

# Recruiting Company and Station Operations

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# ***SUMMARY of CHANGE***

USAREC Manual 3-02  
Recruiting Company and Station Operations

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o Deletes “and first sergeant” from paragraph B-9, second sentence.

# Recruiting Company and Station Operations

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## **Preface**

Doctrine provides military organizations with a common philosophy and language. It enhances unity of effort. USAREC Manual 3-02 defines and illustrates the U.S. Army Recruiting Command's (USAREC's) tactical and operational doctrine principles.

## **PURPOSE**

USAREC Manual 3-02 is a "how to think" manual for company and station operations. The primary goal is to present company and station commanders with technical and thought-provoking information that will assist them in their decisionmaking process.

## **SCOPE**

USAREC Manual 3-02 is the user manual for recruiting doctrine at the company and station levels. It emphasizes fundamentals and concepts as well as the command's best recruiting practices. It includes insights from company and station commanders regarding operational and tactical maneuvers that have been successful. The manual explains decisive, shaping, and sustaining operations and how they relate to the recruiting functions.

## **APPLICABILITY**

This manual applies to company and station commanders. With appropriate modifications, the methods described can apply to any recruiting area and market. The doctrine in this manual is derived from USAREC Manual 3-0.

## **INTRODUCTION**

The contents of this manual are not regulatory. They are a compilation of strategies and field proven methods that thoroughly explain the what, why, and how of essential operational activities at both company and station levels. The methods detailed are the command's best recruiting practices. They are not the remedy for every situation, but they do provide company and station commanders a doctrinal starting point from which to formulate and execute their operational plans.

## **ADMINISTRATIVE INFORMATION**

The proponent for this manual is Headquarters, U.S. Army Recruiting Command (HQ USAREC), Assistant Chief of Staff, Recruiting and Retention School-Forward. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCRRS-D, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

## PART ONE

# Recruiting Company Environment

Part One discusses the company's command and operational responsibilities. It defines recruiting operations and explains how the commander can use operational performance to train, direct, and lead their force.

**Chapter 1** describes the operational framework of a network-centric command. It details the internal and external flow of information and how it supports recruiting operations and leads to achieving the mission.

**Chapter 2** discusses the company commander's leadership and operational responsibilities. It describes the art of command and how to visualize, describe, and direct recruiting operations.

**Chapter 3** describes the intelligence preparation of the environment, which is the process of analyzing data to form the common recruiting picture. This chapter discusses how to determine a unit's performance within its market and what market opportunities are available for greater exploitation.

**Chapter 4** discusses how well designed and implemented operations can exploit market opportunities. It also explains how prospecting is the cornerstone of recruiting and what assets are available to assist leaders in deep market penetration.

**Chapter 5** addresses the importance of shaping operations and their role in successful decisive operations. It also explains how some shaping operations can connect and identify with the American public and particular demographic groups.

**Chapter 6** describes how sustainment operations support the force and promote top performance. It also explains how the family readiness group (FRG) supports Soldiers' spouses in this fast-paced, mission-intensive environment.

# Chapter 1

## Network-Centric Recruiting

*“Position yourself as a center of influence, the one who knows the movers and shakers. People will respond to that, and you’ll soon become what you project.”*

Bob Burg

### RECRUITING NETWORK

1-1. The recruiting network consists of two parts (internal and external) that form the information environment or *infostructure* of USAREC. These two parts are the aggregate of individuals, organizations, and systems. They provide the market data and processing support necessary to shape the recruiter’s market for successful decisive operations. It is vitally important the company fully understand the network-centric recruiting model and how it affects each recruiter’s market. Even though commonality exists in the *infostructure* there are still sources unique to particular recruiters and stations. Commanders know how to lead Soldiers, but informed commanders who understand the market information network also know how to position their force for success.

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### INTERNAL NETWORK

1-2. The internal network helps commanders understand the operational environment so they can effectively and efficiently direct their force to finish decisively. The internal network provides leaders with unlimited market data and analysis which can be viewed in a variety of formats. Since most recruiting leaders are physically removed from their leaders and subordinates, it’s easy to feel “out of the loop.” The internal network, however, allows commanders to communicate and monitor data both up and down the chain of command.

1-3. Internal networks aren’t limited to the chain of command. Leaders are encouraged to reach outside their organizations to seek the wisdom and opinions of their peers. One of the best places to actively engage with other commanders is the Recruiting ProNet forum. Recruiting ProNet is USAREC’s collaboration site that connects recruiters, recruiting leaders, and command staff. The forum allows members to openly voice opinions, give advice, ask questions, and share knowledge. To join Recruiting ProNet, visit the forum at <https://forums.bcks.army.mil/default.aspx?id=51486>. Seeking outside opinions and advice from your peers is simply taking advantage of the knowledge base that exists within the command. Seeking advice is not a weakness, but rather a strength that is viewed as a sign of

respect and solidarity between the officers and noncommissioned officers (NCOs) of this command.

## **EXTERNAL NETWORK**

1-4. Company commanders and first sergeants are facilitators for the recruiters' external network. They work continuously to improve and expand school accessibility, develop business affiliations, and improve community relations. These activities are all designed to shape the market for successful decisive operations. The external network is the source of most enlistments and should be their main focus. Every opportunity to shape the market within the scope of their mission should be explored.

1-5. Typical contacts within the company's external network include secondary and postsecondary school faculty and staff, employment services, business owners, community leaders, and religious leaders. These are generally thought of as the most productive contacts in the external network. However, company commanders should not limit their external network to just these examples. Expansion of the external network not only supports mission achievement, it also promotes Army awareness in the community.

1-6. In addition to developing and expanding their external network, commanders should be mentoring their station commanders and demonstrating how they too can expand their area of influence. The commander must play an active role in the community and network with community leaders to gain their support and help promote the Army.

## **SOLDIERS AND LEADERS**

1-7. Leaders who expand their information gathering capabilities through their internal and external networks increase their force's ability to dominate the market. Timely and accurate information enables the commander to quickly focus on problem areas. This information along with personal observations can be used to direct their force and mentor their station commanders.

1-8. Attack the objective and finish decisively has always been the Soldier's objective. Although the recruiting objective remains the same, the ever-changing terrain and tactics are a continuous challenge. Leaders must adapt to these ever-changing conditions and use every bit of available information and support to overcome them. The Army's mission is to fight and win our Nation's wars. The recruiting mission is to recruit men and women to maintain the force. Both missions rely heavily on the information network and the development of self-aware and adaptive leaders. The internal and external networks form the recruiter's *infostructure* and are the enablers they need to penetrate their markets and ultimately achieve the mission.

## Chapter 2

# Command

*“You must love those you lead before you can be an effective leader. You can certainly command without that sense of commitment, but you cannot lead without it. Without leadership, command is a hollow experience, a vacuum often filled with mistrust and arrogance.”*

General Eric Shinseki, Army Chief of Staff (1999-2003)

2-1. Command of a recruiting company is no different from command of any company, battery, or troop. The missions may differ, but command authority and structure are the same. In size, a recruiting company is smaller than a typical company sized element. Unlike other branches that become 100 percent operational only during deployment, recruiting is 100 percent operational at all times. Deployed Soldiers perform their operations on or near the battlefield, while recruiters perform their operations in communities across America every day. As a result, leaders and recruiters as well as their families are most often quartered in the communities where they operate. They are often the only Army presence in the community, other than U.S. Army Reserve (USAR) or Army National Guard (ARNG) members. Their presence is important, because it promotes Army awareness and keeps people in touch with the Soldiers who defend them. The diminishing numbers of World War II, Korea, and Vietnam veterans has resulted in America losing touch with its Army. That’s why telling the Army story is so important. Telling the Army story at every opportunity educates the market and community and enables prospects to make informed decisions about Army service.

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### MISSION

2-2. The recruiting company commander’s job is to lead the recruiting force by supporting their operations and blocking any distractions that could affect the accomplishment of their mission. Since recruiting is a continuous live-fire operation, it requires leaders not only to be supportive, but inspirational and motivational as well. Company-level training should instill in recruiters a sense of confidence and a can-do attitude that will transfer to prospects, applicants, and Future Soldiers. Most Soldiers train to maintain proficiency when deployed. Recruiters are always deployed, they must train during live-fire operations. Recruiters do not practice mak-

ing telephone calls, conducting school presentations, or talking to parents and civic organizations. All their actions count toward mission accomplishment; and it's the commander's job to keep them trained, resourced, and motivated.

## **COMMANDER CHARACTERISTICS**

2-3. Be, know, do describes the character, competence, and actions of all good leaders. A commander must have the courage to do what is right regardless of the circumstances or consequences. They must be competent and possess the personal, conceptual, and technical abilities necessary to build their subordinates' confidence. They must be capable of making and communicating decisions and positively influencing and motivating their force. Commanders must support their force to accomplish today's mission and tomorrow's.

## **IMPACT**

2-4. The company commander must consistently demonstrate an attitude of honesty and integrity to superiors and subordinates alike. Recruiters must see and experience the commander's genuine concern for them and their Families. The commander's leadership style should set the standard. Just as a chief executive officer's actions affect the profit margins of a corporation, the commander's actions affect the unit's recruiting performance.

## **COMMANDER**

2-5. The duty of a company commander is to lead their company and provide quality guidance, direction, and motivation. They must establish a strong working relationship with their first sergeant and leverage their technical expertise and practical recruiting experience.

2-6. Company commanders must balance mission with a positive command climate and a genuine care for Soldiers, Civilians, and their Family members. They must manage their company's daily prospecting and processing performance, and continuously conduct intelligence preparation of the environment to position their force in the right place at the right time with the right message. Company commanders also manage the Future Soldier Training Program (FSTP).

## **FIRST SERGEANT**

2-7. The chief duty of the first sergeant is to support the commander. First sergeants are the commander's technical and tactical recruiting expert and they help train and mentor new commanders. The first sergeant advises the commander and assists in all aspects of recruiting operations. The first sergeant oversees the health, welfare, morale, and training of Soldiers. The first sergeant sets and enforces high standards of conduct and appearance, manages the company's professional development program, and is the top of the company's NCO support channel.

## **SHAPING CULTURE**

2-8. Commanders train their Soldiers while they are engaged in recruiting operations. This fact requires commanders to demonstrate proficiency and flexibility and serve as a model to their Soldiers. Flexibility enables commanders to successfully change their unit's focus; while keeping their Soldiers ready, willing, and motivated to accomplish the mission. A large number of today's Soldiers have been recruited from college campuses and are well educated. Commanders should take advantage

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of this resource and encourage their imaginative thought. It should be explained how executed actions fit into the overarching scheme of maneuvers. Questioning why certain operations are conducted should not be interpreted as a sign of disrespect. Subordinates who ask questions have accepted ownership and are looking for the most efficient and effective way to accomplish their mission.

## **CHALLENGE**

2-9. Artillery, armor, and other combat arms branches use prepared simulations to challenge Soldiers' abilities and improve their war fighting edge. In recruiting, however, commanders and senior NCOs must create realistic simulations (role-play) to help recruiters master the various tasks and skills necessary for mission success. These role-plays should not focus entirely on prospecting and processing, they should also include topics such as how to deal with internal and external leaders, parents, and student peer pressure. Simulations, as good as they may be, cannot replicate the variety of situations recruiters encounter during actual recruiting operations. Commanders must understand that effective training relies almost entirely on the accurate assessment of recruiter skills during live-fire operations.

## **COMMUNICATION**

2-10. Communication is a challenge in a geographically dispersed command such as USAREC. Although the command possesses computer and telephonic communication systems that aid in the timely delivery of messages, nothing can replace face-to-face, one-on-one direct communications between commanders and Soldiers. This is true whether it be in the station, company area, or in private conversation. Commanders must never shy away from saying what they mean clearly and directly. A commander's personal presence makes a significant difference in how subordinates respond to messages. Walking point with Soldiers, whether it's with a recruiter on a house call, face-to-face prospecting, or participating in a local media interview, communicates a sense of caring and commitment to the recruiter. A commander's presence speaks volumes. In recruiting, as in combat, commanders must move to the critical point and lead.

## **RECRUITING OPERATION PLAN**

2-11. The recruiting operation plan (ROP) is a systematic planning approach used to maximize recruiting performance and promote success. The company's ROP is focused on the current recruiting phase line (PL), while developing operational strategies for the quarter. The company's ROP is formulated using the recruiting functions as its tactical road map. Each station's market is different and a "one size fits all" prospecting directive from higher echelons can stifle even the best station's efforts. Even though the company's ROP is market driven, it must be nested in the battalion's plan. The company commander combines the stations' plans with the commander's intent and formulates the company's ROP. The company commander must consider the company's strengths, weaknesses, opportunities, and threats (SWOT) when formulating their ROP. The company's ROP should cover the quarter and specifically the current PL.

2-12. The first step in the development of a company's ROP is gathering and analyzing market intelligence. Intelligence is a four-step procedure that defines the recruiting environment, describes the demographics, evaluates the market, and synchronizes assets to target high payoff zones and events. Various command-generated reports such as demographic, economic, and education, help company commanders define their market. Station commanders, however, are their eyes and ears on the ground and can provide commanders valuable real-time market infor-

mation. Compilation of the stations' ROPs gives the company commander a good market evaluation, identifies high payoff zones, and alerts them to events in their company's area of operation (AO).

2-13. Upon receipt of a mission, leaders consider their market and conduct a mission analysis. This will result in their initial vision of a recruiting plan, which they continually affirm or modify. Leaders use intelligence (see chap 3), command guidance, and their own experience to develop their vision.

2-14. The information gathered from the market evaluation will verify the recruiters' ROPs and ensure all prospecting activities are directed to high payoff zones and events in the PL. Directing prospecting efforts to high payoff areas will maximize the recruiter's time and increase enlistment efficiency.

2-15. After evaluating the market, the company commander should verify the stations' prospecting plans. Prospecting is the key to recruiting success and must be thoughtfully planned. The company commander should ensure station commanders use their SWOT and functions analysis, prospecting analysis, and mission accomplishment plan (MAP) conversion data when formulating their plans. Commanders must also verify the station's simultaneous market penetration, contact milestone progress, and compliance with the commander's intent. After evaluation and adjustment of the stations' plans the commander will formulate the company's ROP. The plan should be brief and written using descriptive bullet comments. The stations' ROPs must reflect the market and MAP data and address the company's SWOT.

Note: The ROP is a living document and can be adjusted to accommodate market changes, command directives, inprocess review (IPR) results, and the like (see app D).

2-16. The commander must ensure the stations' ROPs have enough flexibility written in to easily accommodate processing activities as events unfold.

2-17. The ROP should include all FSTP events. Funded and unfunded events should be scheduled and annotated on the synchronization matrix. These planned events must take place. The Future Soldier is exponentially important to the recruiter and the Army. In addition to being a Future Soldier, they are centers of influence (COIs) who refer prospects, provide valuable intelligence and blueprint information, and promote Army awareness in the community.

2-18. Station, company, and battalion training should be included in the company's ROP and identify the day, location, and time.

2-19. Scheduled events in the ROP should include any requested sustainment activities such as Total Army Involvement in Recruiting (TAIR), adventure van, rock climbing wall, or guest speakers. Events should be annotated on the company's synchronization matrix located in the binder. The events planning sheet should also be submitted to the battalion for execution and discussed at the targeting board meeting.

2-20. Command and control (C2) represents the company commander's C2 of their stations and recruiters. It includes those tasks associated with acquiring information, managing relevant information, and directing and leading subordinates. Through C2, commanders integrate all recruiting functions to accomplish the mission.

2-21. A company ROP is a mid-range, tactical plan aimed at maximizing the effectiveness of recruiting efforts and achieving the mission. The commander leads

their force to execute the command's mission strategy.

## IPR

2-22. The IPR helps leaders focus on improving the organization, dominating the market, and accomplishing near-term objectives.

2-23. The IPR provides leaders with a systematic review of operations and their results between echelons. The IPR works one level up and one level down. Station commanders conduct IPRs with their recruiters; company commanders conduct IPRs with their station commanders. Leaders focus the IPR on near-term objectives. IPRs are normally conducted daily, but can be conducted as often as necessary. A recruiter may participate in an IPR after returning from an interview, even though they participated in one that morning.

2-24. The IPR will have a positive impact on a recruiter's or unit's ability to accomplish the mission. The opposite, however, will likely occur if the IPR becomes an administrative function rather than an operational review. Leaders won't uncover the real problems when they focus only on numbers, such as the number of appointments made or the number of enlistments. Improvement starts by identifying behaviors that impede operations and then training to positively change them. To effect such change, the leader must thoroughly understand each of the recruiting functions.

2-25. USAREC captures mission data via the Leader Zone (LZ). The leader should use the preparation phase to analyze the MAP, Future Soldier roster, processing data, and other pertinent information. This review should include the ROP, strategies, and goals. However, leaders should not rush to decisions based solely on statistics. The recruiter on the ground can provide vital market information that cannot be discerned through data alone. The leader should use the data to develop discussion points that will serve as an outline for the review. The outline must include questions that cover the recruiting functions and how they impact the plan.

2-26. The leader's prepared outline should guide the conversation. Normally, a brigade commander would not ask detailed questions about enlistment packets, but may focus on total projections. Battalions wouldn't discuss travel arrangements for every projected enlistee, but may discuss the transportation system in general. The sequence below is one possible approach to the IPR: (1) Personnel, (2) present mission posture, (3) projections, (4) processing, (5) prospecting, (6) ROP, and (7) FSTP (see app B, IPR Outline).

2-27. The questions may differ, but the IPR procedures at each echelon should be uniform. Subordinates should be prepared to discuss operations in a consistent sequence. Just like battle drills, IPRs should be consistent to promote preparation, patterns of thinking, and successful habits. Leaders should alert themselves to time lines that affect success. This consideration is important for timely corrective action.

2-28. Leaders may conduct an IPR in person or by telephone. A face-to-face meeting is best, but time and distance may make such meetings impractical. The leader must also consider the competence level of the subordinate and the unit's mission posture. Conducting an IPR early in the day allows for adjustment and execution of alternative courses of action (COAs). The leader should then establish time lines for followup to make sure the subordinate has carried out the new COA.

## Chapter 3

# Intelligence

*“Information is a source of learning. But unless it is organized, processed, and available to the right people in a format for decisionmaking, it is a burden, not a benefit.”*

William Pollard

3-1. The gathering and analysis of timely and accurate market intelligence allows commanders to understand the operational environment. Successful decisive recruiting operations rely on good market intelligence.

3-2. The USAREC G2 and battalion S2 provide market research data to its leaders. This data helps leaders target beneficial markets and synchronize their limited resources to conduct current recruiting activities and develop future operations.

3-3. Intelligence uncovers the unit’s performance within its market and identifies the markets of opportunity that should be exploited and expanded. Intelligence provides leaders with a variety of analytical tools they can use to analyze their market. The data is compiled, considering the geographic and demographic makeup of each station’s market and recruiter strength.

3-4. After analysis and interpretation of the intelligence, commanders plan their operational strategy and direct their forces. Over time, both operational and seasonal trends become evident and should be recorded. The commander can then use this valuable information to plan operations. By planning similar operations during similar time periods, commanders can reliably predict good results.

3-5. Intelligence enables support staff to advise commanders on market trends and the positioning and missioning of their forces. The recruiting market can be characterized as unpredictable and changeable at times, affording commanders little time to capitalize on newfound opportunities. Commanders, with the support of an informed staff and accurate market intelligence, are able to direct their forces and resources to decisively and successfully exploit every known market of opportunity.

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## INTELLIGENCE PROCESS

3-6. The intelligence process comprises four steps: *Define* the local recruiting environment, *describe* the effects of the recruiting environment, *evaluate* the market, and *synchronize* assets to target high payoff zones and events. The process enables commanders to understand and focus their force in markets of opportunity.

### STEP 1 - DEFINE THE LOCAL RECRUITING ENVIRONMENT

3-7. Defining the local market environment means identifying key factors. The factors include company and station boundaries, shopping malls, population density, age, economic status, major industries, employment rates, ethnicity, schools, USAR and ARNG units, competition, and traffic flow.

3-8. This intelligence represents the characteristics of the recruiting environment which can affect recruiting operations. Commanders must consider many pieces of intelligence to obtain a common operational picture. A basic component is geography; the physical location of the company headquarters and recruiting stations, transportation systems, and even mountain ranges, rivers, and lakes. Sociopolitical information includes political boundaries, school locations, and ZIP Codes. The commander must also understand the local economy—employment rates, industrial base, and areas of growth and decline. The educational environment compares schools in terms of potential.

3-9. Competition information consists of all active and reserve sister-service boundaries, recruiting station locations, recruiter strength, military installations, and major employer locations. This information provides leaders with the data necessary to evaluate their competition.

3-10. The Department of Defense (DOD) market share indicates the mental category and gender for all enlistments broken down by ZIP Code and easy to compare with the other services in the area. Other reports used to gain intelligence are the Automated Territorial Alignment System, detailed station reports, average station report, bread and butter analysis, station summary report, market share analysis, historical market share, and high and low report. Out-of-area contract analysis will reveal where the unit is losing contracts to other stations or gaining contracts from adjacent units. This tool helps identify gaps in the recruiting environment intelligence as well as limitations and opportunities for operations.

3-11. Intelligence is the gathering and analyzing of all available market information to ensure the force is in the best market, at the right time, with the right tools. The analysis of production, DOD production, demographics, market, population, and the state of national and world affairs all impact the commander's mission strategy.

3-12. Understanding the dynamics of the market segments in their AO enables commanders to properly resource their stations, synchronize lead generation and prospecting operations where possible, and develop simultaneous market penetration strategies. Market information should always be sought out, considered, and if feasible, included in the company's mission strategy.

3-13. A thorough analysis of market information will reveal consistently productive markets of opportunity commonly called "bread and butter" as well as those that produce little or no results. An evaluation of recruiting success will also reveal seasonal trends and market fluctuations that should be considered and planned for.

3-14. All analysis should be shared with station commanders not only to verify and refine the data, but to train and involve them in the company's mission strategy.

## **STEP 2 - DESCRIBE THE EFFECTS OF THE RECRUITING ENVIRONMENT**

3-15. The environment describes the company's area. Market segmentation describes the groups of people within that area. Market segments are represented as categories and general demographic groupings: College students, high school graduates, high school seniors, females, prior service (PS), and race. There are three major ways to view the population:

- Demographic. Describes the area's population, race, housing (owned versus rented), property value, labor, education, household information, and income levels.
- Lifestyles. Hobbies, interests, consumer purchasing trends, music preferences, and the TV shows they watch.
- Psychographics. The study and measurement of attitudes, values, lifestyles, and opinions (wants, needs, and desires).

3-16. Commanders must also know what types of people live in their area and their interests. They must also understand how the segments influence their market as a whole, and what segments are common or unique to their stations' area.

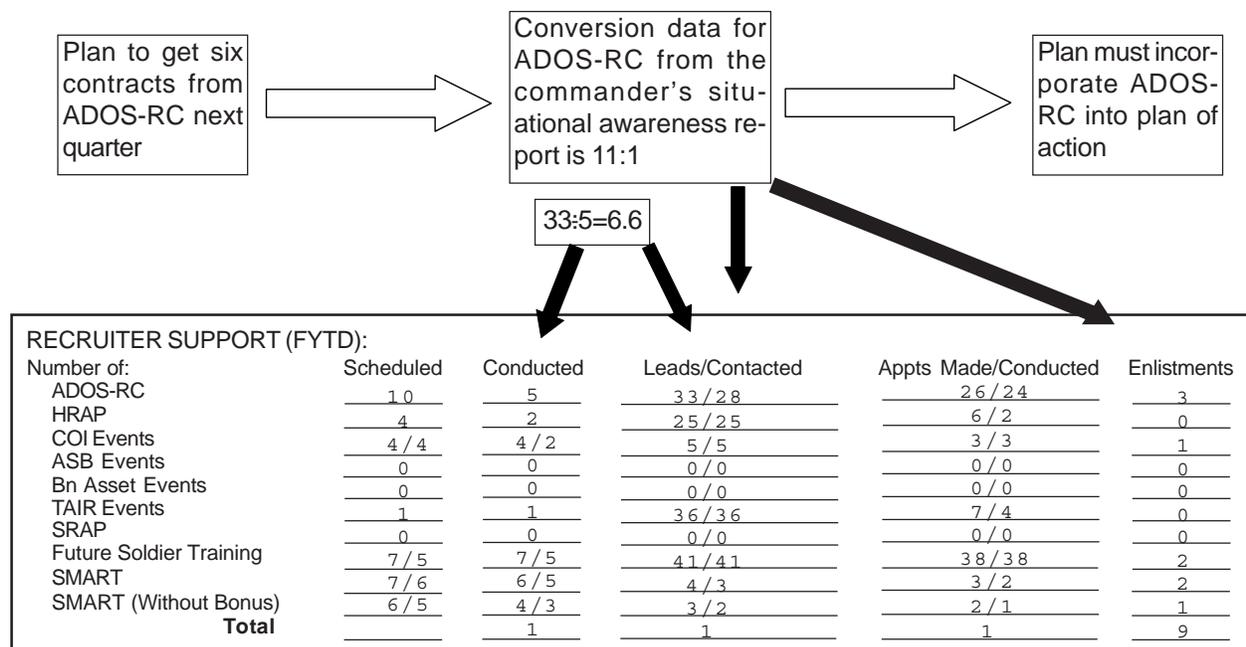
## **STEP 3 - EVALUATE THE MARKET**

3-17. The overall intent of the intelligence process is to assist commanders identify where to employ their forces and what market segment to target. It is equally important to identify where they have been. By analyzing achievements, commanders can gain insight to the market. Commanders analyze market events and production hot zones within each station's market to determine if they need a new marketing strategy or continuation of the current one. This information assists the commander gather information and provides a format to identify characteristics of the market for analysis:

- Demographic information (ethnicity, growth, age, education, and aptitude) depicts population.
- Psychographic information measures interest in the military and generational trends.
- Socioeconomic information analyzes lifestyle segmentation, regional trends, and metropolitan statistical areas.
- Sociocultural information overlay depicts social enclaves and urban, suburban, and rural communities.
- Production information displays:
  - DOD and Army quality categories.
  - FSTP loss trends by category.
  - Special mission production.
  - Production by component (job skills, years of service, enlistment options, etcetera).
- Marketing events calendar lists all events scheduled in the AO, otherwise known as targets. A target represents the best opportunity to influence, penetrate, and increase production in relation to the resources available. Recurring events should be posted on a synchronized marketing calendar. Careful planning precludes the tendency to reinvent the wheel when commanders rotate in and out of the unit.

3-18. Figure 3-1, taken from the commander's situational awareness report in Report Management Zone, is an example of reverse planning for active duty for opera-

tional support-reserve component (ADOS-RC). Planning starts with mission (number of contracts) and works backwards to the number of ADOS-RC leads needed to accomplish the mission. Reverse planning is essential in creating a successful plan. In figure 3-1, ADOS-RC leads convert to contracts at an 11:1 ratio. To write six contracts from this source, 66 leads are needed. Based on the historical data, ADOS-RC Soldiers average 6.6 leads each per week. In this example, to get 66 leads at the present lead rate, 10 Soldiers on ADOS-RC are needed.



Note: Backwards planning is essential to reap maximum benefit from any of these assets.

Figure 3-1. Reverse Planning

**STEP 4 - SYNCHRONIZE ASSETS TO TARGET HIGH PAYOFF ZONES AND EVENTS**

3-19. The final or targeting phase of intelligence completes the effort. Targeting determines high payoff school and community zones and events. Conclusions derived from the intelligence analysis frame the market penetration plan and help commanders identify and exploit high payoff markets. The targeting approach takes into consideration community and school events, and what market segments are likely to attend. This information gives company commanders sufficient time to support these events with displays, advertisements, and other external resources to positively impact the events.

**SELECTED TARGETS**

3-20. Where and how the market is influenced depends on what targets are selected during the intelligence process. Targeting influences the planning process and helps commanders focus their recruiters and resources on high payoff events. A commander's "target list" should also focus on markets where enlistments have been written in the past. Since recruiters cannot be in all places at all times, commanders should direct the recruiter's efforts in areas that present the best enlistment opportunities. A target list should include community events, secondary

and postsecondary schools, industry, primary and secondary markets, and potential markets based on segmentation. Such a list is limited only by the commander's imagination.

## **FOLLOW-ON**

3-21. The follow-on to the intelligence process is how to expand existing markets and break into closed markets. Commanders should focus on their stations much the same way they develop a battle plan around the enemy with their tactical units. The targeting board concept is the synchronization process, which ensures intelligence flows from station to headquarters, and allows commanders to direct their force at the right time on the right target with the right resources.

## **TARGETING BOARD**

3-22. The objective of a targeting board is to synchronize the employment of resources to affect decisive operations, that is, prospecting and processing. The targeting board also seeks to provide adequate support to shaping operations, such as, school recruiting programs (SRPs) and special events. Commanders should develop an integrated market penetration plan to achieve specific objectives within designated and prioritized market areas of interest. A company level targeting board includes station commanders and recruiters. At the battalion, members include the commander, the command sergeant major, executive officer, S2, S3, education services specialist, advertising and public affairs officer, and company commanders. By involving all these people, the board can evaluate all available intelligence from station level up to battalion level.

## **OBJECTIVE**

3-23. A synchronized marketing calendar is essential. Key events can be found in a community events calendar or an Internet site run by the local board of tourism, chamber of commerce, or similar agency. These calendars indicate community events such as fairs, festivals, displays, career fairs, demonstrations, and celebrations. Local school districts' calendars can provide the calendar's framework for events such as career nights, postsecondary school information nights, and sporting events. Important information for these events includes projected attendance, the target audience, length and location of the event, space and booth requirements, and cost to name a few. If local market conditions are accurately defined, leaders can determine what segment of the market is attracted to specific events. Commanders can direct efforts at an event more effectively and efficiently. Commanders should always plan at least one quarter out (plan, prepare, and execute) to align and request resources such as advertising, TAIR assets, and Hometown Recruiter Assistance Program (HRAP) and ADOS-RC participants in support of the event. Commanders should make specific requests for support based on their analysis and expected results. The commander should conduct a targeting board meeting once or twice a month to review the synchronized marketing calendar and information derived from the intelligence process. This information should then be analyzed and developed into actionable events, tasks, and focused efforts of each station and recruiter.

## **ULTIMATE GOAL**

3-24. The ultimate goal of the targeting board is to determine what marketing assets are needed to achieve the commander's stated objective. It is important to understand that the employment and distribution of assets is not based solely on a

“fair share” basis. Some objectives require engagement from multiple assets to achieve the desired objective for the market. When determining the assets to employ, the targeting board must consider a variety of assets regardless of perceived availability. TAIR, U.S. Army Accessions Support Brigade (ASB), Golden Knights, ADOS-RC, HRAP, FSTP, COIs, and the U.S. Army Marksmanship Unit must all be considered to engage national and high value targets. Similar meetings occurring at the company and station level should model that of the battalion. This ensures all levels of the command understand the commander’s intent and provides the direction and focus down to recruiter level.

### **TARGETING PLAN**

3-25. The resulting target plan must comply with higher headquarters targeting guidance, synchronize resources to effectively engage markets of opportunity as well as markets with a high enlistment propensity. It should focus the effort to a specific market and maximize the employment of limited resources. The plan includes intelligence and the rationale for deploying specific assets to penetrate the market and measure the result in terms of contracts.

### **SYNCHRONIZATION MATRIX**

3-26. Targeting is not the end of the process, only the starting point. What follows is the synchronization of recruiting assets at the station, company, and when required the battalion.

### **AFTER-ACTION REVIEW**

3-27. A commander must use an after-action review (AAR) to measure the effectiveness of their approach to each targeted event and market. An AAR will measure effectiveness in terms of leads gained, appointments made and conducted, and ultimately enlistments. AARs determine the return on investment and whether or not to support the event in the future.

## Chapter 4

# Decisive Operations

*“Take time to deliberate; but when the time for action arrives, stop thinking and go in.”*

President Andrew Jackson

4-1. Decisive operations are those which identify, process, and enlist young men and women into the Army to achieve the mission. While the company commander is responsible for all their stations’ and recruiters’ decisive operations, the two which require their direct attention are prospecting and the FSTP.

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## PROSPECTING

4-2. Prospecting is a continuous operation and is as vital to the company’s mission as gasoline is to an engine. Without prospecting, recruiting operations will cease. Inadequate prospecting is the major cause of mission shortfalls.

4-3. Commanders should be aware that low prospecting activity can often be attributed to a recruiter’s dislike of telephone or face-to-face prospecting. The task of prospecting is simple enough; however, the psychological dynamics are quite complex. The term “call reluctance” describes this behavior. Even successful civilian salespeople resist telephone prospecting. Experts suggest that well developed and practiced plans can remove some of the uncertainty and alleviate most call reluctance. If a recruiter knows their prospecting activities will be monitored and critiqued by the station commander, they will be more likely to complete the task.

4-4. Prospecting is one of the recruiter’s five areas of emphasis and should be performed every working day. The commander, together with their station commanders, should implement a well planned, supported, and resourced prospecting plan for each PL. The plan should remain flexible enough to adapt to changes in the market and environment. Results should be documented and evaluated daily by the commander to detect any plan deficiencies or training needs. Commanders should provide feedback to their station commanders to help them guide their prospecting operations. Commanders should determine and communicate the lead sources each station must focus on, to take advantage of market trends or opportunities. Opportunities could be in the form of upcoming events such as TAIR, ASB, and ADOS-RC. These events normally require additional prospecting emphasis and must be included in the company’s prospecting plan.

4-5. Regular IPRs help synchronize station and company prospecting plans. Com-

manders can also discuss any operational or market changes. A good example of a shortfall uncovered during an IPR would be a station that makes the desired number of appointments, but the made to conduct ratio is less than the MAP goal. This disparity reveals a skill gap that can be quickly corrected through training by the station commander. It can be hard to see the objective when totally engaged in the fight. Periodic company IPRs serve to identify and correct negative trends. (See the troubleshooting guide found in LZ.)

## **FSTP**

4-6. Applicants become Future Soldiers when they enlist in the Delayed Entry Program or Delayed Training Program. At the same time these new recruits enter the FSTP. The program prepares the new members for the rigors of initial entry training and life as a Soldier. In the FSTP, station commanders take on the role of platoon sergeant. The recruiter assumes the role of squad leader and the Future Soldier becomes a member of the squad.

4-7. The FSTP is the company commander's program. The FSTP does much more than just prepare new Soldiers mentally, emotionally, and physically for Army service. The program also serves as a management tool that facilitates training, reinforces the new Soldier's commitment, and from a mission standpoint, motivates them to generate leads. The commander's involvement solidifies the program at station level and allows the commander and first sergeant to actively participate in preparing Future Soldiers for initial entry training.

4-8. The company commander is the overall manager of the FSTP. This role as manager requires them to monitor and advise station commanders regarding FSTP event planning, scheduling, Future Soldier followup, and training activities. Daily interaction with station commanders and periodic inspections will ensure FSTP events are properly planned, resourced, and communicated to Future Soldiers, COIs, and guests. Commanders should periodically attend training to ensure it is conducted professionally and that training standards are clearly defined and explained.

4-9. The company commander's timely communication with the Family members of Future Soldiers and other influencers can serve as a quality control check of the Future Soldier's orientation and punctual recruiter followup to provide information, answer questions, and ask for referrals. The commander should contact the Future Soldier's spouse or influencer (parent, guardian, girlfriend, boyfriend, or clergy) within 30 days of enlistment to ensure all their questions and concerns have been addressed by their recruiter. Sixty days prior to departure for training, the company commander should recontact the Future Soldier's significant other to reconfirm the ship date and address any concerns they may have.

## Chapter 5

# Shaping Operations

*“Information is a powerful component of battlespace shaping. Not only do our actions matter, but the perceptions that our actions create matter as well.”*

Lt. Gen. Edward Hanlon, Jr.  
U.S. Marine Corps (Retired)

5-1. Shaping operations create and preserve conditions for the success of decisive operations. Shaping operations can uncover new markets of opportunity, as well as maintain or increase the current market’s enlistment propensity. In addition to preparing the market for decisive operations, they can also be decisive in themselves. Activities planned to enhance SRPs, such as, TAIR and ASB events and displays, can produce leads. Even though they are designed to promote the Army and create conditions for decisive operations they can be decisive themselves. Shaping is a flexible operation and can occur before, during, or after the start of decisive operations.

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### MIGRATION

5-2. Recruiting exclusively in successful areas can lead to diminishing results. It is important to recruit in successful areas, but it is equally important to seek out new markets of opportunity. The same is true of COIs and very important persons (VIPs) who continually support the Army and the mission. Company commanders and first sergeants should continually nurture relationships with known influencers. This type of networking can build strong relationships with community leaders and create networking opportunities that can lead to other important alliances within the community.

### EXAMPLES

5-3. Shaping operations include educator tours, COI and VIP events, TAIR and ASB events and displays, advertising, the battalion market council, FSTP, and the SRP, which produces the majority of leads.

### SRP

5-4. The SRP is the company’s primary shaping operation. The leads produced represent the current high school junior class, senior class, and graduate classes. The postsecondary school program allows recruiters to track local graduates and

generate new leads from the schools' student population. The company commander is responsible for the management and maintenance of the program. A successful high school program allows recruiters to build trust and credibility with the students making them more approachable after they graduate.

5-5. The SRP is designed to penetrate the school market. A successful SRP is the result of a sound school program. The program's outline for secondary and postsecondary schools found in School Zone (SZ) establishes school priorities and FSTP goals. This information combines operational goals with a comprehensive outline and calendar of events to help recruiters establish and maintain an effective program. The intent is to increase overall production in the senior market and establish a foundation for future grad prospecting. Company commanders using the battalion's program as their guide should set the school's FSTP goals for their particular market and mission. Continual assessment and a quarterly school program review will help the commander determine what adjustments, if any, need to be made during the school year.

5-6. The company commander should assist station commanders establish their SRP. Their participation can also be helpful when trying to obtain student directory information or providing guidance for list construction when schools won't release. Company commanders are responsible to interface with high school and postsecondary school officials, and if necessary, explain the Hutchinson Amendment, the No Child Left Behind Act, or the Solomon Amendment when trying to obtain school directories (see USAREC Reg 601-104 and USAREC Pam 350-13). Company commanders, accompanied by the responsible recruiters, should personally visit each of the postsecondary schools in their area. Visits should be made at least once during the school year to enhance public relations and obtain student directories and stopout lists. Since the SRP is the primary lead generator, every effort should be made by the station and company alike, to gain school access and give recruiters every available opportunity to tell their Army story.

## **SCHOOL PENETRATION PLAN**

5-7. A good school penetration plan is based on the evaluation of information found on SZ. The plan must also follow the battalion's SRP guidance. The priority evaluation on the school folders will prioritize all schools by senior population, military interest, Armed Services Vocational Aptitude Battery (ASVAB) testing, and other considerations. Schools will differ in size and accessibility. Some schools may only allow one presentation a year, while others may allow unlimited access. The company commander must have a thorough understanding of each school's visitation rules before actually committing time and resources.

5-8. The company commander should discuss with their station commanders, the enlistment potential of each school and compare it to actual enlistment data. The company and station commander should then set realistic enlistment goals for each school. A periodic review by the company commander will ensure the prospecting activities match the agreed upon enlistment goals and contact milestones.

5-9. The commander should review the calendar of events on the school folders to identify events and activities that will allow recruiter participation. An event planning sheet should be initiated at the station and forwarded to the company, indicating the purpose, date, size of audience, desired resources, and the expected return on investment. The request should then be entered on the company's synch matrix and forwarded to the battalion.

## Chapter 6

# Sustaining Operations

*“Soldiers trained in a joint and expeditionary context will be confident that they are organized, trained, and equipped to go anywhere in the world, at any time, in any environment, against any adversary, to accomplish the assigned mission.”*

GEN Schoomaker  
Chief of Staff

6-1. Sustaining operations enable decisive and shaping operations by providing market and recruiter support. While sustaining operations are inseparable from decisive and shaping operations, they are not usually decisive themselves. Sustaining operations are perpetual and a vital part of the recruiting operation. Failure to

sustain the recruiting operation can have a negative impact on market penetration, recruiter success, and mission accomplishment.

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## PERSONNEL INTEGRATION

6-2. Commanders must establish a comprehensive sponsorship program. The program, in accordance with AR 600-8-8, should follow battalion, brigade, and USAREC guidelines. When a new Soldier arrives, it is a good idea to visit them at their residence. The company commander or first sergeant should accompany the station commander on these visits. The visit should include a warm welcome and an offer of assistance for any problems that may have arisen during the Soldier's move. This will demonstrate unit cohesiveness and eliminate any duplication of effort.

## PERSONNEL MANAGEMENT

6-3. Recruiters are the station's most important resource. They are the ultimate recruiting system and deserve positive leaders who are genuinely concerned about them and their Families. Commanders by the nature of their position, have a vested interest in their Soldiers' careers and a responsibility for the health and welfare of their Family members. Commanders can demonstrate this care through proper personnel management techniques.

## LEAVE MANAGEMENT

6-4. Of particular importance is the need for programmed leaves. Very few noncombatant assignments have an operational tempo comparable to that of USAREC. That's

why it is vitally important, Soldiers periodically take time away from the mission and spend it with Family and friends. A well developed leave plan will promote high morale and maintain operational effectiveness throughout the company. All companies should have a good leave plan established at the beginning of the fiscal year (FY). Recruiters should be allowed, when possible, to program their leave to coincide with their spouse's or Family's vacation days.

6-5. Leave is a right, not a privilege. Only in the most extreme circumstances should a Soldier's programmed leave ever be canceled. Commanders must ensure recruiters schedule and take their programmed leave.

6-6. Emergency leaves, although not a common occurrence, are not programmed and directly affect the company's mission. A sense of teamwork within each station should suffice in those situations to pick up the slack and achieve the mission.

## **TRAINING**

6-7. Company commanders are the training managers in their units. They are responsible to provide training to ensure sustained mission accomplishment, professional development, and adherence to command guidance. The complexities of continuous real-time recruiting operations challenge leaders to develop the means and methods necessary to train and sustain their recruiting force. Effective training builds proficiency, confidence, teamwork, and cohesiveness. Effective training also enables recruiting teams to rapidly adapt to changing situations and to take independent actions based on broad guidance. Soldier and leader development requires a focus on successful assessment of individual and unit proficiency. Effective assessment is essential to develop solid, viable teams fully capable of accomplishing the unit's mission.

6-8. Commanders must establish a company training program and be personally involved in its management. Company recruiter training will be conducted quarterly. The training will be oriented toward enhancing recruiters' technical abilities and Army interview skills. Station commander training will be conducted monthly. It will incorporate station commanders' specific tasks such as market analysis, SWOT analysis, ROP formulation, noncommissioned officer evaluation reports, and counseling. Training should be scheduled during less productive times if at all possible.

## **FRG**

6-9. The demanding nature of recruiting can be very challenging for both the recruiter and their Family. Helping Families understand the importance and complexities of their spouse's new duty assignment is critical for the morale of the Soldier and their Family's well-being. The FRG formed by the company commander provides training, feedback, support, and insight for spouses and addresses Family issues before they become a crisis. The high level of commitment and time required of recruiters to achieve their mission can have a negative impact on Family time. However, with a basic understanding of their spouse's job and a support group to talk with, the assignment will be more tolerable for the Family and allow their spouse to focus on the mission.

6-10. The FRG provides recruiters' Families insight and information about recruiting duty and emphasizes the importance of the mission. Army Families, accustomed to living on Army installations with unlimited access to Soldier and Family services, are often overwhelmed when placed in an unfamiliar civilian community. The FRG along with the Army Sponsorship Program assists those Families with

their transition and helps minimize the confusion and uncertainty that accompanies such a move.

6-11. The FRG is made up of recruiters' and station commanders' wives and husbands. A group leader is chosen (normally the senior station commander's spouse) and serves as the group's spokesperson. The group welcomes new Families to the company and periodically holds meetings to discuss upcoming activities and to voice their issues and concerns. The information from these meetings is forwarded up the chain of command for review and appropriate action.

6-12. In addition to welcoming and helping Families, FRGs should be encouraged to plan activities that bring the local Army Family together. Activities can include picnics, holiday parties, or an evening get together during the annual training conference. Some groups have combined their events with their company's mega FSTP functions, bringing recruiters' and Future Soldiers' Families together. These events have proven to be a very effective way to reassure the Future Soldiers of their commitment and introduce the Army Family to their invited guests. FRGs can be much more than problem-solvers, they can be an integral part of the recruiting team. An effective FRG can become a combat multiplier and have a positive affect on recruiters and their performance.

## PART TWO

# Recruiting Station Operations

Part Two discusses the station commander's operational responsibilities. It gives operational direction and provides examples of the command's best recruiting practices.

**Chapter 7** describes the operational framework of the network-centric *infostructure* at station level. It identifies and defines the internal and external flow of information and explains how they support recruiting operations.

**Chapter 8** discusses the station commander's leadership and operational responsibilities. It also describes the art of command and how commanders visualize, describe, and direct recruiting operations in the market.

**Chapter 9** describes the information-gathering phase of recruiting operations. Prior to the beginning of each recruiting operation, this phase shows how to gather, receive, and analyze market information.

**Chapter 10** describes the decisive phase of recruiting operations. To achieve the recruiting mission, this phase conducts multiple actions (prospecting, counseling, and processing) simultaneously.

**Chapter 11** describes the shaping phase of recruiting operations. This phase creates conditions in the station's market that aid the recruiter in mission accomplishment now and in the future.

**Chapter 12** describes the sustaining phase of recruiting operations. This phase provides essential support and service capabilities to the recruiter and the recruiting market. This sustaining activity enables successful decisive and shaping recruiting operations.

**Chapter 13** describes the Army interview which relates the recruiter's personal experiences to applicants during the professional growth counseling session. Delivered by the recruiter, this operation is the primary decisive operation all others support.

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## Chapter 7

# Network Recruiting Actions

*“The successful networkers I know, the ones receiving tons of referrals and feeling truly happy about themselves, continually put the other person’s needs ahead of their own.”*

Bob Burg

7-1. USAREC is a network-centric command with the recruiter as its focal point. Simply stated it is the information network that gives recruiters an operational advantage within their market. In the recruiting environment, network-centric operations focus primarily, but not exclusively, on the tactical levels of command (the recruiter, station, and company). This recruiting network comprised of two parts, form the information environment, or *infostructure*, of the command. The two parts, the internal and external network represent the individuals, organizations, and systems that contribute, collect, manage, process, and disseminate information used in shaping operations. This network reveals the tactical information recruiters need to create combat multipliers within their market that will lead them to mission success.

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## INTERNAL NETWORK

7-2. The success of any mission relies heavily on command and support. Internal organizations, such as company, battalion, brigade, military entrance processing stations (MEPS), and HQ USAREC provide the command administrative, operational, and logistical support that are vital to recruiters’ success. Other internal agencies that support the recruiting mission and promote Army awareness are TAIR teams. These teams conduct mobile clinics which promote military occupational specialties (MOSS), bands, sports, etcetera. The ASB provides cinema vans, flight and armor simulators, the U.S. Army Parachute Team, and the U.S. Army Marksmanship Unit. All support activities influence the primary recruiting audience and supply leads.

7-3. The recruiting information system gathers, analyzes, and shares information along all echelons of the command. Operational data is gathered from every step of the enlistment process allowing leaders to make informed decisions. Market information is provided through school lists, school ASVAB lists, public domain, joint recruiting advertising program lists, and commercial lead sources (purchased by the battalion). Demographic, income, military service, and education (DIME) reports and DOD market share reports also provide market intelligence. Information obtained from these and many other sources contribute to the formulation of the MAP. Accurate, timely, and relevant market information helps commanders select the best COA to achieve their mission.

## EXTERNAL NETWORK

7-4. There are many external organizations which can positively impact the recruiter's mission success; however, colleges and high schools are the recruiter's primary lead source. Besides school lists, schools represent a significant source for COIs and VIPs in the form of students, guidance counselors, teachers, and administrators. External sources can improve the credibility of the recruiter, provide leads in targeted markets, and open countless doors of opportunity. Other external sources that provide leads and information include employment offices, local businesses, and USAR and ARNG centers. USAR and ARNG centers also support the recruiting mission by providing Soldiers, space, and equipment.

7-5. Community support contributes to the recruiter's day-to-day success. Establishing relationships with city, county, state, and Federal governmental agencies can ease the chore of determining an applicant's eligibility. Local newspapers and radio and television stations can help promote the Army in the community through public service announcements. Membership in organizations, such as Veterans of Foreign Wars, American Legion, chamber of commerce, Rotary, Lyon's Club, etcetera, increases the pool of COIs and VIPs, which can produce leads and promote the Army in the community.

## RECRUITER-CENTERED NETWORK

7-6. Figure 7-1 illustrates the recruiter-centered network and how information and support intersect with the recruiter's sphere of influence to form their recruiting *infostructure*.

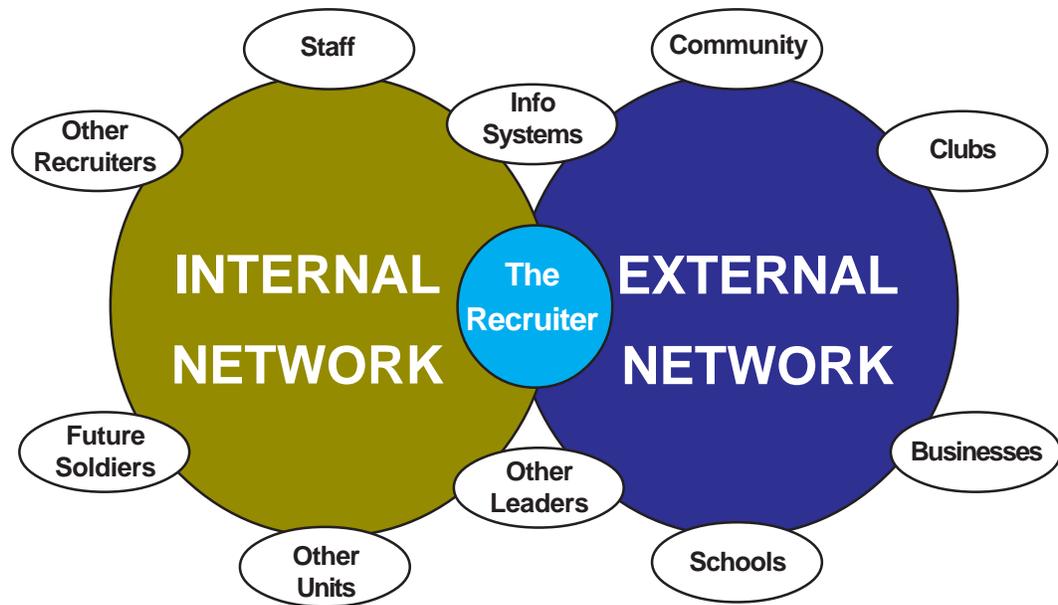


Figure 7-1. Recruiter-Centered Network

## Chapter 8

# Command

*“A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be.”*

Rosalynn Carter  
Former First Lady

8-1. Command is the authority a commander in military service lawfully exercises over subordinates by virtue of rank or assignment. Leaders possessing command authority strive to use it with firmness, care, and skill. As such, it is more an art than a science, although it exhibits characteristics of both. The station commander is responsible for the supervision, training, and welfare of all personnel assigned or attached to the station. Station commanders, assisted by the company commander, first sergeant, and supportive staff, visualize and describe the mission, then direct their recruiters’ actions to achieve it.

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## VISUALIZE

8-2. Upon receipt of the mission the station commander must conduct an SWOT and recruiting functions analysis. The results of the analysis combined with the commander’s intent will help them construct their station’s ROP. The ROP serves as a guideline and is continually fine-tuned during execution (see app D).

8-3. For station commanders to properly visualize the achievement of their mission, they must clearly understand their market and resources. What is the mission? What is the market’s propensity? What shaping and sustaining operations should be employed or are scheduled to achieve the mission? This mental framing of the market and mission takes place during mission planning. Station commanders using the recruiting functions as their guide, should visualize their mission and shape its outcome. The station commander’s vision should identify necessary tasks; who is to do them; and when, where, and why they’re to be done. Clear and definitive results should be documented. An hour of prospecting should result in a specific number of contacts and appointments. Expected prospecting results should never be a guess. It should be determined by carefully analyzing recruiters’ prospecting performance.

8-4. Most recruiting and support operations are nonlinear. Simultaneous market

penetration (prospecting for graduates while prospecting for high school seniors) is a good example. Even though recruiters may be prospecting for grads, they are still required to prospect in the high school senior market. Flexible recruiting plans enable station commanders to shift their recruiter's prospecting efforts during the PL to engage markets of greater opportunity.

8-5. Centers of gravity are those characteristics, capabilities, or localities from which a military force derives its freedom of action, physical strength, or will to fight. The center of gravity in recruiting is communication: The up and down flow of information and support. Communication allows commanders to maneuver their units in harmony with the mission objectives of higher headquarters. It provides all levels of the command the immediate reinforcing support necessary to meet challenges and exploit opportunities.

8-6. A decisive point is a place within the station's market where a station commander can gain a significant advantage. Decisive points in recruiting are postsecondary schools and high schools. Information from these sources is vital to every station's success. Since there are usually more decisive points than the recruiting force can exploit, commanders must expend maximum resources and energy on decisive points that will positively impact the mission. Decisive points may change from month to month depending on the circumstances. In summer months for instance, high schools are generally closed and are less likely to be a source of referrals. Commanders should be aware of how decisive points change from month to month and how those changes affect their visualization of the market.

## **DESCRIBE**

8-7. Station commanders should use intelligence, available resources, and experience to describe recruiting operations to subordinates. This description allows subordinates to visualize what must be done to achieve the mission. Station commanders must understand how the accomplishments of individual recruiters will impact the station's performance. Mission success occurs through a combination of decisive, shaping, and sustaining operations carried out by individual recruiters, recruiter teams, and full station activities.

8-8. The station commander's description should be a clear, concise statement of what the recruiters' combined efforts must accomplish. The station team must conduct all individual operations with the commander's described vision in mind. Coordinated team activities will contribute to the station's mission success.

## **ROP**

8-9. The ROP (see app D for details) is a systematic planning approach used to maximize recruiting efforts and realize mission success. The station's ROP is adjusted for each PL and uses the recruiting functions as its tactical road map. Each station's market is different and a "one size fits all" prospecting requirement from higher echelons can stifle even the best recruiter's efforts. The recruiter's ROP which is market driven, must be nested in the station's plan. To do this the station commander must validate the recruiters' ROP using the station's recruiting functions analysis, MAP conversion data, prospecting analysis, SWOT analysis, and commander's intent. After the station commander validates and adjusts (if needed), the recruiters' plans must be nested within the station's ROP.

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## RECRUITING FUNCTIONS ANALYSIS

8-10. Intelligence. The first step in the development of a station ROP is intelligence. Intelligence is a four-step procedure that defines the recruiting environment, describes the demographics, evaluates the market, and targets high payoff zones and events.

8-11. The intelligence system (G2) collects, analyzes, and disseminates data to assist with intelligence down to station level. Intelligence includes demographics, historical data, and current trends which station commanders use to direct recruiting efforts to profitable areas within their market.

8-12. Recruiters assist station commanders with intelligence preparation. They provide valuable market intelligence by talking with members of the community and interfacing with COIs, VIPs, and Future Soldiers. This market information makes station commanders aware of market trends and the physical recruiting environment. Market information helps station commanders focus their intelligence on market evaluation and high payoff zones and events.

8-13. Market evaluation is used to uncover recruiting “hot zones,” such as highly productive schools, gathering places, or economic trends within the community. Market information can be gathered from the detail ZIP Code report and DOD market share report. The evaluation should also identify school and seasonal community events that can have a positive or negative affect on prospecting efforts.

8-14. The information gathered from the market evaluation will verify recruiters’ ROPs and ensure recruiters’ prospecting activities are directed to high payoff zones and events during the PL. Directing prospecting efforts in high payoff areas will maximize recruiters’ time and increase their enlistment efficiency.

8-15. Prospecting. After evaluating their market, station commanders should verify their recruiters’ prospecting plans. Prospecting is the key to recruiting success and must be thoughtfully planned. Station commanders should ensure recruiters use market intelligence, prospecting analysis, and MAP conversion data when formulating their plans. The station commander must also ensure recruiters include time for specific prospecting techniques such as telephone and face-to-face. Simultaneous market penetration and the commander’s intent must also be incorporated in recruiters’ ROPs. The plan should be brief and written using descriptive bullet comments. The station’s ROP must reflect the market and MAP data and address the station’s SWOT analysis. Station commanders should keep in mind that prospecting efforts must be planned in advance to minimize time and maximize returns.

8-16. Interviewing. The Army interview is the art of recruiting. The station commander periodically observes each recruiter’s Army interview. Since the Army interview is more personal in nature, training is generally provided one-on-one, but can be addressed to the group during station training. Since the Army interview is the main event of the recruiting process, analysis and discussion of frequently seen buying motives, goals, plans of prospects, and influencers’ inquiries can give recruiters an important interview edge.

8-17. Processing. Processing begins when the prospect agrees to enlist. Processing activities are typically unscheduled events that occur during and after the Army interview. The ROP should have enough flexibility written in to easily accommodate this important activity. The plan should be flexible and subject to continual review.

Station commanders must always be ready to adapt and modify their plan as events unfold. Having knowledge of MEPS and mobile examining team site standing operating procedures and each recruiter's processing proficiency level will assist station commanders direct their recruiters and ensure red-carpet treatment for their applicants.

8-18. FSTP. The ROP should include all FSTP events. Funded and unfunded events should be scheduled and annotated on the synchronization matrix. These planned events must take place. The Future Soldier is exponentially important to the recruiter and the Army. In addition to being a Future Soldier, they also function as COIs who refer prospects, provide valuable market intelligence and blueprint information, and promote Army awareness in the community.

8-19. Training. Station, company, and battalion training should be included in the station commander's ROP designating the day, location, and time period. The station commander is the primary trainer for their station and should plan sufficient time to research and develop training plans that address weaknesses discovered during the recruiting functions analysis, MAP, prospecting, and SWOT analysis. In addition, the station commander should ensure that the station's and recruiters' ROPs include allotted time for self-development and completion of mandated training.

8-20. Sustainment. Scheduled events in the ROP should include any requested sustainment activities such as TAIR, adventure van, rock climbing wall, or guest speakers. An event planning sheet should be submitted to the company and annotated on the station's synchronization matrix. The station commander must remember that sustainment activities require preparation and planning in order to maximize a return. Ensure that preparation and planning activities are included in the ROP.

8-21. C2. The ROP, MAP, and recruiting functions analysis are closely monitored by the station commander using the weekly station meeting, the daily IPR, and weekly AAR (see app B).

## **IPR**

8-22. Directing daily operations in a station can challenge even the most experienced station commander. Keeping track of operations, especially in a large station, can be tedious, but operations are only part of the picture. Station commanders must also be aware of their recruiters' abilities; taking advantage of their strengths and training to overcome weaknesses. The tool station commanders use to monitor and direct operational and recruiter activities is the IPR. The IPR, as described in FM 6-22 is a quality control checkpoint on the path to mission accomplishment. The IPR provides information to the station commander so they can evaluate what is working, what isn't, and improve the station's performance. Mastering the use of the IPR in the recruiting environment is essential for all station commanders.

8-23. The continuous operating tempo of recruiting demands that station commanders use the IPR to maintain a steady battle rhythm. IPRs are opportunities for leaders and subordinates to talk about what's going on. They can catch problems early and take steps to correct or avoid them. The IPR can also be used to encourage and enable recruiters to improve their ROP by conducting their own analysis. Station commanders can establish an atmosphere of mutual trust by encouraging their recruiters to speak freely and provide constructive feedback.

Note: The station commander's method of communication with subordinates will vary with each recruiter and situation. Station commanders should consider the recruiter's experience, problem-solving abilities, and decisionmaking skills when communicating during the review.

8-24. The IPR should have a positive impact on the station's ability to accomplish the mission. The opposite can occur, however, if station commanders use the IPR to simply collect MAP data, rather than address and solve real prospecting and processing issues. The IPR identifies operational and motivational trends that can positively and negatively affect the mission. Positive trends should be exploited and negative trends adjusted or trained. The station commander must thoroughly understand each recruiting function to affect such changes.

8-25. Station commanders should analyze the MAP, prospecting analysis, Future Soldier roster, processing data, and all other pertinent information. IPR discussions may differ, but the review sequence should remain the same (see app B, IPR Outline). This uniformity promotes preparation, develops patterns of thinking, and fosters successful habits in subordinates. The time and frequency of the IPR should be consistent. Station commanders should select times that have the least effect on recruiting operations, and be held frequent enough to allow for timely corrective actions.

8-26. The IPR will be conducted by the station commander. Conducting the IPR early in the day allows for adjustment and the implementation of alternative COAs. The IPR should begin with a personal dialogue between participants. Station commanders are responsible for more than "filling the foxholes," they are responsible for the care of the recruiters who fill them. The station commander should open the discussion by addressing any Soldier or Family support issues that may affect morale. The station commander's prepared outline should guide the conversation. The suggested IPR sequence is: (1) Personnel, (2) mission posture, (3) projections, (4) processing, (5) prospecting, and (6) FSTP.

8-27. Station commanders should ask questions regarding the recruiter's current mission posture. Ask open-ended and factfinding questions to determine any obstacles or potential obstacles that could affect mission accomplishment (see app B, IPR Outline). Projections should be reviewed and verified. All applicants processing from test to enlistment should be discussed to reveal any potential problems that may need special attention. Prospecting should begin with a discussion of MAP and prospecting analysis. Results of each prospecting method should be reviewed. The IPR should reveal the underlying reasons for any shortfall and an agreed upon COA to overcome them.

8-28. Followup is at the discretion of the station commander. Follow-on meetings should be scheduled at the close of each IPR. Followup is important to operational success and should be adhered to. Canceling or rescheduling followup weakens the IPR's effectiveness and demeans its importance. Establishing a date for followup compels recruiters to enact COAs and prepare results for the review.

## Chapter 9

# Intelligence

*“Knowing a great deal is not the same as being smart; intelligence is not information alone but also judgment, the manner in which information is collected and used.”*

Dr. Carl Sagan

9-1. Successful recruiting operations require thorough and detailed intelligence. Intelligence is the gathering of information from G2 to recruiter level. It includes, but is not limited to, information on a station’s market capabilities, local economy, demographics, past production, and military competition. This market intelligence provides station commanders the information they need to make competent mission planning and prospecting decisions. Even though intelligence is the foundation for mission planning, it is not flawless. Intelligence is an ongoing process because market changes do occur. Usually noticed at station level, these changes make it imperative the commander remains flexible and ready to shift recruiting operations when necessary. Intelligence includes, but is not limited to, station operations and market analysis; positioning, analysis, and evaluation (PAE); market share; DIME; prospecting analysis; and school data.

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## SITUATIONAL AWARENESS

9-2. Station management systems are comprised of LZ, Report Management Zone, and the Graphical Accessions Mapping Analysis Tool. Station management systems provide real-time information to keep recruiting commanders situationally aware of activities within their AO. Situational awareness means having a thorough knowledge of the station’s and company’s market, its mission, mission progress, and the resources for pursuing mission accomplishment.

9-3. It is important to understand what the station management system is and what it is not. Station management systems were not designed as briefing tools. The information, data, and analysis contained within the various management systems help station commanders guide their teams to mission success. Mission data is an ever-present visual reminder of what has been accomplished and what remains to be done. This real-time information allows commanders to redirect recruiting efforts toward mission categories that remain unfilled. The information provided by the station management systems bears a functional resemblance to the sand tables used in training or combat operations.

9-4. Station commanders must be aware of their markets to identify opportunities and plan operations. The Graphical Accessions Mapping Analysis Tool assists station commanders by pinpointing the location of each school, major industry, and USAR and ARNG units located within the station's boundary. This information allows station commanders to easily identify the ZIP Codes that form recruiter boundaries, the school assignment for each recruiting zone, and the geographical challenges (bridges, ferries, mountain passes) that may affect market penetration. Station commanders must also be aware of their target market considering such things as gender and mental and education qualifications. Most importantly station commanders must know where best to focus their recruiters. In any given AO, some neighborhoods or ZIP Codes yield more enlistments than others. Station commanders must concentrate operations on their most productive zones.

## **DOD MARKET SHARE**

9-5. DOD market share data represents DOD accomplishments in specific ZIP Codes. The report is generally available on or after the 20th calendar day of the month and provides data through the last PL. Station commanders also use the data to establish goals for each ZIP Code, refine target markets, and develop realistic expectations.

## **PAE**

9-6. PAE is normally directed by higher headquarters to correct and verify station boundary alignment. It is a historical look at the market, demographics, average production, and recommended recruiter strength. This analysis drills down to ZIP Code level and allows station commanders to see "hot spots" where recruiting operations should occur. Although the PAE process is not a station commander's task, they do participate as subject matter experts. Living in the AO and understanding the community makes station commanders a good information source for market activities within their recruiting zones. Some examples of market activities are: Rezoning of school districts, opening of new schools, walk-in traffic patterns, and misaligned ZIP Codes between stations. The PAE, however, is not a regularly scheduled activity. It remains the station commander's responsibility to analyze their market, exploit opportunities, and shore up trouble areas.

## **PROSPECTING ANALYSIS**

9-7. Prospecting analysis tracks the specific prospecting source of all enlistments (see app C). It gives station commanders the ability to evaluate their recruiters' performance in all prospecting methods and provides appropriate training in noticeably weak areas. Station commanders should also review prospecting analysis from the previous year to date to ensure all seasonal lead sources have been identified and engaged. Only through simultaneous market penetration (prospecting in all markets), can recruiters expect to consistently achieve their mission.

## **SCHOOL DATA**

9-8. School data consists of a wide variety of information that can be useful to recruiters when developing their school plan and prospecting activities. It provides recruiters with student population information and scheduled school activities. Student populations can be affected by such things as school district rezoning and shifts in the demography due to employment or environmental variations. It also identifies students who've taken the ASVAB, those who've enlisted in the Regular Army (RA) and the USAR, as well as Reserve Officers' Training Corps (ROTC) participants. Properly analyzed data can assist the station commander direct or re-

direct recruiting efforts within the school to accomplish the mission and shape future operations.

## **DIME**

9-9. The DIME report helps station commanders understand the socioeconomic makeup of their particular market. This information allows station commanders to tailor their recruiters' prospecting approach to effectively reach the majority of their target market. The report also provides recruiters valuable socioeconomic and cultural insight that can be helpful when determining a prospect's needs and desires during the Army interview.

## Chapter 10

# Decisive Recruiting Operations

*“The price of success is hard work, dedication to the job at hand, and the determination that whether we win or lose, we have applied the best of ourselves to the task at hand.”*

Vince Lombardi

10-1. Decisive recruiting operations directly accomplish the mission assigned by the higher headquarters. Ultimately, decisive recruiting operations determine a station’s success. Simultaneous execution of multiple decisive operations such as prospecting and processing can create unique challenges for station commanders and recruiters alike. Station commanders must be ready and able to shift from one decisive operation to the next. Shifting prospecting efforts for example may be necessary to take advantage of market or mission changes. Some decisive operations include: Telephone and face-to-face prospecting, processing, and the FSTP.

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## PROSPECTING

10-2. Commanders achieve their mission by properly maneuvering their force to meet mission objectives. Prospecting is the maneuver recruiters employ to gain an advantage within the market. It is also the maneuver used by station commanders to concentrate their recruiters’ efforts in specific markets.

10-3. Prospecting achieves the interim objectives required to ultimately win the battle or accomplish the mission. Prospecting is the single most reliable means of moving the force toward mission accomplishment. Station commanders can maximize prospecting operations by targeting specific markets such as high school graduates, high school seniors, and those with specific qualifications (test scores). Once the target market is established, station commanders must set goals with predetermined contact objectives such as number of contacts, number of appointments, and the most advantageous prospecting method and time of day to contact each market.

## LEADERSHIP

10-4. Leadership is the most dynamic element of recruiting operations. Station commanders must constantly fine-tune their skills to provide recruiters with new and innovative ways to conduct operations. Unlike most units in the Army, the

primary operations used to accomplish the mission are repetitive in nature and produce the same results. Station commanders should always pursue inventive ways to accomplish those operations and inspire recruiters to act with vigor and excitement.

## **ARMY VALUES**

10-5. Leaders and recruiters must live by the seven Army values: Loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Living the Army values keeps Soldiers focused on their mission and helps them maintain their professionalism in spite of the sometimes tedious and frustrating nature of recruiting.

## **FUTURE SOLDIER LOSSES**

10-6. Future Soldier losses are inevitable, but most can be controlled by a well-managed FSTP. Losses due to medical conditions are beyond the recruiter's and station commander's control. However, moral infractions, failure to graduate, and overweight conditions can be reduced through positive leadership. Continuous assessment by the station commander can identify at-risk Future Soldiers and avert losses through leadership, training, and mentorship. A well planned and executed FSTP is vital to the station's overall mission success.

## **TELEPHONE PROSPECTING**

10-7. The telephone is the most efficient method of prospecting (contacting the most people in the shortest amount of time); however, state of the art communication alternatives such as call-screening devices, cell phones, text messaging, and the Internet has reduced its effectiveness. Even though its effectiveness has been significantly reduced, telephone prospecting still remains the method of choice for most leaders.

10-8. Plan and implement telephone prospecting sessions within the station to target specific market segments. Telephone prospecting allows recruiters to switch from one market to another during the same prospecting session. This is a good strategy for simultaneous market penetration.

10-9. Determine what percentage of telephone prospecting time should be devoted to each segment of the market. For example, if the high school senior category is 20 percent of the mission, it may get a similar percentage of prospecting attention to achieve it. Determine by zone and mission category the best call times and have recruiters block those times in their Recruiting Zone calendar. Direct prospecting in specific ZIP Codes based on market propensity and past performance. Help recruiters refine their prospecting efforts by identifying upper level students who are members of advanced placement classes, national honor society, advanced math classes, chess clubs, debate teams, etcetera. This activity requires indepth intelligence gathering from school bulletins, yearbooks, faculty, friends, newspapers, etcetera.

10-10. Telephone prospecting can be used to shape future prospecting operations. Contacting high school seniors (before enlistment eligibility) or students in lower grades can help establish rapport and gather intelligence for future operations. It can also be used to promote attendance at events, such as an ASB event (Army adventure van) and TAIR events.

## **FACE-TO-FACE PROSPECTING**

10-11. Face-to-face prospecting is the most direct form of prospecting. Recruiters physically meet with people rather than talk on the phone. When a lead cannot be reached by phone, the next best thing is to stop by their house.

10-12. Face-to-face prospecting should be a part of a recruiter's ROP along with telephone, e-mail, and mail outs. A good face-to-face prospecting plan should start by selecting leads who live in the same general area. Recruiters should select a time based on their status, high school seniors in the late afternoon and grads in the morning. Recruiters should always be prepared to conduct an Army interview and have a good supply of recruiting publicity items (RPIs) and business cards. Recruiters should always leave an RPI and a business card whether they've talked to someone or not. It's a good ice breaker next time the recruiter talks to the lead, "*Hi John! Hey, did you look over the information I left at your house?*"

10-13. Face-to-face prospecting is a hit and miss type of activity. There's about a 50/50 percent chance you'll find the individual at home. Even if the individual is not at home, recruiters can usually get valuable blueprint information from parents, family members, and even neighbors. They will usually let the recruiter know a good time to stop back or supply additional contact information such as a cell phone number, e-mail address, or other location where the person can be reached.

10-14. Even though face-to-face prospecting isn't the most efficient means of prospecting, it is the most effective. With the lowest contact to contract ratio, face-to-face prospecting is the recruiter's best prospecting method for a quick contract.

## **E-MAIL PROSPECTING**

10-15. E-mail prospecting is an effective prospecting tool and recruiters must use every tool available in pursuit of the mission. Commanders must be sure their e-mail prospecting operations deliver a message consistent with current Army and DOD recruiting policy. The command provides message templates readily available on the Internet Portal.

# Chapter 11

## Shaping Operations

*“Good advertising does not just circulate information, it penetrates the public mind and belief.”*

Leo Burnett

11-1. Shaping operations create conditions that support decisive operations. They are designed to prepare and influence the target market. Shaping operations such as school programs and COI and VIP development occur while prospecting. They occur before and concurrently with decisive recruiting operations. Shaping operations often become decisive during their execution. For example, station commanders mass their force to contact students who took a high school ASVAB test. This shaping operation, designed to identify prospects for future decisive operations, can become decisive when prospects agree to an Army interview. Shaping operations include, but are not limited to, intelligence, mission planning (see app A), the SRP, and COI and VIP development.

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### DETAILED PLANS

11-2. Station commanders begin each PL with a clear vision of the mission and how best to achieve it. They must consider the various mission categories and processing times that may affect their ROP. Staying mindful of their mission, station commanders should remain flexible and ready to exploit all opportunities.

11-3. When the MAP is completed, station commanders should discuss the plan with their subordinates. For the plan to work it must be agreed upon and accepted by all recruiters in the station. Recruiters must understand the station commander's vision and act in harmony with it to accomplish the mission. This means remaining in markets where their contributions matter most to the station's plan. See appendix A for MAP preparation.

### SRP

11-4. The SRP is the cornerstone of successful recruiting operations. Action taken in high schools eventually pays off in three ways. It contributes to the enlistment of high school juniors for the USAR, the enlistment of high school seniors for both the RA and USAR, and the enlistment of high school diploma graduates for both the RA and USAR. A good SRP results in immediate and future enlistments.

11-5. Recruiters generally remain in the same station for a period of 3 years. They must understand their mission success will be determined by their ability to influence the high school market. A recruiter's positive influence on the sophomore class will pay dividends when they become seniors. Shaping operations such as, school presentations and TAIR events are designed to expose freshmen, sophomores, and juniors to the Army. These types of shaping operations can greatly reduce the recruiter's prospecting efforts and increase enlistment rates.

Note: Moving recruiters from one school to another should be done only when absolutely necessary. When a new recruiter arrives at a station, they should assume responsibility for the previous recruiter's vacant school. In this way only one school is affected. When station commanders allow recruiters to "shuffle" schools, numerous schools are affected. All the hard work of building relationships and establishing credibility with students and faculty is lost. The recruiter's valuable time is also wasted reestablishing credibility to resume previous levels of recruiting activity.

11-6. Aggressive postsecondary SRPs can substantially increase RA and USAR grad enlistments as well as special missions (Officer Candidate School, Warrant Officer Flight Training, Band, etcetera). Station commanders should plan and oversee all recruiting efforts in their postsecondary schools and personally develop COIs and VIPs on each campus.

## **ESTABLISH AN SRP**

11-7. High schools and postsecondary schools account for the majority of enlistments and are the centerpiece of all recruiting activities. It is therefore important for recruiters to maintain a quality SRP in their schools. A high percentage of enlistments from a particular school, are generally the result of a sound school program. Care should be taken when using a school's previous year's enlistments to determine current activity levels. Schools with historically weak programs could be revitalized and contribute greatly to the current mission.

11-8. Contacts should be determined for each school to support the school's enlistment goals (based on the school's enlistment data found in SZ). Identify and establish contact with friendly forces on campus. Friendly forces, in the order of their likely cooperation are: ROTC or Junior Reserve Officers' Training Corps, ROTC staff, Army reservists, Army alumni, ARNG members, and former and current sister service members. Start a guest speaker program that will complement the school's curriculum and allow the recruiter maximum contact with the student body. The guest speaker program should not emphasize Army programs, but rather how Army skills complement the school curriculum. A good example would be an Army health care professional speaking to a science class about Army medicine and how it impacts society. Faculty and students alike can gain valuable insight into Army medicine and the professionalism of the Army itself.

11-9. Recruiters should be encouraged to participate in school events. This exposure can create opportunities such as: Teaching drill and ceremonies to the marching band or serving as coaching assistants, chaperones, and event volunteers. Include Future Soldiers in all activities and events to positively influence the faculty's and student's perception of the Army. Create an order of merit list for faculty members who wish to participate in educator tours. The educator tour should not be used solely as a reward for educators who've been cooperative. It should be used to positively influence school officials from minimal or uncooperative schools.

## **DETERMINE SCHOOL VISIT SCHEDULES**

11-10. A school visit schedule provides a number of benefits. First, the faculty and staff, and more importantly, the students will know when and where to find the recruiter on campus. Second, it helps recruiters plan their events during scheduled visit times. Recruiters should have a specific objective during a school visit. Contact should be made with all FSTP members who attend the school to remind them of all scheduled visits. The recruiter should task FSTP members to bring at least one friend to meet their recruiter.

11-11. School visit schedules allow a smooth transition when reassigning recruiters or temporarily assigning support recruiters to the school. A support recruiter should be selected to fill in during the responsible recruiter's absence. Ideally, the support recruiter should have a different MOS, gender, and ethnic or geographical background than the responsible recruiter to reach students who may have been reluctant to approach the responsible recruiter. The support recruiter should periodically accompany the responsible recruiter during scheduled visits to meet the faculty and staff.

## **COI AND VIP DEVELOPMENT**

11-12. COI and VIP development are an economy of force action and station commanders should make every effort to identify and cultivate these friendly forces. The more friendly forces engaged in assisting the Army with mission accomplishment the more opportunity for success.

11-13. COI referrals represent a lead source with the greatest enlistment potential. Access to the target market is often difficult due to extracurricular school activities, part-time jobs, or people's preconceived ideas about recruiters. Community leaders who represent the Army as COIs and VIPs can help overcome many of these difficulties.

11-14. Target an influential person for COI or VIP development who will support the station's mission. If records checks are difficult to obtain, try to develop a VIP in this important area to help recruiters obtain records checks and possibly speed up the process. Community service officials such as boys and girls clubs staff and Boy Scout Explorer leaders can be COIs due to their potential to provide referrals. Community leaders and school officials can help recruiters gain access to difficult schools, serve as guest speakers for COI and VIP functions, or assist by providing referrals. Their influence can open doors of opportunity and favorably influence the community's perception of the Army.

## **LEADERSHIP CHALLENGES**

11-15. One of the most formidable leadership challenges all station commanders face is the synchronization of their recruiting team's efforts. Considering the recruiter's autonomy, geographical dispersion of recruiting zones, and varied missions, synchronization of effort is difficult at best. To effectively meet this challenge, station commanders must thoroughly understand their geographical area and their team's involvement in the various prospecting markets. With a minimum number of prime hours available for school recruiting (prospecting, processing, etcetera), recruiters must be able to shift from decisive to shaping operations throughout the day. Ultimately it is the station commander's job to keep the recruiting team focused on their established long-, mid-, and short-range objectives.

## Chapter 12

# Sustaining Operations

*“Success demands a high level of logistical and organizational competence.”*

General George S. Patton, Jr.

12-1. Sustaining operations enable decisive and shaping operations by providing market and recruiter support. While sustaining operations are inseparable from decisive and shaping operations, they are not usually decisive themselves. Sustaining operations are perpetual and a vital part of the recruiting operation. Failure to sustain the recruiting operation can have a negative impact on market penetration, recruiter success, and mission accomplishment.

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## LOGISTICS

12-2. The battalion provides the majority of logistics support to the station. Facilities, vehicles, computers, cell phones, etcetera, are maintained by the battalion and monitored by the station commander. In most cases, repair or replacement requires simple coordination with battalion personnel. With the exception of RPIs which must be ordered, logistical support items are “pushed” (automatically delivered) to the station. This eliminates the need for recruiters to pick up supply items at the battalion, which distracts them from their primary function. Even though battalions have limited staff, it is normally sufficient to support stations’ logistical needs.

## ADVERTISING ASSETS

12-3. An ample supply of advertising assets, such as, posters, RPIs, and personal presentation items should be readily available. Additional advertising items should be ordered via the online ordering system for special events such as support of the adventure van or TAIR events.

## STATION SUPPLIES

12-4. Office supplies can have a major impact on time management. Something as simple as having paper to copy or duplicate enlistment documents can negatively

impact timely enlistment processing. Generally, a recruiter is selected to maintain the inventory and order office supplies. Communication and cooperation among recruiters within the station ensures sufficient supplies for special events.

## **PUBLIC AFFAIRS EVENTS**

12-5. Station commanders should plan and execute events that increase Army awareness and maintain a close working relationship with members of the community, Future Soldiers, and potential enlistees.

12-6. COI and VIP functions can be excellent public relations tools. These events can help promote cooperation between Army recruiters and a host of school, community, and local government leaders. Preplanning of these events is important for timely allocation of funds and the acquisition of resources such as guest speakers, TAIR teams, or ASB displays. Imagination should be used when planning these events to make them memorable for the attendees while promoting Army awareness in the community.

12-7. FSTP functions allow recruiters to motivate, train, and inspire their Future Soldiers. They provide an opportunity for Future Soldiers to meet and associate with their peers, build camaraderie, and reinforce their enlistment decisions. All training should be conducted with authentic military equipment (if available) to add realism and establish familiarity. When training is completed, it's a good idea for recruiters and Future Soldiers to share a meal and discuss any questions or concerns. This type of interaction with recruiters can have a lasting positive effect on the Future Soldier.

## **SCHOLAR/ATHLETE PROGRAM**

12-8. The USAR National Scholar/Athlete Award Program is designed to honor deserving students while gaining valuable exposure to the student body, teachers, and parents. Since it is presented in conjunction with the school's awards night or graduation ceremony, it serves as a positive public relations tool that portrays the value the Army puts on education. Since these events have such high profile, presenters (guests or recruiters) should have an appropriate well prepared presentation.

## **PERSONNEL MANAGEMENT**

12-9. Recruiters are the station's most important resource. They are the ultimate recruiting system and deserve positive leaders genuinely concerned about their welfare and the welfare of their Families. Commanders by the nature of their position, have a vested interest in their Soldiers' careers and a responsibility for the health and welfare of their Family members.

12-10. Station commanders can demonstrate this care through proper personnel management techniques. Of particular importance is the need for programmed leaves. Very few noncombat assignments have an operational tempo comparable to that of USAREC. That's why it is vitally important Soldiers periodically take time away from the mission and spend it with Family and friends. A well developed leave plan will promote high morale and maintain operational effectiveness within the station. A good leave plan should be determined at the beginning of the FY. Recruiters should be allowed, when possible, to program their leave to coincide with their spouse's or Family's vacation days.

12-11. Leave is a right and not a privilege. Only in the most extreme circumstances

should a Soldier's programmed leave ever be canceled. Station commanders must ensure recruiters schedule and take their programmed leave.

12-12. Emergency leaves, although not a common occurrence, are not programmed and directly affect the station's mission. A sense of teamwork within the station should suffice to achieve the station's mission during the recruiter's absence.

## **PERSONNEL INTEGRATION**

12-13. All stations must have a comprehensive sponsorship program. The program must conform with AR 600-8-8 and the company's and battalion's policy. When a new Soldier arrives, it is a good idea to visit them at their residence. The visit should include a warm welcome and an offer of assistance for problems that may have arisen during the move. The station commander should also explain the duties of a recruiter and what typically goes on in a station. If the new Soldier is married or has dependents they should be given a list of support agencies as well as the station's numbers. The company commander or first sergeant should accompany the station commander on these visits to demonstrate unit cohesiveness and eliminate duplication of effort.

12-14. Assist new recruiters with inprocessing and ensure their personal needs, such as housing and pay have been met. Establish a rigorous physical training program to maintain and improve the recruiter's physical fitness. Assign the new recruiter to their recruiting zone and provide a physical overview of the zone and accompany them to their schools. After they've been assigned to their recruiting zone, observe their performance and determine their level of proficiency. Make new recruiters aware of all the safety and security issues they will face on a daily basis, such as driving long distances or working long or unusual hours in the station. Have them check their equipment daily, especially the tires and brakes of their vehicles. Safety should be a daily theme in the station for both new and seasoned recruiters.

## Chapter 13

# The Army Interview

*“The Nation today needs men who think in terms of service to their country and not in terms of their country’s debt to them.”*

General Omar Bradley

13-1. The Army interview is the art and centerpiece of all recruiting activities. Unlike the science of recruiting operations, its primary function is to persuade people to join the Army. The interview initiates an interpersonal relationship between the recruiter and the prospect. This relationship allows recruiters to demonstrate their credibility by using upfront and honest dialog as they tell their Army story. The same credibility and trust must be exhibited throughout the community by the recruiter’s impeccable appearance, character, military bearing, and professionalism. Once credibility has been established, trust will follow closely behind.

Note: For a comprehensive discussion of the Army interview with practical examples see USAREC Manual 3-01.

13-2. Telling an Army story is part of the Army interview and should be a sincere and compelling expression of one’s deep patriotism and love of country. The honesty, integrity, and sincerity of the Army recruiter combined with the tenets of warrior ethos will tell the Army story.

### STATION COMMANDER’S ROLE

13-3. The station commander’s role in the Army interview is paramount to the success of the recruiter, station, company, and so on. The station commander is the subject matter expert and primary trainer of their recruiters. Normally, no other person in the station has conducted as many interviews, attended as much specialized training, or had as much one-on-one training as the station commander. Their experience and training determines the success of their recruiters and the station.

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## TELLING THE ARMY STORY

13-4. All recruiters who have completed the Army Recruiter Course have the tools they need to tell the Army story. However, recruiters do not usually become experts in recruiting until they are well into their initial assignment. Just as the infantry squad leader and platoon sergeant hone the skills of their subordinates, so the station commander must hone the skills of their recruiters.

## COUNSELING SKILLS

13-5. The Army interview is not a platform for recruiters to share war stories with prospects. It is a developmental counseling session where the recruiter leads the prospect to an enlistment decision. Since recruiters already possess counseling skills it should be an easy transition for them to adapt to the Army interview. Table 13-1 shows the close relationship of developmental counseling to the Army interview.

**Table 13-1**  
**Correlation Between the Army Interview and Developmental Counseling**

Purpose: Clearly define the purpose of the counseling.	The recruiter explains to the prospect the importance of mapping out their future and how the Army can fit into those plans.
Flexibility: Fit the counseling style to the character of each subordinate and to the relationship desired.	The recruiter must learn as much as possible about the prospect and tailor the interview to fit the individual.
Respect: View subordinates as unique, complex individuals, each with a distinct set of values, beliefs, and attitudes.	The recruiter must gain the prospect's respect by establishing credibility and trust. Likewise, the recruiter must also respect the prospect's values, beliefs, and attitudes and show how Army values complement and support them.
Communication: Establish open, two-way communication with subordinates using spoken language, nonverbal actions, gestures, and body language. Effective counselors listen more than they speak.	Army interviews require open two-way communication between the recruiter and the prospect. The recruiter must actively listen to what the prospect has to say.
Support: Encourage subordinates through actions while guiding them through their problems.	The recruiter skillfully guides and leads the prospect toward a plan of action that will help them achieve their goals and solve their career problems.

## COUNSELING SESSIONS

13-6. The Army interview is a developmental counseling session. The session consists of the recruiter listening to and addressing the prospect's needs and desires. Recruiters should be sincere and take a personal interest in the prospect's goals. Recruiters who dominate the counseling session make it one-sided and ignore the applicant's thoughts and ideas. This practice should be avoided at all costs, because it could jeopardize the prospect's decision to join. Therefore, it is important station commanders train their recruiters to follow the counseling session steps below.

## **PURPOSE**

13-7. Salespeople are often stereotyped as pushy, insincere con artists who will say or do anything to get a sale. Although this is not true of the majority of salespeople, it is a universal belief. Today's prospects, especially members of the "millennial generation," do not want anyone selling them anything. Today's youth avoid salespeople unless it's absolutely necessary. The Army has replaced the old sales approach to recruiting with a new approach based on proven developmental counseling techniques. These techniques are familiar to every NCO. This modern approach promotes interaction between the prospect and the recruiter. The purpose of this change is not to lower the prospect's defenses, but to promote mutual agreement as to what will take place during the interview. If the purpose is stated clearly, the prospect will not be surprised by anything discussed during the session.

## **FLEXIBILITY**

13-8. Recruiters are trained to be flexible in the many roles they play. They can be role models, listening friends, counselors, and unemotional fact givers. No matter what role the recruiter assumes, their success is measured by their ability to relate to the prospect. The prospect's needs, wants, and desires must be uncovered before the recruiter can offer a well designed COA. Prescribing a cure before diagnosing the problem is malpractice both in medicine and in counseling. A sure sign of inflexibility and ineffective listening is when a recruiter insists on discussing programs a prospect neither wants or needs.

## **RESPECT**

13-9. When a prospect confides their hopes and dreams, the recruiter is obligated to give careful consideration. The prospect's plans are important, it would be counseling suicide for the recruiter to dismiss or trivialize them. Today's youth are more self-assured than ever before. Their aspirations, however, may seem quite unrealistic when compared to the time they're willing to invest to achieve them. Recruiters must be respectful as they demonstrate how the Army can make it possible to realize their goals and desires. Recruiters must always do what is in the best interest of the prospect—first, last, and always.

## **COMMUNICATION**

13-10. Effective listening is the chief ingredient of a successful Army interview. In his book, *The Seven Habits of Highly Effective People*, author Stephen Covey explains that the speaker must first seek to understand, only then can he expect to be understood. The recruiter must first listen closely and fully understand what the prospect is saying. Only then can the recruiter deliver a meaningful message. Too often, the recruiter is so eager to tell his or her Army story that they tune out the prospect's voice. The recruiter must ask factfinding questions and listen to the prospect's answers. The prospect may express a dream of becoming a police officer in their hometown. The recruiter must find out how important that dream is, why it is important, and how the prospect plans to realize that dream. Armed with this information, the recruiter can tell his or her own Army story. This personal story should show how becoming a Soldier made dreams come true. Then the recruiter can guide the prospect. Together, the recruiter and the prospect can draw a map

that begins with enlistment and leads to achievement. This mental picture of personal success through Army service can develop only within a relationship of mutual understanding and trust.

## **SUPPORT**

13-11. Recruiters should offer the same direction and encouragement to their prospects as they would to any Soldier under their leadership. Most prospects fear the unknown, they may not feel comfortable with thoughts of enlisting based only on what a recruiter told them. Enlisting is a life changing decision that requires a significant leap of faith. That is why the recruiter must first earn a prospect's trust. A prospect who trusts the recruiter will follow the recruiter through the enlistment process without hesitation. Recruiters must also understand that not everyone they talk to are going to join the Army. When a prospect says no or when a prospect is not qualified, the recruiter should deal professionally with the situation. The prospect who cannot or will not enlist can remain a trusted ally. The recruiter can and should remain a leader and mentor in the prospect's eyes. The prospect will speak well of the recruiter and may even help recruit other people.

## **INTERVIEWS**

13-12. Interviews are full of surprises. Hostile parents, siblings, substandard living conditions, uncooperative prospects, inappropriate prospect behavior, and disruptive friends can destroy the best laid plans. The recruiter should be well versed and flexible to overcome circumstances and distractions. Station commanders can boost their recruiter's confidence and expertise by getting personally involved in the interview. The station commander gains immeasurable respect when they are present during a tough interview to handle or deflect problems thrown at the recruiter. The more interviews the station commander participates in, the better prepared the recruiter will be and the more confidence they will have in their leadership. It is imperative the station commander accompany recruiters on any appointment that has the potential of being difficult or unusual. This would include any situation mentioned above and any other situation that makes the recruiter feel uncomfortable.

## Appendix A

### Mission Accomplishment Plan

A-1. The MAP is an automatic calculation of conversion data generated in LZ. Commanders must understand the purpose of the MAP and how it affects performance. The MAP calculates recruiters' efforts against performance and is an integral part of the ROP.

A-2. The MAP shows the minimum activity a unit, the recruiting station, must generate to achieve the station's mission. The MAP is a powerful management tool, but the

numbers we see result from basic math calculations. LZ builds the MAP, but the station commander can analyze the data and adjust the numbers when conditions demand. Station commanders must thoroughly understand that performance over time creates the numbers. The commander must recognize performance trends that may indicate adjustments or immediate needs-based training. The station commander who cannot explain the numbers on the MAP will never convince recruiters why they should meet or exceed them.

A-3. No system can flatly guarantee success or failure. However, the MAP clearly shows how the station has performed over a rolling 12-month period. Performance numbers are not arbitrary. No upper-level leader dictates performance data; the data comes straight from the station's history. The MAP shows activity (appointments made and conducted, applicants tested, and so on) and the results of that activity, that is, the number of enlistments. The commander sees what worked yesterday and uses that snapshot to set performance goals for today and tomorrow. The station commander must understand that meeting or exceeding those goals will likely lead to success and that failure to meet those goals will likely lead to failure. The leader must share that understanding with their recruiters. The leader must also show where and why they adjusted the plan. The MAP is a guide, it will never replace good leadership.

A-4. Successful station commanders understand the importance of prospecting. Their recruiters prospect steadily and persistently, in most cases, they exceed MAP goals. The MAP is a living document with two main purposes. First, it serves as an early warning system to detect chokepoints in the prospecting and processing cycles. Second, the MAP points to leadership and training issues.

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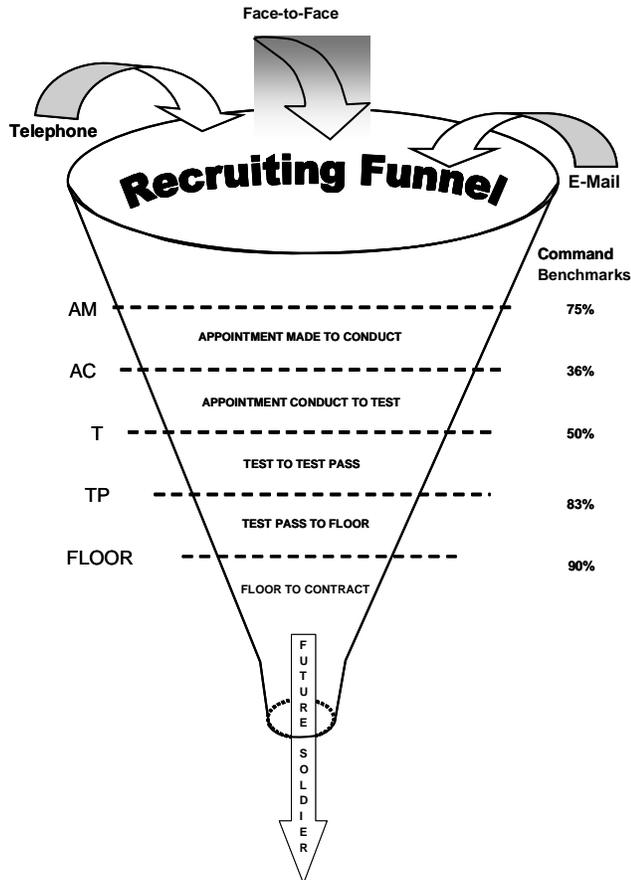
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A-5. This appendix provides a complete and detailed examination of the MAP along with all the pearls of wisdom a station commander needs to use it effectively. It gives station commanders and subordinates an accurate picture of what they must do in their market to succeed. The MAP is only a tool that measures effort against a probable outcome. Consistency and accuracy make the MAP a credible tool that station commanders and subordinates can believe in. Various tests will be mentioned in this appendix to validate MAP data.

**MAP PRINCIPLES**

A-6. The following are MAP principles:

- No recruiter can contact, interview, process, and enlist an applicant in one day. The time between first contact and enlistment, the so-called flash-to-bang time, varies from one applicant to the next. The prospect who walks in ready to enlist because of family tradition and who does not require a waiver can enlist relatively quickly. Conversely, enlisting a high school senior who had never before thought about joining the Army could take weeks or months to enlist. The MAP assumes a flash-to-bang time of 14 days, a reasonable average.
- The goal is to keep the recruiting funnel full so enlistments can flow steadily (see fig A-1). Identifying chokepoints and executing needs-based training, coupled with consistent daily prospecting and followup of potential applicants, will lead to an even flow of contract placement.



**Figure A-1. Recruiting Funnel**

- The RA MAP tracks GA, SA, and “Other” mission categories from appointment made to test. From test passed through enlistment, the MAP adds

- categories GB and SB.
- The USAR MAP tracks GA, SA, PS, and “Other” mission categories from appointment made to test. From test passed through enlistment, the MAP adds categories GB and SB.
- Overall mission success results when recruiters focus their prospecting on the target market, that is, high school graduates and seniors in mental category I-III A. Vigorous prospecting in the target market will produce “Other” enlistments as well. Station commanders must focus their recruiters’ efforts in these markets.

## **CONVERSION DATA**

A-7. The MAP begins with *conversion data*. Conversion data simply shows, on average, how much activity the station generated at a given level that yielded a single enlistment. We separate the data by category. RA data shows grad, senior, and other. USAR data shows grad, senior, PS, and other. Conversion data does not consider mission, only actual combined performance of all recruiters. Conversion data totals the number of appointments made and conducted; the number of applicants tested and test passed; the number of applicants who took and passed the physical exam; and the number who enlisted. We divide the number who enlisted into any other number in this chain to see how much activity it took at that level to get a single enlistment.

A-8. Accurate conversion data takes time to develop. A MAP built on 1 or 2 months of data looks at a very narrow range of market conditions. While the MAP uses a running 12-month picture, 90 or more days of recruiting operations are enough to draw a reasonably true picture. The commander of a newly-opened station will need to use the recruiting company’s data for at least the first 90 days. Likewise, an NCO who assumes command of a station with unusually high conversion data can ask to use the company’s data. Using the company data allows new leaders to “norm” their station’s data and develop a fresh baseline.

Note: High conversion data typically points to a lack of training or poor leadership.

A-9. Twelve months of data gives station commanders a broad picture of their market and averages out any seasonal highs and lows. For example, in a given market some months may be better for grads than for seniors. Station commanders should use this valuable information when developing their ROP. A space to identify the FY is provided since this rolling 12-month period will represent data that crosses two FYs. For example, the month just completed would represent the current FY, while the coming month’s data would represent what occurred during the same month in the previous FY. Figure A-2 shows the collection of 12 months of conversion data.

Note: While formats change from time to time, the data collected remains the same. The following diagrams contain the information used to collect MAP information. The figures may not appear exactly as they appear in the command’s electronic systems.

RSM & YR	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		ENLISTMENT	
	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR
JAN FY ____	35	47	27	35	7	6	4	3	3	2	2	2
FEB FY ____	41	44	35	33	8	8	4	4	4	4	3	3
MAR FY ____	33	45	28	34	6	7	3	4	3	3	3	3
APR FY ____	37	53	33	45	5	8	3	4	3	2	2	2
MAY FY ____	34	48	28	39	9	10	5	5	3	4	3	3
JUN FY ____	42	46	36	41	7	8	4	4	4	3	3	2
JUL FY ____	45	48	39	39	4	6	2	3	2	3	1	3
AUG FY ____	11	57	33	44	7	8	4	4	3	3	2	3
SEP FY ____	38	52	31	42	5	9	3	5	2	4	2	3
OCT FY ____	46	62	38	54	10	11	5	6	4	4	4	3
NOV FY ____	31	58	25	41	9	8	5	4	5	3	5	3
DEC FY ____	35	59	30	39	7	6	4	3	3	3	2	2
ROLLING 12-MONTH TOTAL												
TOTAL	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		ENLISTMENT	
	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR
	425	619	383	486	84	95	46	49	39	38	32	32

Figure A-2. Collection of Conversion Data Over a 12-Month Period

### MAP PREPARATION

A-10. There is no such thing as “typical” conversion data. The experience level of recruiters and station commanders, world affairs, local market conditions, leadership traits, training programs, and many other issues can impact conversion data. Station commanders must continuously monitor and adjust MAP goals to achieve the mission. Figure A-3 shows an example of a station’s 12-month conversion data. The decimal fractions are the answers we get when we divide the total appointments made by the number of enlistments, the total appointments conducted by the number of enlistments, and so on.

TOTAL	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		ENLISTMENT	
	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR
	13.3	19.3	12	15.2	2.6	3	1.4	1.5	1.2	1.2	1	1

Figure A-3. Rolling 12-Month Conversion Data

A-11. Using conversion data to establish a monthly MAP is generally a matter of reviewing the data in LZ and factoring in events that will affect a station’s plan. Negative events may include a recruiter’s absence for extended leave, a prolonged illness, or to attend a Noncommissioned Officer Education System (NCOES) school. Positive events could include TAIR events or ADOS-RC, HRAP, or Special Recruiter Assistance Program augmentation.

A-12. The MAP defines the prospecting weeks. The above line indicates the number of days in each prospecting week, followed by the percentage of the month that those days represent (see fig A-4).

A-13. Since the flash-to-bang time is 14 days, prospecting for the current PL commences 2 weeks before the PL begins. These 2 weeks are labeled T-2 and T-1. Using a USAREC calendar (published annually), station commanders can identify the prospecting weeks for the coming PL. They can also see whether the coming PL is 4 or 5 weeks long. Prospecting weeks are Monday through Friday. (Leaders typi-

cally add Saturday when the local MEPS is open for processing.) Station commanders should note the weeks with the heaviest percentage of prospecting and use that information when deciding contract placement. Expecting the highest number of enlistments after the fewest available prospecting days is unrealistic. However, there may be enlistments in the system that will be carried over from the previous PL. Such carryovers could point to a slightly heavier contract placement in the first or second week.

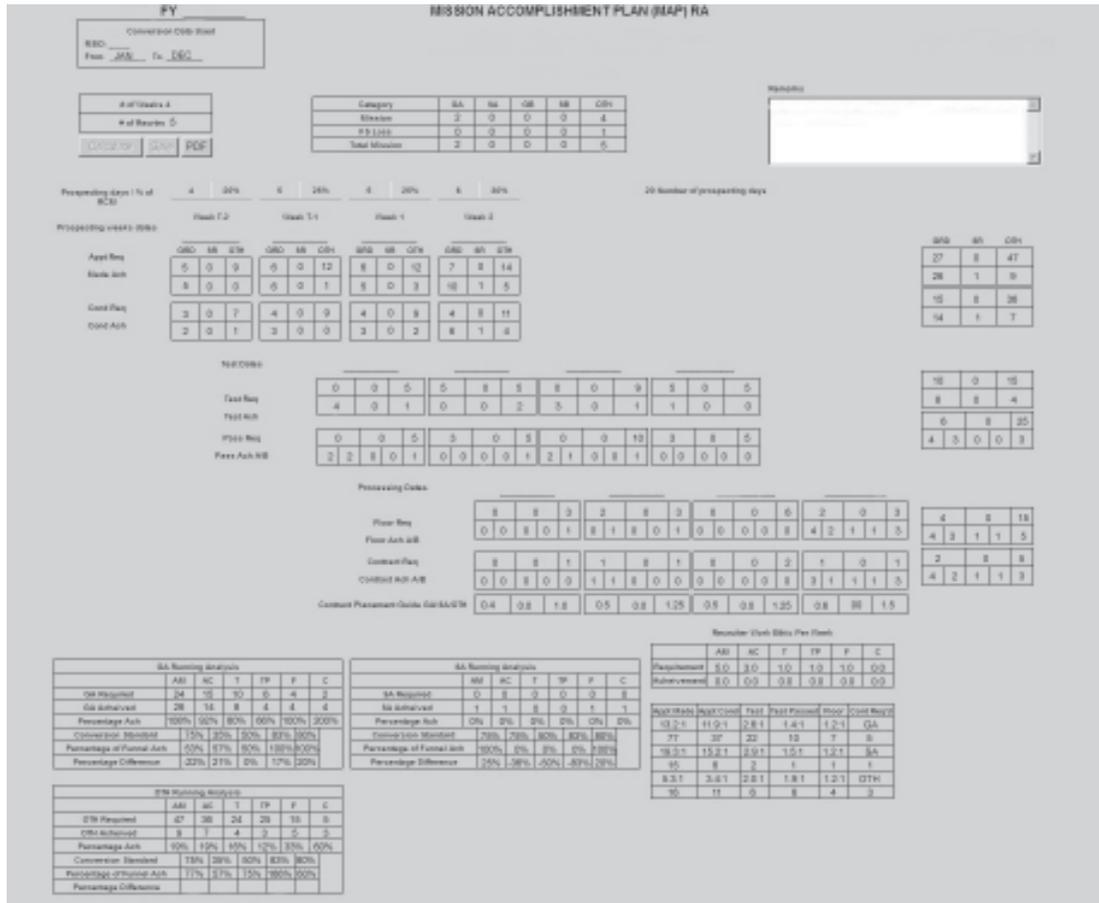


Figure A-4. MAP Design

A-14. Beneath the test blocks, a space is provided to enter the processing dates (weeks) for the coming PL. Processing weeks start on Tuesday and end on Monday. Processing weeks coincide with recruit ship weeks and the accession mission.

Note: For MAP purposes, processing means all MEPS-related activities: Test, physical, and enlistment.

A-15. Once the dates of the PL are determined, the station commander must determine the number of processing and prospecting days available by considering the following:

- Holidays during the PL that will impact available prospecting days.
- MEPS closures during the PL that will impact available processing days.
- Planned training events and station activities that will impact both prospecting and processing days.

A-16. Once the number of available prospecting and processing days are determined, the station commander can proceed with developing their MAP. In the top portion, enter the mission by category. Next, enter the number of known or anticipated losses. Losses plus mission equals the station's total mission for the PL, which is entered in the following block.

A-17. The station commander must now determine which conversion data to use. The rolling 12-month conversion data at figure A-3 is not the only choice. The station commander has a total of five choices: 1 month, 3 months, 6 months, 12 months, or company data. The station commander may determine the seasonality factor is significant enough to warrant using conversion data from only the like month from the previous FY. This could mean increasing the station's prospecting to compensate for the lack of enlistments during the like PL of the previous FY. The station commander may decide the previous quarter's conversion data more accurately reflects the station's capability. For example, the station may now have a team of seasoned recruiters who were not represented in the 12-month rollup. Any other combination of conversion data can also be used, but the intent must always be to find the most accurate conversion data for the situation.

A-18. Using the selected conversion data, the station commander simply multiplies the mission by the appointment made ratio. This defines the number of new appointments that should be generated during the PL. The conversion data in figure A-5 for grads shows a conversion ratio of 13.2 (number of grad appointments made to produce a I-III A grad enlistment). If the station's total mission is five GAs, the commander multiplies 5 times 13.2 for a total of 66 grad appointments made. Sixty-six new grad appointments for the coming PL becomes the station's appointments made PL goal. Using the appointment conducted ratio below of 12 multiplied by the mission of 5 establishes the goal of 60 appointments the station should conduct. The process continues for test, test passed, and floor. The same calculations are used for seniors.

Note: The commander always rounds up. Suppose the conversion ratio for appointments made is 13.7 and the mission is 6. The commander rounds 82.2 up to 83, not down to 82.

APPT MADE	APPT COND	TEST	TEST PASSED	FLOOR	ENLISTMENT RQD	FS LOSS	MISSION	CAT
13.2:1	12:1	2.6:1	1.4:1	1.2:1	GA	1	4	GA
66	60	13	7	6	5			SR
:1	:1	:1	:1	:1	SR			OTH

Figure A-5. Bottom Portion of a MAP

A-19. Once the calculations are made and goals established, the totals are entered along the right side of the form to track weekly progress against the PL goals. Station commanders can then determine the best strategy for breaking them up into weekly goals. The simplest way is to use the prospecting day/percentage at the top of the plan to do the majority of prospecting when the majority of prospecting time is available. Multiply the appointment made goal (66 using the example above) by the percentage of the prospecting month each week (25 percent shown in fig A-6) for a total of 16.5 new appointments per week. Since goals are based on historical data, no rounding is done at this phase. Figure A-6 shows how station commanders make slight adjustments to calculations so the weekly goals equal the monthly goal.

5/25% WEEK T-2		5/25% WEEK T-1		5/25% WEEK 1		5/25% WEEK 2		WEEK 3		WEEK 4		WEEK 5	
GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR
17		17		16		16							
												66	

Figure A-6. Top Portion of a MAP

A-20. Complete the same calculations for seniors and continue the process for appointments conducted and test. Figure A-7 represents a 4-week month, weeks three and four represent T-2 and T-1 for the new PL, so there are no prospecting goals listed in those blocks.

Processing Week Dates		13-		20-		27-3/23%		4-10/29%			
FLOOR	REQ										6
	ACH										
ENLIST	REQ										6
	ACH										

Contract Placement Guide

Figure A-7. Example of a 4-Week Month Calendar

A-21. Document the processing weeks on the lines beneath the test blocks. Remember processing begins 2 weeks after the start of prospecting (see fig A-7).

A-22. Determine contract placement based on the percentage of processing days available within the weeks of the PL. Contract placement is determined by multiplying the processing week percentage by the floor, and then the contract totals. Since numbers are substantially smaller than those used for made and conducted, more leadership is required to effectively plan how enlistments will occur during the PL.

A-23. Station commanders must temper their desire to start the PL with heavy enlistments. They must realize that making and conducting Army interviews, followed by testing, must have been accomplished in the numbers necessary to support contract placement. Carryover from the previous PL may allow station commanders some flexibility, but since the plan is being formulated weeks in advance, this flexibility is marginal.

**PREIMPLEMENTATION REVIEW**

A-24. Once the MAP has been constructed, station commanders should make a final review of the following to ensure the MAP represents a workable plan:

- Prospecting and processing dates must be in harmony with planned events and holidays.
- Heavy prospecting weeks feeding into light processing weeks could impact contract placement. An example is when T-1 has five prospecting days available, but week one of the PL has a MEPS training day and a USAREC

holiday, providing only 3 processing days. There is little impact on a smaller station, but at company level and higher the impact could put the mission at risk if leaders fail to plan.

- Commanders should not rely on heavy processing days at the end of the PL, especially when a station's floor to contract ratio exposes a weakness. While this may aid in "jump-starting" the next PL, it will likely be at the expense of the current PL mission.
- Most importantly, recruiters must support the station's MAP by meeting or exceeding the prospecting and processing goals. Recruiters cannot expect to meet a goal of 66 appointments without first building a solid ROP based on their abilities.
- Leave, school dates, and other planned activities, especially at station level, can greatly impact performance. Contract placement and prospecting goals must account for these factors. A school order of merit list, a thoughtful leave plan, and a clear picture of arrivals and departures is critical.

## CONVERSION DATA ANALYSIS

A-25. Analysis begins by reviewing conversion data to detect abnormal ratios, as shown in figure A-2. Success depends on the timely identification of problem areas. Once a problem area has been identified, the leader must identify the underlying cause, leadership or training, and then take corrective action.

A-26. Looking at figure A-2, consider seasonality as a factor. In the spring, many high school seniors are awaiting acceptance letters from a college or university. These prospects may hesitate to make any commitments. Other prospects are seeking employment opportunities. Station commanders must ensure recruiters follow up with each person throughout the prospecting and processing cycles. Timely followup means recruiters are available to help prospects when they have reached decision points. Leaders must not blame seasonal conditions for sluggish performance. Instead, leaders should assume each person interviewed wants to enlist until they state otherwise. With that mindset, commanders must be tenacious in enforcing timely followup.

A-27. By reviewing conversion data from the previous FY, station commanders can identify known lean months. Once a lean month is identified, the station commander can take corrective action by increasing prospecting goals in the preceding month to overcome the seasonal shortfall. Analysis of conversion data can be helpful to overcome historically lean PLs.

A-28. In PL August, the station (shown in fig A-2) made only 11 grad appointments, roughly a third of its normal performance. If a station commander makes this discovery after the PL is over, the mission is lost. However, with daily assessments and evaluations of accomplishments, the station commander can make timely adjustments to redirect or reenergize their force. Barring a catastrophic recruiter loss, a drop of this magnitude will likely be explained as a fundamental leadership breakdown. Another possibility exists. Perhaps the station achieved its MAP goals and simply stood down from prospecting to process applicants for the PL. Historical data will tell the tale. What is extremely unusual in this example is that grad enlistments remained steady despite the drop in prospecting. This could be attributed to increased walk-in or call-in enlistments. In any case, the station lost enlistments because prospecting time was diverted to processing efforts. On average, the station made 37.6 grad appointments per month. The average was determined by adding 11 months of grad appointments made (eliminating August as abnormal) and dividing the total by 11 months. In August, the station had 26 grad appointments, below the

average. The grad conversion ratio of 13.3:1 indicates the station lost two enlistments.

A-29. If conversion data becomes unrealistic, many station commanders “renorm” their data to achievable levels. Such action carries risk. Lowering goals reduces recruiter activity. Less activity degrades the station’s ability to achieve mission unless intense training and leadership can compensate. Goal reduction can also blind leaders to a systemic problem. Goal reductions should not distract the station commander from training to solve the problem. Unrealistic conversion data can also result from failed leadership or training station commanders who quickly take appropriate action can prevent the bloating of conversion data. If the leader allows conversion data to become unrealistic, it will take a long time to bring it under control. Such conditions degrade recruiter confidence in the MAP and render this valuable tool ineffective.

A-30. Accurate entry of prospect data cannot be overemphasized. Coding applicants as grads or seniors who later turn out to be non-grads raises prospecting goals. Recruiters should make quality appointments with qualified prospects. Making appointments with suspected no-shows or unqualified persons only bloats conversion data. The purpose of prospecting is not to make appointments. The purpose is to recruit someone for the Army. We measure success at the bottom of the MAP, not the top. Recruiters should spend each prospecting session searching for qualified people who they feel will enlist in the Army. Not everyone who agrees to an appointment should be scheduled for an interview. Unless the recruiter believes there is a good chance of leading the prospect to enlist, the recruiter should forgo the appointment and find a better prospect. Pushing a prospect into an appointment (to satisfy the leadership’s call for making more appointments) is easy, but it rarely results in an enlistment.

A-31. Like all plans, the MAP must remain flexible. Many elements of the plan cannot be controlled. Taking the right action at the right time is essential. Recruiters, not numbers, make the process work. Station commanders should always make their recruiters’ well-being their first consideration. Prospecting should be part of the daily rhythm, not a disjointed series of wind sprints. A seven-man station with two failing recruiters and five overproducing recruiters can succeed in the near term. However, if the commander fails to lead or fails to deliver performance oriented training, the two recruiters’ weak performance will eventually cause the station to fail.

## **USAREC BENCHMARKS**

A-32. Knowing the recruiter’s and station’s average level of performance is only the first step in mission planning and the identification of skill gaps. The next step is to determine what the recruiters’ and station’s actual performance should be compared against the command’s prospecting and processing benchmarks. Without this information, stations could waste valuable time using ineffective prospecting techniques or flawed interviewing, counseling, or processing skills that could be resolved with training. Over the years, USAREC has found on average:

- Seventy-five percent of appointments made should be conducted.
- Thirty-six percent of prospects who have been interviewed should test.
- Fifty percent of persons who test should pass (score 50 or higher on the ASVAB).
- Eighty-three percent of those who pass should “floor” (that is, take a MEPS physical and process for enlistment).
- Ninety percent of those who “floor” should enlist.

A-33. Figure A-8 shows USAREC’s conversion data for 100 new appointments in raw numbers.

USAREC’s conversion of 100 new appointments					
AM	AC	T	TP	F	E
100	75	27	13.5	11.2	10

Figure A-8. Funnel Benchmarks

### CHOKEPOINTS

A-34. Chokepoints are stoppages between processing steps. When the activity in one step is sufficient to generate activity in the next, but the expected activity does not develop, station commanders must identify the cause. If a station normally conducts 68 percent of appointments made but drops to 60 percent in a given week, it’s an indication of a chokepoint between appointments made and appointments conducted. Station commanders must analyze their station’s performance against the command’s benchmarks and focus attention on the weak areas. Figure A-9 shows a modified conversion data chart identifying the percentages represented by the data as well as command benchmark percentages.

ROLLING 12-MONTH CONVERSION DATA												
	APPT MADE		APPT COND		TEST		TEST PASSED		FLOOR		ENLISTMENT	
	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR	GRAD	SR
TOTAL	13.3	19.3	12.0	15.2	2.6	3.0	1.4	1.5	1.2	1.2	1	1
			90%	79%	22%	20%	55%	52%	85%	78%	82%	84%
			Made to Conduct	Conduct to Test	Test to Pass	Pass to Floor	Floor to Enlistment					
USAREC Benchmarks			75%	36%	50%	83%	90%					

Figure A-9. Modified Conversion Data Chart

A-35. Command benchmarks make it easy to spot training needs. The following examples use the data from figure A-9:

- Ninety percent of grad appointments made were conducted, much higher than the command benchmark. The station commander must find whether the 90 percent is meaningful by reviewing the raw data. In this case, it is 90 percent of 425 appointments made, a very significant number. If it had been 90 percent of only 50 appointments, the significance may or may not be apparent. Station commanders should always look beyond the percentage to the actual numbers. Next the station commander should determine if the information is accurate. When a recruiter reports an accomplishment that greatly exceeds the goal, the data should be verified. If the information is accurate, then all recruiters should be trained on the successful methodology used to obtain the improved level of conversion. If inaccurate, the station commander should determine the cause and take steps to avoid activity that will bloat conversion data. The longer the inaccuracy persists, the greater the negative effect on conversion data.
- The 90 percent, if accurate, will make the next step difficult. With a command goal of 36 percent conducted to test, the station is only testing 22 percent of the grads they interview. The 20 percent conducted to test for seniors points directly to a training issue. In fact, a training plan that corrects this single shortfall (conducted to test) could have a tremendous

positive impact on the station’s performance without increasing the recruiter’s workload.

**CONVERSION DATA AS AN ANALYSIS TOOL**

A-36. Conversion data can also determine the activity that should have occurred based on the activity in the previous level. Dividing the required appointments conducted by the appointments made, can determine what percentage of appointments made resulted in appointments conducted.

Conversion Data					
AM	AC	T	P	F	C
17	14	6	3	2	1
	82%	43%	50%	67%	50%
	M-C	C-T	T-P	P-F	F-C

**Figure A-10. Conversion Data**

A-37. Using the conversion data in figure A-10, 82 percent of appointments made in the station result in a conduct (14 divided by 17 = 0.82). Using this information the station commander can determine at any time during the PL whether more conducts should have been completed. This is a powerful tool during the AAR process. Knowing what should have happened based on the prospecting already performed, the station commander can direct recruiters to do followup instead of generating more interviews, which will only drive up the station’s conversion data.

A-38. The deeper into the process, the more profound the information becomes. If in the middle of the month the station has no enlistments, the station commander, using the same information, can determine what should have already happened. Using the data in figure A-5, if the station has made 52 appointments, using the 82 percent benchmark, the station commander could determine that 42.6 conducts should have been completed. If not, the station commander can then determine which recruiter(s) is responsible and personally become involved in the followup of all no-shows.

A-39. Conversion data can also determine, anytime during the PL, the number of enlistments that should have already occurred. Using the data in figure A-5, conversion from made to contract is 1 to 17. One divided by 17 = 5.8 percent, which means that 5.8 percent of the appointments made result in an enlistment. Using the example of 52 appointments made (52 x .058 = 3.06), the station commander can determine that three people should have enlisted or are near the end of the processing cycle. If the three enlistments have not yet been achieved, the station commander can direct recruiters to identify and follow up with those prospects already conducted, test passed, or physical passed who are awaiting enlistment.

A-40. Conversion data gives station commanders a solid approach to improve their station’s performance. Managing the process eliminates the need for increased prospecting which only inflates the conversion data in later months.

**VALIDATING CONVERSION DATA**

A-41. To validate a station’s conversion data (as described in para A-7), determine the current conversion data and then “test” the percentages against the last or any

previous month's completed achievements. Using the conversion data in figure A-10, if the station conducted 58 interviews, it should have enlisted four people ( $1 \div 14 = .07$ ,  $.07 \times 58 = 4$ ). If the station did not achieve the four enlistments, the station commander knows that they are out there, waiting for the right followup. The hard work of generating appointments has already been accomplished. The station commander will gain credibility with recruiters by directing them to processing areas that will increase production, without increased prospecting. Another example would be to determine the number of testers the station should have generated. Six testers  $\div 14$  conducts =  $.428$ , then  $58$  conducts  $\times .428 = 4$  testers. If the testers did not develop, then more appointments are not necessarily the answer. Recontacting the people conducted but not tested is a more productive COA. Station commanders can perform these computations at any point in the process. It focuses the recruiter's efforts on prospects that can affect the mission and meet the processing benchmarks USAREC has established.

## **TROUBLESHOOTING**

A-42. Chokepoints are decision points within the enlistment process where stoppages are most likely to occur, such as: Asking the applicant to enlist, to test, or take a physical examination. Chokepoints aren't the only problem indicators available to the station commander but they are an early warning sign. The MAP will highlight these chokepoints (stoppages) as they occur, so the station commander can head them off long before they become a serious problem. (See the troubleshooting guide in LZ.)

A-43. Holding enlistments for the next PL is a term called "sandbagging." This practice can cause a station never to reach its full potential. Individual recruiters and station commanders can be guilty of sandbagging. Holding enlistments can actually cost enlistments. Many applicants view enlistment delays as a break in trust and may decide not to enlist at all. Additionally, recruiters who think they have the next PL's enlistments "in the bag" tend to take prospecting too lightly, which inevitably results in fewer enlistments. For these and other reasons, every applicant who is ready to enlist, especially in the last week of the month, should be allowed to do so. Station commanders should identify waiting enlistments during IPRs and AARs and ensure they move quickly through the process.

## **MAP ANALYSIS**

A-44. The MAP demonstrates what must occur to achieve the mission if all things remain the same. Things in recruiting, however, seldom remain the same. Changing situations require station commanders to constantly gauge the effectiveness of their force and take action when activities do not result in the expected outcome. Using the data in figure A-2, 12 appointments conducted should result in 2.6 testers. If the desired result is not achieved, the station commander should act to generate the predicted number of testers.

A-45. The MAP is an ideal warning system and training tool. When goals begin to climb, the leader must take immediate corrective action or execute training to meet MAP goals. Personnel turnover or turbulence can also affect conversion data. Personnel gains tend to be positive; losses are typically negative. The MAP can be compared to a nuclear facility. Failure to react to warning signs can result in a complete meltdown. Alarms at a nuclear reactor are loud and highly visible; MAP alarms are silent. Consistent review of the MAP is necessary to detect and correct any conversion meltdowns before they reach critical mass.

A-46. The MAP is an excellent tool to demonstrate the complexity of the mission. In the final 2 weeks of any PL, the station is actively engaged in two separate and distinct operations. The first is completing the processing of enlistments generated for the current PL's prospecting. The second is conducting prospecting activities to achieve the next month's mission. Operations which are executed simultaneously can be difficult to separate especially at the end of a PL. If a station has not yet achieved its current mission, recruiters will attempt to enlist prospects generated for the next PL into the current one, a practice called "stove piping."

A-47. Stove piping can confound any leader who fails to track it. This compression negates T-2 and T-1 prospecting efforts. Stove-pipe enlistments must be accounted for and prospecting must be increased to compensate. Using the conversion data from figure A-5, for every stove-pipe enlistment, the station must make an additional 14 appointments if they are to achieve the next PL's mission.

A-48. Making more appointments will not necessarily mean overachievement. Station commanders whose stations have high conversion data have an opportunity to improve performance by training. Training in each of the five areas of emphasis (prospecting, interviewing, processing, followup, and FSTP) will improve the station's conversion data and enable the station to overachieve. Improved recruiter skills will help "norm" conversion data.

A-49. In some stations, unexpected enlistments can seriously affect prospecting activities and be detrimental to the station's overall mission. Unexpected enlistments can come from walk-ins and call-ins, terminated applicants, a "hot" referral, or the rare one-shot phone call or face-to-face encounter. The unexpected enlistment deludes the recruiter into thinking they can stop prospecting entirely. Why prospect when your mission is sewed up? Some recruiters enter a recruiting month thinking they don't have to prospect, that all they have to do is process the applicants they already have. All too often, those ready applicants fall out for one reason or another. One or two recruiters with this mind set will effectively destroy any possibility that the station will make its mission. Recruiters who ignore their prospecting goals will surely fail.

A-50. The MAP will always be the major topic of discussion during an AAR. Leaders should focus on improving processing efficiency, reducing the time it takes to move an applicant from one point to the next. Seventy-two hours would be the ideal. Recruiters should conduct appointments within 72 hours after initial contact. Applicants should test within 72 hours after the Army interview. Test-qualified applicants should enlist within 72 hours after the test.

A-51. Station commanders should always focus on meeting or exceeding the previous year's achievements. That thinking should reflect in the MAP. Some PLs may contain fewer processing days than the previous year's. Station commanders must consider that fact as they build their MAP and visualize mission accomplishment.

## Appendix B

### Command and Control

B-1. The Army's preferred method of exercising C2 is mission command. FM 3-0 defines mission command as "the conduct of military operations through decentralized execution based on mission orders." The manual describes successful mission command as follows:

*"Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative, acting aggressively and independently, to accomplish the mission within the commander's intent. Commanders use mission command to create a positive command climate that fosters truth and mutual understanding and encourages opportunistic actions by subordinates."*

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B-2. This appendix describes, in depth, the three operational control measures leaders use to guide their subordinates' decisive and shaping operations. The three operational control measures are the weekly planning meeting, daily IPR, and weekly AAR. These control measures monitor recruiting operations and establish the unit's battle rhythm.

#### **BATTLE RHYTHM**

B-3. Battle rhythm is defined as, "the combination and interaction of procedures, processes, leader and individual actions at Soldier, staff, command, and unit levels to facilitate extended-continuous operations." Battle rhythm allows units and leaders to function at a sustained level of efficiency for extended periods. It eliminates wasted time and unnecessary friction by maintaining a close hold on recruiting operations. Battle rhythm also allows leaders to keep their Soldiers focused on the mission and to effectively and efficiently redirect recruiting efforts when necessary to achieve the mission. Procedures and processes that facilitate efficient decisionmaking such as the weekly planning meeting, IPR, and AAR are critical to achieving battle rhythm.

#### **WEEKLY PLANNING MEETING**

B-4. The weekly planning meeting should be held in the station on Monday morning. Every team member should attend unless they have operational commitments

or are on leave, pass, temporary duty, or sick call. Station commanders should set the time for the meeting during the previous week's AAR.

B-5. The station commander should use the planning meeting to prepare the station's game plan for the week. The team should discuss each recruiter's schedule and responsibilities and resolve any recruiter or market issues that could affect performance. The current month's mission posture for recruiter and station should be prominently displayed for all members to see. This allows recruiters to see their piece of the pie and take ownership of their mission and zones. The discussion should begin by comparing the number of scheduled appointments and testers to the MAP and the week's contract placement goals. This lets recruiters know, at the beginning of the week, what they must do to meet individual and station goals. The discussion should also include planned activities for the week such as school visits, classroom presentations, table set-ups, area canvassing activities, and the manpower needed to support them.

## **DAILY IPR**

B-6. A daily IPR helps leaders maintain a battle rhythm. IPRs improve communication, allow for timely redirection of recruiting operations, and gives leaders the opportunity to coach and mentor subordinates during real-time situations. FM 6-22 defines an IPR as "a quality control checkpoint on the path to mission accomplishment." The manual also says, "Assessment begins with forming a picture of the organization's performance as early as possible. Leaders anticipate in which areas the organization might have trouble and focus attention there. Once the organization begins a mission, successive IPRs evaluate performance and give timely feedback." The continuous operational tempo of recruiting demands that USAREC leaders use an IPR to improve the organization, dominate the market, and accomplish recruiting objectives.

B-7. Leadership development of subordinates is one of the most important responsibilities of every Army leader. Developing future leaders should be among a leader's highest priorities. An IPR supports this leadership imperative. A goal of an IPR is encouraging, enabling, and directing subordinates to improve their ROP by doing their own analysis. Commanders establish an atmosphere of mutual trust by encouraging subordinates to speak freely and provide feedback. IPRs foster a climate of professional growth and problem solving.

B-8. While one-way communication with subordinates makes it easy to itemize specific deficiencies and shortfalls, it is unlikely to fix core problems. With USAREC's intensive operational tempo, teaching subordinates to anticipate problems or obstacles—as opposed to running headlong into them and then reacting—is a critical leader responsibility. Experienced leaders are equipped to identify problems in advance and work with Soldiers to develop and implement new COAs.

B-9. An IPR is a systematic review of recruiting operations and their results between echelons. An IPR works one level up and one level down the chain of command. For example, station commanders conduct IPRs with their recruiters; station commanders engage with the company commander. Leaders focus the IPR on near-term objectives. Leaders normally conduct IPRs daily, but can conduct them as often as necessary. A recruiter should participate in an IPR with their station commander after returning from an interview even though they had participated in an IPR that morning.

B-10. The leader can use an IPR to modify behavior and performance. Therefore,

the leader must tailor IPRs to the subordinate's capabilities. New recruiters and inexperienced station commanders may require more direction and followup than their more experienced counterparts. Raising the level of competence and commitment is critical to fostering an environment where self-aware and adaptive leaders are the norm. A part of leader development is to allow a subordinate the opportunity to make decisions, good or bad, and to learn from the experience. Questioning the subordinate to expose and understand their decisionmaking process will allow the leader to train and mentor the subordinate.

B-11. Regularly scheduled IPRs will have a positive impact on an individual's or unit's ability to accomplish the mission. However, the opposite will likely occur if an IPR becomes an administrative function rather than an operational review. Leaders fail to uncover real problems when they focus only on numbers, such as the number of appointments made or the number of enlistments. Improvement starts with identifying behavior that impedes recruiting and then training to change the behavior. To effect such change, the leader must thoroughly understand each recruiting function.

B-12. All IPRs should follow a basic outline (see para B-17). The questions should address specific recruiting functions that will give the leader a snapshot of the unit's operational performance. If the leader sees a problem in one or more of the operational areas, they can immediately drill down to redirect or train their subordinates. Leaders should never rush to decisions based solely on data. They should match their data to that of the Soldier on the ground to get the full operational picture. Soldiers on the ground have information that cannot be discerned from data alone.

B-13. Leaders should prepare for an IPR by reviewing MAP performance data, prospecting analysis data, processing data, the Future Soldier roster, and any other pertinent information. Discussion points may differ between echelons. Stations and companies focus primarily on decisive (tactical) operations, while battalions and higher focus more on the operational (shaping and sustaining) operations. IPRs conducted at battalion and brigade levels will address decisive operations (mission achievement); but, their operational focus is to ensure that tactical commanders have the resources and support they need to conduct their operations.

B-14. Subordinates should be prepared to discuss recruiting operations in a consistent sequence. As in battle drills, this uniformity promotes preparation, develops patterns of thinking, and fosters successful habits. The frequency and time of IPRs should be consistent. Commanders should also conduct an IPR after any event that can affect mission accomplishment. Such events may include a job fair or table day. This consideration is important for timely corrective action. Leaders compromise effectiveness when they conduct IPRs only when the mission is in jeopardy. Quite often, today's achievements are the result of previous operations conducted weeks and months earlier. If the leader conducts an IPR only in the last week of a PL and finds a serious shortfall, it may be too late to develop a new COA. Frequent IPRs alert leaders to potential problems before it's too late to correct them.

B-15. Leaders may conduct an IPR face-to-face or by telephone. The preferred method is face-to-face, but time and distance often make that impossible. The frequency and depth of an IPR may also be determined by the competence level of the subordinate and the unit's mission posture. Conducting an IPR early in the day allows for timely adjustments and implementation of alternative COAs.

B-16. Mutual trust is important. Building and maintaining trust is an ongoing task. The IPR should begin with a personal dialogue between participants. This dialogue

sets the tone for the entire IPR. Recruiting is a “people-oriented” activity. Leaders should never make “filling the foxholes” more important than the people who fill them. Leaders must keep their finger on the pulse of morale. Maintaining high morale takes time, effort, and focus. The leader may wish to open the discussion by asking about factors that affect morale, such as administrative, Family, and health issues. Problems in any one of these areas can draw a Soldier’s attention away from the mission. Leaders must follow up on these issues and factor them into alternative COAs when necessary.

## **IPR OUTLINE**

B-17. The topics within this section are arranged in a specific order to serve as a guideline for the daily IPR. The associated factfinding questions within each topic are designed to help leaders detect operational problems. The questions are only suggestions and can be used by station and company leaders. The following is the recommended sequence for an IPR: (1) Personnel, (2) mission posture, (3) projections, (4) processing, (5) prospecting, (6) ROP, and (7) Future Soldiers.

### **PERSONNEL**

B-18. Personnel issues have the potential to influence mission achievement. Leaders should review strength issues to gauge their impact on mission accomplishment and ensure that developed COAs address known issues. Questions may include:

- Are there any health or other Soldier Family issues?
- How many recruiters are in the foxhole to accomplish the plan?
- Has all monthly counseling been completed?
- How can we increase efficiency?
- How can we increase their effectiveness?

B-19. Additionally, issues such as new recruiters, conversions, and subordinate development should be addressed. Subordinate development should include institutional, organizational, and self-development training. Administrative topics such as pay, awards, and noncommissioned officer evaluation rating counseling should also be addressed, as these can directly affect a Soldier’s mission focus.

### **MISSION POSTURE**

B-20. Leaders should relate their questions to the Soldier’s or unit’s current mission posture. Discussing this section first establishes the mission as the leader’s priority. The leader should address issues that deal strictly with mission posture. Questions may include:

- What is this PL’s mission?
- Where does the unit stand on the mission?
- When will the unit make the mission?
- Are there any obstacles or potential obstacles that could affect the mission?
- What COAs have been developed to overcome these obstacles?
- Who is shipping to the training base this week or this month?
- Are there any issues that may prevent their shipping?
- Are there any pending Future Soldier losses?

### **PROJECTIONS**

B-21. These questions can establish the validity of a projection and its immediate effect on mission accomplishment. Questions may include:

- Who is projected and when are they scheduled to enlist?

- Is the application complete?
- Has the packet been forwarded within prescribed time lines?
- Does the applicant require special testing (medical or administrative)?
- What might keep this applicant from enlisting or commissioning?
- Did the station commander interview (“hot seat”) this person?

B-22. In addition, there may be an applicant who has not been projected electronically that has the potential to affect the present mission. Good questions for this area might include:

- Which applicant is closest to enlisting?
- Which applicant is next closest?

This line of questioning can help identify applicants who may be ready to process.

## **PROCESSING**

B-23. A review of the processing list will help identify issues that may impede processing. Often, the commander can intervene and avoid delays. Questions may include:

- Who is testing and when?
- How many testers should there be?
- What is the expected processing time line for these testers?
- What COA has been developed to ensure success in this area?

## **PROSPECTING**

B-24. MAP data and prospecting analysis give leaders a starting point to measure the effectiveness of their plan. Questions the leader might ask include:

- Based on yesterday’s prospecting plan, what was supposed to happen?
- What results were expected and what was achieved?
- Did results meet or exceed MAP goals?
- What is the COA to correct any shortfalls?

B-25. MAP and prospecting analysis are the tools leaders use to develop the prospecting plan. Those same tools can help leaders adjust their plans when performance indicates a need. When reviewing prospecting activities, the leader should consider the day of the week and the week of the PL. Of course, the leader should also consider what the unit has accomplished so far. All these factors can affect the leader’s choice of a corrective COA. For example, the commander sees a station has not conducted as many appointments as the station’s MAP requires. If this conversation occurs in the first week of the PL, the commander might urge the station commander to focus prospecting on the most effective lead source. The leader should review the station’s plan to find the most effective lead source. In the “cumulative total” column, the lead source that has produced the most enlistments is the most effective. The commander’s guidance might be different if the unit is in the next to last week of the PL. Now the leaders look for the most efficient lead source, and again they turn to prospecting analysis. The leader can adjust the prospecting plan to focus on the most efficient lead source to effect enlistments quickly.

## **ROP**

B-26. The ROP should be discussed during every IPR to determine what did or did not happen and why. If the ROP is not producing the desired outcome, new COAs must be developed quickly to meet the plan’s goals and achieve the mission. An IPR that addresses specific shortfalls with nonspecific guidance, such as “just do more,” will not improve the results. It is important that specific shortfalls and underlying rea-

sons be thoroughly discussed and a new COA agreed upon to put the plan back on track. The following are questions that can uncover problem areas and help formulate new COAs.

- What needs to change?
- How are we going to do it?
- Do we need additional resources to execute the new COA?
- What are we going to measure?
- What will be our early warning indicators?
- Who will be responsible for this step?

B-27. The new COA should include any training issues and support the next higher level's plan. In addition, areas of a plan that exceed the desired outcome should be captured and shared. Keep in mind that what may have been successful in one area may not succeed in another. Even though each zone, station, and company may have similarities, they also have major differences. COAs that prove successful in one unit may have the opposite effect in another.

## **FUTURE SOLDIERS**

B-28. A review of the FSTP will see whether recruiters have kept in touch with their Future Soldiers and have prepared them to face the rigors of basic training. Questions to ask include:

- Are there any Future Soldiers shipping this month and who are they?
- When are they shipping?
- Have recruiters completed their quality assurance checks?
- Have required documents been placed in the ship packets?
- Have all Future Soldiers received an initial orientation?
- Do all Future Soldiers have an Army Knowledge Online account?
- How many referrals did Future Soldiers deliver last week?
- What Future Soldier training or event is planned in this PL?

B-29. Such questions will uncover problems or circumstances that could produce a Future Soldier loss. It allows leaders to closely monitor the FSTP and ensure Future Soldiers are providing market intelligence, blueprinting information, and most importantly, referrals.

## **WEEKLY AAR**

B-30. TC 25-20 provides a comprehensive description of AARs. TC 25-20 says, "An after-action review (AAR) is a professional discussion of an event, focused on performance standards, that enable Soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses. It is a tool leaders can use to get maximum benefit from every mission or task." An AAR normally occurs at the end of an operation, mission, or event. The continuous operational tempo of recruiting demands that USAREC use a daily IPR and a weekly AAR. This approach helps leaders focus on day-to-day and weekly operations.

B-31. AARs allow participating recruiters and leaders to discover what happened during the week, PL, or event. An AAR asks three questions: What happened, why did it happen, and how can it be done better next time? When subordinates share in identifying reasons for success and failure, they become owners of how things are done. AARs also give leaders invaluable opportunities to hear what is on their subordinates' minds.

B-32. No commander, no matter how skilled, will see as much as the individual

recruiter and leader who are actually performing the mission. Leaders can better correct deficiencies and sustain strengths by evaluating and comparing recruiter, leader, and mission performance against the PL's MAP and mission goals. AARs are the keystone of the evaluation process.

B-33. Feedback compares mission performance with the intended outcome. By focusing on recruiter's skills and market conditions, leaders and recruiters can identify strengths and weaknesses and together decide how to improve their performance. This shared learning experience improves recruiter skills and operational task proficiency and promotes unit bonding and esprit.

B-34. Weekly AARs can also be used as "team building" events. An example would be holding Friday AARs over breakfast. Meeting outside the office, away from interruptions, creates a more relaxed atmosphere and encourages open dialog. Recruiters who met their individual requirements, to include weekly mission placement, should be allowed to brief the entire station. This gives successful recruiters the opportunity to share what works and what does not work in the market. This helps station commanders develop their junior leaders, and sometimes information coming from a peer is better received.

## Appendix C

### Prospecting Analysis

C-1. Prospecting stands as the fundamental recruiting activity. Lack of prospecting degrades all other recruiting functions and puts the station's mission at risk. Station commanders and recruiters must understand that vigorous, persistent, and effective daily prospecting is the key to success. Congress, the Army, Accessions Command, and USAREC develop enlistment incentives and aggressive strategic-level advertising campaigns. However, the recruiting station is the front line. Station commanders and recruiters bring those powerful strategic resources to bear at the tactical level. Prospecting puts the Army into direct personal contact with people in their communities and in their homes. A prospect can ignore the television ad; a recruiter's personal approach, however, demands a response.

C-2. Every level of command conducts some type of prospecting operation. An Army recruiting advertisement shown nationwide during the Super Bowl, for example, is a form of prospecting. The person who responds to such an ad is responding to a prospecting operation. When that person decides to enlist, however, he or she will need the help of a local Army recruiter. A recruiter will interview that person and assist them with the application for enlistment. Station commanders and recruiters are best positioned to determine which prospecting methods work best in their environment. This appendix looks at analyzing a station's prospecting operations.

C-3. At station level, prospecting involves a recruiter reaching out to prospects for the purpose of getting an appointment. In chapter 13, it was stressed that the real purpose of prospecting is to recruit a person for the Army, not merely to make an appointment. However, the appointment is the vital first step. Recruiters have many ways to contact prospects. In general, recruiters prospect by one of three methods: By telephone, by face-to-face contact, or by mail. Telephone prospecting includes both conventional phone calls and text messaging, a fast-growing and effective twenty-first century innovation. Mail includes e-mail and conventional postal mail (so-called "snail-mail").

C-4. Some prospecting methods are more efficient or more effective than others. An *efficient* prospecting method allows the recruiter to quickly contact a great number of people. An *effective* method yields a high number of enlistments. Telephone and e-mail prospecting rank as most efficient. Face-to-face contact is less efficient, but the recruiter's personal physical presence can make a powerful impression on a prospect. Which method is "best" depends on the local environment, the season of the year, the time of day, type of prospect, and the recruiter's skills and preferences. What matters is results.

C-5. Leaders and recruiters must think of prospects as high-value targets, to borrow a phrase from the infantry. The recruiter must know where to find the highest concentration of high-value targets, when those targets will be within range, and which "weapon" will be most effective against those targets. The recruiter, therefore, must execute prospecting operations at the time and place that will most likely

bring results. Spending 90 minutes calling high school seniors during school hours is a huge waste of time. Walking around the local shopping mall early Monday morning is equally nonproductive.

C-6. A referral is a powerful combat (or recruiting) multiplier. A recruiter cannot “prospect by referrals,” but a referral can enhance the recruiter’s credibility or steer the recruiter toward a high-value target. A contact enhanced by a referral, regardless of the contact method, will more likely result in an enlistment than a pure cold call. This fact alone shows why every commander and every leader needs to develop their own set of COIs. The recruiter should view every person they meet, even people who cannot enlist, as a potential COI and a potential source of referrals.

C-7. The commander must look closely at results, the return on investment. A classic USAREC prospecting operation is the “boiler room.” In a typical boiler-room session, all recruiters in a station sit glued to their desks as they pound the telephone keys. The immediate questions for the leader: How many attempts did recruiters make, and how many new appointments did they generate during this flurry of activity? The truly valuable information comes later. How many of those new appointments turned into an Army interview? How many of those interviews produced qualified applicants who went on to enlist? The proof lies at the end of the enlistment process, when prospects become applicants who enlist and ship to the training base. The answers tell the commander whether boiler-room sessions or even telephone prospecting itself are efficient and effective in their local environment.

C-8. Prospecting analysis tells the local commander which methods work best and when. The commander needs this information, especially when the station needs to quickly generate an enlistment. If face-to-face prospecting generates 40 percent of enlistments every month, the leader can determine how much time and energy to devote to such operations. Prospecting analysis also helps the commander identify training needs. If recruiters are interviewing many prospects but converting few of them to applicants, the commander may need to refresh their interviewing skills.

## Appendix D

### Recruiting Operation Plan

D-1. The ROP is a tool station commanders use to effectively and efficiently direct recruiting operations. The station's ROP is determined by the station commander in collaboration with their recruiting force. The plan, which is formulated for each PL, is comprised of market and performance data analysis and the commander's intent. Market and performance data help commanders identify markets of opportunity and assess their force's capabilities, while the commander's intent provides mission focus. This information is then applied to the station's mission. The market and performance analysis and commander's intent is then translated into specific COAs that will make up the individual recruiters' plans.

- Market analysis uncovers the must win must keep ZIP Codes and schools necessary to support the station's mission. This is done by analyzing various market intelligence reports provided by the battalion S2 and found on the G2 Web Site located on the Enterprise Portal. Reports such as, market share, bread and butter, and DIME, provide the station commander with statistical market data. Recruiter supplied information is also an important ingredient in the plan as it provides boots on the ground intelligence regarding such things as current market activities and trends.
- Performance analysis is accomplished using MAP conversion data and prospecting analysis. The conversion data calculates recruiters' performance levels which serves as a training indicator and measures their progress against USAREC's benchmarks and MAP goals. Prospecting analysis compares the individual recruiters' performance with the station's average to determine any training needs, prospecting times and market adjustments, and leadership issues.
- The commander's intent is a clear, concise statement of what the force must do and the conditions the force must meet to achieve the mission. It focuses on achieving the desired end state and is nested with the commander's intent two levels up. Commanders formulate and communicate their commander's intent to describe the boundaries within which subordinates may exercise initiative while maintaining unity of effort.

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#### STEPS OF THE ROP

D-2. The ROP has four steps. The first step is SWOT analysis. SWOT analysis is the

station commander's assessment of the station's SWOT. The second step is to perform a recruiting functions analysis. The recruiting functions analysis takes an indepth look at the eight recruiting functions: Intelligence, prospecting, interviewing, processing, FSTP, training, sustainment, and C2. During this step the station commander must analyze and evaluate the station's MAP conversion data and prospecting analysis. The third step of the ROP is to ensure the plan meets the commander's intent and is nested in the company's plan. The fourth and final step of the ROP is to share it with recruiters, write it down, and follow it.

## SWOT ANALYSIS

D-3. SWOT analysis is a powerful technique for understanding a station's strengths and weaknesses, and looking at the opportunities and threats that exist. Understanding the station's strengths helps station commanders maximize their efforts in those areas, for example face-to-face prospecting for grads or telephone prospecting for seniors.

D-4. What makes SWOT particularly useful is that it can help uncover markets of opportunity that the station is able to exploit, such as local business layoffs or pro-Army influencers within the community. By understanding the weaknesses of the station, station commanders can concentrate their training efforts in those areas, as well as manage and eliminate any threats that could catch the station unexpectedly. Comparing the station to its competitors using the SWOT framework, station commanders can craft strategies that distinguish the Army from its competition, so the station can dominate the market.

D-5. To carry out a SWOT analysis station commanders should ask themselves questions such as:

- Strengths:
  - What do we do better than anyone else?
  - What unique resources do we have access to?
  - What do people in our market see as strengths?
  - What factors help the Army get the appointment over our competitors?
    - Consider this from an internal perspective, and from the point of view of your applicants and people in your market. Be realistic, strengths should be based on tangible evidence. (If you are having difficulty with this, try writing down a list of your station's accomplishments. Some of these will hopefully be strengths!)
    - In looking at your strengths, think about them in relation to your competition. For example, if the Army provided superior benefits and incentives than other services and local businesses, then the Army's offer would be considered their strength in the market. If the Army's benefits and incentives were the same as the rest, the Army's offer would not be considered their strength.
- Weaknesses:
  - What could we improve?
  - What should we avoid?
  - What are people in our market likely to see as a weakness?
  - What factors affect our image?
    - Consider this from an internal and external basis: Do other people see or perceive weaknesses that you do not see? Is the competition doing any better? It is best to be realistic now and face any unpleasant truths as soon as possible. Be honest, this isn't just a requirement, it's a self-evaluation that will expose shortfalls that could become serious problems later.

- Opportunities:
  - What is the local employment picture?
  - Are there any interesting or notable trends in our area we can exploit?
  - What community, high school, or college events can we take advantage of?
  - What sustainment assets (cinema van, adventure van, TAIR, etcetera,) are scheduled?
    - Useful opportunities can come from such things as, technology, changes in Government policy, social patterns, population profiles, and life-style changes. Any event or circumstance can become an opportunity if acted on quickly. Alternatively, look at your weaknesses and determine if eliminating them would create opportunities.
- Threats:
  - What obstacles does the station face?
  - What is your competition doing that you should be worried about?
  - Are bonuses and enlistment incentives changing?
  - Is changing technology or policies threatening your effectiveness?
  - Do you have a bad image or personnel problems?
  - Could any of your weaknesses seriously threaten your mission?

D-6. Performing an SWOT analysis will often be illuminating; both in terms of pointing out what needs to be done and putting things into perspective. Strengths and weaknesses are often internal to your organization; while opportunities and threats relate to external factors. You can apply SWOT analysis to your competition to determine how and where you should compete against them. Figure D-1 shows what a recruiting station’s SWOT may look like.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• All seasoned recruiters.</li> <li>• Access to all schools.</li> <li>• Respected by the community.</li> <li>• Have supportive troop program units.</li> </ul>	<ul style="list-style-type: none"> <li>• Two recruiters on leave.</li> <li>• Fifteen percent Future Soldier loss rate.</li> <li>• Unfavorable station location.</li> <li>• COI development.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Closing of a local assembly plant with an unskilled workforce.</li> <li>• Increase in unemployment rate.</li> <li>• Navy is the only military competition.</li> <li>• March to Success Program for high school dropouts.</li> </ul>	<ul style="list-style-type: none"> <li>• School board contemplating cancellation of school ASVAB participation.</li> <li>• Forty percent and growing high school dropout rate.</li> <li>• ARNG offers free tuition at state colleges and universities.</li> </ul>

**Figure D-1. Example of a Station’s SWOT**

D-7. SWOT analysis is a simple but powerful framework for analyzing your station. This helps station commanders focus on their strengths, overcome weaknesses, minimize threats, and take the greatest possible advantage of opportunities available. SWOT is an important ingredient to the station’s ROP and should not be taken lightly. SWOT analysis should be reflected in the ROP to take advantage of strengths and opportunities and eliminate any weaknesses and threats.

## RECRUITING FUNCTIONS ANALYSIS

D-8. Using the recruiting functions to construct the ROP provides leaders with a systematic method to plan recruiting operations using all of their resources. An accurate and consistent analysis of each recruiting function provides leaders with the components of their plan. Each of the recruiting functions should be thoroughly examined. The questions following each recruiting function are typical examples, but do not represent an exhaustive list. The example questions, however, should be used as a guide to construct the ROP.

## INTELLIGENCE

D-9. Intelligence provides all leaders with the necessary information to identify and locate their market. At the station level this information provides leaders with more than just numbers. It assists them in targeting productive segments of their market. Zone reports, DOD Market Share Report, school information, demographics, competition, and historical data (MAP) are some of the tools available. Some questions that should be asked:

- What is happening in our market that can increase our ability to achieve the mission?
- Are there markets of opportunities?
- Are there markets that no one in DOD has captured?
- What demographic changes could become a problem?
- What is the competition doing that could negatively impact production?

## PROSPECTING

D-10. Planning prospecting activities and the strategies to accomplish them are key components of the ROP. The leads and prospecting analysis and the MAP provide both a historical picture through analysis of lead sources and conversion as well as information important for the current month by establishing prospecting requirements at each level. The leads and prospecting analysis also provides leaders with the means to target particularly effective lead sources by planning operations that exploit them. At the tactical level the ROP should consider the strategies for all prospecting methods, concentrating on the most productive. Some questions that should be asked:

- What is our conversion?
- What is our flash to bang time?
- Where are the majority of our contracts coming from?
- How many school lists are on hand?
- What schools are we missing and why?
- Does our prospecting plan match the prospecting analysis?
- Does it match where the contracts are coming from?
- Are we following up with the applicants that made it to the test and above?
- Are we talking about the USAR to prospects that plan on attending college?
- How many hours per day are we prospecting?
- During that timeframe, what are we actually accomplishing?
- When is the last time I received a referral from a COI, VIP, prospect, and/or Future Soldier?
- Are we accomplishing the prospecting plan that we put in place for the week? If not, why?
- How many table setups do we have scheduled for this week to include the local college(s)?
- Am I observing and training during the planned prospecting time?
- What can I do to assist?
- What assistance do I need from the first sergeant or master trainer?

## INTERVIEWING

D-11. Interviewing, though not a planned event in itself, is the result of good intelligence and well executed prospecting efforts. The interview initiates processing and enlistment activities and is the main event of recruiting. Since recruiters spend most of their time looking for people who will agree to an appointment, it only makes good sense to ensure recruiters are capable of giving their very best interview. Some questions that should be asked:

- What are my recruiters' strengths and weaknesses during the interview?
- What am I doing to improve their weaknesses?
- Do my recruiters know the Army programs?
- Does my weekly training include the Army interview?
- During the interview are recruiters listening to the prospect?
- Is the recruiter identifying the Army programs that will assist the prospect in achieving his or her goals and passions?
- Is the recruiter getting "no showed" during the appointment? If so, are we focusing on monitoring his or her prospecting to identify the reason they are not conducting a high percentage of appointments?
- Are recruiters pushing people to the floor once they gain a commitment?
- What is the major chokepoint for the station?
- What is the major chokepoint of each recruiter?

## PROCESSING

D-12. The number of processing days in any recruit contract month must be considered when developing the ROP. This information is also used to develop the MAP. Besides the number of processing days, other areas to consider that could impact mission are development of strategies to improve processing results at MEPS or through improved waiver processing procedures. The MAP is also used as a tool to track processing efficiency at each level and will provide important training and early warning indicators. Some questions that should be asked:

- Are we getting people through the enlistment process? If not, why?
- Where are we losing applicants?
- Are we testing 36 percent or higher of the conducted appointments?
- Are we sending unqualified applicants to the floor? If so, why? Is it due to the "hot seat"?
- What is the floor conversion data for the station and per recruiter?
- Are the packets receiving a quality assurance check?
- Are there any transportation issues with processing?
- How much prospecting do we lose during the processing phase?

## FSTP

D-13. Future Soldiers at the tactical level can play a key role in the prospecting portion of the ROP by providing referrals. FSTP events for the current month can also impact current operations and must be considered. Identifying trends in losses, providing training, and leaders' involvement in counseling Future Soldiers can have a positive impact on the program and mission. Forecasting and planning for known losses is one area that must be considered. Some questions that should be asked:

- What is the station's loss rate?
- What is each recruiter's loss rate?
- How many referrals are we receiving? If not, why?
- Who is not attending the Future Soldier functions? Why?
- Are my VIPs, COIs, and influencers attending?
- What training are we completing at the functions?

- What training are we completing during the FSTP?
- Is every Future Soldier staying in contact per the guidance they receive?
- How can we improve the FSTP, making it fun and worthwhile for all?

## **TRAINING**

D-14. Planned training activities occurring during the recruit contract month should be incorporated into the ROP. Continual assessments and effective training at the tactical level impact mission success by improving their performance. Extended recruiter absence for NCOES and career development courses should also be considered and its impact on the ROP. Some questions that should be asked:

- Do we have the proper facilities to complete training that is needed?
- How experienced is my recruiting staff?
- Is training being developed based on needs and growth? Is my scheduled training being completed without interference?
- Am I training my recruiters on a daily basis based on their individual needs?
- Is the company training relevant to my station's needs? Is the company accepting input based on those needs?
- Are my recruiters taking advantage of self-development training in the Learning Management System?

## **SUSTAINMENT**

D-15. Sustainment such as TAIR, ASB, and advertising events and displays should also be considered when developing a ROP. Events that require support as indicated on the sync matrix are vital to the successful execution of decisive, shaping, and sustaining operations. The efficient use of scheduled and nonscheduled sustainment assets is critical to mission success. Some questions that should be asked:

- Are there any scheduled leaves during this PL?
- What training events are scheduled for my area?
- Do I have HRAP or ADOS-RC Soldiers scheduled this month and how will I use them?
- Are there any TAIR, COI, and/or community events this month?
- Are there any Soldier or Family issues that must be addressed?
- Are any Government-owned vehicles due for maintenance?
- Are there sufficient RPIs and personal presentation items to support planned events?

## **C2**

D-16. Improved communication and computer technology gives leaders the C2 necessary to effectively and efficiently lead their force. Access to timely and accurate information gives commanders an up to date view of their market. Quality market intelligence enables commanders to synchronize their forces and make sound battlefield adjustments. Some questions that should be asked:

- When is the first sergeant and company commander coming to train me and motivate my Soldiers?
- Are proper IPRs and AARs being conducted?
- What is the experience level of my leaders?
- How can they assist my station?
- Are my Soldiers getting the opportunity to attend needed schools, such as NCOES?

## **COMMANDER'S INTENT**

D-17. FM 3-0 states, "The purpose of the commander's intent is to facilitate plan-

ning while focusing the overall operations process. Commanders develop this intent statement personally. It is a succinct description of the commander’s visualization of the entire operation, a clear statement of what the commander wants to accomplish.” The commander’s intent may address seasonal opportunities or challenges. Taking advantage of historically proven opportunities or trying to exploit historically unproductive markets. Concentrating the company’s recruiting efforts in the secondary school market, for instance, will increase Army awareness in the schools and enlist seniors who will provide referrals. A school presence this year will positively affect next year’s grad market.

D-18. The commander’s intent doesn’t alter the continuous, repetitive battle rhythm of recruiting operations but it can direct those efforts to specific markets which will affect the category (grad, senior) of Future Soldiers to accommodate training seats and fiscal end strength goals.

**ROP CONSTRUCTION**

D-19. The ROP is formulated using data derived from the SWOT and recruiting functions analysis. The analysis data and market information are then combined to form the station’s ROP. The ROP must address every week of the PL and clearly state who, what, when, where, and how the plan is to be executed. The ROP is shared with all members of the station and their plans adjusted accordingly. There is no set format for the ROP but it must be easy to understand, doable, and above all, flexible. The list of planned activities in figure D-2, are the minimum activities that should be included in the station’s and recruiters’ weekly plans. The list does not include activities such as interviewing and processing, since those times have not been determined. It is important the plan remains flexible to accommodate those unknown activities.

Activity	Location	Frequency	Expected Outcome
Telephone Prospecting: Targeted ZIP Codes Targeted Schools	Station	Three days a week	Total of four appointments made per recruiter per week
Face-to-Face Prospecting: Hot Knocks Malls	Station	Two days a week	Total of two appointments made per recruiter per week
Area Canvassing: School Visits Local Events	Class presentations Posting area Patronize businesses Visit organizations	Determined by the recruiter	COI development; one new COI per recruiter per week
C2 (IPR and AAR)	Station	Monday through Friday	
Training	Station or company	Friday	

Note: This example specifies six appointments made per week, four by telephone and two by face-to-face prospecting. The number of appointments made per prospecting method, per week, will vary based on individual recruiters’ skills and the station’s mission. The numbers used in this example do not represent any USAREC standard.

**Figure D-2. Example of a Station’s Weekly ROP**

D-20. The ROP should be viewed as what it is, a plan. FM 3-0 states, “A plan is a continuous, evolving framework of anticipated actions that guides subordinates through each phase of the operation. A plan is a framework from which to adapt rather than a script to follow. The measure of a good plan is not whether execution transpires as planned, but whether the plan facilitates effective action during unforeseen events. Good plans foster initiative, account for uncertainty and friction, and mitigate threats.” A simple plan is easier to adjust than one that is complex. The plan should never work the recruiter; the recruiter should work the plan.

## Glossary

<b>AAR</b>	after-action review
<b>ADOS-RC</b>	active duty for operational support-reserve component
<b>AO</b>	area of operation
<b>ARNG</b>	Army National Guard
<b>ASB</b>	U.S. Army Accessions Support Brigade
<b>ASVAB</b>	Armed Services Vocational Aptitude Battery
<b>C2</b>	command and control
<b>COA</b>	course of action
<b>COI</b>	centers of influence
<b>DIME</b>	demographic, income, military service, and education
<b>DOD</b>	Department of Defense
<b>FRG</b>	family readiness group
<b>FSTP</b>	Future Soldier Training Program
<b>FY</b>	fiscal year
<b>HQ USAREC</b>	Headquarters, U.S. Army Recruiting Command
<b>HRAP</b>	Hometown Recruiter Assistance Program
<b>IPR</b>	inprocess review
<b>LZ</b>	Leader Zone
<b>MAP</b>	mission accomplishment plan
<b>MEPS</b>	military entrance processing station
<b>MOS</b>	military occupational specialty
<b>NCO</b>	noncommissioned officer
<b>NCOES</b>	Noncommissioned Officer Education System

<b>PAE</b>	positioning, analysis, and evaluation
<b>PL</b>	phase line
<b>PS</b>	prior service
<b>RA</b>	Regular Army
<b>ROP</b>	recruiting operation plan
<b>ROTC</b>	Reserve Officers' Training Corps
<b>RPI</b>	recruiting publicity item
<b>SRP</b>	School Recruiting Program
<b>SWOT</b>	strengths, weaknesses, opportunities, and threats
<b>SZ</b>	School Zone
<b>TAIR</b>	Total Army Involvement in Recruiting
<b>USAR</b>	U.S. Army Reserve
<b>USAREC</b>	U.S. Army Recruiting Command
<b>VIP</b>	very important person

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