

USAREC TECHNIQUES PUBLICATION 3-10.4
The Conduct of Virtual Recruiting Activities



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PREFACE

USAREC Techniques Publication 3-10.4 provides virtual recruiting concepts and techniques to supplement core-recruiting tasks performed in support of achieving USAREC's recruiting mission. USAREC has the mission to find and recruit qualified men and women to join the United States Army. Leaders, staff, and recruiters can improve achieving mission success by adopting and employing some or all of these prescribed tactics, techniques, and procedures (TTP) for conducting virtual recruiting activities and operations. This publication discusses the importance of virtual recruiting activities as the 'new norm' in the recruiting operational environment. It describes USAREC's view of how virtual recruiting activities aides the commander and the recruiting force to successfully gain access and recruit within market segments through virtual means. It develops the other principles, tactics, and procedures detailed in subordinate doctrinal publications. The publication does not address every virtual-related capability commanders can use to help shape their complex operational environments. It should, however, generate introspection and provide just enough guidance to facilitate flexibility and innovative approaches for commanders to execute the art of command to achieve their recruiting mission. It also provides guidance to the staff to plan and conduct virtual recruiting activities to achieve the desired effects that support the commander's intent and objectives. Commanders designate an information-related capability and are only limited by available resources.

The principal audience for USAREC Techniques Publication 3-10.4 are commanders, staffs, leaders, and recruiters at all echelons of the command, Army civilians, and government contractors. Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable Department of Defense, US Army, and United States laws and regulations.

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INTRODUCTION

Over the past two decades, information technology has gone through a number of evolutions, explained, in part, by the rapidly changing nature of information, its flow, processing, dissemination, impact and, in particular, societal changes and norms. At the same time, the nature of the informational environment, especially due to the numerous social platforms (facebook, twitter, snapchat), has become the main source for today's youth to 'get their information' and 'facts'. Currently, a lot of the information in this environment runs the gamut from accurate to outright mis-information. USAREC employs virtual and marketing activities to create effects in and through the information environment that provide commanders a decisive advantage over mis-information, or the lack of information, in order to set conditions to allow our recruiting force to engage with and successfully recruit within numerous recruiting markets and segments. Simultaneously, Army advertising and recruiting units engage with and influence individuals to engender a commitment to serve in our Army. Commanders' virtual operations contributes directly to tactical and operational success and supports objectives at the strategic level. USAREC Techniques Publication 3-10.4 follow the tenants as outlined in USAREC Manuals 3-29, 3-30, 3-31 and FM 3-13 (Information Operations) but modifies it due to the uniqueness of virtual recruiting operations. Commander's must ensure their own decision making and the information that feeds it; align their actions, messages and images; and engage and influence relevant markets and audiences in their respective recruiting area of operations. While the term virtual recruiting is relatively new, virtual prospecting has been an integral part of recruiting for several years. However, expanding capabilities, continual changes to the recruiting operational environment, technology, and changes to policy allow for implementation of several new virtual recruiting techniques. Through their effective understanding and synchronization, commanders can implement decisive actions in their recruiting environments in order to create desired effects and conditions within the recruiting operational environment and achieve mission success.

ADMINISTRATIVE INFORMATION

The proponent for this manual is the United States Army Recruiting Command, Recruiting and Retention College. Send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ RRC ATTN: RRC-D, 2389 Old Ironsides Avenue, Fort Knox, KY 40121-2725, or by e-mail to usarmy.knox.usarec.list.hq-rrs-doctrine@mail.mil.

Chapter 1

Virtual Activities Terms and Considerations

“The information environment is not separate or distinct from the operational environment but inextricably part of it. In fact, any activity that occurs in the information environment simultaneously occurs in and affects one or more of the operational environment domains” (FM 3-13).

Virtual Recruiting Activities Terminology Defined

1-1. Virtual recruiting activities are an intricate part of information and influencing operations. It involves a myriad of social media and web-based technologies to communicate and interact with recruiting markets. Although virtual recruiting capabilities continue to evolve, virtual prospecting has always been a recognized method of prospecting within USAREC doctrine. Virtual recruiting is a logical expansion of all aspects of recruiting activities and functions based on new technologies and population’s attitudes and norms (Figure 1-1).

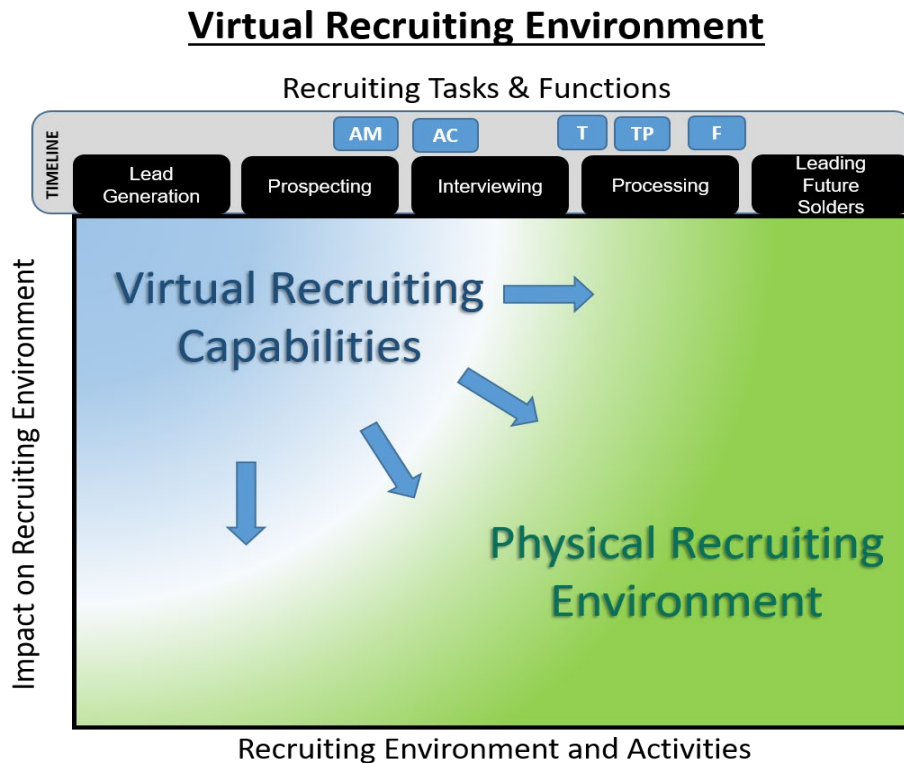


Figure 1-1. Virtual Recruiting Impact on the Recruiting Environment.

Terms and Definitions.

1-2. **Virtual Recruiting.** Virtual Recruiting is the process of using web-based resources for tasks involved with finding, influencing, interviewing, qualifying, processing, and enlisting or commissioning Future Soldiers of the United States Army. The virtual recruiting process involves using digital/virtual methods to perform tasks within one or more of the eight recruiting functions. Virtual recruiting involves conducting virtual recruiting operations through digital systems using approved platforms including but not limited to email, the Internet, and social media applications like Facebook, Twitter, LinkedIn, and Snapchat. Virtual recruiting activities include conducting recruiting operations by only using a virtual recruiting process to enlist or commission Future Soldiers.

1-3. **Virtual Prospecting.** Virtual prospecting is a method and activity where the recruiter attempts to make contact using the internet with a “specific lead” with the intent to schedule an Army interview. Virtual prospecting is very efficient and potentially a powerful form of prospecting. Virtual prospecting such as sending an email, communicating on social media sites, etc. are actions of contacting leads. However, making a Facebook post, or Tweeting someone is not making contact until the lead responds directly to the recruiter.

1-4. Virtual prospecting consists of contacting and engaging individuals through e-mail, social media, and the Internet and is highly efficient and enables the station to reach large audiences. Recruiters with special missions can use virtual prospecting in the in-service and professional markets, and in the enlisted market when incorporated into the station’s larger prospecting plan. The station commander must ensure all virtual prospecting operations deliver a message consistent with the Army values, and current Army social media policies.



Figure 1-2. Recruiting Station Virtual Prospecting Activities.

1-5. **Virtual Recruiting Stations.** 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. Through content creation and digital marketing analysis in collaboration with market intelligence, VRS are responsible for virtual lead generation, lead refinement, and prospecting through decisive targeting within the battalion area of operations. 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. Virtual recruiting station provide

training and oversight to all personnel assigned to the battalion in virtual prospecting techniques, social media security measures, and regulatory guidance and compliance.

Virtual Recruiting Station (VRS)



Figure 1-3. Example Virtual Recruiting Station Activities.

1-6. **Social media.** Web-based applications, which promote the creation and exchange of user-generated content. Web-based programs continue to grow in terms of capability and sophistication. Prominent examples include Facebook, LinkedIn, YouTube, Twitter, Tumblr, and Flickr.

1-7. **Virtual Persona.** This is the appearance of a recruiter, Soldier, etc. within the social media and digital arena. Greatly affects how the American public views our Army, recruiters, and Soldiers within the digital arena. Fits into five of the eight recruiting functions.

Virtual Recruiting Considerations Across Echelons.

1-8. Virtual recruiting activities is not limited at the recruiter level. Virtual recruiting activities occur with individual recruiters, recruiting stations, companies, battalions, brigades, USAREC, and external agencies. Each level has its own capabilities and resources allocated to conduct virtual recruiting operations. Likewise, it is important to have a basic understanding of each level of capability, its employment, and the coordination required in order to synchronize and maximize their effects. (See Figure 1-4). The 'sum of the whole' of all virtual operations far outweighs the 'sum of its parts'.

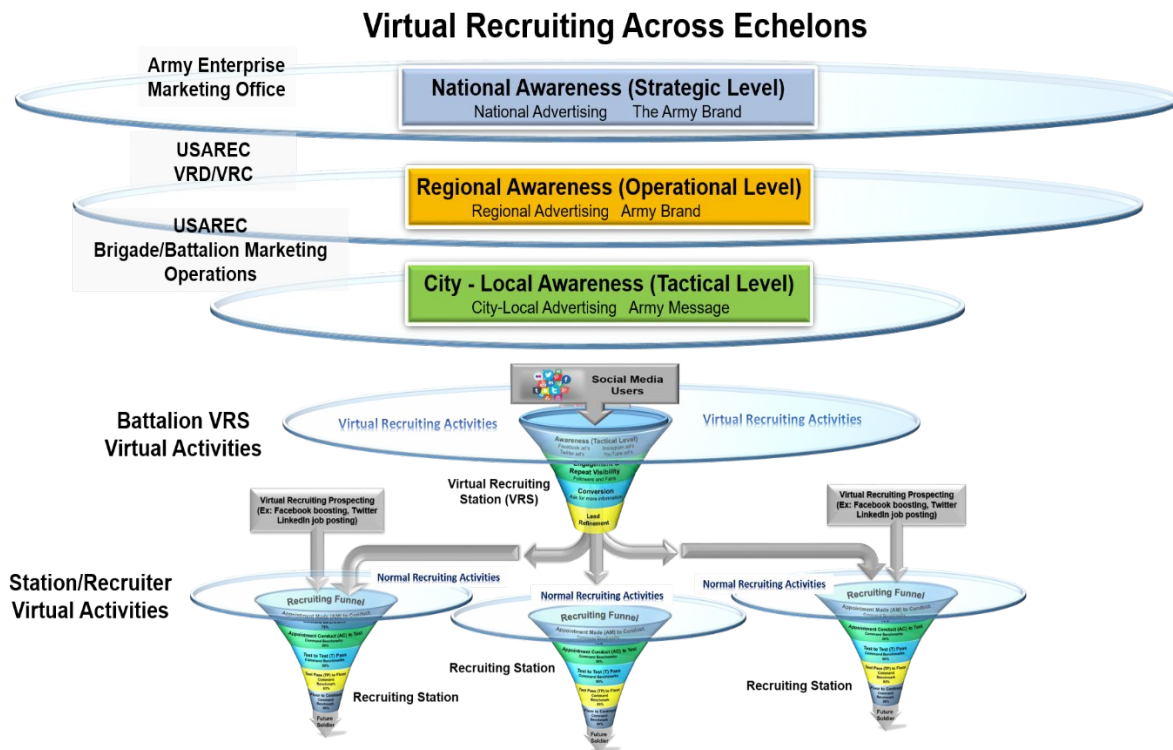


Figure 1-4. Example Virtual Recruiting Operation Relationships Across Echelons.

Synchronizing Themes, Messages, and Actions, with Virtual Operations.

1-9. Commanders synchronize themes, messages, and actions with both virtual and advertising operations to inform and influence the various audiences within their area of operations and recruiting markets. Audiences include schools, market segments, groups, organizations, and individuals. Synchronization of themes, messages, and actions promotes and shapes the attitudes, values, beliefs, and the decision cycle of audiences in the area of operations while marginalizing the impact of misinformation or the lack of information regarding military service.

1-10. Synchronization supports the commander's operational goals by aligning words with deeds to avoid message confusion or information fratricide. **Information fratricide** is the result of employing information-related capabilities and elements in a way that causes conflicting or negative effects in the information or virtual environments that impedes the conduct of recruiting operations or adversely affect the recruiting force.

1-11. Recruiters' actions and conduct are among the most potent factors in successfully executing inform and influence activities. Visible actions coordinated with carefully chosen, truthful words and messaging influence audiences more than uncoordinated or contradictory actions and words. This is true for both face-to-face and on-line interactions. All audiences—local and regional as well as national—compare the recruiting force's message with its actions. Consistency and living the Army Values contributes to the success of recruiting operations by building trust and reinforcing credibility. Conversely, if actions and messages are inconsistent, recruiters lose credibility. Loss of credibility makes recruiting difficult and creates counter-messaging and places the recruiting force at a disadvantage. Aligning inform and influence activities with the overall operation ensures that messages are consistent with forces' actions to amplify the credibility of those messages.

1-12. **Best Practice:** There are times during virtual prospecting that recruiters will experience an abundance of comments and questions on their social media posts regarding current events. There are times when social media movements will compound online discourse. It is important to ensure we are all sensitive to the issues of the day but to remain professional. Proactively engage with your PAO or A&PA on any updated guidance regarding current issues and responses. Guidance for official social media accounts:

a. If people are commenting on your page and questioning what the Army is doing about a particular issue(s) and are able to reply to comments, you can demonstrate the Army's concern(s) using approved messaging. Share concern and guide people to an approved website where they can find the facts, but do not engage in arguments about the issue(s).

b. Do not engage with disruptors or posts that appear to be from bots.

c. Do not use trending hashtags associated with current social issues or discourse as they lead to a lot of misinformation and speculation.

d. Do not speculate about details regarding the case or share personal opinions about them on official accounts. A lot of misinformation can spread and you should not add to misinformation with hearsay or opinions.

Inform Activities.

1-13. Inform activities provides the process to synchronize and integrate information-related capabilities across the information environment. Informing activities are the responsibility of commanders. Recruiting commanders have inherent responsibility to conduct public affairs to inform U.S. audiences within their area of operations. More importantly, recruiting requires commanders to inform the public of the opportunities available through military service. Using the capabilities of public affairs, marketing, informing and influencing activities, which includes virtual recruiting operations, to ensure this occurs to the fullest extent possible.

Influence Activities.

1-14. Influence activities assists recruiting commanders in integrating and synchronizing the various means of influence in support of recruiting operations. Although operational U.S. forces are strictly limited in engaging in influence activities to foreign audiences only, USAREC's unique mission requirements requires influencing activities typically focus on persuading selected market or audiences to commit to serving in the US Army or influence select groups, organizations, or civic leaders to support recruiting efforts. To better achieve recruiting operational objectives, commanders may direct efforts to shape target audience's perceptions by providing timely, truthful and factual information. Virtual recruiting is one of several activities to accomplish this.

Inform Targeted Recruiting Markets and Influencer Audiences.

1-15. The expanse of information technology and the environment enables news reports and social media to rapidly influence public opinion and decisions concerning military service. In addition to the targeted recruiting markets and audiences, commanders understand the imperative to keep other audiences, including community partners, advocates, and influencers, informed of their operations as well. They understand that truth and transparency mitigate the impact that mis-information and anti-military advocates have when seizing on negative news stories and information to thwart recruiting actions and activities.

1-16. Virtual recruiting activities and information operations educates audiences through public communications, news releases, public engagements, and social media —to provide an accurate and informed portrayal of military service. Audiences receive these messages best through the actions and

words of individual recruiters. However, recruiting stations, companies, and battalions also have specialized media personnel (Virtual Recruiters, Social Media Specialists, Advertising and Public Affairs) into the lowest tactical levels. Public communications fosters a culture of engagement in which recruiters and recruiting leaders confidently and comfortably engage in both news and social media with target and influencer audiences.

1-17. Recruiting operations requires effective commanders to consider what will affect the recruiting operational environment. Commanders lead recruiting activities while considering the following: understanding of the recruiting markets, mission command, recruiting systems, themes and messages, information management and knowledge management, and legal considerations. The American population continues to use social media more and more in their daily lives. USAREC must respond to take advantage of the efficiencies and effectiveness from this shift and remain relevant with the market now and in the years to come by using virtual means to perform recruiting functions.

Understanding of Recruiting Markets.

1-18. A deep understanding of the recruiting markets is vital in all planning. Without understanding commanders are unable to visualize and provide adequate planning guidance and ensure efficient resource allocation. Understanding results in executing informing activities with the 'right message' with the 'right audience' at the 'right time'. Refer to USAREC TC 5-02 (Intelligence) for detailed analysis on intelligence and recruiting market analysis.

1-19. To influence and enhance their mission, commanders apply information as an element of recruiting operations to shape and lead inform and influence activities in complex information environment. Successful commanders use information and actions, in concert with recruiting functions and operations, to effectively shape the information and operational environments to multiply the effects of recruiter successes. Commanders use information to create shared understanding and purpose throughout the area of operations, first within their own organizations and subsequently among all affected audiences. Information is critical to visualizing, describing, directing, and leading operations towards achieving the desired end state.

Mission Command System.

1-20. A mission command system is the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enables commanders to conduct operations (FM 6-0). The mission command system is organized to not only support commanders' decision making, but also to collect, create and maintain relevant information and prepare knowledge products to support the commander's and leaders' understanding and visualization. It is designed to prepare and communicate directives and establishes the means by which leaders communicate, collaborate, and facilitate the functioning of teams.

1-21. Under Mission Command, commanders are responsible for facilitating shared understanding and purpose, most critically through their commander's intent and subsequent guidance. They conceptualize the desired themes and messages that unify activities and reinforce shared understanding. Commanders must recognize their critical role as key engagers. To enhance operational success, commanders must understand the importance of continuously shaping the information environment by fostering a culture of engagement in which recruiters, staffs, and leaders make the most from communicating with people. Refer to Appendix A for brigade example of mission analysis on transition to virtual recruiting operations.

Themes, Messages, and Actions.

1-22. Commanders use themes and messages to support their narratives which in turn are tied to actions. A narrative is a brief description of a commander's story used to visualize the effect the

commander wants to achieve in the information environment. Themes and messages are distinct from each other. Each has its own purpose; they are not interchangeable. As commanders plan for inform and influence activities, they should consider the link between themes, messages, and actions to their narrative.

1-23. Themes are planning tools that guide the development of messages and other information products (talking points, military information support operations print and broadcast advertisements and products, and advertising and public affairs guidance). Themes represent the broad idea the commander wants to get into the mind of the target audience. They are not communicated to the target audience; that is the role of the messages. Themes are broad and enduring, and as such they do not change frequently. This function is normally produced at the Army level and the Army Engagement and Marketing Office (AEMO). Examples include, "Army of One", "Army Strong", "What's Your Warrior".

Note: By doctrine, there are no inform and influence activities or information operations themes and messages. Military information support operations and public affairs have themes and messages. For recruiting purposes, the USAREC G-7 and PAO develops command themes and messages in coordination with the AEMO and the public affairs representatives.

1-24. Messages support themes. A message is a verbal, written, or electronic communication that supports a theme focused on an audience. It supports a specific action or objective. They are communicated by speech, writing, or virtual means, and they contain information delivered to the target audience. Messages are tailored to specific audiences. They are meant to communicate clear information and attempt to elicit a response. Messages constantly change with the situation and mission. Command information messages convey local commanders' policies and commander's intent to their subordinates. The advertising and public affairs (A&PA) officer develops these messages. Public information messages convey information to local target audiences through news, public-service information, and advertising. The A&PA officer develops these messages in conjunction with higher command guidance.

1-25. Commanders orchestrate virtual recruiting themes, messages, and actions with operations to inform or influence target markets and audiences within the commander's area of operations and area of interest. Commanders often have two intentions. First, they want to promote and shape the attitudes, values, beliefs, of target markets and audiences residing in the area of operations. Second, they want to marginalize or defeat mis-information towards the same. Synchronized themes, messages, and actions support the commander's operational goals by integrating words and deeds that serve to avoid confusion or information fratricide.

1-26. At the recruiter level, the goal of a social media post is to convey a message or idea in a digital forum to reach a target audience. Posts are a combination of media and text that are selected to catch the attention of social media users so that they engage with the content and come away from that engagement with a new understanding or idea. Social media posts have the ability to help recruiters inform, educate, and change audience perceptions about the Army. As you create posts, you must consider several things:

a. Audience.

(1) Determine your audience. There is a common misconception that when something is posted on social media, it is posted for everyone. However, that is not the case because not every message resonates with everyone, and each level of command reaches a different audience. The primary audiences for each level within the command are listed below.

(a) Stations: 17-24 year olds, their influencers, and local community partners

(b) Companies: 17-24 year olds, their influencers, and local community partners

(c) Battalions: Companies, Stations, influencers, and regional community partners, possibly 17-24 year olds

(d) Brigades: Battalions, Companies, Stations, influencers and regional community partners

(2) Know Your Audience. Find out what appeals to your audience. What do they want or need to know? What are they interested in? If you are in tune with the community, then you will be able to shape a message that not only reaches the audience but also is effective and achieves the desired result.

b. Consistency. Messaging must remain consistent with the values and mission of the organization. When a message is consistent, the odds are higher that more people will see it and have a clearer picture of what you want them to know and understand. Include elements from USAREC public affairs messages and marketing campaigns to ensure we are speaking with one voice as an organization.

c. Timely. Messages should be timely with holidays, events and news. If you are active in the community, and events and training are happening, then updates should be posted on social media as quickly as possible. People want to see content happening right now, not last week. Especially if there's a particular information campaign that supports the command, it is important to ensure the message is pushed as it was meant to be coordinated. Some content doesn't have a time limit and can be posted at any time as filler on your page.

1-27. For further information concerning messaging and creating a message see G-3 [Social Media Messaging Training Packet](#).

Chapter 2

Aspects of Virtual Recruiting Activities and Operations

"The first responsibility of a leader is to define reality for the team."

- Max Depree

2-1. This chapter discusses the aspects of virtual recruiting activities and operations. Virtual recruiting is an integral part of informing an influencing lines of effort and simultaneously employs the information-related needs to conduct decisive, shaping, and sustaining recruiting operations. The chapter then discusses the information environment and how virtual recruiting inform and influence activities focus on shaping it to achieve the commanders' mission objectives. It also discusses how virtual recruiting activities and operations supports higher information and marketing operations and strategic communication. Lastly, the chapter addresses how virtual recruiting supports inform and influence activities as the commander's means to affect the cognitive aspect of the operational environment. The operational environment (OE) is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (ADP 3-0). Likewise, virtual recruiting requires a good understand of the OE in terms of the virtual spectrum both internal and external systems, domains, capabilities, and threats.

Integrating Virtual Recruiting Operations and Activities.

2-2. There are two distinct levels of activities involving virtual recruiting; virtual activities and operations. At the station level, recruiting activities include performing the eight recruiting functions using virtual means. At the company/battalion and higher levels, virtual recruiting operations brings together several separate functions in terms of recruiting operations and information related capabilities which commanders use to shape the recruiting environment. While staff officers and operators of each information-related capability integrate within their area of expertise and with other staff sections for execution coordination, it is the Advertising and Public Affairs (A&PA) officer's responsibility working in conjunction with the VRS station commander to plan for and integrate all potential virtual recruiting operational assets. This allows for message alignment, reinforcement, and consistency in support of the overall concept of operations rather than individual events or missions. To center their integration efforts, the A&PA should plan using lines of effort to focus their strategy.

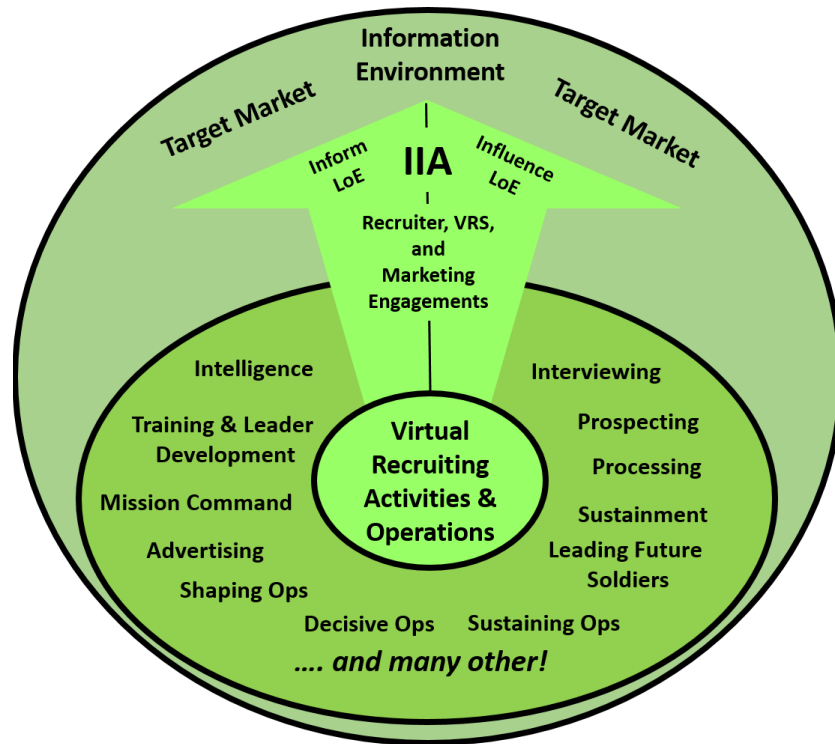


Figure 2-1. Integrating Virtual Recruiting Lines of Efforts and the Information Environment.

Virtual Lines of Effort (Inform and Influence Activities (IIA)).

2-3. Unlike a line of operations which links a base of operations to physical objectives, lines of effort link tasks with goal-oriented objectives that focus toward establishing end-state conditions. Commanders may designate lines of effort as either decisive and or shaping. Virtual lines of effort contribute to **inform and influence activities (IIA)**. IIA is the integration of designated information-related capabilities in order to synchronize themes, messages, and actions with recruiting operations to inform selected recruiting markets and influence audiences to consider military service as a career of choice. These lines of effort enable commanders and staffs to apply the right capability or mix of capabilities to the right circumstance and audience to achieve recruiting production goals.

2-4. All activities in the virtual space, which is a part of information environment, communicate in some way. They serve to make an impression on the mind of those that observe or hear them. What distinguishes the two lines of effort is the intention of the communicator and the message. Sometimes, a communication intended merely to inform might eventually lead to a changed opinion or behavior. And a communication designed to influence may not achieve the desired outcome. All lines of efforts must nest or become integrated across all echelons in order to create conditions for successful operations (see Figure 2-1).

Inform Lines of Effort.

2-5. The inform line of effort aims to provide information to local, regional, and national audiences that accurately describes the Army and its Soldiers. It does not try to force a particular point of view on these audiences but rather provides them with facts and concepts to make their own decisions. Providing factual and accurate information serves as a venue to counter false information disseminated by others (misinformation or disinformation). Maintaining transparency and credibility is paramount within the inform line of effort. Capabilities under the inform line of effort include virtual shaping operations,

advertising and public affairs, recruiter and leader engagements. In addition, capabilities such as Community Partners, advocates, and Total Army Involvement in Recruiting (TAIR) assets provide support to executing the inform line of effort.

Influence Lines of Effort.

2-6. The influence line of effort aims to change attitudes, beliefs, and ultimately influence members within targeted markets to consider military service. Virtual recruiting operations and activities should try to guide target audiences to make decisions that lead to an Army interview or follow-on discussions on what the Army can provide them in supporting future aspirations, goals, or future career paths. Examples of influence objectives include getting a commitment to an appointment for an Army interview, generating a referral or lead, someone asking for more information about the Army. The influence line of effort also includes actions designed to develop Community Partnerships and Advocates for military service and our recruiting efforts. This type of influence seeks to create and strengthen relationships within the community and key market segments. Effective virtual recruiting helps leverage relationships based on trust and mutual confidence, demonstrating how the U.S. Army provides benefit to others' objectives. Capabilities that primarily support the influence line of effort includes the leadership and personal example of the recruiter as the two most important factors influencing the young person considering military service. Online persona, ethical actions, and activities are critical. The interpersonal skills and leadership that recruiters demonstrate either face-to-face or online are key factors in young person's decisions to serve.

Information Environment.

2-7. The operational environment (OE) is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (ADP 3-0). Virtual recruiting requires understanding the operational environments in terms of the virtual spectrum both internal and external systems, domains, capabilities, and threats. Information technology and capability is developing exponentially. This has created the development of 'smart technology' and 'the Internet of things' (IoT). IoT is defined as the network of physical devices, vehicles, home appliance, and other items embedded with electronics, software, sensors, actuators, and connectivity which enables these things to connect, collect and exchange data. This creates a complex relationship that exists among the operational factors—political, military, economic, social, infrastructure, information, physical environment and time (known as PMESII-PT) and mission variable (mission, enemy, time, troops available, terrain, and civilian considerations – METT-TC). In the virtual and digital spectrum, over 93 percent of civilian enterprises (i.e. '.com') have adopted IoT technology while the military ('.mil') consists of only 7% percent capability within the accession enterprise (Figure 2-2). This relationship requires commanders to holistically perceive how virtual operations and the information environment relate and affect their actions and processes. Virtual inform and influence activities focuses on shaping the information environment to achieve mission objectives.

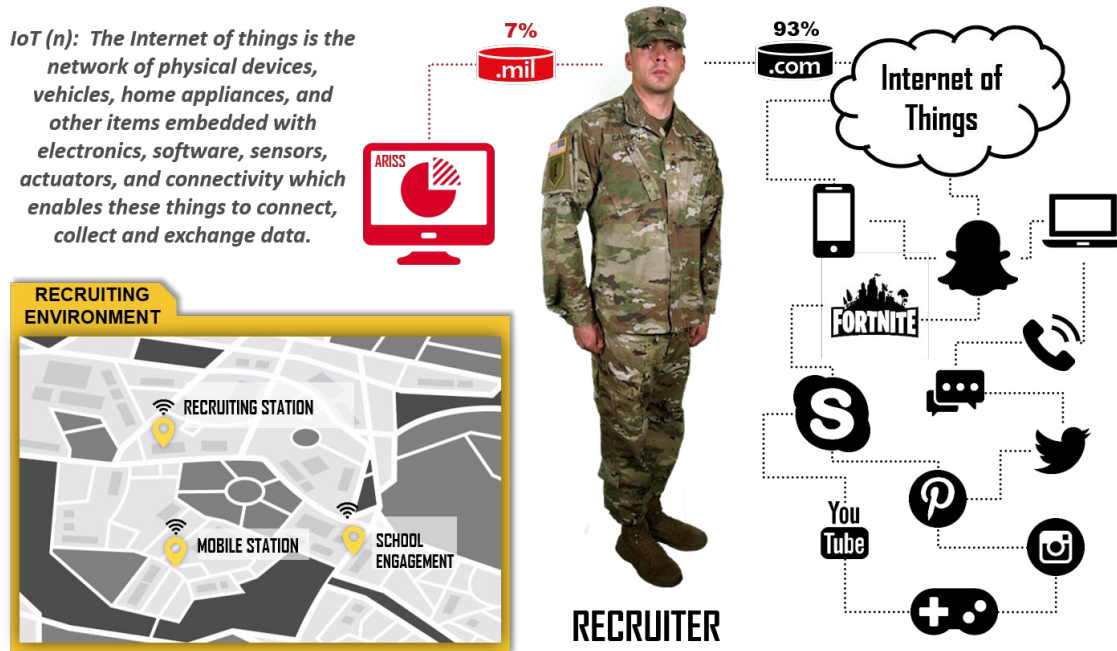


Figure 2-2. Integrating 'Smart Technology' and the 'Internet of Things' Into Virtual Recruiting.

Considerations of the Virtual Recruiting and Information Environment.

2-8. The information environment presents commanders with significant and interrelated opportunities which, if seized upon, can enhance operational success. Leveraging virtual recruiting activities and operations in the information environment effectively requires that commanders have four considerations. First, they understand the effects that virtual recruiting activates have on the information environment. Effects in the information environment affect local, regional, and national audiences with or without commanders' ability to control actions or seek the audience's consent. Commanders strive to shape and optimize these effects to support their operational objectives and commander's intent. Second, commanders recognize that virtual recruiting operations occur in full view of cyber audiences due to real-time social media and world-wide web communications capabilities. Third, commanders consider the influence of their communications on others. They consider how their units' actions, words, and messages will shape information and operational environments and affect perceptions among key recruiting markets and audiences. They shape their training and planning from this influence. Lastly, commanders respect and appreciate the various aspects of the information environment. Such aspects include social media channels of communication, key influencers in the area of operation, cultural and civil considerations, and the various audiences and stakeholders involved. Potential audiences and stakeholders include the key markets segmentations, influencers (community partners, centers of influence, parents, teachers, friends), sister services and competitors (employers, colleges), and adversaries (those that do not support recruiting efforts).

Virtual Recruiting Operations and Strategic Communication.

2-9. **Strategic communication** is efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of US Army recruiting efforts. These include interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all information instruments.

2-10. The Army Enterprise Marketing Office (AEMO) develops national level campaign marketing strategy plan and communication strategy which in turn guides the planning of inform and influence activities and virtual activities within USAREC. USAREC leaders, the staff, and subordinate commands, contribute to an integrated inform and influence operations plan—which includes virtual recruiting activities and other capabilities and processes to support information operations. The USAREC headquarters must synchronize inform and influence activities into the overall marketing campaign strategy and annual recruiting operations plan.

2-11. Virtual recruiting as part of the inform and influence activities must nest and support higher marketing efforts and strategic communications. Creating shared understanding and purpose is not simply a tactical goal but an operational and strategic one. Army recruiting efforts achieve this goal through the conduct of mission command. Mission command supports virtual recruiting information operations and strategic communication, in support of Army recruiting objectives. At the strategic level, national advertising, messaging, and branding provides the foundation of subordinate information operations and virtual activities.

2-12. Social media increases the speed in which we share information. It has also improved our transparency with the American people. More Army organizations are using social media for strategic online engagement. In addition to the USAREC, garrison environments, operational environments, and Family Readiness Groups to name a few, use social media as a way to provide information and engage their audience. Recruiters should look for ways to integrate other Army groups into their social media plan. Doing so improves your credibility and strengthens your Army Story (Figure 2-3). Visit the Army social media portal for a complete list of Army organizations that have registered their social networking services at <http://www.army.mil/socialmedia>.

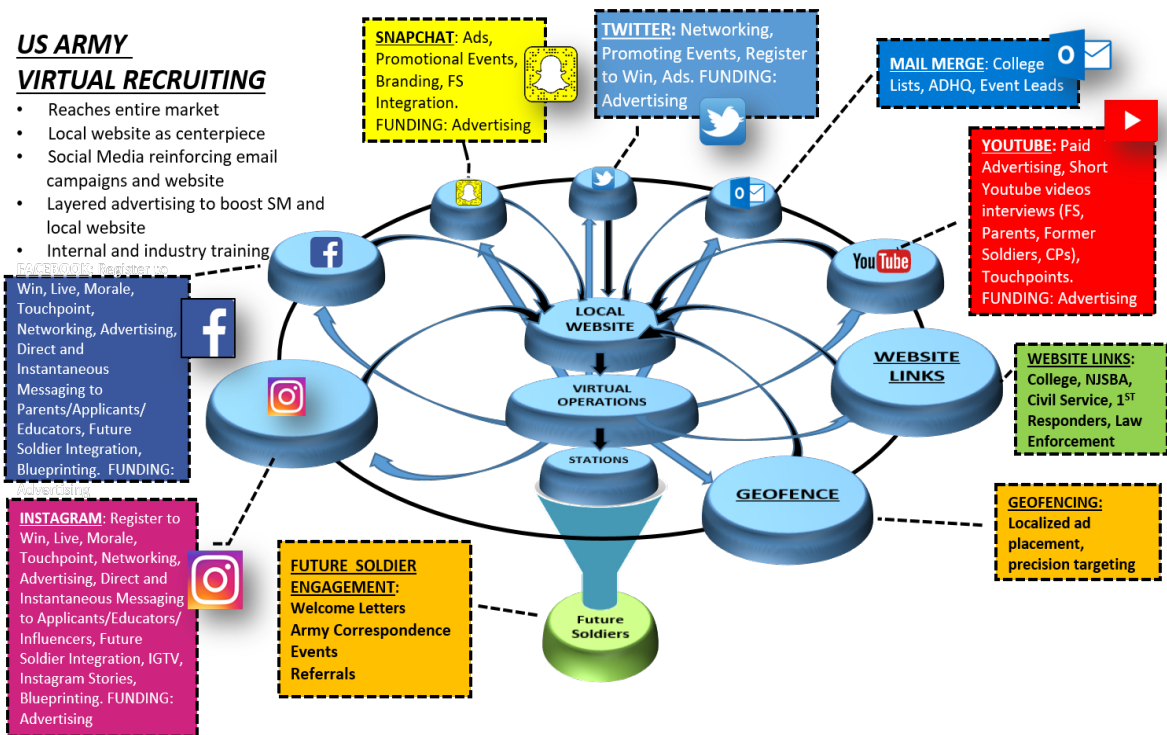


Figure 2-3. Virtual Recruiting Operation Environment.

2-13. Developing a successful social media presence does not happen overnight. A social media strategy is a continuous shaping operation that requires proper planning and execution within the approved rules of engagement. To help you manage such a time-consuming process that is increasingly complex and controlled by policies, USAREC Marketing has developed legally approved and reusable social media resources that align with our organization’s mission, the Army’s message, and current recruiting themes. Use these resources to enrich your prospecting efforts through social media and other shaping operations such as email campaigns.

The Virtual Recruiting Workspace.

2-14. The virtual recruiting workspace facilitates recruiting functions without regards to physical location, brick and mortar facilities, while simultaneously operating from multiple locations. The virtual workspace facilitates internet-based collaboration and the conduct of recruiting operations over email, internet, and social media platforms, and video applications. The workplace gives recruiters the ability to interface with fellow recruiters, leadership, and members of their staff, while communicating with leads, prospects, applicants, and Future Soldiers through virtual applications and platforms using electronic means and smart technology. (See Figure 2-4).

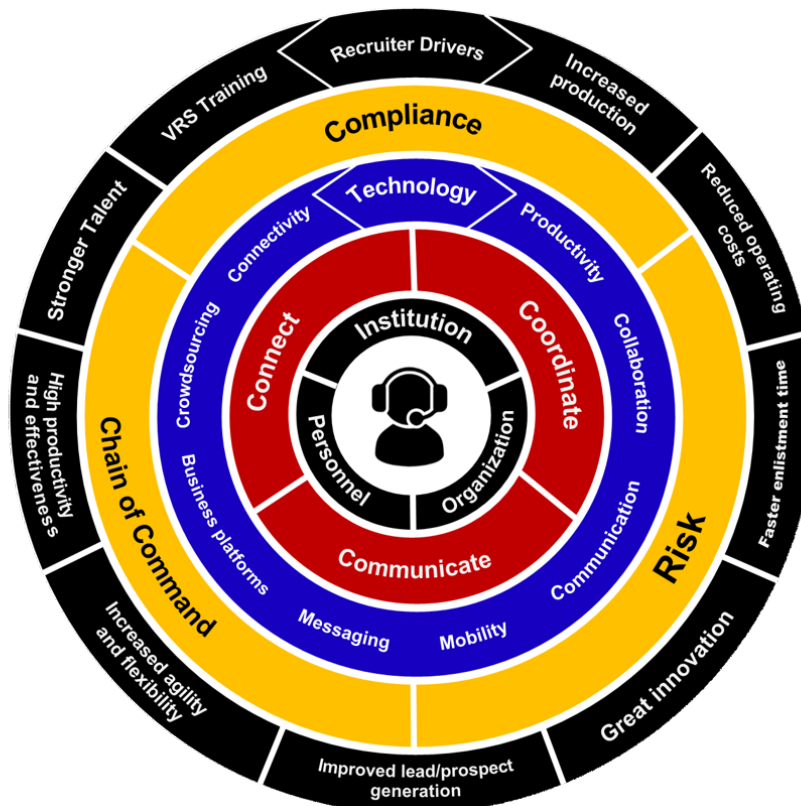


Figure 2-4. Virtual Recruiting Workspace

Decisive, Shaping, and Sustaining Operations.

2-15. Planning and execution of virtual recruiting activities includes simultaneous actions in decisive, shaping, and sustaining operations. Virtual recruiting operations must support multiple desired effects ranging from informing and influencing target markets to supporting recruiters executing the eight recruiting functions. What is also crucial for virtual inform and influence activities are the second and third order effects from operations driven by the various audience perceptions and how commanders can mitigate negative reactions and exploit positive ones.

2-16. Commanders and staffs synchronize decisive, shaping, and sustaining inform and influence activities to produce complementary and reinforcing effects. Virtual inform and influence activities simultaneously supports decisive, shaping, and sustaining operations. Conducting virtual inform and influence activities independently detracts from the efficient employment of information-related capabilities. Without simultaneous support to decisive, shaping, and sustaining operations, redundant employment of information-related capabilities leads to inefficient use of resources. Likewise, uncoordinated efforts increase to potential compromise of marketing messages and information fratricide.

Individual Virtual Recruiting Operations and Processes

2-17. At the recruiter level, virtual recruiting follows the same processes and principles to that of normal face-to-face recruiting activities and functions. Virtual recruiting allows for the employment of some, all, or a mixture of virtual and face-to-face recruiting.

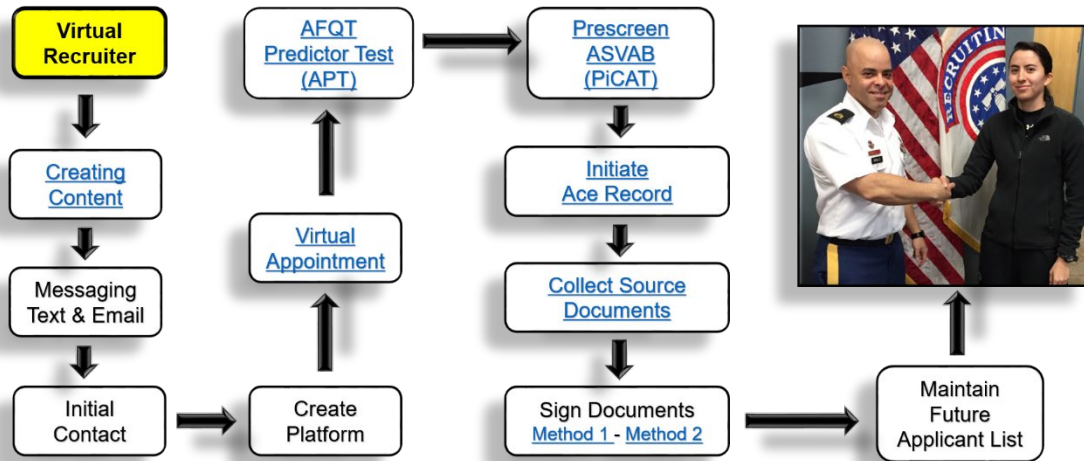


Figure 2-5. Virtual Recruiting Process Flowchart

Creating Content.

2-18. Content creation is the process of identifying topics you want to write about, deciding which form you want the content to take, and formalizing a strategy (keyword or otherwise), and then producing it. In creating content ensure you:

- a. Create local content for your area
- b. Coordinate and Sync with your A&PA and VRS for assistance
- c. Post branding message from USAREC PAO, G-7, VRD team, BDE/BN A&PA, and the VRS
- d. What is trending in your local community or higher?
- e. Create hashtags (#) and research trending hashtags for your area of operation
- f. Tag your Target audience, research what their handle (@) is and add to your posts
- g. Make it FUN
- h. Make it Interesting
- i. Keep it professional
- j. Spell Check your work

Messaging Text & Email.

2-19. Texting provides a more urgent mode of communication where messages can be exchanged almost instantly between the sender and the recipient. Emails are only read when the recipient opens and views it, whereas text messages are displayed on the recipient's mobile device instantly. While email open rates are roughly 20 percent, text messages have an open rate of 98. In creating Messaging Text and Email, ensure:

- a. Be Creative – Make your content fun and appealing
- b. Be Compassionate – No memes of current issues or controversies; appeal to the human aspect of what is going on the world, be supportive
- c. Use “Call to Service” content – Soldiers doing things in the community to help civilians

- d. Use hashtags - #hashtags that can be followed not only locally but nationally
- e. Engage with everyone that comments on your posts
- f. Report TTPs to the USAREC VRD
- g. Keep it professional
- h. Spell check your work

Text Template example: <Name of lead> we understand that it is a difficult time for many. Our Army team is available to answer questions if you are interested in serving in the future. – <Recruiter Name>

Email Template example: <NAME of lead/college student/hs student> over the past few weeks many changes have been made to the way we all conduct business. In light of the current situation, we are making some temporary changes to our business practices. We want you to know we are still here if you want to serve or ask questions about the Army or Army Reserve. We are conducting appointments over Skype or Facetime. If you or someone you know wants to serve, ask questions please let us know, so we can schedule a virtual meeting. I hope you stay safe during this difficult time.

V/R,

Signature Block

Skype Name

Cell

#CallToService and Other Local Hashtags

Your Station Handle For Facebook/Instagram

Figure 2-6. Example Email and Text Templates.

Initial Contact.

2-20. Initial contact is so important because it is the moment that a potential lead or prospect forms their first opinion about you, and chances are that it will be difficult to change that first opinion (either good or bad). Steps in making initial virtual contact:

- a. Introductions (Recruiter 101 learned at the ARC)
- b. Rapport Building – Do not refine over social media, get them to text you etc.
- c. Trust and Credibility / Respect their goals and passions
- d. Identify Goals and why Plans are needed
- e. Engender a Commitment (overcome objections/obstacles if necessary)
- f. Pre-Qualify Prospect (APPLEMDT) – Privacy Act of 1974
- g. Confirm Date, Time, and Platform for appointment (Skype or FaceTime only)
- h. Request a Referral

Create Platform.

2-21. A platform is a group of technologies that are used as a base upon which other applications, processes or technologies are developed. In virtual recruiting, recruiters should setup a Skype account and know how to use the platforms.

a. Watch YouTube video: <https://youtu.be/RGrKxtbSqN8> (6:13)

b. Because of laws concerning the use and storing of personal identifiable information (PII) the only currently approved methods is “Skype, Facetime, Zoomgov.com (paid account), MS Teams, Webex, and GoToMeeting (paid account).” To protect the identity of the prospect during this time.

Note: FaceTime is only for those that have Apple Devices.

Virtual Appointment.

2-22. When conducting a virtual appointment review the following link on how to set one up: <https://www.milsuite.mil/book/leadercasts/10762>

a. Be Professional (In Uniform and Shaved)

b. Conduct the Interview as if you were actually sitting face to face with prospect

c. Use slides developed by you to help during the Army Interview. Use your evident book and other associated resources to develop your slides - email to the applicant and go through with them about your Army Story

d. Capture data

e. Establish Trust and Credibility

f. Verify Basic Eligibility (APPLEMDT)

g. Identify Goals/Passions

h. Generate and Compare alternatives

i. Ask to Join the Army (if YES discuss process; if NO attempt to overcome obstacles)

j. Once Committed discuss the way ahead – APT, PICAT, Safe Website, ACE, etc.

AFQT Predictor Test (APT).

2-23. The APT predicts performance on the Armed Forces Qualification Test. People with high scores on this test have a better chance of qualifying for entry into the military and into select jobs within the military. See <https://www.dmdc.osd.mil/icat/apt>

a. Register the applicant for the APT – Give Applicant Rules

b. Do not use a calculator

c. Do not use the internet

d. Do not use your phone

e. Do not get help from anyone

f. Use scratch paper and a pen

g. Once they pass the APT go on to the next step

Prescreen ASVAB (PiCAT).

2-24. PiCAT, which stands for Pre-screening internet-delivered Computer Adaptive Test, is done on the test taker's own time at home or on any computer where the test-taker can work without interruptions. See <https://icat.dmdc.mil/icat/picat>

- a. Register the applicant for the PiCAT – Give Applicant Rules
- b. Do not use a calculator
- c. Do not use the internet
- d. Do not use your phone
- e. Do not get help from anyone
- f. Use scratch paper and a pen
- g. Currently the PiCAT is currently valid for 45 days.
- h. Keep up on current guidance published by UM, OPORDS, etc.

Initiate an Army Career Explorer (ACE) Record.

2-25. The <https://www.milsuite.mil/book/docs/DOC-841384>

Collect Source Documents.

2-26. <https://www.milsuite.mil/book/docs/DOC-841402>

2-27. Sign Documents.

- a. Method 1: <https://www.milsuite.mil/book/docs/DOC-841407>
- b. Method 2: <https://www.milsuite.mil/book/docs/DOC-841405>

Maintain Future Applicant List.

2-28. Once the packet is complete a ghost projection can be made to populate OPS inbox.

- a. Track each complete packet and count as an enlistment for the month
- b. Will need to conduct Live Scan (Once MEPS Opens)
- c. May need a High School/College Letter (Once Schools Open)
- d. Each Future Applicant is completely done, count this as a contract for the station
- e. Treat these Applicants as future Soldiers
- f. Update contact history every 14 days
- g. Any other requirements that command requests

Chapter 3

Roles, Responsibilities, and Organizations of Virtual Recruiting Activities

“A lot of knowledge in any kind of an organization is what we call task knowledge. These are things that people who have been there a long time understand are important, but they may not know how to talk about them. It's often called the culture of the organization.”

- Howard Gardner

3-1. The chapter discuss the roles, responsibilities, and organizations of virtual inform and influence activities. It first discusses the role of the commander. Then it discusses the roles of the respective higher echelon staffs. Lastly it discusses the role of others – virtual operations working group and other the information operations leaders.

Role of the Commander.

3-2. Commanders lead Inform and Influence activities with support by the entire staff. Commanders acknowledge the social aspects and dynamics of different languages and influences of the information environment. Through mission command, virtual inform and influence activities address the audiences in each area of operations and recruiting markets.

3-3. Commanders establish and synchronize information themes and messages to inform audiences and decision makers. The audiences are friendly, both domestic and foreign. These themes and messages influence specific foreign audiences, adversary and enemy audiences, and decision makers.

3-4. Commanders incorporate cultural awareness, relevant social and political factors, and other informational aspects. These aspects relate to the mission in how commanders understand and visualize the end state and throughout operational design.

3-5. Commanders, with the advice from the staff, assess and reassess how their staff uses the inform and influence lines of effort to achieve their commander's intent with all audiences.

3-6. The commander's intent drives the military decision making process, enabling units to incorporate inform and influence activities into each operation. The commander's intent envisions a future state. It acknowledges and incorporates the effects of people on the area of operations. The commander's intent enables the staff and subordinate units to focus planning efforts on an envisioned future end-state. The staff and subordinate units must change attitudes, perceptions, and behavior about military service. Reaching that desired end state involves breaking stereotypes and foster wider and more enduring support among other audiences. These audiences range from the U.S. audiences as a whole down to specific recruiting demographics, markets, and influencers.

Role of USAREC Virtual Recruiting Assets.

3-7. **Role of the ACoFS G 7.** The ACoFS G-7 is the principle staff officer responsible for integrating the outward face of Army recruiting through outreach events, marketing materials (paid and non-paid), and social media execution for external marketing. The G-7 develops and interprets education policy as it pertains to the enlistment eligibility process in coordination with Office of the Secretary of Defense (OSD) accessions policy on education. Functions include:

a. Develop and execute annual advertising, education, marketing, outreach plans. Leverages research in the production of all released products.

b. Manage the development, creation, production and quality of advertising materials for the RA, AR, special missions, Army Medical Department (AMEDD), and local recruiting advertising programs.

c. Ensure local marketing plans and locally developed creative materials are synchronized with the national strategy.

d. Primary education advisor, conducting education outreach and education policy development to support recruiting operations.

e. Develop and maintain USAREC sponsorships and outreach with academia organizations and associations.

f. Provide technical guidance and training for education, advertising, marketing, and promotional, programs at brigades and battalions.

g. Executive agent for Enterprise Marketing Management (EMM) system execution, VAMP funds allocation/marketing analysis and compliance with CG's marketing guidance.

h. Provide traditional and non-traditional media planning and placement for USAREC Headquarters media support ISO the command's mission requirements.

3-8. Role of the USAREC Public Affairs Office. The USAREC Public Affairs mission is to establish and sustain a command-wide synchronized communication program that enables the command's mission and the commanding general's priorities, while informing internal and external publics, and fulfilling the Army's obligation to keep the American people and the Army informed as established in Title 10, USC. Functions include:

a. Advisor to the commander and staff. Principal staff assistant and advisor to the CG, USAREC in execution of public affairs responsibilities, while assisting the commander in understanding the information needs and expectations of Soldiers, family members, and all other affected publics.

b. Public information. Develops and sustains positive relations with traditional, nontraditional and social media outlets; facilitates HQ USAREC engagements. Provides managements and oversight for all public-facing communication tools, to include the command website and social media pages.

c. Command information. Synchronizes internal news and information to promote awareness and understanding of command-wide missions, initiatives, and successes to help members of the command understand organizational goals, operations and significant developments.

d. Community engagement. Develops and sustains positive relations with the community to enhance the understanding and support for the Army, Soldiers, operations and activities. Orchestrates an effective command-wide community relations program to support the commander's communication objectives. Assists in identifying potential community partners and recommending opportunities for military engagement.

e. Public affairs planning. Generates and implements strategic, operational, and tactical public affairs plans. Synchronizes an externally-focused command-wide communication program in support of USAREC plans and orders.

f. Public affairs administration. Serves as the functional public affairs chain of command between subordinate units, HQ USAREC, TRADOC, the U.S. Army Office of the Chief of Public Affairs and Office of the Assistant Secretary of Defense for Public Affairs.

g. Public affairs assessment. Assesses the information environment with primary emphasis placed on identifying, measuring and evaluating the implications of the external information environment that public affairs does not control, but can inform through a coherent, comprehensive public affairs strategy and its early integration into the commander's planning and decision making process.

h. Communications strategy. USAREC office of primary responsibility for developing and enabling a consistent communication strategy across the command.

3-9. Role of the USAREC G-3 Virtual Recruiting Division (VRD). The USAREC Virtual Recruiting Division is located in HQ USAREC G-3. The VRD's primary responsibility is to guide, assist and direct the VRC and VRSs on virtual recruiting operations. The VRD develops and updates training support packages and training sustainment programs and doctrine as needed. The VRD assist brigades in support of battalion VRSs when necessary and monitor and moderates the VRC/VRS social media platforms. The VRD also captures lessons learned, tactics, techniques and procedures on the USAREC VRD Milbook page located at

<https://www.milsuite.mil/book/community/spaces/apf/recruitingpronet/virtual-recruiting-stations-virtual-recruiting-teams>

3-10. Role of the Virtual Recruiting Center (VRC). VRC is comprised of contracted civilian employees that are responsible for the refinement and pre-qualification of leads from various Army and national sources. The VRC manages Army Career Explorer (ACE) applications and responds to GoArmy.com email requests for information. The VRC manages, monitors, and creates content for multiple Social Media Platforms in support of Future Soldier (FS) Sustainment, FS Family Information, and Special Operation Recruiting Battalion (SORB). Manage the Lead Refinement Center and Brigade Support Team, manages Future Soldier & the Family Information Center, Special Missions of both AMEDD Direct Commissions and both In-Service SORB and 153A WOFT, OCS, Chaplain, ROTC, and Inter-Service Transfer requests for information.

3-11. Role of the G-5 Fires, Effects, Coordination Cell (FECC). The G-5 FECC facilitates the integration, coordination, and synchronization process to allocate assets with high payoff events aligned with USAREC mission, geographic, and demographic priorities. The FECC plans and synchronizes operations with TRADOC, USARC, OCPA, MDW, FORSCOM, and USACC. It is the lead for USAREC Targeting Working Group/Board and Targeting Collection Working Group. Additionally, the FECC participates in battle rhythm events and Operational Planning Teams (OPT) to maintain a Common Operating Picture (COP) across USAREC and brigade areas of operations

Role of Brigade Virtual Recruiting Assets.

3-12. Advertising and Public Affairs (A&PA). The A&PA supports the brigade recruiting mission objectives through advertising and promotional activities. The A&PA develops, coordinates, executes, and monitors Army advertising, public relations, and recruiting promotion programs and provides technical assistance to subordinate unit elements. The primary role of A&PA staff is to execute A&PA programs to support recruiting and accessions requirements. This staff section holds a wealth of institutional knowledge where all the market intelligence comes together and develops strategies to deploy resources to high payoff targets.

3-13. Role of the Virtual Recruiting Liaison (VRL). Brigade liaisons primary responsibilities are to synchronize virtual recruiting efforts and operations across their Battalions. The VRL are responsible to coordinate and synchronize their efforts with the USAREC G-3 Virtual Recruiting Division and assist each VRS with decisive, shaping, and sustainment operations. The Brigade VRL position may be held by any DoD employee (NCO, Commissioned Officer, or DA Civilian).

3-14. Role of S-6. The information management specialist advises the commander, staff, and battalion information managers on all technical issues. The S-6 conducts formal information studies and mission analysis to determine information technology requirements and develops the recommended information architecture. The S-6 recommends any major changes in the information architecture to higher headquarters and confers with the commander, staff, and users to obtain input on local information management requirements. They participate in the Information Management Working Advisory Group (IMWAG), which performs long- and short-range information management architecture planning and recommends information technology (IT) requirements. The S-6 plans, integrates, coordinates, and evaluates brigade and battalion information requirements to develop and maintain their information architecture and management plan. The IM is the brigade advisor on all matters relating to information management hardware and software assets.

Role of Battalion Virtual Recruiting Assets.

3-15. Role of the S-3 (Recruiting Operations). The S-3 section is the commander's primary staff element for planning, coordinating, prioritizing, and synchronizing all operations. The S-3 uses data from various staff elements to develop the battalion's Annual Operations Plan. Responsible for the operational control of the VRS.

3-16. Role of the Virtual Recruiting Station (VRS). Embedded within the S-3, the Virtual Recruiting Station (VRS) facilitates decisive, shaping, and sustaining operations within the United States Army Recruiting Command using virtual platforms. Through content creation and digital marketing analysis in collaboration with market intelligence, the VRSs are responsible for virtual lead generation, lead refinement, and prospecting through decisive targeting within the battalion area of operations. The VRSs conduct shaping operations in support of the commanders' intent to build relationships with community partners, promote and support Army events, and influence each generation of the American people.

3-17. The VRS Station Commander receives direct guidance from the battalion commander; collaborates with battalion fusion and targeting cells; collects, analyzes, and reports on return of investment (ROI) of all digital efforts in prospecting and marketing. Works regularly with web content and the USAREC Battalion Advertising and Public Affairs (A&PA) to ensure content integration and synchronization between the USAREC website and social media platforms. The VRS provides training and oversight to all personnel assigned to the battalion in virtual prospecting techniques, social media security measures, and regulatory guidance and compliance.

3-18. Role of the Advertising and Public Affairs (A&PA). The primary role of battalion level A&PA staff is to execute A&PA programs to support recruiting and accessions requirements. This staff section holds a wealth of institutional knowledge where all the market intelligence comes together and develops strategies to deploy resources to high payoff targets. Ensuring the right message in the right market at the right time in the right language is essential for the success of A&PA campaigns. The A&PA has a social media specialist to assist in creating social media content and websites.

3-19. Role of the S-2 (Market and Mission Analysis). The S-2 is responsible for providing timely and accurate intelligence analysis and products in support of the commander, subordinate units, and coordinating staff. The analysis is determined using the four primary S-2 functions. The four functions are (1) Market intelligence and analysis, (2) positioning the force, (3) distributing the mission to the force, and (4) supporting the targeting process. Market intelligence alerts commanders to changes in the market and helps pinpoint the best time and place for operations while positioning the force and distributing the mission for success. Supporting the targeting process requires the S-2 to provide market intelligence, which is the starting point for all targeting and fusion cell decisions. The S-2 conducts the Intelligence Preparation of the Battlefield (IPB) in support of the MDMP process.

Role of Recruiting Company and Station Assets.

3-20. **Role of the Company.** Recruiting companies should identify personal to serve in an additional duty position of a company virtual recruiting team (VRT). The team is located within the company or stations and serving as a liaison for the company to sync efforts between the VRS and the recruiting company. Responsibilities of the VRT include but are not limited to, sending weekly updates to the VRS consisting of the status of all leads passed to the stations. Receiving refined leads from the VRS and ensuring that all leads are contacted and appointments are made within 24 hours of receiving the leads. Ensuring that no lead received from the VRS is terminated or rebuilt within the Recruiter Zone (RZ) system. Ensuring that if a lead is terminated, the Station Commander or recruiter annotates the reason for termination in the comments section in Recruiter Zone. The reason for termination is essential to conduct analysis and to refine the targeting process at the company and battalion level. The company VRT will also be the primary trainers on virtual prospecting.

3-21. **Role of the Recruiting Station Commander.** The recruiting station commander plays a crucial role in the planning, execution and assessment of recruiting operations. The station commander directs the recruiting force to engage the target market to engender a commitment to serve. The station commander is responsible and accountable for recruiting mission accomplishment, leader development, training, and the health and welfare of the recruiters assigned to the station. The station commander develops the stations plan and uses Troop Leading Procedures (TLP) to provide predictability to the recruiting force and synchronize operations to accomplish the mission. This includes all aspects of virtual recruiting operations and functions. Recruiting station commanders leverage all available information systems to lead their recruiting force to mission success.

3-22. Station commanders should develop cohesive relationships with the battalion VRS. As an internal asset at the battalion level, the VRS can assist in promoting upcoming events, target specific audiences, and assist in lead generation through social media and other virtual avenues.

3-23. **Role of the Recruiter.** The recruiter is the most important asset in conducting recruiting operations and functions. As the primary executor of virtual recruiting functions, the recruiter must master the numerous virtual tools and techniques available to primarily virtually prospect and perform other recruiting tasks virtually. Social networks and social media provide new ways for the recruiting force to engage the target market and key influencers. These virtual sites enable recruiters to communicate with prospects, Future Soldiers, influencers, and the public to tell the Army story and increase awareness of Army opportunities.

3-24. Although there is a designated VRS at every battalion, virtual prospecting is an effective method of prospecting that every recruiter should use. Virtual prospecting consists of contacting and engaging individuals through e-mail, social media, and the Internet. Virtual prospecting is highly efficient and enables the station to reach large audiences. Recruiters use virtual prospecting in the in-service and professional markets, and may obtain good results from virtual prospecting in the enlisted market when incorporated into the station's larger prospecting plan.

3-25. Recruiters use various methods to find and contact potential leads via social media. While direct search and engagement is one method (the equivalent to a cold-calling), the alternative is to draw potential leads into your social media presence. Recruiters accomplish this by two methods, posting content and hosting virtual events. Virtual events can target the micro level with an intended audience comparable to a classroom presentation or the macro level equivalent to a State Fair. The elements of planning, preparing and conducting virtual events are exportable to both micro and macro level events, the difference is the amount of resources needed to plan, prepare and host. A single recruiter can plan, prepare and host their own micro-level virtual event. (See Appendix C)

Chapter 4

Integration of Virtual Recruiting Activities

“Instead of using technology to automate processes, think about using technology to enhance human interaction.”

- Tony Zambito

Inform and Influence Activates As an Integrating Faction.

4-1. Inform and influence activities (II2) is an integrating function. It owns no capabilities but rather holistically ties together recruiting tasks and function-related capabilities to achieve the commander's intent and operational recruiting objectives. As previously stated, virtual recruiting is an integral part of II2 operations. Like command itself, virtual recruiting integration is both art and science. Since it involves not only achieving effects in the physical dimension but also in the informational and cognitive dimensions, it is less about certainty and more about probability. Integration attempts to maximize the probability of achieving effects favorable to the commander's desired end state.

4-2. To integrate inform and influence activities effectively, commanders—

- Understand the operational and information environments.
- Frame their commander's intent and mission narrative not only with the physical end state in mind but also the informational end state.
- Consider the informational aspects of operations. In other words, they continually ask how relevant audiences perceive operations and how they can shape these perceptions to their benefit.
- Lead the military decision making process with inform and influence activities in mind.
- Frame themes and messages.
- Ensure that themes, messages, and actions interrelate and are cohesive.
- Develop their engagement strategy, including media engagements, Soldier and leader engagements, civil affairs engagements, and diplomatic engagements.
- Engage Army advocates who will help to shape the desired end state,

4-3. All assets and capabilities at a commander's disposal have the capacity to inform and influence selected audiences to varying degrees. While specific assets termed as “information-related capabilities” are information-centric in mission and purpose, others are standard capabilities that recruiting personnel use for planning to support commanders' information strategy and mission objectives. The primary information-related capabilities that support inform and influence activities typically include, but are not limited to advertising and public affairs, TAIR assets, recruiters, and leader engagement, and others so designated by a commander. In addition to the primary information-related capabilities, we must now provide further consideration and planning for virtual recruiting activities and capabilities designed to inform or influence that commanders can designate to assist in achieving recruiting mission objectives or supporting mission accomplishment plan (MAP) goals. Success depends on commanders, staffs, and recruiters to effectively plan for and employing all available virtual tactics and techniques to best shape the information environment.

Virtual IIA and the Military Decision Making Process

4-4. The military decision making process (MDMP) is a seven-step process done sequentially. The staff analyzes each problem that the unit needs to address using this process to determine the proper requirements for addressing the problem.

4-5. The MDMP unifies the efforts of each staff section to solve a problem. Each staff section provides a piece contributing to the whole solution. Inform and influence activities frames the problem and conceives solutions by focusing the information environment and the effects of this environment on other efforts. For example, if the problem is that military service is only a job of last resort or does not provide any opportunities, then a solution might involve presenting a counter narrative to illustrate Army opportunities and career paths. Implementing this solution means understanding how the local populace receives information, who they trust and listen to, what messages will resonate effectively, and which channels of communications have the widest appeal and staying power.

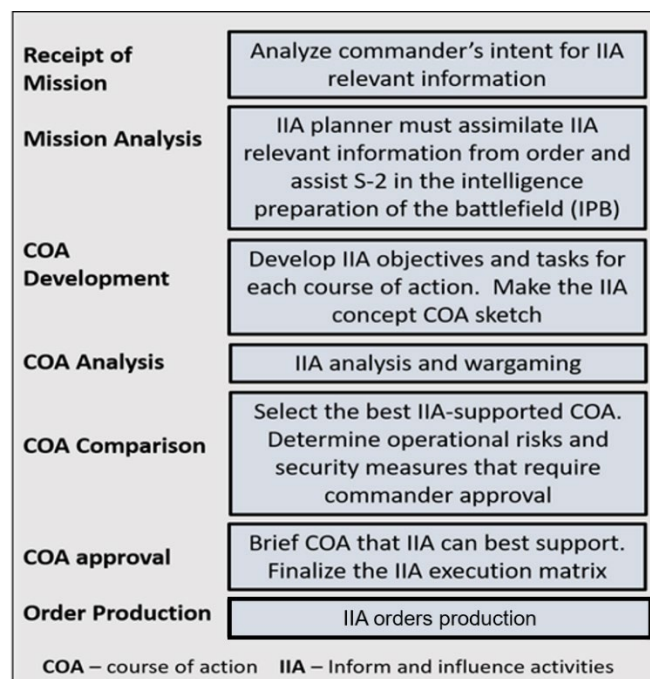


Figure 4-1. The MDMP from a Virtual Inform and Influence Activities (IIA) Perspective.

4-6. From an inform and influence activities perspective, the MDMP would look like figure 4-1.

4-7. For each step in the MDMP, the G-7, Public Affairs Officer (PAO) or the A&PA is responsible for actions and planning products that paragraphs 4-8 through 4-18 discuss.

4-8. The PAO is responsible for developing and enabling a consistent communication strategy across the command that synchronizes an externally-focused command-wide communication program in support of USAREC plans and orders. The G-7 is Develop and execute annual advertising, education, marketing, and outreach plans

Receipt of Mission.

4-9. In the receipt of mission, the G-7, PAO, G-5 FECC, and VRD (USAREC Staff) or A&PA and VRS (Brigade/Battalion Staff) participates in commander's initial assessment actions, receives the

commander's initial guidance, and performs an initial virtual inform and influence activities assessment. Lastly, these representatives prepares for subsequent planning.

4-10. During receipt of mission, the staff updates the inform and influence activities estimate. The staff also creates inform and influence activities planning products. They—

- Develop input to initial intelligence preparation of the battlefield, including initial essential 49 elements of friendly information.
- Develop input to initial intelligence asset tasking.
- Submit information requirements in support of inform and influence activities concerning adversary capability to collect essential elements of friendly information to G-2 (S-2).
- Develop an inform and influence activities input to a warning order. Input includes initial essential elements of friendly information.

Mission Analysis.

4-11. During mission analysis, the G-7, PAO, G-5 FECC, and VRD (A&PA and VRS) assists the G-2 (S-2) in conducting intelligence preparation of the battlefield; submits information on threat information operations capabilities and vulnerabilities; and submits inform and influence activities input to intelligence preparation of the battlefield products. This officer coordinates inform and influence activities intelligence support requirements with the collection manager. Lastly the G-5 FECC, G-7, PAO and VRD (A&PA and VRS) ensures the G-2 (S-2) staff clearly understands the intelligence support and products required for virtual inform and influence activities planning and execution.

4-12. The staff produces key inform and influence activities planning products during mission analysis. For the inform and influence activities portion of mission analysis brief, they detail applicable concepts and objectives; intelligence preparation of the battlefield tasks, assets, critical factors, and assumptions; risk assessment; and information requirements. Other specific inform and influence activities products include—

- Requests for information for intelligence support.
- A refined inform and influence activities estimate.
- A statement of the inform and influence activities strategy.

Course of Action Development.

4-13. During course of action development, the G-5 FECC, along with the G-7, PAO, and VRD (A&PA and VRS) provides advice on the potential impact of IIA activities and related actions on audiences or targeted areas. The G-5 FECC focuses inform and influence activities planning efforts on achieving operational advantage at the decision point in each course of action. Lastly, the G-5 FECC, G-7, PAO, (A&PA and VRS) develops schemes of support and objectives as part of targeting in support of inform and influence activities and input to a high-payoff target list for each course of action.

4-14. The staff produces key inform and influence activities planning products during course of action development. These include—

- Objectives and tasks for virtual inform and influence activities annotated on the G-3 (S-3) sketch.
- The concept for the inform and influence activities graphic (virtual inform and influence activities specific course of action sketch).
- A draft task organization and synchronization input for virtual inform and influence activities.

- A high-payoff target list.
- An inform and influence activities assessment plan.

4-15. During course of action analysis, the G-7 and PAO, (A&PA and VRS) assists the G-2 (S-2) by providing input on high-value targets, develops a virtual inform and influence activities concept. This concept supports each friendly course of action, addresses critical events, and reviews and refines task organization of information-related capabilities in support of inform and influence activities.

4-16. The key inform and influence activities planning products built during course of action analysis include an inform and influence activities war gaming worksheet and a draft task organization of information-related capabilities in support of inform and influence activities. As a result of war gaming, the staff also refines and integrates inform and influence activities information requirements and essential elements of friendly information into the operational concept. Additionally as a result of war gaming, the staff hones and synchronizes core tasks for the inform and influence activities annex.

Course of Action Comparison.

4-17. During course of action comparison, the G-7 and PAO, (A&PA and VRS) provides input. This input applies to course of action selection and evaluation criteria, inform and influence activities planning products, and an inform and influence activities course of action decision matrix.

Course of Action Approval.

4-18. During course of action approval, the G-7 and PAO (A&PA and VRS) participates in the course of action selection briefing. These representatives must prepare to discuss how information-related capabilities support each course of action. The G-7 and PAO (A&PA and VRS) helps finalize the commander's intent based on course of action selected. The output from the IIA Working Group is a finalized inform and influence activities execution matrix. (See Chapter 5, Figure 5-4).

Orders Production.

4-19. During order production, the G-7 and PAO (A&PA) produces Marketing and Messaging plans as part of the inform and influence activities orders. The G-5 FECC, along with G-7 and PAO representative also produces or assists in the following planning products:

- Paragraph 3.a. (subparagraph 7), paragraph 3.b, and paragraph 3.c of the base order.
- Create Appendix J (Information and Influence Activities) Appendix 1 (Public Affairs), Appendix 2 (Advertising and Marketing Plan), and Appendix 3 (Outreach).
- Input to other functional area annexes Marketing Strategic Communications as required.

Chapter 5

Targeting and Virtual Recruiting Activities

“Target development is the systematic examination of potential target systems and their components, individual targets, and even elements of targets to determine the necessary type and duration of the action that must be exerted on each target to create an effect that is consistent with the commander’s specific objectives.”

- Joint Publication [JP] 3-60.

Targeting Integration and Methodologies

5-1. Targeting and IIA are both integrating processes that affect and reinforce the other. As figure 5-1 reveals, virtual recruiting activities of inform and influence are added to the list of delivery effects that the targeting process seeks to achieve. Information-related capabilities provide assets that detect targets, deliver effects, and then assess these effects. For example, individual recruiters can provide spot reports after interacting with target markets. These reports support detection efforts. VRSs can provide virtual recruiting activity assistance that ultimately seeks to build credibility and generate leads. The VRC along with the G-2 assets assess the impact of a specific campaign or operation by analyzing media reports.

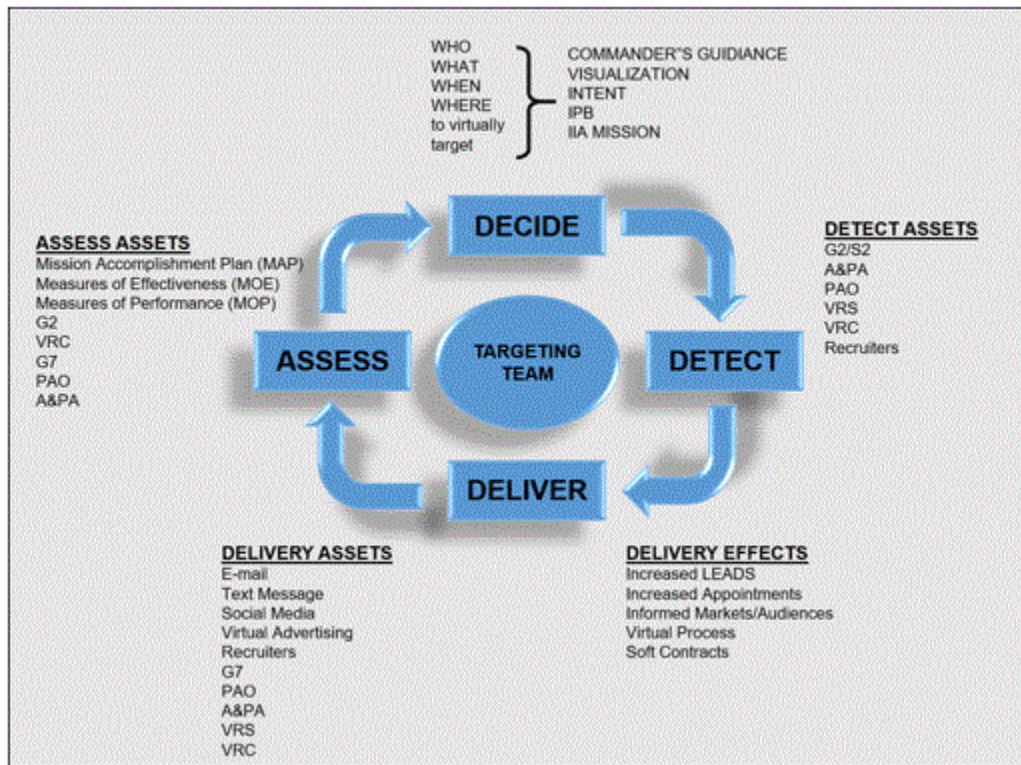


Figure 5-1. The Army Targeting Methodology and Integration of virtual Inform and Influence Activities (IIA).

The Targeting Process

5-2. Targeting is the process of selecting and prioritizing targets and matching the appropriate response to them. Targeting requires consideration of operational requirements and internal and external capabilities. Targeting is continuously refined and adjusted between the commander and staff as the recruiting operation unfolds. A target is an entity or object considered for possible engagement or other action. Today's complex operational environment requires the integration of myriad influencing assets. The targeting process weighs the benefits and the cost of influencing various targets or markets in order to determine which targets, if engaged, are most likely to contribute to achieving the desired end state. Adhering to four targeting principles should increase the probability of creating desired effects and influencing targeted markets. These principles are—

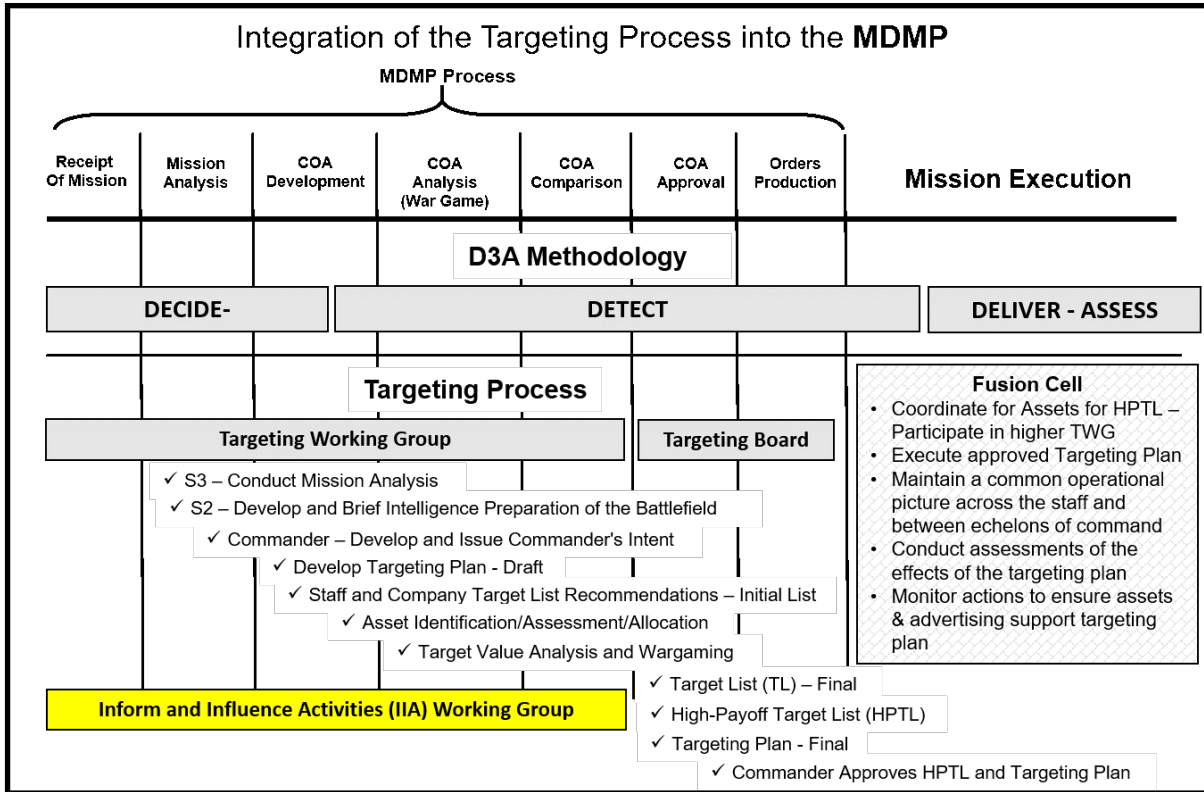
- The targeting process focuses on achieving the commander's objectives. It is the function of targeting to achieve efficiently those objectives within the parameters set at the USAREC, brigade, and battalion, levels. Every target nominated must contribute to attaining the commander's objectives and ultimately impacts recruiting markets by increasing recruiting lead and prospect generation.
- Targeting is concerned with the creation of specific desired effects through recruiting asset allocation to include information and influencing actions. Target analysis considers all possible means to achieve desired effects, drawing from all available capabilities. The art of targeting seeks to achieve desired effects with the least risk and expenditure of time and resources.
- Targeting is a command function that requires the participation of many disciplines. This entails participation from all elements of the unit staff, special staff, special augmentees, other agencies, organizations, and community partners. Many of the participants may directly aid the targeting effort while working at locations vast distances from the unit. Company and station level elements frequently have access to 'bottom up' intelligence and must play an active role in the targeting process.
- A targeting methodology is a rational and iterative process that methodically analyzes, prioritizes, and assigns assets against targets systematically to achieve those effects that will contribute to achieving the commander's objectives.

5-3. Virtual IIA supports the targeting process while the targeting process helps to shape how a commander informs and influences audiences. Audiences include all relevant people—target markets, community partners, and adversaries—in and beyond the area of operations. In practical terms, this means that the G-7 and PAO (A&PA), the inform and influence activities participants in the working group have the following concurrent tasks:

- Contribute to the targeting process by identifying, delivering, and assessing potential target sets and targets.
- Integrate and synchronize available information-related capabilities to achieve target objectives and, more broadly, the effects necessary to support the commander's intent.
- Help the commander to frame the broader mission narrative in which the targeting process occurs and ensure all discrete actions contribute to this narrative. They ensure that themes and messages synchronize with actions to reinforce intended consequences and mitigate unintended consequences.

5-4. USAREC targets using the Army's targeting methodology of decide, detect, deliver, and assess (D3A) (See USAREC Manual 3-29 and ATP 3-60). Like MDMP, targeting is a leadership driven process. As the MDMP process continues, targeting focuses based on the commander's guidance and intent. D3A methodology functions occur simultaneously and sequentially during the operations process. Decide and detect functions coincides with the MDMP from the mission analysis through the issuing of

the approved plan or order. The detect function starts with the commanders approval of the plan or order and is accomplished during execution of the plan or order. Targeting activities begin once a target is acquired, executed and assessments made. The IIA working group works in conjunction with the targeting working group during the targeting process (Figure 5-2).



Legend:

- TL – Target List
- HPTL – High-Payoff Target List
- D3A – Decide, Detect, Deliver, and Assess
- COA – Course of Action
- MDMP – Military Decision Making Process

Figure 5-2. D3A Methodology and the MDMP

Virtual IIA Recruiting Working Group

5-5. The inform and influence activities working group is the primary mechanism for ensuring the effective and ongoing integration of all information-related capabilities. Like other working groups, the inform and influence activities working group reviews ongoing efforts, evaluates their effectiveness, adjusts their application as required, and determines upcoming requirements. Chaired by the G-5 FECC (A&PA), the inform and influence activities working group can meet weekly or monthly, depending on the situation, echelon, and time available.

5-6. The chief of staff (XO), with assistance from the G-5 FECC, G-7, PAO (A&PA), determines the members of the inform and influence activities working group. The chief of staff (XO) tailors the working group to the agenda. Participants are selected because they represent a critical element or capability or have expertise in a field critical to the inform and influence activities operation. Figure 5-3 depicts the potential inform and influence activities working group members.

USAREC	Brigade/Battalion
<ul style="list-style-type: none"> ▪ G5 FECC ▪ G7 ▪ Public Affairs ▪ Virtual Recruiting Division (VRD) ▪ G3 Representative ▪ G2 Representative 	<ul style="list-style-type: none"> ▪ A&PA ▪ Virtual Recruiting Station (VRS) Cdr ▪ Virtual Recruiting Liaison (VRL) ▪ S3 Representative ▪ S2 Representative ▪ ESS Representative

Figure 5-3. IIA Working Group Examples

5-7. The targeting plan includes IPB products and the rationale for use of different assets to penetrate the market as well as a quantifiable expected result in terms of leads and contracts. Most importantly, the plan fixes responsibility at the appropriate level.

5-8. Prior to the IIA working group meeting, the commander must designate the targeting priorities, the degree of effort, and required support. This is done as part of the targeting board process. The G-7 (A&PA) chief will prepare and distribute a draft advertising plan based on the commander's priority of effort to the IIA working group meeting. The group develops a plan that includes the digital social media strategy that supports local marketing campaigns as well as Army Brand campaigns. The plan will include input from the battalion's Virtual Recruiting Station and informations distributed by the USAREC G-7, PAO, and G-3 VRD. ESS reviews school status and nominates high schools and postsecondary schools for targeting.

5-9. The IIA working group establishes measurable metrics for activities or events IAW the commander's guidance and intent. These metrics then become part of the required analysis (fusion process) of the events. The purpose of setting these metrics is primarily for establishing a return on investment (ROI). Staff elements track the metrics as part of their normal running estimates. These measurable are an important part of the assessments discussed in Chapter 6.

5-10. Staff elements play a key role in IIA planning and synchronization by ensuring the market segments and embedded analysis are valid. Staffs validate the subordinate unit's analysis process and selection of events (fairs, demonstrations, schools, career nights) that align with the targeted markets using the synchronization matrix (see fig 5-4). Commanders synchronize the available marketing, IIA activities, and recruiting functions in a refined and efficient manner to provide maximum support and relevance to the recruiter's efforts. Finally, they ensure their subordinate commanders conduct regular AARs. The synch matrix lists all the events both inside and outside the AO. The A&PA and VRS then provide analysis and input, based on the IPB and MDMP, to identify which asset to use at which event to get the greatest return on investment (ROI).

OBJECTIVE #1:		OPN 245 reinforces Army messaging and allows recruiters to reconnect with respective communities, increase visibility, contact with potential recruits. 2 phase operation supported by Bde messaging plan and battalion VRS refining leads and engaging posts.					
SEQ #	TGT SET	TARGET	STATEMENT EFFECT	ASSET	HOW	WHEN	WHERE
1	Brigade	Brigade Footprint - All Market Segmentation	SHAPING: Unified message and outreach. Efforts towards going to GoArmy.com	National advertising and social media GoArmy.com landing page.	USAREC assisted initial announcement of ANHD and incentives	14-Jun-20	USAREC HQ
2	Houston	Market Segments 21, 35,36,52	DECISIVE: Make initial contact and appointments	VRS and RS virtual prospecting	Boosting of FB and Twitter. Sprinklr.	14 Jun to 4 Jul 2020	ZIP codes 40321, 43202, 43440, 43328
3	OKC	Market Segments 21, 35, 47, 56, 59	DECISIVE: Make initial contact and appointments	VRS and RS virtual prospecting	Boosting of FB and Twitter. Sprinklr.	14 Jun to 4 Jul 2020	ZIP codes 62321, 64202, 65440, 64328
4							
CDR/UNIT MISSION		INFORM & INFLUENCE OPERATION OBJECTIVE STATEMENTS					
Brigade conducts messaging & recruiting ops 12-17 June 2020 IOT leverage Army birthday to increase contacts in our local communities and generate prospects to meet future enlistment missions.	IIA OBJ #	EFFECT	TARGET	ACTION & PURPOSE		NOTES	
	1	DECISIVE	SEG 21, 35	Social Media Boosting with intent to increase leads		Use of Sprinklr and FB boosting at VRS and station level of ANHD	
	2	SHAPING	SEG 47, 56, 59	Social Media and local advertising of opportunities for service increase hits to Army local RS websites		Use of Spinklr and virtual and local advertising on opportunities to 'join up'	
INFORMATION THEMES							
National Campaign: What's Your Warrior	3	SUSTAINING	Community Partners	Get CP involvement in OPN 245 message and events		Celebrate Army Birthday and leaders engagement at local community events	
Army National Hiring Days: Join Us, Call to Service							
Hashtags: #ArmyHiringDays, #hiringnow, #jobsearch, #joinus, #CallToService, #CallToServe							
MOE #	ACTIVITY	DESCRIPTOR	SUBJECT	METRIC	BASELINE	MESSAGES	TALKING POINTS
1	Increase	SEG 21, 35	Leads	by 75%	compared to 2d QTR FY20	Join Us, Highering Now, 201 opportunities	emphasis on VR proespecting action
2	Increase	SEG 47, 56, 59	Web Site	by 50%	compared to 2d QTR FY20	ANHD, Call to Service	Update website with new Ad social media
3	Increase	Community Partners	CP	by 2	number of engagement from FY19	Call to Service, Soldier for Life Campaign	team up with CP for scheduled events

Figure 5-4. Example Synchronization Matrix

Targeting Board

5-11. The targeting board is a formal meeting to receive the commander's decision on the recommendations of the working groups. Chaired by the commander or his designated representative, the targeting board follows the same agenda as the working group. The targeting board usually includes XO/DCO, S-2, S-3 (RA and AR operations officers or NCOs), ESS, A&PA, and the VRS. Subordinate unit targeting boards should nest themselves with the higher headquarters targeting cycle. Upon completion of the targeting board, the S-3 disseminates the approved targeting results and products to the subordinate units. The targeting products include:

- The approved High Pay-off Target List/Target List, and target selection standards. Additionally, data from the IPB can contribute to a unit's specific targeting and IIA synchronization matrix.
- Tasks to subordinate units and assets. The S-3 should prepare and issue a fragmentary order to subordinate elements to execute the targeting plan and assessment of targets developed by the targeting working group and targeting board.

5-12. Targeting is continuous and cyclical. The staff obtains the commander's approval and then prepares fragmentary orders with new tasks to subordinate units as needed.

Battle Rhythm

5-13. Battle rhythm describes the events a unit conducts on a recurring basis that are necessary for mission success. Many factors help determine and establish a unit's battle rhythm. Some of these factors are the unit's state of training, the battle rhythm of higher headquarters, and the current mission. Headquarters, USAREC influences battle rhythm. Units develop a battle rhythm by considering the priority and importance of recruiting operations that must take place to achieve the mission.

5-14. Battle rhythm is an important part of mission command; determined by the USAREC recruiting calendar and the annual operation plan. The calendar determines the available mission days for each month and the operation plan determines the recruiting force's daily, weekly, monthly, and quarterly operational requirements to achieve the mission. The targeting and tempo of recruiting operations may fluctuate, but battle rhythms rarely change after being established.

5-15. Virtual recruiting offers a unique opportunity to conduct continuous recruiting operations on a 24/7 cycle. Virtual technology allows for a digital presence regardless of whether a recruiter is online or not physically present. Likewise, virtual recruiting may require the recruiter and those involved with IIA operations to operate beyond normally duty hours. Depending on the asset and platform, consideration must take into account the prime time the deployed asset will provide the most benefit.

Virtual Targeting Techniques at the Company and Below Level

5-16. The basis for successfully executing virtual recruiting operations at the small unit level is through the development of a station or individualized detailed virtual recruiting strategy. An effective company or station level strategy could include, the following seven components or phases: purpose & mission, marketing, targeting analysis, engagement, recruiters on the ground, and refinement. This portion of the chapter focuses on the "virtual targeting process" of the strategy and shows its implementation into tactical level virtual recruiting operations. Targeting is identified as the process of selecting and prioritizing targets and matching the appropriate response to them while considering operational requirements and capabilities. This is vastly different from prospecting which is defined as identifying interested people who agree to hear your army story. Targeting a specific market virtually using the Army's Find, Fix, Finish, Exploit, Analyze, and Disseminate (F3EAD) within the Decide, Detect, Deliver, and Assess (D3A) targeting model found in Army Techniques Publication (ATP 3-60) would be a force multiplier throughout the Battalion's footprint, increasing individual contacts with high propensity leads within a defined area of operations.

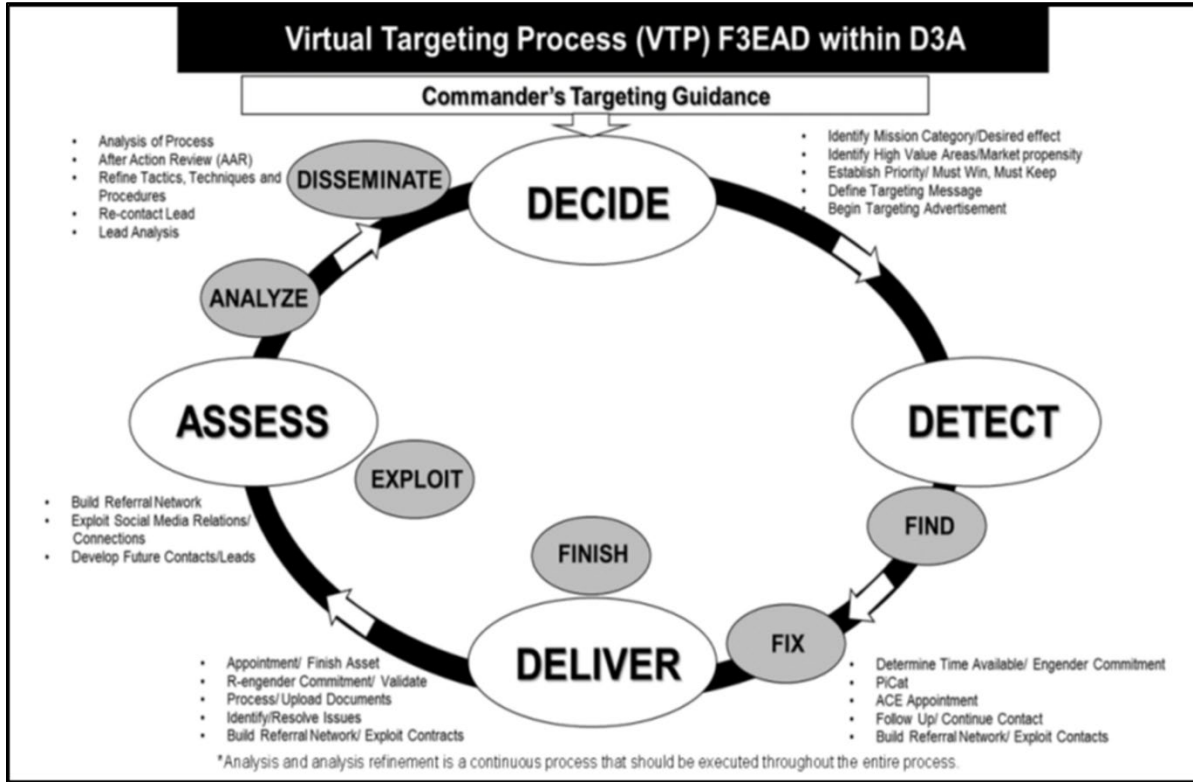


Figure 5-5. Virtual Targeting Process (VTP) Using F3EAD Within D3A

5-17. The Army's F3EAD within D3A targeting model focuses on the methodology of targeting specific High Value Individuals (potential prospects). The diagram shown in Figure 5-5 lists and describes the steps and tactics needed to implement a Virtual Targeting Process (VTP) within a company and below area of operation(s). The initial phase of the VTP is the "Decide" phase. In this phase there are several key tasks required in order to effectively focus virtual recruiting efforts: identify mission category and the desired effect based on the current mission requirements, identify high value areas/mission propensity within the market and establish a priority of those areas and begin local targeted advertising based on the information collected. It is vital that virtual advertising (and boosting) has a defined targeting message at the local level that speaks clearly to the people being targeted. Once local targeted advertising begins the VTP can effectively transition into the next phase: the "Detect" phase.

5-18. In the "Detect" phase the focus shifts from general market analysis to making contact with high propensity leads or potential applicants. This phase begins by locating and initiating contact with a potential applicant through a cybernetic channel or social media opportunity; this interaction opens the lines of communication between the lead and the virtual recruiter. By engaging with the potential applicant through this medium, the recruiter can begin increasing their knowledge of the potential applicant by blueprinting the candidate's background, identifying goals, passions, and potential obstacles to enlistment. In this step the Virtual recruiter would have the potential applicant complete a digital lead card with GPS location in order gain initial information and feed location analysis at a later time. In order to pre-qualify the lead, the recruiter then cross references the applicant's information through the use of multiple online resources and public information. Depending on the applicants commitment the virtual recruiter could have the applicant complete the digital Enlistment Screening Test (PiCat) and enroll on goArmy.com as an Ace appointment in order to complete their enlistment packet. It is critical in this phase for those engaged in virtual recruiting activities to have a strong fundamental understanding of social media and other cybernetic resources to ensure that a good pre-qualification is

executed.

5-19. Once the recruiter has validated the applicant's blueprint information, completed their pre-qualification, and had them complete their enlistment packet the Recruiter can then begin to "fix" the applicants location by determining a time the applicant is available for a face-to-face meeting. All blueprint, prequalification and enlistment information will be forwarded to the recruiter prior to the initial appointment, ensuring a proper hand-off and allowing the recruiter to tailor the appointment around the applicant's interests. The virtual recruiter will then continue to contact and follow up with the lead and validate the time they will meet with the recruiter. They will also ensure they have uploaded all required documentation and are prepared to address any issues or concerns. By keeping in constant communication with the lead, the virtual recruiter can start to build a referral network by encouraging the lead to bring someone with them to the appointment and connecting them to their contacts through virtual social networks.

5-20. The following phase of the VTP, the "Deliver/Finish" phase, begins with the assigned recruiter conducting the appointment with the lead. The recruiter is the "Finishing Asset" who will action/assist the lead or applicant with any issues or concerns. During this appointment, the recruiter is engendering or validating the commitment from the lead to join the Army while also processing the applicant and uploading any remaining documentation that is required for the applicant's enlistment. Once again, the virtual recruiter will continue to build the referral network established during the "Detect" phase. Recruiters will also continue to refine their analysis on other potential lead sources generated from this applicant by leveraging social media and encouraging the Future Soldier to share his or her experiences virtually with their social network.

5-21. Leads gained via the Future Soldier's referral network will be given priority, as the lead potentially has an established, positive influencer in the form of the Future Soldier. The recruiter on the ground will also gather blueprinting and prequalification information from the Future Soldier regarding potential referrals, passing the information to the virtual recruiter in order to increase likelihood of effective communication and increase rapport. The virtual recruiter will integrate established blueprinting information into the initial contact, tailoring the message to link known goals and passions to Active and Reserve Army programs and Military Occupational Specialties.

5-22. During the final phase of the VTP, the "Assess" phase, the virtual recruiter will conduct an analysis of the entire process that took place from start to finish. The virtual recruiter and leaders will conduct an After Action Review (AAR) of the process in order to refine the tactics, techniques, and procedures (TTPs) employed and create an evolving VTP. If the applicant fails to enlist in the Army the virtual recruiter will then re-contact the applicant ensuring a positive resolution to the process and reinforce the Army's brand. The final step is to conduct an analysis of the leads that were gathered through the Future Soldier's virtual referral/contact network.

5-23. In conclusion, a VTP based on the F3EAD within D3A model can provide a combat multiplier with the potential recruit and not deter from the extensive process and relationship needed for a lead to become a Future Soldier. The advantage of employing virtual recruiting to initiate contact and maintain contact with the lead until a lead is willing and available to meet face-to-face with the virtual recruiter or an assigned recruiter will allow the station to concentrate on those potential recruits while maintaining a consistent flow of communication and methodically continuing to process the lead via virtual means.

Chapter 6

Assessment of Virtual Recruiting Activities

“Thinking rationally is often different from “positive thinking,” in that it is a realistic assessment of the situation, with a view towards rectifying the problem if possible.”

-- Albert Ellis

6-1. Assessment precedes and guides the other activities of the operations process. It is also part of targeting. In short, assessment occurs at all levels and within all operations and has a role in any process or activity. The purpose of assessment is to improve the commander's, leaders, decision making and make operations more effective. Assessment is a key component of the commander's and a leader's decision cycle, helping to determine the results of unit actions in the context of overall mission objectives. Assessment provides information about the current state of the operational environment, the progress of the operation, and recommendations to mitigate or overcome discrepancies between actual and predicted progress. Leaders adjust operations based on assessment results to ensure objectives are met and the military end state is achieved.

Purpose of Assessments

6-2. Assessment helps commanders to better understand current conditions and determine how the operation is progressing and whether the operation is achieving desired effects. The information commanders receive from the staff often shapes how they identify, frame, and seek to solve a problem. Assessing the effectiveness of inform and influence activities is one of the greatest challenges confronting leaders, the staff, and especially the G-7 (A&PA). This challenge arises because inform and influence activities effects rarely occur in the physical domain, making them harder to evaluate in objective and quantitative terms. Therefore, the correlation between cause and effect is usually not immediate. Effects often take weeks, months, and even years to manifest themselves, rather than minutes as with kinetic assets.

Assessment Development for Virtual IIA

6-3. Inform and influence activities may require assessment by means other than those normally used in an operational organizations. The G-5 FECC, G-7 (A&PA), VRD, and VRS can use a variety of means to conduct assessments, some internal to the organizations, others external. When time and resources permit, multiple assessment sources help to corroborate other sources and strengthen the conclusions drawn from results. Assessments can be obtained from various sources. The most common:

- USAREC systems (BI Zone, Recruiter Zone).
- Polling and surveys, often conducted by contracted organizations.
- Social Media and media monitoring and analysis reports.
- Reports or information sharing with joint partners, Joint Advertising Market Research and Studies (JAMRS).
- Reports or conversations with local partners.

6-4. Virtual recruiting activities require assessments in both the physical and virtual domains. The first domain is within the eight recruiting functions. Virtual recruiting follows the same tenets and assessments in terms of leads, prospects, appointments, and contracts generated. Assessment processes are articulated in USAREC TCs 5-01, 5-02, and 5-03.1 and in several online reports (Recruiter Zone, BI Zone). The challenge in assessing some aspects of virtual recruiting, as previously mentioned, is evaluating the impact and effectiveness of virtual and social media messaging and IIA

virtual engagements. The important aspect is to determine the most effective and efficient means to virtually generate leads, prospect, process, and contract Future Soldiers.

ASSESSMENT TERM AND METHODOLOGY.

6-5. A **measure of effectiveness (MOE)** is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect (JP 3-0). Measures of effectiveness focus on the results or consequences of actions taken. These measures also assess the quality of those results. They answer such questions as, “Is the force doing the right things? Is it achieving the effects it wants? Are additional or alternative actions required?” Measures of effectiveness provide a benchmark against which the commander assesses progress toward accomplishing the mission. Figure 6-1 illustrates the development of measures of effectiveness.

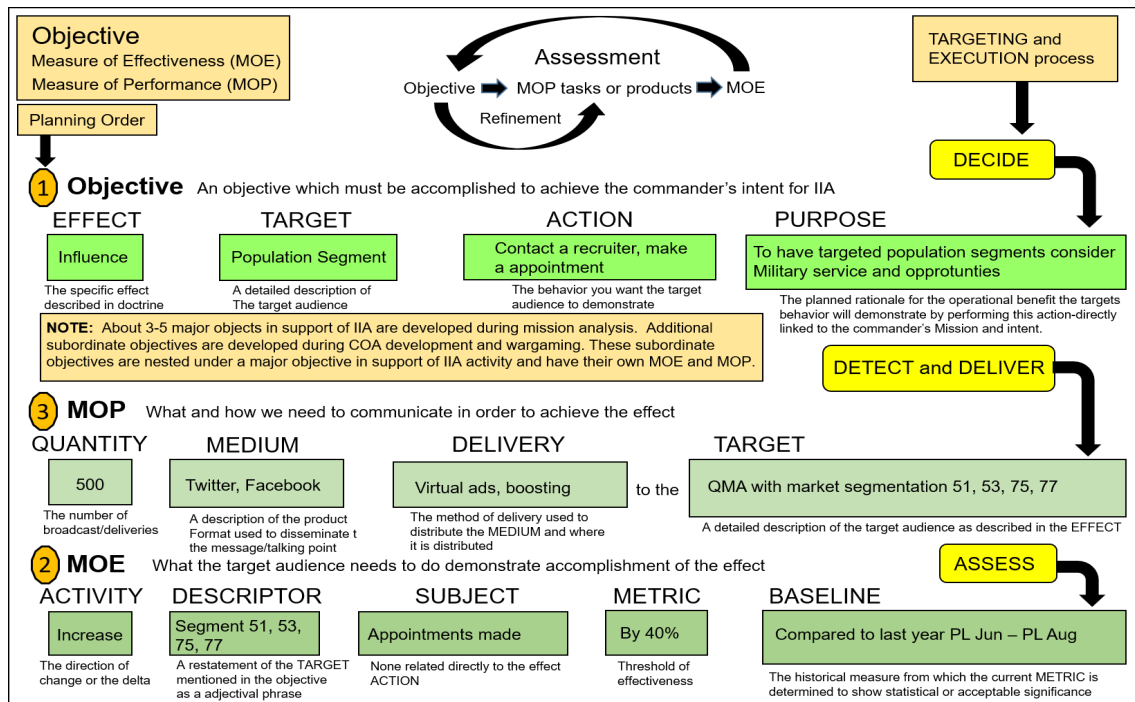


Figure 6-1. Example MOE and MOP Developments

6-6. Numerous challenges hinder developing successful measures of effectiveness and performance for virtual recruiting and inform and influence activities. These challenges include—

- A lack of baseline information on the area of operations.
- Media bias (local, U.S., or international)
- Limited polling (overt and covert) resources.
- Tester bias (pride) and qualification (training).
- Limited time and resources to collect and evaluate data.
- An inadequate number of samples.
- Limited access to specific audiences.
- Long approval times for information products.

- Language and cultural differences.
- Restrictions emplaced by a higher command.

6-7. When writing measures of effectiveness for inform and influence activities, the following guidelines apply:

- Give each effect one or more measure of effectiveness associated with that effect.
- Use the effect's purpose as a guide to what units must observe, report, and assess.
- Include objective and subjective metrics in measures of effectiveness.
- Create subjective measures of effectiveness that are observable, quantifiable, precise, and correlated to the effect.
- Write the objective measures of effectiveness directly to the effect and give the commander a direct input into assessment.
- If a measure of effectiveness is difficult to write for a particular effect, then re-visit the effect to ensure it has a clearly defined and attainable result. Re-write the effect if necessary.

6-8. A **measure of performance (MOP)** is a criterion used to assess friendly actions that are tied to measuring task accomplishment (JP 3-0). This quantitative measure expresses the manner in which the task or action was performed. Measures of performance answer such questions as: "Did we do the things we set out to do? Did we do them properly? Did we do enough or too much?" Measures of performances are based on task assessment and are relatively easy to answer. Inform and influence activities examples include the number of media engagements executed in a given week, the number of military information support operations posters or leaflets created and disseminated, or the number of Medical Civil Assistance Program events held. Figure 6-1 illustrates development of MOPs.

6-9. When writing a measure of performance for inform and influence activities, apply the following guidelines:

- Use quantity to describe how often or how many products need to be delivered to achieve the effect.
- Use medium to describe the product format to best deliver the message.
- Use delivery to describe the best means to deliver the medium.
- Use target to understand the audience as described by the effect of the medium.

6-10. An **indicator** is an item of information that provides insight into a measure of effectiveness or measure of performance (ADP 5-0). Indicators take the form of reports from subordinates, surveys and polls, and information requirements. Indicators help to answer the question "What is the current status of this measure of effectiveness?" A single indicator can inform multiple measures of effectiveness.

6-11. Not everything observed is an indicator and not every indicator is a sign of progress. Indicators of psychological effects or changes in sentiment are not always easy to detect or may not be markers of the desired behavior change. The upshot of these facts is that establishing indicators requires rigorous effort in order to select those observable and measurable signs or signals that are reflective of changed behavior or impact on activity. Often behavior change is incremental and being able to detect the intervening steps to large-scale behavior change is essential to measuring progress.

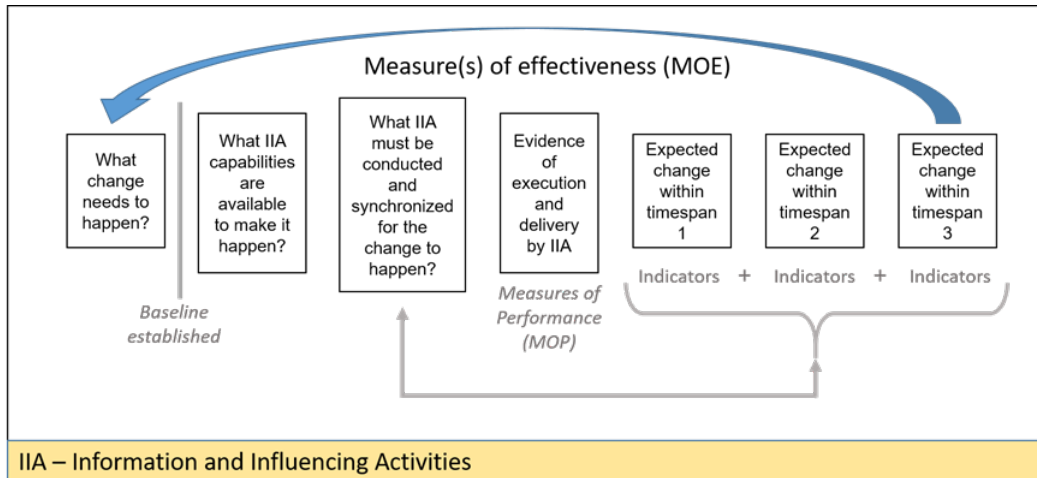


Figure 6-2. Logic Flow and Components of an IIA Objective

6-12. Figure 6-2 portrays the relationship between objectives (the change that needs to happen) and measures of performance, indicators, and measures of effectiveness. The logic of the effort is shown as a relationship between available, selected, and synchronized IIA and the effects expected over time. While the figure suggests that this logic is generic, it is not. It is unique to every objective and combination of IIAs.

Chapter 7

Virtual Recruiting Tactics, Techniques, and Procedures (TTP)

7-1. Prior to the 2020 COVID-19 Pandemic virtual operations fell primarily on the Virtual Recruiting Stations (VRS) under the Virtual Recruiting Division (VRD). Current USAREC Doctrine outlines methods of prospecting and virtual prospecting is an approved method of 'how to think' about engaging your target market and encourages all recruiters to virtually prospect. Additionally, virtual methods focused on intelligence gathering and blue printing information of leads and prospects. USAREC is still in the infancy of being able to move to full virtual operations; throughout this time period, significant leaps were made by adjusting, vetting and approving, methods, techniques, and technology that allows recruiters to operate more effectively in the virtual domain and improve virtual recruiting operations and activities. Virtual operations have started to incorporate interviewing and some processing and is no longer "just another prospecting technique." This chapter provides numerous examples of TTPs that support the eight recruiting functions and three lines of effort - LOE (Decisive, Shaping, and Sustaining) operations.

Terms and Definitions.

7-2. **Tactics.** The art or skill of employing available means and actions or strategy to achieve a specific end. For this publication, each virtual 'tactic' is represented by a recruiting function (i.e. prospecting, processing, mission command, etc.).

7-3. **Techniques.** Non-prescriptive ways or methods used to perform missions, functions, or tasks.

7-4. **Procedures.** A series of actions conducted in a certain way or manner.

7-5. **Virtual.** As being on or simulated on a computer or computer network or primarily online.

7-6. All virtual TTPs support one or more of the three lines of effort and one or more of the eight recruiting functions. The following discussion provides examples of what virtual TTP supports what LOE and recruiting function tactic.

Decisive Operations.

7-7. **Decisive Operations.** A Decisive Operation are operations or tasks that directly accomplished the mission. The following is a list of TTPs that support virtual decisive operations:

7-8. **Tactic: Mission Command.** Mission command integrates and synchronizes the recruiting functions into the recruiting plan to direct and lead subordinate units. Leaders use information to understand, visualize, describe, and direct operations.

- **Technique: The Virtual Recruiting Process.** Transitioning from 'normal' recruiting activities to virtual recruiting operations requires leaders at all levels and recruiters to be prepared and trained to operate in a virtual OE. This film discusses the broad steps it taken to recruit and join the Army in a virtual environment.

7-9. **Tactic: Prospecting.** Prospecting is a recruiting operation and critical task whereby a recruiter attempts to contact leads for the purpose of generating interest in an Army enlistment or accession.

a. **Technique #1: Boosting Social Media Post, Ads, and Job Postings.** Boosting is taking a post and creating an ad with parameters you set by location, time, and dollar amount. This allows the newly created ad to reach a wider, targeted audience. The Boosted post now appears on the News Feeds of users who fit the outlined targeting parameters and extends your reach past those who follow your page.

Recruiters now have the ability to individually pay for and conduct social media boosting.

b. **Procedures:** [Using RER \(Recruiter Expenses Reimbursement\) to Boost Facebook and Instagram](#). Boosted posts are ads you created from Facebook posts. Typically, when you post on Facebook or Instagram only your followers or those who inadvertently come across your page view the post.

c. **Technique #2: Virtual Job Postings.** Job postings on social media sites can reach those who are actively seeking a job and those who are passive. Passive prospects are coming across your job posting social media site (i.e. Facebook) because it is not on a traditional job recruitment site such as Indeed or Monster. Additionally, using the power of your external network your job post will reach those who “Like” your page and they have the ability to share your posting with friends and family who might be seeking a job.

d. **Procedures:** [How to Post Jobs to Facebook](#). Due to the vast amount of daily Facebook users, over 1 billion a day, a wide array of people will view your Facebook job posting.

7-10. **Tactic: Interviewing.** The Army Interview is the centerpiece and art of recruiting. All other recruiting functions either support or are the direct result of the Army interview.

a. **Technique #1:** Virtual Army Interview. The Army Interview is the most critical task for a recruiter regardless if it is conducted face-to-face or virtually. A virtual Army Interview has its own set of nuances and issues you must take into consideration.

b. **Procedures:** [How to Prepare for a Virtual Interview](#). All Army Interviews are counseling sessions where recruiters wear several hats: Soldier, leader, mentor, and counselor. Being prepared and organized helps reinforce your confidence as an expert about the Army and recruiting process. This procedure walks you through some additional considerations to consider when preparing for the virtual Army Interview.

Note: Review USAREC Training Circular 5-03.2 Influencing and Interviewing, Chapter 3, “The Components of the Army Interview” for a full in depth look at the Army Interview.

c. **Procedures:** [How to Setup Government Phone for Virtual Interview](#). One of the most readily available tools recruiters have on hand to conduct the Army Interview is their government issued cellular phone. Using the FaceTime application on the iPhone is simple, easy, and convenient. Having the FaceTime application set and ready means, you are prepared to conduct the Army Interview anytime, anywhere.

7-11. **Tactic: Processing.** The processing function begins when a prospect agrees to process for enlistment or accession. Processing ensures only qualified individuals apply for enlistment, commission, or voluntary reclassification through in-service recruiting efforts.

a. **Technique #1:** Virtual Applicant Enlistment Packet. At the completion of the virtual Army Interview and engendering a commitment to join the Army or Army Reserve, it is time to complete the enlistment packet. Before concluding the Army Interview the recruiter and applicant work together to set up virtual means for the applicant to complete the enlistment packet

b. **Procedures:** [Generating Army Career Explorer \(ACE\) Record](#). The ACE Record registers the applicant through their email and gives them limited access to the ARISS system. The applicant is then able to fill out the required fields in the virtual environment.

c. **Technique #2:** Secured Virtual File Exchange. Applicant enlistment packets are inundated with Personal Identifying Information (PII) and Protected Health Information (PHI) that must be safeguarded at all times. In the virtual operating environment, it is easy to find commercial applications to share large files or many files at the same time. These commercial applications do not meet the DoD standards of encryption to safeguard PII/PHI. The only authorized means of transferring PII/PHI between recruiters and applicants is the DoD Secure Access File Exchange (SAFE). Recruiters and applicants can use the DoD SAFE to exchange source documents and other required forms for the enlistment process.

d. **Procedures:** [DoD SAFE User Guide](#). SAFE is a web-based tool that provides authenticated DoD CAC users and guests (unauthenticated users) the capability to securely send and receive large files, including files that are too large to be transmitted via email. Guests can receive files from CAC users and (only if CAC users requested files) send files to CAC users. Notification is achieved via email.

(1) DoD SAFE has an Authorization to Operate (ATO) and is approved for transfer of "For Official Use Only (FOUO), Personally Identifiable Information (PII), and Protected Health Information (PHI) data.

(2) DoD SAFE utilizes the latest web browser encryption transport protocols to secure files when they are in transit. Files uploaded into DoD SAFE can be encrypted at rest if the sender selects the corresponding check box on the DoD SAFE site. DOD SAFE users are responsible for ensuring they encrypt FOUO, PII, and PHI data. DoD SAFE is for unclassified use only.

e. **Technique #3: Digital Signatures.** With the ability to safely and securely transfer documents to and from applicants through the DoD SAFE, recruiters are now able to guide their applicants through signing documents digitally furthering their ability to work in the virtual environment. Digital signatures allow recruiters to continue processing applicants when meeting face-to-face is not possible due to operational considerations. Recruiters **MUST** be in a video conference when their applicants digitally sign the documents to bear witness to such signature. Applicants and Recruiters must sign each required block and **CANNOT** use the copy/paste function at any point in time.

As per UR 601-210, Chapter 7-3.2, Recruiter Misconduct Defined, Sub paragraph (2) Falsification of Documents, Recruiters will not intentionally falsify, assist in falsifying... This includes the use of any documents bearing forged or unauthorized signatures to include the copy/paste of any written or digital signatures with or without consent. Signing with a finger or stylus is acceptable but **NOT** copy/paste.

f. **Procedures:** [iPhone Makeup Tool Digital Signature](#). Note: Please review Virtual Decisive Operation Tactic Processing, Technique File Exchange, and Procedure DoD SAFE User Guide prior to using this procedure to ensure the transfer of PII/PHI through approved methods.

g. **Procedures:** [Adobe Fill & Sign Digital Signature](#). Note: Please review Virtual Decisive Operation Tactic Processing, Technique File Exchange, and Procedure DoD SAFE User Guide prior to using this procedure to ensure the transfer of PII/PHI through approved methods.

Shaping Operations.

7-12. **Shaping Operations.** Shaping Operations are operations that established conditions for the Decisive Operation through effects on the targeted markets, other actors, and the environment.

7-13. **Tactic: Intelligence.** Intelligence gives leaders a historical view of operations and a current understanding of their recruiting environment. Intelligence helps leaders identify their target markets, develop their recruiting operation plan, and direct the force.

a. **Technique: Determine Best time to Post on Social Media.** Using a market-based approach is necessary to analyze the operational environment for each independent social media platform. Your target market may use different social media platforms at different times of the day, thus, recruiters need to understand how to evaluate each platform to determine the best time to become active on particular platforms. Remember this data changes constantly. Checking this weekly, sometimes even daily, is imperative to ensure you are posting at the correct time to get your message to the right audience and the right time.

b. **Procedure:** [Facebook Page Insights](#). Using the built in analytics of Facebook you are able to determine: Actions on page, page views, page previews, page likes, post reach, story reach, post engagements, video views, and page followers. This analysis assist in determining the overall health of the page.

c. **Procedure:** [Instagram Page Insights](#). Using the built in analytics of Instagram you are able to determine: Actions on page, page views, page previews, page likes, post reach, story reach, post

engagements, video views, and page followers. This analysis assist in determining the overall health of the page.

Sustaining Operations.

7-14. **Sustaining Operations.** A sustaining operation is as an operation at any echelon that enables the decisive operation or shaping operation by generating and maintaining, and sustaining capability or assets.

7-15. **Tactic: Sustainment.** Sustainment uses military, civilian, and contracted resources to provide the physical means for recruiters to work. This includes human resources, intelligence gathering, operational support, facilities, logistics, marketing, educational, audio/visual capabilities, and Family support. The following are techniques and procedures that support lead distribution:

a. **Technique: YouTube Channels and Podcasts.** Creating a YouTube channel or conducting a weekly Podcast is a great way to continually share your story, transmit your message, and create a following. Overtime these weekly events grow and are a great way to involve Soldiers throughout the Army.

b. **Procedure: [Example AMEDD YouTube Channel 'Sick Call'](#).** Using the Total Army Involvement in Recruiting (TAIR) governed by AR 601-2, UR 601-2, and UP 601-2-1, the Valencia Medical Recruiting Station created the 'Sick Call' YouTube Channel. Using a free version of streamyard.com the channel focuses on live streaming weekly 'meet and greets' with medical officers throughout the Army; highlighting their experiences and what 'life is like' in the Army and their Army Story.

c. **Procedure: [Podcast – Defense Visual Information Distribution Service \(DIVIDS\)](#).** A podcast in its truest form allows a unit to put out information they want to share with a potential applicant or prospect on popular sites like iTunes and Spotify. Units can be as creative as they want to create content that is of value to the applicant and can help in the recruiting process.

7-16. **Tactic: Leading Future Soldiers.** Leadering Future Soldiers sets conditions for our recruits to succeed during initial entry training. Leaders manage the training plans and preparation guidelines to ensure their recruits are ready for the rigors of Army training.

a. Technique: (TBP)

b. Procedures: (TBP)

7-17. **Tactic: Training and Leader Development.** Leading Future Soldiers sets conditions for our recruits to succeed during initial entry training. Leaders manage the training plans and preparation guidelines to ensure their recruits are ready for the rigors of Army training.

a. **Technique: Social Media Training.** Understanding how to use social media platforms increases the user's ability to create a following, create and share content, and link various accounts together increasing efficiency.

b. **Procedure #1: [Skill Share](#).** Skill Share offers a 60-day free trial for those interested in upping their social media game. Certified professionals have focused classes that not only teach but also require you to post to your social media accounts to get credit for lessons.

c. **Procedure #2: [Deep Dive into Instagram](#).** This procedure provide a more in-depth review of Instagram and not just the basic 'how to' use Instagram. Following these procedures increases the user's knowledge of the platform and assists in targeting specific markets or leads. Additionally, best practices are shared through tips and tricks, and do's and don'ts.

Appendix A

Brigade/Battalion Mission Planning (Employing the Army Design Methodology)

A-1. The following is an example USAREC Medical Recruiting Brigade Mission Analysis Brief on transitioning to complete virtual recruiting operations (VRO).

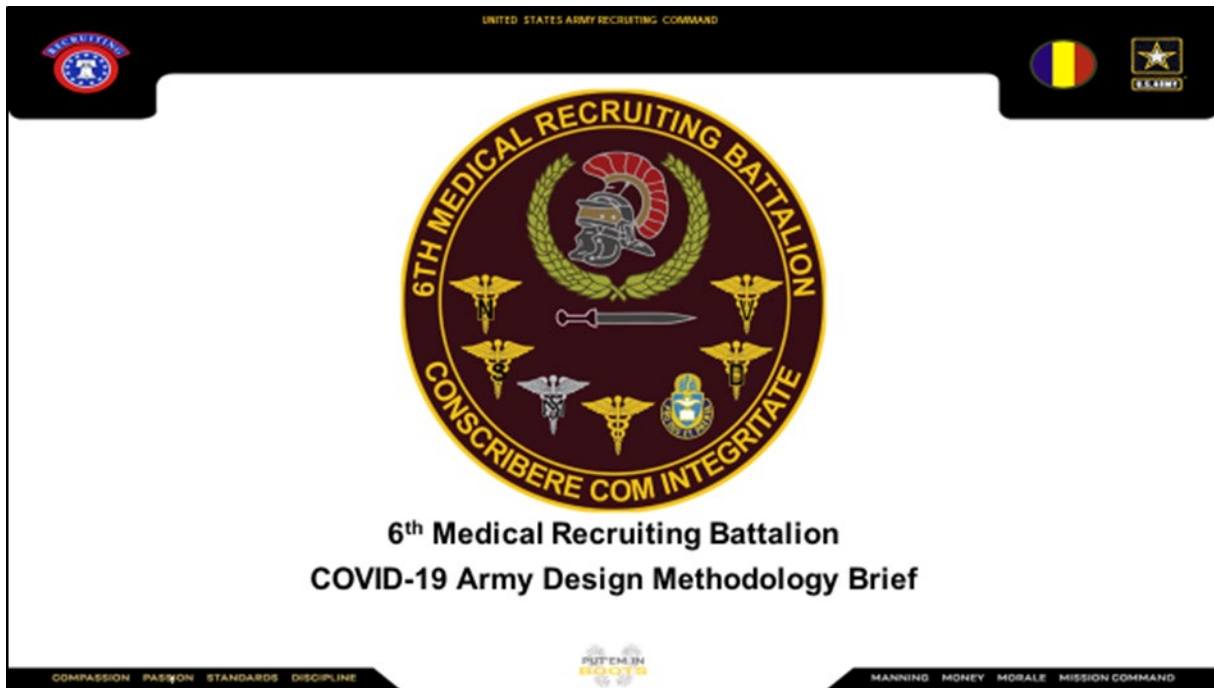


Figure A-1. 6th Medical Recruiting Battalion



Figure A-2. Agenda

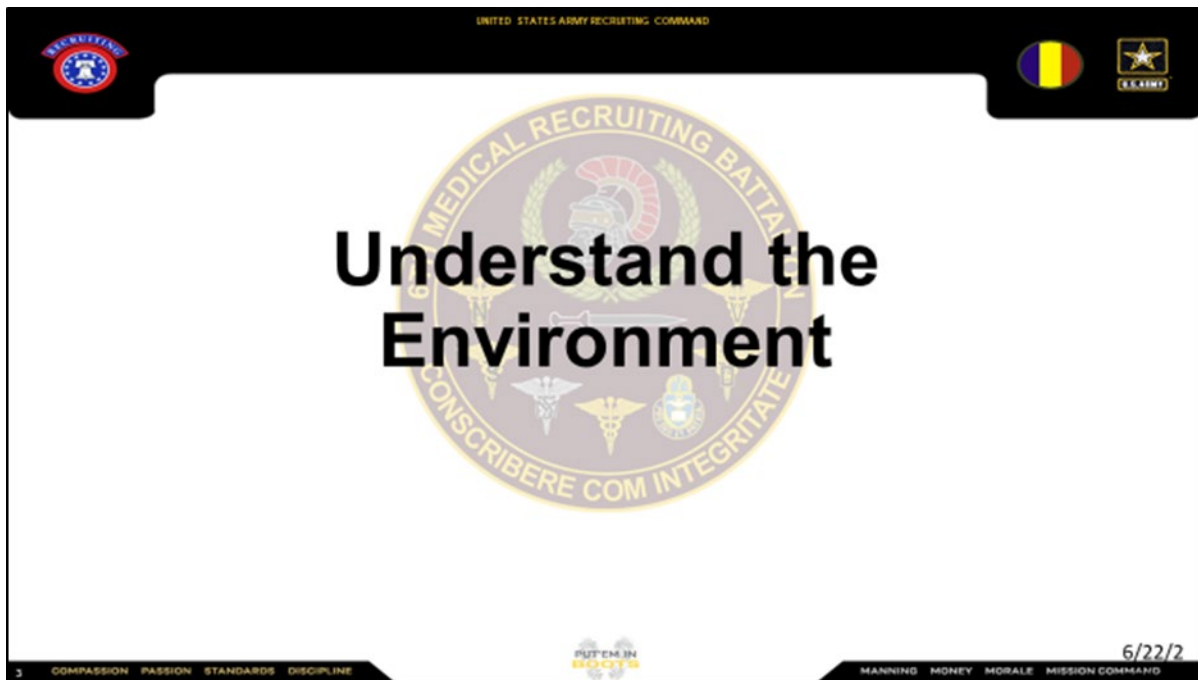


Figure A-3. Understanding the Environment

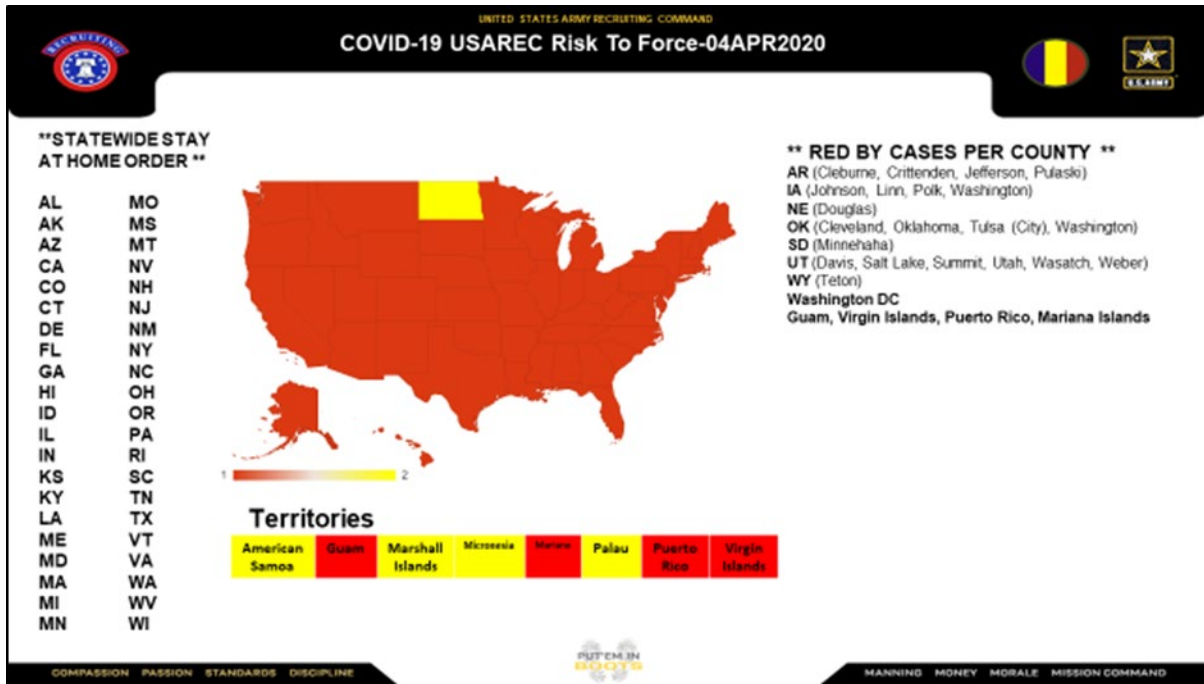


Figure A-4. COVID 19 USAREC Risk to Force

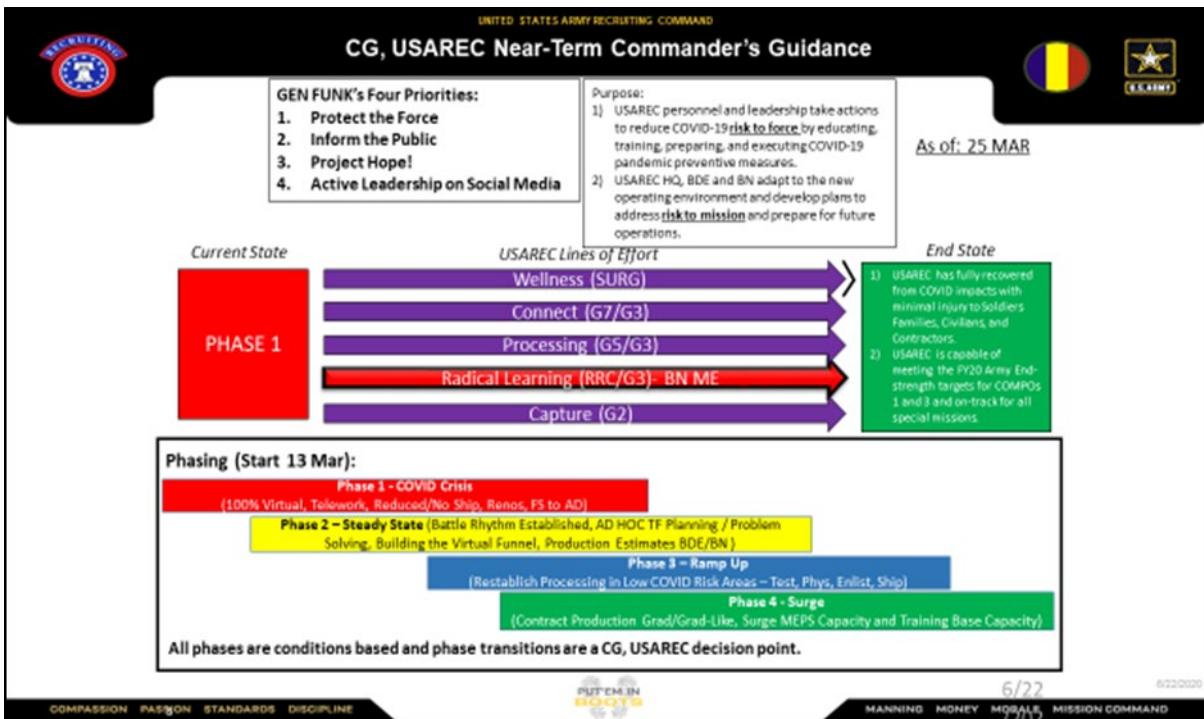
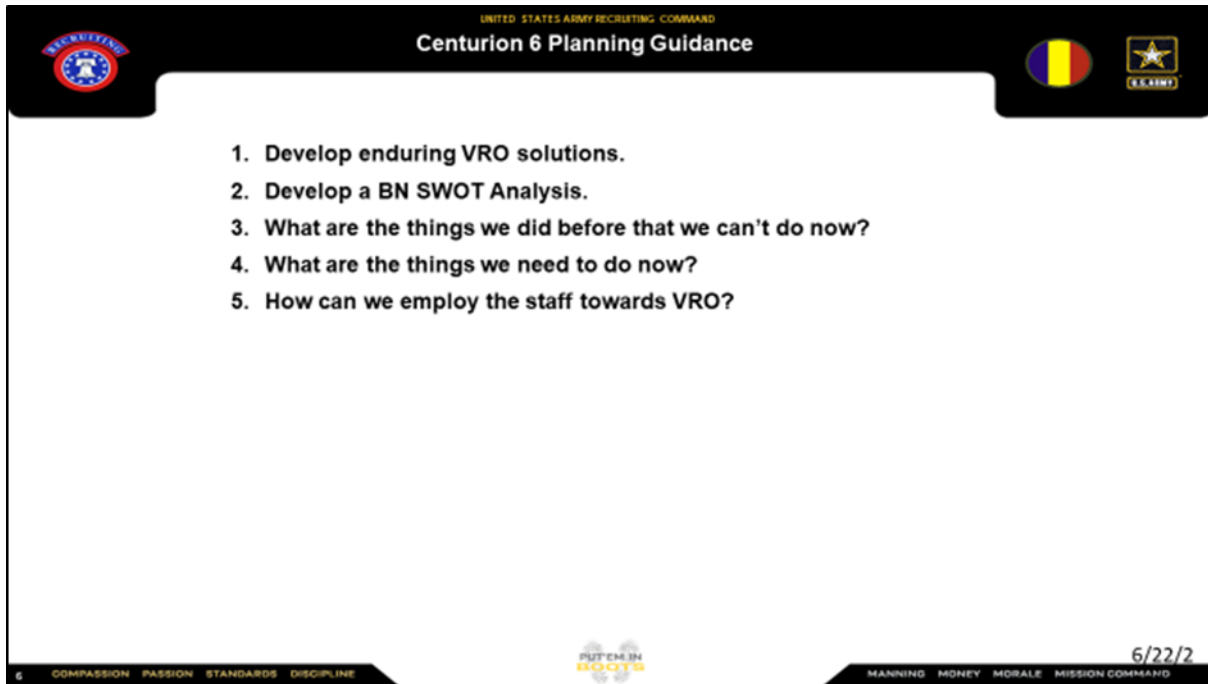


Figure A-5. CG, USAREC Near-Term Commander's Guidance



UNITED STATES ARMY RECRUITING COMMAND

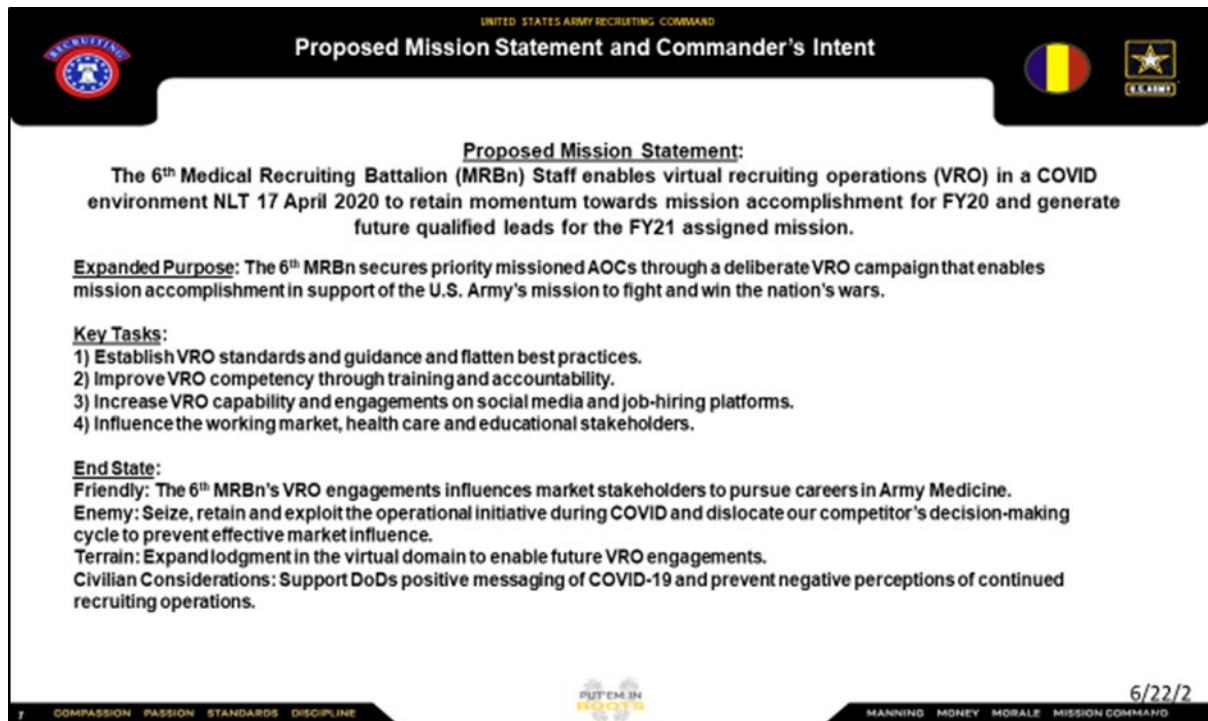
Centurion 6 Planning Guidance

1. Develop enduring VRO solutions.
2. Develop a BN SWOT Analysis.
3. What are the things we did before that we can't do now?
4. What are the things we need to do now?
5. How can we employ the staff towards VRO?

6/22/2

COMPASSION PASSION STANDARDS DISCIPLINE PUT 'EM IN BOOTS MANNING MONEY MORALE MISSION COMMAND

Figure A-6. Centurion 6 Planning Guide



UNITED STATES ARMY RECRUITING COMMAND

Proposed Mission Statement and Commander's Intent

Proposed Mission Statement:
 The 6th Medical Recruiting Battalion (MRBn) Staff enables virtual recruiting operations (VRO) in a COVID environment NLT 17 April 2020 to retain momentum towards mission accomplishment for FY20 and generate future qualified leads for the FY21 assigned mission.

Expanded Purpose: The 6th MRBn secures priority missioned AOCs through a deliberate VRO campaign that enables mission accomplishment in support of the U.S. Army's mission to fight and win the nation's wars.

Key Tasks:

- 1) Establish VRO standards and guidance and flatten best practices.
- 2) Improve VRO competency through training and accountability.
- 3) Increase VRO capability and engagements on social media and job-hiring platforms.
- 4) Influence the working market, health care and educational stakeholders.

End State:
 Friendly: The 6th MRBn's VRO engagements influences market stakeholders to pursue careers in Army Medicine.
 Enemy: Seize, retain and exploit the operational initiative during COVID and dislocate our competitor's decision-making cycle to prevent effective market influence.
 Terrain: Expand lodgment in the virtual domain to enable future VRO engagements.
 Civilian Considerations: Support DoDs positive messaging of COVID-19 and prevent negative perceptions of continued recruiting operations.

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COMPASSION PASSION STANDARDS DISCIPLINE PUT 'EM IN BOOTS MANNING MONEY MORALE MISSION COMMAND

Figure A-7. Proposed Mission Statement & Commander's Intent

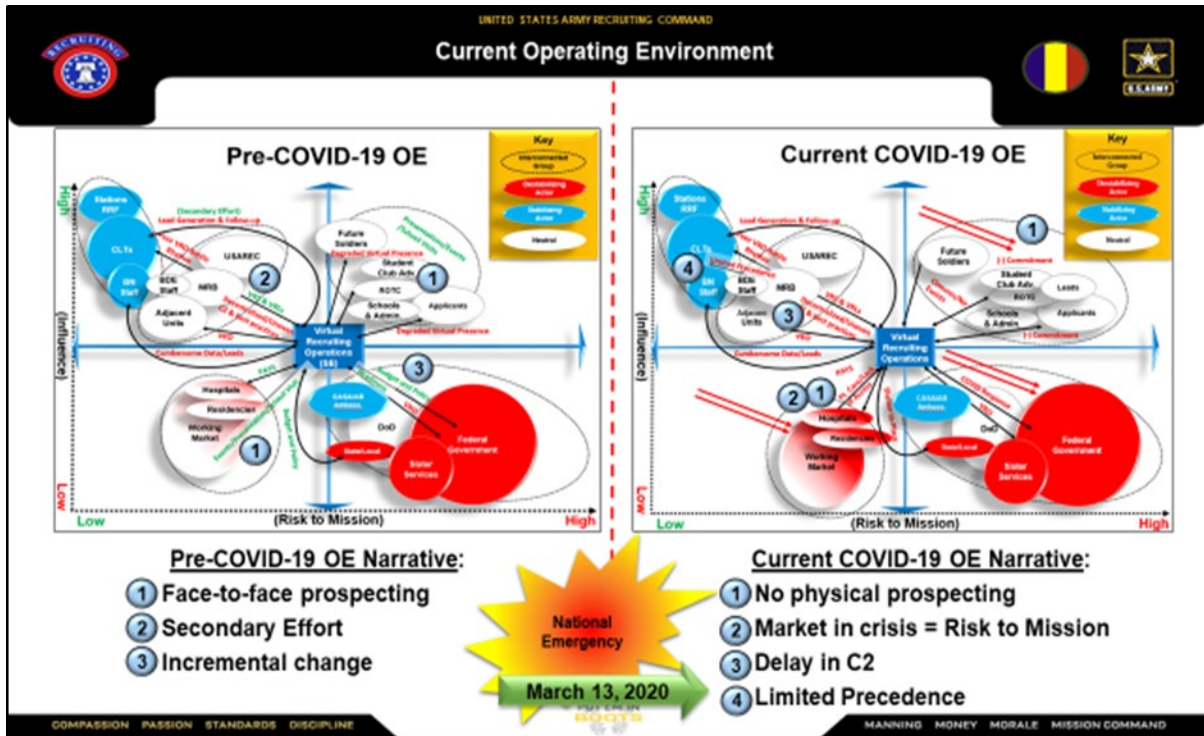


Figure A-8. Current Operating Environment

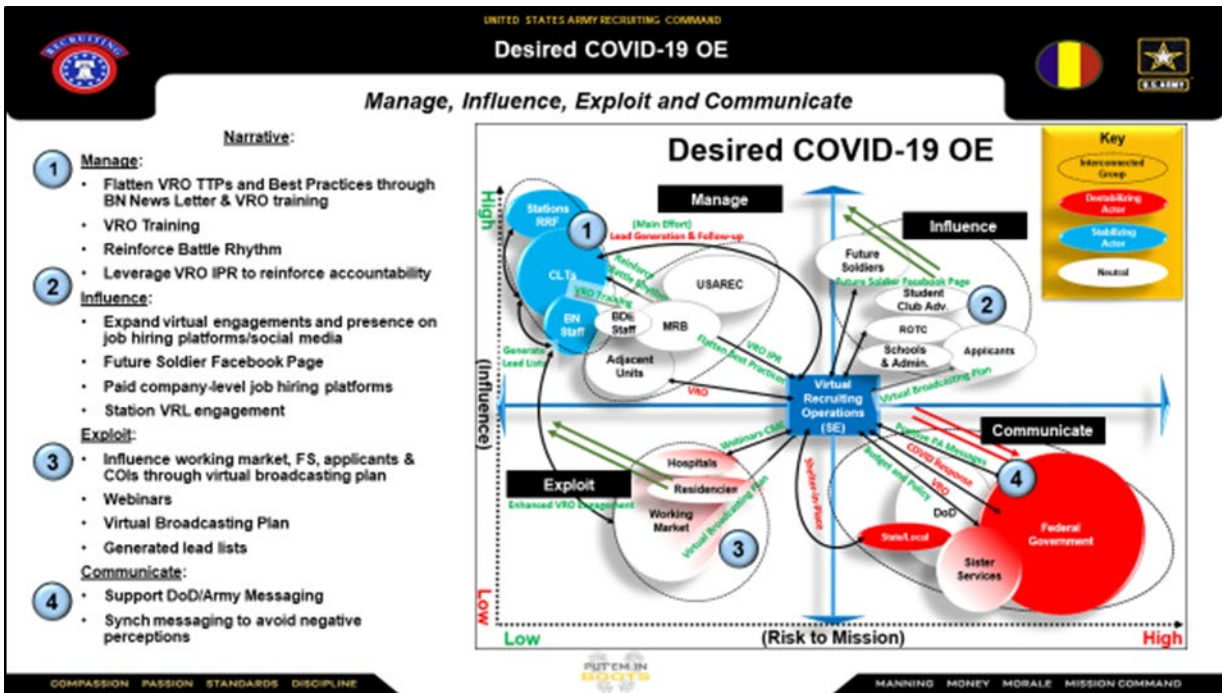


Figure A-9. Desired COVID-19 OE

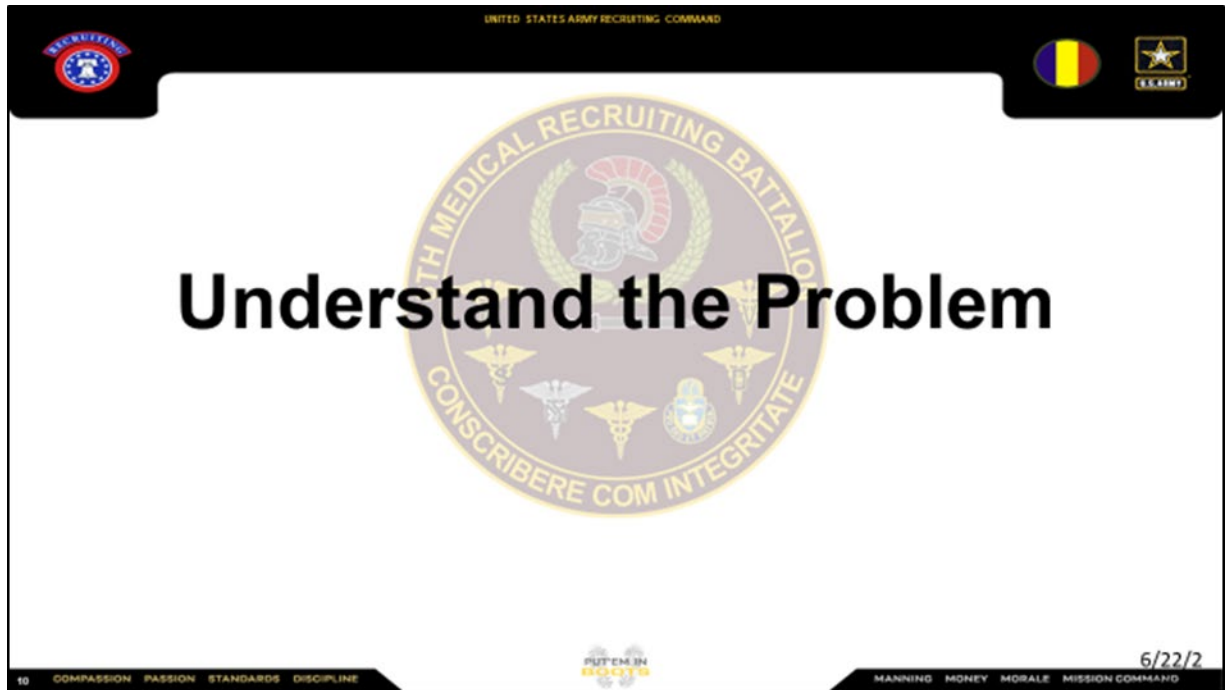


Figure A-10. Understanding the Problem

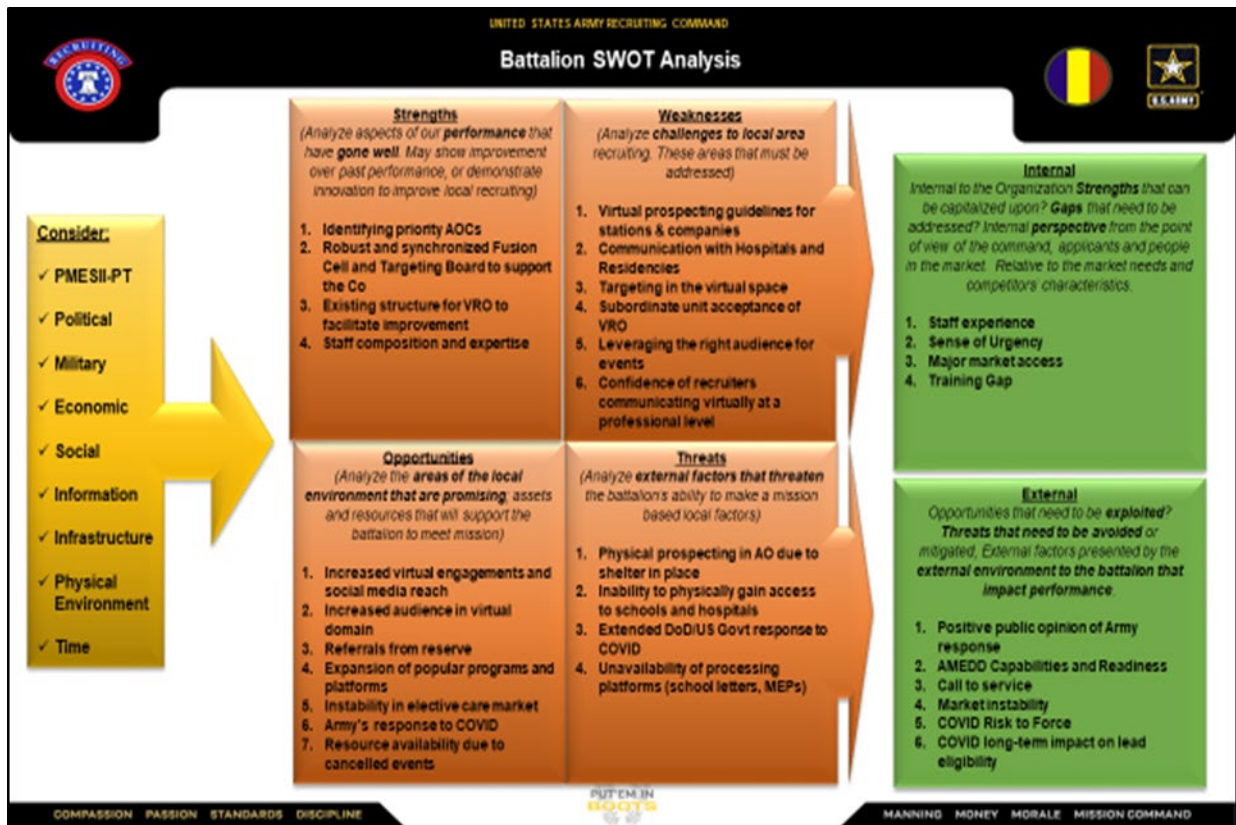


Figure A-11. Battalion SWOT Analysis

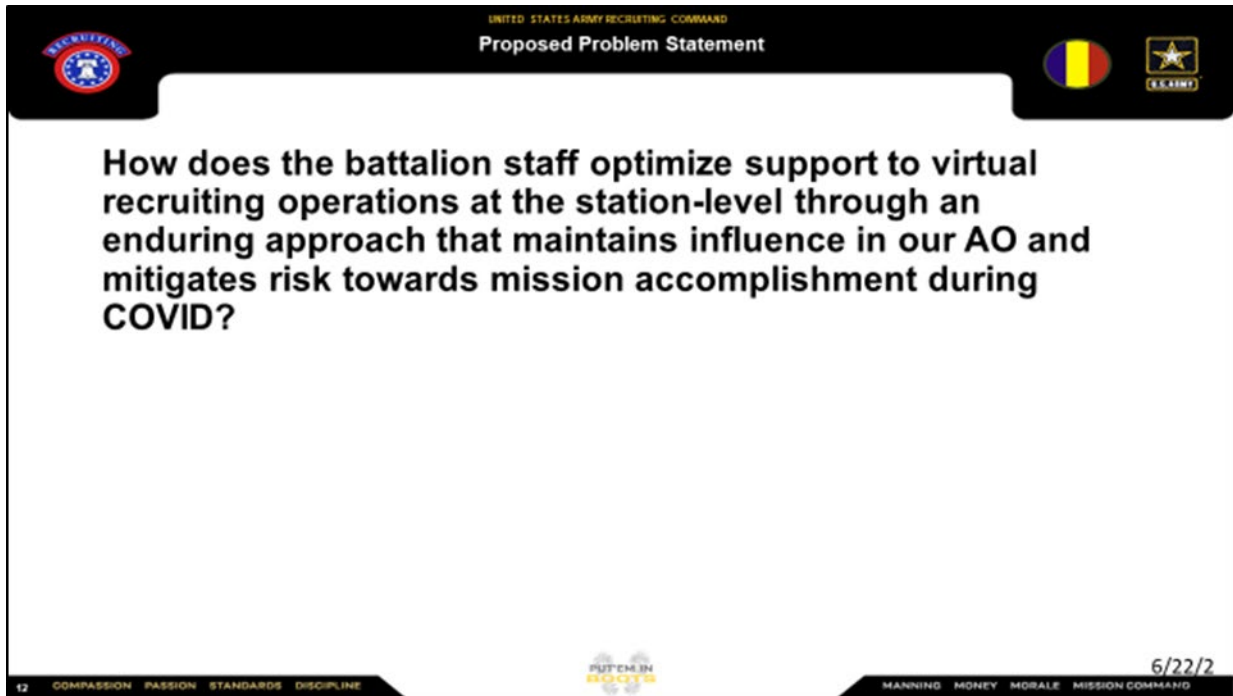


Figure A-12. Proposed Problem Statement

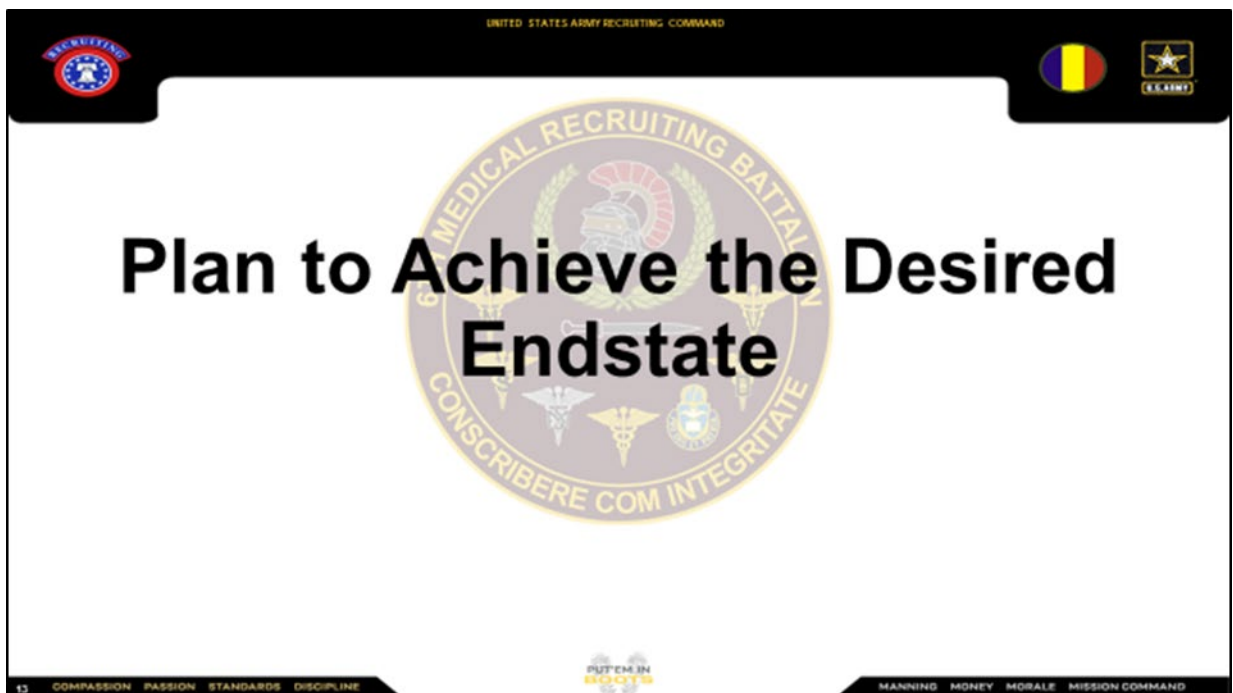


Figure A-13. Plan to Achieve the Desired End state

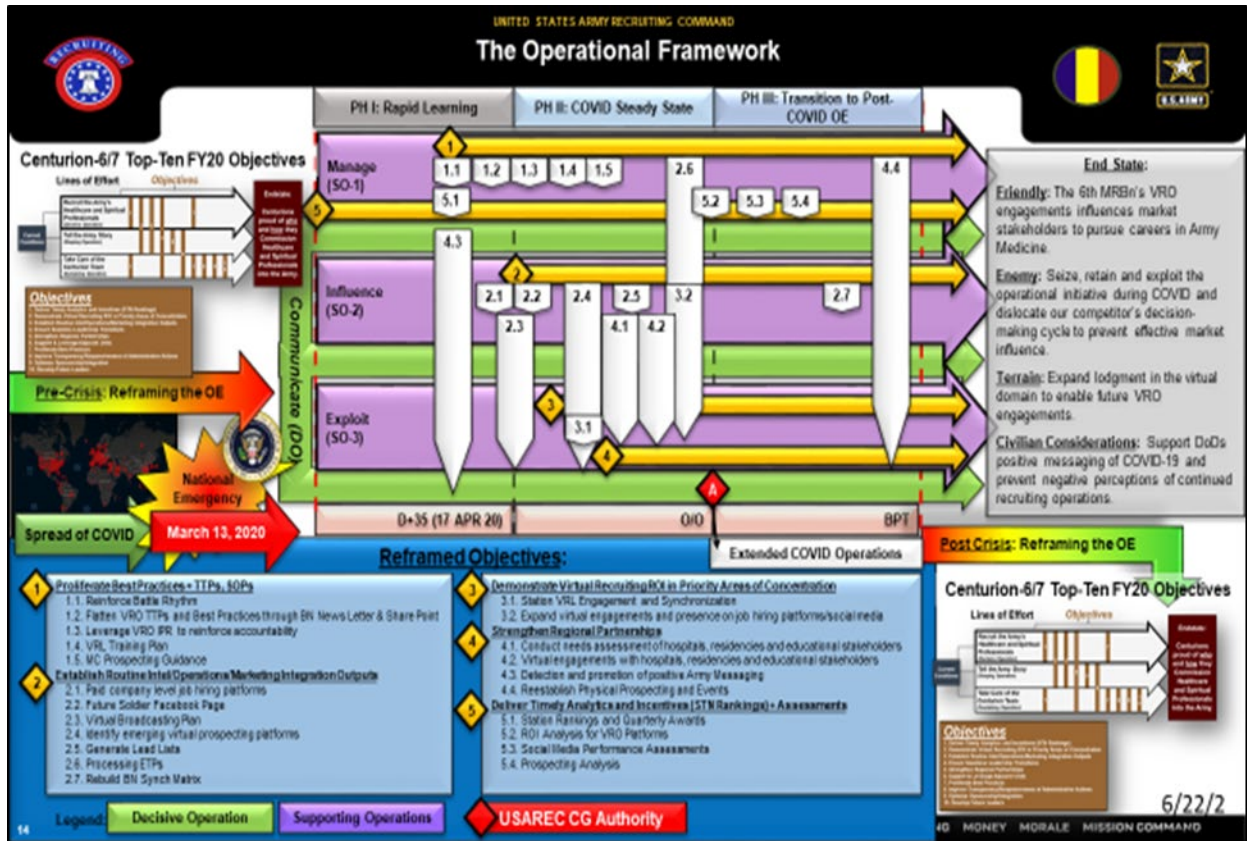


Figure A-14. The Operational Framework



Figure A-15. Staff Employment Towards VRO

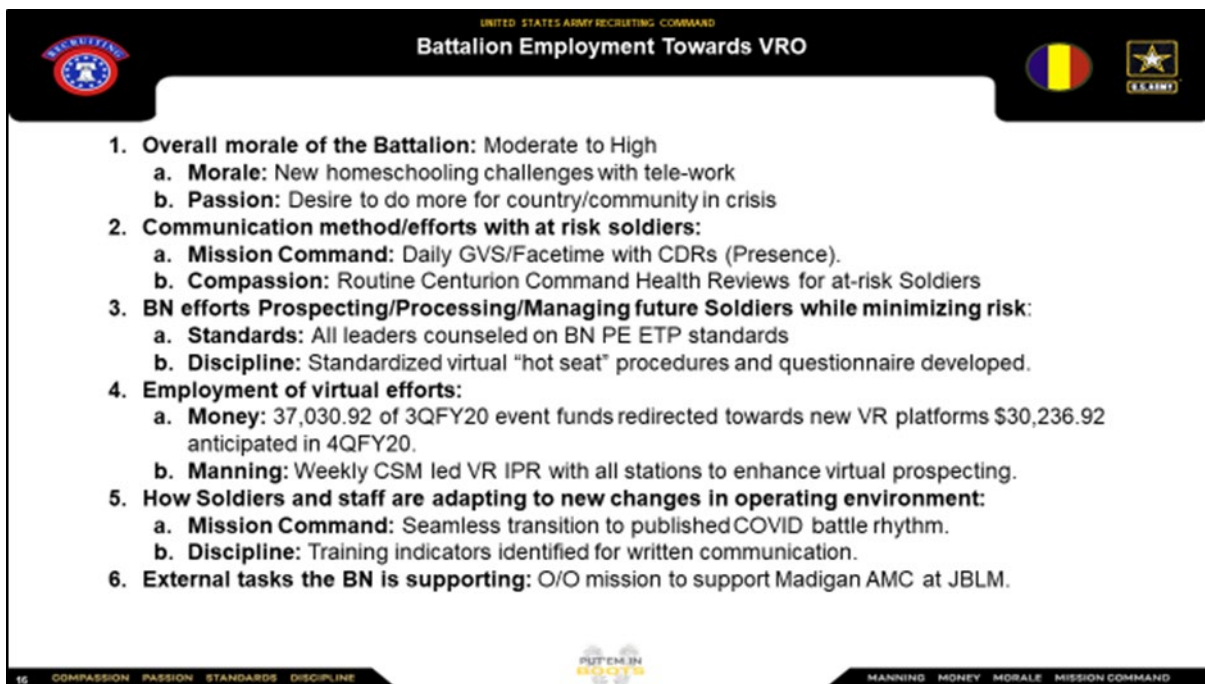
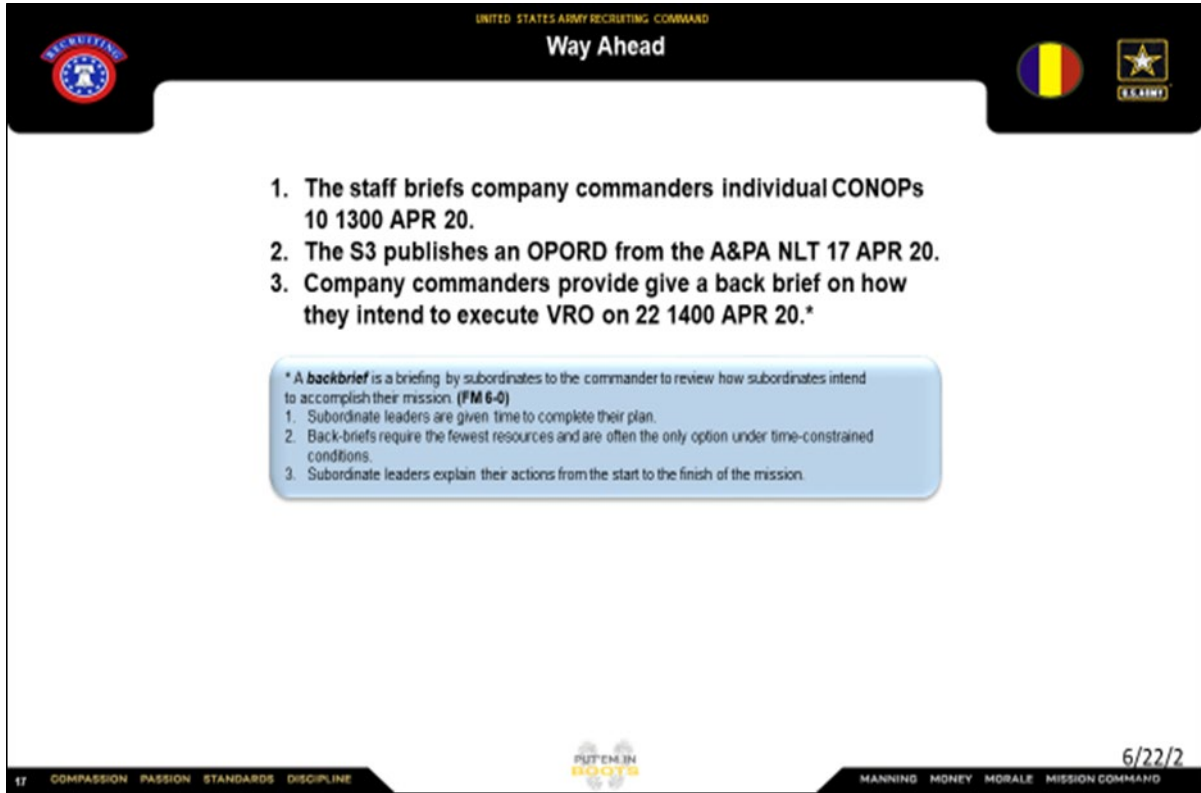


Figure A-16. Battalion Employment Toward VRO



UNITED STATES ARMY RECRUITING COMMAND

Way Ahead

1. The staff briefs company commanders individual CONOPs 10 1300 APR 20.
2. The S3 publishes an OPORD from the A&PA NLT 17 APR 20.
3. Company commanders provide give a back brief on how they intend to execute VRO on 22 1400 APR 20.*

* A **backbrief** is a briefing by subordinates to the commander to review how subordinates intend to accomplish their mission. (FM 6-0)

1. Subordinate leaders are given time to complete their plan.
2. Back-briefs require the fewest resources and are often the only option under time-constrained conditions.
3. Subordinate leaders explain their actions from the start to the finish of the mission.

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Figure A-17. Way Ahead



UNITED STATES ARMY RECRUITING COMMAND

Commanders Planning Guidance

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Figure A-18. Commanders Planning Guide

Appendix B

Example for Annex J (Informing and Influencing Activities)

B-1. Commanders and staffs use Annex J (Informing and Influencing Activities) to describe how themes and messages will support operations described in the base plan or order. The PAO and G-7 is the staff proponents responsible for this annex.

B-2. "The figures (Figure B-1 and B-2) that appears on the following pages are example of IIA planning and should not limit the information contained in an actual Annex J." Annex J should be specific to the operation being conducted; thus, the content of actual Annex J will vary greatly.

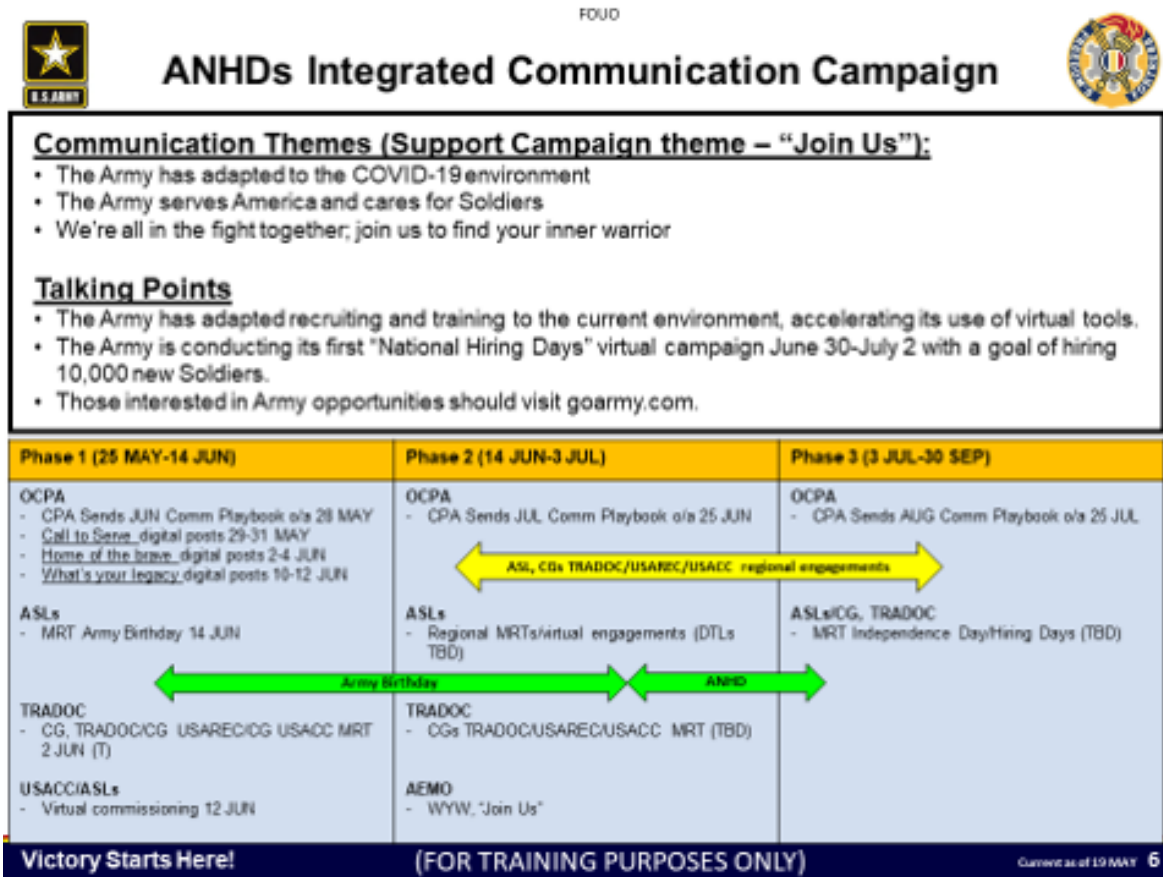


Figure B-19. Example Plan (Communication Themes) to Annex J (Inform and Influencing Operations)



Figure B-20. . Example Plan (Marketing Themes) to Annex J (Inform and influencing Operations)

Appendix C

Vignette for Virtual Recruiting Activities

C-1. Planning at the Recruiter level is critical for success of any virtual recruiting activity. Commanders and staffs use Annex J (Informing and Influencing Activities) to describe how themes and messages will support operations described in the base plan or order. The PAO and G-7 is the staff proponents responsible for this annex.

C-2. **PLANNING A VIRTUAL EVENT:** The following vignette is one of several examples of how a Recruiter conducts planning to develop a plan for a virtual event. It is not a prescribed format for planning all virtual events.

Planning a Virtual Event – Virtual Career Fair

SSG Smith decides he is going to do a virtual event to reach a portion of his market because the production and market share in his area of responsibility declined. SSG Smith sets up a meeting with his Station Commander, SFC Jones, to discuss his idea and get input on the target audience. SFC Jones completes a RFA and sits down with SSG Smith to explain that he should target individuals who graduated from two of his assigned high schools within the last two years and who live in five zip codes. The data shows that most of the individuals who enlisted from his area over the last three years lived in the zip codes, attended those high schools, and originally went to college.

SSG Smith decides to conduct a virtual career fair using Facebook Live because this is a popular platform used by the targeted market in his area. He determines the best time to conduct this event is for one hour starting at 1800 local time on a Thursday six weeks from now so that he has enough time to plan, prepare, and get the word out by advertising and engaging his target market. He plans to engage his audience “live” during the event, but it will post it to his timeline for others to view at a later if they cannot engage during the live session. Additionally, this event does not conflict with a holiday or any other planned local event.

SSG Smith plans to conduct the virtual career fair by himself and reaches out to his VRS for assistance in creating content. He reviews the content in his presentation to ensure it does not violate OPSEC and then reaches out to the PAO to ensure there are no content issues. SSG Smith notes that there will be no sharing of PII/PHI over this platform. He develops contingency plans for issues that might arise like having a tablet or computer available if he has an issue with his phone, using YouTube Live Stream if there is an issue with Facebook Live, and having a secondary Internet connection available. He also develops a plan for reacting to messages/posts he will receive during the event. As he prepares for handling and answering questions from interested individuals, he also prepares for the possibility of negative comments and possible trolls, and the appropriate methods to handle such situations. With that in mind, he develops an exit plan.

Planning a Virtual Event – Virtual Career Fair (Cont.)

Since the content for the event has already been created, he now needs to determine his “call to action.” He plans to conduct his presentation through Facebook Live and engage with his audience through comments, but he wants to ensure he captures those who are truly interested. After much thought and deliberation, SSG Smith decides his call to action will be having interested individuals contact him through Direct Messaging (DM).

SSG Smith determines there are approximately 800 individuals who have graduated from those two schools over the last two years and he has blueprint information on many of them in Recruiter Zone (RZ). He plans to invite 250 to the event through Facebook invitations with a focus on individuals in PRIZM Segmentation 47 “Striving Selfie” his largest and most productive segmentation as they show signs of greater potential, have some college, are tech savvy, and generally rent a place to live. This segment has the highest potential for enlistment from his area based on the market analysis. SSG Smith plans to make 20 appointments from the event and achieve eight contracts. He plans to request funding and advertising, and if approved, he will have a MAC code to track ROI.

Today is Friday and the event is six weeks away, so SSG Smith submits a request for funding today. By the end of the following week, he has a list of individuals to invite, initiates contact with the VRS to develop content, and identifies CP/COI/VIP Army advocates in the community to assist in shaping this event. For week two (four weeks before the event) SSG Smith receives the funding and advertising he requested, is communicating with the VRS about the content creation and format of the event, is continually communicating with the COI/VIP Army advocates, pushes advertising for the event, and starts sending Facebook invitations to his targeted market.

During week three, SSG Smith completes the content creation for the event and starts conducting rehearsals. He continues to engage the targeted group to generate interest in the event.

Over the next couple of weeks, SSG Smith will conduct several rehearsals and test runs to ensure he is prepared, and the equipment and systems work properly. He maintains communication with the CP/COI/VIP Army advocates for continued assistance in shaping the event and continues to engage his targeted group to generate as much interest as possible for the event. On Thursday, six weeks after he developed the plan, SSG Smith executes his Virtual Career Fair.

Glossary

Section I. - Abbreviations

ACE	Army Career Explorer
AEMO	Army Engagement Marketing Office
AFQT	Armed Forces Qualification Test
AO	area of operation
A&PA	Advertising and Public Affairs
APT	AFQT Predictor Test
ASVAB	Armed Services Vocational Aptitude Battery
ATO	Autorization to operate
COA	course of action
CP	community partners
ESS	education services specialist
FSTP	Future Soldier Training Program
HQ USAREC	Headquarters, U.S. Army Recruiting Command
IIA	Inform and Influence Activities
IoT	internet of things
IT	information technology
JAMRS	Joint Advertising Market Research and Studies
MAP	mission accomplishment plan
MDMP	military decision-making process
MEPS	military entrance processing station
METT-TC	mission, enemy, time, troops-available, terrain, civilian considerations
MMA	market and mission analysis
OE	operational environment
PiCAT	Pre-screening internet-delivered Computer Adaptive Test,

Section I. Abbreviations (cont.)

PMESSI-PT	political, military, economic, social, infrastructure, information, physical environment, time
ROI	return on investment
RZ	recruiter zone
SAFE	Secure Access File Exchange
TAIR	Total Army Involvement in Recruiting
TLP	troop leading procedures
USAREC	U.S. Army Recruiting Command
USMEB	US Army Marketing Engagement Brigade
VRD	virtual recruiting division
VRL	virtual recruiting liaison
VRS	virtual recruiting station
VRT	virtual recruiting team
VTP	virtual targeting process
XO	Executive Officer

Section II. Terms

Information fratricide

Is the result of employing information-related capabilities and elements in a way that causes conflicting or negative effects in the information or virtual environments that impedes the conduct of recruiting operations or adversely affect the recruiting force.

Lead

A name with an address, telephone number, or e-mail address and for whom no appointment has been made for an Army interview.

Prospect

A person who has indicated interest in an enlistment or commission to a recruiter directly or indirectly through face-to-face or telephonic communication or by Lead Evaluation and Distribution System, Community Partners, Delayed Entry Program referrals, and/or hometown recruiter aids.

Social media

Web-based applications, which promote the creation and exchange of user-generated content. Web-based programs continue to grow in terms of capability and sophistication. Prominent examples include Facebook, LinkedIn, YouTube, Twitter, Tumblr, and Flickr.

Virtual Prospecting

Virtual prospecting consists of contacting and engaging individuals through e-mail, social media, and the Internet. Virtual prospecting is highly efficient and enables the station to reach large audiences.

Recruiters use virtual prospecting in the in-service and professional markets, and may obtain good results from virtual prospecting in the enlisted market when incorporated into the station's larger prospecting plan.

Virtual Recruiting

Virtual Recruiting is the process of using web-based resources for tasks involved with finding, influencing, interviewing, qualifying, processing, and enlisting or commissioning Future Soldiers of the United States Army. The virtual recruiting process involves using digital/virtual methods to perform tasks within one or more of the eight recruiting functions.

Virtual Recruiting Stations

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. Through content creation and digital marketing analysis in collaboration with market intelligence, VRS are responsible for virtual lead generation, lead refinement, and prospecting through decisive targeting within the battalion area of operations. 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.

References

REQUIRED PUBLICATIONS

FM 3-13, "Information Operations", (dated December 2016)
FM 3-61, "Public Affairs Operations", (dated April 2014)
USAREC Pam 601-3, "Virtual Recruiting", (dated 17 Nov 2017)
USAREC Manual 3-0 "Recruiting Operations" (dated 27 Sep 2019)
USAREC Manual 3-30 "Recruiting Company Operations" (dated 18 Oct 2019)
USAREC Manual 3-31 "Recruiting Station Operations" (dated 3 Oct 2019)
Joint Publication 3-0 "Joint Operations" (dated 22 Oct 2018)

RELATED PUBLICATIONS

USAREC Training Circular 5-01 Mission Command (dated 28 Feb 2017)
USAREC Training Circular 5-3.02 Influencing and Interviewing (dated 20 Apr 2020)

WEBSITES

MilSuite – Recruiting ProNet - <https://www.milsuite.mil/book/community/spaces/apf/recruitingpronet>
GoArmyAdvocates - www.GoArmyAdvocates.com

PRESCRIBED FORMS

None

REFERENCED FORMS

DA Form 2028 (Recommended Changes to this Publication)

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