

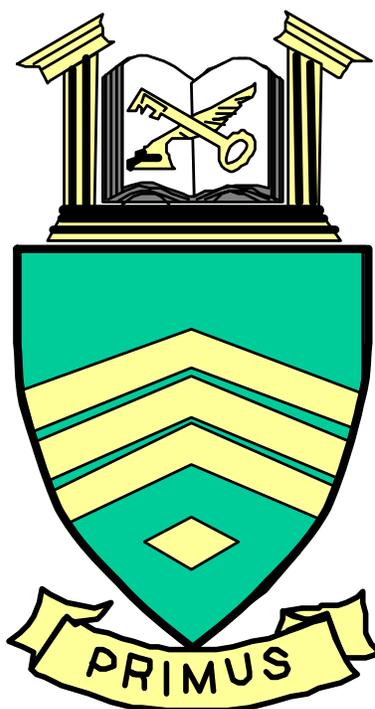
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

T655R (052002)

OCT 02

CONDUCT A COMPANY LEVEL AFTER-ACTION
REVIEW

TRAINING SUPPORT PACKAGE



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TRAINING SUPPORT PACKAGE

**TSP Number/
Hours and
Title** T655R
3.0 Hours
Conduct a company level after-action review (AAR).

Effective Date Oct 02

**Supersedes
TSPs** New Lesson (USAREC)

TSP User The following course uses this TSP:

Course Number	Course Title
400-FSC(F) 521-SQIM (F)	First Sergeant Course—The Army Training System (FSC-TATS)

Proponent The proponent for this document is the U.S. Army Recruiting and Retention Command.

**Comments
and
Recommendations** Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to:

ATTN ATSS DCF
COMDT USASMA
BLDG 11291 BIGGS FLD
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Telephone (DSN): 978-8854

COMDT Recruiting and Retention School
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BLDG 10000 Hampton Parkway (SSI)
FORT JACKSON, SC 29207

Telephone (Comm): (803) 751-8758
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**Foreign
Disclosure
Restrictions** The lesson developer in coordination with USAREC foreign disclosure authority has reviewed this lesson. This lesson is releasable to students from all requesting foreign countries without restrictions.

PREFACE

Purpose

This training support package provides the instructor with a standardized lesson plan for teaching the task(s) listed in Section I.

**This TSP
Contains**

	Table of Contents	Page
Lesson	Section I, Administrative Data	3
	Section II, Introduction/Terminal Learning Objective	7
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	C. Practical Exercise(s) and Solution(s)	Not Used
	D. Student Handout(s)	D-1

CONDUCT A COMPANY LEVEL AFTER-ACTION REVIEW

SECTION I ADMINISTRATIVE DATA

Teaching to Standard

The following courses teach this TSP to standard:

Course Number	Course Title
400-FSC (F) 521-SQIM (F)	First Sergeant Course—The Army Training System (FSC-TATS)

Task(s) Trained to Standard

This lesson trains to standard the tasks listed in the following table(s):

Task Number:	805B-79R-5534
Task Title:	Conduct a company level after-action review.
Conditions:	As a first sergeant.
Standards:	IAW TC 25-20 and SH-3.

Task(s) Taught or Supported

None

Task(s) Reinforced

This lesson reinforces the task(s) listed in the following table: None.

Academic Hours

This lesson requires the following academic hours:

	<u>Peacetime Hours/ Methods</u>	<u>Mobilization Hours/ Methods</u>
	3.0/ SG	/
Test	/	/
Test Review	/	/
Total Hours:	3.0	0/

Test Lesson Number

	Hours	Lesson Number
Test Lesson	None.	
Review of Test Results		

Prerequisite Lessons

None

Clearance and Access

There is no clearance or access requirement for this lesson.

References

The following table lists the reference(s) for this lesson:

Number	Title	Date	Additional Information
TC 25-20	A Leader's Guide to After-Action Reviews.	Sep 1993	
SH-3	Recruiting and Retention Handout.		

Student Assignments

Before class—

- Read TC 25-20 and SH-3.
- Read Student Handout 1

During class—

- Participate in classroom discussion.

After class—

- Review classroom notes and materials.
- Return recoverable materials to the instructor.

Instructor Requirements

- One Instructor at USASMA VTT site for Distance Learning (DL).
- One Instructor per small group room for First Sergeant Resident Course.
- Special Qualifications-ITC, SGITC, and VTT-ITC (VTT only) qualified.
- Read all TSP material.

Additional Personnel Requirements

This lesson requires the following support personnel for VTT site only:

- One site coordinator at each Distance Learning site.
- Video, audio, and audio linkage equipment operator (optional) at each DL site.
- Video, audio, and audio linkage equipment operator at principal VTT site.

**Equipment
Required for
Instruction**

This lesson requires the use of the following equipment:

- TNET communications equipment suite (VTT lesson only).
- TNET room equipment suite (VTT lesson only).
- TNET audio/video linkage equipment (VTT lesson only).
- TV monitor(s).
- Liveboard(s).
- Viewgraph overhead projector.
- Butcher Board Paper.

**Materials
Required**

Instructor materials—

Visual Aids (VGT): 17

- TSP
- TC 25-20
- SH-3

Student materials—

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

**Copyright
Information**

No copyright material reproduced for use in this lesson.

**Gender
Statement**

Unless this lesson states otherwise, masculine nouns and pronouns do not refer exclusively to men.

**Classroom,
Training
Area, and
Range
Requirements**

Requirements for this lesson(s) are:

- A classroom suitable for small group instruction for each group of 18 students.
- TNET-equipped room for up-link transmission (VTT only).
- TNET-equipped classroom(s) that seat up to 16 students each (Distance Learning site only).

**Ammunition
Requirements**

None

Instructional

- Conduct this lesson using the Small Group Instruction techniques and use

Guidance

- the questions provided to generate discussion among the students.
- The facilitator may need to create additional questions to ensure student participation continues throughout the lesson material.
 - The DL (VTT) instructor will select an appropriate site before asking a student a question.

Lesson Approval

The following individuals reviewed and approved this lesson for publication and incorporation into the First Sergeants Course-TATS.

Name/Signature	Rank	Title	Date Signed
Copley, Donald D.	SFC	Training Developer	
Gill, James M.	MSG	Dir RRS Trng. and Dev. Dept.	
Mayo, John W.	SGM	FSC, Course Chief, USASMA	
Mays, Albert J.	SGM	Chief, CDD, USASMA	
Gill, David M.	LTC	Commandant, RRS	

SECTION II INTRODUCTION

Motivator

Method of instruction: CO
Technique of delivery: SG
Instructor to student ratio is: 1:18
Time of instruction: 00:00 to 00:05
Media used: None

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. Both during and after training, use evaluation feedback to identify successes and shortcomings. Retrain simple shortcomings immediately and schedule others for future training. Leaders must pass on this feedback so that everyone receives training value from significant events occurring 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 personnel 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 you must conduct your production meeting daily!

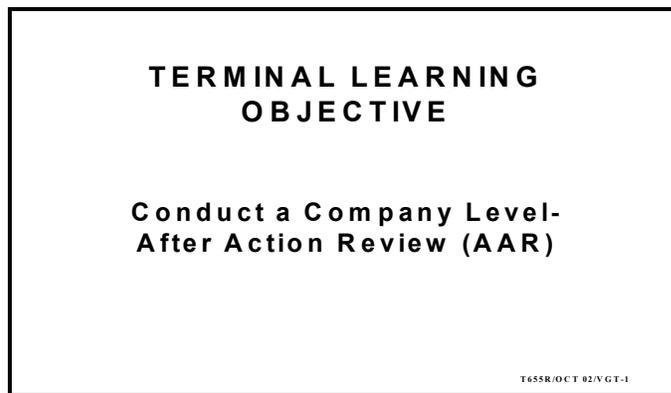
Terminal Learning Objective

NOTE: Inform the students of the following Terminal Learning Objective (TLO) requirements.

At the completion of this lesson, you will--

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

SHOW VGT-1, TERMINAL LEARNING OBJECTIVE



NOTE: Have one of the students read the TLO.

REMOVE VGT-1

Safety Requirements

None

Risk Assessment Level

Low

Environmental Considerations

None

Evaluation

At the end of this module, you will receive a written, objective examination. It will test your learning of the objectives from this and other lessons. You must correctly answer at least 70 percent (28 out of 40) of the questions to receive a GO.

**Instructional
Lead-in**

None:

SECTION III PRESENTATION

ELO 1 ENABLING LEARNING OBJECTIVE 1

NOTE: Inform the students of the enabling learning objective requirements.

Action:	Identify the AAR process.
Conditions:	As a first sergeant in a classroom environment, given TC 25-20.
Standard:	Identified the AAR process IAW TC 25-20.

Learning Step/Activity LS/A 1, ELO-1

Method of instruction: CO
 Technique of delivery: SG
 Instructor to student ratio: 1:18
 Time of instruction: 00:05 to 00:50
 Media used: VGT-2 thru VGT-7

After-action Reviews

After-action reviews (AARs) help provide soldiers and units feedback on mission and task performances in training and combat. AARs also identify how to correct deficiencies, sustain strengths, and focus on performance of specific mission essential task list training objectives. In the recruiting arena, our mission is ensuring that we enlist the best personnel (Mission box) for our Army Of One. That is why we must understand what did and did not occur and why. We will now discuss the definition and purpose of AARs.

LS/A 1, ELO 1
After-action
Reviews,
continued

SHOW VGT-2, AFTER-ACTION REVIEWS

**AFTER-ACTION
REVIEWS**

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

T655R/OCT 02/VGT-2

(Ref: TC 25-20, p 1-1 and 1-2)

NOTE: The instructor should lead the discussion on how this process relates to the recruiting area. Solicit student input and ideas and allow for student interaction.

REMOVE VGT-2

One of the decisions that you, as the first sergeant, must make is to determine what type of AAR you should utilize.

SHOW VGT-3, TYPES OF AARs

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.**

T655R/OCT 02/VGT-3

(Ref: TC 25-20, 1-2 thru 1-5)

NOTE: During the explanation of the bullets, focus the discussion on how this process ties into the recruiting world.

REMOVE VGT-3

LS/A 1, ELO 1
 Planning and
 Execution

This slide shows the areas that we will concentrate on during the rest of this ELO.

NOTE: Have one of the students read the slide content.

SHOW VGT-4, PLANNING AND EXECUTION

**PLANNING AND
EXECUTION**

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

T655R/OCT 02/VGT-4

(Ref: TC 25-20, p 1-5)

REMOVE VGT-4

NOTE: The next four slides will emphasize the information on the four AAR steps as stated in TC 25-20. The instructor must ensure that as the students discuss the information they relate it to the way USAREC does business on a daily basis. Call on the students and have them explain the information on the slide. Ensure that they use their own thoughts and ideas on the subject matter.

SHOW VGT-5, PLANNING

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.**

T655R/OCT 02/VGT-5

(Ref: TC 25-20, Figure 1-4 and Chapter 2)

REMOVE VGT-5

LS/A 1, ELO 1
 Planning and
 Execution,
 continued

SHOW VGT-6,

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.

T655R/OCT 02/VGT-6

(Ref: TC 25-20, Figure 1-4 and Chapter 3)

NOTE: Direct the students to the reference above. Call on some of the students and have them explain the information on the slide. Ensure that they use their own thoughts and ideas on the subject matter and that the information focuses on how a USAREC first sergeant would prepare for an AAR during their day to day mission accomplishment.

REMOVE VGT-6

Break:

00:50 to 01:00

01:00 to 01:20 (continue learning step/activity ELO 1)

SHOW VGT-7, CONDUCT

CONDUCT

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

T655R/OCT 02/VGT-7

(Ref: TC 25-20, Figure 1-4 and Chapter 4)

LS/A 1, ELO 1
 Planning and
 Execution,
 continued

NOTE: Direct the students to the reference above. Call on some of the students and have them explain the information on the slide. Ensure that they use their own thoughts and ideas on the subject matter and that the information focuses on how a USAREC first sergeant would conduct the AAR process during his day to day mission accomplishment.

REMOVE VGT-7

SHOW VGT-8, FOLLOW UP

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.

T655R/OCT 02/VGT-8

(Ref: TC 25-20, Figure 1-4, and Chapter 5)

NOTE: The instructor should expand this area to cover how a first sergeant would use a DPR to continue this step of the AAR process. Direct the students to the reference above. Call on some of the students and have them explain the information on the slide. Ensure that they use their own thoughts and ideas on the subject matter and that the information focuses on how a USAREC first sergeant would use the follow up process.

ELO 2

ENABLING LEARNING OBJECTIVE 2

NOTE: Inform the students of the enabling learning objective requirements.

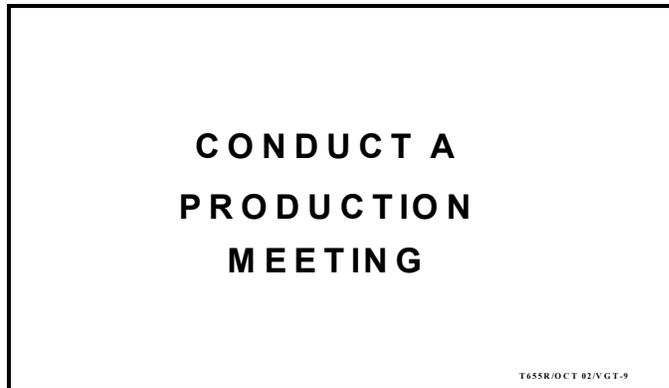
Action:	Conduct a company production meeting.
Conditions:	As a first sergeant in a classroom environment, given student handout 3.
Standard:	Conducted a company production meeting IAW student handout 3.

LS/A 1, ELO 2 Method of instruction: CO
 Technique of delivery: SG
 Instructor to student ratio: 1:18
 Time of instruction: 01:20 to 02:45
 Media used: VGT-9 thru VGT-16

Company
 Production
 Meeting

During the last hour and 20 minutes we discussed the AAR process and how it applies to the recruiting community. You are probably wondering what good this information is for recruiters. The next topic of discussion will show you how you can use the AAR process during a company production meeting.

VGT-9, CONDUCT A PRODUCTION MEETING



REMOVE VGT-9

NOTE: Use the following question to initiate the company meeting process.

QUESTION: What is the purpose of a company production meeting?

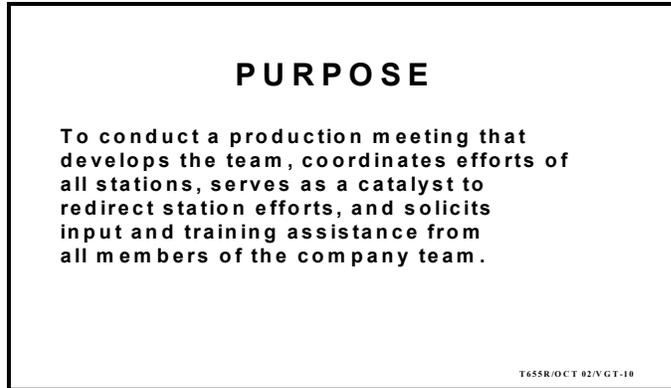
ANSWER: See VGT-9

(Ref: SH-3-1)

SHOW VGT-9, PURPOSE

NOTE: Have one of the students read the purpose.

LS/A 1, ELO 2,
Company
Production
Meeting,
continued



(Ref: SH-3-1, first paragraph)

REMOVE VGT-10

NOTE: Have the students discuss and explain the roles each one of the attendees play.

QUESTION: Who are the personnel that normally attend a production meeting?

ANSWER: See VGT-10

(Ref: SH-3-1, para 1a, 1b, and 1c)

SHOW VGT-11, PRODUCTION MEETING ATTENDEES



(Ref: SH-3-1, para 1a, 1b, and 1c)

LS/A 1, ELO 2,
Company
Production
Meeting,
continued

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:

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

REMOVE VGT-11

SHOW VGT-12, PRIOR ARRANGEMENTS

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.

T655R/OCT 02/VGT-12

(Ref: SH-3-1, para 2a, 2b, 2c, and 2d)

NOTE: Lead the discussion in such a way as to ensure the students understand that the requirements are important and necessary to accomplish a successful production meeting. Share some thoughts on what could happen should no one take care of the prior arrangements.

Prior requirements to achieve before the production meeting.

- Advanced notification of the meeting gives the attendees the opportunity to plan for the meeting and to prepare their individual data for the brief.
- 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.
- Giving the attendees the order-of-brief shows organization and emphasizes the importance of preparing to brief at the designated date-time group.

LS/A 1, ELO 2,
Company
Production
Meeting,
continued

- Ensuring 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.

REMOVE VGT-12

We will now discuss the company leadership team responsibilities.

NOTE: Direct the students to the reference below. Call on some of the students and have them explain the information on the slide. Ensure that they use their own thoughts and ideas on the subject matter and that the information focuses on how a USAREC first sergeant would conduct a company production meeting.

SHOW VGT-13, CLT RESPONSIBILITIES

CLT RESPONSIBILITIES

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

T655R/OCT 02/VGT-13

(Ref: SH-3-1 and 3-2, para 3a, 3b, 3c, 3d, and 3e.

Company Leadership Team will brief the company on the following areas:

- Monthly Yearly mission posture
- 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?
- USAREC Form 635B, Company level
 - Prospecting – Was there enough prospecting done to match the mission? Were there any quality concerns? How far off was prospecting in relation to mission accomplishment.

LS/A 1, ELO 2
 Company
 Production
 Meeting,
 continued

- 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?
- Choke-points – Check the conversion data. What were some of the company’s choke points and how can we learn from them?
- Mental Entrance Test (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?
- Trends
 - MEPS – Ear wax? Heart Murmurs? Security Interviews?
 - APPLICANT- Diarrhea of the mouth? Are applicants concealing information? Hot DAT?
 - DEP/DTP – Waivers? Fail to Grad? Overweight?

REMOVE VGT-13

Break

01:50 to 02:00

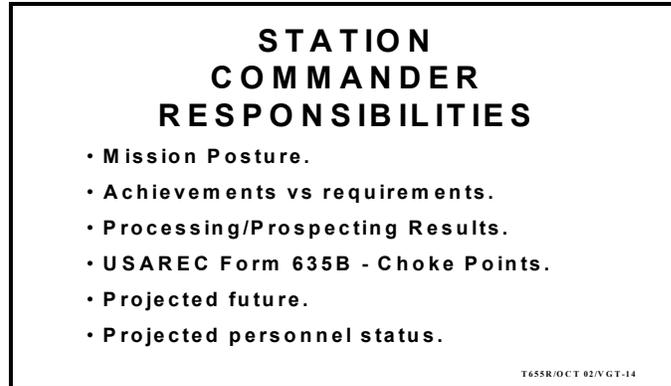
02:00 to 02:45 (continue learning step/activity 1, ELO 2)

Now we are going to discuss the station commander’s responsibilities.

NOTE: Direct the students to the reference below. Call on some of the students and have them explain the information on the slide. Ensure that they use their own thoughts and ideas on the subject matter and that the information focuses on how a USAREC first sergeant would accept a station commander’s briefing during a company production meeting.

SHOW VGT-14, STATION COMMANDER RESPONSIBILITIES

LS/A 1, ELO 2,
Company
Production
Meeting,
continued



(Ref: SH-3-2 and SH-3-3, para 4a, 4b, 4c, 4d, and 4f)

Station Commanders will also brief. They will brief the company on the following items of concern: (Do this so that they can see how their station fits into the “Big-Picture“)

- Brief stations current mission and mission posture (positive or negative).
- Brief prospecting requirement-vs-achievements for conduct, by category, for recruiter workstation (RWS) and total for current recruit shipping month (RSM).
- Brief processing results from test thru contract by category, for RWS and total for current RSM. (To include any QNE’s)
- Inform recruiters, of the average number of recruiter generated conduct; test and test pass by category for current RWS and total for current RSM.
- Brief year-to-date production posture by category and identify mission shortfalls by category.
- 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).

LS/A 1, ELO 2,
Company
Production
Meeting,
continued

- 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.

REMOVE VGT-14

Now it is the recruiter's time to brief. Let's see what the recruiter's areas of responsibility are.

NOTE: Have the students discuss the bullets on the following slide. Ask a different student to explain each bullet.

SHOW VGT-15, RECRUITER RESPONSIBILITIES

RECRUITER RESPONSIBILITIES

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

T655R/OCT 02/VGT-15

(Ref: SH-3-3, para 5a, 5b, 5c, and 5d)

LS/A 1, ELO 2,
Company
Production
Meeting,
continued

Recruiters must to brief. They do this to see how their individual successes or failures contribute to the station and company mission.

- Processing list.
- Follow-up plan.
- Prospecting.
- Upcoming plan and activities.

REMOVE VGT-15

We have finished the pertinent briefings by the first sergeant, recruiting station commander and the recruiters. There is only one thing left to do, close the meeting.

SHOW VGT-16, CLOSING THE COMPANY PRODUCTION MEETING

<p>CLOSING THE COMPANY PRODUCTION MEETING</p> <ul style="list-style-type: none"> • 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. <p style="text-align: right; font-size: small; margin-top: 10px;">T655R/OCT 02/VGT-16</p>
--

(Ref: SH-3-3, para 5a, 5b, 5c, and 5d)

Close the meeting with a plan of action. Also, always close the meeting on a positive note. Ensure that you:

- Brief the company leader plan of action.
- Redirect station activities as necessary.
- Organize common tasks.
- Schedule recruiter visits with station commander as needed.

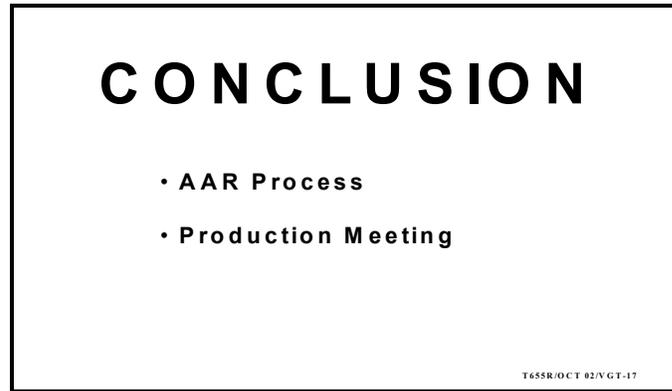
LS/A, ELO 2,
Company
Production

- Solicit input on the plan from the company leadership team.

REMOVE VGT-16

SHOW VGT-17, CONCLUSION

Meeting,
continued



NOTE: Give a brief description of the lesson and answer any questions the students may have.

REMOVE VGT-17

SECTION IV SUMMARY

**Review/
Summarize
Lesson**

Method of instruction: CO
Technique of delivery: SG
Instructor to student ratio is: 1:18
Time of instruction: 02:45 to 02:50
Media used: None

**Review/
Summarize
Lesson**

During the last three hours, we discussed the elements of an effective recruiting team and all the stages associated with it. It is important to remember that you must constantly observe, counsel, develop, and listen to your team. You must be every bit the team player you want your subordinates to be and more. We have discussed the after-action review process in detail. The information from the AAR flows from the station to

**Review/
Summarize
Lesson,
continued**

the company, to the battalion, to the brigade, and back down to the station on a continuous cycle. Use the tenets of an AAR on a daily, weekly, and monthly basis for all activities. We also highlighted the responsibilities for the CLT, SC, and recruiters during a production meeting. The need for a continuous flow of information is a requirement for success in today's recruiting environment. Disseminate the lessons learned throughout the command so you will not repeat the same mistakes. If you implement the lessons learned, then you will be successful.

**Check on
Learning****QUESTIONS AND ANSWERS:**

QUESTION: What are the two types of AAR?

ANSWER: The two types of AAR are formal and informal

(Ref: TC 25-20, p 1-2, second paragraph)

QUESTION: What does an AAR provide?

ANSWER: An AAR provides:

- a. Candid insights into specific soldier, leader, and unit strength and weaknesses from various perspectives.
- b. Feedback and insight critical to battle-focused training.
- c. Details often lacking in evaluation reports alone.

(Ref: TC 25-20, p 1-1, bullets in first paragraph)

QUESTION: Who should attend a company production Meeting?

ANSWER: The meeting should consist of the following:

- a. Company leadership team.
- b. Station commanders.
- c. Recruiters.

(Ref: SH-3-1, para 1a, 1b, and 1c)

Check on Learning,
continued

QUESTION: What is the purpose of a company production meeting?

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

(Ref: SH-3-1, first sentence)

QUESTIONS: What does advanced notification of a meeting offer the attendees of a company production meeting?

ANSWER: Advanced notification of a meeting gives the attendees the opportunity to plan for the meeting and to prepare their individual briefing data.

(Ref: SH-3-1, para 2a)

QUESTION: What must recruiters brief during the company production meeting?

ANSWER: The recruiters will brief the following:

- a. Processing list.
- b. Follow-up plan.
- c. Prospecting.
- d. Upcoming plan and activities.

(Ref: SH-3-3, para 5a, 5b, 5c, and 5d)

QUESTION: How should the CLT close the company training meeting?

ANSWER: The CLT should close the meeting with a plan of action and on a positive note.

(Ref: SH-3-3, para 6)

SECTION V STUDENT EVALUATION

Testing Requirements

You will receive a 40 question written examination that may include questions from this lesson. To receive a GO, you must answer at least 28 or more questions correctly.

**Feedback
Requirement**

NOTE: Inform the students that they will participate in an After-action Review (AAR) immediately following the examination for this particular lesson.

Appendix A

INDEX OF VISUAL AID MASTERS

This Appendix Contains This Appendix contains the masters (or facsimiles) of the visual aids listed in this table----

Number	Title
VGT-1	Terminal Learning Objective
VGT-2	After-Action Reviews
VGT-3	Types of AARs
VGT-4	Planning and Execution
VGT-5	Planning
VGT-6	Preparation
VGT-7	Conduct
VGT-8	Follow Up
VGT-9	Conduct a Production Meeting
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VGT-11	Production Meeting Attendees
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VGT-16	Closing the Company Production Meeting
VGT-17	Conclusion

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Appendix D**Index of Student Handouts**

**This
Appendix
Contains**

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

Title/Synopsis	Pages
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

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

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!

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.

Assignment The student assignments for this lesson are:

- Read TC 25-20 and SH-3.

**Additional
Subject Area
Resources**

None.

Bring to Class

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

TERMINAL LEARNING OBJECTIVE

Conduct a Company Level-After Action Review (AAR)

T655R/OCT 02/VGT-1

AFTER-ACTION REVIEWS

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

T655R/OCT 02/VGT-2

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.

T655R/OCT 02/VGT-3

PLANNING AND EXECUTION

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

T655R/OCT 02/VGT-4

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.

T655R/OCT 02/VGT-5

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.

T655R/OCT 02/VGT-6

CONDUCT

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

T655R/OCT 02/VGT-7

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.

T655R/OCT 02/VGT-8

CONDUCT A PRODUCTION MEETING

T655R/OCT 02/VGT-9

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.

T655R/OCT 02/VGT-10

PRODUCTION MEETING ATTENDEES

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

T655R/OCT 02/VGT-11

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.

T655R/OCT 02/VGT-12

CLT RESPONSIBILITIES

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

T655R/OCT 02/VGT-13

STATION COMMANDER RESPONSIBILITIES

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

T655R/OCT 02/VGT-14

RECRUITER RESPONSIBILITIES

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

T655R/OCT 02/VGT-15

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.

T655R/OCT 02/VGT-16

CONCLUSION

- AAR Process
- Production Meeting

T655R/OCT 02/VGT-17

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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