Recruiting Company Operations

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Headquarters
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PREFACE

USAREC Manual 3-30 provides recruiting company commanders and first sergeants (1SG) with a common philosophy and language. It enhances the unity of effort by defining and illustrating the U.S. Army Recruiting Command’s (USAREC) tactical and operational doctrine principles.

PURPOSE

Each company area of operation (AO) within USAREC presents its own opportunities and challenges. Accordingly, recruiting company commanders must be agile and adaptive leaders capable of demonstrating disciplined initiative within the limits of mission command. USAREC Manual 3-30 serves as a “how to think” guide for company commanders and first sergeants. This manual defines the roles and responsibilities of company leaders, explains the principles and concepts of recruiting operations.

SCOPE

USAREC Manual 3-30 is the user manual for recruiting doctrine at the company level. It describes recruiting fundamentals and concepts.

INTRODUCTION

The contents of this manual are not regulatory. They are a compilation of techniques to aid understanding of the what, why, and how of essential actions at the company level. The methods detailed are not a remedy for every situation, but they do provide company leaders with a doctrinal starting point from which to formulate and execute their plans.

APPLICABILITY

This manual applies to all company leaders. With appropriate modifications, the methods described can apply to any recruiting area and market. The doctrine in this manual expands on the principles established in USAREC Manual 3-0, Recruiting Operations, and is supported by USAREC Training Circulars (TC).

ADMINISTRATIVE INFORMATION

The proponent for this manual is Headquarters, Recruiting and Retention College, Doctrine Division, Fort Knox. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ Recruiting and Retention College, ATTN: RCRS-DD, 1929 Old Ironsides Avenue, Bldg 2389, Fort Knox, KY 40121-2725, or by e-mail to: usarmy.knox.usarec.list.rrc-doctrine@mail.mil
Recruiting Company Operations

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

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

Chapter 2 describes the operational framework of a recruiting network. It details the internal and external flow of information and explains how it supports recruiting operations.

Chapter 3 describes the intelligence preparation of the battlefield (IPB), which is the process of analyzing data to form the common operational picture. This chapter explains how to measure a unit’s performance and determine new markets of opportunity.

Chapter 4 describes the planning and how it helps commanders effectively and efficiently direct recruiting operations while maximizing recruiting efforts.

Chapter 5 discusses the process of targeting, focusing recruiting efforts on priority markets, maximizing the employment of available resources, selecting and prioritizing targets, and matching available resources to the market.

Chapter 6 discusses how decisive operations properly planned and executed can exploit market opportunities. The chapter also explains how prospecting is the cornerstone of recruiting and the assets available to assist leaders in deep market penetration.

Chapter 7 addresses the importance of shaping operations and their role in successful decisive operations. It also explains how some shaping operations can connect and identify with the American public and particular demographic groups.

Chapter 8 describes how sustainment operations support the force and promote top performance. It also explains how the Family Readiness Group (FRG) supports Soldiers’ spouses in a geo-dispersed, fast-paced, and intensive environment.
INTRODUCTION

1-1. The duty of a recruiting company commander is to exercise command authority through mission command and lead his or her Soldiers to accomplish all assigned missions while always taking care of Soldiers, Civilians, and Families. The decisive effort is conducting population-centric operations to recruit professional, volunteer Soldiers capable of effectively executing Army operations in complex operating environments—today and tomorrow.

1-2. Commanders lead their Soldiers by providing guidance, direction, and motivation. They enforce standards and leverage the experience of their team members to optimize results. Commanders must also be agile and adaptive leaders who actively seek out best practices and reward innovative ways to accomplish assigned missions within the higher commander’s intent.

1-3. Recruiting operations are continuous. Every activity represents a training opportunity with embedded real-time feedback. Every telephone call, applicant interview, school presentation, Future Soldier training event, or engagement with parents and civic organizations provide a forum to assess individual and unit performance during execution of daily operations. Failure to leverage every mission as an opportunity to assess, learn, and adapt represents a missed opportunity to improve performance and develop leaders. Continuous assessments and constructive feedback improves performance, develops leaders, and instills in the recruiting force a sense of confidence that will transfer to prospects, applicants, and Future Soldiers.

1-4. Non-prior services (NPS) recruiters execute daily operations in communities across America. Recruiters and their families live in the communities where they operate; in some cases, they serve as the only Army representatives in their community. Their presence promotes Army awareness and keeps the community in touch with the Soldiers who defend the nation. Soldiers telling their Army story

“Don’t tell people how to do things. Tell them what to do and let them surprise you with their results.”

GEN George S. Patton, Jr.
at every opportunity to educate the community and enables prospects to make informed decisions about Army service.

1-5. In-service recruiters execute daily operations on military service garrisons and bases throughout CONUS and OCONUS markets. Recruiters and their families live on post or within the local military-centric community surrounding the garrison. They conduct daily interactions with military service formations. In-service recruiters provide the active duty and selected National Guard, Reserve Soldiers, and sister service Airmen, Marines, and Sailors, with career opportunities in a variety of critical Army career fields. Additionally, in-service recruiters educate senior leaders of the Army about both in-service and NPS recruiting to ensure a common understanding.

**LEADERSHIP**

1-6. Confident and competent leadership serves as a catalyst to create conditions for success in any operation. In recruiting, leadership underpins each of the eight recruiting functions: mission command; intelligence; prospecting; interviewing; processing; lead Future Soldiers; training and leader development; and sustainment (see Figure 1-1).
1-7. Commanders must understand, visualize, describe, direct, lead, and assess throughout the operation’s process (see figure 1-2.). Commanders must have a thorough understanding of the recruiting environment; visualize and describe the desired end state; then direct and lead operations to accomplish the mission. Since the recruiting mission is an on-going process, commanders must constantly assess operations by identifying the unit and individual strengths and weaknesses, as well as changes in a dynamic recruiting environment. In so doing, commanders set conditions to build a learning organization that improves with every mission and builds both capability and capacity through leader development.

**MISSION COMMAND**

1-8. Mission command enables commanders to achieve mission success by empowering subordinates when operating in a geo-dispersed environment.
1-9. Six principles guide mission command:

- Build cohesive teams through mutual trust
- Create a shared understanding
- Provide a clear commander’s intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

1-10. In mission command, the commander is the central figure. Commanders understand and use human relationships to overcome uncertainty and maintain the focus of their Soldiers. Collaboration and dialogue help commanders build mutual trust, create a shared understanding and purpose, and receive human information not collected by their mission command systems. Guided by the principles of mission command, commanders skillfully balance the art of command with the science of control (see ADRP 6-0, Mission Command).

UNDERSTAND

1-11. Understanding is fundamental to the role of the commander and is critical to sound decision-making. Understanding involves analyzing the variables that affect each station’s recruiting environment in relation to the mission.
Commanders apply judgment to the operational picture through the filter of their knowledge and experience. They must know their area of operations, to include the location of target populations, demographic information affecting recruiting operations and key leaders who can help set conditions for mission success. Commanders must understand how locally cultural factors, such as shared beliefs, values, customs, and behaviors among the populations, affect recruiting operations. Each of these aspects of the recruiting environment can represent opportunities—or threats.

1-12. Army Doctrine Reference Publication (ADRP) 5-0 describes the value of civil considerations to the commander’s understanding of the operational environment. Commanders must develop a deep understanding of each recruiting station’s operational environment. Recruiting station teams serve as the ground sensors which gather valuable intelligence daily. The information, perceptions, and ideas they provide add to the commander’s grasp of the environment.

1-13. Company commanders and first sergeants circulate within their area of operations (AO) as part of their battle rhythm to observe team members as they conduct recruiting operations. Soldiers have a keen sense of the recruiting environment; they may be the first to identify opportunities or risk. Open communication across all company elements improves the commander’s understanding by accelerating the identification of potential opportunities, threats, information gaps, and capability shortfalls. Understanding becomes the basis of the commander’s visualization.

1-14. While a commander may choose to consider old recruiting data as part of the commander’s assessment, it is critical to remember that yesterday’s performance may only have a marginal bearing on a unit’s true potential. Strong leadership and aggressive execution by Soldiers who are trained, resourced, and motivated will trump statistical predictions based solely on past performance.

1-15. The Army uses planning methods throughout the formation of long-term and short-term planning. At the USAREC level, the USAREC Commander and staff use the Army Design Doctrine to frame the complex problems and solutions and inform the Military Decision Making Processes of lower echelons. The Army Design Process allows the development of the multi-year and annual USAREC campaign plans, marketing plans, and forecasting inputs. At battalion level and above, commanders and their staffs perform the military decision-making process (MDMP) to develop an annual operation plan, and publish operational orders and missions.

1-16. Company commanders and below use troop-leading procedures nested with the MDMP process, to plan and execute operations (see figure 1-3).
every echelon, commanders incorporate the operational variables (PMESII-PT) and mission variables (METT-TC), described in ADRP 5-0, as a framework to understand and evaluate the local recruiting environment and the demographic makeup as part of their mission analysis. (See USAREC Manual 3-0, Recruiting Operations, and UTC 5-02, Intelligence, for further discussion of operational variables and defining the environment. Also, see USAREC TC 5-01, Mission Command, for application of Step 2 for PMESII-PT analysis. The company leader uses this assessment to determine strengths, weaknesses, opportunities, and threats (SWOT).

Figure 1-3. Recruiting company and station TLP process

1-17. Commanders must understand the seasonal battle rhythms affecting recruiting operations. External factors such as events listed on school calendars, the timing of boards to certify eligibility for doctors to earn a commission or the availability of Army training seats affects the conduct of recruiting operations. The commander must consider these and other variables when developing the company’s annual operations order.
1-18. Commanders use the Army’s mission variables (METT-TC) when conducting mission analysis as they develop their annual recruiting operations order:

- Mission. The mission assigned by higher headquarters enables the company commander to initiate actions to achieve precision effects. The commander refines the mission with the results of the MDMP analysis.

- Enemy. In recruiting, the enemy represents those things that threaten the accomplishment of the mission. These include other service recruiting elements recruiting from the same market, key individuals within the company’s area of operations that negatively impact or influence recruiting, competing interests—a job market, education opportunities, career opportunities for potential recruits.

- Terrain and weather. A recruiting company’s terrain includes locations of priority markets (e.g., schools, neighborhoods). Some recruiting companies have stations located in urban areas, where travel distances are short. Other companies have stations dispersed in suburban and rural areas with longer traveling distances affected by seasonal weather conditions and terrain features. Dominating the virtual terrain (e.g., social media) can mitigate the “tyranny of distance” and improve unit performance by increasing precision recruiting efforts.

- Troops available. Commanders must know the number of Soldiers available to perform daily operations and adjust their plans based upon known shortfalls. Circumstances such as assigned strength, noncommissioned officer professional development system (NCOPDS) and professional development school attendance, scheduled or emergency leave, and various administrative actions can all affect recruiter availability.

- Time available. Time is the number of recruiting days available during any one period in which the company must achieve its annual mission. Commanders will establish milestones to track progress throughout the year and adjust their plan based upon real-time results.

- Civilian considerations. Each recruiting station must possess a
clear understanding of civilian considerations. The station commander collects and reports market information by applying the ASCOPE (area, structures, capabilities, organizations, people, and events) methodology (see ADRP 5-0). The company commander incorporates gained information into the company's analysis and through running estimates before forwarding to the battalion headquarters to enable informed decision-making.

1-19. A shared understanding of variables such as employment opportunities, seasonal events, and the community, facilitates the ability of the commander to adjust recruiting operations already in progress. Relevant information helps commanders develop a situational understanding of the environment to better frame problems, assess situations, and make informed and timely operational decisions. The information provides understanding and the understanding fosters initiative.

VISUALIZE

1-20. Before commanders can visualize mission achievement, they must clearly understand the operational environment, the market, and available resources. What is the mission? What is the market's propensity? What shaping or sustaining operations will yield the greatest return on investment?

1-21. First, in the process of visualizing mission achievement, the commander receives the recruiting mission. Next, the commander must examine and understand the environment, that is, the market in which each station operates. Here is where the commander applies the intelligence he or she has gathered from the recruiting station commanders. The commander considers the intelligence during mission planning and provides key information to the recruiting battalion for continued staff analysis. This process of information flow allows a geographically displaced battalion to understand their companies recruiting environment.

1-22. Commanders must assess their environment and the unit's operational performance through mission analysis. Analysis and running estimates help the commander to visualize the end state and nature of the operations.

DESCRIBE

1-23. Commanders apply intelligence, available resources, and experience to describe recruiting operations. Describing facilitates a shared understanding between the company and station commanders regarding the recruiting environment, mission, operations, and intent. The commander's description must clearly describe what the station commander's combined efforts will accomplish.
1-24. The Army’s overarching framework for exercising mission command is the operation’s process: planning, preparing, executing, and continuously assessing the operation (see Figure 1-4).

![Figure 1-4. The operations process](image)

**DIRECT**

1-25. The company commander directs all aspects of operations, guided by the six principles of mission command. The annual operations order provides the initial azimuth for the company. As is always the case, however, the plan represents a common starting point from which Soldiers must adapt based on emerging circumstances. No plan guarantees success. The science of command facilitates planning; the art of command can make the difference between success and failure during the execution phase of the operation.

1-26. Commanders, at all levels, are important participants in the recruiting operations process. While recruiters and staff perform essential functions that amplify the effectiveness of operations, commanders drive the operations process through understanding, visualizing, describing, directing, leading, and assessing operations. Accurate and timely running estimates and analysis (Recruiting Functions Analysis (RFA), Strength Weakness Opportunities Threats (SWOT), Operational Environment (OE)), are key knowledge management tools that assist commanders in driving the operations process. (See Figure 1-5).
Figure 1-5. The commander’s role in the recruiting operation process.

**LEAD**

1-27. A commander’s physical presence speaks volumes. In recruiting, as in combat, commanders must move to a critical point and lead. A commander’s presence makes a significant difference in how subordinates respond to messages. Walking point with Soldiers, whether area canvassing with a recruiter, face-to-face prospecting, or participating in a local media interview, communicates a sense of caring and commitment to the Soldier.

**ASSESS**

1-28. Directing operations, however, is only a part of the picture. Commanders must also be aware of their recruiting stations’ abilities, take advantage of their strengths, and train to overcome weaknesses. Assessing consists of a measure of effectiveness (MOE) and measures of performance (MOP). The MOE assesses if the company is getting the effect required to achieve the overall mission. One example of a MOE is identifying the most effective lead source because it identifies the source with the most contracts and provides the commander with a “go to” category. The MOP analyzes the performance of the force to determine if they are executing their duties effectively. An example of a MOP is the analysis of the Mission Accomplishment Plan (MAP). The MAP represents the amount of activity a unit must generate to achieve its mission, based on historical conversion data (see USAREC TC 5-3.1 for lead source and MAP analysis). It is important to note that MOEs and MOPs are mutually supporting. When a unit does not achieve the effects desired, then the performance measures may be ineffective, or the recruiters are executing the
wrong operations to achieve the mission. In some cases, the effects are achieved, but the performance efforts are lacking, which is indicative of a propenselyd environment with no need for additional support.

**IN-PROGRESS REVIEW (IPR)**

1-29. Commanders use the In-Progress Review (IPR) as a tool to monitor and direct recruiting operations in their organization. The IPR, as described in ADRP 6-22, provides commanders with a quality control checkpoint on the path to mission accomplishment. The IPR provides operational information commanders need to evaluate unit performance and redirect operations if necessary.

1-30. The continuous operating tempo of recruiting demands that commanders focus on the operations process, exercise the elements of mission command, and use the IPR to maintain a steady battle rhythm.

1-31. Commanders must track the progress of potential Future Soldiers as they progress through the stages of the recruiting funnel (see USAREC TC 5-03.1). Recruiting stations own the initial steps of the recruiting process; as potential Future Soldiers progress along the recruiting funnel, the responsibility of accomplishing recruiting tasks expands to include the company, and then battalion, oversight (see USAREC TC 5-03.1, Recruiting Funnel figures).

1-32. IPRs provide commanders with opportunities to conduct a commander’s dialogue between supporting and supported commands. IPRs proactively identify gaps and potential issues and provide solutions to correct or avoid them. Analysis of the recruiting functions (see Chapter 4) and the recruiting funnel (see USAREC TC 5-03.1) provide a framework for the dialog.

1-33. IPRs with station commanders provide a forum for company commanders to revise their plans based on feedback. These commanders' dialogues provide an opportunity for constructive feedback based upon an atmosphere of mutual trust.

1-34. The IPR is a leader assessment that allows for the continuous evaluation of recruiting operations. The IPR helps leaders focus on improving the organization, dominate the market, and accomplish near-term tasks and objectives. The IPR, although similar to the AAR, allows the commander the ability to assess subordinate actions one level down and receive direction one level up as not to lose focus on accomplishing the mission. The AAR process is an after mission assessment that involves all parties involved in the mission to gather insight for improvement. Leaders often lead and train one level down and evaluate and assess two levels to ensure both training and mission focus is understood and acknowledged.
1-35. The IPR can have a positive influence on a station commander’s ability to accomplish the mission. The opposite, however, will likely occur if the IPR becomes an administrative function rather than an operational review. Leaders who only focus on operational requirements often miss the real problems. IPRs based on the station’s plan and mission posture identify choke points that necessitate training or leader action. The leader must thoroughly understand each of the recruiting functions to effect such change. (See USAREC TC 5-01 for details of conducting an IPR.)

1-36. Figure 1-4 illustrates the relationship between situational awareness, analysis, elements of mission command, and the plan. (For details of the planning process, see Chapter 4.)

WEEKLY AFTER ACTION REVIEW (AAR)

1-37. The Leader’s Guide to After-Action Reviews provides a comprehensive description of AARs. The publication states, “An after-action review is a professional discussion of the event, focused on performance standards that enable Soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and reduce weakness. It is a tool the leader can use to get the maximum benefit from every mission or task.”

1-38. An AAR normally occurs at the end of the operation, mission, or event. The continuous operational tempo of recruiting demands that USAREC uses a daily IPR and a weekly AAR. This approach helps leaders focus on day-to-day and weekly operations.

1-39. AARs allow participating team members and leaders to discover what happened during the week, or event. An AAR asks three questions: What happened, why did it happen, and how can we improve it next time? When subordinates share in identifying reasons for success and failure, they become owners of it. AARs also give leaders invaluable opportunities to hear what is on their team members’ minds.

1-40. No commander, regardless of their skill, will see as much as an individual team member and leader who are performing the mission. Leaders can better correct deficiencies and sustain strengths by evaluating and comparing team member, leader, and mission performance against the mission goals. AARs are the key to the evaluation process.

1-41. Feedback compares mission performance with the intended outcome. Leaders and team members can identify strengths and weaknesses and together decide how to improve their performance by focusing on team member’s skills and market conditions. Sharing the experience improves team member skills and
operational task proficiency and promotes unit bonding and esprit de corps. Commanders conduct AARs after any event that affects mission accomplishment. Such events include school presentations at targeted schools or job fairs at targeted locations (see USAREC TC 5-01 for details on incorporating AARs into battle rhythm).

**SHAPING CULTURE**

1-42. The dynamic nature of recruiting operations requires agile and adaptive leaders who can serve as agents of change as required. Techniques that worked in the past may be less than optimal in today’s environment.

1-43. Leaders must know their Soldiers, leverage their strengths, mitigate their weaknesses, and encourage initiative at the lowest levels. They must also foster an environment in which Soldiers willingly share their best practices and lessons learned for the benefit of the team.

**COMMUNICATION**

1-44. Clear and constant two-way communication enhances the leader’s ability to maneuver the company in harmony with the mission objectives of higher headquarters.

1-45. Communication can be a challenge in a geographically dispersed command. Leaders mitigate this risk by leveraging all available means: e-mail, texting, telephonic communication, and social media to augment their face-to-face interactions with the members of their team.
Chapter 2.
Leveraging the Recruiting Network

“We continued to adapt in order to make ourselves an increasingly interconnected and effective network. We began as a network of people, and then grew into a network of teams, then a network of organizations, and ultimately a network of nations.”

GEN Stanley McChrystal

2-1. Leaders set conditions for mission success by understanding the important role networks play in the conduct of population-centric operations. Figure 2-1 illustrates a recruiting company network and shows how information and support intersect within its sphere of influence to form the recruiting company network.

Figure 2-1. Recruiting company network

2-2. The recruiting network consists of multiple nodes, to include:

- **The internal network.** The internal network consists of all USAREC elements.
- **The Army Talent Acquisition Team.** The Army Talent Acquisition Team consists of Army units outside USAREC that support the
recruiting mission. Examples of organizations that can affect operations at company level include local Army units (Regular Army or Army Reserve) and military entrance processing stations (MEPS).

- **The external network.** The external network consists of local organizations, external to USAREC, capable of supporting the recruiting mission.

- **Information systems.** Given the current state of technology, leaders leverage information sharing technologies in support of network-centric operations. These technologies include those internal to the Department of Defense (e.g. DoD information sharing about the market) as well as non-DoD virtual networks.

**INTERNAL NETWORK**

2-3. Company commanders augment daily operations conducted by their Soldiers by leveraging assets at battalion and brigade to support their priorities (e.g. obtaining resources—such as marketing and advertising dollars—allocated through the targeting process or staff assistance visits to improve unit performance).

2-4. Soldiers within a company help their commander understand the operational environment by providing bottom-up market data, analysis, and refinement of market intelligence products.

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

**THE ARMY TALENT ACQUISITION TEAM**

2-6. The two organizations from this node that will have the greatest effect on company-level recruiting operations are local Army units (both RA and AR) and the local MEPS. Leaders must invest time and energy into fostering good communication and common understanding with members of this important node.

2-7. Local Army units can support precision recruiting requirements by participating in prospecting events as well as Future Soldier training events. Building solid working relationships with local Army units is an investment that will pay long-term dividends. Failure to establish solid working relationships with local Army units and the local MEPS represents a missed opportunity and can
create friction that will divert attention from the decisive effort.

2-8. Another element of this node is the Army Marketing and Research Group (AMRG). Through the targeting process, company commanders may be able to benefit from Army outreach efforts by units such as the Golden Knights Parachute Team, the Army Marksmanship Unit, national assets, or national marketing events scheduled in the local area.

EXTERNAL NETWORK

2-9. As is the case with all population-centric operations, key leaders in the community can serve as combat multipliers. On the other hand, a lack of community support can undermine local recruiting efforts. Commanders influence their environment by playing an active role in the community and networking with community leaders to gain their support. Detailed content on Community Partners (CP) is in USAREC TC 5-03.3 (Partnerships).

2-10. Commander interaction with members of the external network supports mission achievement by promoting Army awareness. These interactions also increase the commander’s understanding of the recruiting environment. 2-11. Many external organizations and social networks can positively affect mission success. Secondary and post-secondary schools are the primary lead source. Besides school lists, schools represent a significant source for CP and very important persons (VIP) in the form of students, guidance counselors, teachers, student deans, hospital administrators, archdiocese officials, and installation and unit commanders. External sources can improve the Army’s credibility, provide leads in targeted markets, and open countless doors. Other external sources such as Reserve centers and National Guard armories can also affect the recruiting mission by providing Soldiers, space, and equipment.

2-12. The external network members may have a negative impact on recruiting operations through competition, apathy, or negative perceptions of recruiting. Gaining influence and support, or at least changing negative perceptions to neutral, benefit the recruiting operations. When the station and company leadership are unable to ensure positive perceptions, and negative perceptions are impacting recruiting operations, the battalion, brigade, or USAREC leadership can engage to help shape by gaining support or neutralize negative perceptions.

2-13. Community support contributes to mission success by creating “win-win” scenarios. Establishing relationships with city, county, state, installation, and unit leaders can help the recruiting force ease the task of gathering background information to determine an applicant’s eligibility. The commander accomplishes this by emphasizing outreach efforts with organizations such as the Veterans of Foreign Wars, the American Legion, the local chamber of commerce, Rotary
Club, and Lions Club, and professional organizations. This participation places recruiting leaders in contact with potential CP and VIPs. These influencers can furnish leads and promote the Army.

2-14. External networks are equally critical to in-service recruiting. The external network comprises other unit command teams, from the company to corps' level. These include but are not limited to career counselors, other recruiting elements, Drill Instructor Recruiters, Special Mission Units, and key influencers from commands and proponents. These elements may generate the recruiting mission and provide other types of support.

2-15. Commanders and first sergeants augment station-level external networks by meeting with school administrators, business affiliations, and other key leaders to improve community relations and achieve tangible results in support of the recruiting mission. These activities help to shape the market for successful decisive operations.

2-16. For in-service recruiting, commanders and first sergeants augment station-level key external networks by engaging unit command teams from the battalion to Corps level. Gaining and maintaining the support of the unit chains of command for in-service recruiting is critical to provide freedom of maneuver for recruiting stations and enhancing the station’s external network.

2-17. Local media—newspapers, radio, and television stations—can promote the Army in the community through public service announcements (PSA).

**INFORMATION SYSTEMS**

2-18. The recruiting information system gathers, analyzes, and shares information across all echelons of the command. Operational data from every step of the enlistment, commission, and reclassification process allows leaders to make informed decisions. Additional market information may also include school directories, student ASVAB (Armed Services Vocational Aptitude Battery) lists, the Dental Admission Test (DAT), the Medical College Admission Test (MCAT), the public domain, joint recruiting advertising program lists, and commercial lead sources (purchased by the battalion). Accurate, timely, and relevant market information helps commanders select the best course of action (COA) to achieve their mission.

2-19. Social media provides new ways for the recruiting force to engage the market. Virtual media sites allow Soldiers to communicate with prospects, Future Soldiers, influencers, and the public.

2-20. Recruiting ProNet is another asset available in support of company leaders. This collaboration site connects recruiters, recruiting leaders, and their
staffs and provides them with a forum that allows members to openly voice opinions, give advice, ask questions, and share knowledge. Recruiting ProNet is a virtual community where recruiting professionals can come and share their experience and expertise. Recruiting ProNet offers current and former recruiting personnel the opportunity to ask and answer questions, offer opinions and suggestions, and most importantly share wisdom and knowledge. Recruiting ProNet provides leaders with an excellent means to obtain visibility of the latest tactics, techniques, and procedures from units throughout USAREC’s area of operations. You can access the Recruiting ProNet through your MilBook account on milSuite.

2-21. Commanders who stay current with market changes via the information network may exploit opportunities and consistently lead their force to success.

2-22. Recruiters will use the Event Marketing Management (EMM) Connect App or Electronic Business Reply Card (eBRC), provided through the Enterprise Marketing Management system, at all marketing funded events. The primary lead capture and submission platform is the EMM Connect.

2-23. The EMM Connect immediately syncs lead generation to online servers to collect and store data. The app requires no connectivity to the network and barring service, stores and then transmits the data once connectivity is available. The EMM Connect driver's license scanning option ensures the absence of error in identification information and an option to tag "hot leads", or those expected to end in enlistment with a "follow-up" button.

2-24. The eBRC is also a platform to capture and submit a lead while working a marketing event while simultaneously providing credit to the Marketing Activity Code (MAC) associated with the executed event.
Chapter 3.
Intelligence

“Experts often possess more data than judgement.”

GEN Colin Powell

3-1. Commanders and staffs at all levels synchronize intelligence to maximize their ability to visualize and undersize the operational environment. Although company commanders do not have a staff, they possess multiple means to gain actionable intelligence to direct recruiting operations to priority markets. Details of intelligence and intelligence-driven operations are in USAREC TC 5-02 (Intelligence).

3-2. The purpose of intelligence is to support commanders and staffs in gaining a situational understanding of the market. The most important role of intelligence is to support commanders and decision-makers.

3-3. Characteristics of effective intelligence include:

- Accuracy
- Timeliness
- Usability
- Completeness
- Precision
- Reliability

THE COMMANDER’S ROLE IN THE INTELLIGENCE PROCESS

3-4. Company commander responsibilities in the intelligence process include:

- **Providing direction.** Commanders leverage both top-down intelligence products, such as market share information and bottom-up intelligence reports from their Soldiers and recruiting networks to direct intelligence-driven prospecting operations.

- **Stating clear, concise commander’s critical information requirements (CCIR).** A CCIR is an information requirement
identified by the commander as being critical to facilitate timely decision-making. Potential company-level CCIR must include time and location of pro-military or anti-military activities (e.g. a rally) in the Area of Operations (AO) or a key leader changeover at a targeted school or within a high priority market.

- **Synchronizing the intelligence recruiting function.** Company commanders must work closely with station commanders to analyze, assess, and disseminate actionable intelligence to maintain a common operational picture across the unit. For example, the station commander may learn of an event that will attract eligible and motivated prospects from multiple stations AOs. The company commander will provide direction to subordinate leaders on how to best leverage this opportunity.

3-5. Successful recruiting operations require thorough and detailed intelligence. Current information includes but is not limited to, market capabilities, the local economy, schools, demographics, past production, and deployment of target units. This type of information helps commanders during the planning process.

3-6. Information gathering and analysis of timely and accurate market intelligence help commanders understand the operational environment. Station commanders push information provided by team members to company level for consideration. Information from both higher headquarters and recruiting stations to increase the likelihood of successful operations.

3-7. Top-down market research data helps leader’s target markets and synchronize limited resources to conduct recruiting operations and develop long-term plans. However, top-down market research data requires bottom-up refinement to provide the on-the-ground reality. Due to the complexities of population-centric operations, data can never replace human intelligence gathered through the internal and external networks.

3-8. Intelligence provides leaders with a variety of analytical tools they can use to analyze their market. The data considers the geographic and demographic makeup of each station’s market and Recruiter strength.

3-9. After analysis, refinement, and interpretation of the intelligence, commanders plan their operational strategy and direct their forces. Over time, both operational and seasonal trends become evident; the commander can then use this valuable information to plan operations.

3-10. Intelligence enables support staff to advise commanders on market trends, enabling them to position and mission their forces. The recruiting market is unpredictable and dynamic, affording commanders little time to capitalize on
newfound opportunities. Commanders, with the support of an informed staff and accurate market intelligence, direct their forces and resources to exploit every known market of opportunity.

3-11. Commanders direct the process and activities within their AO (see ADRP 2-0) for specific details of Army intelligence operations in support of the commander, as well as the commander’s role in the process). Key tasks for the commander include:

- **Issue commander’s guidance.** Commander’s guidance is the primary means used to direct market-driven intelligence gathering. For example, if a priority mission is to recruit prior-service Soldiers for the Army Reserve, the commander may direct Soldiers to meet with Veterans Administration (VA) officials working at colleges within the AO to obtain the contact information of former Soldiers who may be interested in serving in the Army Reserves.

- **Collect intelligence.** Commanders are responsible for establishing processes and systems to collect new information about the environment. Leaders collect market intelligence from many sources to include recurring face-to-face or virtual meetings with all station commanders; directing station commanders to incorporate market intelligence updates into their SITREPs; leveraging automated tools, such as school folders, to collect actionable intelligence (e.g. key events from school calendars).

- **Analyze and assess intelligence.** Intelligence gathering occurs while conducting recruiting operations. New intelligence may require adjustments to optimize results.

- **Disseminate intelligence.** Commanders must set conditions to ensure every Soldier possesses a common operational picture of the recruiting environment. Leaders accomplish the objective by creating processes and systems to ensure Soldiers have access to both top-down and bottom-up market intelligence. Many of the techniques used to collect information discussed above also apply to the dissemination of information across the company AO. Another technique to disseminate intelligence is to develop and routinely update a company SharePoint site to ensure every member of the team possesses a common operational picture.

3-12. The recruiting environment is dynamic. Commanders must employ processes and systems to combine market intelligence gathered from a variety of sources. This may include open-source news, feedback from members of the recruiting network, and market reports from supporting commands that provide a
common operational picture. Failure to do so will result in Soldiers prospecting in 
the wrong markets and missed opportunities. In a resource-constrained 
environment, commanders cannot afford to allocate resources to markets with 
limited potential.

GAINING AND MAINTAINING SITUATIONAL AWARENESS

3-13. Company commanders promote situational awareness by ensuring their 
Soldiers possess a thorough understanding of their market, mission, mission 
progress, and resources available to accomplish the mission.

3-14. Commanders must ensure that their Soldiers understand the intelligence 
tools available to promote situational awareness. Examples include:

- Leader Zone and Recruiter Zone
- Report Management Zone
- Graphical Accessions Mapping Analysis Tool (GAMAT)
- Business Intelligence Zone
- The Demographic, Income, Military and Education (DIME) report

These (and other) market intelligence tools provide team members with critical 
market intelligence, to include: demographic data, school locations and 
population, market share by ZIP Code, and locations of USAR and ARNG 
units.

LEADING INTELLIGENCE-DRIVEN OPERATIONS

3-15. Commanders serve as a critical link between the intelligence process and 
recruiting operations (see Figure 3-1). Their guidance and direction help set 
conditions for success for recruiting operations in the most productive zones.
3-16. The purpose of intelligence is to support commanders, staffs, and recruiters in gaining a situational understanding of the market (USAREC Manual 3-30), and conducting intelligence preparation of the battlefield (IPB) activities. The recruiting IPB process is comparable to Intelligence Preparation of the Battlefield/Battlespace described in ATP 2-01.3, which is a dual-designed manual for Army and Marine Corps use across the spectrum of conflict. There are four (4) steps to conducting IPB:

   Step 1: Define the operational environment
   Step 2: Describe the environment effects
   Step 3: Evaluate the threat
   Step 4: Assess market potential

3-17. Refer to USAREC TC 5-02, Intelligence for information and TTP regarding intelligence-driven operations and IPB.
Chapter 4.
Planning

“Plans are nothing, but planning is everything.”

GEN Dwight D.

4-1. Planning is the art and science of understanding the situation, envisioning a desired future, and laying out an operational approach to achieve the commander’s end state. A product of planning is a directive for future action. The commander issues orders to subordinates to communicate their understanding of the situation, their visualization of the operation and the desired end state. Orders direct, coordinate, and synchronize subordinate actions to optimize results.

MISSION ORDERS

4-2. Mission orders empower subordinates by maximizing agility and encouraging disciplined initiative. Mission orders focus on desired effects without prescribing exactly how to conduct an operation. Mission orders allow subordinates freedom of maneuver to seize opportunities in a dynamic environment.

4-3. Mission orders follow the five-paragraph OPORD format. Brevity and simplicity usually work best. Effective orders foster mission command by:

- Describing the situation to create a shared understanding
- Conveying the commander’s intent and concept of operations
- Assigning tasks to subordinate units and stating the purpose for conducting the task
- Providing the control measures necessary to synchronize the operation while retaining the maximum freedom of action for subordinates
- Task-organizing forces and allocating resources
- Directing preparation activities and establishing times or conditions for execution
OVERVIEW: TROOP LEADING PROCEDURES (TLP)

4-4. Troop Leading Procedures (TLP) begin when the leader receives a warning order (WARNO) from higher headquarters and continue throughout the operational process of planning, preparing, executing, and assessing. The TLP comprises a sequence of actions that help leaders optimize available time to develop and issue orders to execute tactical operations.

4-5. TLP is a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for the operation. These procedures enable leaders to maximize available planning time while developing effective plans and preparing their units for the operation. TLP consists of the following eight steps:

   Step 1 – Receive and analyze the mission
   Step 2 – Issue a warning order
   Step 3 – Make a tentative plan
   Step 4 – Conduct reconnaissance
   Step 5 – Initiate movement
   Step 6 – Complete the plan
   Step 7 – Issue the order
   Step 8 – Supervise and refine

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

4-6. Commanders may modify the TLP as required: some steps may occur in sequence, some may be concurrent, and others may occur throughout the operation (see Figure 4-1) for linkages between the TLP, the mission variables of METT-TC, and the development of the plan.
4-7. A plan is a continuous, evolving framework of anticipated actions that guide subordinates through each phase of the operation. The plan is a framework from which to adapt rather than a script to follow. The measure of a good plan is not whether execution transpires as planned, but whether the plan facilitates effective action during unforeseen events.

4-8. There are two types of planning cycles at the tactical level in recruiting operations:

- The annual plan to accomplish the company’s recruiting mission, and objectives of their recruiting operations order.
- Event-driven plans that support the annual recruiting mission

INTEGRATING INTELLIGENCE INTO THE TLP

4-9. Leaders have access to a variety of top-down market intelligence reports to help conduct intelligence-driven operations. The commander also leverages bottom-up information supplied by team members. Collectively, both top-down and bottom-up intelligence support the company commander during the mission analysis phase of the planning process (see USAREC TC 5-02 for details).
4-10. The company commander incorporates both top-down and bottom-up intelligence when forming the commander’s estimate of the situation. It is the commander’s responsibility to share this assessment with both supported and supporting units to provide a common operational picture.

INTEGRATING RUNNING ESTIMATES INTO TLP

4-11. Commanders maintain running estimates throughout the operation's process. A running estimate is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander’s intent and if planned, future operations are supportable (ADP 5-0). Running estimates address all aspects of operations. By providing real-time information, running estimates help determine if the operation is accomplishing the commander’s intent.

4-12. Running estimates provide key sources of information to the commander during the mission analysis phase of the planning process. During mission analysis, they include specific IPB inputs for each staff section or the company, facts, assumptions, specified/implied tasks, risks/initial risk mitigation, assets available, and planning factors. The running estimates provide similar information specific to each COA during development, analysis, and comparison to provide the details required to determine if the COAs are feasible, acceptable, and suitable.

4-13. Commanders rely on running estimates to identify unit readiness in relation to assigned missions once the operations commence.

4-14. One running estimate that analyzes both the unit and the environment is the SWOT analysis. Commanders use this analytical tool to describe unit strengths and weaknesses, as well as environmental opportunities and threats (see Figure 4-2 for an overview of analysis).
Figure 4-2. Integrating Running Estimates into the Troop Leading Procedures

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

4-15. The Recruiting Functions Analysis (RFA) methodology is another running estimate that aids commanders during the planning process. This analysis allows commanders to assess unit performance along each of the eight recruiting functions (see Figure 4-7).

4-16. Commanders integrate running estimates, such as the SWOT and the RFA analysis, into the Troop Leading Procedures (see Figure 4-3). These running estimates should be updated no less than monthly.
APPLYING MDMP TO DEVELOP THE ANNUAL OPERATIONS PLAN

4-17. The decisive operation is the accomplishment of all assigned recruiting missions to acquire talent for the Army. Commanders develop an annual operations plan to accomplish this mission. This base OPORD captures significant activities, battle rhythm events, key events, and other details to support mission accomplishment.

4-18. Commanders issue fragmentary orders (FRAGOs) to the base order throughout the year of execution as required (see Figure 4-4).
4-19. Company commanders apply the TLP to plan and execute individual tactical events throughout the year based on the OPORD and FRAGOs. While the OPORD describes the company’s events in broad terms of time, space, and resources, TLPs provide detailed planning, execution, and assessment of individual events.
APPLYING TLP TO EXECUTE TACTICAL EVENTS

Step 1: Receive and Analyze the Mission

4-20. As planned in the OPORD, or upon receipt of the initial WARNO from higher headquarters, the company commander initiates the Troop Leading Procedures to conduct detailed planning, execution, and assessment of tactical-level recruiting events.

4-21. Commanders have access to a variety of templates to assist them during this phase of the planning process, to include mission variables (METT-TC) and operational variables (PMESII-PT).

4-22. The commander conducts a quick analysis of the problem and mission to determine his initial planning guidance and timeline using the 1/3-2/3rd's rule.

4-23. Developing a plan requires a systematic approach. Every area of operation is different; "one size fits all" plan will never enable a subordinate unit to achieve its true potential.

4-24. Apply the SWOT methodology for understanding the company's internal strengths and weaknesses, as well as environmental opportunities and threats. (See USAREC TC 5-01, Mission Command, for application of Step 2, in the planning process). This technique and tool provides commanders with an analytical framework to promote a common understanding of the recruiting environment across all company elements (see Figure 4-5 for an example of the SWOT methodology).
4-25. The SWOT running estimate helps a commander understand his unit and his environment while conducting mission analysis. Company leaders should complete Step 2 while considering some of the following examples. Figure 4-6 is an extract from Step 2. **This is company-level analysis and not a roll-up of stations.**

**UNIT STRENGTHS**

4-26. Questions a commander may ask to determine unit strengths include:

- How many Recruiters do we have?
- What do we do better than anyone else does?
- What access do we have to unique resources?
- What do people in our market see as Army strengths?
- What factors help the Army get the appointment over our competitors?

**UNIT WEAKNESSES**

4-27. Questions a commander may ask to assess unit weaknesses include:
• How many vacancies (on leave, PCS, unfilled, etc.) do we have?
• What can we improve?
• What must we avoid?
• What are people in our market likely to see as a weakness?
• What factors affect our image?

OPERATIONAL ENVIRONMENT OPPORTUNITIES
4-28. Questions a commander may ask to determine opportunities in the operating environment include:

• What is the local employment picture?
• What interesting or notable trends can we exploit?
• What targets of opportunity exist?
• What community, school, or college events can we leverage?

OPERATIONAL ENVIRONMENT THREATS
4-29. Questions a commander may ask to determine in the operational environment threats include:

• What obstacles do my recruiting stations face?
• Are bonuses and enlistment incentives changing?
• Is changing technology or policies threatening our effectiveness?
• Do any of our stations have a bad image or personnel problems?
• Will any of our weaknesses seriously threaten our mission?
• What is our competition doing to undermine our efforts?
Step 2: Issue a Warning Order

4-30. The company commander issues a WARNO to supported units to facilitate parallel planning.

4-31. The WARNO consists of four paragraphs, containing as much information at the Company Commander has available at the time.

4-32. Upon receipt of the WARNO, station commanders update and refine their SWOT analysis.

Step 3: Make a Tentative Plan

4-33. The company commander must fully understand the problem and use a detailed mission analysis, or METT-TC or PMESII-PT to make a tentative plan, then validate that each course of action is viable. Commanders may apply the abbreviated format for TLPs.
4-34. The technique to help the commander assess performance and develop potential courses of action is the RFA methodology using Step 1 of the planning process. (See USAREC TC 5-01, Mission Command, for application).

4-35. The RFA framework provides commanders with a systematic method to assess unit performance for each of the eight recruiting functions.

Commanders must conduct a thorough study of conversion data and prospecting performance when conducting an RFA. (Figure 4-7 is an extract from Step 1 of the planning process. This is company-level analysis and not a roll-up of stations.

<table>
<thead>
<tr>
<th>RECRUITING FUNCTION</th>
<th>Suggested Issues &amp; Reports to Review</th>
<th>General Guidance and/or Location of Links</th>
<th>ANALYSIS</th>
<th>ASSESSMENT</th>
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<td>Review notes from Meetings</td>
<td><strong>Blank space to record notes. Example: A 340 from a recent school visit that includes a comment that the principal offered more than one recruiter conduct visits on Thursdays of each week.</strong></td>
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<td>Weekly Planning Meetings</td>
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<td>In/Company/Station RCP</td>
<td>Review Company RCP</td>
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Figure 4-7. USAREC Form 5-01.1 Step 1 extract.
4-36. Intelligence provides commanders with the information necessary to identify and locate their target market. The intelligence system collects, analyzes, and disseminates data to assist with intelligence down to station level. Intelligence includes demographics, historical data, and current trends, which commanders use to direct recruiting efforts to profitable areas.

4-37. Recruiting stations provide the company with timely intelligence. Every recruiter and leader is a sensor on the ground. They constantly scan their AO and provide market intelligence to the company. Gathering intelligence is as simple as talking with members of the community and interfacing with Community Partners, VIPs, and Future Soldiers. Current market information makes commanders aware of market trends and the physical recruiting environment.

4-38. Intelligence provides commanders with more than just numbers. It assists them in targeting productive segments of their market. Through Leader Zone, BI Zone, DOD Market Share Report, school information, demographics, competition, and historical data are some of the tools available. Some questions to ask are:

- What is happening in our market that can increase our ability to achieve the mission?
- Are there markets and targets of opportunity?
- Are there markets that no one in DOD has captured?
- What demographic changes may become a problem?
- What is the competition doing that can negatively affect our mission?

4-39. The analysis gathered from a market evaluation helps verify the stations’ plan and ensures prospecting activities include high payoff zones and events. The commander then pushes the market information, with recommended targets of opportunity, to the battalion S2 for evaluation, staffing, and consideration during the targeting board.

PROSPECTING

4-40. Prospecting is the key to recruiting success and requires thoughtful planning. Station commanders must consider their market intelligence, prospecting analysis, and conversion data when formulating their prospecting plans. Company commanders must validate each station’s prospecting plan to ensure they are accurate and comply with the company’s plan and battalion
commander’s intent.

4-41. Planning prospecting activities and the strategies to accomplish them are key components of the Company operation plan and station plans. Lead and prospecting analysis provide a historical picture of lead sources and conversion data. This information is essential for establishing prospecting requirements at each level. Lead and prospecting analysis also provide commanders the ability to identify effective lead sources and plan operations to exploit them. At the tactical level, the station plan focuses on prospecting methods that are most likely to achieve optimal results. Some questions to ask:

- What are the station’s conversion rates IAW USAREC standards?
- Are the station’s prospecting plans effective?
- Are stations following the prospecting plan? If not, why?
- Does our prospecting plan match the prospecting analysis?
- Does it match where the contracts originate?
- Where are the majority of contracts originating?
- How many school lists do we have?
- Do I have a hometown recruiting assistant program (HRAP) or active duty for operational support–reserve component (ADOS–RC) Soldiers scheduled this month? How will I use them?
- Are there any TAIR, Community Partner, or community events this month?
- What school lists are we missing and why?
- Are recruiters talking to prospects planning college about the AR?
- What is our flash to bang time?
- How many referrals came from a Community Partner, VIP, prospect, or Future Soldier?
- How many school visits have we scheduled for this week, to include local colleges?

INTERVIEWING

4-42. The Army interview is the art of recruiting. It is the main event of the recruiting process. Recruiting operations either cause or are the direct result of the Army interview. That said, it is imperative we train recruiters well and ensure they understand all Army programs and policies. They must all be fully capable of answering questions that an applicant or the influencer may ask.
4-43. Interviewing is the result of good intelligence and well-executed prospecting efforts. The interview is a primary part of recruiting for recruiters and initiates processing and enlistment activities. Since team members spend most of their time looking for people who will agree to an appointment, it only makes good sense to ensure they are fully capable of giving their very best interview. Potential questions include:

- When did the station commander last observe an interview?
- Can station commanders perform an Army Interview to standard?
- What are station commanders doing to improve any weaknesses?
- Are station commanders and recruiters well versed in Army programs?
- Does company training include the Army interview?

PROCESSING

4-44. Processing begins when the prospect commits to join the Army. Processing activities are typically unscheduled events that occur during and after the Army interview. The station plan must have enough flexibility built in to accommodate this important activity. The station must always be ready to adapt and modify their plan to accommodate processing events as they occur.

4-45. The station plan development considers all areas that positively affect mission accomplishment. Conversion data is a tool to track processing efficiency at each level and provides important training and early warning indicators. Potential questions include:

- Are stations getting people through the enlistment process? If not, why?
- Where are stations losing applicants?
- Are recruiters testing a sufficient amount of conducted appointments?
- Are stations sending unqualified applicants to the floor and if so, why? Is it due to the “Quality Assurance Check”?
- What is the floor conversion data for the station?
- Are all packets receiving a QA check?
- Are there any transportation issues with processing?
- Are recruiters testing a sufficient amount of conducted appointments?
• Are stations sending unqualified applicants to the floor and if so, why? Is it due to the “Quality Assurance Check”?
• What is the floor conversion data for the station?
• Are all packets receiving a QA check?
• Are there any transportation issues with processing?

LEAD FUTURE SOLDIERS

4-46. The sync matrix includes all Future Soldier events. Commanders annotate both funded and unfunded events on the synchronization matrix (See figure 4-8). The Future Soldier is vitally important to the recruiting station and the Army. Future Soldiers also function as Community Partners. Future Soldiers refer prospects, provide valuable market intelligence and blueprint information, and promote Army awareness.

4-47. At the tactical level, Future Soldiers can play a key role in prospecting by providing referrals. Future Soldier events for the current month can also affect future operations. Identifying trends in losses, providing training, and leader involvement in counseling Future Soldiers can have a positive influence on the program and mission. Forecasting and planning for known losses is an important consideration. Some questions to ask—

• What is the station's loss rate?
• How many referrals are we getting from Future Soldiers?
• When are losses being taken?
• What can we do to increase referrals from Future Soldiers?
• What can we do to improve FSTP functions attendance?
• Are VIPs, Community Partners, and influencers attending FSTP functions?
• What training are we completing at the functions?
• What training are we completing during the FSTP?
• Are Future Soldiers staying in contact with their Future Soldier leader?
• How can we improve the FSTP, making it fun and worthwhile for all?

TRAINING AND LEADER DEVELOPMENT

4-48. Training and leader development increases the chances of success. The annual operations order includes station, company, and battalion training, designating the day, location, and time for each event. Commanders must plan
enough time to develop training plans to address weaknesses identified during the SWOT, RFA, and prospecting analysis.

At station level, the station plan must allow time for self-development and required training. The station plan includes planned training activities. Continual assessment and effective training at the tactical level positively affect mission performance and success.

Some questions to ask:

- Are proper facilities available to conduct necessary training?
- How experienced are my Soldiers?
- Does training address needs and growth? Is scheduled training free from interference?
- Are station commanders training their Soldiers based on their individual needs?
- Is company training relevant to Soldiers’ needs?
- Do Soldiers have the opportunity to attend NCOES and career development courses and is any such absence considered in the formulation of the station plan?
- Are Soldiers taking advantage of self-development training in the ARMY Learning Management System?

**SUSTAINMENT**

4-49. Station plan development considers sustainment assets such as TAIR, US Army Marketing and Engagement Brigade (MEB), and advertising events and displays. Events that require support are vital to the successful execution of decisive, shaping, and sustaining operations. Station commanders forward an event-planning sheet to the company commander for approval and consideration as part of the company and battalion targeting process. The event must appear on the company’s synchronization matrix. Station commanders must understand that successful sustainment activities require thorough preparation and planning. The annual operations order includes all preparation and planning of sustainment activities.

4-50. The efficient use of scheduled and non-scheduled sustainment activities is critical to mission success. Questions commanders may ask as they assess sustainment operations include:
• Do station commanders have the necessary resources to support their targeted events?
• Have any team members scheduled leave?
• Is there any Soldier or family issues?
• Are any Government-owned vehicles due for maintenance?
• Do stations have enough recruiting publicity items (RPIs) and personal presentation items to support planned events?

**MISSION COMMAND**

4-51. Improved communication and computer technology give leaders the information necessary to lead the force effectively and efficiently. Access to timely and accurate information gives commanders an up to date view of their market. Quality market intelligence enables commanders to synchronize their force and make sound operational adjustments. Some questions to ask:

• Do IPRs take place daily?
• What is the experience level of station commanders?
• Does the company's battle rhythm match that of the stations?
• How can the company assist stations?
• Do I have the battalion commander’s intent and do my Soldiers understand my intent?

4-52. As stated in JP 3-0, “A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides a focus to the staff, and helps subordinate and supporting commanders act to achieve the commander’s desired results without further orders, even when the operation does not unfold as planned.”

4-53. The company commander’s intent may address seasonal opportunities or challenges by taking advantage of proven opportunities or trying to exploit historically unproductive markets. Concentrating on the companies recruiting efforts in the secondary school market, for instance, will increase Army awareness in the schools and enlist seniors who will provide referrals. A school presence, this year, will positively affect next year's graduate market.

4-54. The company commander’s intent directs recruiting efforts to specific markets to achieve the annual mission.

4-55. Mission command functions occur through personnel, equipment,
communications, facilities, and procedures employed by the station commanders.

4-56. The commander may choose to develop the SWOT analysis for the competition during COA development to exploit their weaknesses and threats.

**Step 4: Conduct Reconnaissance**

4-57. Reconnaissance of the event location refines the plan, confirms or denies assumptions, and ensures the COAs are feasible, acceptable, and suitable to execute.

**Step 5: Initiate Movement**

4-58. Normally, this step in the TLP applies to specific events, likely emerging short-term opportunities, not long-term planning efforts.

**Step 6: Complete the Plan**

4-59. Prior to completing the plan, commanders solicit input from their 1SG and station commanders because of the reconnaissance and their expertise. Doing so allows the commander to leverage the experience of the team and provides a common understanding of the advantages and disadvantages of each course of action. This step of the TLP ends when the commander selects a course of action.

4-60. Commanders crosswalk the results of the SWOT with the results of the RFA before finalizing their plan. For example, a weakness identified by the SWOT methodology may be that 25 percent of the force is new. If true, the RFA will identify specific training needs for incorporation into the final plan.

4-61. The commander uses the recruiting synchronization matrix (see Figure 4-8) during operations plan development to identify assets already allocated from higher HQs in support of the annual recruiting mission.

4-62. The commander will update the synchronization matrix as part of the targeting process with higher headquarters (see Chapter 5: Targeting).
4-63. The final “base” plan issued as a five-paragraph OPORD, nests with the battalion plan and provides clear guidance for station commanders, who in turn, develop station-level plans.

4-64. The company’s annual plan must be flexible enough so commanders can make operational adjustments and take advantage of targets of opportunity as they arise.

4-65. The company commander back briefs the event planning or annual operations plan to the battalion commander to ensure the final plan meets the supported commander’s intent.

4-66. The Company operation plan should have eight components. (See figures 4-9 and 4-10).
**Key Company Operation Plan Components**

- Five paragraph base OPORD
  - Mission
  - Commander’s intent
  - Directed operations and metrics
  - Specified and Essential Tasks
  - Targeting guidance and priorities
- RFA and SWOT (OE)
- School Plan
- MAP
- Synch Matrix
- Training
- Battle Rhythm
- Shaping, Decisive, Sustainment specific operations

Figure 4-9. Key Company Operation Plan Components

**Company Operation Plan Components**

Figure 4-10. Example of Company Operations Plan Components.
**Step 7: Issue the Order**

4-67. Once approved, the company commander issues the plan to the station commanders. Station commanders develop their plans to support the company plan.

**Step 8: Supervise and Refine**

4-68. The hallmark of command lies in the execution phase of the operation. No plan guarantees success. Vigorous execution by motivated, trained, and resourced Soldiers usually results in mission accomplishment.

4-69. Running estimates help the commander quickly to adapt to changes before, during, and after the execution of events.

4-70. The dynamics of the recruiting environment require the commander to assess the progress along with identified milestones. No annual plan will be able to anticipate every possible contingency. Commanders must constantly adjust the plan to exploit unanticipated opportunities or to account for recruiting shortfalls that have accumulated during the year of execution.
Chapter 5.
Targeting

THE TARGET PROCESS AT THE COMPANY LEVEL

Targeting is a process that occurs at all levels within USAREC. It is the process of selecting and prioritizing targets and matching the appropriate response to each. Targeting requires consideration of operational requirements and internal-external capabilities to maximize resourcing to nest efforts that support the higher commander’s intent. At the company level and below, internal capabilities are limited therefore participation in the battalion-level targeting process to request and get approval for external assets, such as advertising resources, and mobile exhibits is a necessity (refer to USAREC Manual 3-29 Chapter 2). Targeting is a continuous task for refinement and adjustment between the company commander and stations as recruiting operations unfold.

A Target is an entity or object considered for possible engagement or other action. Today’s complex operational environment requires the integration of a myriad of influencing assets. The targeting process weighs the benefits and the cost of influencing various targets or markets to determine which targets if engaged, are most likely to contribute to achieving the desired end state. Adhering to four targeting principles should increase the probability of creating desired effects and influencing targeted markets. These principles are—

- The targeting process focuses on achieving the commander’s objectives. It is the function of targeting to achieve those objectives efficiently within the parameters set within the higher commander’s intent. Every target nominated must contribute to attaining the commander’s objectives by increasing recruiting lead and prospect generation.

- Targeting is concerned with the creation of specific desired effects through information and influencing actions. Target analysis considers

“Continued pursuit of an invisible enemy will increase his combat power by pushing a disenfranchised populace closer to the enemy. If you focus solely on the enemy, you will ignore the threat.”

COL Walter Piatt, Cdr, 3/25 IBCT,

Thoughts on Salah ah Din
all possible means to achieve desired effects, drawing from all available capabilities. At the company and station level, this must include coordinating with external assets like Army Reserve units and National Guard to employ static displays and Soldier support as well as community partners. The art of targeting seeks to achieve desired effects with the least risk and expenditure of time and resources.

• Targeting is a command function that requires the participation of many disciplines. All participants directly aid the targeting effort, particularly in a geographically dispersed organization. Company and station level elements frequently have access to ‘bottom-up’ intelligence and must play an active role in the targeting process.

• A targeting methodology is a rational and iterative process that methodically analyzes, prioritizes, and assigns assets against targets systematically to achieve those effects that will contribute to achieving the commander’s objectives. At the company and station level, a majority of recommended targets will not result in receiving additional external national assets. However, the continuous AAR process should determine if the target(s) are recycled through the process for reconsideration.

INFORMATION COLLECTION

Information collection plays a critical role at the company/station level, and more importantly, the recruiter level. Every member of the unit has some responsibility for observing and reporting information. Recruiters and Future Soldiers are key in confirming or denying a commander’s critical information requirements (CCIR). This continuous flow of information allows the commander to revise their commander’s focus for information collection as often as necessary to keep Soldiers current on the information of greatest importance.

Information collection and dissemination are extremely important. It is equally important to understand that even though the recruiter is a very valuable information collection asset, they are primarily concerned with decisive operations such as prospecting, processing, and Future Soldier management. Do not overburden recruiters with redundant or unnecessary reporting requirements. Explore all other possible collectors before increasing the collection and communications requirement on the individual recruiter. Additionally, review your collection plan to make sure the collection effort is still relevant. Identify and eliminate all unnecessary collection requirements. Although USAREC targets using the Army’s targeting methodology of Decide, Detect, Deliver, and assess (D3A), company-level commanders may opt to apply other targeting methodologies—Find, Fix, Track, Target, Engage, and Assess
(F2T2EA) or Find, Fix, Finish, Exploit, Analyze and Disseminate (F3EAD)—as appropriate. Both of these models are consistent with the D3A methodology. (See ADRP 3-09)

**TARGETING WORKING GROUP**

The targeting board’s objective is to provide and synchronize recruiter support and advertising to leverage decisive and shaping operations. The board reviews the battalion’s synch matrix then develops a plan to provide the requested support within prioritized markets. At the battalion level, targeting board membership must include but is not limited to, the commander, XO, S1, S2, S3 (RA and AR operations officers or NCOs), S4, ESS, A&PA, Virtual Recruiting Station (VRS) commanders and company commanders.

Company commanders nominate targets in accordance with the battalion commander’s guidance, targeting priorities, and stated objectives. These nominations should also recommend suitable recruiting assets and quantifiable objectives (Effects). Company commanders should consider all resources to include battalion trainers, TAIR, CPs, VIPs, FSTP, ADOS-RC, brigade assets (foreign language advocate, band liaison), as well as US Army Marketing and Engagement Brigade (USAMEB) assets. During the targeting board meeting, the company commander should be prepared to discuss the lessons learned from previous operations (see fig 5-1).

The targeting working group must ensure all resources are in place to support both the main recruiting efforts and supporting activities. Commanders must understand the employment and distribution of assets is not on a fair share basis. Some activities may require multiple assets to achieve the desired objective. When determining what assets to employ, the targeting board should consider a variety of assets regardless of perceived availability.

The battalion targeting working group establishes measurable metrics for events IAW the commander’s guidance and intent. These metrics then become part of the required analysis (fusion process) of the events. The targeting board sets timeline requirements on each event and reviews the benchmarks against results. These metrics should include shaping operations before the event, decisive operations (during the event), and exploiting events afterward to maintain or increase the momentum of shaping and decisive operations. While the battalion targeting working group establishes reviews that normally occur monthly and quarterly, company commanders and station commanders should hold similar meetings at their levels. These sessions and interactions occur as part of step 4 and 5 of the Troop Leading Procedures. It is critical that all levels of command understand their commander’s intent, give direction, and focus on members of their unit.
Figure 5-1. The Target Process
Chapter 6. 
Decisive Operations

6-1. The decisive operation is the operation that directly accomplishes the mission (ADRP 3-0).

6-2. In recruiting operations, decisive operations locate targeted prospects, engender a commitment through the Army interview, process the applicant, and then prepare them for Army service.

6-3. For in-service recruiting operations, decisive operations locate targeted prospects; engender a commitment to one of the in-service options through briefings, counseling, and mentorship.

PROSPECTING

6-4. Prospecting is a continuous operation and is as vital to the company’s mission as gasoline is to an engine. Inadequate prospecting is the major cause of mission shortfalls.

6-5. Low prospecting activity adversely affects mission accomplishment. The task of prospecting is simple enough; however, the psychological dynamics are quite complex. The term “call reluctance” describes this behavior. Even successful civilian salespeople resist telephone prospecting. Experts suggest that well developed and practiced plans can remove some of the uncertainty and minimize call reluctance.

6-6. Prospecting is one of the recruiter’s five areas of emphasis performed daily by team members responsible for those activities. The commander works closely with station commanders to implement a well-planned and supported prospecting plan. The plan must be flexible enough to adapt to changes in the market and environment. The daily monitoring of prospecting results helps station commanders detect any plan deficiencies or training needs. Commanders provide feedback to their station commanders to help them guide their prospecting operations. Commanders determine and communicate the lead sources each station must focus on, to take advantage of market trends or opportunities. Opportunities can be in the form of upcoming events such as TAIR, MEB, and ADOS-RC supported events. These events normally require additional prospecting emphasis and are part of the company’s operation plan.

6-7. The daily IPR provides company oversight and helps synchronize recruiting station operations with the company’s operation plan. The IPR is an opportune time to discuss any market changes or operational shortfalls. A good example of
an operational shortfall or chokepoint is a made-to-conduct ratio that is below acceptable levels. This shortfall, easily corrected through training and leadership, if left unattended, may negatively affect the station and company’s mission success. Sometimes it is hard to see the objective when engaged in a close fight. The daily IPR is the primary tool commanders, and first sergeants use to oversee the close fight and keep stations focused on their mission objective.

**INTERVIEWING**

6-8. The Army interview requires mastery of both the art and science of recruiting operations.

6-9. The interview begins with the recruiter’s personal Army story, goes into prequalification, and then transitions into developmental counseling, which leads to the decision-making process. No two interviews are alike, just as no two prospects are alike. During the interview, the recruiter uncovers the prospect’s needs, wants, and desires, and shows how the Army can help the prospect realize both their individual and professional goals. The Army interview is the most important decisive recruiting operation. (For a detailed description of the Army interview, see USAREC TC 5-03.2, Influencing and Interviewing).

6-10. In-service recruiting uses a modified personal Army story. DA-selected ARSOF, EOD, or Warrant Officer Recruiters, subject matter experts in their fields, provide their Army story from the perspective of having attended assessment and selection and be selected to attend one of the qualification courses. Additionally, in-service Recruiters must be able to relate their own real-world experiences as part of the operational forces to potential future candidates.

**PROCESSING**

6-11. The processing function is a decisive operation that ensures only qualified applicants enlist, commission, or volunteer for in-service options. Processing evaluates the applicant’s qualifications and matches a qualified applicant with the needs of the Army.

6-12. Processing begins when the prospect agrees to join the Army. The first step in processing is to establish the applicant’s qualifications. The recruiter starts by asking the applicant some very frank and open questions. The applicant’s answers help establish their identity, citizenship, education credentials, marital status, medical history, moral eligibility, and more. The applicant furnishes documents—such as birth certificate, Social Security card, diploma, certifications, and professional credentials—to verify eligibility. In some cases, the recruiter may need to check with law enforcement agencies and courts or collect medical or dental records.
6-13. Testing is a critically important part of enlisted processing. The ASVAB measures the applicant’s mental abilities. Local MEPS administer all testing. Applicants take the test either in high schools, MEPS, or remote mobile examination team sites. The Armed Forces Qualification Test (AFQT) score establishes the applicant’s eligibility to enlist and eligibility for special programs. For example, all applicants must meet the current minimum AFQT score. Special programs—such as some enlistment bonuses, the Loan Repayment Plan (LRP), and the Option 40 (Ranger) enlistment option—require an AFQT of 50 or higher.

6-14. Testing also produces a set of 10 “line scores,” which indicate the applicant’s aptitude for various types of work. To enlist for any MOS, the applicant must meet or exceed the minimum on one or more of these line scores. Some MOSs requires additional special testing, such as tests that measure an applicant’s aptitude for learning a new language.

6-15. Mentally qualified applicants next undergo a medical examination at the MEPS. The MEPS Chief Medical Officer (CMO) determines each applicant’s medical eligibility for military service. Applicants receive a medical “profile,” which designates medical fitness for Army occupations. Certain medical restrictions—such as color blindness, slight hearing loss, and others—may not disqualify an applicant for enlistment but may restrict the applicant’s enlistment options.

6-16. Once an enlisted applicant is fully qualified—mentally, medically, morally, and administratively—they meet with an Army guidance counselor (GC) who selects an enlistment option and MOS or confirms their reservation made by the recruiter in the Temporary Reservation Process. The GC picks up the relationship of trust and credibility the recruiter first established. The GC’s role in processing is to match the applicant’s desires and qualifications with the Army’s needs. If the applicant truly feels that Army service is their best choice, the Army and the applicant will be a good match.

6-17. In-service candidates are already Soldiers or Officers, who are accepting the challenge of further service in one of the in-service specialties. The process begins with the applicant submitting a packet and or signing a volunteer statement. The recruiter interviews the applicant to determine if the applicant meets the minimum requirements for their chosen specialty. If they do, then the application process starts. If not, other career options are presented based on the qualifications of the applicant.

6-18. The application process for AMEDD, Chaplain, and in-service recruiting depends on the AOC or specialty. AMEDD processing requires extensive knowledge of the specific AOC application process, board dates, interview dates, and the like. Each AOC is different and commanders should develop an
understanding of specific requirements. Some in-service applicants may simply require basic information, a physical, and an APFT. Once these are complete, the candidates attend one of the ARSOF assessment and selection courses. For other types of mission, especially for WOs and commissioned officers, the packet is more substantial and likely includes a written narrative. Due to the intense physical requirements for the ARSOF missions, stations execute future ARSOF Soldier training programs to ensure candidates prepare for the intensive rigors of Assessment and Selection.

**LEAD FUTURE SOLDIERS**

6-19. NPS applicants become Future Soldiers in the Delayed Entry Program (DEP) or Delayed Training Program (DTP) when they enlist or receive an appointment for commission. The program prepares the new members for the rigors of basic training or basic officer leader course and life as a Soldier.

6-20. The Future Soldier program is the company commander’s program. The program varies slightly between NPS, in-service, and AMEDD/Chaplain recruiting operations. The Future Soldier program does more than prepare new Soldiers mentally, emotionally, and physically for Army service. The program also serves as a management tool that facilitates training, reinforces the new Soldier’s commitment, and from a mission standpoint, motivates them to generate leads. The commander’s involvement solidifies the program at station level and allows the commander and first sergeant to participate in preparing Future Soldiers for initial entry training. (For detailed information on leading Future Soldiers see USAREC TC 5-03.5)

6-21. The company commander is the overall manager of the Future Soldier program. This role requires them to monitor and advise station commanders regarding event planning, scheduling, Future Soldier follow-up and training activities. Daily interaction with the FSL and periodic inspections ensures planning, resourcing, and communications to Future Soldiers, Community Partners, VIPs, and guests of Future Soldier events. Commanders periodically attend training at the station level to ensure meaningful training is taking place.

6-22. The company commander’s timely communication with Future Soldier Family members and other influencers can serve as a quality control check of the Future Soldier’s orientation and a recruiter follow-up. The communication can also serve to provide influencers additional information, answer any questions, and ask for referrals. The commander contacts the Future Soldier’s spouse or influencer (parent, guardian, girlfriend, boyfriend, or clergy) within 30 days of enlistment to answer all their questions and concerns. Sixty days prior to the Future Soldier’s departure for training, the company commander re-contacts the Future Soldier’s significant other to reconfirm the ship date and address any
concerns they may have.

6-23. In-service Future Soldier programs, referred to as Future Army Special Operations Force (ARSOF) Soldiers are the company commander's responsibilities. The overall theory of the NPS Future Soldier program applies equally to the Future ARSOF Soldier program. The difference is talking to parents; in-service recruiters spend a majority of their time meeting a Soldier's chain of command to ensure there are no issues with the Soldier attending the training as required.
Chapter 7.
Shaping Operations

7-1. Shaping operations establish conditions for the decisive operation through effects on the enemy, other actors, and the terrain (ADRP 3-0).

OUTREACH: STRENGTHEN AND EXTENDING THE NETWORK

7-2. Maintaining recruiting networks require two precious resources: time and energy. The requirement to strengthen and extend outreach efforts, however, is worth the investment. A robust network multiplies the number of Army advocates in the community and eases the transition of new leaders by providing continuity with the local population.

7-3. Commanders assess the effectiveness of their networks by measuring the effects they generate in support of the recruiting mission. Community leaders can help in many ways: by providing access and placement for recruiters; by telling the Army story in their communities; by generating referrals; or by providing bottom-up intelligence about the recruiting environment.

7-4. Commanders must apply knowledge management best practices to ensure continuity of operations with members of the external network during key leader transitions. Failure to do so will result in the loss of opportunities to leverage the network in the weeks and months following key leader transitions.

KEY LEADER ENGAGEMENTS (KLE)

7-5. Key leader engagements for both non-prior service and in-service recruiting are critical shaping operations. Key Leader Engagements with individuals that can give specific access to qualified markets provide freedom of maneuver for recruiters. Gaining and maintaining key leader support for recruiting allows the recruiters to have unhindered access to the qualified market to conduct decisive recruiting operations.

7-6. A KLE range in scale from the simple office calls to the complex efforts like inviting key leaders and influencers to an Army Education Tour. Any level of the command may conduct the engagements too include the recruiter, station commander, company- battalion-brigade-USAREC command teams, or other senior Army leaders on behalf of the local recruiting station.

7-7. The purpose of KLEs is to educate the key leaders about the mission and mission issues, gain key leader support for recruiting and to gain key leader approval to conduct recruiting operations with the key leader’s footprint or span of control.

7-8. Regardless of the purpose, KLEs require planning, war-gaming, and
rehearsals to ensure the participants are prepared to answer a myriad of questions or to deal with tough issues that may be disrupting current or continued access, such as negative Recruiter actions or negative perceptions about recruiting.

OPERATIONS

NON-PRIOR SERVICE RECRUITING

SHAPING SCHOOL RECRUITING

PROGRAM (SRP)

7-9. The School Recruiting Program (SRP) is the company commander’s primary shaping operation. The leads produced represents the high school junior class, senior class, and graduate classes. The postsecondary, graduate, seminary, and medical school programs allow enlisted, AMEDD, and chaplain recruiters to generate new leads from the schools’ student population. Military schools provide a population for leads development for the special recruiting missions. The company commander manages the program throughout the year, making adjustments as required. Successful programs build trust and credibility with students throughout the academic year. The adage “first to contact is first to contract” captures the enduring legacy of a successful school program: some graduates opt to join the Army when they depart from their original post-graduation plan.

7-10. The purpose of the SRP is to penetrate the school market. The program’s outline found in School Zone (SZ) establishes school priorities and Future Soldier goals. This information combines operational goals with a comprehensive outline and calendar of events to help recruiters establish and maintain an effective program. Company commanders use the battalion’s program as their guide to establishing goals for targeted schools and markets. Continual assessment and a quarterly school program review will help the commander determine if any adjustments are necessary.

7-11. Company commanders, along with the recruiter assigned, will visit each school in their area of operation to enhance public relations, obtain student directories, and stop-out lists. Since the SRP is a primary lead generator, the company commander must gain and maintain school access to provide recruiters multiple opportunities to tell their Army story.

7-12. Commanders support their Soldiers throughout the execution of the SRP. Command emphasis can prove the difference in obtaining student directories. Company commanders will interface with school officials who do not provide
school lists. Commanders will immediately identify schools unwilling to share student contact information to the next higher command.

**SCHOOL PENETRATION PLAN**

7-13. A school recruiting plan (SRP) uses the evaluation of information found in recruiting systems to facilitate penetration and interaction with targeted schools. The plan must also follow the battalion’s SRP guidance. The priority evaluation on the school folders will prioritize all schools by population, military interest, ASVAB or another testing, and other considerations. Schools will differ in size and accessibility. Some schools may only allow one presentation a year while others may allow unlimited access. The company commander must have a thorough understanding of each school’s visitation rules before committing time and resources.

7-14. The company commander requires bottom-up feedback from station commanders to help determine each school’s potential. Metrics such as previous enlistment data, as well as first-hand knowledge of key leaders at priority schools, help the company commander set realistic enlistment goals for each school. Commanders will periodically review results and ensure the prospecting activities match agreed upon goals.

7-15. School calendars help the company commander identify opportunities for Recruiter participation. Examples of “win-win” outcomes include a subject-matter expert speaking at a medical school or seminary event or recruiters helping school administrators on the first day back to school.

7-16. When the commander requires external resources to support the event, the company will nominate the event to the battalion headquarters. The nomination will include purpose, date and audience size, desired resources, and expected return on investment. The battalion headquarters will incorporate the nominated event into the next targeting cycle.

7-17. Shaping operations create and preserve conditions for the success of decisive operations. Shaping operations can uncover new markets of opportunity, as well as maintain or increase the current market’s propensity to enlist or commission. In addition to preparing the market for decisive operations, they can also be decisive in themselves. Activities planned to enhance SRPs, such as TAIR and MEB events and displays, can produce leads. Even though they promote the Army and create conditions for decisive operations, they can be decisive themselves. Shaping is a flexible operation and can occur before, during, or after the start of decisive operations. The following vignette is an example of how shaping operations can become decisive operations.
SGT Jones just returned to the station after conducting a school visit at West High School. During her AAR with SFC York, the station commander, SGT Jones mentioned that the new guidance counselor asked if the Army would like to participate in their upcoming career day. SFC York was shocked at the news because West High School was the station’s largest high school, and was very uncooperative with the military. The school limited all Recruiters to a combined 1-hour school visit during lunch hour, once a semester on a specified day.

SGT Jones explained that Mrs. Smoot, the previous guidance counselor, had retired and Mr. Sanders, who is also the commander of a training battalion in the local Army reserve unit, had taken her place. Mr. Sanders told SGT Jones that he had met with the school board and convinced them to lift the visit restrictions for military Recruiters. He also informed her that all visits go through him. Immediately after the AAR, SFC York contacted CPT Marriott to tell him the good news. He knew CPT Marriott would be interested because he and the first sergeant made numerous attempts, as did the battalion EES, to gain more access to the school. SFC York thought the career day would be an excellent opportunity to bring in a TAIR unit or one of the Army’s adventure vans. CPT Marriott was very excited to hear the news and added the support request to his sync matrix for discussion at the upcoming battalion targeting board. The battalion supported the event with an Adventure van and an Army culinary arts team. It seemed as though every student in the school came through that van. The team gathered a stack of leads, but more importantly, made four appointments at the event and conducted them the following day. What started as a shaping operation to gain exposure in the school turned into a decisive operation that netted the station four good appointments.

IN-SERVICE RECRUITING SHAPING OPERATIONS

1-1. Surge operations allow an in-service recruiting company commander to bring all of his company, as well as external, assets to bear on key units or garrisons. These shaping events focus on prospecting operations and market penetration.

7-18. The battalion supports surge operations with additional non-company
assets, such as additional recruiters from other companies, battalion-level assets such as wrapped vehicles, and MEB assets such as the AS2 ARSOF Van. Additionally, the company may request external non-USAREC or non-AMRG assets locally if available, or from key in-service customers, such as the United States Army Special Operations Command (USASOC), which routinely supplies ARSOF demonstration teams and equipment in support of ARSOF recruiting events.

7-19. Surge operations may also take place in conjunction with large post events that may include family members. Both types of prospecting efforts occur simultaneously in cases where the market may include non-prior service and in-service opportunities.

**MILITARY EDUCATION COURSE PROSPECTING (NCOES, West Point, BOLC, etc.)**

7-20. Targeted prospecting of Soldiers, NCOs, and officers at military education courses provide an opportunity to conduct prospecting at “choke points” to ensure mass exposure to the in-service options, resulting in either candidate or better-educated leaders.

7-21. Basic officer and AIT courses, ROTC, West Point, WLC, and SLCs provide exceptional opportunities for targeted recruiting of specific MOSs that the in-service recruiting customers desire or have a higher propensity for success, such as Airborne Infantry and Rangers.

**EXPOSURE TO OPERATIONAL UNITS**

7-22. One of the best recruiting tools is actual exposure of Soldiers and officers to operational units, such as ARSOF and EOD, or to subject matter experts such as unit warrant officers. Leveraging these interactions and ensuring that individuals exposed to these opportunities know how to contact the correct recruiters are critical. In some case, SORB provides recruiting kits to the deploying units to conduct indirect prospecting in theater while at training station events, or local training events.

7-23. It is imperative that all members of the operational units understand their actions have a significant impact on recruiting. Positive actions and perceptions lead to more recruits. Negative impacts or perceptions can have significant and unrecoverable consequences, such as no one desiring to pursue careers or the unsupportive chain of commands.

7-24. Recruiting exclusively in successful areas can lead to diminishing results. It is important to recruit in successful areas while simultaneously seeking out new markets of opportunity. The same is true of Community Partners (CP) and Very
Important Persons (VIP).

7-25. CP is a person or persons capable of directly or indirectly influencing others to seek more information about the Army and support the mission. Where VIPs are a person or persons that support the Army by volunteering their time to present testimony in support of the recruiting effort. Company leaders must continually nurture these relationships with known influencers. This type of networking can build strong relationships with community leaders and create networking opportunities that can lead to other important alliances within the community.

7-26. Shaping operations include educator tours, outreach efforts with Community Partners and VIPs, and leveraging large-scale recruiting events resourced by higher headquarters (e.g. events with MEB assets, such as the US Army Parachute Team (APT) or the Army Marksmanship Unit (AMU)).
Chapter 8.
Sustaining Operations

“The strength of our Nation is our Army; the strength of our Army is our Soldiers; the strength of our Soldiers is our Families. This is what makes us Army Strong.”

GEN Raymond T. Odierno

“Amateurs talk tactics; professionals study logistics.”

GEN Omar Bradley

8-1. Sustaining operations enable the decisive operation or shaping operation by generating and maintaining combat power (ADRP 3-0).

8-2. In recruiting operations, sustaining operations enable decisive and shaping operations by providing market and recruiting support. Sustaining operations are a continuous and vital part of the recruiting operation. Failure to sustain the recruiting operation will have negative effects on the ability of the commander to penetrate the market and degrade the unit’s ability to accomplish the mission.

TRAINING AND LEADER DEVELOPMENT

8-3. Company commanders are the training managers in their units. They are responsible for providing training to ensure sustained mission accomplishment, professional development, and adherence to command guidance. The complexities of continuous real-time recruiting operations challenge leaders to develop the means and methods necessary to train and sustain their recruiting force. Effective training builds proficiency, confidence, teamwork, and cohesiveness. Effective training also enables recruiting teams to adapt to situational changes, and to take independent actions based on broad guidance. Soldier and leader development requires a focus on the successful assessment of individual and unit proficiency. Effective assessment is essential to develop solid, viable teams fully capable of accomplishing the unit’s mission. (See USAREC TC 5-03.4, Training and Leader Development, for detailed information).

8-4. Commanders establish and manage a quarterly company-training program.
All training must reinforce the recruiters’ technical abilities and Army interview skills. Station commander training incorporates station commanders’ specific tasks, such as market analysis, SWOT analysis, counseling, and writing evaluations and awards.

8-5. Station inspections and routine battle rhythm visits are opportunities to check the transfer of information, validate the execution of operations, and provide training and mentoring. (See USAREC TC 5-01, Mission Command, for detailed information on station inspections and station operations Overview (Co2).

SAFETY PROGRAM

8-6. Commanders must establish a robust accident prevention program that will minimize accidental labor and material losses; thus providing for more efficient use of resources toward the enhancement of recruiting mission success. Decision makers at all levels will employ the Army’s Risk Management (RM) process effectively to preclude unacceptable risk to the safety of personnel and property. Accidental losses affect the ability to meet mission requirements. The commander’s safety program is an inherent command responsibility.

COMMAND SUPPLY DISCIPLINE PROGRAM (CSDP)

8-7. Ensuring proper supply discipline about the accountability, maintenance, and security of government property is an inherent command responsibility. In a resource-constrained environment, failure to properly maintain and secure government property undermines unit readiness and impedes mission accomplishment.

8-8. The Command Supply Discipline Program (CSDP) codifies command, supervisory, and managerial responsibilities. It simplifies the supply process through the standardization of requirements and formalizing follow-up procedures. Each command level above the company level will appoint a CSDP coordinator to assist commanders with establishing and monitoring the CSDP. Commanders implement the CSDP using existing resources.

8-9. Supporting commands must evaluate compliance with CSDP policies by the supported command. For additional information, see Army Regulation (AR) 710-2, Appendix B, and AR 735-5, Chapter 11.
PERSONNEL INTEGRATION

8-10. Commanders must establish a comprehensive sponsorship program in accordance with AR 600-8-8. When a new Soldier arrives, it is a good idea to visit them at their residence. The company commander or first sergeant normally accompanies the station commander on a visit, providing the command team with an opportunity to welcome the Family and offer assistance.

FAMILY READINESS GROUP (FRG)

8-11. The company Family Readiness Group is the commander’s program. Leading an effective Family Readiness Group (FRG) is an inherent command responsibility. The FRG represents an investment in Soldiers and their families. Family members who understand the duties and responsibilities of their Soldier, as well as available support programs and resources, to better assist in the transition to life in USAREC.

8-12. The demanding nature of recruiting can be very challenging for both the Recruiter and their family members. Helping family members understand the importance and complexities of their spouse’s new duty assignment are critical for the morale of the Soldier and their family’s well-being. The FRG formed by the company commander provides training, feedback, support, and insight for spouses and addresses family issues before they become a crisis. A high level of commitment and time required of recruiters to achieve the mission can have a negative effect on the amount of time a Soldier spends with his or her family. However, with a basic understanding of their spouse’s job and support group to talk with, the assignment will be tolerable for the family and allow their spouse to focus on the mission.

8-13. The FRG provides recruiters’ families insight and information about recruiting duty and emphasizes the importance of the mission. Army Families, accustomed to living on Army installations with unlimited access to Soldier and family services, are often overwhelmed when placed in an unfamiliar civilian community. The FRG, along with the Army Sponsorship Program, assists those families with their transition and helps minimize the confusion and uncertainty that accompanies such a move.

8-14. The FRG consists of recruiters’ and station commanders’ spouses. A group leader (normally the senior station commander’s spouse) serves as the group’s spokesperson. The group welcomes new families to the company and periodically holds meetings to discuss upcoming activities and to voice their issues and concerns. The information from these meetings goes up the chain of command for review and appropriate action.

8-15. In addition to welcoming and helping families, Family Readiness Groups
can bring together families who, in many cases, may live far away from major Army facilities. Activities can include holiday parties, or an evening get together during the annual training conference. Some groups have combined their events with their company’s mega Future Soldier functions, bringing recruiters’ and Future Soldiers’ families together. These events have proven to be a very effective way to reassure the Future Soldiers of their commitment and introduce the Army Family to their guests. FRGs can be much more than problem-solvers; they can be an integral part of the recruiting team. An effective FRG can become a combat multiplier and have a positive effect on recruiters and their performance. These events have proven to be a very effective way to reassure the Future Soldiers of their commitment and introduce the Army Family to their guests. FRGs can be much more than problem-solvers; they can be an integral part of the recruiting team. An effective FRG can become a combat multiplier and have a positive effect on recruiters and their performance.

PERSONNEL MANAGEMENT

8-16. Soldiers are the recruiting station’s most important resource. They are the ultimate recruiting system and deserve positive leaders who are genuinely concerned about them and their families. Commanders by the nature of their position have a stake in their Soldiers’ careers and a responsibility for the health and welfare of their family members. Commanders can demonstrate this care through proper personnel management techniques.

LEAVE MANAGEMENT

8-17. The continuous nature of recruiting operations prevents commanders from implementing periods of block leave across their unit. Company commanders must work closely with their station commanders to develop detailed plans that ensure all Soldiers take leave while minimizing disruption to the recruiting effort.

8-18. Commanders must validate that Soldiers are taking their programmed leave throughout the calendar year. If not carefully managed, a unit may lose an inordinate level of combat power at the end of the fiscal year due to Soldiers being in a “use or lose” leave status.

8-19. Emergency leaves, although not a common occurrence, are not programmed and directly affect the company’s mission. Units with a high level of teamwork and superior leader development programs will overcome the challenges that result from this unanticipated loss of combat power.
Appendix A
Command Focus Areas at Company Level

A-1. Commanders are responsible for everything their command does or fails to do and the NCO support channel parallels and compliments the chain of command (see AR 600-20). Commanders also define the responsibilities and authority of the NCOs, staff, and subordinates. The First Sergeant is the senior NCO in the company and is responsible for supporting the commander in the conduct of day-to-day operations. The following list identifies the NCO Support Channel requirements.

- Transmitting, instilling, and ensuring the efficacy of the professional Army ethic
- Planning and conducting the day-to-day unit operations within prescribed policies and directives
- Training of enlisted Soldiers in their MOS as well as in the basic skills and attributes of a Soldier
- Supervising unit physical fitness training and ensuring that unit Soldiers comply with the weight and appearance standards of AR 600–9 and AR 670–1
- Teaching Soldiers the history of the Army, to include military customs, courtesies, and traditions
- Caring for individual Soldiers and their families both on and off duty
- Teaching Soldiers the mission of the unit and developing individual training programs to support the mission
- Accounting for and maintaining individual arms and equipment of enlisted Soldiers and unit equipment under their control
- Administering and monitoring the Noncommissioned Officer’s Development Program, and other unit training programs

A-2. Recruiting operations requires a balance of leadership, responsibility, and accomplishment of specific recruiting critical tasks. The company leaders are responsible for enforcing and instilling discipline throughout their formation. The commander and the first sergeant communicate daily about the accomplishment of the tasks and the outcome of the daily operation. In addition to the commander’s authority and responsibility under AR 600-20, they also are responsible for the execution of all company level critical tasks. The Officer and Civilian Foundation
Standards manual (12-79R-OCFS) lists the following as the company commander critical tasks:

- Manage the Future Soldier Training Program (FSTP).
- Plan Company training
- Conduct a Company AAR
- Develop the company’s operation plan
- Develop a company school recruiting program (SRP)

A-3. The 79R Soldier Training Publication (STP) lists the following as the first sergeant specific critical tasks:

- Conduct a Recruiting Company AAR
- Evaluate Stations’ Recruiting Functions
- Implement a Company Recruiting Operation Plan
- Direct the Company Future Soldier Training Program (FSTP)
- Complete Company Level Quality Assurance (QA) of a Waiver

A-4. The commander commands the company, and together with the first sergeant form the company leadership. Although the commander is responsible for everything that happens or fails to happen, it is unreasonable to think they can do everything themselves. That is why recruiting companies have experienced first sergeants who share their knowledge and experience.

A-5. The list of tasks in Table A-1 and their references cover typical company activities and include the commander and first sergeant’s critical tasks. This division of labor is not the command standard; it is just an articulation of duties and responsibilities and represents what right might look like. The list can be longer or shorter and can have more shared tasks as the experience levels increase. The final product, however, will be the one that works best for your leadership team. The commander and first sergeant should review this list and together identify which task he or she will take responsibility for executing by placing an X or check mark in the appropriate box.
**TABLE A-1: Company Activity Task List**

<table>
<thead>
<tr>
<th>Tasks</th>
<th>CO</th>
<th>1SG</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Command the company</td>
<td></td>
<td></td>
<td>ADRP 6-0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>ADRP 6-22</td>
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<td></td>
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<td>AR 600-20</td>
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<tr>
<td></td>
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<td></td>
<td>UTC 5-01</td>
</tr>
<tr>
<td>Analyze recruiting functions data and develop the Company’s Operation Plan</td>
<td></td>
<td></td>
<td>UTC 5-01</td>
</tr>
<tr>
<td>Evaluate recruiting functions data, advise commander, and execute the Company’s Operation Plan</td>
<td></td>
<td></td>
<td>UTC 5-01</td>
</tr>
</tbody>
</table>

**TABLE A-1: Company Activity Task List**

<table>
<thead>
<tr>
<th>Tasks</th>
<th>CO</th>
<th>1SG</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervise the first sergeant, monitor daily IPR results and manage the company’s recruiting operations</td>
<td></td>
<td></td>
<td>ADRP 6-22</td>
</tr>
<tr>
<td></td>
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<td>AR 623-3</td>
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<td></td>
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<td>UTC 5-01</td>
</tr>
<tr>
<td>Conduct the company’s weekly AAR</td>
<td></td>
<td></td>
<td>ADRP 6-22</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>UTC 5-01</td>
</tr>
<tr>
<td>Supervise station commanders and conduct the daily in-process review (IPR). (See Appendix B)</td>
<td></td>
<td></td>
<td>AR 623-3</td>
</tr>
<tr>
<td>Oversee the Advanced Training Program (ATP), and develop the company’s collective and sustainment training programs</td>
<td></td>
<td></td>
<td>USAREC Reg. 350-1</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>AR 350-1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>ADRP 7-0</td>
</tr>
<tr>
<td>Monitor the recruiter development program (RDP) and execute the company’s collective and sustainment training programs</td>
<td></td>
<td></td>
<td>USAREC Reg. 350-1</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>AR 350-1</td>
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<td></td>
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<td>TC 7-22.7</td>
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<tr>
<td>Manage the Future Soldier Training Program (FSTP)</td>
<td></td>
<td></td>
<td>USAREC Reg. 350-1</td>
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<td></td>
<td></td>
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<td>AR 350-1</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>UTC 5-03.5</td>
</tr>
<tr>
<td>Direct the Future Soldier Training Program (FSTP)</td>
<td></td>
<td></td>
<td>UTC 5-03.5</td>
</tr>
<tr>
<td>Develop the school recruiting program (SRP)</td>
<td></td>
<td></td>
<td>USAREC Reg. 350-13</td>
</tr>
</tbody>
</table>
Train and mentor station commanders

Manage the training and professional development of NCOs

Ensure the health, welfare and quality of life for NCOs and their families

Provide equipment, supplies, facilities, and necessary support assets for recruiting operations.

Manage the care and maintenance of all equipment, supplies, facilities, and support assets

Handle major discipline problems

<table>
<thead>
<tr>
<th>Tasks</th>
<th>CO</th>
<th>1SG</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage and monitor subordinate unit training</td>
<td></td>
<td></td>
<td>USAREC Reg. 350-1</td>
</tr>
<tr>
<td>Handle minor Soldier issues</td>
<td></td>
<td></td>
<td>ADRP 6-22, AR 350-1</td>
</tr>
</tbody>
</table>

A-6. Leaders take care of the Army profession by applying a mindset that embodies cooperative planning and management of all resources but especially provides for a strong Army team. Leaders actively engage in sustaining full military readiness and preventing the loss of effectiveness as far into the future as possible. Company commanders lead their companies and focus on the following:

- Develop and sustain the Warrior Ethos through discipline, enforcing standards, realistic training, commitment to the Army Values, and pride in the Army’s heritage. When needed, make the tough calls.
- Motivate, inspire, and influence others to take the initiative, work toward a common purpose, accomplish the mission, and achieve organizational objectives.
• Think big – demonstrate stewardship by improving the organization beyond the area of influence and beyond their tenure.

• The leader gets results by checking - provide guidance and manage resources and the work environment and ensure consistent and ethical task accomplishment.

• Lead by example – be a role model for others to emulate - Set and exemplify the highest ethical and professional standards embodied in the Army Values.

• Treat subordinates with dignity, respect, fairness, and consistency.

• Build discipline while inspiring motivation, confidence, enthusiasm, and trust in subordinates.

• Foster a healthy command climate.

A-7. Recruiting companies average four stations strategically located within the company’s area of operation. These stations can be physically separated from the company headquarters and located in both urban and rural areas. It becomes a matter of necessity for commanders to share some duties with their first sergeant to make efficient and effective use of their skills, time, and limited staff.
GLOSSARY

Section I. Abbreviations

ASC
Assistant station commander

AAR
After-action review

ADOS–RC
Active duty for operational support–reserve component

AKO
Army Knowledge Online

AMRG
Army marketing and research group

ARCA
Army Recruiting Compensation Advantage

ARSOF
Army Special Operations Forces

ASB
Accessions Support Brigade

ASVAB
Armed Services Vocational Aptitude Battery

ATP
Advance Training Program

COA
Course of action

CP
Community Partner

CSDP
Command supply discipline program
DAT
Dental admission test

DIME
Demographic, Income, Military, and Education

DSC
Deputy Station Commander

FSTP
Future Soldier Training Program

GC
Guidance counselor

FRG
Family readiness group

GAMAT
Graphical Accessions Mapping Analysis Tool

HRAP
Hometown Recruiter assistance program

IPR
In-progress review

LPA
Lead and prospecting analysis

MCAT
Medical college admission test

MDMP
Military decision-making process

MEB
US Army Marketing Engagement Brigade

MEPS
Military Entrance Processing Station

MOE
Means of effort
MOP
Means of performance

NCO
Noncommissioned officer

NPS
Non-prior service

PAE
Position analysis and evaluation

PIR
Priority intelligence retirement

PSA
Public service announcement

RFA
Recruiting functions analysis

RPI
Recruiting publicity item

SC
Station commander

SRP
School recruiting program

SWOT
Strengths, weaknesses, opportunities, and threats

TAIR
Total Army Involvement in Recruiting

TLP
Troop leading procedures

USAREC
United States Army Recruiting Command

VIP
Very important person
VRS
Virtual Recruiting Station

Section II. Terms

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

Lead
A lead is a name with an address, telephone number, or e-mail address.

Prospect
A person who has agreed to meet with an Army Recruiter, or a person who has been interviewed but who has not committed to processing for enlistment.