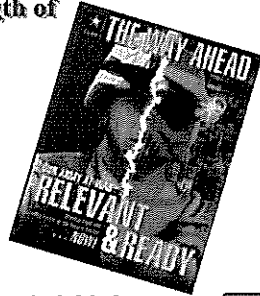


**Transforming
U.S. Army Recruiting Command**

**USAREC's WAY AHEAD
Remaining Relevant and Ready
while providing the strength of
Our Army at War**



**FY07
Campaign
And
Missioning
Guide**



*There is "nothing more difficult to carry out, nor more doubtful of success,
nor more dangerous to handle, than to initiate a new order of things."*

Machiavelli



Commanding General Letter

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MUST DO TWO!

Recruiting Team: I want to thank you all for your extraordinary service to the Army and to the Nation. FY 06 brought about many recruiting challenges; frankly we were coming off a year of Accession mission failure in FY05. Furthermore, we began the year with the lowest Future Soldier entry pool in program's history at 9.9K (12% of the FY06 80K mission). Because of your extraordinary recruiting efforts, you achieved the 80K Regular Army Accession mission and missed the 25.5K Army Reserve Accession mission by only 122 and you did it while beginning to rebuild our entry pool programs (12K RA & 2.7K AR). This success is due to a lot of hard work by the Soldiers and Civilians of this command. This is a Team effort. Your efforts are deeply appreciated by leaders throughout the Army. Our deployed Soldiers also appreciate your efforts because you are filling the ranks of their formations. You are helping to win the Global War on Terrorism. The Soldiers that you have recruited feel well trained, well equipped, well led, and they are proud of their service. You fought the fight; finished the course and kept the faith!

We are about to enter another challenging recruiting year! USAREC is again called upon to ship 80,000 and 26,500 Active and Army Reserve Soldiers, respectively, in FY07. To accomplish this mission individual Soldiers and Civilians within each organization must work as a Team. As you may recall, in

the "Things That I Believe In", in my first Recruiter Journal article, I mentioned that there will be times where you might be down by a touchdown late in the 4th Quarter, but you can still win....if you believe. I believed in you in 4Q06 when I asked each of you to write 3 Grad and Grad like in August and September, for both RA and AR, and you did it! Now we are entering FY07 and we are starting clean, 0-0. We have a challenging mission ahead of us. It will take the very best effort from everyone on this Team to achieve success, but we can do it...I believe in you.

I'm fully confident that we can accomplish the mission at hand, but it will not be easy....nothing worth fighting for ever is. Soldiers in this command are among the very best leaders I have ever seen due to the flexibility, adaptability, and creativity that this environment demands. If the Secretary of the Army could give me the mission this growing, forward deployed Army actually needs to accomplish all our manpower program objectives (such as building and filling the BCTs) it would be...110,000 accessions. When you think about where we finished last year, we were theoretically short by about 30,000 Soldiers for what the Active force really needs in order to satisfy our requirements. With that said, the Secretary and Army Senior leaders know that is a bridge too far given a strong economy and extended war on terror; that is why the Army is asking us for another 80K and 26.5K and we have given our

commitment to that mission.

We have over 7,000 Soldiers recruiting throughout this command each day....in order for us to make this combined RA and AR mission of 106.5K, each of you need to write 1.3 contracts per month that ship. Realistically, given a reasonable level of Future Soldier (FS) loss, that translates into an operational, individual, recruiter mission of two per month. I believe that we have the right recruiting force in place to accomplish this task again. In FY06 you were weighted and measured against the most difficult recruiting mission in the history of the All-Volunteer Force, recruiting for a Nation at War, and you were found worthy. We have what we need to start the recruiting year strong and cross the finish line successfully in September 2007we have each of you, and we must have every Soldier and Civilian in the fight...***we must do two!***

As you read this, Soldiers remain on point for the nation, somewhere in harm's way. Their mission is challenging for many of them, there may be some resource and intelligence shortfalls, but the Warrior Ethos will lead the Team to success. In this command, we face a similar situation where our Soldiers and Civilians are doing much the same on the front lines of this fight. Our models show that FY07 will be another close year, but these models cannot measure the Warrior Ethos within each of our Soldiers. The Army and the Nation are

counting on us again. We must deliver.

Despite all of the incentives, bonuses, marketing and programs, I believe that Soldiers and Civilians on the front lines of this mission will make the difference. Soldiers and Civilians like you, sitting across the table from young applicants and parents, are able to tell the Army story in the most convincing way. I'm interested in anything that you believe you need to accomplish your part of the mission. Not individual issues, but systems, processes, rules and regulations that may be causing you unnecessary challenges. I have challenged my staff to re-look our missioning techniques and procedure as well as our production management and awards systems. I know that most of you probably are not concerned with technical aspects of mission development, and frankly you shouldn't be. However, I would like to briefly discuss some of the changes I have implemented for FY07.

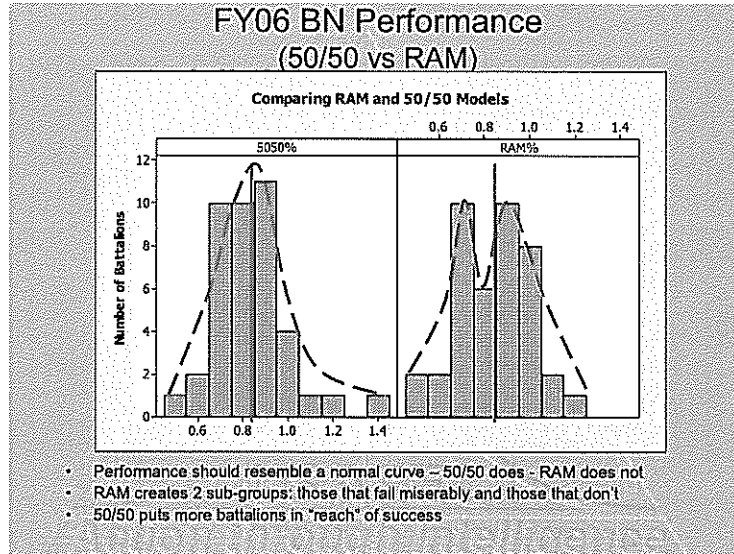
Shortly after taking command of this great organization, I sat through a mission briefing and production update and I saw a system that did not focus our best recruiting efforts toward mission accomplishment. Instead I saw a system that drew comparisons across the command without regard to the recruiting market conditions. Essentially, we were comparing San Antonio to New England and Raleigh to Los Angeles and we were fostering an environment of

“just beat the other guy”! That is not the Army way; that is not my way! We need to encourage and challenge our recruiting units to compete against themselves and the other services in our own unique markets.

First, I asked the RAND group to review past and present missioning models and to develop alternative model(s) that could better distribute the mission to the field recruiting force. Through their detailed analysis they determined that our previous mission process and procedure accounted for ~60% of our prior mission success. Alternatively, they developed a model for mission based upon ~60 different econometric variables that would realistically account for ~80% success. Although this represented a significant improvement, the model was and is too complicated to operationally employ.

Second, I directed our G-2 to develop a more simple model and process that would account for our historical recruiting success while challenging our units to compete against themselves and the other services in their respective areas. The G-2 ran all the numbers, regression testing, fitting least squares, so on and so forth. In the end we found that by equally weighting and balancing the last four years Army and DOD production, by month and category (GA/SA/OTH) we could in fact develop a mission model that accounted for ~90% past recruiting success while challenging every recruiting unit to compete

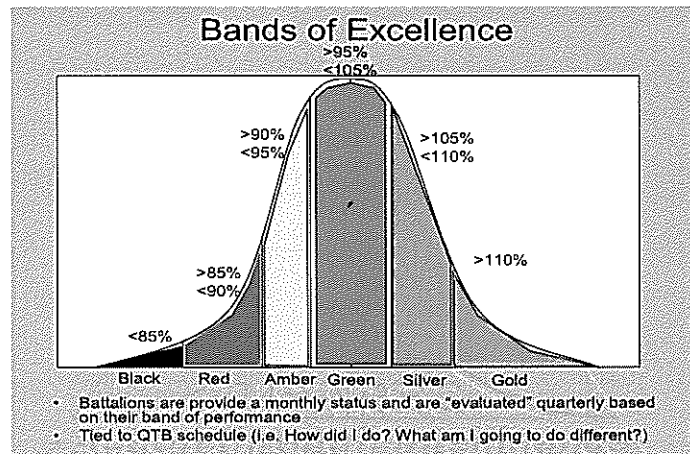
against themselves.



Third, I believe in empowering subordinate commanders, so I directed the G-2 to distribute the "net" contract recruiting mission. In the past, we would receive the DA mission, increase it by a determined amount to account for Future Soldier losses, and then distribute that higher mission to the field (keeping DA accession mission failure risk at the HQ level). Inevitably, USAREC would make the accession mission; but, the field recruiting was left holding the bag. Not this year! This year we are distributing the net contract

mission to the field. Recruiting units will put this mission into your MAPs in order to derive the prospecting plans necessary to make the assigned mission. This constitutes a new way of thinking for the HQ as it transfers the mission success and failure risk directly on to those of you who have always bore that burden. Additionally, it will validate your MAPs and make it the powerful prospecting and training tools it was originally designed to be.

Fourth, I want to reward success! Therefore, I asked for a new system for measuring success; as a result, we are going to consider recruiting "Bands of Excellence". For example, units that achieve < than 85% Net mission quarterly are considered black; those achieving between 95-105% Net mission are green, and those exceeding > 110% are gold.



Finally, I'm counting on you to help our Army and Nation accomplish

the mission that we've been assigned. I have great trust in each of you. Every generation has its heroes...Ours is no different....Let's all stay in the fight, let's start and finish the year strong, and let's keep the faith!

Thank you again for your incredible effort!

Recruit with integrity!

Thomas P. Bostick
Major General,
Commanding

I. How we did

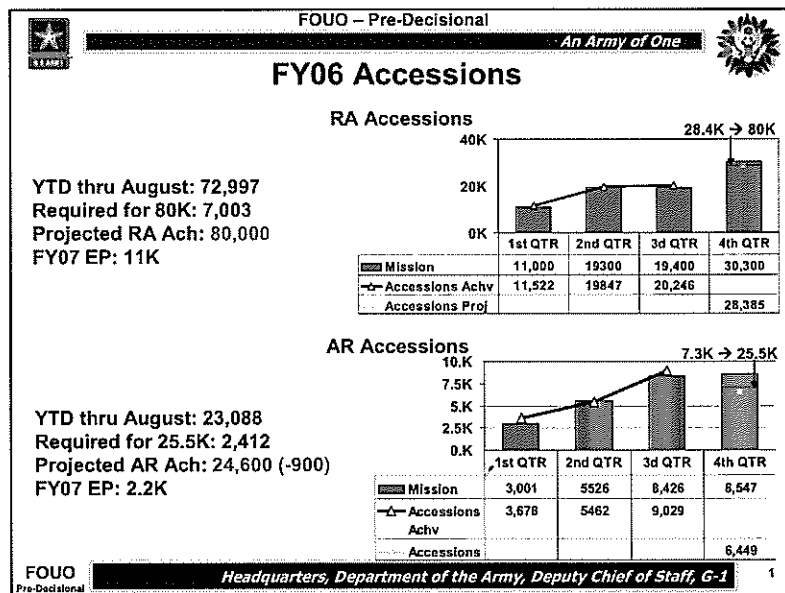
In FY06 we achieved the RA accession mission of 80k and missed the AR accession mission of 25.5k by 122. Additionally, for the second straight year, the in-service warrant officer recruiting mission achieved success (gross production.) FY06 achievement was 104%. This is significant given that the mission has increased by greater than 10% per year over the past several years and no incentives have yet been tied to the mission. The in-service warrant officer mission has not been achieved previously since FY89.

The RA OCS mission for FY06 was the highest on record; however, USAREC achieved over 130% and made significant contributions towards stemming the USAAC (ROTC) shortfall. The overachievement is directly tied to applying Lean Six Sigma business methodology to the application process and reducing/eliminating requirements. On the AR side, we finished the year at just over 100%. This was significant given that the program was "sold" on its own merits and not augmented from the RA selectee list. This was the highest AR OCS production on record.

The RA WOFT mission was achieved at 150% for the year and for the AR it was 100%. This was accomplished by streamlining processes, capitalizing on technology and careful coordination for training seats.

The Chaplain mission finished the year at 100%. However, it should be noted that this is the highest mission on record and an increase of greater than 25% over FY05. The Chaplain Team assumed oversight for the DACH Candidate Re-Appointment Program and was in effect managing a chaplain FSTP. By doing so, the FSTP pool attrition was reduced, resulting in an increase in chaplains to the Army.

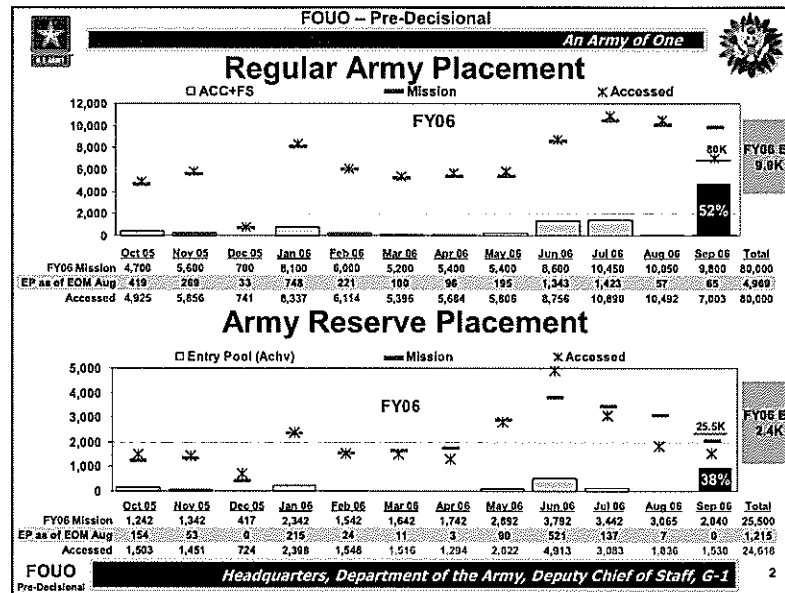
The total accessions by quarter for both the RA and AR can be seen here. At the end of the year we shifted the focus of the RA recruiter during the last two weeks of September in an attempt to reduce or completely eliminate a



projected shortfall in AR accessions. This was not an unprecedented tactic. At the end of 2000, we were once again projected to miss the AR mission. In that case when we were assured that we had made the RA mission we shifted focus and saw an increase in AR contract production. In Aug 00 we achieved 3,415 AR contracts and in September 2000 we achieved 5,718, a 67% increase. This shift of focus took place mid-August.

Since Feb 06 we saw a 65% increase in AR cross contribution (the percent of RA contracts written by AR recruiters). In Feb the rate was 5.1% and in Aug it was 8.4% with the largest increase taking place in Aug (15%). The Jul rate was 7.3% and the Aug rate was 8.4%. The RA cross contribution (the percent of AR contracts written by RA recruiters) has only increased by 9% during the same timeframe.

We entered September 2006 at 52% built for the month which was critical to




achieving the 80K accession mission. Once we were assured that we would make the 80k RA mission we then shifted focus to the AR mission and began to build the 07 Entry Pool (intentionally missing the Sept monthly mission).

In FY06 we achieved an overall MOS precision rating of 99% which is higher than what we achieved in FY05. In order for USAREC to be successful in FY07, we must refocus some of our efforts on achieving the brigade placement missions.

Critical to our success, was the development and implementation of a number of programs and incentives directed not only on the applicant, but the recruiter as well. These programs and incentives were instrumental in overcoming the initial projected shortfall of over 10,000 and 1,500 RA and AR accessions respectively. A short list of these programs and incentives were: \$1k referral program; ARMS testing at all MEPS; changes to the maximum

Recruiting with MOS Precision
Through like Periods

	YTD Total of All MOS Targets	YTD Recruits Accessed	Accession to Total TGT	Accession Above MOS TGT	Accession Below MOS TGT	Adjusted Error	% Missed	% Accuracy
FY04	69288	70348	1060	1192	132	132	0.2%	99.8%
FY05	67450	61350	-6100	2725	8957	2725	4.4%	95.6%
FY06	67657	65931	-326	598	1378	598	0.9%	99.1%

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US Army Recruiting Command

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enlistment age; changes to the tattoo policy; Recruiter Incentive Pay; and the Senior Ship Bonus. Some of these programs or incentives were more successful than others, and those that were will be retained and possibly expanded into FY07 as we both mission ourselves equitably and achieve the FY07 RA and AR accession mission.

II. RA Model

a. General

For the FY07 RA Enlisted Mission Model, based 50% on DA gross past production and 50% DoD gross past production, the objectives of the new net mission models are as follows. First, it will maximize Army accessions by ensuring that every subordinate unit has a fair, achievable mission, allowing them to share in the success of meeting the (USAREC) command accession goal

and challenging them to improve their own individual past performance. Second, using mission models based primarily on past production will provide each battalion with a more achievable mission that is more predictive of actual performance. Third, using net contract missions will allow battalions to use the MAP to develop subordinate unit "gross" contract missions and eliminate using the command "gross" mission to create higher "gross" missions using another set of Future Soldier loss factors in addition to ones already used.

This FY07 missioning concept also establishes "Bands of Excellence" to reward extraordinary achievement and allow commanders to plan for and achieve recruiting success. For the bands, "black" represents less than 85% net mission accomplishment, "red" represents between 85% and 90%, "amber" between 90% and 95%, "green" between 95% and 105%, "silver" between 105% and 110%, and gold represents greater than 110% net mission accomplishment. Green is considered successful; silver and gold represent production that significantly exceeds the net mission.

Since the (past production) mission models are based on gross, not net, past production (only gross DoD past production data is available), the mission models first determine command gross mission proportions for each subordinate element, not net proportions. For the RA, we determined monthly gross mission proportions by battalion using the following. First, we weighted DA and DoD past production the same (50% for each) by category (GA, SA, OTH) using the layered approach, as used in the FY06 RAM Model. We also weighted each of the past four years the same, 25% weight on the past 12 months thru APR 06, 25% on the past 13-24 months, 25% on the past 25-36 months, and 25% on the past 37-48 months. In the RA mission tables by category, each month (e.g. OCT, NOV, etc.) contains past production data from the past four Octobers, or the past four Novembers respectively, weighted according to the weights already mentioned in this paragraph.

b. Discussion of Gross Mission Determination

The monthly net mission proportions are determined from the gross proportions and the monthly Future Soldier loss rates, by battalion and month, as given in the mission tables. We calculate the net proportions by battalion and month as follows.

Net proportion = (Gross proportion) multiplied by (1-BN Future Soldier loss rate for that month) divided by (1- CMD average Future Soldier loss rate for that month)

Then, we normalize those calculated battalion net proportions so that they all add up to exactly 1.000 across the command; they do not add exactly to one since each subordinate unit does not have the same past production volume as all others.

We determined the Future Soldier loss rates by battalion and month by doing the following. First, we get each battalion's Future Soldier loss rates by month, going back 36 months. Then, we determine October's Future Soldier loss rate by battalion by averaging the past three October's Future Soldier loss rates. We do that for each of the 12 calendar months (e.g. OCT, NOV, DEC, etc.) by battalion to obtain the Future Soldier loss rates by battalion and month, which is included in the mission tables.

Also, IAW the contract the command has with MPRI and RCI, USAREC G-2 will determine the net contract missions for the ten contract companies. G-2 will publish those net missions in the mission tables and mission slide deck.

c. Discussion of Special Missions Determination

For the Band Mission, we took the command FY07 mission (175 in this case) and distributed it by battalion, by month based on 50% command four-year college population and 50% Army band production over the past five years.

For the RA WOFT Mission, we took the command FY07 mission and distributed it by battalion, by month based on the command net SA mission.

For the ROTC Referral Mission, we took the command FY07 mission and distributed it by battalion, by month based on the command net SA mission.

For the RA OCS Mission, we took the command FY07 mission and distributed it by battalion, by month based on the command net GA mission.

For the ACASP (language) Missions (including 09L), we took the command FY07 missions for each language and distributed them IAW the language enclave files, available on the G2 RA and AR Mission Analysis WebPages. Then we cross leveled those missions among the appropriate battalions with the selected enclaves to ensure that no given battalion has an unreasonably large or small combined Skilled Linguist Program (SLP) mission.

The 18X (Special Forces Enlistment Option) mission is distributed down to company level IAW the USAREC FY07 Mission Slide Presentation: two per company for 1Q07 and one per company per quarter for 2Q07-4Q07.

III. RA Mission

a. RA Enlisted Mission

The FY07 RA enlisted mission is split out at USAREC level as follows: 42% GA, 20% SA, and 38% OTH.

The USAREC FY07 RA net contract mission is 88,774. This figure is determined as follows:

Desired FY08 Entry Pool: 20,000
Expected FY07 Entry Pool: 9,536
Difference in Entry Pools: 10,464

These 10,464 are gross contracts. In order to convert this to net contracts we used the average RA Command Future Soldier Loss Rate over the last 36 months, which is 16.15%. So the net (contract) difference in the entry pools is:

$$10,464 \times (1 - 0.1615) = 8,774 \text{ net contracts.}$$

Since the Army's RA enlisted accession mission for FY07 is 80,000, the USAREC RA net contract mission for FY07 is:

$$80,000 + 8,774 = 88,774 \text{ net contracts.}$$

We allocate this USAREC net contract mission to subordinate elements IAW the RA model discussed in the previous section.

b. RA Special Missions:

As derived from the Department of the Army Accession Mission Memorandum dated 16 AUG 06, USAREC has the following FY07 RA special missions:

SLP (language): 144
Arabic IRR (09L): 300
Band: 142
OCS: 825
ROTC Referral: 5,325
WOFT: 320
18X: 900

We allocate these missions to subordinate elements IAW the respective special missions model discussed in the previous section.

IV. AR Model

a. General

For the FY07 AR Enlisted Mission Model, based 50% on Army Reserve Gross past production (24 months) and 50% Primary Skill level 1 TPU vacancies (10 month average), the objectives of the new net mission models are as follows. First, it will maximize Army Reserve accessions by ensuring that every subordinate unit has a fair, achievable mission, allowing them to share in the success of meeting the (USAREC) command accession goal and challenging them to improve their own past performance. Second, using mission models based primarily on past production will provide each battalion with a more achievable mission that is more predictive of actual performance. Third, using net contract missions will allow battalions to use the MAP to develop subordinate unit gross contract missions and eliminate using the command gross mission to create higher gross missions using an another set of Future Soldier loss factors in addition to ones already used.

This FY07 missioning concept also establishes "bands of excellence" to reward extraordinary achievement and allow commanders to plan for and achieve recruiting success. For the bands, "black" represents less than 85% net mission accomplishment, "red" represents between 85% and 90%, "amber" between 90% and 95%, "green" between 95% and 105%, "silver" between 105% and 110%, and gold represents greater than 110% net mission accomplishment. Green is considered successful; silver and gold represent production that significantly exceeds the net mission.

Since the (past production) mission models are based on gross, not net, the mission models first determine command gross mission proportions for each subordinate element, not net proportions. For the AR, we determined monthly gross mission proportions by battalion using the following. First, we obtained past production by category (GA, SA, OTH & PS) using the layered approach, as used in the FY06 AR RAM Model. In the AR mission tables by category, each month (e.g. OCT, NOV, etc.) contains past production data from the past two Octobers, or the past two Novembers respectively.

b. Discussion of Gross Mission Determination

The monthly net mission proportions are determined from the gross

proportions and the monthly Future Soldier loss rates, by battalion and month, as given in the mission tables. We calculate the net proportions by battalion and month as follows.

Net proportion = (Gross proportion) multiplied by (1-BN Future Soldier loss rate for that month) divided by (1- CMD Avg Future Soldier loss rate for that month)

Then, we normalize those net proportions so that they all add up to exactly 1.000 across the command; they do not add exactly to one since each subordinate unit does not have the same past production volume as all others.

Next, we determine the Future Soldier loss rates by battalion and month by doing the following. First, we get each battalion's Future Soldier loss rates by month, going back 24 months. Then, we determine October's Future Soldier loss rate by battalion by averaging the past two October's Future Soldier loss rates. We do that for each of the 12 calendar months (e.g. OCT, NOV, DEC, etc.) by battalion to obtain the Future Soldier loss rates by battalion and month, which is included in the mission tables.

In addition, the brigades and battalions will develop gross missions via MAP development. They can also utilize the Company Gross Mission Calculator tools located on the G-2 Internet Website. Click on "Mission Analysis" on the left side, then "Regular Army Mission" to find these calculators by month towards the bottom center of the page. We designed these calculators to assist battalions in determining company gross missions by month given the battalion net mission, company mission proportions (contained in the file on back sheets), and the battalion Future Soldier loss rate for that month (also contained in the file).

Also, IAW the contract the command has with MPRI and RCI, USAREC G-2 will determine the net contract missions for the ten contract companies. G-2 will publish those net missions in the mission tables in the missioning slide deck.

V. AR Mission

a. AR Enlisted Mission

The FY07 Army Reserve enlisted recruiting mission is 26, 500 consisting of 19,000 NPS shippers and 7,500 PS (Civil life gains and IRR to TPU

transfers). The priority is achieving the 19,000 NPS mission. The Army Reserve NPS mission splits by category are 42% GA, 20% SA and 38% other.

The FY07 AR net contract mission of 28,956 was developed using the following methodology:

Desired FY08 Entry Pool	6,000
Expected FY07 FS Pool	- <u>3,000</u>
Difference in Entry Pools	3,000

Next convert gross contracts to net using FS loss rate of 18.12%.

$$3,000 \times (1 - .1812) = 2,456$$

Leave 2,456 net contracts. The AR FY07 accession mission is 19,500. The net contract mission is added to the net FS Pool ($19,500 + 2,456$) = 21,456. We then add in the FY07 PS mission of 7,500 to obtain the total FY07 AR net contracts of 28,956.

b. AR Special Missions

As derived from the Department of the Army Accession Mission Memorandum dated 16 AUG 06, USAREC has the following FY07 AR special missions:

AR SLP: 18
AR OCS/ Direct Commission: 100/85
AR WOFT: 5

We allocate these missions to subordinate elements IAW the respective special missions model discussed in the previous section.

VI. Net Contract Vs. Gross

a. MAP: Discussion of Net Mission Input and Display into MPA

We will enter and display net contract missions, not gross contract missions, in the Mission, Production, and Awards (MPA) System, which displays and tracks missions and contract achievement down to the individual recruiter. Commanders at every level, including station commanders at station level, will be held accountable for achieving their assigned net missions by contract category (e.g. GA, SA, OTH) and month. The net contract missions entered into

the (MAP) will populate MPA Mission Accomplishment Plan at company and station level via ARISS TOS. The "gross" missions that the MAPs determine are for the use of the respective companies or stations only. No one will enter those "gross" missions into MPA.

b. Bands of Excellence

Another change in our FY07 missioning procedures establishes "Bands of Excellence" for both RA and AR production to reward extraordinary achievement and allow commanders to plan for and achieve recruiting success. For the bands, "black" represents less than 85% net mission accomplishment, "red" represents between 85% and 90%, "amber" between 90% and 95%, "green" between 95% and 105%, "silver" between 105% and 110%, and gold represents greater than 110% net mission accomplishment. Green is considered successful; silver and gold represent production that significantly exceeds the net mission.

c. Mission Adjustment Requests

The FY07 Net contract mission was developed with no excess contract mission inventory. All net missions will zero sum for the year for the appropriate recruiting unit. Any missions taken off of a recruiting unit will be redistributed among appropriate units or future month within the current recruiting year.

For additional mission adjustment guidance refer to my mission adjustment policy letter subject: Mission Adjustment Procedures

d. Mission, Production, Awards (MPA)

NLT T-10 before the RCQ, USAREC G-2 issues the revised battalion net contract missions for that quarter by month. The brigades then issue net company missions. The battalions then issue net station missions via MPA. Companies issue individual net recruiter missions via MPA.

NLT T-6, Station Commanders accept their respective contract missions via TOS.

NLT T-4, the command will have MAPs completed down to station level. Also, individual recruiters will accept their missions via TOS.

VII. Performance Metrics

a. General

Battalion performance will be measured using a number of different performance metrics to ensure compliance with command goals (quality marks), directives (getting back into the high school market) and missions.

b. Production

The first measure of performance will be based on net, volume mission accomplishment for both the Regular Army and the Army Reserve and will measure units in accordance with the "bands of excellence" mentioned earlier. The intent with this measurement is to engage commanders at all levels in an attempt to improve upon their past performance. This is a pure production measurement.

c. Future Soldier Losses

The performance measure for Future Soldier Losses will be based on when the FS is taken as a loss. Currently over 85% of our losses are taken within 13 days of ship, while the average time in the FSTP is greater than 49 days. This is a trend that cannot continue. The Army losses valuable resources when known losses are not taken in a timely manner.

A battalion's rating will be based on the median time in the FSTP of all FSs in the BDE that are scheduled to ship in the current RCM and the next RCM. This median number will then be normalized to take into consideration the current In/For operating environment as well as seasonality. If more than 75% of the battalion's losses are greater than this number, they will be considered Gold; if 60-75% then they are Silver; if 50-60% then they are Green; if 40-50% then they are Amber; if 30-40% then they are Red and less than 30% are Black. The target number for the RCM will be published on the 1st day of the RCM. Battalions will be measured monthly and this number will change from month to month.

d. Placement in Support of MOS Precision

A third measure of performance will be based on the brigade's ability to achieve the MOS placement mission that is issued each month and will follow the same form as the Net Contract Mission performance measure. While a placement mission is given by HQ USAREC to brigades only, the battalions will inherit the brigades ranking. This is to encourage battalions to become actively involved in the brigade's success. The Regular Army accession mission is given

to USAREC in whole numbers of recruits by ship month. However, under girding the manning strategy of the Army is the requirement to access soldiers into specific MOSs and quantities that mirror the needs for that point in time. This becomes more important in FY07 as the Army continues to further expand the number of units under life cycle manning. Under this plan all skill level one Soldiers graduate from AIT and arrive to the unit simultaneously. These Soldiers will all serve together in a full 36 month tour in the same unit. The challenge for USAREC is to ensure that enlistment contracts shipping in a particular month match in quantity the MOS requirements needed by the Army. To achieve these MOS requirements, the ROC controls the availability of MOSs that are available for sale on REQUEST. In FY07 USAREC HQ will continue to issue an MOS placement mission to Recruiting Brigades; the MOSs that are missioned are at risk to the Army for falling short of manning requirements. In FY06 14E and 14T (Patriot Mission System crewmembers) were consistently lagging on enlistment contracts. Eventually, the lack of new soldiers for this critical weapon system received VCSA attention. USAREC responded to the call and turned a lack of recruiting fill into recruiting success in a couple of months. Command influence and leadership at the battalion level was responsible for this achievement. Now that FSR2S is used by all recruiters, it is even more important that all recruiters are aware of MOSs that are critically short. This places the ROC in a difficult position in determining who will and who will not be allowed to enlist into certain MOSs. Their objective is to support your efforts at placing every recruit into the most urgently needed jobs.

e. Quality

The fourth measure of performance will be based on quality and will follow the same form as the Net Contract Mission performance measure but will be based solely on a battalions Net Contract GSCA mission performance.

f. Overall Rankings

Finally, three overall rating will be produced. The first is an overall RA rating that will be based on Net Contract, Quality, FS Loss, and Placement. The second will be for the AR (but will not include placement.) The third will be an overall combined RA/AR rating. All ratings will be in the form Black, Red, Amber, Green, Silver or Gold.

VIII. Awards:

The awards program has been published under a separate memorandum but the basics are:

a. Top Brigade and Battalion

Criteria for the Best Brigade and the Best Battalion categories: Mission Box must be achieved by net volume mission on both the RA and AR side. If the event that more than one brigade or battalion meets this criterion, the highest percentage of GA contracts will be considered the top. The criteria for the Top MRB will be required to achieve 33.3% of RA Volume and 33.3% of AR Volume. If a tie occurs, it will be broken based on 33.4% AOC closure. A final brigade and battalion category is the "Top GSCA Brigade or Battalion" and is based on the highest percentage of GSCA net mission accomplishment.

b. Top Chaplain Recruiting Team

The Top Chaplain Recruiting Team will be selected based on mission accomplishment and other specified criteria.

- 1) CRT that achieves mission in each category (special categories, SAC and NSAC) for every quarter.
- 2) CRT that achieves mission in each category (special categories, SAC and NSAC) for the year.
- 3) CRT that achieves mission in each category (CH and CC) for the year but does not achieve mission in each category (special categories, SAC and NSAC).
- 4) CRT that achieves mission for the CH and CC mission for the year with substitution rules applied.
- 5) CRT that achieves mission volume for the year for CH and CC.
- 6) The tie-breaker for each category above will be the highest total mission production percentage.
- 7) If no team achieves mission volume for the year, CRT of the Year will be awarded based on the greatest percentage of total chaplain accessions. If still tied the greatest percentage of total yearly volume will be the determining factor.

c. USAREC annual Awards Board/Categories

- 1) Soldier of the Year (SPC and below, does not include CPL).
- 2) Non-Commissioned Officer (NCO) of the Year (CPL and above).
- 3) Health Care NCO of the Year.
- 4) Regular Army Recruiter of the Year.
- 5) Army Reserve Recruiter of the Year.
- 6) Station Commander of the Year.
- 7) First Sergeant of the Year.

For each category above, there will be one nominee from each brigade.

d. Additional Categories

The following will be recognized but selected by their respective department, brigade, or battalion:

- 1) Career Counselor of the Year.
- 2) Chaplain Recruiter of the Year.
- 3) Operations NCO of the Year.
- 4) Guidance Counselor Shop of the Year.

e. USAREC Monthly and Quarterly Incentive Awards

Army Recruiter points for stars, badges, sapphires, Recruiter Ring and Glen E. Morrell award are listed below and are subject to change/modification:

Individual achieve 2 net with 1 GSCA – 100
Individual Net Mission by category – 50
Individual Volume mission – 30
Station or above net mission by category – 100
Station or above Volume Mission – 50
GSCA Contract – 30
All other Contracts – 10
Ship Points – 30

Basic Training Grad Points – 20

See the Command Annual Awards Recognition Categories and Criteria for FY07 for additional information.


IX. The Way Ahead

a. USAREC Transformation


In FY07 a major transformation is projected to take place in the structure of the command. One option is to create an additional recruiting brigade and reduce the number of battalions that will improve the span of control and allow leaders to focus on production and training. With this option, most administrative and logistics functions will move to a command called the Recruiting Support Center (RSC) and the AMEDD Battalions will consolidate under a new AMEDD Brigade. The steps to this transformation will present numerous challenges to commanders as additionally, you will have to balance the 10 Contract Company issues, integration of contract recruiters, a larger AR mission and management of a regional marketing strategy, just to name a few. The reasons behind this transformation are detailed below:





The Commanding General has made clear his intent:



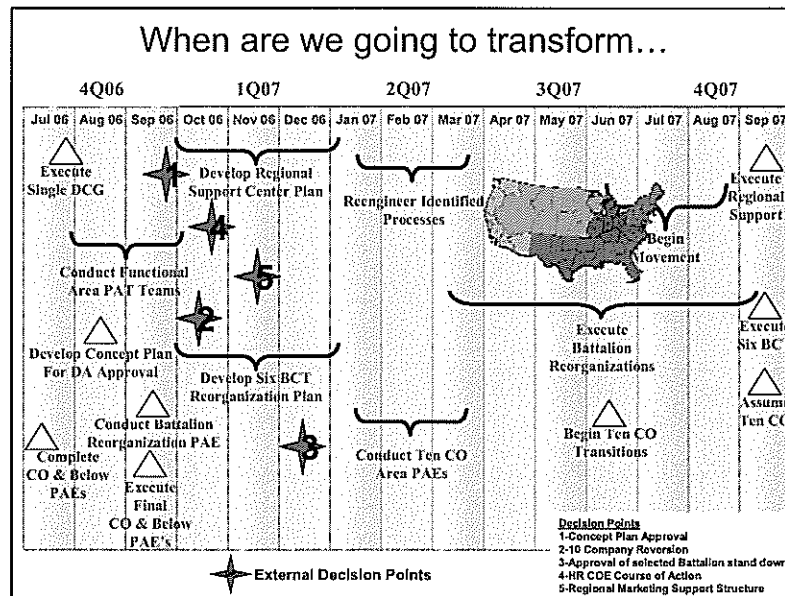
What We Want to Achieve...



- Focus the Brigade Leadership Team on the most critical functions – Planning, Executing, Training, and Enforcing
- Increased mission focus and situational awareness by leaders through the entire chain of command
- Better ability to lead, coach, mentor, and train the force in contact – company and below
- Improve the effectiveness and synchronization of recruiting assets through an increased use of planning and the decision making process
- Improve the efficiency of the organization through a streamlined support structure and process focused on meeting the administrative, logistical, and IT support requirements of battalions and below while harvesting the benefits of consolidation

9/27/20067

Although we anticipate a number of changes, we will look to follow the timeline shown here. The five decision points are explained below in paragraphs 1-5.



There are currently four major areas of focus for USAREC's transformation.

1. Concept Plan approval currently awaiting approval. Elements of the HQ staff have met with brigade counterparts and conducted functional reviews. These reviews have been used to create the optimum brigade and support center structure. We have analyzed the resource and personnel constraints and completed timelines and milestones. We are preparing the draft concept plan for approval by the Commanding General.

2. Decision on 10 Company Reversion. In FY07 and beyond, USAREC will continue to use contract recruiters to assist in the achievement of its mission. The exact form and composition of the contract recruiters is still under consideration, however, it will consist of a combination of contract companies and integrated contract recruiters. The authority for determination of the final form of our contract recruiter support ultimately rests with Congress but the goal is for the Army to decide the best ways to use contractors.

3. Approval of Selected Battalion Stand-down. To improve the span

of control and the efficiency of our command we are looking at a number of battalions which may stand down. This process is critical in improving our overall command and control.

4. HR Center of Excellence (CoE). In the near future the Army will stand up the HR Center of Excellence at Fort Knox. This will impact USAREC in that there will be a number of functions which will move to the CoE changing the way in which we operate. We are looking at the proposed courses of action to determine the secondary effects of this new command.

5. Regional Marketing Support Structure. In the transformation process, we have left the advertising and marketing teams intact, removing only the position which was in support of the AMEDD Battalion. The positions include an FMR and FMR "lite" to ensure that you have the planning and marketing expertise to make this a valuable combat multiplier.

b. Army Reserve Strategy

The Army Reserve Mission will continue to be a challenge during FY07, therefore we must adapt and be prepared to make changes in the way we do business, the way we tell our Army Story, and the way we market opportunities. To do this:

1. Referral Bonus

Commanders must conduct a Referral Bonus blitz when they visit TPUs and encourage soldiers to create accounts and bring in referrals. This can be successful, if we take the time and opportunity to get the word out.

2. Marketing

Commanders must ensure their marketing strategy includes the AR. Find out what they need and how they believe your marketing efforts can assist them.

3. ADSW

Commanders must ensure that ADSW assets are incorporated into their plans. That is the only way they will be effective and will act as a force multiplier. You can NOT have these assets sitting in the station waiting for potential applicants to come in. They can be one of your best resources, so use them, but use them wisely. If you have funding issues, contact your brigade or

HQ USAREC to help resolve them.

4. Reserve Partnership Council

Commanders must ensure that their Reserve Partnership Council meetings are useful; conducted; productive and effective. Ensure they are more than just information briefings. We must address the issues affecting the TPUs in that region and the issues affecting your recruiters. Develop good working relationships with your partners; they will go a long way. Also, don't forget the Referral Bonus when you conduct the RPCs.

5. AGR Recruiter Training

Commanders must ensure their AGR recruiters are trained. We increased AR production 31% over last year, however, we had a 40% increase in AGR recruiters. Somewhere there is a disconnect. We need to find it and correct it.

6. Cross Contribution

Commanders must take a look a cross-contribution. If you have made or will make your Net RA Contract Mission, then it would not be unreasonable to have some of your RA recruiters work the AR mission for the remainder of the month.

7. Incentives and Bonuses

HQ USAREC will continue to engage Army G1, AR G1, OCAR and HRC St. Louis to ensure that we have the right mix of incentives and bonuses available to the applicants, Recruiters and Guidance Counselors. We will ensure that the Army Reserve Quarterly Incentive Meetings are productive and produce the results we need.

c. AMEDD Strategy

USAREC recruits America's best medical professionals with integrity, prepares them to become Officers and Soldiers, and accesses them to meet current and future AMEDD requirements, while enhancing health care for the individual soldier, families, and organizational well being at home and abroad.

In Fiscal Year 2007 (FY 07), AMEDD will transition from what has been a Corps specific Active Duty Health Professions Loan Repayment Program

(ADHPLRP) to a "Corporate" program. The intent is to provide Medical recruiters with an additional flexible tool to assist in the accomplishment of the AMEDD direct accession mission. As the standard, ADHPLRP will be offered for a maximum of three years, with annual increases based on statutory authority. This program expands ADHPLRP to Medical Corps, Dental Corps, Medical Service Corps and Veterinary Corps direct accession applicants.

USAAC and USAREC information systems representatives, working hand in hand with functional representatives from HSD and ARNG are completing Phase I of the Direct Commissioning and Accessioning System (DCA) and are preparing for its deployment to the five Medical Recruiting Battalions on 27 NOV 2006. The first of three phases to be implemented through FY 2009, Phase I - DCA will enable AMEDD recruiters in the field to load AMEDD specific accession information (licensure, residency, etc.) and image the required documents (diplomas, certifications, transcripts, etc.) into an electronic interface for storage, processing, retrieval and reporting. Moreover, the DCA provides automated processing logic to ensure that specific validation is conducted and managed through all the necessary proponents for the unique circumstances inherent in each applicant's packet (requirements for AOC, Age, Physical limitations, Moral issues, Waivers, etc.). Ultimately one of the greatest benefits of DCA in FY07 will be the ability to conduct AMEDD selection boards remotely through DCA generated electronic board packets. This is a process that currently can take many months to complete but is anticipated to be markedly reduced under DCA.

The life blood of the AMEDD is the Health Professions Scholarship Program (HPSP). We must leverage all assets with a joint effort between USAREC/HSD and the Office of the Surgeon General. The intent is to actively engage physicians (MC/Active Component) in recruiting for HPSP and Direct physicians. Objective is to have an AC physician return to their alma mater as an SME/Guest Speaker.

Army Reserve Medical Corps mission is one of the most difficult and critical missions within AMEDD Recruiting. USAREC has contracted with a civilian marketing firm based in St. Louis, Missouri. The expectations associated with the performance of this contract include leads generation and recruiting services that will result in the accession of no less than 40 Army Reserve Medical Corps Officers in priority one AOCs.

The implementation of the sixteen medical recruiting companies will position the medical recruiting community for mission success and additionally provide for officer and NCO career progression within the structure. This will

posture the medical recruiting community to closely resemble the enlisted recruiting structure and position the command for overall medical recruiting quality of life and esprit de corps. The 16 MRCs will enable subordinate leaders the ability to properly lead, train, and position recruiting stations and field recruiters in markets of opportunity. The implementation of the new companies will provide the structure and support required for market domination and penetration.

d. QTBs and VIP Visits

Quarterly Training Briefs are a tool to assess each level of the command. The QTB gives commanders and their staffs a snapshot of the organization's progress and a look at the way ahead. Additionally, the QTB gives the Commanding General and the staff the opportunity to provide aid and exchange valuable information that will assist subordinate organizations. The CG will also use this time to conduct training and professional development. Finally, the same slides that are used for the QTB will be used for all Commanding General, Deputy Commanding General, Deputy Commander and Command Sergeant Major visits.

e. Leverage Technology

In order for USAREC to be successful in FY07, we must make better use of our existing technology and applications. At the same time, we must improve upon our technology so that it remains relevant to our mission and allows greater freedom of movement by the recruiter and increases efficiencies. To accomplish this there are a number of initiatives that will take place in FY07.

1. Early Background Checks

Early Background check in an on-line national law enforcement check, social security verification, and sex offender check. After the Prospect agrees to join the Army, the recruiter, from his RWS, will have the capability to run police agency checks nationally. This requires only the applicant's SSAN, full name to include alias and birthday. Provided no records are found nationally, the recruiter will usually get confirmation within two minutes. If records are found, the time to return court documents and verification will range from one to seven days depending on the amount and location of the records. Early Back Ground Check will benefit the recruiting force in multiple ways:

a) The recruiter will not be required to physically visit law enforcement agencies and courthouses to obtain records on applicants.

- b) The recruiter will get results within two minutes to find out if the applicant is morally qualified.
- c) The recruiter will have law enforcement checks nationally.
- d) Reduction of "physical no enlists" due to the applicant "forgetting" about that violation years ago in another state. With a national check this will get caught before the recruiter starts processing.
- e) Monetary saving by not processing applicants who are not qualified.
- f) Reduction of "matches" because applicants did not disclose law violations to the recruiter.
- g) Will verify that the applicant is not registered in the National Agency Sex Offender Registry.
- h) Automatic verification of the applicants SSAN with the Social Security Administration.

2. Police Agency Listing

The PAL is a web-based application that will eliminate the Bdes requirement to distribute the MOIs to others Bdes and/or Bns. Give the Bdes and/or Bns one location to update and maintain the required information I.A.W. USAREC Reg 601-94. Once all USAREC MOIs are consolidated, reviewed and validated in one web based location. The recruiter will be benefit in the following ways:

- a) The recruiter will be able to conduct a search of all police agencies by city, county or zip. The recruiter will not need to identify the battalion that is responsible for area, contact representative and gather information to either contact police agency or complete a DD 369.
- b) When a recruiter conducts a search, he will receive the following contact information RSID, Address, Phone number and Name of station (this will be hyperlinked to bring up MS Outlook), of the station that is closet to the police agency. This will allow the recruiter to contact the station for any special need or criteria that agency might have.
- c) The record will also indicate which operations person updated the record and time that record was updated.
- d) The results of the search will display a detailed list of all of the agencies that will release, if they charge a fee, is consent required and different ways that a request can be made to the agency.

e) All personnel that have access to the Intranet will have view/search capability of all data.

f) Battalion level and higher users will be able to print out or export a PAL list by state or RSID.

This application has the possibility to save many man hours that was previously wasted. The Battalion level editors will benefit because it will send them emails to remind them of soon to be expired records and give them the capability to review and manage their PAL in a database. The recruiter will benefit by receiving contact information of person updating record, the police agency and the recruiting station that is nearest to that police agency.

3. Livescan

In our current security process, overseas recruiters (those in Japan, Korea, Germany, Guam, and Samoa) acquire FS fingerprints (FP) using a fingerprint card. These cards are required to be mailed to HQ USAREC G3 who's personnel verify and log the cards as being submitted. There is currently no electronic report or status provided to insure that the prints were in fact gathered on fingerprint cards and sent to OPM. HQ USAREC in turn mails the FPs to OPM to initiate the background investigation. On the FS's ship date, there is no way to know if the overseas Recruiter/GC actually captured the FPs or if they were in fact mailed to the HQs. Many times, applicants require new FPs while processing at the Reception BN or during security screening at the PSSP Detachment. Current OPM policy states that FP results are good for only 120 days.

The purchase of 13 Livescan machines, combined with a simple interface with OPM could significantly reduce the size of this hole in our security. We propose to have the overseas Recruiter/GC capture the FPs via Livescan and transmit them to OPM at the time of FS enlistment. ARISS would then receive a message from OPM indicating that the FPs were received and processed, and would within 48 hours provide a final disposition. In addition, at those times at the Reception BN or during security screening at the PSSP Detachment when new FPs are required, the Livescan machines would provide a quick, successful transmission.

(b)(2)High

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4. Direct Commission Application

As one of USAREC's largest projects, DCA is scheduled to be released in three phases and will emulate the success of the Special Missions Division's automated warrant officer selection board process:

Phase One, with a release date of late October 2006, will include an electronic board application with one time data entry, automated waiver workflows, security clearance processing, electronic record validation, and scroll reporting. Phase one will provide USAREC with the ability to conduct virtual electronic selection boards locally or around the globe.

Phase Two, projected for September 2007, will add electronic commissioning, an AMEDD Dynamic Annex, appointment packet validation and incentive workflows, and will interface directly with i-Perms and the Total Army Personnel Data Base (TAPDB) along with workflows to internal users at Human Resources Command, Office of the Surgeon General, and the Office of Chief of Chaplains providing a direct connection for assignment orders, qualification documents, and incentive enrollment.

Phase Three will provide AMEDD and Chaplain with applicant self processing as well as a totally automated AMEDD and Chaplain production management, reporting, and query systems.

5. Leads II.

With the deployment of Leads II in October 2006, recruiters will be required to access the web-based system "Recruiter Zone" on a daily basis. Recruiter Zone will provide a central management point for all lead records, planning guide activities and reports for analyzing prospecting efforts. In addition, the Lead Source Analysis report is replaced by the Leads Propensity model, which was developed under direction of the USAAC Center for Accession Research. The Recruiter Zone system and the Leads Priority model focus on prospecting rather than traditional Lead Source Analysis.

Leads II will provide:

- a) Single location to view, contact and manage leads.
- b) Integrated with the Lead Refinement Center, contact history and Pre-Qualification entries are shared between the recruiter and Lead Refinement Center.
- c) Leads can be checked-out (downloaded) to a recruiters laptop for offline prospecting
- d) A duplicate check is performed when a new lead is created to reduce duplicate leads
- e) Lead sources have been replaced by prospecting methods. When a recruiter creates a new lead they will indicate the prospecting method used. They will also have the ability to select lead sources for referrals.
- f) Only one copy of a lead is created and the lead is shared between Active and Reserve recruiters
- g) The ability exists for any recruiter in a station to work any lead in the station. However, the default LRL for a recruiter is still based on distribution parameters.
- h) Email (P4) is automated allowing recruiters to select from approved electronic RPI's for sending out email campaigns to groups of people with just a few steps.
- i) An electronic planning guide is available to integrate prospecting plans, appointments and events. Recruiters will need to submit this to their Station Commander for review and approval.
- j) Advanced searches for creating a prospecting list is also available online.
- k) A reminders section is available for recruiters to set reminders for appointments and events.

l) Three new reports are provided for recruiters, station commanders and Company Command Groups for analyze prospecting efforts.

m) Offline Leads-Reports that will allow the recruiter to "check-out" leads from the Recruiter Zone to download to their laptop.

n) The addition of two automated features that will automatically check leads back into Recruiter Zone that have no contact history entries within a 10-day period and will automatically replicate when ever a VPN connection is established.

o) The addition of three new reports to Leader Zone to assist in analyzing prospecting efforts.

p) Provide the ability to Station Commanders to set week by week goals for each recruiter.

q) Provide the ability to Station Commanders to review, approve and provide feedback to each recruiter for their planning guides (Calendar).

r) Simplify the reassignment of records.

s) Replace the Lead Source Analysis report with two new reports. The first report breaks down the number of new leads and number of updated leads by event and by lead source. The second report measures lead source to contract contribution. Both these reports will need to be accessed through the Business Intelligence (BI) portal vice the Top of System.

6. Centralized Acquisition of School Lists

In Fy07, USAREC will conduct a test in coordination with the Joint Advertising, Market Research and Studies (JAMRS) office. The purpose of this test is to use JAMRS as an alternative to our labor intensive method of having individual recruiters go to each school to request the school list and then have to upload it into ARISS. This test will be conducted with 10 as yet undetermined battalions as a pilot. If the test proves to be successful, we will be required to make changes to policy regarding the protection of High School Seniors. Once that is completed it will be expanded to the entire command.

7. Future Soldier Trainers.

FSTP members will have access to Americas Army Future Soldier Trainers (AA-FST) and a web site established for their use at www.futuresolders.com. FSTP members are able to complete tasks online while also having the opportunity to participate in online Chat sessions scheduled.

8. Electronic Leads Mobile Option

The Electronic Leads Mobile Option (ELMO) is an automated solution for the US Army Electronic Leads teams. This application, currently being tested, will collect, store and digitally transmit recruiting leads collected on a mobile device, at remote exhibit venues, to a centrally located data store and then onto a leads processing center. ELMO will allow event personnel to quickly capture personal data of event attendees and will electronically capture waiver signatures. ELMO will screen lead data for age and other requirements and then send those results to the leads processing center for further processing. The intent is to capture and move event leads through the system faster and more efficiently.

9. TREO

TREO (also known as Smartphones) will be tested as a replacement for existing cell phones. In addition to being a cell phone this convergent device will also be used as an air card providing the recruiter with the full mobility envisioned for FSR2S. The multimedia function will provide the recruiter with the ability to show high quality video clips on BCT, MOSs and any other video clips the command produces or procures that will inform the market of the wide variety of options, benefits and opportunities available in the Army when the laptop is not available. The data package that will come with the TREO will permit the Recruiter's Outlook account to be instantly synchronized with the laptop using GoodLink services. The calendar feature will allow for use as a mobile digital planning guide replacing the current paper based planning guide. The TREO will increase recruiter's productivity and efficiency by providing greater mobility and making the Recruiter more accessible.

f. Programs and Initiatives

As we look forward to FY07, there are a number of both old and new initiatives and programs that will either be expanded or implemented that will help USAREC achieve it's 80k RA and 26.5k AR missions. Many of these will be familiar while others will be new.

1. Enlistment Incentives

Recruiters will notice some small changes to the RA and AR incentives programs in FY07. In both components, the strategy of using the Seasonal or Quick Ship bonuses to offer the maximum bonuses to encourage applicants to ship early and maximize the fill of training seats that would otherwise go unfilled. This is the best influence available to ensure achievement of the monthly accession missions. One change is eliminating the QS bonus for recruits that agree to ship beyond 60 days of the day of contract. In the current In/For recruiting environment (which will continue for the foreseeable future), this incentive has shown little impact on the ship date for both RA and AR. The QS bonus for the AR is presently awaiting final approval. The bonus amounts for enlistment into particular MOS (and vacancies in the AR) will continue to be

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1st Qtr FY07 Incentives Changes

- Quick Ship bonus
 - Max Amount: Reduced from \$15K to \$10K
 - Shipping Window: Reduce from 90 days to 60 days
- HIGRAD Bonus-reduced slightly for FY07

	Bachelor	Associate	60 Hours	30 Hours
Current	8K	7K	6K	4K
New	6K	5K	4K	3K

- Army College Fund Amount-new MGIB amounts revised monthly kicker changes total entitlement:

Year	2 year	3 year	4 year	5 year	6 year
2006	35,640	53,424	67,824	71,424	71,424
2007	36,864	51,300	62,100	69,300	72,900

- PS/B2G bonus for recruits retraining into critical MOS—amount is based on EB MOS level amount
- Senior Ship bonus: Current structure not approved for FY07—alternatives under examined

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driven by their critical need in the Army. Recruiters and Guidance Counselors should note those with the highest bonus amounts as they represent the most urgent needs of the Army. Figure 3 summarizes the major changes for the RA. These are small changes that are expected to have little or no impact on the decision to enlist.

2. Referral Pilots and Programs

The command uses different programs and initiatives to assist with the recruitment of qualified individuals for the US Army and Army Reserve. The Hometown Recruiting Assistance Program (HRAP), Special Recruiting Assistance Program (SRAP), Active Duty for Special Work (ADSW), Initial Entry Training (IET) Exodus, Sergeant Major of the Army Recruiting Team (SMART) in addition to the Active Duty Guard Recruiter Assistance Program (G-RAP) Pilot Program (limited test) and the Referral Bonus Pilot Program allow Soldiers in the US Army, Army Reserve and Army National Guard to include their retirees to assist recruiters with prospecting, obtaining qualified referrals, recruitment and sustainment of qualified individuals for the accomplishment of the command's Regular Army (RA) and Army Reserve (AR) mission.

3. HRAP, SRAP and ADSW

In this fiscal year, Brigade and Battalion leaders must continue to encourage Soldiers to use and/or participate in these established pilots and programs and share their Army Story and real life experiences with local community leaders, influencers, families and Future Soldiers. Brigade and Battalion leaders will encourage maximum usage and participation of the HRAP, SRAP and ADSW programs by aligning the right Soldiers with the projected and scheduled events in the Local Recruiting Support System (LRSS) in addition to National and Total Army Involvement in Recruiting (TAIR) events. This strategy must be well-planned and take into consideration all markets and any variables that might hinder successful referral generation while adhering to all published policy guidance and requirements established.

Additionally, leaders must ensure that accurate accountability of the Soldiers performing HRAP, SRAP and ADSW duty is monitored and reported using the HRAP database and the ADSW reporting tool. All duty must be accurately monitored in order to account for any return on investment (ROI) in addition to fiscal management of funds applied toward these programs in order for them to remain viable and part of the commands tool kit. All referrals generated through the HRAP, SRAP must be entered and maintained in the HRAP database and ADSW duty must be entered and maintained in the ADSW reporting tool.

4. Active Duty Guard Recruiter Assistant Program (G-RAP) Pilot Test

In the latter portion of FY06, this pilot test was initiated between USAREC and the National Guard Bureau. This pilot currently affects six companies within the 5th BDE and the recruiting regions within the Missouri National Guard. This pilot allows the ARNG to provide pre-qualified referrals to USAREC units for enlistment into the Active Component only. Referrals are generated by ARNG G-RAP Soldiers and are pre-qualified and interviewed by Recruiting and Retention NCO's (RRNCO) prior to being referred to USAREC for enlistment. This pilot is in its infancy stage and if found to be viable will be expanded to other locations throughout the command during FY07.

5. Sergeant Major of the Army Recruiting Team (SMART)

SMART has been and continues to be an avenue for individuals to provide referrals to USAREC. What originally started as a medium for Soldiers to make qualified referrals has since evolved to allow anyone to provide referrals for enlistment into the US Army and Army Reserve. As of 18 May 06, the SMART system was redesigned and now is the Army Referral System (ARS)-SMART. Referrals are still made via this medium however individuals must use their AKO account or apply for an account through goarmy.com in order to establish an ARS-SMART account.

Leaders are encouraged to solicit this program to Soldiers and influencers alike in their recruiting areas to participate in this referral program.

6. Referral Bonus Pilot Program

This pilot program was implemented on 18 January 2006 and is one of four pilot programs authorized under the NDAA FY06. In FY07, this pilot program will still be in effect and leaders will encourage maximum participation. All Soldiers performing HRAP, SRAP or ADSW duty and Future Soldiers are eligible for the referral bonus and recruiting personnel will assist these Soldiers with establishing ARS-SMART accounts using their AKO user name and password. Recruiter and Station Commanders must ensure that Soldiers that provide referrals while performing HRAP or SRAP account for those referrals in the HRAP database and those Soldiers performing ADSW must have their referrals accounted for on UF 979. Referrals provided by Future Soldiers will be entered through ARS-SMART and a UF 512 will also be completed in order for them to be eligible for promotion.

Currently policy dictates that referrals made under this pilot program must be entered into ARS-SMART and contain the sponsoring Soldiers social security number and other pertinent data as well as the referrals social security number and pertinent data in order to be eligible for the referral bonus. Questions regarding this pilot will be addressed by calling 1-800-223-3735 ext. 6-0473.

7. Recruiter Incentive Pay (RIP) Pilot Program

This pilot program was implemented on 13 June 2006 and is the second of four pilot programs authorized under the NDAA FY06. The main purpose of this pilot is to increase volume and quality of enlistments into the US Army and Army Reserve by sustained overproduction of the recruiting force. Eligible participants include AMEDD Recruiters, Chaplain Recruiters, ISGs, LPSC, Uniformed Station Commanders, and Uniformed Recruiters at this time. Program is in its infancy stage however appears to have assisted in an increase of production for FY06.

8. Future Soldier Training Program (FSTP)

This program is governed by UR 601-95 and continues to evolve with each fiscal year. This program remains to be the beginning of the Soldierization process for each Future Soldier (FS) and must continue to evolve to meet the needs of the ever-changing requirements of the US Army and Army Reserve and Initial Entry Training Units. Leaders must ensure that all recruiting personnel use the attrition reduction tools provided under this program in order to maintain a strong FSTP and a low attrition rate. Leaders are reminded that all FSTP members must have the mandatory items listed in Section I of the UF 1137, USAREC Future Soldier Pre-Execution Checklist, dated 1 June 2006. Recruiters and Station Commanders should encourage all FSTP members to complete as many Pre-Basic Training Tasks in Section II while in the program. Completion of all tasks will allow FSTP members to earn accelerated rank prior to shipping to IET.

In support of the FSTP, USAREC will conduct a test to determine if a Future Soldier Coordinator/Manager would prove beneficial to the command. USAREC will identify ten companies (five military and five contract) to determine if a dedicated FS Coordinator/Manager can reduce FS loss rates for those units by 20% or more. The selection of the companies will be coordinated between the G3 and the Future Soldier Center (FSC).

9. Enlistment Standards Division Personnel at Brigades

This initiative will provide ESD representatives at each BDE HQ's to perform in depth proactive VOL II analysis, assist in conducting investigations and conducting other special analysis deemed necessary by the ESD Chief of G3.

X. Personnel

a. Relief Processing Timeliness

The field has expressed concerns about the time it takes to process recruiter relief packets. Having listened to those concerns, we have dramatically streamlined the process through Lean 6 Sigma by eliminating duplicate SJA and G-7T checks; delegating approval of 5-10.1 reliefs to brigades; and eliminating headquarters routing. Guidance has also been given to the field regarding strict adherence to the Soldier's rebuttal time after relief notification. We have also initiated procedures to digitally transmit packets from the battalion to higher headquarters that further reduces processing time. The chain of command must remain involved in all phases of the relief process to ensure the Soldier is treated fairly.

b. National Security Personnel System (NSPS)

NSPS is a new civilian personnel system which will cover all DOD employees. It is considered the most significant change in civilian employee management in more than 25 years and covers most aspects of civilian employment. Classification, recruitment, performance management, compensation, and reductions in force (RIFs) are programs which are modified under NSPS to create a more flexible, streamlined system.

NSPS was signed into law on 24 Nov 03 and is being implemented throughout DOD in spirals. The first spiral (1.1) was implemented Apr 06 and the next (1.2) is underway. The unions have contested the labor management provisions of NSPS and DOD is currently enjoined from implementing those provisions. On Jun 06 SecArmy announced acceleration of the NSPS rollout. DA anticipates the official announcement of spiral 1.3 in Oct 06. Spiral 1.3 will include USAREC BDEs/BNs that are not covered by a bargaining unit and is scheduled for implementation 15 April 07. HQs USAREC implementation will be spiral 2, currently projected for Jan 08.

All supervisors of civilian personnel are required to complete NSPS 101

which is an introduction to this new personnel system. Other civilian personnel are encouraged to complete NSPS 101 as well. Completion of NSPS 101 is a pre-requisite for further required NSPS training. Prior to implementation, supervisors and employees must complete NSPS Elements/Performance Management training. CPO is coordinating with supporting CPACs, CPOCs, and HROs to ensure employees and supervisors receive all required training and any additional training identified as necessary.

c. Child Care Assistance Program

The Child Care Assistance Program will continue into FY07. This program is a Department of Defense program that serves the military by assisting those service members that live in areas with out on-base military child care. While the processing time and paperwork required can be lengthy, the program is well worth the investment. Additional information can be found by contacting Child Care Aware (800) 424-2246 or by visiting their Web site at <http://www.naccrra.net/MilitaryPrograms/> and following the links to "Army Recruiter" information.

d. Active Guard and Reserve Orders

USAREC G-1 has coordinated with HRC-STL to develop better business practices when dealing with orders. HRC-STL will now accept spreadsheets for no cost PAE operational moves, thereby reducing paperwork and processing times. The USAREC staff is investigating the potential of gaining write access for AGRMIS, which will give USAREC the ability to affect authorization changes and orders issuance.

e. MEDPROS

MEDPROS is the Army's data base of record for Soldiers' medical readiness status. Soldiers must be compliant in eight medical readiness categories in order to be Fully Medically Ready (FMR) (1. Not pregnant (tracked on female soldiers only), 2. Non-deployable Profile, 3. Dental, 4. Immunizations, 5. Limited Duty Profile, 6. Current Physical Exam, 7. HIV, 8. DNA). HIV and DNA can only be updated at a military medical treatment facility. The other six categories can be updated by the unit MEDPROS point of contact. USAREC requires every battalion and brigade HHC to have a person trained with write access to the MEDPROS program in order to update Soldiers' records.

As of 26 Sep 06, MEDPROS indicates that 11.04% of USAREC's Soldiers

are FMR compared to 42.27% Army wide. USAREC G1 sent an information paper to the field to assist commanders with understanding medical readiness requirements and their responsibility to ensure data base accuracy in MEDPROS. USAREC G1 is also preparing an operations order to ensure Soldiers are medically ready to deploy and to ensure each unit understands how to track their Soldiers' status using the MEDPROS system. USAREC G1 recommends a command goal to achieve a 75% readiness rate in each of the eight reporting categories to ensure we are at or above the Army wide FMR readiness average. This is a command item of interest, and USAREC G1 will brief the CG quarterly.

f. 79R Conversion Mission

In FY06 USAREC began missioning each Bde to convert their detailed recruiting force (DRF) to 79R. Each brigade was missioned to convert approximately 10% of their DRF for the FY. The quarterly mission for each brigade was: 1st Bde: 28, 2nd Bde: 28, 3d Bde: 20, 5th Bde: 25, 6th Bde: 32. Each quarter required 133 command-wide conversions with a FY06 command-wide mission requiring 532 conversions.

USAREC achieved 82% of the FY06 conversion mission. USAREC converted 437 Soldiers from the DRF in FY06, which is an increase of 128 from FY05 (309 conversions). Total FY06 conversions/mission for each Bde: 1st Bde: 91/112, 2nd Bde: 82/112, 3d Bde: 62/80, 5th Bde: 109/100, 6th Bde: 92/128. The FY06 conversions increased USAREC's 79R strength from 96.2% to 97.9%. The CG signed the FY07 conversion mission which again requires approximately a 10% conversion for each brigade annually of their DRF, which if accomplished, will increase our 79R strength to 100%.

XI. Marketing

a. General

We have many competing challenges in FY07. Our greatest challenge is to find the higher quality recruit and build / maintain our Entry Pool and to do this with limited local advertising resources. Marketing plans must give priority to attracting the college/grad markets followed by key minority markets that yield the higher quality of recruit and must also attract the high school market. We also have to keep the recruit, the spouse and parents informed about the Army and the programs that are there to support their needs as they access into the Army. During FY07 all recruiting stations will be standardized in appearance and layout, reflecting the new advertising campaign, through

“station merchandising.” Routine marketing, outreach, education and strategic communications guidance will be provided in the form of OPORDS and FRAGOs. Additional information will be posted via the Intranet and in the Recruiter Journal magazine.

b. Local Marketing

To build on the national marketing communications plan, local (brigade and battalion) marketing efforts will focus on the Intrigue, Seek Information, Lead, Purchase, and Affirm stages of the Communications Continuum. Therefore, the purpose of local marketing efforts is to drive traffic to a recruiter (at a recruiting station or an event), provide FSTP programs, and create opportunities to build relationships between the Army and Centers of Influence (COI). Brigades and battalions will not use advertising funds to conduct marketing efforts where awareness is the main or sole objective. Units should also use free marketing communications (i.e., public relations and value-added opportunities) to the greatest extent generate local awareness.

c. Event Marketing.

The command will actively engage the target market by integrating with a variety of national event marketing activities. Our efforts will focus on providing potential prospects a positive experience in a non-threatening environment. The primary goal of our event marketing efforts will be lead generation. The command will support these packaged turnkey events with recruiters and additional assets to assist in the lead generation process.

d. Public Affairs/Public Relations

Conduct robust campaigns using all public affairs tools: public information, media relations, community relations, and command information to support the FY07 mission.

e. Outreach/Partnerships/COI

Mobilize the Army and the Nation through innovative programs that generate referrals through the establishment of partnerships with Army units, corporate America, local communities, educational institutions, and state and local government agencies. The command will accomplish this objective by integrating the total outreach force (i.e., PaYS, M2S, ConAP, HRAP, SRAP, TAIR, COI, ADSW, Operation SMART, and the Referral Bonus, etc.) in support of Army recruiting and partnering and working with community civic,

political, educational, business leaders and veteran organizations (i.e., VFW, American Legion, AUSA and MOAA) who can facilitate an increase of patriotism in America's youth and a desire to serve their country in the Army. Brigades must ensure battalions periodically review USAREC partnership agreements and associated tactics located under the partnership links on the G-5 intranet site at: <http://hq.usarec.army.mil/apa/index.htm>.

Additionally, we expect a greater level of support from the larger Army in FY07 as the Operation SMART and the Referral Bonus is better publicized and understood. Company Commanders must reach out to local Army units on innovative ways to partner in the recruiting mission and must not assume a passive posture. Brigades will also ensure battalions are responding to offers of support from officers who are in Advanced Civil Schooling and Senior Service College and from the Retired General Officer community based on letters sent to them from the USAREC CG. Even more consideration will be given to communicating with influencers, especially with the continued emphasis to regain the high school market. Recruiters must continue to use the new Influencer DVD kit sent to the field in 4th Qtr FY06. COI events with the high schools are encouraged. Recruiters must be heavily involved with school activities and events where teachers and officials are present to deliver Army College Fund results to Future Soldiers in appropriate settings that can maximize the publicity of these incentives/awards. Coordinate with your A&PAs to use the Army Reserve Scholar/Athlete Award and JROTC Awards to the maximum extent.

XII. Training

Training is a vital part of the vision for USAREC. Training is as important in this command as it is anywhere else in the Army. Indeed, our geographic dispersion and continuous mission cycle make training a critical component of mission success. Realistic, hands-on training is the standard. We must train our subordinates and Future Soldiers as if their lives depend on it. We cannot afford to waste time conducting training that is poorly planned and poorly resourced. All training must support mission accomplishment and must focus on areas that will make a difference. Well-being activities are also key to success and are to be considered training as well. Commanders must plan, prepare, and execute professionally with the following priorities:

a. Maintain Warrior Ethos – Mission First.

The warrior ethos forms the foundation for the American Soldier's spirit

and total commitment to victory, in peace and war, always exemplifying ethical behavior and Army values. The warrior ethos concerns character and is clearly linked to the Army values. It requires unrelenting and consistent determination to do what is right and to do it with pride, both in uniform and out. Understanding what is right requires respect for both one's comrades and other people. The warrior ethos defines how we expect the people in this command to conduct themselves.

b. Live Army Values - Integrity

"Recruit with integrity" has long been a theme in USAREC. Integrity and moral honesty must underpin every aspect of our affairs. Commanders at all levels should weave integrity into their training plans.

c. Build the Team

We will succeed when all members of the command understand their roles as members of the team. We have no minor player, every member plays a vital role. Commanders must plan training programs that promote teamwork and build competence. No one of us is smarter, stronger, or better than all of us working together.

d. Focus on Quality

The quality of our Army depends directly on the quality of the force we recruit. The high quality of Soldiers serving today has contributed to high retention rates in our deployed combat units. We must train recruiters to identify and work in the quality markets so we can sustain the high caliber of our fighting force.

e. Dominate High Schools

The high school market is the foundation of our enlisted recruiting efforts. Success in the grad market begins with active involvement with the high school populations. Our competition does not neglect the high schools, and neither can we. Training programs must focus on developing effective and vigorous recruiting programs in secondary schools.

f. Train and Resource the Force

A lack of resources does not mean we cannot train. Training must continue, even when funds for training are lean. Commanders must make maximum use of every available means to deliver training. First of all, every Soldier bears a responsibility to sustain and improve their skill sets. Completing the Army Recruiter Course is only the beginning of a recruiter's training. Soldiers have the right to expect first-rate training from their immediate supervisor. Station commanders and company commanders have a wealth of no-cost or low-cost training resources at their disposal. Individuals should explore the resources available on the Learning Management System (LMS). Small-unit leaders should take full advantage of the Virtual Classroom Serve (VCS), which can deliver doctrinally-sound training directly to the recruiter work station (RWS). VCS delivers live, interactive training and avoids the down-time and expense of travel. Commanders at every level must carefully identify their units' training needs. Then they must select training resources that address those training needs and offer a measurable return on investment.

g. Leverage Technology

We must exploit new and evolving technologies, including the Future Soldier Remote Reservation System (FSR2S), Army Recruiting Information Support System (ARISS), the Army Game, Cyber Recruiting, the Lead Refinement Center (LRC) and other emerging tools. When provided with the right Soldiers and leaders, the right skills and training, and the right message, we're able to successfully highlight the competitive benefits of service in today's Army.

h. Well-Being

Well-being is directly linked to the relevance and readiness of our Army. Well-being programs focus on meeting the needs of Soldiers, DA civilians, and families. Improving morale takes time, effort, and focus. Army well-being organizes and integrates quality of life initiatives and programs into a well-being framework. This framework provides a way to measure success in our people programs and to address the emerging needs of recruiting families.

i. Training and Trends.

The Inspector General (IG) and Enlistment Standards Division have identified specific training deficiencies that must be addressed.

1) Leaders must continually review IG trends and must develop a plan to address the problems and preclude recurrence.

2) ESD conducts inspections, inquiries, and investigations; creates tools for data analysis (for example, the Volume II report); and conducts teaching and training as part of the Enlistment Standards Program. These activities ensure the integrity of the command in the enlistment process and identify negative trends. As with the IG trends, commanders must develop pertinent SOPs, identify root causes, and create action plans to deal with these issues.

j. Sergeants' Time Training (STT)

Some of the best and worst training in a division has been delivered in what we know as STT. The worst training is generally not well-planned, not well-resourced, or simply unnecessary training. Thoughtful analysis of training needs and careful planning will ensure STT contributes directly to mission accomplishment. Leaders at all levels must carefully manage this important training and insure that it meets the requirements for mission success. Leaders must make time for training, and every training event must be purposeful.

k. Safety

Safety and risk management are part of the military art. We as leaders must weave safety into every phase of our military decision making. Our ability to achieve mission demands that we secure the safety and well-being of our military and civilian personnel. Our Soldiers and civilian employees are exposed to hazards as they engage in daily recruiting activities. Every member of our team must know how to identify and assess those hazards. To the degree we mitigate risk and reduce injuries and loss of equipment, we enhance our ability to achieve our mission.

XIII. Resources

a. Funding.

FY07 is projected to be a lean year with respect to funding. Currently USAREC has been funded in FY07 at the same level as it was in FY06 thus leaving a validated funding shortfall of \$30M. With increases in requirements including the civilian pay raise, Battalion S2s, applicant travel cost increases, and GSA mileage rate increase; Recruiting Brigades and Battalions purchasing power will be reduced. In light of this, commanders at all levels must exercise

fiscal responsibility. At HQ USAREC level, the Commanding General has tasked the G4/8 to review the following programs for possible reduction: Recruiter Incentive Awards outside of badges, stars, and rings; Temporary Duty; and vehicle basis of issue at large stations. The reasons behind these reviews are as follows: The Recruiter Incentive Pay is a more effective incentive; TDY can be reduced through the use of the virtual classroom; and vehicle requirements can be met with less than one vehicle per on-production recruiter ratio in large stations.

b. Procurement Approval Process.

In February 2006, the Secretary of the Army issued a policy that required all Senior Commanders at Army Commands to assume responsibility for approving all new/continuing service contracts actions. In August 2006, the approval responsibility was further delegated by the TRADOC commander down to various levels within TRADOC and added the following restrictions: Under \$2,500 – Battalion Commander/Brigade Chief of Staff; \$2,500 to \$25,000 – first General Officer; and Over \$25,000 (Supply/Services Contracts) TRADOC. Commanders are reminded that these restrictions will remain in place in FY07.

c. Waivers to Restore Basic Allowance for Housing (BAH) at Previous Duty Station.

In low cost/no cost moves, Soldiers are not authorized to move family members or household goods. In full cost moves, Soldiers may have circumstances that warrant leaving their family members at old duty location. In both cases above, BAH may go down as it is based on duty location and not location of family members. A Soldier may request a waiver for BAH to be based on previous duty location when: 1) assigned to a permanent change of station (PCS) under conditions of a low cost/no cost move or 2) when circumstances of the PCS full cost move require the member's dependents to reside separately from the member. The bar is high for granting a BAH waiver for a full cost move. For example, if a member has a sick child that requires medical attention only available in a certain location (e.g. Walter Reed Clinic in Washington, DC), and the member receives PCS orders, the member may leave his family in Washington and request BAH eligibility for that location. Such exceptions do not ordinarily apply to "finishing out the school year" or "spousal employment". The G4/8 has coordinated with Army G1, Division of Compensation and Entitlements to streamline the waiver process. An information paper with instructions has been published. If you have Soldiers that require a waiver, contact the G4/8 for guidance.