

LEAD FUTURE SOLDIERS

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Training Functions

Training Program (FSTP)

Future Soldier Orientation

The Future Soldier

SUMMARY of CHANGE

USAREC Training Circular 5-03.5 Lead Future Soldiers

This major revision is dated 21 July 2020

- o Adds C2 into Appendix C, explaining the use of UF 5-03.5.4
- o Changes the look of the UF 5-03.5.4 and also makes it an electronic form that will be housed on the USAREC electronic Publications site.

Leading Future Soldiers

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PREFACE

UTC 5.03.5 - The United States Army Recruiting Command (USAREC) publication, USAREC Training Circular (UTC) TC 5-03.5, Leading Future Soldiers, expands on the fundamental concepts and requirements introduced in USAREC Manuals 3-0, 3-30, 3-31. This UTC provides common concepts and techniques to execute Future Soldier training and support Future Soldiers. USAREC is responsible for preparing men and women who have enlisted in the US Army for Initial Military Training (IMT). USAREC leaders use the Future Soldier Training Program (FSTP) to motivate Future Soldiers to honor their commitment to join the Army, and remain qualified and learn more about the army while they wait to depart to their IMT. The FSTP also addresses questions and concerns by persons close to the Future Soldier, and assists the Recruiter in gaining referrals for others who may be interested in joining the Army.

PURPOSE

The purpose of this UTC is to provide information, along with commonly used tactics, techniques, and procedures (TTPs), to conduct effective Future Soldier training while keeping the best interests of the Future Soldier and the Army in mind.

SCOPE

This training circular is the primary user manual for Future Soldier training and management. Recruiting personnel should also read USAREC Manual 3 (Recruiting), USAREC Manual 3-0 (Recruiting Operations), USAREC Manual 3-31 (Recruiting Stat Operations), USAREC Manual 3-30 (Company Operations), USAREC Regulation 601-210, Appendix O, and AR 601-2, Chapter 6, to understand the operations and requirements at both company and station levels. Critical tasks for Recruiters are accessible through the Central Army Registry (CAR).

APPLICABILITY

This circular applies to all recruiting station activities regardless of the recruiting mission type (enlisted, AMEDD, chaplain, and SORB).

ADMINISTRATIVE INFORMATION

The proponent for this circular is Headquarters, United States Army Recruiting Command (HQ USAREC), Assistant Chief of Staff G3, Programs Division. Send comments and recommendation on DA Form 2028 (Recommended Changes to this publication) directly to HQ, RRS, ATTN: RCRS-DD, 1929 Old Ironsides Ave, Building 2389, Fort Knox, KY 40121 or by e-mail to usarmy.knox.usarec.list.hq-rrs-doctrine@mail.mil.

CHAPTER 1

FUTURE SOLDIER ORIENTATION

1-1. The Future Soldier Orientation is the first meeting the Recruiter and Future Soldier will have following enlistment into the Delayed Entry Program (DEP). The information provided during the orientation will set the tone for the Future Soldier while in the Future Soldier Training Program, and it is critical that the Future Soldier is given all the information they need to mitigate any potential issues that may arise prior to shipping to Initial Military Training (IMT).

Scheduling the Orientation

1-2. The Future Soldier's motivation and excitement will be the highest immediately after enlistment; therefore, it is imperative that you, the Recruiter meet with each Future Soldier to reinforce their commitment, answer questions and inform them of their individual responsibilities while in the Future Soldier Training Program. Recruiters will meet with each Future Soldier no earlier than three days and no later than ten days after enlistment. You can conduct orientations just about anywhere, but you must ensure you have the necessary tools and connectivity required to perform all required tasks. When scheduling the Initial Orientation, inform the Future Soldier to bring the Welcome Kit (RPI 200), enlistment documents and a list of questions he or she may have.

1-3. You should ask influencers to attend the orientation with the Future Soldier so that they understand what the Future Soldier enlisted for, the benefits they will receive, and what is required of the Future Soldier while in the training program. Influencers are any immediate family member (spouse, parent, guardian, grandparent, brother, or sister) or other friends who cultivated the Future Soldier's interest in joining the Army. Influencers were critical in decision-making when the Future Soldier was deciding to enlist into the Army and are just as important while the Future Soldier is in the training program. Involve influencers in every step of the process since they are the ones the Future Soldier looks to for guidance and direction and are key players in keeping the Future Soldier motivated. The most effective way to involve influencers is to invite them to every event the Future Soldier attends. In doing so, the Recruiter builds trust and rapport with the influencer and they will be there to help if the Future Soldier's commitment begins to falter.

Conducting the Orientation

1-4. Conduct the Future Soldier orientation using the FS & Spouse Orientation tab of the www.futuresoldiers.com website. The Enlisted Orientation gives you a bulleted list of topics covering the entire enlistment and shipping process. The orientation should be a naturally flowing conversation that covers all the topics pertinent to the Future Soldier's unique needs and situation. Recruiters will introduce married Future Soldiers to the Spouse Orientation and Family Services tab for information relating to childcare and family assistance. Additional material needed to conduct the orientation effectively is the Future Soldier Welcome Kit (RPI 200), the Future Soldier's enlistment documents and DD Form 2983, the Recruit/Trainee Prohibited Activities Acknowledgment form.

During the orientation, the Recruiter will discuss the following areas:

- Review the Future Soldier Welcome Kit (RPI 200).
- Introduce the Basic Training packing list to the Future Soldier.
- Discuss the Future Soldier's enlistment options, and projected ship date.
- Review the Statement of Understanding with Future Soldiers who have the Partnership for Youth Success (PaYS) option. Discuss and answer questions on the PaYS program with the Future Soldier. Ensure they understand the benefits of the program.
- Discuss Concurrent Admission Program (ConAP) and complete the ConAP College Referral form.
- Discuss the opportunity for advanced rank while in the Future Soldier Training Program.
- Discuss any financial questions and/or concerns the Future Soldier may have and introduce the SF1199, Direct Deposit Form and explain its importance.
- Assist the Future Soldier in creating a GoArmy.com account.
- Introduce the Future Soldier to the Future Soldier Training System (FSTS) by clicking the "Enter the FSTS" link, located at the bottom of the Enlisted Orientation page. Have the Future Soldier log into the FSTS using their goarmy.com user name and password and provide an overview on the training modules.
- Discuss the importance of maintaining mental, physical, and moral eligibility.
- Discuss the requirements and schedule a date to conduct the Occupational Physical Assessment Test.
- Review and explain prohibited activities. Fill out and sign DD Form 2983, Recruit/Trainee Prohibited activities Acknowledgment form (Fill out in accordance with UR 27-4).
- Discuss the requirement for the Future Soldier to contact their Recruiter every two weeks and have one office meeting with the Future Soldier each month.
- Provide the Future Soldier with the near term training schedule.

Other topics for discussion during the initial orientation may consist of:

- Spousal and dependent care (if applicable)
- Family Services (Exceptional Family Member Program, Morale, Welfare and Recreation, Army Community Service)
- Healthcare and life insurance
- Educational Benefits (GI Bill, Student Loan Repayment Program, Tuition Assistance)
- Recruiting Assistance Programs (Hometown Recruiter Assistance Program / Active Duty Operational Support- Reserve Component)

1-5. Some Future Soldiers experience a sense of buyer's remorse, a feeling of regret after making a life-changing decision. The orientation works to counter this uncertainty by reinforcing the Future Soldier's decision and combating the fear of the unknown. The more informed a Future Soldier is, the more self-assured they become in their decision to enlist.

CHAPTER 2

FUTURE SOLDIER PHYSICAL FITNESS

2-1. Physical fitness is one of the most important factors that contribute to the success of a Future Soldier while at IMT. Future Soldiers may encounter the most rigorous activity they have ever experienced and being physically fit before training will make the transition easier. Future Soldiers will need direction and motivation from the Recruiter to help them start a new training regimen that will better prepare them for training.

2-2. Physical training consists of the Occupational Physical Assessment Test (OPAT), Future Soldier Physical Training (PT), and the Army Physical Fitness Test (APFT). Each component serves a distinct purpose and all are equally important in preparing the Future Soldier for training. Prior to conducting any type of physical training, recruiting personnel will conduct a risk assessment and complete all necessary documentation as listed in UR 601-210, appendix O.

Occupational Physical Assessment Test

2-3. The Occupational Physical Assessment Test (OPAT) is a series of four physical performance tests used to assess an individual's physical capabilities. It provides measurements of upper and lower body power, lower body strength, and aerobic capacity and is a qualification for the Future Soldier's chosen Military Occupational Specialty (MOS). Future Soldiers can elect to retake the OPAT as many times as needed to qualify. If the Future Soldier does not obtain a qualifying score within 30 days from shipping to IMT, the Future Soldier will need to renegotiate their contract. Once the OPAT is complete, the Recruiter will upload the scorecard and consent form into Recruiter Zone (RZ).

Physical Training

2-4. Weekly physical fitness training fosters esprit de corps, builds strength and endurance, and provides the Recruiter a method to interact with the Future Soldier on a regular basis. Recruiters can conduct Future Soldier PT as often as desired, but should conduct some form of PT with your Future Soldiers twice a month at a minimum. Conduct Future Soldier PT independently of any Future Soldier events or functions if possible, and follow the guidelines listed below.

- Complete and sign the following documents prior to each Future Soldier physical training session:
 - USAREC Form 601-210.24, US Army Future Soldier Training Program Statement
 - USAREC Form 601-210.27, Medical Safety for Future Soldiers Physical Training Program
 - DD Form 2977, Deliberate Risk Assessment Worksheet 3

- The training period should not exceed 90 minutes, including stretching and warm-up activities. Exceeding these limits may result in government liability for statutory entitlements.
- Although Future Soldiers participate voluntarily, remind them that physical training is an individual responsibility and encourage them to do some form of physical training on their own.

Army Physical Fitness Test

2-5. Passing the Army Physical Fitness Test (APFT) is a critical benchmark for a Future Soldier. Along with the completion of all required training on the Basic Training Task List and enlistment of a referral provided by the Future Soldier prior to shipment to IMT, passing the APFT is one of three requirements for a Future Soldier to earn an advanced rank. More importantly, successful completion of an APFT will prove to the Future Soldier that they have the physical strength and stamina to meet the graduation requirements for IMT.

Army Pocket Physical Training Guide

2-6. The Army Pocket Physical Training Guide (RPI 237) provides Future Soldiers with training plans and goals to enhance their performance before shipping to initial military training (IMT). The guide provides four comprehensive training plans and corresponding schedules based on the Future Soldier's physical ability. Review the plans and schedules starting on page 98 of the RPI that are appropriate to each Future Soldier's needs:

- **Training Schedule #1-** is the training schedule for the Future Soldier who meets the contractual obligations as outlined in the enlistment contract. It improves the Future Soldier's overall fitness level.
- **Training Schedule #2-** is the training schedule for the Future Soldier who may be lacking in lower body endurance. It improves the Future Soldier's two-mile run time.
- **Training Schedule #3-** is the training schedule for the Future Soldier who lacks upper body or core strength. It increases the number of push-up and sit-up repetitions.
- **Training Schedule #4-** is the training schedule for the Future Soldier who lacks overall strength and endurance.

CHAPTER 3

FUTURE SOLDIER TRAINING

3-1. Future Soldier training introduces the Future Soldier to the subjects and training styles that they will experience in IMT. Future Soldiers will be better prepared for training if they are familiar with the subjects in advance. Learning the different tasks will help remove any doubt while keeping the Future Soldier motivated and focused on shipping. At a minimum, Station Commanders must ensure that Future Soldiers receive training on the Leader Based Training tasks. Knowing these skills will help facilitate the transformation from civilian to Soldier. Classes are available on the “Recruiting Operating Functions Guidance” tab of the IKROME Portal <http://ikrome.usaac.army.mil/group/recruiting-functions/home>.

Leader Based Training consists of:

- SHARP / Unauthorized Relationships (Required to ship)
- Army Suicide Prevention - ACE
- Resiliency Training Phase I
- Resiliency Training Phase II
- Resiliency Training Phase III

3-2. The Required Training (Basic Training Task List (BTTL) - required for advanced enlistment rank), is on the “Required Training” Tab in the Future Soldier Training System (FSTS). These classes prepare the Future Soldier for the challenges they will face in IMT. The BTTL tasks include:

- Army Values and History
- First Aid
- General Orders
- Land Navigation
- Customs, Courtesies, and Traditions
- Military Time
- Phonetic Alphabet
- Rank Structure
- Voice Communication

Additional classes located on the FSTS are:

- Chain of Command
- Combat Trafficking in Persons
- Drill and Ceremonies
- Equal Opportunity
- Financial Management
- FS Physical Fitness
- The Performance Triad (P3)

Future Soldier Training System

3-3. The FSTS is a training program designed to assist the Recruiter in teaching the Future Soldier the subjects listed on the basic training task list. Though the FSTS does not replace one-on-one mentorship, it is a self-paced program that allows Future Soldiers to complete training on their own time, using any computer or mobile device with internet capability. Recruiters may elect to train the tasks in individual or group settings and use the FSTS to reinforce their collective training. The Future Soldier accesses the FSTS by logging into www.futuresoldiers.com using their GoArmy user name and password.

3-4. Recruiters can log on to the Future Soldier Dashboard located in IKROME to track their Future Soldiers' progress and provide additional training and assistance in areas where the Future Soldier may struggle. The dashboard will display the modules completed, score received on any assessments, and the last time the Future Soldier logged onto the system. Failure to participate in on-line training may be an indication of the Future Soldier's lack of commitment causing a possible Future Soldier Loss.

Future Soldier Game Hub

3-5. The Future Soldier Game Hub is an online gaming platform that assists the Future Soldier in learning the common Army tasks in a fun, entertaining way. As the Future Soldiers complete the games, they will receive training indicators that will tell them when to log in to their www.futuresoldiers.com account and attempt the course exams. The Future Soldier Game Hub is not a replacement for the FSTS, but another tool for Future Soldiers to become familiar with the basic Army skills needed, prior to shipping to basic training. The website for the Future Soldier Game Hub is www.armygamehub.com.

CHAPTER 4

FUTURE SOLDIER FOLLOW UP AND LOSSES

Future Soldier Follow Up

4-1. Effective follow-up is essential for an effective Future Soldier Program. Follow-ups can be telephonic, face-to-face, or conducted using social media. Commanders and Station Commanders must stress the importance of open lines of communication between Recruiters and Future Soldiers. Regularly scheduled follow-ups allow the Recruiter to gauge the current ship potential of Future Soldiers, reinforce the Future Soldier's decision to enlist and make them feel they are already a part of the Army team. During a follow-up, Recruiters need to discuss mental, physical, and moral eligibility to ensure the Future Soldier remains qualified to ship to IMT. Ask Future Soldiers for new leads, update the status of individuals they previously referred, and discuss any upcoming events or functions. In the absence of the Recruiter (due to leave, temporary duty, etc.), the Station Commander or another Recruiter should conduct the follow-ups. Incorporate the following guidelines regarding how to manage FS follow up sessions effectively:

- Conduct weekly follow-ups during the last 45 days of being in the Future Soldier Program, alternating between telephone and face-to-face contact.
- Conduct Face-to-Face visits every week for Future Soldiers that require taping or are close to maximum body fat percent.
- Conduct telephonic follow-ups every two weeks after the first 45 days of being in the Future Soldier Program.
- Conduct Face-to-face meetings once a month.
- Conduct Face-to-face contact three days prior to ship date.
- Include Influencers in both telephonic and in-person follow-ups to keep them informed and involved.

4-2. Station Commanders reinforce and assist the Recruiter's efforts to maintain the Future Soldier's positive attitude and commitment. Station Commander should contact at least 25% of the Future Soldiers weekly. In addition, the Station Commander should contact all Future Soldiers that reach 60 days, 30 days, and 3 days prior to their ship date. This will help identify any unknown issues with the Future Soldier and ensure they remain qualified and prepared to ship to IMT. During the follow-up, the Station Commander should discuss:

- Height and weight.
- Medical issues or concerns.
- Law violations.
- Any change in or with dependents.
- Changes in educational status.
- Completion of required training.
- Questions or concerns the Future Soldier or influencer have.

4-3. Company Commanders and first sergeants should review Future Soldiers' records during each recruiting station visit. This allows proactive management of the Future Soldier Training Program to identify positive or negative trends.

Future Soldier Ship Potential

4-4. Station Commanders and Recruiters will assess their Future Soldiers' propensity to ship and assign each Future Soldier a ship potential code. The code is derived from a multitude of events that occur while the Future Soldier is in the program. A ship potential code of Green represents a qualified Future Soldier who is prepared to ship; Amber indicates the Future Soldier is experiencing issues and maybe a potential waiver or loss, and Red represents certain loss due to disqualification or issues which cannot be resolved before the ship date. Station Commanders identify the ship potential each Future Soldier's electronic record at the initial orientation. During the Future in Soldier's time in the training program, his or her status may change and will be updated accordingly to allow interaction/action from leaders. The following chart provides examples of each Ship Potential Code and what they could mean. (See USAREC Regulation 601-210, Appendix O).

Examples include, but are not limited to:

Color	Examples
Red	Significant life changing event (scholarship, inheritances). Pregnancy. Excessive weight gain; failing BF%. Non-waiverable medical condition; non-waiverable law violation. No contact. Failure to meet graduation requirements (attendance, grades).
Amber	Poor attendance at school. Overweight or underweight Changes in dependent status. Changes in employment status. Avoiding follow-ups with recruiter.
Green	Member in good standing of all classes (secondary and post-secondary). Performs PT and tracking accomplishments; completing FS training tasks. Ready to ship. Solid commitment. Regularly provides referrals. Regularly attends FSTP functions.

Table 4-1 Future Soldier Ship Potential Indicators

Future Soldier Center

4-5. The Future Soldier Center (FSC) augments the recruiting force in the operation of a successful Future Soldier Program. The FSC does not take the place of the recruiting station but provides an additional line of communication between Recruiters, Future Soldiers and influencers. The FSC personnel's military background allows them to relate to Future Soldiers and Family Members and address questions or concerns with appropriate responses. See UR 601-210 Appendix O-3.

Courtesy Ship

4-6. A courtesy ship is a Future Soldier who wishes to ship from an area outside the geographical boundaries of the recruiting battalion through which he or she joined the military. This can happen when a Future Soldier graduates from college, visits distant relatives or moves prior to shipping to training. The Recruiter will take the following actions to process a Future Soldier that will be shipping from a different location:

- Obtain all information concerning the Future Soldier's destination and annotate it in the Future Soldier's record.
- Inform the Station Commander of the new location from which the Future Soldier will ship.
- Provide the name and telephone number of the new location's Station Commander and instruct the Future Soldier to contact the Station Commander upon arrival.
- Explain to the Future Soldier that the new Station Commander will be responsible for his or her final processing and transportation to the MEPS. Emphasize the importance of maintaining contact with the new Station Commander.
- Courtesy shippers will remain the responsibility of the Station Commander that was responsible for the individual joining the Army.

The Station Commander will:

- Notify the company leadership.
- Contact the gaining recruiting Station Commander and coordinate follow-up.
- Provide the gaining Station Commander's name and contact information to the Future Soldier.
- Ensure the Future Soldier's electronic record is up to date.

A complete list of required actions is found UR 601-210, appendix P.

Future Soldier Asset Inventory

4-7. The Company Commander will conduct a Future Soldier Asset Inventory (FSAI) on each Future Soldier 60 days from ship day, and again at 30 days from ship day. This FSAI will assist in identifying potential ship issues in time to prevent a FS or training seat loss. The Company Commander will initiate the FSAI using the questions listed in table O-2 of UR 601-210. All answers that indicate that the Future Soldier is not ready or able to ship to training will be documented in the "Comments" section of the Future Soldier record, and the commander will update the Future Soldier's ship potential in Leader Zone. Commanders will report the FSAI contact percentages and results to Battalion Operations on a monthly basis.

Future Soldier Losses

4-8. The key to minimizing Future Soldier losses and maintaining a successful Future Soldier Training Program is developing and implementing activities to keep the Future Soldier engaged and motivated. Recruiters need to stress the importance of staying mentally, morally, and physically qualified. While Future Soldier losses are inevitable, paying attention to the warning signs and maintaining a positive, challenging, and inspiring FSTP will minimize the number of losses a Recruiter will take. Active involvement and effective counseling will create a positive environment that will result in a higher percentage of your Future Soldiers shipping to IMT. A detailed explanation of the most common and procedures to identify and overcome possible outcomes follow.

ENLISTMENT APPREHENSION (EA) Enlistment apprehension is one of the most common losses that Recruiters experience. Fear of shipping to training (the unknown) can also be an indication of a Future Soldier not being properly prepared for training. This can be overcome with positive reinforcement and open communication with the Future Soldier and influencers.

FAIL TO GRADUATE (FG) – Many of our Future Soldiers attend are still enrolled in educational institutions while awaiting their ship date to IMT, and Future Soldiers occasionally fail to achieve the proper educational credentials required for graduation. Some will fall behind in classes or fail exams and may no longer be eligible for enlistment. Some reasons for a “fail to grad” may be the Future Soldier became too relaxed and fail to make their education a priority; or they may have been experiencing issues in school before they enlisted that were never resolved. Some ways to identify and resolve potential fail to grad losses include:

- During the initial orientation, counsel the Future Soldiers on the importance of maintaining good grades.
- While in the FSTP, request transcripts and progress reports from the school counselor quarterly to evaluate the Future Soldier’s performance.
- During school visits, make an emphasis to talk to the Future Soldier’s teachers and counselors to gauge their conduct and performance.
- Review the school’s policy on how many days of school a student can miss before the school holds them truant.

- Look at alternate methods to make up lost credits such as summer school, virtual courses, and extra credit.
- If the Future Soldier is struggling in their classes, look to other Future Soldiers in the FSTP that can assist them with challenging subjects or to form a study group.

MORAL OR LEGAL (ML) – There will be cases when a Future Soldier gets into trouble or receives a law violation after enlistment. To minimize the chance of this occurring, Recruiters should have honest and straightforward discussions about Future Soldiers' conduct while in the Future Soldier Program. Future Soldiers need to understand that the Army will not tolerate negative behaviors and it may subject them to discharge from the FSTP. A good rule of thumb is to conduct safety briefings on a routine basis and talk about violations such as speeding tickets and drug / alcohol use. Recruiters need to stress the importance of living the seven Army Values.

TEMPORARY MEDICAL DISQUALIFICATIONS – Preparing a Future Soldier for the physical rigors of basic training can be a labor-intensive operation. Medical injuries that occur while in the FSTP cannot be completely avoided. After enlistment, many Future Soldiers want to increase their activities to prepare for IMT, but the wrong methods could prove to be detrimental. Initially, it's best to conduct physical training with Future Soldiers until they master the proper techniques. Using the pocket physical training guide (RPI 237) with the proper nutrition and adequate rest will give them a guide line to start with and diminish the possibility of injuries.

WEIGHT STANDARD (WS) – Regardless of their condition when they enlist, Future Soldiers must meet the Army's height and weight standards prior to shipping to IMT. Many will not meet the maximum weight standards for their height and must be taped to ensure they meet the Army body fat requirements. The responsibility then falls on the Future Soldier and the Recruiter to ensure the Future Soldier stays within the allowable standards. During the initial orientation, discuss the Future Soldier's current height/ weight and measurements. Set reasonable goals the Future Soldier can achieve while in the FSTP. Check and validate progress periodically to measure success or setbacks and give clear concise guidance. It is also important to pay attention to the Future Soldiers that are below the minimum weight standards. Other techniques to assist overweight Future Soldiers include:

- Counsel all Future Soldiers about staying within the required weight standards and discuss the possible consequences of not meeting the body fat standards.
- Discuss healthy eating habits and conduct physical training with Future Soldiers.
- Conduct HT/WT monthly on all Future Soldiers.

CHAPTER 5

FUTURE SOLDIER FUNCTIONS

5-1. Future Soldier Training functions allow Recruiters to motivate, train, and inspire their Future Soldiers while providing them the opportunity to meet and associate with their peers, build camaraderie, and reinforce their decision to enlist. They also provide Recruiters with an opportunity to secure additional referrals through interaction with Future Soldiers and the influencers who are encouraged to attend.

5-2. All training should be conducted with authentic military equipment (if available) to add realism and establish familiarity. Make coordination with local businesses, Army Reserve, and National Guard units in the surrounding area. They may be able to supply vehicles or equipment (static displays), informal TAIR teams for demonstrations, and camouflage nets for round-robin style training events.

5-3. The Company Commander and first sergeant are responsible for determining the purpose for Future Soldier functions within their commands in accordance with current regulatory guidance. Leaders will, at a minimum:

- Publicly promote Future Soldiers who earn advanced rank to motivate and encourage other Future Soldiers to provide referrals and complete the required training in the FSTS.
- Encourage Future Soldiers to attend all training functions. Future Soldier training functions provide comradery and a sense of esprit de corps to the Future Soldier.
- Encourage Future Soldiers to bring multiple guests to Future Soldier functions to generate interest in the community and generate additional referrals.

Future Soldier Referrals

5-4. Referrals are one of the most effective combat multipliers to the recruiting effort. Not only do referrals provide Future Soldiers with the opportunity to earn advanced rank before shipping to IMT, they greatly assist the station in meeting its mission. Use the following techniques to generate quality referrals from Future Soldiers:

- Discuss the opportunity for promotion from referrals with every Future Soldier assigned to the station.
- Challenge each Future Soldier to provide a specific number of referrals weekly.
- Ask Future Soldiers about their friends, family members, significant others, and/or fellow students that may be interested in discussing Army opportunities with a Recruiter.
- Publicly reward Future Soldiers for their efforts. Provide certificates or awards to Future Soldiers who meet referral goals.

5-5. There are two primary methods of providing a referral. The Future Soldier can enter the referral information into the Army Referral System (ARS), located at <https://smart.goarmy.com>, or bring the referral into the recruiting station to meet with a Recruiter. Referrals entered into the ARS will be validated by the Virtual Recruiting Station (VRS) and sent to the local recruiting station. Regardless of how the station receives referrals, it is critical that Recruiters award the appropriate Future Soldier with lead source credit.

CHAPTER 6

Army Reserve Future Soldiers

6-1. Future Soldiers that enlist into the Army Reserves access on the day they enlist rather than on their ship day like their Regular Army counterparts. Though they are considered full members of the Army Reserve, they are still considered a member of the Future Soldier Program until they ship to training.

6-2. Recruiters will escort Army Reserve Soldiers to their unit of assignment to ensure they in-process. Recruiters will also escort the new Army Reserve Soldier to his or her next planned battle assembly. Prior to attending, the Recruiter will telephonically contact the unit of assignment to coordinate a date and time for the new member's sponsorship appointment, annotate the date and time of the unit appointment and unit point of contact in the contact history screen of the new Soldier's electronic record, and ensure the new member has all documentation to assist with the in-processing into the Troop Program Unit (TPU), to include SF 1199A (Direct Deposit Sign-Up Form). Once coordination with the unit of assignment is complete, provide AR Future Soldiers with specific details during their Future Soldier Orientation, and maintain contact with them until their scheduled ship dates.

6-3. Periodically, AR Future Soldiers earn advanced rank prior to shipping to IMT. Recruiting personnel will complete the UF 601-210.23 on each Future Soldier qualifying for an advanced rank and forward the form to the TPU commander for signature. Upload the UF601-210.23 and associated promotion documents in the Future Soldier's electronic record.

CHAPTER 7

ARSOF CANDIDATE TRAINING PROGRAM FOR SPECIAL OPERATION RECRUITING BATTALION-AIRBORNE (SORB-A)

7-1. The mission of the Special Operations Recruiting Battalion is to conduct worldwide in-service recruiting operations to provide the strength for Special Forces, Civil Affairs, Psychological Operations, the Special Operations Aviation Regiment, and Explosive Ordnance Disposal. Special Operations requires a steady pipeline of specially recruited, assessed, selected, trained, employed, managed, and retained personnel to maintain expected capabilities. The ARSOF training program as it pertains to the SORB-A differs from Non-prior service primarily because the Candidate has already enlisted in the Army and has attended Basic and Military Occupational Specialty training.

7-2. Once a Soldier is selected for Special Operations, aggressive follow-up is essential to the SORB Candidate program. Commanders and Station Commanders must stress the importance of scheduled follow-ups with potential candidates to reinforce the Soldier's decision and ensure they remain qualified for the program. In addition, Recruiters should always discuss mental, physical and moral eligibility. Follow-ups can be telephonic or face-to-face and should occur weekly (Social Media outlets such as Facebook, Twitter, or Instagram are not authorized means of communication).

7-3. When a candidate starts the process for Assessment and Selection (A&S), the Station Commander and Recruiters will ensure that all potential candidates have a government credit card to reduce issues during TDY. Once the candidate is classed, the Station Commander will ensure the Candidate is provided the most updated packing list. Each program maintains its own packing list available at the following links:

- Special Forces Qualification Course is Special Forces Assessment and Selection (SFAS): <https://www.milsuite.mil/book/groups/sfas-course>
- Civil Affairs Assessment Selection (CAAS): <https://www.milsuite.mil/book/groups/civil-affairs-assessment-selection/overview>
- Psychological Operations Assessment (POAS): <https://www.milsuite.mil/book/groups/poas>

Station Commanders will provide the candidates with the SORB Assessment and Selection DTS Help Guide and assist them in preparing their authorization. The station will be the liaison for any questions the candidate may have in reference to DTS and travel.

7-4. Once the candidate starts processing for assessment and selection, they may attend the station's physical training program. The PT program is managed by the Station Commander and overseen by the Company Commander with the intent to improve a candidate's performance during assessment and selection. The station will align this program with one of the work out programs provided by Tactical Human Optimization, Rabid, Rehabilitation, and Reconditioning (THOR3). These programs can be found at: http://www.sorbrecruiting.com/SF_Training2.htm.

7-5. Station Commanders and Recruiters will conduct a pre-class out-brief, using the battalion approved slide decks, no later than seven days before the report date. Out-briefs will, at a minimum, cover the following information:

- All reporting instructions, to include a strip map to the reporting location.
- A review of the packing list and what is required in their carry-on bag.
- Processed and confirmed DTS and ticketed transportation information.
- Uniform to wear when reporting.

7-6. The pre-class out-brief is critical for the station to ensure a smooth transition to assessment and selection. Once the out-brief is complete, each ARSOF Candidate will complete and sign the Pre-Ship Memorandum for Record (MFR) and then the Station Commander will review and sign the document. Scan this document into the ARSOF Candidate record located in the Special Forces Automated Recruiting system (SFAR) behind the Enlisted Records Brief (ERB). The Station Commander or commander will do a follow up telephonically with each candidate the Monday prior to the report date. This is a final check on mental, moral, and physical eligibility. When a ARSOF Candidate is selected at assessment and selection, they will be provided the opportunity to continue in the physical training Program as an Out of Training (OT) Soldier. The station will provide the OT Soldier with a MFR to have their unit sign for approval. This will allow the Soldier to come and assist the station in recruiting briefs and conduct training for the Qualification Course.

CHAPTER 8

FUTURE SOLDIER TRAINING PROGRAM FOR THE HEALTH CARE OFFICER

8-1. The United States Army Medical Recruiting Brigade (MRB) recruits highly qualified and motivated healthcare professionals through aggressive synchronized marketing campaigns, recruiting operations, and focused, cutting edge training throughout the Brigade's worldwide footprint. The Future Soldier Training Program FSTP as it pertains to Future Health Care Officers (direct commissions and Army Reserve Commissions) differs somewhat from the enlisted Future Soldier Training Program. Like the enlisted FSTP, the FSTP for health care officers motivates Future Soldiers to honor their commitment to join the Army, remain qualified while they wait to depart to their IMT, and learn more about the Army before they report to their first unit.

8-2. An applicant is a Future Soldier when selected by a board and officially released as a board select. The Station Commander or Recruiter should contact the Future Soldier within 72 hours of selection, coordinate their commissioning ceremony (if required), and schedule a Future Soldier orientation. During the orientation, Recruiters will explain all necessary requirements, encourage involvement in Future Soldier events, and consistently reaffirm their commitment to the Army. Recruiters will contact Future Soldiers at least once every 30 days and twice a week when they are within 30 days of reporting to Basic Officer Leaders Course (BOLC), Direct Commissioning Course (DCC), or enrollment into the Health Professional's Scholarship Program (HPSP) for the Regular Army. Station Commanders and Recruiters maintain contact with Army Reserve Future Soldiers at least once a month until orders arrive. Recruiters will escort the Future Soldier to their first battle assembly, ensure the Future Soldier is in-processed by the unit, provide the Provider Credential File to the Troop Program Unit (TPU) administrator, and annotate completion of this requirement in the Future Soldier's Direct Commission Application (DCA) record. The Station Commander or Recruiter should verify their Defense Enrollment Eligibility Reporting System (DEERS) enrollment; assist in establishing an AKO account, and Medical Operational Data System (MODS) enrollment, (upon completion of enrollment process).

8-3. Each station should conduct and annotate quarterly Future Soldier training events utilizing USAREC Form 350-1.1 (Near-Term Training Plan) and provide a copy to all Future Soldiers. Stations should maintain DD Form 2977 (Deliberate Risk Assessment Worksheet) for each FSTP event for at least 1 year. All Future Soldiers may not be able to attend each event, however, maximum participation is highly encouraged. During training, Station Commanders will conduct Sexual Harassment and Assault Response Program (SHARP) training and annotate the training date and location in DCA. A FSTP event should include referral generating, training, teambuilding, and professional development. Events where funds are required, will require submittal of USAREC Form 601-210.26 (FS Training Function Request and After Action Review. To review more information on Future Soldier Training Functions, review UR 601-210, Appendix O.

8-4. Station Commanders or Recruiters will ensure the Future Soldier understands the Army Physical Fitness Test (APFT) requirements and the standard for height and weight IAW AR 600-9. Station Commanders conduct height and weight measurements biannually and within 30 days of BOLC or DCC departure. Recruiters ensure that each Future Soldier completes USAREC Form 601-210.24 prior to completion of any Army Physical Readiness Training.

8-5. Future Soldiers, prepared to proceed to their unit of assignment, will receive a briefing on their departure schedule, transportation arrangements and uniform purchases required for Basic Officer Leaders Course (BOLC). The Recruiter will verify the Future Soldier has all current licenses needed and a valid physical prior to departure to their duty station. Recruiters will provide copies of the enrollment documents: Questionnaire for National Security Positions (SF 86), Oath of Office - Military Personnel (DA 71), physical examination, appointment and assignment orders, direct deposit form, and Family care plan (as needed). The Station Commander or Recruiter will advise the Future Soldier to take additional documents to their first duty assignment such as marriage certificate, divorce decree, professional credentials, birth certificates for self, spouse, and dependents.

8-6. Station Commanders or Recruiters will track their Future Soldiers throughout their professional schooling experience, personally contacting each participant at a minimum semiannually or as needed until entry onto active duty. In addition, Recruiters will assist in all administrative matters pertaining to the Soldier's military requirements such as BOLC, DCC, active duty for training (ADT), and accessions. Recruiters will ensure all Future Soldiers receive appointment letters and orders and respond to professional questions and concerns their Future Soldier may have.

APPENDIX A

FSTP DECISION MATRIX

A-1. The Future Soldier Decision Matrix is a tool that guides the Recruiter through the steps of the Future Soldier Training Program. It provides guidance on the sequential order of tasks accomplished prior to shipping to IMT.

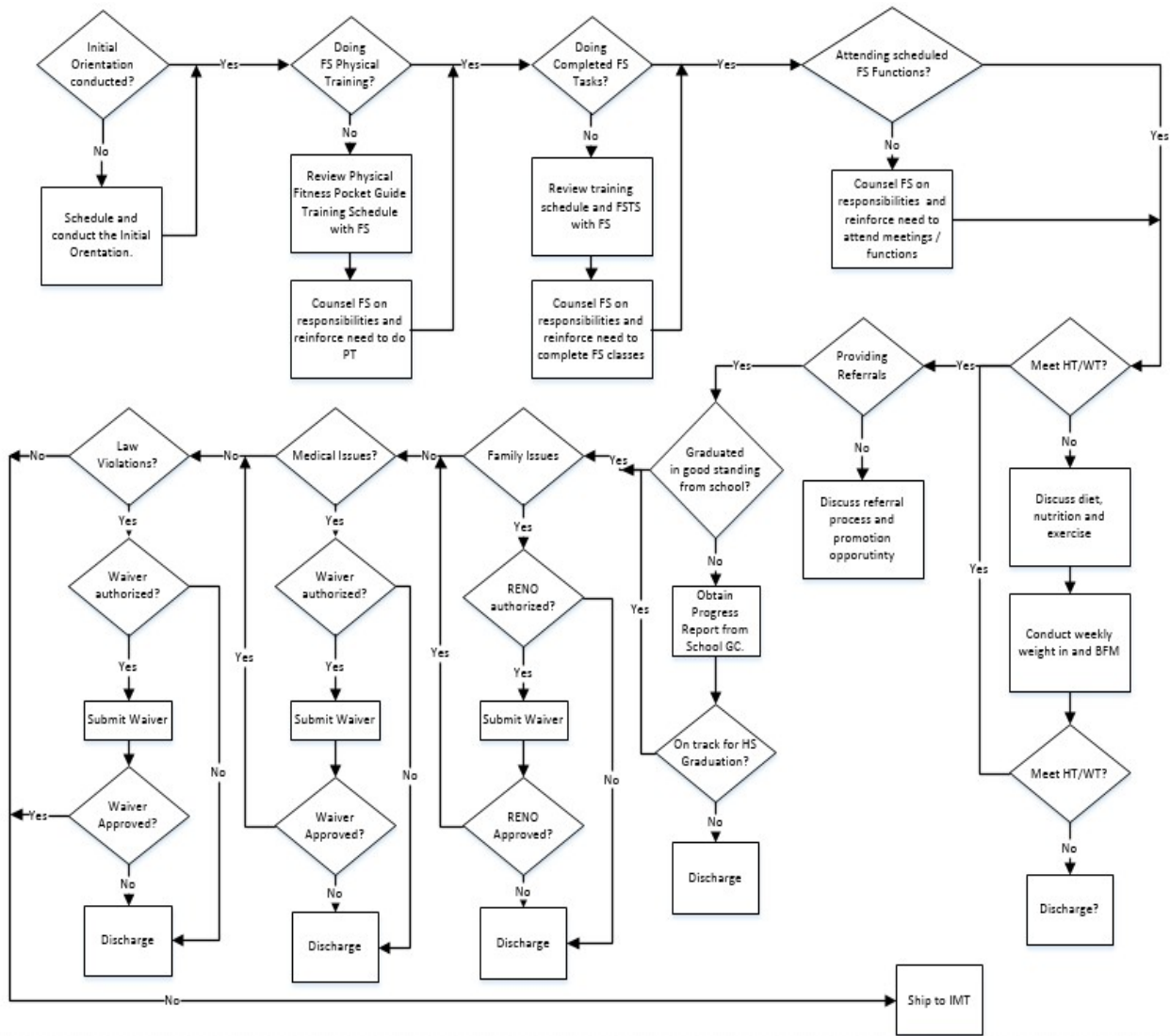


Figure A-1 - FSTP Decision matrix

APPENDIX B

BEST PRACTICES SCENARIO I

Future Soldier Jones enlisted five days ago. He is highly motivated and excited about embarking on his journey into the Army. You receive a call from Battalion stating that FS Jones is a Positive Match for a Reckless Driving incident two years ago.

Your next course of action should be:

- Notify Chain of Command of the Future Soldier's current situation.
- Annotate the incident in the Future Soldier's contact history.
- Code the Future Soldier as "AMBER" or "RED" in his Future Soldier ship potential screen.
- Bring Future Soldier in the office to discuss the incident. Have the Future Soldier write an applicant statement on what happened during the incident and why did he not reveal this information during the initial Army Interview.
- Start the process of running DD 369s (Police Records Check) and UF 601-210.02 (Probation Officer and/ or Court Records Report) from where the Future Soldier lived, worked, and went to school for the last three years.
- Obtain the court documents or a completed UF 601-210.02 from the court on the actual offense in question.
- Add all new offenses to the Future Soldier's electronic record under the moral screen criteria section.

Scan in applicant statement and all DDFM 369s, UF 601-210.02, and court documents you have received from performing the background checks.

Notify Battalion Operations that all required documents are scanned into the Future

- Soldier's record for review.
- Inform the Future Soldier they must go through an interview process with the battalion or interim commander about the incident and a decision will be made to retain or discharge the Future Soldier.

AAR

What could the Recruiter or Station Commander have done to prevent this possible loss?

This incident should have been identified during multiple choke points in the enlistment process. All law violations should have been discovered during pre-qualification before the Army interview. This could be a training indicator and the Station Commander should focus station training on prospecting and processing procedures.

SCENARIO II

Your Future Soldier has informed you that he has sprained his ankle while skateboarding. He went to the emergency room and has crutches for the next three weeks. The sprain was not serious but his ship date is within 10 days.

Your next course of action should be:

- Notify the chain of command of the Future Soldier's current situation.
- Annotate the incident in the Future Soldier's contact history.
- Code the Future Soldier as "RED" in his Future Soldier ship potential screen.
- Gather all medical documents from current injury.
- Ensure Future Soldier receives a letter from the doctor stating the recovery time for the injury.
- Inform the senior guidance counselor of the current status of the Future Soldier.
- Have Future Soldier complete a new DD 2807-2 and submit to Army guidance counselor at local MEPS for medical read.
- The Future Soldier's PULHES will change due to the injury.
- Inform the Future Soldier that once med read is complete, he will go to MEPS and go through a medical inspection to review his injuries.
- Depending on results from your Future Soldier's medical inspection, he will either:
 - Become authorized a renegotiation, and ship at a later date once his injuries heal.
 - Become temporarily disqualified and will be separated from the Future Soldier Program.

AAR

What could have the Recruiter or Station Commander done to prevent this possible loss?

We cannot always prevent medical mishaps that occur while a Future Soldier is in the FSTP. However, we can stress the importance of refraining from strenuous activities that could cause an injury serious enough to prevent the Future Soldier from shipping to IMT. Recruiters and Station Commanders should incorporate this briefing in the initial Future Soldier Orientation and revisit this discussion periodically during Future Soldier Training .

APPENDIX C – EXAMPLE CERTIFICATES

C.1 Within this section, you will find certificates that can be useful and assist the Recruiter and Station Commander with their Future Soldier Training Program. These certificates are not mandatory but will assist you in developing and maintaining a well- managed Future Soldier Training Program. USAREC Form 5-03.5.1, Future Soldier Commitment to Excellence (Figure C-1) is a contract between the Future Soldier and his or her Recruiter. USAREC Form 5-03.5.2, Future Soldier Certificate of Training (Figure C-2) is a great method to recognize Future Soldiers that attend training sessions and complete training modules. USAREC Form 5-03.5.3, Future Soldier Referral Promotion Certificate (Figure C-3) is a great example of a certificate to recognize a Future Soldier that is promoted for meeting all specified requirements outlined in USAREC Regulation 601-210. USAREC Form 5-03.5.4, Certificate of Enlistment (Figure C-4) is a good example of a certificate used to signify acceptance and enlistment into the United States Army.

**FUTURE SOLDIER'S
COMMITMENT TO EXCELLENCE**

I WILL REMAIN COMMITTED TO ACHIEVE EXCELLENCE IN AMERICA'S ARMY BY:

- STAYING COMMITTED TO MY PERSONAL DECISION TO JOIN OUR ARMY.
- ATTENDING ALL MILITARY FORMATIONS AND ARRIVING ON TIME.
- DOING PHYSICAL TRAINING ON MY OWN TIME.
- PROVIDING REFERRALS TO MY RECRUITER WHICH MAY ASSIST ME IN BEING PROMOTED PRIOR TO ENTERING ACTIVE DUTY.
- REMAINING MORALLY QUALIFIED AND NOT USING ILLEGAL DRUGS OR BEING WITH THOSE WHO ARE USING THEM.
- LEARNING MILITARY CUSTOMS AND COURTESIES AND PRACTICING DRILL & CEREMONIES ON MY OWN.

DATE OF FUTURE SOLDIER ORIENTATION

FUTURE SOLDIER'S SIGNATURE

RECRUITER'S SIGNATURE

USAREC Form 5-03.5.1 (This form replaces the UF 1135) V1.00

Figure C-1. Example UF 5-03.5.1-Future Soldier Commitment to Excellence Certificate



The form is titled "FUTURE SOLDIER'S CERTIFICATE OF TRAINING" in a large, bold, serif font. It features decorative flourishes in the corners and a central line for the recipient's name. Below the name line, it states "is Awarded to". A paragraph of text describes the certificate as being awarded for attendance and successful completion of training on basic military subjects. There are lines for "SUBJECT(S)", "DATE", and "INSTRUCTOR'S SIGNATURE". The form includes the text "USAREC Form 5-03.5.2", "(This form replaces the UF 1136)", and "V1.10".

Figure C-2. Example UF 5-03.5.2- Future Soldier Certificate of Training



The form features a header with a stylized American flag and horizontal stripes. The title "United States Army" is centered in a serif font. The text reads: "Be it known by these present that" followed by a blue redaction bar. The next paragraph states: "is cited for exceptional assistance in the field of recruiting. This certificate is presented in recognition that these accomplishments have significantly benefited the United States Army." The following paragraph says: "Having successfully fulfilled the obligations and requirements prescribed by USAREC Regulation 601-210, promotion to Private (E-2) will be effective upon entry into the Army." At the bottom, it says "Presented this" followed by a blue redaction bar, "day of" followed by another blue redaction bar, and a final blue redaction bar. The form includes the text "USAREC Form 5-03.5.3", "(This replaces the UF 994)", and "V1.00".

Figure C-3. Example UF 5-03.5.3- Future Soldier Referral Promotion Certificate



Figure C-4. Example UF 5-03.5.4- Certificate of Enlistment

C.2 Keep in mind when presenting these certificates that these are the first certificates of the Future Soldiers career. Present them in a way the Future Soldier and family members will remember and want to display for years. This means that the certificates should be printed in color on marbled or colored cardstock paper. If you do not have these capabilities, utilize your company or battalion to develop a system to generate certificates worthy of presentation. The UF 589 (old Certificate of Enlistment) may be used until inventory is exhausted by submitting a DA Form 17 to the command Pubs office at: usarmy.knox.usarec.mbx.g6-publications@mail.mil.

Glossary

Section I - ACRONYMS AND ABBREVIATIONS

ARS	Army Referral System
ADOS-RC	Active Duty for Operational Support- Reserve Component
AIT	Advanced Individual Training
AMEDD	Army Medical Department
BTTL	Basic training Task List
CAAS	Civil Affairs Assessment Selection
CoNAP	Concurrent Admissions Program
DCA	Direct Commission Application
DEP	Delayed Entry Program
DTP	Delayed Training Program
ERB	Enlisted Records Brief
FS	Future Soldier
FSTS	Future Soldier Training System
FSTP	Future Soldier Training Program
GC	Guidance Counselor
HPSP	Health Professional Scholarship Program
IAW	In Accordance With
IADT	Initial Active Duty Training
IET	Initial Entry Training
IMT	Initial Military Training
MEPS	Military Entrance Processing Station
MRB	Medical Recruiting Battalion / Brigade
PaYS	Partnership for Youth Success Program
PFA	Physical Fitness Assessment

Glossary

PT	Physical Training
PRID	Person Identification
PAOS	Psychological Operations Assessment
RBJ	Reevaluation Believed Justified
RPI	Recruiting Publicity Item
SFAS	Special Forces Qualification Course
SORB	Special Operations Recruiting Battalion
UTC	USAREC Training Circular
TDQ	Temporarily Disqualified Techniques
TTPs	Tactics, and Procedures
VRS	Virtual Recruiting Station

Section II - Terms

Future Soldier (FS)

A prospect who has already enlisted and has a future ship date to Basic Combat Training (BCT).

References

REQUIRED PUBLICATIONS

USAREC Manual 3 "Recruiting", (14 Nov 19)
USAREC Manual 3-0 "Recruiting Operations", (18 Sep 19)
USAREC Manual 3-30 "Recruiting Company Operations", (18 Sep 19)
USAREC Manual 3-31 "Recruiting Station Operations", (18 Sep 19)

RELATED PUBLICATIONS

AR 601-2 "Army Promotional Recruiting Support Programs" (2 Mar 10)
USAREC Training Circular 5-01 "Mission Command" (28 Feb 17)
USAREC Training Circular 5-03.1 "Prospecting, Processing, & Analysis" (26 Sep 19)
USAREC Training Circular 5-03.3 "Partnerships" (7 May 20)
USAREC Automated User Guides (IKROme Home/My Sites/Recruiting Functions/)

CITED PUBLICATIONS

AR 600-9 "The Army Body Composition Program" (16 Jul 19)
USAREC Regulation 601-210 "Enlistment and Accessions Processing" (Expedite Revision 27 Jul 18)
USAREC Regulation 350-13 "School Recruiting Programs" (30 Jun 14)
USAREC Regulation 27-4 "Prohibited and Regulated Activities" (11 Mar 16 with RAR 18 Apr 16)

RECOMMENDED PUBLICATIONS

USAREC Training Circular 5-03.2 "Influencing and Interviewing" (29 Apr 20)
RPI 237 "Army Pocket Physical Training Guide"

WEBSITES

IKROme Home – "Recruiting Operating Functions Guidance" Tab
<http://ikrome.usaac.army.mil/group/recruiting-functions/home>.
IKROme Home – USAREC Intranet "My Apps"
United States Army Central Army Registry (CAR) at
<https://dl.train.army.mil/catalog/dashboard>

References

Army Referral System (ARS) <https://smart.goarmy.com>

SORB Training: http://www.sorbrecruiting.com/SF_Training2.htm

Course Packing Lists:

SFAS: <https://www.milsuite.mil/book/groups/sfas-course>

CAAS: <https://www.milsuite.mil/book/groups/civil-affairs-assessment-selection/overview>

POAS: <https://www.milsuite.mil/book/groups/poas>

Future Soldier Website: www.futuresoldiers.com

Future Soldier Game Hub is www.armygamehub.com

PRESCRIBED FORMS

USAREC Form 5-03.5.1, (*Future Soldier Commitment to Excellence*),
(Referenced in Appendix C)

USAREC Form 5-03.5.2, (*Future Soldier Certificate of Training*) (Referenced in
Appendix C)

USAREC Form 5-03.5.3, (*Future Soldier Referral Promotion Certificate*)
(Referenced in Appendix C)

USAREC Form 5-03.5.4, (*Certificate of Enlistment-(Physical form)*) (Referenced in
Appendix C)

REFERENCED FORMS

DD Form 369 (Police Records Check)

DD Form 2983, (Recruit/Trainee Prohibited Activities Acknowledgment Form)

DA Form 2028, (Recommended Changes to this Publication)

DA Form 71, (Oath of Office – Military Personnel)

SF Form 86, (Questionnaire for National Security Positions)

SF1199, (Direct Deposit Form)

USAREC Form 350.1.1, (Near-Term Training Plan)

USAREC Form 601-210.02, (Probation Officer and/or Court Records Report)

USAREC Form 601-210.23, (The USAREC FS Advanced Rank Verification)

Recruiting Operation Plan (ROP) - (referenced in UTC 5-01 "Mission Command")

UTC 5-03.5
21 July 2020

FOR THE COMMANDER:

ERIC P. LOPEZ
Colonel, GS
Chief of Staff

Official:

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

DISTRIBUTION:

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