Special Operations Recruiting and In-Service Recruiting

Table of Contents

PREFACE ........................................................................................................................................ iv

Part I Special Operations Recruiting Environment ......................................................................... vi

Chapter 1 Recruiting Network ........................................................................................................ 1-1
Population-Centric Recruiting Actions ................................................................................. 1-1
Internal Network .................................................................................................................. 1-1
External Network ................................................................................................................. 1-1
Recruiter-Centered Network ............................................................................................... 1-2

Chapter 2 Special Operations Recruiting Battalion (Airborne) ...................................................... 2-1
History ........................................................................................................................................ 2-1
Composition ........................................................................................................................ 2-1
Command ................................................................................................................................ 2-1
Challenges ............................................................................................................................ 2-2
Leader Training ....................................................................................................................... 2-2
Shaping Culture ...................................................................................................................... 2-2
Operational Planning ............................................................................................................. 2-2
Duty of Special Operations Leadership ................................................................................ 2-4
Communication ...................................................................................................................... 2-4
Responsibility ........................................................................................................................ 2-4
Understanding ....................................................................................................................... 2-4
Visualize ................................................................................................................................... 2-5
Describe .................................................................................................................................. 2-5
Direct ....................................................................................................................................... 2-5
Intelligence ............................................................................................................................... 2-6
Prospecting ............................................................................................................................ 2-6
Processing .................................................................................................................................. 2-6
Special Operation Candidates ............................................................................................... 2-6
Training ...................................................................................................................................... 2-7
After Action Review (AAR) ...................................................................................................... 2-7

Chapter 3 Intelligence ................................................................................................................. 3-1
Intelligence Preparation of the Battlefield (IPB) ........................................................................ 3-1

Part II Special Operations and In-Service Recruiting Operations .............................................. 2
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Market Awareness</td>
<td>3-1</td>
</tr>
<tr>
<td></td>
<td>Situational Awareness</td>
<td>3-1</td>
</tr>
<tr>
<td></td>
<td>Preparing for Operations</td>
<td>3-2</td>
</tr>
<tr>
<td>Chapter 4</td>
<td>Decisive Operations</td>
<td>4-1</td>
</tr>
<tr>
<td></td>
<td>Introduction</td>
<td>4-1</td>
</tr>
<tr>
<td></td>
<td>Prospecting</td>
<td>4-1</td>
</tr>
<tr>
<td></td>
<td>Telephone Prospecting</td>
<td>4-1</td>
</tr>
<tr>
<td></td>
<td>Face-To-Face Prospecting</td>
<td>4-2</td>
</tr>
<tr>
<td></td>
<td>Virtual Prospecting</td>
<td>4-3</td>
</tr>
<tr>
<td></td>
<td>Referrals</td>
<td>4-6</td>
</tr>
<tr>
<td></td>
<td>Interviewing</td>
<td>4-6</td>
</tr>
<tr>
<td></td>
<td>Processing</td>
<td>4-7</td>
</tr>
<tr>
<td></td>
<td>Leadership</td>
<td>4-7</td>
</tr>
<tr>
<td></td>
<td>Army Values</td>
<td>4-8</td>
</tr>
<tr>
<td></td>
<td>The Leading of Arsof Candidates</td>
<td>4-8</td>
</tr>
<tr>
<td>Chapter 5</td>
<td>Shaping Operations</td>
<td>5-1</td>
</tr>
<tr>
<td></td>
<td>Introduction</td>
<td>5-1</td>
</tr>
<tr>
<td></td>
<td>Shaping Events</td>
<td>5-1</td>
</tr>
<tr>
<td></td>
<td>Lead Generation Activities</td>
<td>5-1</td>
</tr>
<tr>
<td></td>
<td>Planning Shaping Operations</td>
<td>5-1</td>
</tr>
<tr>
<td></td>
<td>Operation Planning</td>
<td>5-1</td>
</tr>
<tr>
<td></td>
<td>ARSOF and In-Service Unit Recruiting Programs</td>
<td>5-2</td>
</tr>
<tr>
<td></td>
<td>Market Penetration Plan</td>
<td>5-3</td>
</tr>
<tr>
<td>Chapter 6</td>
<td>Sustaining Operations</td>
<td>6-1</td>
</tr>
<tr>
<td></td>
<td>Introduction</td>
<td>6-1</td>
</tr>
<tr>
<td></td>
<td>S4 - Logistics</td>
<td>6-1</td>
</tr>
<tr>
<td></td>
<td>Advertising Assets</td>
<td>6-1</td>
</tr>
<tr>
<td></td>
<td>Station Supplies</td>
<td>6-1</td>
</tr>
<tr>
<td></td>
<td>Public Affairs Events</td>
<td>6-1</td>
</tr>
<tr>
<td></td>
<td>Personnel Management</td>
<td>6-1</td>
</tr>
<tr>
<td></td>
<td>Personnel Integration</td>
<td>6-2</td>
</tr>
<tr>
<td></td>
<td>Soldier Development at Station Level</td>
<td>6-3</td>
</tr>
<tr>
<td></td>
<td>Conduct Station Training</td>
<td>6-3</td>
</tr>
<tr>
<td>Chapter 7</td>
<td>Telling The Special Operations or In-Service Recruiting Story</td>
<td>7-1</td>
</tr>
<tr>
<td></td>
<td>Introduction</td>
<td>7-1</td>
</tr>
<tr>
<td></td>
<td>Counseling Sessions</td>
<td>7-1</td>
</tr>
<tr>
<td></td>
<td>Purpose</td>
<td>7-1</td>
</tr>
<tr>
<td></td>
<td>Flexibility</td>
<td>7-1</td>
</tr>
<tr>
<td></td>
<td>Respect</td>
<td>7-2</td>
</tr>
<tr>
<td></td>
<td>Communication</td>
<td>7-2</td>
</tr>
<tr>
<td></td>
<td>Support</td>
<td>7-2</td>
</tr>
<tr>
<td></td>
<td>Interviews</td>
<td>7-2</td>
</tr>
<tr>
<td>Chapter 8</td>
<td>Warrant Officer In-Service Recruiting Operations</td>
<td>8-1</td>
</tr>
<tr>
<td></td>
<td>Situational Awareness</td>
<td>8-1</td>
</tr>
<tr>
<td></td>
<td>Market Awareness</td>
<td>8-1</td>
</tr>
<tr>
<td></td>
<td>Market Penetration Plan</td>
<td>8-1</td>
</tr>
<tr>
<td></td>
<td>Prospecting</td>
<td>8-1</td>
</tr>
<tr>
<td></td>
<td>Partnerships</td>
<td>8-1</td>
</tr>
<tr>
<td></td>
<td>Prospecting Follow-Ups</td>
<td>8-2</td>
</tr>
<tr>
<td></td>
<td>Briefing</td>
<td>8-2</td>
</tr>
</tbody>
</table>
Appendix A  ARSOF Training Timelines ........................................................................... A-1
Appendix B  SORB MAP and Recruiting Funnel ................................................................ B-1

Glossary ........................................................................................................................... Glossary-1

Figures

Figure A-1. Recruiting Info-structure ............................................................................ A-1
Figure A-1. Special Forces Training Timeline ................................................................. A-1
Figure A-2. Civil Affairs Training Timeline .................................................................... A-2
Figure A-3. Psychological Operations Training Timeline ................................................ A-3
Figure A-4. Special Operations Aviation Regiment Training Timeline ......................... A-4
Figure A-5. Warrant Officer Training Timeline ............................................................. A-5
Figure A-6. Explosive Ordinance Disposal Training Timeline ....................................... A-6
Figure B-1. SORB MAP ............................................................................................... B-1
Figure B-2. Unit Worksheet ............................................................................................ B-1
Figure B-3. Yearly Tracker ............................................................................................. B-3
Figure B-4. SORB MAP Funnel ..................................................................................... B-4
Figure B-5. Example of Special Duty Request Memorandum ....................................... B-5
PREFACE

USAREC TP 3-10.3 - The United States Army Recruiting Command (USAREC) publication, USAREC Techniques Publication (TP) 3-10.3 Special Operations and In-service Recruiting Operations, expands on the fundamental concepts and requirements introduced in USAREC Manuals 3, 3-0, 3-29, 3-30, and 3-31. This TP provides common concepts and techniques to execute or support the execution of the critical tasks associated with the execution of Special Operations and In-Service Recruiting. USAREC has the mission to find and recruit qualified men and women to fill multiple military occupational specialties designated as Army Special Operations Forces (ARSOF) as well as in-service mission categories.

The recruitment of ARSOF and In-Service candidates rely on the expertise of recruiting expert personnel trained in the art and science of recruiting operations, special operations specialties, and the ability to explain in detail the opportunities, rewards, and responsibilities that come with service in select specialties. This technique publication provides officers and noncommissioned officers (NCOs) assigned to the Special Operations Recruiting Battalion (Airborne) a foundation for planning and conducting successful operations.

PURPOSE

This technique publication establishes the doctrine for ARSOF and In-Service recruiting. Designed primarily for station-level ARSOF recruiting leaders and how to think about ARSOF recruiting operations. The “how to think” examples in this technique publication address the specialized nature of Special Operations and In-Service recruiting operations. Leaders should not view the contents of this technique publication as the all-inclusive final authority on how to recruit, but rather as the foundation for their operations. USAREC seeks to foster a climate of innovation to develop adaptive, self-aware leaders who are willing to take intelligent risks in pursuit of mission accomplishment.

SCOPE

The technique publication has two parts. Part One (Chapters 1 and 2) discusses the operational environment of the ARSOF recruiting station to include command. Part Two (chapters 3 through 7) addresses decisive, shaping, and sustaining operations and presents examples for conducting each type of operation.

APPLICABILITY

This technique publication provides the foundation for ARSOF and In-Service recruiting. Every recruiting leader must read, understand, adapt, and apply the doctrine for special operations recruiting, leadership, and training.

INTRODUCTION

This technique publication provides the best business practices for ARSOF and In-Service recruiting units. Successful ARSOF and In-Service recruiting leaders have shared their own experiences throughout this technique publication to develop best practices; examples tested during the rigors of real-world recruiting, and they work. Even though these practices have been successful, no single approach is right for every situation. This manual simply offers recruiters and leaders a foundation of “how to think” about conducting decisive, shaping, and sustaining operations in the field.
With USAREC Manuals 3 and 3-0 as its doctrinal base, this techniques publication seeks to promote a culture of innovation within the Special Operations and In-Service recruiting force. ARSOF and In-Service recruiting leaders should study the examples in this manual and use them as a guide to develop operational plans tailored for their mission and situation. Special operation and in-service recruiting leaders should read USAREC Manuals 3 and 3-0 to get the most out of this publication.

A primary responsibility of each ARSOF or In-Service recruiting company is developing and sustaining relationships with operational unit leaders. To include staff, unit administrators, others that support warriors throughout the Army, professional organizations, and other community leaders and groups that support ARSOF and In-Service recruiters. The special operations and warrant officer recruiting company must be an integral part of the community to gain the trust and respect of the military community and to establish and maintain an advantage within their area of operation. Simply put, SORB (A) must be the force of all services if Soldiers are to receive the special support and advantage they need and deserve once they volunteer as a special operations candidate or pursue a change of their current status.

ADMINISTRATIVE INFORMATION

The proponent for this technique publication is the Recruiting and Retention College, Doctrine Division. Send comments and recommendations on DA Form 2028 (Recommended Changes to this Publication) directly to HQ RRC, ATTN: RCRC-DD, 1929 Old Ironsides Ave, Fort Knox, KY 40121 or by e-mail to usarmy.knox.usarec.list.hq-rss-doctrine@mail.mil.

Unless stated otherwise, masculine nouns or pronouns do not refer exclusively to the male gender.
PART I
SPECIAL OPERATIONS RECRUITING ENVIRONMENT

Part I discusses the recruiting actions and command structure at the Special Operations Recruiting Battalion (SORB) and its companies. The leader’s ability to penetrate their market with a properly trained and led force ensures Army readiness for current and future operations that lead to the continued success of the Nation.

Chapter 1 describes the operational framework of a geographically dispersed, population-centric command and applies the principles and concepts of USAREC Manuals 3 and 3-0 to the ARSOF or warrant officer recruiting company level. It details the internal and external flow of information and how it supports recruiting operations and leads to mission success.

Chapter 2 discusses leadership and operational responsibilities. It describes the art of command and how leaders visualize, describe, and direct, lead, and assess recruiting operations in their market. Well-led ARSOF and In-Service recruiting stations and their assigned personnel succeed and consistently outperform all others. Chapter 2 of this publication is on the doctrine found in USAREC Manuals 3 and 3-0.
Chapter 1
RECRUITING NETWORK

POPULATION-CENTRIC RECRUITING ACTIONS

1-1. The Special Operations Recruiting Battalion (Airborne) and each subordinate element is a geographically dispersed, population-centric command with the recruiter at its center. In simple terms, population-centric recruiting is the sharing and assessment of information to gain an operational advantage within the market. Population-centric recruiting operations focus primarily, but not exclusively, on the tactical levels of command (recruiter, station, and company). The recruiting network consists of two parts that form the information environment, or infostructure, of the command. These parts are the aggregate of individuals, organizations, and systems that collect, manage, process, replicate, and disseminate information during shaping and sustaining operations.

INTERNAL NETWORK

1-2. The success of any military mission relies heavily on command and support. The Infantry commander relies on lines of communication for ammunition, rations, and other supplies. The ARSOF and In-Service recruiting commanders in pursuit of highly qualified applicants rely on higher headquarters and assets from the mainstream Army. Total Army Involvement in Recruiting (TAIR) assets and access to operational units are an essential source of leads. Additionally, access to unit formations is paramount to getting the word of potential opportunities. ARSOF and In-Service recruiting leaders call on similar assets. ARSOF personnel from USASOC Command Subordinate Units (CSUs) serve as speakers for gatherings of potential candidates and organizations that potentially feed qualified leads to recruiting personnel. An example of such display is the Explosive Ordnance Disposal (EOD) team on military installations that demonstrate their robot used to retrieve unexploded ordinance. Another such example is the mere image of the Green Beret on a Special Forces Soldier.

1-3. The recruiting information system creates, manipulates, and shares information used to process leads and applicants for the special missions that the special operations and in-service recruiters recruit. Recruiter conversion data and lead source analysis (LSA) yield vital intelligence about how efficiently the recruiter is processing leads. Information obtained through analysis of the recruitment process provides recruiters and leadership critical information that assists with the identification of qualified leads and organizations that historically provide the best possible candidates.

EXTERNAL NETWORK

1-4. Organizations such as the Special Forces Association, Special Operations Association, 82d Airborne Division Association, US Army Ranger Association, or the Association of the United States Army (AUSA) and others, and their leadership, advisors, and members are vital community partners for the Special Operations and In-Service recruiter. These types of organizations are full of potential community partners (CPs), center of influences (COIs), and subject matter experts (SMEs). The leadership of these types of organizations can open doors for recruiters and provide referrals of potential candidates. Even other branch organizations can provide leads for inter-service transfers and potential assistance with candidates’ application requirements.

1-5. Army recruiters make their work easier by establishing relationships with governmental and private agencies. ARSOF and In-Service recruiters develop their markets by building relationships with people in the network of public and private professional organizations. Recruiters should become active members of local and regional chapters of these types of groups. Recruiters should also network with...
other recruiters through their professional organizations. Recruiters should cultivate these relationships through contacts at events such as conventions and special demonstrations.

1-6. With the continued use of social media sites as a viable tool for collaboration and venues for recruiting, recruiters must associate themselves and their organizations to ensure they receive the benefits of a robust online presence for access to potential candidates. One particular subcategory that works for the benefit of the recruiter is the collaboration communities. These communities are associated with specialty groups such as Special Forces, EOD, Warrant Officers, etc. These types of sites and organizations are taking it one step further with their affluent and active online communities. They produce more daily trending subjects and provide excellent resources for future candidates and recruiters. Investing as an online advocate and mobilizing thousands of people for events and demonstrations is critical for the Special Operations and In-Service recruiters. It is leveraging supporters via communities, and it is crucial to the specialty recruiters.

RECRUITER-CENTERED NETWORK

1-7. Figure 1-1 illustrates the recruiter-centered network, how the information and relevance of the network overlap and connects through other parts. The information systems link users to relevant data and one another.

**RECRUITING NETWORK**

![Figure A-1. Recruiting Info-structure](image-url)
Chapter 2
SPECIAL OPERATIONS RECRUITING BATTALION
(AIRBORNE)

HISTORY

2-1. The United States Army Recruiting Command (USAREC) assumed the responsibility of recruiting for the Army’s annual accessions for the Army Special Operations Forces (ARSOF) various enlisted Career Management Fields (CMF) and those of the associated Officer Branches in 1994. The initial organization was a company-size organization with its headquarters located at Fort Knox, Kentucky, and titled the Special Operations Recruiting Company (SORC). Eventually, the company headquarters was relocated to Fort Bragg, North Carolina. The company disbanded in favor of a battalion-sized element in 2006 to meet the increasing need for highly trained special operations personnel. The ARSOF supporting specialties include CMF’s 18, 37, and 38, aviator and non-aviator support specialties associated with the 160th Aviation Regiment, the manning requirements of EOD and most technical Warrant Officers.

COMPOSITION

2-2. The Special Operations Recruiting Battalion (SORB) is composed of four special operations recruiting companies and the Warrant Officer Recruiting Company. A Special Forces branch Lieutenant Colonel leads the SORB (A) and a MOS 79R (Recruiter NCO) Command Sergeant Major is the battalion’s senior enlisted advisor. Each company is responsible for designated locations based on the geographic dispersion of the Army’s forces and sister service locations. Each ARSOF company is capable of recruiting for all in-service ARSOF MOS and EOD, and is led by a company commander in the grade of Major/0-4 and has a senior enlisted advisor in the grade of 1SG/E-8 (MOS 79R). Each company has designated recruiting stations located on military installations throughout the world where Army forces operate and billet. Each recruiting station performs all the recruiting functions that lead qualified persons through the application and selection processes. The Warrant Officer Recruiting Company is headquartered at Fort Bragg, NC, and is led by a Chief Warrant Officer 4 (CW4), branch immaterial, and has a senior enlisted advisor in the grade of 1SG/E-8 (MOS 79R). The company is globally dispersed and co-located with ARSOF recruiting stations.

COMMAND

2-3. Command of recruiting Soldiers is the same as commanding Soldiers in any other unit in the Army. The complexities of command rely on the strengths and weaknesses of the unit, the unit’s mission, and the situation that confronts the organization.

2-4. Leading some units will be more challenging than leading others based on the dynamics and composition of the unit’s personnel and the capabilities and experience level of the unit’s leadership. Companies are involved in continuous operations and the majority of these operations take place in unfamiliar locations throughout the world. There are no training downtimes, no block leave periods, and no second chances to accomplish the mission. Each recruiting Assessment and Selection is an Army Training Evaluation Program. This means leaders must make adjustments using their abilities to think critically think and apply the principles of mission command during live mission sessions. Leading an ARSOF recruiting unit offers challenges that surpass those of most non-combat assignments. The rewards, however, can also be great.
CHALLENGES

2-5. Recruiting leaders should shield their Soldiers from distractions. USAREC and the SORB (A) operate in a “live-fire” mode every hour of every day. Every day calls for inspired, motivating leadership. Training, confidence, and attitude help a Soldier survive the negative stressors of recruiting. Soldiers have little time to practice prospecting techniques, to rehearse presentations, or to simulate speaking to a group of potential special warfare candidates. Every attempt while prospecting, interviewing, and performing speaking engagements can mean the difference between mission achievement and failure. Specialty and MOS schools rely on the recruiter to fill their classrooms with highly qualified and motivated candidates that can endure the rigors of advanced training and the physical demands for MOS conversion or highly specialized education. A recruiter’s actions affect the mission, for good or bad. Leaders must recognize the stresses of the recruiting environment and adjust their leadership approach accordingly. Fortunately, for ARSOF and In-Service recruiting leaders, only career recruiters and special operators operate in the SORB (A) environment.

LEADER TRAINING

2-6. The command trains and certifies leaders with resident courses at the Recruiting and Retention College, through distributed learning and organizational training opportunities. These programs equip leaders with the operational, administrative, and technical expertise they need to lead their units. Leaders and Soldiers also have a responsibility to seek self-development through professional reading and study. The responsibility of self-development is ignored and the results devastate the morale of the organization. ARSOF and In-Service recruiting elements rely heavily on lessons learned and the experience of recruiters and leaders due to the unique nature of their mission.

SHAPING CULTURE

2-7. ARSOF and In-Service recruiting leaders must foster creativity and innovation within their commands. Recruiters are intelligent, professional NCOs, and officers who can think and act independently, and their leaders should encourage them to do so. Leaders must tap into the intellectual and professional strengths of their subordinates. They must be comfortable working with NCOs and explaining to them why they are executing actions and how they fit into the overarching scheme of maneuvers within the big picture of the organization's mission.

OPERATIONAL PLANNING

2-8. The operation plan is a systematic planning approach used to maximize recruiting efforts and realize mission success. Commanders provide their intent and the staff develops the plan; however, recruiting companies must operate without a staff so the company commander and their senior enlisted advisor must develop the plan themselves. The operations plan is focused on the annual operational strategies with focus areas adjusted by FRAGORDs. The operation plan is formulated using the Army's operation order format and encompasses all the recruiting functions. Each recruiting company’s market is different, and a “one size fits all” prospecting directive from a company, battalion, or higher can stifle even the best-recruiting efforts. Even though the operation plan is intelligence-driven, the company’s and battalion’s plans must synchronize and nest for best results and conservation of resources. The commander combines the recruiting companies’ plans with the commander’s intent and formulates the operation plan at the battalion level for best visualization across the command. Commanders must consider their recruiting companies’ strengths, weaknesses, opportunities, and threats (SWOT) when formulating their plans as well as a myriad of other gathered intelligence reports.

2-9. The first step in operational planning is the intelligence preparation of the battlefield (IPB). IPB is a four-step procedure that defines the recruiting environment, describes the demographics, evaluates the market, and synchronizes assets to target high payoff markets of opportunity and events. Various
command-generated reports such as unit demographics, historical reports, and intelligence obtained from subordinates help commanders define their market. Subordinate leaders, however, are their eyes and ears on the ground and can provide commanders valuable real-time market information. Compilation of the recruiting companies’ operation plans gives the commander a proper market evaluation, identifies high payoff units, and alerts them to events in their area of operation (AO).

2-10. Market evaluation uncovers recruiting “hot zones” such as highly productive feeder units, gathering places, and trends within the operational environment. This evaluation will also reveal unit deployment and training rotations that affect timelines for unit access and Soldier release dates for transfer and assessment. When compiling the recruiting companies’ operation plans, the commander should verify market information through their G-2, review past experiences, historical production, and market information obtained from units, proponent schools, external organizations, and other services.

2-11. The intelligence gathered from the market evaluation will assist in the development of an effective operation plan and direct all prospecting activities to high payoff targets of opportunity and events. Directing prospecting efforts to high payoff areas will maximize the recruiting company’s time and increase efficiency to meet the mission requirements.

2-12. After evaluating the market, the commander should verify their subordinates’ lead generation and prospecting plans. Lead generation and prospecting is the key to recruiting success and must be planned and executed to meet the demands of the Army’s mission requirements. The commander should ensure subordinates use their IPB and other intelligence reports when formulating their plans. Commanders must also verify their recruiting company’s market penetration and compliance with the Battalion commander’s intent. After the evaluation and adjustment of the recruiting company’s plan, the commander will publish their plan.

NOTE: The operation plan is a living document with frequent adjustments to accommodate market changes, command directives, after-action review (AAR) results, and other assessments.

2-13. The commander must ensure the recruiting company’s operation plan has enough flexibility, to accommodate processing activities and board dates. Proper planning includes dedicated time for lead generation, prospecting, and processing. Leaders can redirect prospecting and lead generating activities in support of mission accomplishment. Remember that all recruiters should prospect, process, and lead their ARSOF candidates every day.

2-14. The operation plan should include all TAIR events, community partners, and peer-to-peer events. Funded and unfunded events should be scheduled and annotated on a consolidated, published, synchronization matrix that all unit members can access. These planned events must take place. The Future ARSOF Soldier is also exponentially important to the recruiter and the Army. Future ARSOF Soldiers are also Community Partners who refer prospects, provide valuable IPB and blueprint information, and promote ARSOF opportunities in the community.

2-15. Station, company, and battalion training should be included in the operation plan, and identify the day, location, and time for the training.

2-16. Scheduled events in the operation plan should include any requested recruiting service support (RSS) activities such as TAIR, Marketing and Engagement Brigade (MEB) assets, guest speakers, demonstrations, etc. Annotate all events on the synchronization matrix. Submission of all events planning should go to the next higher echelon for discussion at the fusion/targeting meetings.

2-17. The operation plan is the Army’s preferred method of communication. It is a time-tested method of ensuring all organizations understand the mission requirements and the commander’s intent of how he wants his organization to achieve results. It will never be said that too much information is the demise of excellence, therefore plan and work the plan to achieve mission success.
2-18. The operation plan is a tactical plan aimed at maximizing recruiting efforts and realizing mission success. The commander leads their force to execute the command's mission strategy and provide the Army's strength.

**DUTY OF SPECIAL OPERATIONS LEADERSHIP**

2-19. The most important duty of any recruiting leadership team is to establish a climate of integrity, mutual trust, confidence, and respect. When a battalion and company leadership are not working together, their subordinates know it. Leadership in a geographically dispersed command places a premium on communication and rank maturity. In recruiting, as in combat operations, the leader moves to the critical point and leads by personal example. Good leaders encourage Soldiers to develop good ideas and strong values. Leaders should take deliberate action to generate energy and channel it to productive uses.

**COMMUNICATION**

2-20. In a geographically dispersed command, communication is not easy. Computers and cell phones deliver information quickly, but nothing replaces face-to-face contact between commanders and Soldiers. The leader's presence in the station makes all the difference in the way Soldiers receive and act on a directive. A leader shows genuine concern by accompanying a recruiter to a presentation or by speaking with the local unit’s leadership in the recruiter's area.

**RESPONSIBILITY**

2-21. The station commander is responsible for their stations’ mission success. The station must be able to react to situational changes quickly. They must understand every aspect of recruiting and how being both involved and proactive can inspire their Soldiers to excel. The station commander is required to be both a leader and a manager. The commander sets the example by establishing high standards and expectations for the organization and its members. The best commanders place a high priority on personally developing their subordinate leaders, caring for the welfare of their Soldiers, Army Civilians, and their families, all while creating a rewarding climate of shared mutual trust and pride in team contributions to mission accomplishment.

2-22. The station commander must make decisions, develop operational plans, and direct recruiters' actions with the intelligence provided from a multitude of operational environments. Station commanders do this through Command and Control and Mission Command. Army Doctrine Publication (ADP) 5-0 *The Operations Process* defines these below:

1. **Command and Control** is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. The goal of command and control is an effective mission accomplishment.

2. **Mission Command** is the Army's approach to command and control that empowers subordinate decision-making and decentralized execution appropriate to the situation. No plan can account for every possibility and most plans must change rapidly during execution if they are to succeed. As such, mission command empowers subordinate leaders to make decisions and act within the commander's intent to exploit opportunities and counter threats.

**UNDERSTANDING**

2-23. Recruiting is a human endeavor—the interaction between a volunteer and a professional Soldier
that changes the volunteers’ future for life. It is not a mechanical process that can be precisely controlled by a machine, calculation, or process. Nor is it conducted in carefully controlled and predictable environments. Fundamentally, all recruiting operations are about changing human behavior and the creation of a Soldier. The role of the ARSOF or In-Service recruiter is to take a volunteer Soldier and lead them through another life transformation to that of an ARSOF Soldier, EOD NCO, or Warrant Officer. Commanders and leaders must first understand the complexities of their operating environment, more importantly; they must understand the problem or goals of the operation before beginning the planning process. Appreciating these relationships allows the commander to understand the fundamentals and nature of recruiting operations essentially.

**VISUALIZE**

2-24. Upon receipt of a mission, leaders analyze their operating environment and conduct a mission analysis. This analysis will result in their initial vision of a recruiting plan which they continually affirm or modify as they receive more information. Leaders use IPB, command guidance, and their own experience to develop their intent and to visualize the outcome of the operation or their yearly plans.

2-25. Leaders must clearly understand their market and resources to visualize or frame the desired outcome. What is the mission for each special operation category? What is market propensity? What internal or external networks are available for employment or scheduled that will contribute to mission success?

2-26. The leader’s vision should result in tasks that need accomplishing to achieve mission success; who is responsible, when, where, and why in completing each task.

2-27. Recruiting and support operations are nonlinear. Rarely can a recruiter accomplish their mission by following a set of prescribed steps. Recruiting requires adaptive, self-aware leaders who can take intelligent risks. Even when assigned a specific mission, recruiters must prospect continuously in all markets such as TDA and TOE units, performing table set-ups (Post Exchanges, food courts, etc.), and those Soldiers that walk-in to recruiting stations for self-improvement. Recruiters must maximize their efforts and maintain a presence within their market zone. Flexible recruiting plans enable recruiters to shift prospecting efforts during the mission to engage markets of greater opportunity or higher mission priority.

2-28. Centers of gravity are those characteristics, capabilities, or localities from which a military force derives its freedom of action, physical strength, or will to fight. Once identified, it becomes the focus of the organization’s intent and operational design. The center of gravity in recruiting is the recruiting station: the recruiting station is where all recruiting operations initiate and is where the actions that enable the command’s success to commence.

2-29. A decisive point is a place where a leader can gain a significant advantage over the market. Decisive points are the feeder units that dominantly feed the requirements of the special operations. Just as in battlefield operations, there are more decisive points than the recruiting force can exploit. Part of the operational art of recruiting is identifying the decisive points that penetrate the market quickly and efficiently and result in the station’s domination of the market.

**DESCRIBE**

2-30. Leaders use their planning guidance, IPB, available resources, and experience to describe recruiting operations. Leaders share the plan with subordinates for execution, so they understand the measurement of recruiting success.

2-31. The leader’s intent is a clear, concise statement of what the force must accomplish. The team will use this foundation for all operations. The intent is critical for planning and understanding by the staff,
subordinate units, and Soldiers in the execution of the order. Clear intent leads to less confusion when Soldiers execute the mission and Soldiers know exactly what actions to take to achieve mission success.

**DIRECT**

2-32. Commanders assess situations; make decisions, and direct action. They provide purpose, direction, and motivation to instill the will to win. Commanders seek to understand the situation, visualize an end state and operational approach, and describe that end state and operational approach in their commander’s intent and planning guidance. During execution, commanders direct the actions of subordinates and adjust operations based on changes to the situation and feedback from subordinate units, external organizations, and their staff.

**INTELLIGENCE**

2-33. The intelligence system (G-2) collects, processes, produces, and disseminates data to assist with IPB down to station level. IPB includes demographics, historical data, and current trends. Leaders use IPB to direct recruiting efforts to the most profitable markets within their areas. In ARSOF and In-Service recruiting, intelligence shows commanders where markets exist for each of the ARSOF, EOD, and Warrant Officer MOSs. This intelligence allows commanders to apply the Recruiting principle of Understand and Adapt Quickly to Market Changes as well as the principle to Retain Gains.

**PROSPECTING**

2-34. Prospecting is the operation recruiters use to locate, identify, and contact potential Special Operations or In-Service leads for one of the many specialties available. Recruiters can employ prospecting techniques: telephone prospecting, which includes texting, face-to-face prospecting, or virtual prospecting.

**PROCESSING**

2-35. Processing is leadership-based relationship management. The recruiters lead the applicant through the process. Every prospecting effort recruiters make, focuses on creating the opportunity to tell a Special Operations story to a prospect. Processing is where the recruiter matches a prospect’s professional and personal goals with Army opportunities. It is also the first chance to introduce the candidate to the challenges that await them based on their desired goals. Recruiters schedule applicants for physical examinations if needed, prepare a boarding application using the recruiter workstation, and schedule their applicants for interviews and other processing requirements using a myriad of applications and systems. Recruiters use the Special Operations MAP Funnel to meet or exceed processing milestones, as shown in Annex B Figure B-4. Station Commanders manage this information with the Special Operations MAP through updating of unit personnel, submitted volunteer statements, packet completion, and classed candidates. See Annex B, Figures B-1 through B-3.

**SPECIAL OPERATION CANDIDATES**

2-36. Recruiters formalize the status change from applicant to Special Operations Candidate by providing assistance and guidance to selectees just as they would to a new Soldier in their squad or section. Recruiters reaffirm through orientation, the Army program the Candidate has chosen, and establish a professional relationship. Follow-ups with the Candidates is a continuous process that requires an ongoing commitment to preparing the Soldier for selection and attendance of special operations assessment and selection courses (Warrant Officer, Psychological Operations, Civil Affairs, Special Forces, etc.)
TRAINING

2-37. Training is a vital part of mission success. Company commanders evaluate station commanders, and station commanders evaluate recruiters to identify vulnerabilities, set goals, develop and implement plans of action, and provide oversight and motivation through the process. Leaders must know the strengths, weaknesses, and professional goals of their subordinates.

AFTER ACTION REVIEW (AAR)

2-38. Directing daily recruiting operations can challenge even the most experienced commander. Keeping track of operations, especially in a large area, can be tedious, but are only part of the picture. Commanders must also be aware of their subordinates’ abilities, taking advantage of their strengths and training to overcome weaknesses. The tool commanders’ use to monitor and direct, operational, and recruiting activities is the AAR. The AAR is a bidirectional communication and learning instrument. The AAR provides information on what is working and what is not working to the station commander allowing them to adjust and improve recruiting performance. Mastering the use of the AAR in the recruiting environment is essential for all commanders.

2-39. The AAR is the ultimate tool for the transformational leader. Consistent and well-planned AARs are critical to mission accomplishment. An after-action review is a professional discussion of an event, focused on performance standards, that enables Soldiers to discover for themselves what happened, and how to sustain strengths and improve on weaknesses. It is a tool, leaders, and units can use, to get the maximum benefit from every mission or task.

2-40. The continuous operational tempo of recruiting demands that commanders blend elements of the in-progress review (IPR) into the AAR. IPRs give leaders and subordinates a chance to talk about what is going on. They can catch problems early and take steps to correct or avoid them. The AAR can encourage and enable subordinates to improve their plans by conducting their own analysis. Commanders can establish an atmosphere of mutual trust by encouraging their subordinates to speak freely and provide constructive feedback.

NOTE: The commander’s method of communication will vary with each subordinate and situation. Commanders should consider the subordinate’s experiences, problem-solving abilities, and decision-making skills when communicating during the review.

2-41. The AAR has three steps: Preparation, conducting the review, and follow-up. Each step is necessary to identify areas of the subordinate’s plan that may need adjustment. The AAR should have a positive impact on the company’s ability to accomplish the mission. The opposite can occur, however, if commanders use the AAR to collect statistical data, rather than address and solve real prospecting and processing issues. The AAR identifies operational and motivational trends that positively and negatively affect the mission. You can exploit these positive trends and adjust or train against negative trends. The commander must thoroughly understand each recruiting function to effect such changes.

2-42. Preparation is the key to effective AAR. Commanders should analyze statistical data, processing data, and all other pertinent information. The analysis should address the goals and strategies of operational plans and be used to develop AAR discussion points. AAR discussions may differ, but the review sequence should remain the same. This uniformity promotes preparation, develops patterns of thinking, and fosters successful habits in subordinates. The time and frequency of the AAR should be consistent. Commanders should select times that have the least effect on recruiting operations and beheld frequently enough to allow for timely corrective actions.

2-43. The AAR is the commander’s tool. Conducting the AAR early in the day allows for adjustment and the implementation of alternative courses of action (COAs). The AAR should begin with a personal dialogue between participants. Commanders are responsible for more than “filling the foxholes,” they are
2-44 Commanders should ask questions regarding the subordinate’s current mission posture. What was supposed to happen, what did happen, and what can we improve? Ask open-ended and fact-finding questions to determine any obstacles or potential obstacles that could affect mission accomplishment. Discuss all projections and applicants to reveal any potential problems that may need special attention. Prospecting should begin with a discussion of requirements and projected means to achieve results. Review each prospecting method’s results. The review and analysis of the Company Operations Plan should lead to an agreement on what was supposed to happen, what did or did not happen, and why? The AAR should reveal the underlying reasons for any shortfall and an agreed-upon COA to overcome them. Leaders must backward plan for all known board dates.

2-45 Follow-up is at the discretion of the commander. Schedule follow-on meetings and IPRs at the close of each AAR. Follow-up is essential to operational success, and adherence is paramount. Canceling or rescheduling follow-ups weakens the AAR’s effectiveness and demean its importance. Establishing a date for follow-up compels subordinates to enact COAs and prepare results for the review.
Part II

Special Operations and In-service Recruiting Operations

Part II describes how station commanders conduct recruiting operations within their station’s zones. Recruiting operations consist of planning, prospecting, counseling, processing, and Candidate activities. Recruiting operations are decisive, shaping, or sustaining. Recruiting operations are conducted either sequentially or simultaneously.

Chapter 3 describes the information-gathering phase of recruiting operations. Before the execution of any recruiting operation, leaders gather and analyze pertinent market information.

Chapter 4 describes the decisive phase of recruiting operations. It emphasizes the importance of simultaneously executing prospecting, counseling, and processing operations.

Chapter 5 describes the shaping phase of recruiting operations. Shaping operations create market conditions that aid in mission accomplishment now and in the future.

Chapter 6 describes the sustaining phase of recruiting operations. Essential service and support is necessary to sustain operations and support recruiter activities. Sustainment operations enable successful decisive and shaping operations.

Chapter 7 describes the Army interview and how a Recruiters can meet a candidate’s needs and help them realize their goals. Delivered by the recruiter, the Army interview is the primary decisive operation.

Chapter 8 discusses operational responsibilities, prospecting, and situational awareness involved with Warrant Officer Recruiting.
Chapter 3
INTELLIGENCE

INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB)

3-1. Successful recruiting operations require a thorough and detailed Intelligence Preparation of the Battlefield (IPB). IPB is the gathering of information from the recruiter to the G-2 level and from external sources to the command sources. IPB includes, but is not limited to, information on station market capabilities, local unit information, demographics, past production, and military competition that may affect mission accomplishment. This market intelligence provides the recruiters, station commanders, and company leadership information to make competent mission planning and prospecting decisions. Even though IPB is the foundation for mission planning, it is not flawless. IPB is a continuous process, in which the results adjust as market changes occur and information becomes clearer. These changes at the station level, which makes it imperative the station commander remain flexible and ready to shift recruiting operations if necessary to achieve the station’s mission. Successful station commanders are those who see first and finish decisively by exploiting the situation. IPB may include but is not limited to, market analysis, data obtained from proponent schools, and unit data.

MARKET AWARENESS

3-2. Market awareness is crucial for any leader. Special Operations, In-service recruiters, and their station commanders must understand the potential of their market to position their force to achieve optimum performance effectively. The information available to station commanders has never been more plentiful. With the resources currently available, station commanders have an unprecedented ability to see first—where the station’s most lucrative markets are located; understand first—how resources can best be positioned to take advantage of those opportunities; and finish decisively—by dominating those markets and achieving mission success by filling the proponent schools with highly qualified students.

SITUATIONAL AWARENESS

3-3. Situational awareness means to be aware of one’s surroundings and to have the ability to identify, process, and comprehend the critical elements of information about what is happening to their team with regards to a mission. For the recruiting commander, situational awareness means having a thorough knowledge of the unit’s mission, its market, and the resources for pursuing mission accomplishment. The special operations and in-service recruiters assist commanders with their situational awareness and to keep them informed of market changes and barriers that hinder their ability for mission success.

3-4. The recruiter, acting as an intelligence sensor on the ground, is imperative for the commander to understand the market fully, and just as all Soldiers must prepare to fight as infantry, they must also serve as intelligence collectors. As recruiters, Soldiers must immerse themselves in a dynamic operating environment. Every day, in the military installations and formations, Soldiers talk to other Soldiers, DA Civilians, and community partners and observe more relevant information than all our combined technical intelligence sensors can collect. Soldiers also differ from other collection systems in that they interact every day with the populace. Soldiers are exposed to information that is of significant in value if collected, processed, and integrated into a common operating picture. Commanders use this information to describe and direct operations.
PREPARING FOR OPERATIONS

3-5. Preparation for any operation is critical and leaders must gather information. Information is obtained from a multitude of sources (see first) and analyzed (understand first). This process provides critical zone and market information which enables commanders to make intelligent decisions concerning where and how to employ their force.
Chapter 4
DECISIVE OPERATIONS

INTRODUCTION

4-1. Decisive recruiting operations directly accomplish the assigned mission. Simultaneous completion of multiple recruiting tasks, such as prospecting and processing, occurs through decisive recruiting operations. Ultimately, decisive recruiting operations determine the outcome of a recruiter’s success and mission accomplishment. Informed station commanders decide when, where, and if to shift prospecting efforts and recruiting support. Shifting prospecting efforts may be necessary to accommodate market or mission changes. Shaping and sustaining operations ensure the decisive operations are effective. Decisive operations for Special Operations and In-service recruiting include:

- Prospecting:
  - Telephone prospecting
  - Face-to-face prospecting
  - Virtual prospecting
- Interviewing
- Processing
- Leading Special Operation Candidates

PROSPECTING

4-2. Commanders achieve the mission by properly deploying their force to meet mission objectives. Prospecting is the critical task recruiters perform. They must execute this action effectively to gain an advantage within their market and accomplish the mission. Prospecting is the primary tool recruiters use to achieve mission success in specific markets and to prime the market for continuous operations.

4-3. Prospecting involves the timely placement of recruiters at critical locations to achieve the operational advantage. Examples of locations for operational prospecting are professional Special Operations and In-Service meetings, seminars, workshops, scheduled briefs, and strategically placed table days. Events of this nature produce intelligence information, provide lists of attendees, and create opportunities for face-to-face meetings with potential candidates.

4-4. Prospecting achieves the interim objectives required to accomplish the mission ultimately. Prospecting, as previously discussed, is the single most reliable means of moving the recruiting force toward mission accomplishment. Station commanders can gain an operational advantage by targeting specific markets such as community partners, specific historically producing feeder units, formations, etc. After identifying the target market, commanders should set goals with predetermined contact objectives, such as the number of calls and number of appointments. They can further refine the plan by determining the most advantageous times of the day to reach the market.

TELEPHONE PROSPECTING

4-5. Plan and implement telephone prospecting sessions within the station to target specific market segments and achieve the mission. Telephone prospecting is the method of choice for station commanders. It is the most efficient method used to contact large numbers of people in a short amount of time. Telephone prospecting allows recruiters to switch from one market to another during the same prospecting session.
4-6. Determine what percentage of telephone prospecting time should be devoted to each market to achieve the mission. For example, if the Special Forces are 20 percent of the mission, it may get a similar percentage of prospecting attention to achieve it. Determine by zone and mission category the best call times and have recruiters block those times in their planning tool to track best contact times and days. Leaders should direct prospecting to specific units using market propensity and past performance of that particular unit. This allows for the best messaging. This activity requires in-depth intelligence gathering, from ARSOF Candidates, or database searches that present qualified leads, etc.

4-7. Telephone prospecting is used to shape future prospecting operations. Contacting current and historical leads to have them attend a table day or another event location to assist with face-to-face prospecting efforts leads to combat multipliers on location. These combat multipliers will help establish rapport and gather valuable blueprinting information from potential candidates. Sending texts or calling is also a viable tool used to promote attendance at upcoming events, such as attendance to a MEB asset or TAIR events.

FACE-TO-FACE PROSPECTING

4-8. Recruiters must be proficient in their ability to conduct face-to-face prospecting activities in all recruiting markets. Recruiters must focus their prospecting efforts in markets that support the station’s mission. Divide feeder units and other locations that produce highly qualified candidates within the station’s area into sectors to minimize travel time between stops and allow for the seamless integration of other recruiting activities.

4-9. Recruiters should visit established community partners to maintain their professional relationships and update the partners regarding Special Operations or In-Service recruiting options and programs. Use this time to obtain any lists, schedule and confirm future presentations, and possibly meet and develop new partners. An example of this is provided in the vignette below.
4-10. Recruiters should visit areas such as gyms, the Exchange, and unit formations where potential candidates gather. While there, recruiters should also post the area, with appropriate ARSOF and In-Service recruiting literature. Talk with all Soldiers and potential candidates to generate interest or referrals. When given the opportunity, recruiters should deliver a brief message about ARSOF or In-Service opportunities, conduct a brief interview, schedule a formal one on one interview session, and provide information for post briefing times and location. Remember to always ask for a referral.

4-11. Recruiters must follow-up with all individuals who demonstrate an interest in ARSOF or In-service opportunities. Contact all the referrals obtained during the face-to-face prospecting as soon as possible and document all actions. It is a good business practice to call and thank the Community Partners who visited for their time and help.

VIRTUAL PROSPECTING

4-12. The recruiter must be proficient in their ability to use social media platforms to generate interest in the ARSOF opportunities, as well as be able to contact and communicate with leads. The internet offers an impersonal and non-confrontational way for ARSOF and In-Service candidates to inquire about opportunities. Recruiters should know what sites to send interested individuals for additional information and resources.
4-13. Recruiters should search for sites using a web browser and search engine that attract Special Operations and In-Service potential candidates. Some examples would be professional military sites that provide convention and conference schedules, feeder unit assembly schedules, professional collaboration sites, such as the MilSuite, or other social media sites that are useful and draw potential candidates.

4-14. Recruiters should develop a series of approved e-mails and text messages that will inform prospects about ARSOF and In-Service programs and incentives. Promptly respond to inquiries or e-mail responses. Recruiters must establish a dialogue with prospects designed to create interest through the use of e-mail campaigns that highlight specific areas of interest and solicit them for referrals. They should also develop a series of approved, attention-grabbing e-mail responses to typical inquiries about ARSOF and In-Service programs and options.

4-15. Recruiters should request a GoArmySOF.com link to be placed on the Web sites within their recruiting zone. Once approval is received, they must request information management support from the battalion for implementation.

**NOTE:** Be sure the link is specific and takes the user to a page tailored to the target audience such as [https://goarmysof.com/](https://goarmysof.com/) for information on any of the ARSOF or In-Service recruiting paths to excellence.

4-16. Recruiters should develop a cohesive relationship with the Virtual Recruiting Station co-located in their Battalion headquarters. The Virtual Recruiting Station (VRS) facilitates decisive, shaping, and sustaining operations within the United States Army Recruiting Command using virtual platforms at the battalion level. Virtual recruiting stations conduct shaping operations in support of the commanders' intent to build relationships with community partners, promote Army events, and influence each generation of the American people. An example vignette is provided below on the use of virtual operations.
Virtual Recruiting Station

“SSG Wellman, the Special Operations Recruiting Battalion’s Virtual Recruiting Station (VRS), Station Commander just made a post on the battalion’s Instagram account and notices a lot of positive comments. One commenter is asking a lot of questions, so SSG Wellman decides to answer each person’s questions within the post to keep it current and fresh. He then decides to direct message the individual that was asking all the questions about requirements for joining. SSG Wellman immediately asks the individual for his contact information (email and phone number) to start the process of prequalification. SSG Wellman sends the individual an email and a 22-year-old SPC from the “Strike Hold” Brigade on Fort Bragg immediately responds with all the basic questions that SSG Wellman asks – Age, Rank, Duty assignment, MOS, etc. With this basic information, SSG Wellman builds the lead and sends his contact and blueprint information to the Station Commander of the Fort Bragg recruiting station. He then contacts the SPC and explains that someone from the Fort Bragg recruiting station will be contacting him to set up a face-to-face interview.”

“The Fort Campbell Recruiting Station is planning to conduct a table day with a large display at the Post Exchange in three weeks. The display will be indoors and include each mission category that the SORB recruits. The station commander directed one of his recruiters to coordinate with the AAFEES office to reserve prime space and permissions and all is secure. The station commander wants maximum participation by his recruiters and is hoping for a better turn out than the last attempt they made three months earlier. The station commander contacts SSG Wellman, the station commander of the battalion’s VRS and explains his intent and wants his support to garner maximum participation. SSG Wellman explains to the Fort Campbell station commander that he will develop several social media posts for his event and will post them to his station’s social media platforms. He mentions that he will engage his networks and contact the local enlisted recruiting battalion VRS to get them involved as well.”
REFERRALS

4-17. Referrals are the recruiter’s most productive lead source. The contact to contract ratio is the lowest of all other prospecting methods. Additionally, since referrals come from someone, usually a recent “Select” at an ARSOF Assessment & Selection the credibility naturally transfers from the influencer to the recruiter. When contacting a person who was referred by a friend, associate, or community partner, they are more likely to agree to an appointment. Contacting a lead that is expecting a call or visit, gives the recruiter a greater sense of purpose and enthusiasm. It is crucial to develop and maintain rapport with all local units and solicit referrals for ARSOF and In-Service recruiting vacancies/positions.

INTERVIEWING

4-18. The ARSOF and In-Service recruiter have the responsibility to conduct the Army interview, which is a specialized pattern of verbal communication initiated for a specific purpose. This takes the interview out of the category of casual conversation or discussion for its own sake. Interviews typically are scheduled at an appropriate time and place to be free from distractions or disturbing factors. The ARSOF and In-Service recruiter is qualified and authorized to conduct the interview. The recruiter must create and maintain an atmosphere in which the respondent feels that they are understood and are safe to communicate without fear of being judged or criticized. On the other hand, the respondent must be able and willing to assist in the accomplishment of the purpose.

4-19. The primary purpose of interviewing is to identify and obtain information on the candidate. Other objectives are to evaluate the qualifications of individuals for maximum utilization of their skills in Army assignments, assist individuals in identifying personal and career goals while strengthening the individual’s conviction that they will belong to a historical organization. Ultimate values to be derived from the process will be dependent upon the skill and accuracy with which the Special Operations or In-
Service recruiter conducts the interview. The recruiter thus aims to aid and motivate, inquire and inform, and thereby improve the individual's morale through a better understanding of his relationship to the organization of which they are about to become part of.

4-20. The ARSOF or In-service recruiting interview is designed to recommend specific training and include selection for school attendance per allocations. The interview will also allow recruiters to view related changes in physical profile and/or mental qualification for reconsideration in training and assignment, offer opportunities for a volunteer assignment, and orient the individual toward acceptance of their assignment by showing them that it is the best of all possible assignments. During this interview, the recruiter must complete careful checks of the soldier’s basic qualification record, trainer recommendations, and other characteristics observable at the time of the interview. In some instances, they must evaluate additional supporting documents such as the transcript of academic credits, a detailed statement of work experience, and the recommendations of former commanders. Thorough consideration must be given to all available pertinent information since any MOS awarded will be the primary consideration in subsequent assignments.

4-21. Recruiters and commanders must continuously be on the search for the identification and contacting of critically needed specialists so that they may be identified and influenced to pursue reclassification to an ARSOF, EOD, or WO specialty. Failure or neglect to perform this vital function will result in the loss of a highly desirable category of personnel. Recruiters must direct attention to individuals who speak a foreign language, possess qualities of leadership, and others who have had years of experience or education in highly specialized fields. Whenever such qualifications are apparent, the individual should be interviewed in detail to determine where their unique qualifications best suit the Army and the individual.

4-22. Many individuals volunteer or apply for special types of duty or training. Recruiters must interview each candidate to determine if they are qualified for the duty or training they have applied for. Interviewing volunteers for special duty or training requires knowledge about the activity or training as well as comprehension of the backgrounds and qualifications of candidates. Before the interview, the interviewer should review the educational and work experience of the individual as well as attributes of character, personality and performance displayed in their prior assignments. Recruiters must organize interviews to focus attention on the particular requirements of the special activity or training in relation to the qualifications of the individual. The recruiter evaluates the data to assess the individual’s fitness level or the ability for the assessment and qualification training.

PROCESSING

4-23. ARSOF and In-Service recruiters follow the detailed requirements for the specific MOS or proponent school for which they recruit. Each specialty requires specific documentation in the form of an application, to allow the school or course proponent to make an informed decision for selection. Appendix A contains each application and processing timeline for the Special Operations specialties.

LEADERSHIP

4-24. Leadership is the most dynamic element of recruiting operations. Station commanders must continuously fine-tune their skills to provide recruiters with new and innovative ways of accomplishing the mission. The repetitive tactics of recruiting require station commanders to present fresh and creative ideas that will motivate and inspire their recruiting force. Remember that members of a recruiting station are all part of a team and that team has a common goal to recruit the future ARSOF operators that will fill the formations of our Army.
ARMY VALUES

4-25. Station commanders must reinforce the Army Values in their Soldiers every day. It is the Army Values that set us apart from all other militaries and promote the Army as the premier service of all other branches. In recruiting as on the battlefield, you can trace mission failure back to a deviation from one or more of the Army Values. Soldiers who embrace the Army values will accomplish their mission, despite the sometimes tedious and frustrating nature of recruiting. Deviating from standards only perpetuates a degraded Army, breeds dishonesty, and brings discredit to this great institution.

THE LEADING OF ARSOF CANDIDATES

4-26. The recruiter should be systematic and organized in all follow-up activities to ensure ARSOF candidates receive all the necessary program guidance and information. They must determine the sustainment procedures for each of their “Selects”. This includes those who are preparing for warrant officer school, Assessment and Selection, and other rigorous requirements both mentally and physically. Accountability is important; contact “Selects” once every 30 days and once a week within 30 days of course attendance. Upon receipt of orders, the recruiter will take the necessary steps in preparing candidates for their report date.

4-27. The recruiter should ensure the candidate is prepared to proceed to their unit of assignment or selected MOS school. Recruiters will: Schedule transportation briefings, assist in uniform purchases, deliver required applicant briefs, and verify the ARSOF candidates has all current required licenses and a valid physical before departure. The recruiter will inform the candidate that they will be on temporary duty status (TDY), provide them with telephone numbers for the guesthouse, and explain the guidelines set by the proponent school for the school they are attending. Recruiters will not assume the ARSOF candidate fully understands the complexities of any required travel or process prior to attending class.

4-28. The recruiter will assist ARSOF candidates in obtaining any required documents, coordinate their enrollment in the Defense Eligibility Enrollment System, and assist selects in establishing an Army Knowledge Online and medical occupation data system account (if applicable). The recruiter will provide copies of enrollment documents, Electronic Personnel Security Questionnaire (EPSQ), Volunteer Statement, medical physical, appointment and assignment orders, and family care plan (if needed). Recruiters will also advise ARSOF candidates to take additional documents such as marriage certificate, divorce decree, professional credentials, and birth certificates (self, spouse, dependents) if required.

4-29. Recruiters will process all declinations following standard operating procedures. The recruiter will identify the reason(s) for declination, inform the chain of command of the declination, and try to re-engender a commitment from the ARSOF candidate. If unsuccessful, the recruiter should notify the chain of command, forward the declination letter provided by the candidate through the chain of command, and inform the applicant they can reapply after one year.

4-30. Recruiters must identify class changes. Then, submit a transfer of sustainment responsibilities for class changes and candidates who are on permanent changing duty station (PCS) orders and forward this information to the SORB.

4-31. Recruiters will provide intense physical fitness programs and advanced MAP reading classes at each station. This training will be provided to both ARSOF Candidates and selectees. Recruiters can provide additional subject matter experts to this training by requesting ARSOF selectees for Special Duty through their chain of command prior to additional schooling or Permanent Change of Station (PCS). The memo submitted is not required to be approved by soldiers command but may provide up to date and peer-level leaders to aid the station commander and recruiters. An example of the Special Duty request has been provided in Appendix B-5.
Chapter 5
SHAPING OPERATIONS

INTRODUCTION

5-1. Shaping operations create conditions for the success of the decisive operation. They support the decisive recruiting operation by affecting market capabilities and influencing the target market. Most shaping operations occur before, concurrent with, or after the start of the decisive operation. They may involve any combination of recruiting activities and occur throughout the recruiter’s operating environment.

5-2. Station commanders conduct shaping operations such as unit partnership development while directing decisive operations such as active prospecting throughout their station’s operating environment. Station commanders may designate a successful shaping operation such as a TAIR event as a decisive operation (prospecting) if conditions are favorable for such activity. Shaping operations include:

- Lead generation activities
- Analyzing the market
- Mission planning
- Unit programs.
- TAIR

SHAPING EVENTS

LEAD GENERATION ACTIVITIES

5-3. Station commanders must ensure recruiters always add new leads to their lead refinement lists. Lead generation represents the single most crucial shaping action that must occur before the decisive operation of prospecting. Special Operations and In-Service recruiters must consistently create a list of interested Soldiers and refine these lists for highly qualified potential candidates that meet the prerequisites for the special operations opportunities available.

PLANNING SHAPING OPERATIONS

5-4. Timing is critical. Determining the best time and opportunity to conduct shaping operations is crucial. Recruiters and their station commanders must determine the most opportune time to conduct a shaping operation that does not conflict with other times that draw Soldiers’ attention. For example, conducting a shaping operation on a military installation during a time when the major units are on block leave would not have the same impact or draw as it would if conducted before or after the block leave period.

OPERATION PLANNING

5-5. The operation plan for success is exceptionally comprehensive and all-new recruiters must be aware of the importance of proper planning techniques as well as effective time management skills. Recruiters should become masters of the use of the Microsoft Outlook calendar. They should identify ARSOF and In-service recruiting board dates and class dates for missioned categories and set milestones for prospecting activities. Recruiters should identify and plan for seasonal activities and
incorporate them into their plans. They should also identify the best times to schedule TAIR events for mission categories as appropriate, document, and identify activities that may affect time and lead generation activities. Leaders will document major annual events within areas of responsibilities or supported at the battalion level.

5-6. Recruiters should develop a detailed quarterly plan. This plan will be used to document the upcoming quarter and completed no later than two weeks prior to the end of the current quarter. Plans should also include holidays, leave, training holidays, school, and TAIR and Community Partner events all while reserving appropriate times for prospecting and training. Activities should be flexible enough to accommodate any operational deadlines and allow time for processing applicants. The quarterly plan is reviewed and approved by the station commander.

5-7. Once recruiters document their plan in the MS Outlook calendar, they should refine the plan as additional information and requirements occur. Recruiters should always dedicate time for lead generation activities.

5-8. The planning tool should reflect a current 2-week planning cycle and a daily prospecting and activities plan with an area to document the results. The prospecting plan should be appropriate for the season and the market. Recruiters should annotate all activities along with a plan to visit specific units, military installations, community partners, and proponent schools. This planning tool should also contain an area to plan follow-up measures and document the results.

5-9. The 2-week planning cycle should be finalized by close of business Friday in the recruiter plan by the station commander. The station commander should verify the number of hours available for prospecting each day and the amount of time planned for each prospecting session. Then they should confirm the initial and follow-up presentations scheduled for the upcoming week and processing downtime (Station training days, USAREC training holidays, etc.). Next, they should review unit or Community Partner activities that are scheduled, or have changed after the initial completion of the 2-week calendar. Identify physical training sessions and unscheduled absences (or changed) after the initial completion of the 2-week calendar. Weekly plans require refinement and should include at least one session of professional relationship building with Community Partners, units that historically provide leads, and faculty members of proponent schools. The plan should also include time for self-development, planning, reflection, and adjustment of next 2-week plan.

ARSOF AND IN-SERVICE UNIT RECRUITING PROGRAMS

5-10. The ARSOF and In-Service recruiting market are diverse. Recruiters must be aware of diversity and how it affects their market, mission, and planning techniques. The recruiter will visit all ARSOF and In-Service related units and schools in their area. ARSOF units and schools can provide TAIR support to SORB (A) events and provide access to non-SOF support personnel who may be interested in pursuing ARSOF careers.

5-11. The recruiter establishes a working relationship with key faculty and staff at NCOES courses and military schools. Examples of key faculty and staff, include the school’s personnel proponent office, Commandant and school Senior Enlisted Advisors, and other unit personnel that can influence Soldiers to pursue ARSOF or In-Service career opportunities

5-12. The recruiter develops key personnel into community partners on and off the post. The recruiter can also coordinate community partner functions with key members of conventional Army units located within the station’s area of operations. These community functions are an opportunity to express gratitude and build trust and credibility.
5-13. The recruiter should plan regular unit visits to gain acceptance from the leadership, conduct unit briefings, and prospect for potential candidates. Recruiters should make every effort to obtain unit rosters with contact information from key personnel. Recruiters should also obtain student list information from feeder MOS schools, i.e., Infantry, Armor, Field Artillery, Combat Engineers, and Medical. These lists will allow recruiters the opportunity to begin the recruitment process for future Special Operations and In-Service recruiting programs.

5-14. The recruiter should send electronic mail outs by placing ARSOF and In-Service Recruiting program information in the mailboxes (e-mail) of students whose school programs show a strong potential for the ARSOF career fields. The recruiter will also place recruiting publicity items (RPIs), business cards, and other mission-related information in approved locations such as student break areas and other locations where students and cadre gather.

5-15. The recruiter should conduct ARSOF and In-Service presentations at job fairs, TAIR events, orientations, exit briefs, professional organization and association meetings, as well as student and community partner tours.

**MARKET PENETRATION PLAN**

5-16. An ARSOF and In-Service market penetration plan is the key to mission accomplishment. A recruiter must be aware of all their market resources. They must be able to identify markets of opportunity within their AO and establish rapport with key personnel that develops into Community Partners. Recruiters can find Community Partners in every MOS and the institutions that train them. The following is a suggested list of people and organizations that can produce COIs and VIPs:

- Faculty and staff of MOS producing schools
- Members and officers of veteran’s organizations, such as Veterans of Foreign Wars, American Legion, etc.
- Unit commanders, transition and retention NCOs, unit administrators of troop program units (TPUs)
- Education center counselors at military installations
- Officers of professional organizations and associations
- Other military and civilian Special Operations and In-Service recruiting services

5-17. Recruiters should also solicit community partners and contacts to obtain personnel and student directories from:

- Career Management Field (CMF)/Military Occupational Specialty (MOS) schools
- Job and career fairs and conventions (local and national level attendees)
- Military MTFs (released from active duty list)
- Professional organizations and associations, The National Explosive Ordnance Association (NATEODA); U. S. Army Warrant Officer Association (USAWOA); The U.S. Army Psychological Operations Veterans Association (USAPOVA); Special Forces Association

5-18. Recruiters should distribute Special Operations and In-Service recruiting information in their target market. Distribute mission-related information in mailboxes (e-mail and physical mailboxes). RPIs, business cards, and other mission-related information in approved locations, such as:

- MOS and ASI producing Schools
- Job and career fairs and conventions (local and national level).
- Military transition locations
- Troop Program Unit (TPU) locations
- Education centers at military installations.
5-19. Recruiters should conduct ARSOF and In-Service Recruiting presentations and events whenever and wherever possible. Recruiters should schedule their events to coincide with institutional activities such as:

- Post Reception Briefings
- CMF/MOS schools
- On-post career fairs and conventions (local and national level, e.g., AUSA).
- Inter-Service units
- Professional organizations and associations

In addition to the institutions mentioned above, referrals can also come from:

- Education centers at military installations
- Professional organizations and associations
- Veterans organizations
- Other branch Special Operations and In-Service recruiting services (military and civilian)
- Army program participants
Chapter 6
SUSTAINING OPERATIONS

INTRODUCTION

6-1. Sustaining operations enable decisive and shaping operations by providing market and recruiter support. While sustaining operations are inseparable from decisive and shaping operations, they are not usually decisive themselves. Sustaining operations are perpetual and a vital part of the recruiting operation. Failure to sustain the recruiting operation can have a negative impact on market penetration, recruiter success, and mission accomplishment. Sustaining operations determine how long the recruiting force can exploit successful decisive and shaping operations.

S4 - LOGISTICS

6-2. The battalion provides the major portion of logistics support to the company and stations. The battalion will maintain facilities, vehicles, cell phones, computer equipment, etc., while monitored by company and station commanders. In most cases, repair or replacement requires simple coordination with battalion personnel. Except for recruiting RPIs, logistical support items are "pushed" to the stations to avoid distracting recruiters from accomplishing their primary function. Even though battalions have a limited staff, it is normally sufficient to support its stations without interrupting and relying on the recruiting force.

ADVERTISING ASSETS

6-3. The station commander is responsible for keeping an ample supply of advertising assets such as posters, Recruiting Publicity Items (RPIs), and personal publicity items available in the station at all times. Evaluation of all planned events to ensure stock levels support operations is a necessity. Station commanders use the online ordering system to maintain needed RPIs and PPIs.

STATION SUPPLIES

6-4. Station supply, a seemingly minor function, can have a major impact on time management. Something as simple as having printer paper to complete processing can affect the mission. Monitoring of stock levels and the timely ordering of supplies are necessary for daily operations and applicant processing.

PUBLIC AFFAIRS EVENTS

6-5. Station commanders frequently plan and execute events that are designed to increase Special Operations or In-Service Recruiting awareness and maintain a close working relationship with members of the community, ARSOF Candidates program, and potential candidates. Recruiters should use all assets available to publicize events for maximum participation.

PERSONNEL MANAGEMENT

6-6. The most important resource in the station is its personnel. Station commanders who genuinely care for Soldiers inspire them to make and exceed the mission. Caring for Soldiers transcends time off
and leave management. Having a stake in the professional growth of each Soldier in the station, genuinely caring about the health (both physical and emotional) of family members, and instilling a “No Mission Too Tough” mentality within the team creates cohesion and a positive work environment.

6-7. Recruiters are the station’s most valuable resource. They are the decisive source of action and deserve positive leaders genuinely concerned about their welfare and the welfare of their families. Commanders, by nature of their position, have a vested interest in their Soldiers’ careers and a responsibility for the health and welfare of their family members.

6-8. Station commanders demonstrate this care through proper personnel management techniques. Of particular importance is the need for programmed leaves. Very few non-combat assignments have an operational tempo comparable to that of USAREC. That is why it is vitally essential Soldiers periodically take time away from the mission and spend it with family and friends. A well-developed leave plan will promote high morale and maintain operational effectiveness within the station. Implementing a good leave plan should at the beginning of the fiscal year (FY) is important. All Soldiers earn 30 days of vacation each year, so it is reasonable to expect each recruiter to program and take one week of leave per quarter. A good TTP is to allow, when possible, to program their leave during their spouse's or family's vacation days.

6-9. Leave is a right and not a privilege. Only in extreme circumstances should a Soldier’s programmed leave ever be canceled. Station commanders must ensure recruiters schedule and take their programmed leave.

6-10. Emergency leaves, although not a common occurrence can and directly affect the station’s mission. A sense of teamwork within the station should suffice to achieve the station’s mission during the recruiter’s absence.

PERSONNEL INTEGRATION

6-11. Station commanders are responsible for integrating new recruiters, overseeing Soldiers’ professional development, and providing counseling. As in any unit, leaders are responsible for their subordinates both on and off duty. The operational tempo of recruiting often causes Soldiers to overlook their personal development, i.e., physical fitness requirements, MOS proficiency, and professional development. The station commander, therefore, must ensure their Soldiers follow through with their professional development and training requirements.

6-12. Station commanders should have a comprehensive sponsorship program that supports the company and battalion programs. They should assist new recruiters with in-processing and assist them in finding suitable housing. The station commander should learn as much as they can about the Soldier and their family prior to their arrival. Inviting the company commander can demonstrate the leadership’s concern for the welfare of the Soldier and their family. The visit should include a briefing to the spouse explaining the duties of a recruiter, duty hours, and what to expect during their tour. Give the spouse the station’s number and a list of support agencies they can call for assistance.

6-13. The station commander should analyze the strengths of new recruiters and orient them to their Area of Responsibility (AOR). The station commander must provide the new recruiter a personal overview and tour of the AOR, to include units they will be responsible for during their tour of duty. The station commander should have an aggressive physical fitness program to maintain or improve the fitness of their recruiters.

6-14. Leaders should monitor each Soldier's progress toward promotion to the next higher grade. The station commander must ensure recruiters allocate the time to update their official records yearly; take appropriate career and leadership professional development courses and college courses when feasible—counsel all Soldiers and complete a noncommissioned officer evaluation report or officer evaluation report. Record and provided support bullets for an example NCOER to ensure speed and
accuracy of information when quarterly counseling and annual NCOER.

6-15. The station commander should keep recruiters focused on personal safety when they are planning temporary duty visits to other locations, driving long distances, or working long or unusual hours. They should also take appropriate steps, upon receipt of credible terrorist threats, to secure their personnel and the facility. They should personally contact law enforcement officials to schedule added security measures.

**SOLDIER DEVELOPMENT AT STATION LEVEL**

6-16. Station commanders conduct the reception and integration of all new recruiters. For new station commanders, it is conducted by the company commander or First Sergeant.

6-17. The first step in the reception integration process is sponsorship. The station commander will forward a welcome letter to the new Soldier within 10 calendar days of sponsor appointment, contact the new Soldier, and help them find adequate housing. Upon their arrival, new Soldiers are introduced to key personnel and scheduled for in-processing at the battalion. The station commander will give the new recruiter an operational environment briefing and provide them with a copy of the station’s standard operating procedures (SOP) and a calendar of events (annual training conference, team training dates, and convention dates, etc.). The new recruiter will also be assigned a mentor within the station who will help familiarize the new Soldier with their new area of operations and market.

6-18. The station commander should provide the new recruiter with an initial counseling session that will cover both general and job-specific procedures, requirements, and expectations. General topics will consist of:

- Warrior ethos (reinforce the organization as a values-driven unit that operates with warrior ethos)
- Army values (verify all recruiters know the Army values)
- Duties and expectations
- Rating scheme
- Personal and family support
- Leave policy

6-19. Job-specific topics will include:

- Inform and clarify expected standards, values, attributes, skills, and actions
- Direct the new recruiter’s focus on warrior tasks and drills that support the mission
- Explain the necessity of being an expert and professional
- Review USAREC Manual 3 Recruiting and USAREC Manual 3-0 Recruiting Operations
- Identify the need for performance counseling
- Assess the Soldier’s skills and potential, and record results on appropriate counseling forms

**CONDUCT STATION TRAINING**

6-20. The station commander should conduct recruiter training, ensure it addresses identified training needs, and is using current regulatory guidance. The station commander will identify training needs using current doctrine and the Soldier Training Publication for MOS 79R and other Soldier Training publications, mandatory training, Operational Environment (OE) analysis, etc. Training should be well planned, prepared, and effectively executed. Trainers should be proficient in the performance tasks they are teaching and have the necessary documents, doctrine, regulations, and training aids on hand or readily available. The station commander should ensure trainers have rehearsed their lesson before the
actual training event.

6-21. All training should be well structured, organized, and understandable to get the most significant training impact. Have trainees limit distracters, such as cell phones, computers, etc. All training material should reflect current doctrine and use realistic situations and events. An AAR immediately following the training session will determine what went right, what went wrong, and identify improvements for the next training session. Record all training using the Army’s Digital Training Management System (DTMS).
Chapter 7
TELLING THE SPECIAL OPERATIONS OR IN-SERVICE RECRUITING STORY

INTRODUCTION

7-1. The technique of telling the Army story is the real art of recruiting operations. Unlike the science of recruiting operations, its primary function is to establish credibility for the Army within the community. Recruiters must establish credibility through honesty and consistency in statements and actions. The same holds true with the Special Operations and In-Service recruiting professional and the presentations they conduct with potential candidates. Once establishing credibility, trust will follow closely behind. This credibility and trust are what the recruiter directly affects within their communities and recruiting market, through appearance, character, military bearing, and professionalism. This same trust is exemplified during the Army interview when the recruiter shares personal and Army career experiences with prospective special operations and in-service candidates.

7-2. Telling an Army story should be a sincere and compelling expression of one’s deep patriotism and love of country. It should define today’s Soldiers as formidable, disciplined, well trained, and well equipped, who ultimately represent and enable the capabilities we as an Army provide the Nation. The honesty, integrity, and sincerity of the Army recruiter during the Army interview, combined with the tenets of the warrior ethos, will tell their Army story.

7-3. The Army interview is a well-developed presentation that combines a recruiter’s leadership skills, counseling experience, and Army program expertise to guide an applicant through the decision-making process. The Army interview is modeled after developmental counseling outlined in FM 6-22 and the Army interview in USAREC Training Circular 5-03.2. Recruiters use the same leadership and counseling skills developed throughout their careers, only applying them to the recruitment of potential special operations or in-service candidates.

COUNSELING SESSIONS

7-4. Counseling is the process used by leaders to review with a subordinate the subordinate’s demonstrated performance and potential. Counseling, one of the most important leadership and professional development responsibilities, enables Army leaders to help Soldiers and Army Civilians become more capable, resilient, satisfied, and better prepared for current and future responsibilities. Counseling is required of leaders and occurs at prescribed times. The related developmental processes of coaching and mentoring are done voluntarily. The Army’s future and the legacy of today’s Army leaders’ rests on the shoulders of those they help prepare for greater responsibility.

PURPOSE

7-5. Recruiters should clearly state the purpose of the interview, it should not come as a surprise to the candidate during the interview. Displaying of trust is by having an open, honest dialog between the recruiter and candidate. This first step of the interview process is key as it sets the tone for the rest of the interview. An excellent first impression is crucial to a successful interview.

FLEXIBILITY

7-6. A recruiter must be able to respond to the candidate’s needs during the interview. They must present themselves as a highly trained professional, a good listener, an accomplished counselor, and an
honest fact giver. Flexibility allows the recruiter to tailor the interview to the applicant’s personality and uncover their needs, wants, and desires. After understanding the candidate’s needs, wants, and desires, the recruiter shows the prospect career opportunities to consider and apply for, if qualified.

**RESPECT**

7-7. Once a candidate states their career objectives during the interview, the recruiter should not attempt to discount or trivialize them. Soldiers, as well as other branch personnel, are not reliant on the Army to pursue their career goals, so Soldiers must display respect and professionalism at all times. Present Army opportunities to these professionals with their best interests in mind, and relate to them how their skills and talents will support the Nation and our freedom.

**COMMUNICATION**

7-8. Consistent, successful interviews attribute to a recruiter’s effective use of listening skills. Two-way communication is critical during the Army interview. The recruiter uses active listening techniques to determine the prospect’s needs and desires and shows how to obtain these with a career change or advanced schooling.

**SUPPORT**

7-9. Recruiters must show they are genuinely supportive of the candidate’s goals and concerns. Offering encouragement to the prospect as he discusses the possibilities of joining an elite force or making a significant career change shows this support to the candidate. Since most candidates fear the unknown, asking them to make a career decision of this magnitude requires a significant leap of faith on their part. Recruiters must understand this natural fear and positively reinforce the prospect’s goals and concerns throughout the interview.

**INTERVIEWS**

7-10. Even though the steps of an interview are defined, each interview presents its own unique set of challenges and circumstances. That is why it is so important for the recruiter to have a thorough understanding of the Army interview and the ability to provide this information to the candidate in a professional manner. It allows the recruiter to be flexible during the interview and able to adapt to any unforeseen circumstances or situations. There is no such thing as a textbook interview especially when you add the human factor into the equation.
Chapter 8
WARRANT OFFICER IN-SERVICE RECRUITING OPERATIONS

SITUATIONAL AWARENESS

8-1. Situational awareness requires a thorough knowledge of a unit’s mission, training cycles, and resources. Supporting agencies, such as medical treatment facilitates and education centers, must be considered as services, days, and hours of operation change based on socioeconomic conditions. The Warrant Officer recruiter’s understanding of market changes and barriers enable mission accomplishment.

MARKET AWARENESS

8-2. Market awareness is vital to station and company mission accomplishment. Market awareness involves understanding the unique challenges in-service recruiters face. Recruiters must understand unit deployment cycles, installation cultural differences, and organizational acceptance to non-unit service members.

MARKET PENETRATION PLAN

8-3. The recruiter market penetration plan is critical to mission accomplishment. Establishing rapport with key personnel is essential to identifying markets of opportunity within a recruiting station’s AO. Examples of market penetration plan locations include Army installations, inter-service installations, NCOAs, education centers, and Non-Prior Service (NPS) recruiting stations.

PROSPECTING

8-4. Prospecting is the primary tool recruiters use to achieve mission success in specific markets and prime the market for continuous operations. Prospecting involves the timely placement of recruiters at critical locations to achieve the operational advantage. Recruiters must be proficient in face-to-face and virtual prospecting by focusing efforts on markets that support the mission. Examples of prospecting opportunities are briefs, seminars, workshops, and displays.

8-5. As part of “market awareness”, recruiters should visit locations where potential applicants gather, such as unit areas, dining facilities, special events, and gyms. Like NPS recruiting, recruiters should post signage, literature, and business cards in approved locations. When speaking with potential applicants, provide information regarding upcoming briefings and application requirements.

8-6. Recruiters should develop a series of engaging e-mails that inform prospects about Warrant Officer Opportunities. Promptly respond to telephonic or e-mail inquiries. Recruiters should direct prospects to gowarrantnow.com to learn more about the technical qualifications for the field of interest.

8-7. Referrals are a productive lead source. Referrals can be achieved from applicants, social media reviews, mentors, and other recruiters. It is crucial to develop and maintain rapport with all local units and solicit referrals for the Warrant Officer recruiting mission.

PARTNERSHIPS

8-8. It is very important to develop a rapport with unit leaders. Unit leaders can either support or thwart your recruiting efforts. Again, having good situational awareness is crucial. For example, you may not
want to actively recruit from a unit that is about to deploy or to enter a Combat Training Center rotation. Most commanders want to maintain trained manpower. One TTP is for you to make arrangements with the unit commanders to schedule briefings after deployment or even ask commanders for recommendations of who are good candidates based on performance during the deployment.

**PROSPECTING FOLLOW-UPS**

8-9. Recruiters must follow-up with all individuals who demonstrate an interest in becoming a Warrant Officer. Contact all referrals obtained during face-to-face or online prospecting within 72 hours and document all actions in the Enterprise Marketing Management (EMM) system.

**BRIEFING**

8-10. The primary purpose of conducting a briefing is to share valuable information on the Warrant Officer application requirements. The Warrant Officer recruiting brief is customizable based on the target audience and special guests. Dynamic recruiting briefings can be conducted online or face-to-face. The standardized recruiting slides can be found on gowarrantnow.com.

**PROCESSING**

8-11. Warrant Officer Recruiters must follow the detailed application processing procedures outlined by the company standardization officer. All administrative and technical qualifications can be found on gowarrantnow.com. Appendix A-5 contains a depiction of the application process and Warrant Officer Candidate School phases.

**TAIR ASSET**

8-12. Warrant Officer Recruiters employ TAIR assets in the form of proponent partnered operations. Proponents assist the recruiter in reaching difficult markets and interact with applicants. Service members have the opportunity to communicate with proponents and address specific WOMOS requirements and expectations.

**STATION SUPPLIES**

8-13. Station commanders are responsible for maintaining station supplies. Examples of durable and expendable supplies include RPI, PPI, and technological equipment. Supplies are requested from the appointed company representative for final approval.
## Glossary

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AAR</td>
<td>After-Action Review</td>
</tr>
<tr>
<td>AO</td>
<td>Area of Operations</td>
</tr>
<tr>
<td>AOR</td>
<td>Area of Responsibility</td>
</tr>
<tr>
<td>A&amp;S</td>
<td>Assessment &amp; Selection</td>
</tr>
<tr>
<td>ARSOF</td>
<td>Army Special Operations Forces</td>
</tr>
<tr>
<td>EOD</td>
<td>Explosive Ordinance Disposal</td>
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<tr>
<td>IPB</td>
<td>Intelligence Preparation of the Battlefield</td>
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<tr>
<td>O E</td>
<td>Operational Environment</td>
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<td>RPI</td>
<td>Recruiting Publicity Item</td>
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<tr>
<td>SFAS</td>
<td>Special Forces Assessment &amp; Selection</td>
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<tr>
<td>SOP</td>
<td>Standard Operating Procedures</td>
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<tr>
<td>SORB</td>
<td>Special Operations Recruiting Battalion</td>
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<tr>
<td>SORC</td>
<td>Special Operations Recruiting Company</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strength, Weaknesses, Opportunities, Threats</td>
</tr>
<tr>
<td>TAIR</td>
<td>Total Army Involvement in Recruiting</td>
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<tr>
<td>USASOC</td>
<td>United States Army Special Operations Command</td>
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Appendix A

RSOF TRAINING TIMELINES

Figure A-1. Special Forces Training Timeline

Recruited → Volunteer Statement → Packet Submission → Attend SFAS

GOAL: 90-120 day from packet submission to SFAS (subject to seat availability)
(3 Weeks)

Special Forces Qualification Course

18A-Special Forces Detachment Officer Qualification Course
18B-Special Forces Weapons Sergeants Course
18C-Special Forces Engineer Sergeants Course
18D-Special Forces Medical Sergeant Course
18E-Special Forces Communications Sergeant Course

OFFICERS ONLY
Infantry or Armors Career Course

Report to Ft Bragg, N.C.
18B-18C-18E In-process
HHC 1st BN
18 D
In-process
Special Operations
Medical BN

Special Forces Operational Detachment A Team
4-6 Weeks PCS to Operational SF Group
Civil Affairs Training Timeline

**Sluss-Tiller (CULEX)**
- 3 weeks, 3 days
  - Mission Analysis and Planning
  - Application of Adaptive Thinking and Leadership (Key Leader Engagements, Situational Training)
  - Civil Reconnaissance
  - Assessments
  - Civil Information Management
  - Language and Cultural Enhancement

**Regional Analysis**
- 4 weeks
  - National Policy and Strategy
  - Regional History, Culture and Characteristics
  - Operational Variable Analysis
  - Regional Issues

**Language and Culture**
- 25 weeks, 1 day
  - RSOLT CAT 1 & 2: French, Indonesian, Bahasa, Spanish, Portuguese-Brazilian
  - Foundations of Cross-Cultural Competence
  - Control of Interpreters
  - Progressive PT Program

**38A Civil Affairs Officer Training**
- 11 weeks, 2 days
  - Civil Information Management
  - CA Planning Exercise
  - Human Dynamics, Adaptability, Team Building
  - Combat Skills
  - CA Unconventional Warfare
  - Officers are awarded MEL-F credit completion

**38B Civil Affairs Specialist Training**
- 11 weeks, 2 days
  - Civil Information Management
  - Civil Reconnaissance
  - CA Planning Exercise
  - Human Dynamics, Adaptability, Team Building
  - Engagements, Negotiation, Mediation
  - Combat Skills
  - CA in Unconventional Warfare

**Airborne Training**

**OFFICERS ONLY**
Must complete the ARSOF Captains Career Course

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Figure A-2. Civil Affairs Training Timeline
Figure A-3. Psychological Operations Training Timeline
GOAL: 90-120 day from packet submission to 160th Selection (subject to seat availability)

Figure A-4. Special Operations Aviation Regiment Training Timeline
Figure A-5. Warrant Officer Training Timeline
Figure A-6. Explosive Ordnance Disposal Training Timeline
Appendix B

SORB MAP and RECRUITING FUNNEL

**Figure B-1. SORB MAP**

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**Figure B-2. Unit Worksheet**

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<td>15%</td>
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Figure B-3. Yearly Tracker

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SORB MAP FUNNEL

ARSOF Recruiter Meetings (ARMS) – Conducts 40%

Assign to Recruiter – Volunteer Statement/Packet Initial 70%

Packet Processing Station – Complete Packet/QC Ready 95%

Packet Processing Battalion – Complete Packet/BN QC/Waivers
(Processed to Proponents) 95%

Classed – ATRRS/Line of Accounting (LOA) (DTS Built) 90%

Show – Show up to training base for MOSQ

ARMS-40%
Vol State/Packet-70%
Processing Stn-95%
Processing BN-95%
Classed 90%

Figure B-4. SORB MAP Funnel
Figure B-5. EXAMPLE OF SPECIAL DUTY REQUEST MEMORANDUM

RCRS-SF-(Station Identifier)  7 December, 2020

MEMORANDUM FOR CDR (Unit of Special Duty Request), Fort Benning, Georgia 31905

SUBJECT: Request Special Duty Assignment

1. The Special Forces Recruiting Team is requesting that SPC SMITH to be attached to perform duties at the Special Operations Recruiting Station. During this period, SPC SMITH will be conducting intensive training for the Civil Affairs Qualification Course (CAQC). He will assist the Recruiting Team in training not only himself but candidates for ARSOF Assessment and Selection. This physical training program will consist of long-distance runs, the obstacle course, ruck marches, and workouts focusing on upper and lower body strength. Additionally, he will work with SFC Jones and SFC Davis in conducting unit training consisting of but not limited to Land Navigation, Leadership and Development while performing administrative duties and assisting in the daily operations of the recruiting center.

2. Point of contact for this request is the undersigned at (706) 542-1234.

Jesse D. Allen
SFC, USA
Special Operations Recruiter
FOR THE COMMANDER:

MARK D. THOMPSON
Colonel, GS
Deputy Chief of Staff

Official

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

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