down the road.

COMMAND AND CONTROL

3-7. Command and control is fundamental to all operations. Mission command—the Army’s approach to command and control—underpins how the U.S. Army fights (ADP 6-0). Command and Control is an Army warfighting function that consists of four main tasks (see ADP 6-0):

- Command forces
- Control operations
- Drive the operations process
- Establish the command and control system

Mission Command principles in recruiting:

- Competence
- Mutual trust
- Shared understanding
- Commander's intent
- Mission orders
- Disciplined initiative
- Risk acceptance
- Empower subordinates

3-8. The mission command philosophy and the warfighting functions of command and control are essential for commanders assigned to USAREC, a complex organization dispersed throughout the continental United States, U.S. Territories, Europe, and Asia. Command and control is fundamental to the art and science of recruiting operations as commanders seek to understand, visualize, describe, direct, and assess operations in a geographically dispersed environment. It enables commanders to make informed decisions, assign authority, and synchronize recruiting efforts.

3-9. In accordance with Army Doctrine Publication (ADP) 6-0, Mission Command – Command and Control of Army Forces), command teams must apply command and control systems along four command and control components. These components are: **people, processes, networks, and command posts** (Figure 3-2). **People**, within USAREC, refers to the ‘chain of command’ to include XOs, OICs, staffs, battalion and company commanders, command sergeants major, first sergeants, station commanders, and recruiters. **Processes** includes the eight recruiting functions, and any established systematic processes and procedures, such as SOPs. In USAREC, **Networks** consists of command and control system collections like ARISS, IKRome, as well as internal and external networks as described in Chapter 2. **Command Posts** includes fixed facilities like battalion/company headquarters and recruiting stations. Command Posts also includes where leaders place themselves during operations.

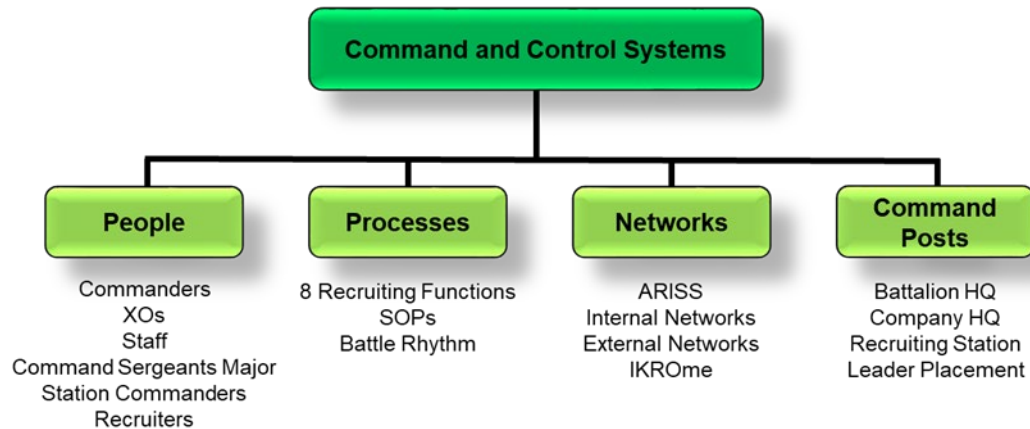


Figure 3-2. USAREC Command and Control System

3-10. Commanders who display adaptability, an eagerness to learn, and a genuine commitment to selfless service inspire their subordinates and win their respect. Commanders must also possess self-awareness, know their own strengths and weaknesses, and adapt to changing situations.

3-11. Commanders influence the climate of their units. Sound leadership is necessary to establish an atmosphere of integrity, mutual trust, confidence, and respect between leaders and Soldiers. Commanders and their Soldiers face many challenges. Given geographic dispersion and highly decentralized operational requirements, leaders at every level must think and act in adaptive ways. Mission orders allow subordinate commanders the ability to adjust the plan to their local environments. Commanders must give clear intent and then rely on their Soldiers and subordinate commanders to adapt and take action in ambiguous situations. Finally, commanders must provide continuous feedback, leveraging every opportunity to assess results and make improvements as part of a learning organization.

INTELLIGENCE AND MARKET ANALYSIS

3-12. Commanders must have intelligence about the market, competition, operational environment, and area of operation before engaging in recruiting operations. Recruiters, leaders, commanders at all levels, and staffs collect, process, analyze, and evaluate data using the complete intelligence process (the collection, processing, integration, evaluation, analysis, and interpretation of available information relevant to the Army's recruiting environment) to determine the unit's near and long-range relevance to the mission. Market Analysis helps commanders visualize their recruiting market, organize their forces, and control operations to achieve the desired effect. Since the intelligence process is continuous, it can detect and monitor trends and events that affect the market. The intelligence process forms the basis for the Military Decision Making Process (MDMP).

3-13. Market Analysis assists in planning and developing operations, positioning the force, mission distribution, and supporting the targeting process. (See USAREC TC 5-02, Intelligence, for specifics regarding intelligence and market analysis).

3-14. Intelligence and Market Analysis, when appropriately applied, put the recruiter in the best position to accomplish their mission. Commanders can measure their achievements in various market segments against other services. It allows them to take appropriate action to reverse negative trends, maintain a strong foothold, or dominate their markets. With the culmination of intelligence, market analysis, and intelligence preparation of the operational environment (IPOE), commanders can ensure recruiters are in the right market at the right time with the right message.

LEAD GENERATION AND PROSPECTING

3-15. Lead generation is a shaping operation that involves any activity to obtain the names, addresses, telephone numbers, or email addresses of individuals who may have an interest in the Army. Even though USAREC provides recruiters with some leads from national lead sources, additional benefits occur with leads generated at the local level. Lead generation is executed through area canvassing, referrals, and virtual and physical marketing campaigns. Leads enable prospecting.

3-16. Lead refinement and management is a critical step in the recruiting process at all levels. Refinement and management may involve reducing large lists to smaller focused lists, leader-to-subordinate discussions about leads during IPRs, verifying initial interest and eligibility, ongoing blueprinting, and rapport building. Refinement is conducted by recruiters, station leadership, company leadership, and higher echelon USAREC support (UTC 5-03.1).

3-17. Prospecting is the most important daily task in recruiting. Prospecting takes place at the station level and represents the beginning of the recruiting process. Prospecting is any action a recruiter takes to contact an individual for the purpose of conducting an Army interview. Prospecting is executed telephonically, face-to-face, and virtually via social networks and email.

3-18. Commanders direct all lead generation and prospecting operations towards clearly defined, decisive, and attainable objectives. Identify the men and women qualified for Army service, then develop and deliver a compelling message outlining Army opportunities that resonate with the target market and their influencers. Right message, right audience, at the right time.

INTERVIEWING

3-19. The Army Interview is the centerpiece of recruiting and requires both science and art in execution. All recruiting functions either support or are the direct result of the Army Interview. The Army Interview enables recruiters to combine their training, experience, and counseling skills to guide individuals through the goal setting and career planning process. To be successful, recruiters must demonstrate strong interpersonal skills, possess emotional intelligence, display knowledge of Army programs and opportunities, and demonstrate how the Army can help an applicant achieve their goals, ambitions, and aspirations. Well-conducted Army Interviews set conditions for success in both processing and Future Soldier retention.

TELL YOUR ARMY STORY—PROMOTE ARMY PRIDE

3-20. The Army tells its story through its people reinforced by print, broadcast, and digital messaging. Every method the Army uses to tell its story serves a purpose. However, the most effective and decisive voice telling the Army story is that of the Soldier who wears the Army Recruiter Badge.

3-21. The recruiter's Army story is personal and details their own Army experience. The recruiter's Army story may include their initial enlistment experience and subsequent assignments, promotions, awards, campaigns, educational achievements, and assignment locations. The recruiter's personal story reveals the world of the Army to a prospective applicant. It allows them to see the Army through the recruiter's eyes and picture themselves as Soldiers. The recruiter working one on one with a prospective applicant has the most substantial impact on mission success.

3-22. Telling the Army story is not USAREC's mission alone; it is the responsibility of the Army. The Army must inform the American people of its mission, its purpose, and its direction. The Army must deliver a very clear message that today's Army is relevant and ready to fulfill its mission.

3-23. Every day, thousands of members of the Army Family tell their stories in person, through social media sites, or through a third party to thousands of Americans. Soldiers telling the Army story builds Army pride.

PROCESSING

3-24. Processing starts when a prospective applicant agrees to join the Army (enlist, commission, or reclassify). This agreement happens typically during the Army interview but can occur during a follow-up or even after testing. In any event, once the prospect says yes, processing begins. (UTC 5-03.1)

LEADING FUTURE SOLDIERS

3-25. USAREC is responsible for preparing men and women who have enlisted in the US Army for Initial Military Training (IMT). USAREC leaders use the Future Soldier Training Program (FSTP) to reinforce Future Soldiers' commitment to join the Army, remain qualified, and learn more about the Army. At the same time, they wait to depart to their IMT. The FSTP also addresses questions and concerns by persons close to the Future Soldier, influencers and assists the recruiter in gaining referrals for others who may be interested in joining the Army. (UTC 5-03.5)

TRAINING AND LEADER DEVELOPMENT

3-26. USAREC engages all three Army Training and Leader Development Model domains: institutional, organizational, and self-development (see FM 7-0).

3-27. Institutional training and education support leaders' progressive and sequential development as they prepare for new assignments requiring increased levels of leadership and technical expertise. Institutional training supports both the science and art of recruiting operations and represents an investment in team members by reducing learning curves before assuming new roles and responsibilities in their next assignment.

3-28. Effective organizational training is a cornerstone of operational success. Commanders are responsible for establishing predictable training opportunities and then ensuring that the training takes place in accordance with the Army principles of unit training (see FM 7-0). Since recruiting operations are continuous, the principle to "train while operating" applies to leaders at every echelon.

3-29. Commanders develop training plans based upon required training events and identify skill gaps within their recruiting force. Commanders possess multiple tools to identify training deficiencies, including mission accomplishment, trends analysis, AARs, Company/Station Training Assessment Review (CSTAR), and commander observations. Commanders then develop tailored training to address identified skill gaps to improve individual and unit performance.

3-30. Self-development is the third domain of the Army Training and Leader Development Model. Self-development is the responsibility of every Soldier and DA Civilian. Leaders must encourage members of their team to set aside time to expand their current skill sets.

3-31. Training and leader development inculcates the three dimensions of training, education, and experience using the institutional, operational, and self-development domains, leading to a force capable of accomplishing the recruiting mission and enabling Soldiers to reach their potential. Commanders who invest in their teams by executing robust training and leader development programs will achieve desired results.

3-32. Leaders have many tools at their disposal to conduct leader development programs. Tools may include conducting formal classes, providing opportunities for Soldiers or DA Civilians to temporarily assume additional responsibilities and receive feedback on their performance, conducting routine performance counseling, and providing Soldiers with an opportunity to receive command assessments. Allocating time upfront to improve leader performance will pay dividends in the end. Commanders have a responsibility to set conditions for success in both the near and long term. Planning, executing, and assessing a vibrant training and leader development program is one measure of a commander's ability to set conditions for long-term success.

SUSTAINMENT

3-33. Sustainment ensures that Soldiers, Families, and teams possess the resources they will need to accomplish their assigned missions in USAREC's geographically dispersed environment. Commanders at all levels must plan in-depth in terms of sustainment. Many sustainment activities require weeks or even months of planning and coordination. Limited time, money, personnel, and equipment require commanders to carefully study their environments to determine where, when, and how to employ resources. Sustainment in USAREC generally involves three main pillars.

3-34. Human Resources (HR) sustainment provides the appropriate manpower for the recruiting force in line with approved force structure and positioning analysis. Leaders at all levels must monitor and maintain personnel and medical readiness, safety, and holistic wellness to care for our Soldiers, DA Civilians, and Families. HR staff, under commanders' authority, develop and implement policies to foster self and professional development.

3-35. Logistical sustainment includes the procurement and maintenance of all facets of logistical support. Specifically, this is comprised of the acquisition and delivery of supplies and resources; transportation, vehicles, and travel; recruiting and command post facilities; and budget execution, oversight, and forecasting.

3-36. The provision of information and technology enables the command to operate as a geo-dispersed organization. These responsibilities include the development and maintenance of technology-based networks, information systems, and mobility (to include functionality and security); the provision and delivery of equipment and hardware; and the execution of knowledge management activities.

3-37. Commanders must establish systems to monitor the expenditure of resources. For example, planning (or failing to plan) for leadership transitions, operational funding, or logistical support to recruiting operations will significantly impact unit cohesion, morale, and mission accomplishment. Under-execution of resources, or failure to capture return on investment, may result in future resource reductions.

Command and Control	Intelligence & Market Analysis	Lead Generation & Prospecting	Interviewing	Processing	Lead Future Soldiers	Training & Leader Development	Sustainment
Build Cohesive Teams Through Mutual Trust	Complete In-Depth Market Analysis & OE	Consider Market & Prospecting Analysis	Develop Art of Recruiting	Efficiency (Science and Attention to Detail)	Retain Gains (Retention, Analysis and Coding)	Complete Institutional Training	Planning and Forecasting (Funding)
Create Shared Understanding	Develop Priority Targets; G2 Tools (Fusion)	Immutate Sense of Urgency - Key to Mission	Versed in Program, MOSs, Policies & Qualifications	Understanding Systems, Testing, Waivers & MEPS	Future Soldier Orientation	Organizational - LDP Programs & Certifications (G3)	Adequate Resources to Equip and Train
Provide Clear Commander's Intent	Develop ROP	Enforce Prospecting as key to ROP	Tell Your Army Story	Validate Moral, Medical & Aptitude Qualifications	Maintain Rapport and Engender Commitment	Improve Leader Performance (NCOPD/OPD)	Develop In-depth Near and Long Term Planning
Use Mission Orders	Conduct Operations-Develop the Situation	Validate Prospecting	Validate Accuracy of Interview	Systems Discipline	Future Soldier Management	Invest in the Recruiting Team	Analysis of Running Estimates (HR, Intel and Logistics)
Exercise Disciplined Initiative		Systems Discipline	Applying Knowledge & Army Counseling Techniques		Develop Future Soldier Referrals	Continued Self Development	Planning and Forecasting (Leader Transitions)
Accept Risk			Plan, Coordinate, Sync & Integrate Prospects		Systems Discipline	Conduct Leader Development	
			Promote Shared Understanding - Develop Actions				
			Engender Commitment				
Work Ethic							
Competence							
Empower Subordinates							
Right Market at the Right Time with the Right Message							

Examples of Underlying Principles

Figure 3-3. Eight Recruiting Functions with Underlying Principles

Chapter 4

Support of Recruiting Operations

APPLYING OPERATIONS ART IN SUPPORT OF RECRUITING OPERATIONS

4-1. Commanders are responsible for setting conditions for unit success. Part of setting those conditions is the application of the operational art in support of recruiting operations. Operational art is “The cognitive approach by commanders and staffs – supported by their skill, knowledge, experience, creativity, and judgment – to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, and means.” (See ADP 3-0).

4-2. The ideal recruiting strategy features a team of trained, informed, resourced, and well-led recruiters situated in close proximity to their target market who enlist talent in support of the All-Volunteer Force. This chapter addresses some of the tools and methodologies commanders have at their disposal to set conditions for success at the tactical level.

4-3. Commanders at every level seek to set these conditions whenever possible; however, conditions on the ground are not always ideal. The operational environment is ever-changing: demographics evolve; economic factors can affect willingness to serve; accession policies change; mission requirements rise and fall; resource levels dedicated to the recruiting mission wax and wane, and experience levels within units change as personnel transfer from one duty location to another.

ORGANIZING THE FORCE

4-4. The number of recruiters and facilities assigned to the unit changes over time. Unit boundaries also fluctuate as the number of units in USAREC expands and contracts in accordance with variables such as the production mission and resourcing levels. Accordingly, Brigade and Battalion Commanders must lead their staff to analyze their AO to validate that their force structure best supports the recruiting mission. Commanders must conduct their analysis to fully understand their constraints: resources such as recruiters and facilities are limited. Commanders align force structure within their operational environments through the Position, Analysis, and Evaluation (PAE) process to maximize results.

POSITION, ANALYSIS AND EVALUATION (PAE)

4-5. The PAE is a systematic approach for defining the operational recruiting environment. It determines the size of the force and its positioning throughout the area of operations. The objective of the PAE is to determine the allocation of resources to the recruiting market to achieve maximum success at the recruiting mission.

4-6. A PAE begins with the proper framing of the operational recruiting environment. The PAE requires a blend of art and science to provide a contextual understanding of the geographical location. Using relevant qualitative factors, understanding the conditions and circumstances will support the design and decision-making on an operational approach that maximizes recruiting success.

4-7. The science includes factors like historical production, current and projected demographic market factors from census data, location of qualified military available (QMA) populations, Army Reserve (AR) Troop Program Unit (TPU) requirements, where students live, geographic features, and road networks that determine commuting patterns.

4-8. The art includes insight from leaders on the ground that inform on the history, culture, current state, and relevant Centers of Influence (COI) in the recruiting environment.

4-9. A PAE is a staff-intensive study since the PAE crosses every staff function at the battalion level and

integrates brigade and USAREC HQ staff involvement. A successful PAE depends upon effective communication and documentation within the battalion headquarters and between the different echelons of command.

4-10. The end state of a PAE provides a comprehensive market analysis that incorporates the local knowledge and experience of the company and station commanders and yields decisions on the following items that define the operational approach for engaging each market area:

4-11. Boundaries for recruiting market areas that are distinct and contiguous. The appropriate allocation of recruiters to maximize recruiting potential. Adequate facility locations that allow efficient market engagements.

SYNCHRONIZING EFFECTS THROUGH THE TARGETING PROCESS

4-12. Targeting represents another technique commanders at all levels possess to set conditions for success at the tactical level. Targeting is the process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities. Targeting is in a continuous state of refinement and adjustments between the commander and staff as the recruiting operation unfolds.

- Today's complex operational environment requires the integration of a myriad of influencing assets. The targeting process weighs the benefits and the cost to determine which targets are most likely to contribute to achieving the desired end state.
- The targeting process focuses on achieving the commander's objectives efficiently and within the set parameters. Every target nominated must contribute to attaining the commander's objectives and ultimately impacts recruiting markets by increasing recruiting lead generation.
- Targeting is concerned with the creation of specific desired effects through information and influencing actions. Target analysis considers all possible means to achieve desired effects, drawing from all available capabilities. The art of targeting seeks to achieve the desired effects with the least risk and expenditure of time and resources.
- Targeting is a command function that requires the participation of many disciplines. These entail participation from all elements of the unit staff, special staff, special augmenters, and other agencies and organizations.
- Targeting is a rational and iterative process that systematically analyzes, prioritizes, and assigns assets against targets to achieve those effects that will contribute to achieving the commander's objectives.

4-13. The targeting process requires commanders to conduct continuous assessments throughout the plan, and prepare, execute, and assess operations processes.

TARGETING BOARDS

4-14. Targeting boards, led by the commander, synchronize resource allocation in support of command priorities. Targeting boards play a vital role throughout the process by providing a forum for supported commanders to nominate events requiring external resources to the supporting commander for approval.

4-15. The targeting board follows the same agenda as the targeting working group. The working group comprises staff members and subordinate commanders reviewing the synch matrix and then developing a plan to provide the requested support within prioritized markets. The commander or their designated representative chairs the board. The targeting board usually includes XO/DCO, S2, S3 (RA and AR operations officers or NCOs), ESS, A&PA, and VRS. Subordinate unit targeting boards should nest themselves with the higher headquarter targeting cycle. Upon completion of the targeting board, disseminate the approved targeting results and products to subordinate units (see UM 3-29).

FUSION CELLS

4-16. Fusion cells manage the commander's approved targeting plan. For additional information on how the fusion cell impacts the operations cycle, see UM 3-29.

Brigade/Battalion Fusion Cell Members

- XO
- S2 Representative
- S3 Representative
- Education Specialist
- A&PA
- Other staff elements as needed (Ex: VRS/VRL)

Figure 4-1. Fusion Cell Key Players

DECISIVE, SHAPING AND SUSTAINING OPERATIONS

4-17. Recruiting operations fall into three categories: decisive, shaping and sustaining. Decisive operations put Soldiers in direct contact with the eligible prospects to accomplish the recruiting mission and expand markets. Shaping operations establish conditions for successful decisive operations through effects on the target market. Sustaining operations maintain the recruiting force and their Families while supporting both decisive and shaping operations. Shaping and sustaining operations set the conditions for successful decisive operations.

DECISIVE

4-18. Decisive operations are personal encounters between a recruiter and an individual that starts the enlistment, commission, or in-service reclassification process. Decisive operations most often work in sequence; each activity depends on the completion of the previous one. Lead generation leads to effective prospecting, which generates Army interviews, processing, and ultimately an enlistment, commission, or reclassification through in-service recruiting efforts. Decisive operations are the spearhead of operations in USAREC. All other operations and activities support decisive operations.

SHAPING

4-19. Shaping operations create and preserve conditions for effective decisive operations. Shaping operations include school recruiting programs; national, regional, and local advertising; promotions; and Army support assets targeting civilian, professional, and military communities and schools. Shaping operations can become decisive when creating conditions for interpersonal contact between the recruiter and their target market. Shaping operations can occur before, during, or after the start of decisive operations and can remove obstacles or create opportunities that enhance current or future decisive operations.

SUSTAINING

4-20. Sustaining operations provide the resources, manpower, infrastructure, and training that enable decisive and shaping operations. Sustaining operations are inseparable from shaping and decisive operations

and are central to all operations in USAREC. Sustaining operations preserve the freedom of action commanders need to take advantage of recruiting opportunities. Successful sustaining operations include an effective training program and are key ingredients for effective recruiting operations.

MAIN AND SUPPORTING EFFORTS

4-21. To optimize results, commanders at every echelon must continuously monitor their environment to ensure the main effort has sufficient resources to accomplish the mission. Variables such as seasonality, shifting target markets, and real-time results may cause the commander to shift the main effort during the execution of operations. This decision will result in the reallocation of both mission requirements and accompanying resources. Potential examples include:

- Reallocation of the production mission to the main effort
- Reallocation of advertising dollars
- Designating higher manning levels to the main effort
- Allocating both internal and external assets in support of the main effort

4-22. The decision to redistribute mission requirements and resources requires that commanders fully understand subordinate units' capabilities, limitations, and recruiting potential to ensure the decision will achieve intended effects.

MAINTAINING BATTLE RHYTHMS

4-23. Battle rhythm helps commanders fulfill command responsibilities in a timely and predictable manner. Operational tempos will fluctuate; however, established battle rhythms help commanders maintain predictability for Soldiers, DA Civilians, contractors, Future Soldiers, and Family members.

4-24. Battle rhythms play an integral role in command and control. Routine reports and running estimates help the commander “see” the unit, identify trends, make decisions, assess risk, and highlight areas requiring command emphasis.

4-25. The absence of a battle rhythm leads to missed opportunities and internal inefficiencies and creates an unpredictable environment. Such a climate places commanders in a reactive—versus proactive—posture while placing unnecessary strain on the unit.

MASTERING TRANSITIONS

4-26. Commanders must proactively identify transition points in order to maintain continuous operations across all recruiting functions.

4-27. Personnel transitions occur whenever new individuals join or depart the team. Examples of transition points and mitigating strategies include:

4-28. Commanders mitigate internal personnel transitions by proactively identifying the need for backfill to avoid underlap, ensuring thorough right-seat / left-seat rides, RIP/TOA, and leveraging Knowledge Management best practices (e.g., continuity books and well-established SOPs). Commanders mitigate turnover within their recruiting networks (e.g., a new school superintendent) by meeting with the replacement and articulating how collaborating with the Army represents a “win-win” opportunity.

4-29. Calendar/seasonal events can also mark transitions. Examples of transition points and mitigating strategies include:

- Funding at the beginning of a new fiscal year can be problematic. Commanders mitigate this effect by proactively planning events at the end of a fiscal year to serve as a bridging strategy.
- Deployment cycles can affect recruiting for specific Army Reserve units, and in-service recruiting missions - Commanders mitigate this effect by ensuring subordinate units

incorporate deployment cycles into their prospecting plans.

- For in-service recruiting units, knowledge of course start dates (e.g., Special Forces Assessment and Selection Course) allows subordinate units to match recruiting efforts to training seat availability to maximize results.
- Schedule boards for medical officers around key dates each year to include school start dates, officer training, and national match days. Commanders must proactively identify all key board dates for each new fiscal year to ensure success.
- Schools follow seasonal patterns. Proactive commanders leverage this knowledge to maintain continuous prospecting efforts. For example, the time to plan for contacting new high school seniors over the summer break is when they are still juniors.

4-30. For additional information on transitions, see [Army Handbook for Leadership Transitions](#)

RISK

4-31. Commanders must always balance mission accomplishment against risk. Even though commanders cannot eliminate all risk, risk mitigation is an inherent command responsibility. Commanders integrate risk management during all phases of an operation. Risk management influences commander guidance, end state, task organization, and COA development during the planning phase. During execution, risk management helps commanders reduce risks associated with changing conditions and shifting priorities. During the assessment, risk management helps to shape future operations.

4-32. Commanders must assess both aspects of operational risk: risk to mission and risk to force. Risk to mission identifies the effects of potential decisions on overall mission accomplishment. Risk to force identifies factors that can affect the safety, health, and well-being of the unit.

4-33. Uncertainty and risk are inherent in the nature of everyday operations in a geographically dispersed command. The success of any recruiting operation relies on the willingness of a commander to balance risk with opportunity when taking bold, decisive action to accomplish the mission. Commanders who effectively identify and control mission variables during the planning phase set conditions for recruiting operations performed to standard during the execution phase.

4-34. Making reasonable estimates and intentionally accepting risk is fundamental to mission command since the commander focuses on creating and exploiting opportunities.

CONCLUSION

4-35. Soldiers and DA Civilians serving in USAREC must excel at the strategic, operational, and tactical levels to succeed in recruiting operations. Every Soldier and DA Civilian contributes to the strategic mission to acquire the best talent for the Army.

4-36. USAREC's mission is to recruit the talent needed to enable the Army to fight and win. Failure to accomplish USAREC's assigned mission translates directly to a loss of Army combat power to defend the nation. The Army is counting on USAREC to sustain the All-Volunteer Force!

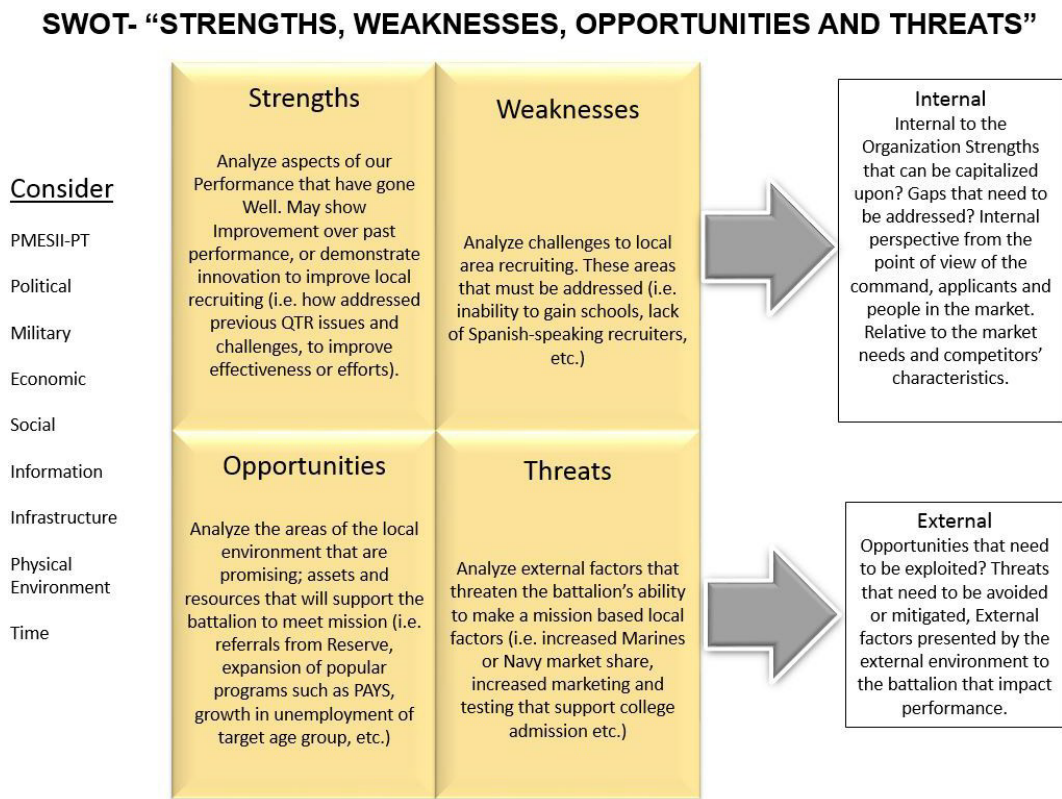
Appendix A

SWOT and RFA Methodology

SWOT

A-1. Commanders develop the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis independently of the Recruiting Functions Analysis (RFA). Together, they form the operational analysis, which feeds into the elements of the OPORD.

A-2. The SWOT and mission analysis provide the internal and external factors and the environmental information to form the basis of developing the plan. This analysis identifies factors that will promote or degrade mission accomplishment. The recruiting functions should not be the variables considered against the SWOT when determining internal and external issues. Considering the recruiting functions as variables limits the analysis to recruiting tasks and systems and excludes the current environment. This is not the intent of the SWOT analysis. Figure A-1 illustrates the SWOT methodology.



A-1 Applying the SWOT Methodology to Create Running Estimates

A-3. Continuous dialogue between the supporting commander and the supported commander helps both echelons of command maintain a common operational picture. The SWOT methodology provides commanders with a common framework when assessing organizational performance. Examples of questions that can promote shared understanding and common purpose include:

- Strengths:
 - “Why is the unit doing well in this category?”
 - “Can other units benefit from the tactics, techniques, and procedures being used?”
- Weaknesses:
 - “What are the root causes for underperformance?”
 - “What is the plan to improve results?”
 - “Does the unit require external resources?”
- Opportunities:
 - “What resources is the unit not fully leveraging to optimize results?”
 - “Has a recent change in the AO provided the unit with a new opportunity to optimize results?”
- Threat:
 - “How does the unit mitigate the threat?”
 - “Does the unit require external assistance?”
 - “Does the threat affect other units?”

RECRUITING FUNCTIONS ANALYSIS (RFA)

A-4. The eight recruiting functions are the fundamentals of the recruiting process. The information derived from each function allows commanders to assess proficiency in recruiting operations. Commanders and staff assess the information from each recruiting function as part of the mission analysis and development of running estimates. The assessment assists commanders in developing and synchronizing their recruiting plans. The company recruiting functions analysis example in figure A-2 shows how this analysis can assist commanders during their annual operations plan development and synchronization.

Understand – Recruiting Functions Analysis (RFA) - Step 1 (For use of this form see USAERC Training Circular 5-01)				
Perform an analysis of each recruiting function (Use continuation sheet if more space or additional items for review/analysis are needed)				
RECRUITING FUNCTION	REVIEW/ANALYZE	GUIDANCE	ANALYSIS Review and analyze each area	ASSESSMENT What needs to be done to respond to your analysis?
Command & Control	After Action Reviews	Review notes from AARs	Events historically show to be under manned limiting the ability to engage past the set-up booth. Recruiters need to engage.	Increase recruiter ratio to 1:1000 expected participants. Conduct networkers prior to any event.
	Weekly Planning Meetings	Review notes from meetings	SC & Recruiters are working in reactive mode due to lack of planning	Establish a six company battle rhythm. Enforce station level battle rhythm nested with the company to provide predictability.
	Electronic Planning Guides	RZ	Electronic planning guides are not being completed VAW SOP	Enforce 2 week lead plan and 4 week shell, approve on Fridays.
	In Progress Reviews	RZ	IPRs are only identifying short range accomplishment goals.	Full IPRs will be conducted once a week to identify short and long range prospecting/processing efforts to include FS status and training requirements.
	Personnel Issues	Any personnel issues?	Continuously have 100% on leave with an estimate 3% with NCO/PO School. 2K/6C is at 70% training, 2K/6C is at 90% all other stations at 100%	Three thousand personnel report 1Q FY21. Two will be assigned to 2K/6C bringing them to 90% and one will be assigned to 2K/6C bringing them to 100%.
	NCOERs/Awards	Any due/Upcoming?	Five NCOERs due 1Q FY21	All NCOERs will be drafted and submitted 45-days prior
	Leave Management	Anyone on leave?	Need to maintain 10% on leave	Station Commanders maintain leave trackers with Company daylight. Leave plans approved one quarter in advance.
	Station's Battle Rhythm	MAP, Sync Matrix, E-Plan	Station battle rhythm are not in sync with the company battle rhythm. This has led to reactive work versus proactive environment.	Conduct a month S-C meeting in week T-2. Company and station will sync all operations, update sync matrix and review station ROP to establish prospecting efforts to meet mission requirements.
Intelligence & Market Analysis	Bn/Company/Station Operation Plan	Review Company Operation Plan	Company OPORD is published one month prior to new FY, station ROP need to be completed and approved T-2 prior to each new quarter. Targeting boards as the station level need to be completed quarterly.	Review and approve station ROP T-2 prior to new quarter. Quarterly targeting with station will focus on two quarters ahead with goals for three and four quarters ahead. Station will adjust ROP per any company FRAGOs published.
	Market Share	BI-Zone/RZ	Current YTD market share is 32.4% GSA, 24.7% GSA and 36.5% senior	Increase Grad quality market prospecting. Goal is increased volume to 42% by end of 2nd Q FY 21.
	ASCOPE (Area, Structures, Capabilities, Organizations, People, Events)	FM 3-24.2	ASCOPE established a visualization of the company area of operation while designing company operations.	Each station needs to have a thorough understanding of the area of operation to establish how to penetrate the market.
	SAMA	RZ	SAMA data helps develop company market propensity	Develop a quarterly assessment of the company market to drive future events/operations.
	Tactical Segmentation	BI-Zone/RZ	Five highest segmented one, 19, 10, 17, 20 and 13	Ensure SC and middle level understand tactical segmentation. This plays into planning and taking the right message, at the right time, to the right audience.
	Bn S2/Company Reports	BI-Zone	S2 rank down to annual company assessments on market penetration and propensity	Ensure SC are building targeting into their ROP based off the S2 company assessments.
	BI-Zone	BI-Zone	Shows a historical view of company area market share, penetration, helps when establishing company OPORD for targeting GSA and specific schools.	Establish "Must keep" top the ZIP codes with station AIO for targeting. Establish top three ZIP codes with company AIO for major supported events.
	School Zone	School Zone	All schools need to be evaluated and approved by COG in 6th quarter.	New SY folders will be completed by end of first RSM and calendar completed by end of second RSM. Establish weekly time to review and assess school folders.
Reserve Unit Zone	Reserve Unit Zone	This provides overview of additional assets with the company area of operations.	Use reserve units to assist in recruiting efforts through TAIR events at high schools and with the local community.	

A-2 Example of RFA analysis at company level

Understand – Recruiting Functions Analysis (RFA) - Step 1 (For use of this form see USAERC Training Circular 5-01)				
Perform an analysis of each recruiting function (Use continuation sheet if more space or additional items for review/analysis are needed)				
RECRUITING FUNCTION	REVIEW/ANALYZE	GUIDANCE	ANALYSIS Review and analyze each area	ASSESSMENT What needs to be done to respond to your analysis?
Command & Control	After Action Reviews	Review notes from AARs	General guidance and/or location of info	
	Weekly Planning Meetings	Review notes from meetings		
	Electronic Planning Guides	RZ		
	In Progress Reviews	RZ		
	Personnel Issues	Any personnel issues?		
	NCOERs/Awards	Any due/Upcoming?		
	Leave Management	Anyone on leave?		
	Station's Battle Rhythm	MAP, Sync Matrix, E-Plan		
Intelligence & Market Analysis	Bn/Company/Station Operation Plan	Review Company Operation Plan	Blank space to record notes. Example: AAR from a recent school visit that includes a comment that the principle prefers more than one recruiter conduct visits on Thursdays of each week.	Blank space to record notes as needed. Example: Based on the analysis of the school visit AAR, the station commander makes a note to identify and assign two recruiters to visit the high school on Thursday of each week. The station commander should transfer the info to Step 4 and the Sync Matrix
	Market Share	BI-Zone/RZ		
	ASCOPE (Area, Structures, Capabilities, Organizations, People, Events)	FM 3-24.2		
	SAMA	RZ		
	Tactical Segmentation	BI-Zone/RZ		
	Bn S2/Company Reports	BI-Zone		
	BI-Zone	BI-Zone		
	School Zone	School Zone		
Reserve Unit Zone	Reserve Unit Zone	This provides overview of additional assets with the company area of operations.	Use reserve units to assist in recruiting efforts through TAIR events at high schools and with the local community.	

A-3 Recruiting Functions Analysis

Understand – OPERATIONAL ENVIRONMENT - Step 2						
(For use of this form see USAERC Training Circular 5-01)						
Perform an analysis of the operating environment using the PMESII-PT framework. This includes conversion data analysis.						
OPERATIONAL VARIABLE	REVIEW/ANALYZE	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	ASSESSMENT
	Analyze PMESII-PT	Internal factors that are favorable to achieving the mission	Internal factors that are unfavorable to achieving the mission	External factors that are favorable to achieving the mission	External factors that are unfavorable to achieving the mission	What needs to be done to respond to your analysis?
Political - Army, Recruiting, and/or local policies and politics that influence recruiting operations.	Schools					Blank space to record notes as needed. Example: If the station commander has observed a weakness in presenting features and benefits of USAR programs, those notes go here to help develop Step 3 (Visualize and Describe) content.
	Business					
	Community					
	Recruiting Incentives					
	MEPS Policies					
	Colleges & Universities					
	Trade Schools					
Military - Military presence in a recruiting environment	Users can add to or modify this list. Add other:		WEAKNESS	OPPORTUNITY	THREAT	Use the rest of the form to record information for each of the PMESII-PT areas. Frequency: Once each month, reviews/updated weekly to prepare for Weekly Meeting. Estimated Time to Complete: • Initial: 2 to 4 hours • Subsequent Monthly Updates: 1 hour
	Military Installations					
	USAR Units					
	Referrals					
	Veteran Organizations					
	Pro-Military Civic Organizations					
	Events					

A-4 Operational Environment

A-5. The RFA provides leaders with a systematic method to assess unit performance for each recruiting function. Examples include:

A-6. Analysis of past events reflecting low return on investment may indicate that a unit is conducting “movement to contact” operations instead of “intelligence-driven operations.” Analysis of prospecting efforts will show which prospecting techniques produce the greatest return on investment.

A-7. Analysis of Armed Services Vocational Aptitude Battery (ASVAB) test results revealing a low “test passed” rate may indicate that prospecting efforts are not engaging the target market. Analysis of conversion data revealing a significant number of applicants who fail to join the Army after spending a day processing at the MEPS may reveal inadequate quality control checks at the tactical level.

A-8. A low Future Soldier retention rate or a low number of referrals by Future Soldiers may indicate insufficient command emphasis on the Future Soldier Program.

A-9. Training plans lacking dedicated time for unit training and leader development may indicate that a unit is allowing the “tyranny of the urgent” to trump long-term commitment to improve unit performance.

Appendix B

PMESII-PT AND METT-TC

POLITICAL, MILITARY, ECONOMIC, SOCIAL, INFORMATION, INFRASTRUCTURE, PHYSICAL ENVIRONMENT & TIME (PMESII-PT)

POLITICAL

B-1. Political describes the distribution of responsibility and power at all levels of governance within a given recruiting area of operation. Current attitudes towards the recruiting activities, the level and types of government (i.e., city mayors, school boards, state governance), and local political groups influence recruiting operations. Likewise, political entities develop policies that influence recruiting operations. Recruiters must understand policies affecting their ability to access their recruiting markets and execute the decisive mission at every echelon. Just as importantly, leaders at every echelon must articulate the effect of policies on the recruiting mission. Doing so provides “bottom-up” feedback to “top-down” decisions and ensures a shared understanding of second and third-order effects due to existing political forces and policies that influence the recruiting operating environment.

MILITARY

B-2. A military presence in an operational environment may affect the recruiting environment. For example, Army military installations (Active, Reserve, or National Guard) in a unit’s area of operation (AO) may increase the propensity of a population to join the Army. Conversely, the presence of sister-service installations could negatively influence Army recruiting efforts. Leaders operating in environments that include Army installations have an opportunity to leverage external assets (e.g., senior Army leaders, post facilities) in support of the recruiting mission.

ECONOMIC

B-3. Economic factors can have a strong influence on the recruiting operational environment. The labor market has a direct effect on recruiting operations. Historically, when unemployment rates increase, the number of people interested in Army opportunities also increases. When unemployment rates decline, interest in Army opportunities also declines. While propensity may increase during periods of economic hardship, other factors may reduce the number of individuals qualified for military service. Commanders must understand how economic factors enhance or constrain the recruiting operational environment.

SOCIAL

B-4. The social variable describes societies within an operational environment. Cultural awareness helps Recruiters identify the various market segments within the community, builds rapport, and reduces misunderstandings. Understanding the social variable can provide Recruiters insight into individual and group intentions and improve their ability to accomplish the mission. Leaders must become knowledgeable of societal aspects within their AO to understand the effect of recruiting operations on the population.

INFORMATION

B-5. The information environment is the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information (JP 3-13). Recruiting operations must take into account the population’s perceptions, beliefs, and behaviors toward military service. Leaders must incorporate cultural

awareness and relevant social and political factors into their operation plan. Face-to-face interaction by leaders and Soldiers with members of the communities strengthens relationships and improves their perceptions of the Army. Such interaction amplifies positive actions and increases goodwill and support for the recruiting effort.

B-6. Likewise, information meetings with key local government officials, civilian leaders, and educators will also positively affect mission accomplishment.

INFRASTRUCTURE

B-7. Infrastructure includes the physical components of the system required to recruit, access, transport, train, and deliver Soldiers (physical or virtual) to their first unit of assignment and includes all aspects from facilities to supporting equipment.

PHYSICAL

B-8. The physical environment consists of geographic factors such as terrain and market factors, including market size (urban, suburban, and rural) and demographics (population density, qualified military available population, race/ethnic, and sex). These factors significantly shape how and where recruiting operations occur. Commanders must account for physical environment factors when determining where to position recruiting facilities to increase access to target populations and when planning recruiting operations.

TIME

B-9. Time plays an important role in recruiting operations and is a key factor when planning recruiting operations. School, business, and organizational operating hours significantly affect the availability of the recruited population. Leaders must understand how time either increases or decreases the likelihood of successful engagements with the target market.

MISSION, ENEMY, TERRAIN & WEATHER, TROOPS AND SUPPORT AVAILABLE, TIME AND CIVIL CONSIDERATIONS (METT-TC)

MISSION

B-10. HQ, Department of the Army develops the annual human capital acquisition requirement consisting of enlisted, warrant officer, and officer requirements across the Total Force (Active, Reserve and National Guard) and assigns the mission to Army recruiting organizations for execution. Army recruiting organizations develop a recruiting operation plan to execute the unit's recruiting mission.

ENEMY

B-11. In recruiting, the 'enemy' is competitors that threaten the mission. Competitors may include other service recruiting, key individuals within the AO that negatively affect or influence recruiting, and competing interests (e.g., job market, education opportunities, or career opportunities) for potential recruits.

TERRAIN AND WEATHER

B-12. Terrain and weather can significantly affect recruiting operations. The recruiting operations plan considers the geographic dispersion of the recruiting force, ease or difficulty of movement within the recruiting area of operations, location, and status of applicant processing centers (MEPS and Medical Treatment Facilities).

TROOPS AND SUPPORT AVAILABLE

B-13. It is crucial commanders consider the strength of their recruiting force during the development of their operation plan. Soldier absences due to attendance at Noncommissioned Officer Professional Development System (NCOPDS) schools, professional development schools, scheduled or emergency leave, and various other administrative actions can cause a reduction of force for extended periods. A reduction in force affects recruiting operations and may affect planned events.

B-14. Support is also necessary for the conduct of daily recruiting operations and targeted events. Support includes the necessary logistical, educational, media, and funding for the execution of recruiting operations and events.

TIME AVAILABLE

B-15. Time available describes the time and duration of activities, events, and conditions within the recruiting operational environment. Recruiting operations follow periods that are unique to each recruiting mission. Enlisted recruiting operations follow a recruiting calendar that prescribes monthly recruiting periods. These periods regulate the flow of applicants to the MEPS for enlistment and Future Soldiers for shipment to individual military training. Annual selection boards and training course dates drive time available in support of medical and in-service recruiting operations. Medical and in-service missions are annual requirements.

CIVIL CONSIDERATIONS

B-16. Awareness of the demographic makeup of a recruiting AO is an important part of understanding the recruiting operational environment. The diverse nature of the population makes it necessary to understand the many cultural and generational nuances that exist within an AO. Understanding what influences any market segmentation and how to communicate effectively is an essential competency for leaders and recruiters to master.

Glossary

Section I – Terms

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, are capable of directly or indirectly influencing these youths to seek more information about Army enlistment opportunities.

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.

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

Population-centric – Collaborating with and supporting local populations through community outreach programs, education, and total Army involvement to leverage the external network as a force multiplier in achieving targeted recruiting objectives.

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.

Section II – Abbreviations

AAR	After Action Review
ADP	Army doctrine publications
ATLC	Annual leader training conference
AMEDD	Army medical department
AMRG	Army marketing and research group
AO	Area of operations
APA	Advertising and public affairs
AR	Army Reserve or Army Regulation
ASCOPE	Area, structures, capabilities, organizations, people and events
ASVAB	Armed Services Vocational Aptitude Battery
COA	Course of action
CP	Community partners
COP	Common operating picture
D3A	Decide, detect deliver and assess
DA	Department of the Army
DAT	Dental Admission Test
ESS	Education support specialist
F3EAD	Find, fix, finish, exploit, analyze and disseminate

FM	Field Manual
FRAGO	Fragment order
HQ USAREC	Headquarters, United States Army Recruiting Command
JAMRS	Joint Advertising, Market Research Studies
JP	Joint Publication
MCAT	Medical College Admission Test
MEPS	Military Entrance Processing Station
METL	Mission Essential Task List
METT-TC	Mission, Enemy, Terrain and weather, Troops and support available, Time available and Civil considerations
MOE	Measures of Effectiveness
MOP	Measures o Performance
NCOES	Noncommissioned Officer Professional Development System
OPORD	Operational Order
PAE	Positioning Analysis and Evaluation
PMESII-PT	Policy, Military, Economic, Social, Information, Infrastructure, Physical Environment and Time
QTR	Quarter
QMA	Qualified military available
RFA	Recruiting Function Analysis
ROI	Return on Investment
SOP	Standard operating procedures
SCQLD	Station commander quarterly leader development
SWOT	Strengths, weaknesses, opportunities, threats
TAIR	Total Army Involvement in Recruiting
TDE	Tactical decision exercises
TLP	Troop leading procedures
TPU	Troop program unit
TRADOC	Training and Doctrine Command
UM	USAREC Manual
UTC	USAREC training circular
USAREC	United States Army Recruiting Command
VA	Veteran affairs
VRS	Virtual Recruiting Station
WARNO	Warning order
XO	Executive Officer

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