Personnel Procurement: Virtual
Recruiting Pilot Program

Virtual
Recruiting

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SUMMARY of CHANGE

USAREC Pamphlet 601-3

Virtual Recruiting

This is a new USAREC Pamphlet dated 17 November 2017.

Personnel Procurement: Virtual Recruiting Pilot Program

Virtual Recruiting

For the Commander:

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History. This pamphlet is a new USAREC Pamphlet with an effective date of 17 November 2017.

Summary: This pamphlet provides guidance regarding the United States Army Recruiting Command's pilot program for Virtual Recruiting Stations within participating battalions IAW OPORD 17-0004.

Applicability. This pamphlet is applicable to all elements of the United States Army Recruiting Command.

Proponent and exception authority. The proponent of this pamphlet is the Assistant Chief of Staff, G3/5. The proponent has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a deputy director, within the proponent agency in the grade of Lieutenant Colonel or the civilian equivalency.

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

Supplementation. Supplementation of this pamphlet is prohibited.

Relation to UR 10-1. This pamphlet establishes policies, procedures, regarding the Virtual Recruiting Pilot Program according to USAREC Reg 10-1 para 3-14.

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

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

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Contents (Listed by paragraph and page number)

Chapter 1
Introduction

1-1. Purpose
This USAREC Pamphlet provides guidance and procedures for the Virtual Recruiting Team (VRT) as defined by and formed in accordance with (IAW) published orders.

1-2. References
   a. For required publications, see Appendix A.
   b. All references, training material, publications, and other forms of guidance for the VRT participants and feedback from the VRT participants, i.e., AARs, lessons learned, and forum discussions, are located at https://www.milsuite.mil/book/community/spaces/apf/recruiting_pronet/virtual-recruiting-stations-virtual-recruiting-teams.
   c. Submit new references and other useful material discovered during the pilot to the appropriate location identified within the VRT Information Portal (see URL in paragraph 1-2b)

1-3. Explanation of abbreviations
See Glossary for explanation of abbreviations and special terms used in this pamphlet.

1-4. Responsibilities
See Chapter 2 for a list of current responsibilities.

1-5. Objectives
The objective of the pilot is to determine the effectiveness of implementing VRT with recruiting operations across USAREC. The objective of this pamphlet is to provide general guidance regarding the conduct of virtual recruiting operations and to provide references and resources to assist units in the execution of virtual recruiting.

Chapter 2
Responsibilities

2-1. Doctrine (DOTMLPF-P)
   a. The Doctrine Division resides at the Recruiting and Retention College and has overall responsibility for the following requirements:
   (1) Capture and manage lessons learned from weekly AARs and TTPs submitted by the VRT participants. The doctrine division shall manage and administer the VRT information portal located at:
https://www.milsuite.mil/book/community/spaces/apf/recruiting_pronet/virtual-recruiting-stations-virtual-recruiting-teams.
   (2) Incorporate lessons learned and best practices into recruiting doctrine with input from VRT Pilot. Doctrine Division, in coordination with USAREC Knowledge Management will serve as facilitators for the VRT discussions and ensure that no PII, PHI or other sensitive components of information remain on the information system.
   (3) Incorporate advice and assistance from SJA to ensure that all guidance clearly lays out the legal boundaries of operating in the virtual domain.
   (4) In coordination with Commanding General's Initiative Group (CIG) and USAREC G3, guide, assist, and direct VRT personnel on Virtual Recruiting operations.

2-2. Organization (DOTMLPF-P)
The proponent for the USAREC Virtual Recruiting Pilot is USAREC G3. USAREC G3, in coordination with the Doctrine Division and CIG will guide, assist, and direct VRT personnel on Virtual Recruiting operations. All other USAREC elements are responsible for their specific functional area of responsibility.

2-3. Training (DOTMLPF-P)
   a. Responsibilities.
   (1) USAREC G3 Training is responsible for the following requirements:

(a) Coordinate with external agencies to conduct initial training on data mining using current social media and other digital platforms.

(b) In coordination with USAREC Public Affairs, G2, and G7/9, develop training support packages and training sustainment programs.

(c) Ensure there is a working link from the VRT information portal to training support packages and training sustain-ment program material.

(d) Develop and conduct "train the trainer" training to create independent brigade virtual training elements.

(e) Assist brigade and battalion virtual trainers when necessary.

(2) Brigades

(a) Identify personnel to serve as internal brigade virtual training trainers.

(b) Train all newly assigned members of each VRT.

2-4. Material (DOTMLPF-P)
No current changes to material.

2-5. Leadership (DOTMLPF-P)
Rating chain: VRT Station Commanders (SC) will rate and BN Operations SGM will senior rate VRT Recruiters. The BN Operations SGM will rate and BN XOs will senior rate VRT Station Commanders.

2-6. Personnel (DOTMLPF-P)
Virtual Recruiting Teams (VRT) will consist of two to six personnel located at the BN. VRTs are composed of a combination of 79R and DA Select Recruiters. The Station Commander must be a 79R. Exceptions must be approved by CG, USAREC.

2-7. Facilities (DOTMLPF-P)
At this time, there are no facilities changes. USAREC G4/8 will conduct analysis at the end of the pilot on required space.

2-8. Policy (DOTMLPF-P)
Chief, Doctrine Division, RRC, with input from participating staffs, and commanders, and approval from CG, USAREC, lessons learned and best practices to incorporate into recruiting doctrine and coordinate with the appropriate USAREC staff for changes that may affect policies and lessons taught at the RRC.

Chapter 3
Virtual Recruiting

3-1. Introduction
USAREC doctrine defines virtual prospecting as a method that uses e-mail, open source Internet, and social media sites to contact individuals with the intent to schedule an Army interview. Virtual recruiting is the process of using Web-based resources for tasks involved with finding, influencing, interviewing, qualifying, processing, and enlisting or commissioning Future Soldiers of the United States Army. The pilot will test practices and procedures within all eight of the recruiting functions. For the purposes of this pilot, the term "virtual recruiting" is synonymous with "digital recruiting" and "e-recruiting".

3-2. Purpose of the VRT Pilot
a. The American population continues to use social media more and more in their daily lives. USAREC must respond to take advantage of the efficiencies and effectiveness from this shift and remain relevant with the market now and in the years to come by using virtual means to perform recruiting functions. Virtual recruiting is more than just virtual prospecting. The vision is for virtual recruiting to encompass all eight recruiting functions.

b. The CG, USAREC directed a pilot to test virtual recruiting. The purpose of the Virtual Recruiting Team Pilot is to provide useful information for the CG to determine the effectiveness of using a VRT as part of recruiting operations across USAREC. The VRT pilot initiates the process of formally establishing and testing standardized organizational structures with guiding policies, training, and dedicated resources to integrate social media and virtual technologies into the eight recruiting functions. Multiple USAREC units are conducting a variety of internal initiatives involving virtual recruiting concepts. In order to maximize the positive results of those efforts, USAREC must develop a coordinated way ahead to identify and strengthen its capabilities and design solutions to use social media and virtual technologies that enhance recruiting efforts.

3-3. Definitions

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

b. Virtual Recruiting Teams. Virtual Recruiting Teams (VRT) will consist of two to six personnel located at the BN HQ. Battalions must use 79R and DA Select Recruiters to fill designated VRT positions. The Station Commander must be a 79R. Exceptions must be approved by CG, USAREC. VRTs focus on social media networking, virtual talent mining, social media engagement, and electronic messaging. The VRT conducts virtual lead generation and prospecting, and perform all other recruiting functions, including interviewing via virtual interviews, packet development, QC, and processing for accession in the Army. At a minimum the VRT coordinates with the recruiting station in the applicant's ZIP code for the required "wet" signatures, transportation, and final processing. Battalion commanders assign VRTs Action Point metrics/goals as their mission (e.g. Appointment Made (AM), Appointment Conducted (AC), Test (T), Floor (F), Contract (C), and Ship (S)). Station Commanders develop the mission accomplishment plan (MAP) requirements to support their station's assigned mission. VRTs will contact their Future Soldiers at least once per week until they ship to answer any questions and to ensure they are completing all Future Soldier Training with the Recruiting Station of credit.

c. When prospects or applicants need to talk with a Recruiter face-to-face, the VRT Station Commander coordinates with the Station Commander for the recruiting stations within the prospect's ZIP code for an appointment and to form a partnership with an assigned Recruiter to carry out requirements from the physical domain of recruiting. For instance, these requirements may include signing documents, transportation to MEPS, and any other requirement that VRTs cannot accomplish in the virtual domain of recruiting.

3-4. Virtual Recruiting Tools

a. Virtual Face-to-Face Communication. There are currently three approved tools available to conduct virtual face-to-face communication. These tools are Iq Vq Oggvkpi, Microsoft Skype and Apple Face Time. Other applications, such as Google Hangouts are not authorized. Use the authorized tools to accomplish things uwej as building rapport and credibility, conducting initial interviews, verifying identification, conducting initial assessment of fitness or body composition. Use virtual face-to-face tools for the following recruiting functions:

(1) Prospecting

(2) Interviewing

(3) Processing

(4) Leading Future Soldiers

b. Army Career Explorer (ACE). Virtual Recruiters are encouraged to use the Army Career Explorer (ACE) during virtual recruiting operations to build the applicant's packet. Use ACE for the following recruiting functions:

(1) Prospecting

(2) Processing

Note: The U.S. Army Aviation and Missile Research, Development, and Engineering Center (AMRDEC) has a site (https://safe.amrdec.army.mil/safe/guide.aspx) Safe Access File Exchange (SAFE) in which applicants can transfer documents to recruiters.

c. Email. Email is an effective reinforcing fire to social media marketing efforts if Recruiters properly target recipients and send the right messages. It is important to keep messages concise and to the point. Do not overwhelm the recipients with info, but always include links to appropriate sources of additional information (e.g. goarmy.com, official Facebook pages, etc.). Send email on a regular schedule without unsolicited excessive use (no more than two per week unless a lead is requesting more info via email). Email is an effective way to build community relations by highlighting community engagements and sharing "good news" stories. Use email for tasks within following recruiting functions:

(1) Prospecting

(2) Interviewing

(3) Processing

(4) Leading Future Soldiers

(5) Intelligence

d. Social Media. Social media is a part of our daily lives, and a powerful tool we use to share the Army's story. It helps us to create meaningful connections with our audiences, which maintains their trust and confidence in America's Army. The Army acknowledges the importance of social media, and encourages our wpkxs, Soldiers, Families, and Army Civilians to use social media safely and accurately to share their experiences and provide information. Advances in technology and accessibility to connected mobile devices, combined with society's acceptance of social media, have changed how information is delivered and how people, organizations, and government entities communicate. For USAREC, social media is an indispensable tool that allows recruiters to be where people are. VRTu must approach the use of social media from the three perspectives of: Kaform, Influence and Rrospecting.

(1) Inform. Providing information to people about the Army and the opportunities available to help them make an informed decision.

(2) Influence. Using marketing packages including branded content and messages that appeal to the target demographic to encourage people to choose Army service as a career path.

(3) Prospecting. A recruiting function, operation, and critical task whereby a recruiter attempts to contact leads for the purpose of generating interest in an Army enlistment or accession. Also: one of the eight recruiting functions and defined as "an action a recruiter takes to contact a lead".

Social media has the ability to maximize recruiting efforts. Recruiters and recruiting leaders are responsible for developing the skills required to become and remain the experts of virtual recruiting with social media. Recruiters must use social media in a professional and thoughtful manner. Leaders must enforce the professional and thoughtful use of social media.

e. Approved Media and Messages. All media (pictures, videos, music, banners, etc.) must come from an approved source. This will ensure that all messages have the latest media available with high resolution and quality. Members of the VRTs should refer to the complete and up to date list of approved sources on the VRT milBook site: (https://www.milsuite.mil/book/community/spaces/apf/recruiting_pronet/virtual-recruiting-stations-virtual-recruiting-teams). The VRT MilBook site will also have preapproved messages and themes to facilitate social media and message generation.

3-5. Reporting Requirements

a. Virtual Recruiting MilSuite – Virtual Recruiters will need to share ideas, questions, and TTPs across the enterprise. The only approved collaboration tool is the VRT MilSuite site found here:
https://www.milsuite.mil/book/community/spaces/apf/recruiting_pronet/virtual-recruiting-stations-virtual-recruiting-teams

b. Other methods (i.e. Facebook groups, text/chat groups, etc.) are not appropriate and are not as effective for sharing ideas, capturing TTPs, and disseminating the latest training and resources, therefore those methods are not authorized.

c. ROI – VRTs are required to report Return on Investment (ROI) for any specific actions they take which required funding and a Marketing Activity Code (e.g. Facebook boost).

3-6. Training

a. Initial Training. All members of the VRT must complete initial virtual recruiting training and include, as a minimum, roles and responsibilities of the VRT; structure, operational and security policies; data mining; messaging; reporting requirements.

b. Sustainment Training

(1) Training support packages in the form of distant learning (DL) modules, videos, and PowerPoint presentation are available on the G3 Training SharePoint for use by the brigade virtual recruiting training teams. https://span.usarec.army.mil/sites/HQ/G3/Training/SitePages/G3Training_Main.aspx

(2) G3 Training in coordination with PAO, G2, and G7/9 will update training resources as changes occur in the societal, generational, and virtual environments.

(3) The use of MilSuite is mandatory to report lessons learned, share and review best practices, and connect with other virtual recruiters.

3-7. Metrics for VRT Pilot

a. Mission Credit: All contract mission assignment and credit goes to the local Recruiting Station. Virtual Recruiters will not be given an enlistment contract mission. Battalion commanders should give Virtual Recruiters Action Point metrics/goals as their mission (e.g. Appointment Made (AM), Appointment Conducted (AC), Test (T), Floor (F), Contract (C), and Ship (S)).

b. Measures of Effectiveness and Measures of Performance

(1) Virtual Recruiting Teams will track appointments made (AM), appointments conducted (AC), and contracts (C). When a local Recruiting Team conducts the appointments, measure VRT effectiveness by AM to AC conversion data.

(2) VRTs will also track the number of candidates disqualified during the appointment. The purpose of this measure is to determine how effective the VRT screening process is prior to making the appointment.

(3) Virtual Recruiting Team, SCs will be measured by their Action Points, % conversion between action points, and total time from first contact to contract ("Flash to Bang").

c. Gold Badge Credit: All Virtual Recruiters will receive Gold Badge points in the same manner as the Battalion Staff (an average of Gold Badge points per recruiter from across the Battalion), and they will also receive Gold Badge points for completing Action Points (maximum of 50 action points per month). For more information on the Gold Badge point system, see the current Gold Badge MOI here: https://span.usarec.army.mil/sites/HQ/G3/Plans-Programs/Programs%20Library/Forms/AllItems.aspx?RootFolder=%2Fsites%2FHQ%2FG3%2FPlans%2DProgra ms%2FPrograms%20Library%2FUS%20Army%20Recruiting%20Awards%20Programs%2FRecruiting%20Gold%20Badge

Appendix A.
References

Section I
Required
Publications
There are no entries in this section

Section II
Related
Publications

ADP 5–0
The Operations Process

ADP 6–0
Mission Command

AR 25–1
Army Information Technology

AR 380–5
Department of the Army Information Security Program

FM 6–01.1
Knowledge Management Operations

Section III Prescribed Forms
There are no entries in this section.

Section IV Referenced Forms
There are no entries in this section.

Glossary
Section I

Abbreviations

CIG
Commanding General's Initiative Group

DOTMLPFP
Doctrine Organization, Training, Material, Leadership, Personnel, Facilities, Policy

IAW
In Accordance With

RRC
Recruiting and Retention College

SC
Station Commander

TAD
Training Assessment Division

USAREC
United States Army Recruiting Command

UR
USAREC Regulation

VRT
Virtual Recruiting Tools

Section II
Terms

Lesson Learned
An implemented corrective action which leads to improved performance or an observed change in behavior. The process of discovering, validating, integrating, and evaluating lessons.

Recruiting Functions
Mission Command, Intelligence, Prospecting, Interviewing, Processing, Leading Future Soldiers, Training and Leader Development, Sustaining Operations.

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