

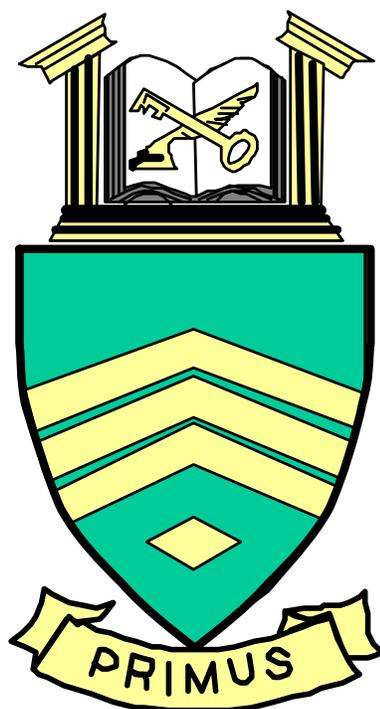
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

T655R (052002)

OCT 02

CONDUCT A COMPANY LEVEL AFTER ACTION  
REVIEW

## STUDENT HANDOUT



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## Appendix D

### Index of Student Handouts

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**This  
Appendix  
Contains**

This Appendix contains the items listed in this table---

<b>Title/Synopsis</b>	<b>Pages</b>
SH-1, Advance Sheet	SH-1-1 and SH-1-2
SH-2, Student Slide Note Sheets	SH-2-1 thru SH-2-6
SH-3, Production Meetings	SH-3-1 thru SH-3-3

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## Student Handout 1

### Advance Sheet

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**Lesson Hours**      This lesson consists of three hours of small group instruction.

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**Overview**              The number one question asked throughout USAREC is “Why didn’t you make mission?” If you knew the answer to that then nobody would ever ask that question again. Use evaluation feedback, both during and after training, to identify successes and shortcomings. Immediately retrain simple shortcomings and schedule others for future training sessions. Leaders must pass this feedback so that everyone receives training value from significant events that occurred during training. For all performance-oriented training, the after-action review (AAR) is the key in providing this feedback. For all production-related issues, the production meeting is your answer to continued information flow. It is imperative that you conduct AARs to identify training needs and conduct production meetings within recruiting stations to assist them in focusing on the mission. Our training should focus on the mission of recruiting. We do not have the luxury of taking time out to conduct formal AARs. Therefore, your AAR must be a continuous process and your production meeting must take place daily!

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### Learning Objective

Terminal Learning Objective (TLO)

**Action:**              Conduct a Company Level After-Action Review (AAR).  
**Condition:**          As a first sergeant in a classroom environment, given TC 25-20 and SH-3.  
**Standard:**            Conducted a Company Level After-Action Review (AAR) IAW TC 25-20 and SH-3.

**ELO 1**      Identify the AAR Process.

**ELO 2**      Conduct a company production meeting.

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### Assignment

The student assignments for this lesson are:

- Read TC 25-20 and SH-3.
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**Additional  
Subject Area  
Resources**

None.

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**Bring to Class**

TC 25-20 and SH-3.  
Pen or pencil and writing paper.

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## TERMINAL LEARNING OBJECTIVE

**Conduct a Company Level-After Action Review (AAR)**

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## AFTER-ACTION REVIEWS

- Definition.
- Tool that provides:
  - candid insights.
  - Feedback critical to battle focused training (Recruiting mission).
  - Details.
- Evaluation.
- Feedback comparison.

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## TYPES OF AARs

- Formal.
  - Held at company level.
  - Key Points.
  - Focused on training objectives.
- Informal.
  - Small-unit training at platoon level (RS).
  - On-the-spot coaching tool.
  - Provides immediate feedback.
  - Maximizes training value.
- Significant differences.

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## PLANNING AND EXECUTION

- Planning
- Preparing
- Conducting
- Follow-up (using AAR results)

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## PLANNING

- Select and train qualified observer controllers (OCs).
- Review all pertinent publications.
- Identify when AARs will occur.
- Determine who will attend AARs.
- Select potential AAR sites.
- Choose training aids.
- Review the AAR plan.

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## PREPARATION

- Review doctrine, objectives, and orders.
- Identify key events.
- Observe training and take notes.
- Collect observations from other Ocs.
- Organize observations.
- Select AAR site.
- Prepare the AAR site.
- Rehearse.

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### CONDUCT

- Seek maximum participation.
- Maintain focus on training objectives.
- Constantly review teaching points.
- Record key points.

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### FOLLOW UP

- Identify tasks requiring training.
- Fix the problem:
  - retrain immediately.
  - revise SOP.
  - integrate into future training plan.
- Use to assist in making commander's assessment.

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### CONDUCT A PRODUCTION MEETING

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## PURPOSE

To conduct a production meeting that develops the team, coordinates efforts of all stations, serves as a catalyst to redirect station efforts, and solicits input and training assistance from all members of the company team.

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## PRODUCTION MEETING ATTENDEES

- Company Leadership Team.
- Station Commanders.
- Recruiters.

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## PRIOR ARRANGEMENTS

- Schedule meeting and inform attendees in advance.
- Schedule the order-of-brief for all attendees.
- Ensure that required tools and data are available.

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### **CLT RESPONSIBILITIES**

- Monthly/Yearly Mission Posture.
- USAREC Form 1074.
- USAREC Form 635B - Choke Points.
- Met Log.
- Trends.
  - MEPS.
  - Applicant.
  - DEP/DTP.

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### **STATION COMMANDER RESPONSIBILITIES**

- Mission Posture.
- Achievements vs requirements.
- Processing/Prospecting Results.
- USAREC Form 635B - Choke Points.
- Projected future.
- Projected personnel status.

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### **RECRUITER RESPONSIBILITIES**

- Processing List.
- Follow-up plan.
- Prospecting – achieved vs. required.
- Upcoming plan and activities.

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## **CLOSING THE COMPANY PRODUCTION MEETING**

- Brief the company leader plan of action.
- Redirect station activities as necessary.
- Organize common tasks.
- Schedule station commander visits as needed.
- Solicit input on the plan from the company team.

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## **CONCLUSION**

- AAR Process
- Production Meeting

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**This is a USAREC developed handout.**

### STUDENT HANDOUT 3

**Purpose:** To conduct a production meeting that develops the team, coordinates efforts of all stations, serves as a catalyst to redirect station efforts, and solicits input and training assistance from all members of the company team.

1. The company production meeting is a form of the AAR process. As a part of the CLT, you should have this meeting once a month--at the beginning of the RSM. The meeting should consist of at least three groups of personnel:
  - a. Company Leadership Team.
  - b. Station Commanders.
  - c. Recruiters.
2. Prior requirements to achieve before the production meeting.
  - a. Advanced notification of the meeting gives the attendees the opportunity to plan for the meeting and to prepare their individual data for the brief.
  - b. Focuses the team on accomplishing set goals, meeting requirements and achieving mission box, in addition to giving the group some time to think about ideas the members may want to present.
  - c. Giving the attendees the order-of-brief shows organization and emphasizes the importance of preparing to brief at the designated date-time group.
  - d. Ensuring that you have all your required information at the time of your briefing sets the example and gives you the high ground in the event an attendee has not prepared.
3. Company Leadership Team will brief the company on the following areas:
  - a. Monthly Yearly mission posture
  - b. USAREC Form 1074 – Military Entrance Processing Station (MEPS) roster.... Were there enough projections to meet the mission requirements? Where are the applicants that fell out of the processing cycle?
  - c. USAREC Form 635B, Company level
    - 1) Prospecting – Did we do enough prospecting to match the mission? Were there any quality concerns? How far off was prospecting in relation to mission accomplishment?

- 2) Processing – Was there enough processing activity to generate mission? How close was the requirement vs achievement line? Did the company experience any trends in processing?
- 3) Choke-points – Check the conversion data. What were some of the Company’s choke points and how can we learn from our mistakes?
- d. Mental Evaluation Testing (MET) log – Testees that we projected and did not test. Those who passed the test and are pending commitment? What can we do to get the commitments? Are we testing to process or step sell?
- e. Trends
  - 1) MEPS – Ear wax? Heart Murmurs? Security Interviews?
  - 2) APPLICANT- Diarrhea of the mouth? Are applicants concealing information? Hot DAT?
  - 3) DEP/DTP – Waivers? Fail to Grad? Overweight?
4. Station Commanders will also brief. They will brief the company on the following items of concern: (They do this so that they can see how their station fits into the “Big-Picture”)
  - a. Brief stations current mission and mission posture (positive or negative). achievements for conduct, by category, for Recruiting Workstation (RWS) and total for current recruit ship month (RSM).
  - c. Brief processing results from test thru contract by category, for RWS and total for current RSM. This should include any qualified not enlisted QNE’s.
  - d. Inform recruiters, of the average number of recruiter generated conduct; test and test pass by category for current RSW and total for current RSM.
  - e. Brief year-to-date production posture by category and identify mission shortfalls by category.
  - f. Brief the projected accomplishments for the following areas, for the current month.
    - Is the station on lead line to accomplish contact objectives (grad and senior)?
    - Progress towards making up shortfalls as it relates to lead refinement list (LRL) contacts/milestones.

- Status of school lists--what list are we missing, what percentage of incomplete lists have name, address, and or phone number?
- What are the market share goals/known accomplishments (market share for the RSM based on station contracts and known accomplishments of other services)?
- Hometown recruiter assistance program (HRAP)-- How many scheduled, when expected, name and rank, if available?
- Total Army involvement in recruiting (TAIR- Brief any upcoming TAIR event (s), (who, what when and where).
- Centers of influence (COI)/very important person (VIP)-- Brief any upcoming event (s), (who, what, when, and where).
- DEP/DTP Referrals--Brief number of DEP/DTP referrals for current RSM and YTD.

Brief recruiters on personnel status; realign responsibilities and taskings to compensate for upcoming leaves, TDY, known absences, distracters, etc.

5. Recruiters are must brief. They do this to see how their individual successes or failures contribute to the station and company mission.
  - a. Processing list.
  - b. Follow-up plan.
  - c. Prospecting.
  - d. Upcoming plan and activities.
6. Close the meeting with a plan of action. Also, always close the meeting on a positive note. Ensure that you:
  - a. Brief the company leader plan of action.
  - b. Redirect station activities as necessary.
  - c. Organize common tasks.
  - d. Schedule recruiter visits w/station commanders as needed.
  - e. Solicit input on the plan from the company leadership team.

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