

Summary Report for Individual Task
805K-79R-7304
Develop Recommendations for Positioning the Recruiting Force Structure
Status: Approved

Distribution Restriction: Approved for public release; distribution is unlimited.

Destruction Notice: None

Foreign Disclosure: FD5 - This product/publication has been reviewed by the product developers in coordination with the Fort Knox, KY 40121 foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

Condition: You are to conduct a position, analysis, and evaluation (PAE), you have completed a market assessment (805B-79R-8202), and you have been notified of a change in authorizations, requirements, and/or boundaries. You have access to:1. USAREC Reg 601-87. 2. USAREC Manual 3-0. 3. Headquarters support system (HSS) - force structure address and ZIP Code realignment (FAZR) - current table of distribution and alignment (TDA). 4. RIIFMIS-Facilities Report. 5. G2 SPAN site Update RMA, Analyst, Demographic, USAR, Market Share, GRUMP files. 6. Graphical representation of USAREC's market & production (GRUMP) GRUMP.NET. 7. MapInfo- Mapping Program. 8. FAZR- 1201 Recruiting Battalion School Directory. 9. TPU Vacancy Report Lists available vacancies, by skill levels, priority, mobilization, MOS, etc.10. Last completed PAE.11. Command guidance- OPORDS, FRAGOS, change in market conditions, increase/decrease of force structure, facilities. This task should not be trained in MOPP 4.

Standard: Recommend multiple courses of action that equitably distribute the recruiting force structure to the appropriate echelon(s).

Special Condition: None

Safety Risk: Low

MOPP 4: Never

Task Statements

Cue: None

DANGER
None

WARNING
None

CAUTION
None

Remarks: None

Notes: None

Performance Steps

1. Prepare for PAE.

a. Inform all leaders and recommended staff sections of the intent to conduct a PAE IAW USAREC Reg 601-87. Even though the recruiting market should be the primary factor in determining the positioning of the recruiting force, staff integration is also critical. Internal and external factors such as S1 language requirements, permanent change of station (PCS) costs, S4 facility requirements and constraints, Corp of Engineers, budget constraints, information technology (IT) requirements, and command and control all contribute to the development of recommendations/COAs.

b. Obtain the most updated PAE databases utilizing the automated GRUMP.NET from the start menu and selecting all programs, U.S. Army, GRUMP.NET on your computer. Once the MAPINFO/GRUMP opens, close the dialog box and select GRUMP, Update RMA files. A new dialog box will appear and you will be prompted to select the files to download. Select the choice files you wish to download. It is generally advised to select Extract all Data. This will automatically update the files (i.e. MSTRZIP, ATAS, MKTSHR, RCTOT) that are required to conduct a PAE. A backup folder will be automatically created that will archive the previous PAE files. You can also download files manually by connecting to the G2 SPAN site.

Note: This procedure may take a while to complete while new files are being downloaded.

c. MapInfo will display and "GRUMP" will appear on top of the browser window. Select "GRUMP" then select "Setup Recruiting Data", input appropriate RSID and ensure the RMA directory is pointed to the correct path (c:\Program Files\MapInfo\Professional\RMA\BN**). A geographical map will be displayed of the unit you have selected.

Note: ** indicates the two character battalion recruiting station identification (RSID). Brigade and higher use different file naming conventions. Check with G2 for appropriate naming conventions.

d. Print required reports. At the top of the browser window select "ATAS", "Reports", select appropriate level (battalion, company or station) and select and print Average Location Report (ALRPT), Detailed Location Report (DLRPT), High School Enrollment Report (HSERPT), Location Organization Report (LORPT), Summary Location Report (SLRPT) and previous USAREC Form 569.

Note: ** indicates the two character battalion recruiting station identification (RSID). Brigade and higher use different file naming conventions. Check with G2 for appropriate naming conventions.

2. Conduct In-Brief.

a. Conduct a PAE in-brief. Include the Battalion, Company, Center Leadership, battalion Staff, brigade S2 and USAREC G2 representative (may be by VTC). The in-brief will include the command guidance and parameters in conducting the PAE.

b. Schedule a date.

c. Obtain any additional command guidance.

3. Execute PAE.

a. Review documentation from previous market assessments (805B-79R-8202).

b. Review company & center boundaries.

c. Boundaries should be drawn along the gaps between markets. Look at natural barriers (e.g. rivers, lakes, & mountains) and political boundaries (cities, counties, school districts, etc.). Ensure the span of control is reasonable for each center.

d. Look at out-of-area contract data (obtained from MID) to see if any ZIPs need to be assigned to a different center.

e. Use MDMP to select the best course of action (COA). Have center commanders, company commanders, & 1SGs develop & evaluate COAs for their area of responsibility (AOR). COA 1 should always be to maintain the status quo (i.e. no changes).

f. Review facility locations. Carefully review facilities with leases that are scheduled to expire in the next 6 to 12 months. Recruiting center locations should minimize recruiter drive time and maximize visibility of the office to the public. Consider quality of life issues.

g. Determine whether each facility should be a center or Forward Engagement Center (FEC). Use a stand-alone center to engage contiguous markets, and use FECs to engage remote areas of non-contiguous markets. FECs must be within 50 miles of their parent center.

h. Identify facilities with excess/shortage space. Consider relocating CO HQ staff to this facility, or shifting recruiters between center and FECs.

i. Allocate Required Recruiting Force (RRF) authorizations.

j. Allocate AGR recruiters based primarily on distributed TPU authorizations and to a lesser extent on vacancies. The ALRPT has the recommended AGR allocations based on TPU authorizations. Use vacancy data to determine whether to round these recommendations up or down.

k. Determine the ideal combined RRF for each center based on market factors. Since AGR recruiters have already been allocated in the previous step, allocate RA recruiters to achieve the ideal combined RRF for each center. Consider leadership positions when allocating RRF (79R/SFC/SSG/RA/AR).

l. Consider several factors when determining allocation of RRF. Some items to consider are: Combine DOD penetration rate and Army productivity rate metrics to identify areas with strong or weak potential. Centers with below average Army productivity rate and high DOD penetration rate may be oversaturated with recruiters. Consider shifting recruiters to more productive locations. Centers with above average Army productivity rate and low DOD penetration rate may have high potential. Consider allocating additional recruiters to this location.

m. Use the ALRPT to compare each center's current recruiter allocation to the model recommendation (which is based on QMA and DoD past production). Verify that centers with a significantly higher current RRF have a high productivity rate which justifies the additional recruiter resources. Evaluate the opposite situation as well.

4. Prepare documentation:

a. Use ATAS tab within GRUMP to assist in analysis and organizational configuration. Examples include: Shade Recruiting Areas and RA Redistricting and USAR Redistricting.

b. Input new/edit school data via the ATAS table in GRUMP. Schools are listed in the ATAS database reflecting type: Public (PUB), Private (PVT) or Vocational (VOC).

c. Change ZIP code responsibilities by utilizing the redistricting routine or in ATAS to reflect new configuration. Add / delete ZIP codes as required.

d. Verify ATAS changes by either utilizing GRUMP verify routines or reviewing ATAS database.

e. Save the ATAS data base upon completion of edits.

f. Browse the RS (RZAa) database and correct offices, as required, to indicate new configuration into CTRs or FECs.

g. Coordinate INACTIVATION of RSIDs with USAREC G2.

h. Run all verifies in the ATAS tab to verify ZIP codes and schools are correct and all verifies are clean or a reasonable explanation can be given as to why not.

i. Re-calculate the data (ATAS,UPDATE, Recalculate, Market Data).

j. Rebuild boundaries.

k. Print new reports for new organizational boundaries. (ALRPT, DLRPT, HSERPT, LORPT, SLRPT, USAREC Form 569 and maps as required).

5. Prepare decision brief to commander which will include attendance of all individuals involved in the PAE.

a. Schedule a date.

b. Prepare recommendations of COAs.

c. Present recommendations of COAs.

d. Obtain decision on COA.

6. Finalize the PAE.

a. Battalion commander out briefs the brigade commander.

b. Prepare PAE cover letter upon verbal recommendation for approval by the brigade commander. (Explain the general scope of PAE, any boundary changes and any requests for exception to policy.

c. Complete PAE USAREC form 569 documentation. Account for authorizations and center size, utilize the REQ/AUTH columns on UF569 to document the differences. IE: in a facility that will close the requirements stay in the facility, but authorizations are moved to the center. If the center converts to a FEC then the REQ/AUTH stays in the FEC.

d. Include the final out brief presentation (PowerPoint presentation) in the PAE packet.

e. Post PAE packet to brigade S-2 SPAN site.

(Asterisks indicates a leader performance step.)

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier scores NO GO, show the Soldier what was done wrong and how to do it correctly.

Evaluation Preparation: This task may be evaluated by using the evaluation guide and/or administering the performance test Evaluation Guide. If the task is performed on the job, use the materials listed in the CONDITIONS statement above. This task can be evaluated by using the evaluation guide.

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. Prepared for PAE.			
a. Informed all leaders and recommended staff sections of the intent to conduct a PAE IAW USAREC Reg 601-87.			
b. Obtained the most updated PAE databases utilizing the automated GRUMP.NET.			
c. MapInfo was displayed with GRUMP.			
d. Printed required reports.			
2. Conducted In-Brief.			
a. Conducted a PAE in-brief.			
b. Scheduled a date.			
c. Obtained any additional command guidance.			
3. Executed PAE.			
a. Reviewed documentation from previous market assessments (805B-79R-8202).			
b. Reviewed company & center boundaries.			
c. Boundaries were drawn along the gaps between markets.			
d. Looked at out-of-area contracts.			
e. Used MDMP to select the best COA.			
f. Reviewed facility locations.			
g. Determined whether each facility should be a center or FEC.			
h. Identified facilities with excess/shortage space.			
i. Allocated Required Recruiting Force (RRF) authorizations.			
j. Allocated AGR recruiters based primarily on distributed TPU authorizations and to a lesser extent on vacancies.			
k. Determined the ideal combined RRF for each center based on market factors.			
l. Considered factors when determining allocation of RRF.			
m. Used the ALRPT to compare each center's current recruiter allocation to the model recommendation.			
4. Prepared documentation.			
a. Used ATAS tab within GRUMP to assist in analysis and organizational configuration.			
b. Inputted new/edit school data via the ATAS table in GRUMP.			
c. Changed ZIP code responsibilities by utilizing the redistricting routine or in ATAS to reflect new configuration.			
d. Verified ATAS changes by either utilizing GRUMP verify routines or reviewing ATAS database.			
e. Saved the ATAS data base upon completion of edits.			
f. Browsed the RS (RZAa) database and correct offices, as required, to indicate new configuration into CTRs or FECs.			
g. Coordinated INACTIVATION of RSIDs with USAREC G2.			
h. Ran all verifies in the ATAS tab to verify ZIP codes and schools are correct and all verifies are clean or have a reasonable explanation.			
i. Re-calculated the data (ATAS,UPDATE, Recalculate, Market Data).			
j. Rebuilt boundaries.			
k. Printed new reports for new organizational boundaries. (ALRPT, DLRPT, HSERPT, LORPT, SLRPT, USAREC Form 569 and maps as required).			
5. Prepared decision brief to commander which that included attendance of all individuals involved in the PAE.			
a. Scheduled a date.			
b. Prepared recommendations of COAs.			
c. Presented recommendations of COAs.			
d. Obtained decision on COA.			
6. Finalized the PAE.			

a. Battalion Commander out briefed the Brigade Commander.			
b. Prepared PAE cover letter upon verbal recommendation for approval by the brigade commander.			
c. Completed PAE USAREC form 569 documentation.			
d. Included the final out brief presentation (PowerPoint presentation) in the PAE packet.			
e. Posted PAE packet to brigade S-2 SPAN site.			

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 5-0	The Operations Process	Yes	No
	USAREC MANUAL 3-0	Recruiting Operations	Yes	No
	USAREC REG 601-87	Recruiting Market Analysis	Yes	Yes

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT. Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects.

Safety: In a training environment, leaders must perform a risk assessment in accordance with ATP 5-19, Risk Management. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical (NBC) Protection, FM 3-11.5, Multiservice Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Decontamination. "Everyone is responsible for safety. A thorough risk assessment must be completed prior to every mission or operation."

Prerequisite Individual Tasks : None

Supporting Individual Tasks : None

Supported Individual Tasks : None

Supported Collective Tasks : None