



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1
300 ARMY PENTAGON
WASHINGTON, DC 20310-0300

11 AUG 2011

DAPE-MPE-PD

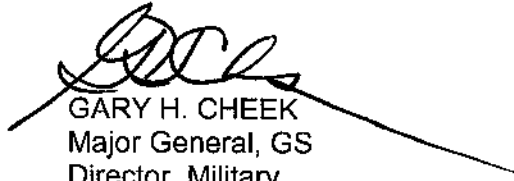
MEMORANDUM FOR Recruiting and Retention School, ATTN: Chief of Proponency, 10000 Hampton Parkway, Fort Jackson, SC 29207-7025

SUBJECT: Approved Revision to Department of the Army Pamphlet (DA Pam) 600-25

1. Reference DAPE-MPE-PD Memorandum, Proponent Input to HQDA Enlisted Centralized Selection Boards, 29 Nov 10.
2. Your Career Management Field (CMF) update (enclosed) to DA Pam 600-25 is approved, effective this date.
3. This office is working to formally publish the update in accordance with the provisions of AR 25-30 and existing Army Publishing Directorate (APD) staffing processes.
4. Beginning with FY12 enlisted centralized selection boards, this update (combined with a formal board Memorandum of Instruction (MOI)) will be accessible to all serving board members and serve as the medium to inform them of professional development guidance for NCOs within your respective CMF.
5. To facilitate the transition to the Army's NCO Professional Development Guide within the selection process, we ask you to post this approved update to your web site as an interim measure during the APD staffing process. This ensures complete transparency and common accessibility to all Soldiers competing for selection by a centralized board, now and in the future.
6. A copy of this memorandum will be furnished to Human Resources Command with the intent that your respective Career Branch will also post these changes to their respective website in an effort to disseminate the information to as many Soldiers as possible.
7. The point of contact for this action is Mr. Gerald J. Purcell, Personnel Policy Integrator, Directorate of Military Personnel Management, at (703) 695-7960.

FOR THE DEPUTY CHIEF OF STAFF, G-1:

Encl
as


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Chapter 24

Recruiting and Retention (CMF 79) Career Progression Plan

24-1. Duties

The Recruiting and Retention Force is designed to provide and sustain the Army with qualified personnel, and reduce attrition to support the five pillars of defense, the Army Organizational Life Cycle model, the Secretary of the Army's vision and National Military Strategy in accordance with Defense Planning Guidance (DPG) and applicable regulations. The Recruiting and Retention Force directly impacts Army end strength, which supports readiness, force structure, and sustainability. They are warriors providing focused Recruiting and Retention support to sustain America's Army in support of full spectrum operations. CMF 79 Soldiers need to have knowledge of AR 25-55, AR 340-21, and Privacy Act Systems of Records Notices.

24-2. Transformation

The Recruiting and Retention Force (CMF 79) represents the United States Army within our ranks and communities. This force is responsible for enlisting and retaining qualified men and women into the Active Army, the Army Reserve, and the Army National Guard. The mission of CMF 79 Soldiers is to reach and/or maintain Army end-strength required for both the active and reserve components. Soldiers within CMF 79 use mentoring, counseling, and coaching to achieve recruiting and retention objectives designed to meet these goals; as such, CMF 79 is a non-accession career field. Only self-motivated and competent Soldiers with strong leadership and interpersonal skills can perform these duties. Soldiers selected for assignment within CMF 79 are assigned to Active Army, Army Reserve, or Army National Guard units; many of these positions require these Soldiers to often work autonomously within communities or serve as special staff NCOs to Army Organizations. CMF 79 NCOs must have a comprehensive understanding of the Active Army, Army Reserve, and Army National Guard. They must be subject matter experts regarding career opportunities, incentives, entitlements, and community relations. These NCOs must be mentally and physically disciplined, live the Army Values, and embody the Warrior Ethos. CMF 79 NCOs are skilled leaders who build community, unit, and individual trust while operating in an ever-changing environment both at home and abroad.

24-3. Recommend career management self-development by rank

a. *PVT-SPC/CPL*. Not applicable. Soldiers may enter CMF 79 at the rank of SGT but the Army Force Structure for MOSs within CMF 79 begins at SSG. (Force structure for MOS 79V begins at SFC.)

b. *SGT*.

(1) The quality and success of a Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Sergeants committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Sergeants should study and master the following military publications: STP 21-24; FM 3-0; FM 6-22; FM 7-0; AR 25-50; AR 623-3; DA PAM 623-3; TC 3-22.20; AR 670-1; AR 135-18; all -10 level maintenance manuals associated with their equipment and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: *Common Sense Training* by Collins, Presidio Press, 1980; *Small Unit Leadership* by Malone, Mike; readings on famous military leaders (that is, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); *The Story of the Noncommissioned Officer Corps* (USA Center of Military History, 70-38); *Infantry Attacks* by Rommel; *When Bad Things Happen to Good People* by Kushner, Harold S. *The Resilience Factor* by Reivich, Karen & Shatte, Andrew; *Virtual Leadership* by Kostner, Jaclyn; *The 21 Irrefutable Laws of Leadership* by Maxwell, John; and *The Greatest Generation* by Brokaw, Tom; *Deep Change* by Quinn, Robert, CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those sergeants willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place you above your peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site.

(5) Soldier boards such as NCO of the Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(7) Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

c. SSG.

(1) The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master STP 21-24; -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment in addition to the recommended reading at the SGT level.

(2) The following additional books are suggested reading for self-development; continue readings on famous military leaders (for example, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); *Small Unit Administration, Manual or ADP Systems*, Stackpole Books; *The One Minute Sales Person*, Johnson, Spencer, and *The Noncommissioned Officers' Family Guide*, Gross, Beau Lac Pub, 1985, CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSGs willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self-development options are based on the SSG's own desire to excel. At this stage, SSGs should seek opportunities to pursue completion of an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives.

(4) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(5) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

d. SFC.

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. SFCs should strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications in addition to the recommended reading at previous ranks: AR 350-1; AR 750-1; STP 21-24; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: *Combat Leader's Field Guide* 10th Ed., Stackpole Books; *Roots of Strategy, Book 2* by Picq, Clausewitz, Jomini, Stackpole Books; *The Art of War*-by Sun Tzu (edited by Jomini, Antoine and Messenger, Charles); continue readings on famous military leaders (that is, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); *The One Minute Manager*, Blanchard, Kenneth; CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFCs willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an Associate's Degree and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, and battle staff functions should be emphasized as essential to an SFC.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(6) NCOs should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. A list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

e. MSG/ISG.

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian

education be considered a major discriminator for selection to SGM. Ideally, a MSG should have completed an Associate's Degree and/or have made significant progress towards an upper level degree (Bachelors or higher).

(2) The MSG/ISG should study and master the following military publications in addition to the recommended reading at previous ranks: AR 601-280; AR 600-20; DA PAM 611-21; AR 600-8-19; AR 600-100; and AR 220-1.

(3) The MSG/ISG should also continue to exploit other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a senior NCO and pursue functional course offering from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

f. SGM/CSM.

(1) The goal of the SGM/CSM is to possess an undergraduate degree and be working toward a Master's Degree in their chosen discipline. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(2) The SGM/CSM should read publications on their chains of command professional reading list and CSA Reading List, AKO, General Army Links, Army Leadership. Continued reading about world politics, geo-political issues and Field Manuals relating to Army Operations and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership, and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

24-4. MOS 79R Army Recruiter

a. Major duties. Recruiters conduct initial accession operations and in-service special mission recruiting directed by the ASA-M&RA throughout the United States, Puerto Rico, the Virgin Islands, Guam, and American Samoa, as well as the American communities in Panama, Europe, and Asia. They recruit qualified candidates to fill enlisted MOS specialties, Special Forces positions, Warrant Officer positions, Army Medical positions, and Army Chaplain positions to meet objectives established by the Army G1 for both the Active Army and the Army Reserve. Select recruiters serve in Special Mission Units (SMUs) to recruit in-service applicants from all branches of DOD to fill manning requirements that are highly sensitive in nature and have a direct impact on national security. The majority of recruiters work from a forward operating base outside a 50 mile radius of any military post lacking the Army support networks other Soldiers have on a daily basis. As a result, a much greater degree of responsibility and initiative is required compared to Soldiers living and working on military installations. They support the Army's force generation mission by seeking qualified candidates for accession into the Army and Army Reserve. They also improve force alignment by seeking qualified in-service candidates to fill non-accession specialties. Specifically, recruiters evaluate applicants' occupational, educational, socio-economical, moral, and psychological background to determine initial enlistment qualifications for Army service and to help determine Army programs with specific individual appeal. Recruiters interview and counsel prospective applicants to determine individual goals and desires. They discuss personal aptitudes, training opportunities, job satisfaction and stability, advancement, prestige, and Army life. The recruiter explains Army benefits including pay and allowance entitlements, medical care, housing, enlistment bonuses, military and civilian educational opportunities, travel and recreational benefits, and all similar programs. They act as the Army's Ambassadors to the American people by cultivating relationships with elected officials, community leaders, and business leaders. They must have the ability to development and execute strategic communications to explain the occupational and organizational structure of the Army to applicants, parents, government officials, private, and civic organizations. A primary function of recruiters is to assist in training and development of officers who have no recruiting background. Recruiters must perform extremely difficult and demanding duties, which require great flexibility. They operate in civilian environments under limited direct supervision, and have limited opportunity for overseas assignments. Recruiters must possess general marketing abilities in order to develop and maintain a competitive advantage for the Army accession mission as compared against other Department of Defense services and the private sector "competition."

A list of primary proponent demanding positions is shown below.

(1) Recruiter (Proponent demanding for USAR only). These NCOs recruit potential applicants, determine enlistment eligibility, counsel applicants on enlistment programs and options, prepare enlistment applications, and process qualified applicants to enlist in the Army and Army Reserve. They account for and prepare Future Soldiers for initial entry training by implementing and conducting Army awareness programs throughout an area covering several square miles. These areas may range from sparsely populated rural areas to densely populated urban areas. Recruiters maintain a network of influencers to include parents, educators, and community officials in high schools and colleges. They may also be responsible for several thousand dollars worth of government equipment.

(2) Center/Station Commander. These NCOs direct and lead an Army recruiting center/station in an area that may cover more than 1,000 square miles with a diverse population. They supervise NCOs and/or DA civilians, and are responsible for their professional development, morale, health and welfare. They account for and train Future Soldiers awaiting entry onto active duty, and maintain relationships with high schools, colleges and influencers in the local community. These NCOs are responsible for implementing and maintaining a production management system which includes planning and execution of lead generation activities. They must maintain control and accountability of equipment and all sensitive items, and are responsible for the center/station achieving its assigned recruiting objectives.

(3) First Sergeant. First Sergeants serve as the senior enlisted advisor to the Company Commander. They must be subject matter experts on all recruiting matters within the recruiting company, and serve as the primary source for Soldier career guidance and planning. While being leadership focused, they also must remain technically proficient as they must operate advanced information technology systems that support recruiting efforts. They assist the Company Commander in leading and supervising the operation of the recruiting company in accordance with doctrine and directives. First Sergeants are responsible for training Soldiers on current recruiting policies. They lead, supervise, coordinate, and implement daily recruiting activities such as prospecting, recruiting lead generation, conducting the Army Interview, applicant processing, administrative matters, and communication activities, providing tactical and technical guidance to subordinates, and professional support to lower and higher grade Soldiers in the accomplishment of their duties. They monitor, inspect, and evaluate collective and individual Soldier development training programs. As subject matter experts, First Sergeants must interpret regulations for leaders and subordinates.

(4) Battalion Operations Sergeant Major. These NCOs serve as the operations and management advisor for First Sergeants, USAR Guidance Counselors, and Regular Army and Army Reserve recruiters. They are the senior subject matter expert in the Battalion S3 responsible for oversight of all recruiting operations within the Battalion. They perform market data analysis within the Battalion Operating Environment (OE) to ensure the Army is the service of choice for America's youth. These SGMs lead a section responsible for monitoring progress toward recruiting objectives and advise leadership on results of implementation and success of daily recruiting operations such as prospecting, lead generation, Army Interviews, and applicant processing. They must review requests for recruiting waivers using existing regulatory guidance and policy, and provides recommendations to leaders to ensure applicants meet the Army's established moral code and physical requirements.

(5) Command Sergeant Major. The CSM is the senior enlisted advisor to the commander at the recruiting battalion, brigade or higher level nominative positions. The CSM is the senior enlisted trainer and spokesperson that enforces established policies and standards for enlisted Soldiers pertaining to performance, care, conduct, appearance, effective personnel utilization and management, and training; they also ensure that subordinate NCOs do the same. They assess recruiting station personnel for tactical, technical, interpersonal and conceptual skills, and ensure training is conducted when necessary. CSMs assign duties and evaluate performance of cadre and detailed recruiters in support of recruiting and personnel development. They interact with educators, community leaders and civic organizations to leverage support for recruiting activities. They also foster relationships with Army Divisions, MACOMS and Reserve Regional Commands within their assigned geographic boundaries.

b. Prerequisites. See DA Pam 611-21 in the Army G1Smartbook (<https://smartbook.armyg1.pentagon.mil/default.aspx>) for details and AR 601-1.

c. Goals for development. The purpose of the Recruiter Professional Development Model is to inform the career recruiter how their career and professional development patterns should unfold. To develop recruiters into professional NCOs, assignments must center on leadership positions at the recruiting station/center and company level. Follow-on assignments at battalion and brigade staff help to develop professional knowledge. Soldiers should make every effort to seek the more challenging and professionally rewarding leadership positions. (e.g.

Station/Center Commander, and First Sergeant.) Battalion, brigade and HQ USAREC staff assignments are excellent positions to form a well rounded understanding of recruiting operations but Soldiers should only seek these assignments after adequate development in leadership positions. SGTs/SSGs must complete Structured Self Development (SSD) Level III objectives within two years after graduation from ALC. SFCs must complete SSD Level IV objectives within two years after graduation from SLC. MSGs/1SGs selected to attend US Army Sergeants Major Course (USASMC) must complete SSD Level V objectives within two years of graduation from USASMC.

(1) SSG (Regular Army).

(a) *Institutional training.* Army Recruiter Course, ALC, Station Commanders Course (SCC). Graduation from the SCC should be completed prior to reclassification to MOS 79R. NCOs who fail to complete the SCC are considered marginally qualified for promotion. NCOs who achieve distinguished recognition (such as Honor Graduate or Commandant's List) are clearly ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* NCOs should seek demanding leadership positions. Successful performance while serving in the demanding leadership positions of Station Commander, Team Leader and Assistant Center Commander show that an NCO has strong potential for advancement to the rank of SFC. This time affords the NCO the opportunity to build a strong technical and tactical foundation for future assignments in USAREC and grounds the NCO in solid doctrinal procedures. Other positions at this grade are Recruiter, Recruiter – Processor, Recruiter – Prospector/Counselor, Future Soldier Squad Leader, Engagement Team Member, Recruiter Support Team Member and Health Care Recruiter. Successful performance in skill level 4 positions (e.g. Platoon Sergeant), or other leadership positions such as Squad Leader, or Drill Sergeant prior to reclassification to MOS 79R is also a strong indication of potential for success at the next skill level.

(c) *Self-development.* SSD Level III. Although the operational tempo is high, NCOs must take advantage of every civilian education opportunity. Pursuit of an Associates Degree or Bachelors Degree is strongly recommended. Soldiers who received distinguished recognition such as Brigade or USAREC Recruiter of the Year, Station Commander of the Year, NCO of the Year, SGT Audie Murphy Club, SGT Morales Club, etc. are clearly developing themselves at a level above their peers. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development refer to paragraph 24–3.

(d) *Additional training.* EO Representative Course, Health Care Recruiter Course.

(e) *Special assignments.* None.

(2) SSG (US Army Reserve).

(a) *Institutional training.* Army Recruiter Course, ALC, and Station Commanders Course. NCOs who achieve distinguished recognition (such as Honor Graduate or Commandant's List) are clearly ahead of their peers and should be considered best qualified for promotion.

(b) *Operational assignments.* Demanding leadership opportunities are limited however, NCOs should seek to serve in demanding leadership positions whenever possible. Successful performance while serving in the demanding leadership position of Station Commander, Team Leader and Assistant Center Commander shows that an NCO has strong potential for advancement to the rank of SFC. This time affords the NCO the opportunity to build a strong technical and tactical foundation for future assignments in USAREC and grounds the NCO in solid doctrinal procedures. Other assignments that will prepare a SSG for success as a SFC are Recruiter, Future Soldier Squad Leader, Engagement Team Member, Recruiter – Processor, Recruiter – Prospector/Counselor, Engagement Team Member, Recruiter Support Team Member and Health Care Recruiter. Successful performance in skill level 4 positions (e.g. Platoon Sergeant), or other leadership positions such as Squad Leader, or Drill Sergeant prior to reclassification to MOS 79R is also a strong indication of potential for success at the next skill level.

(c) *Self-development.* SSD Level III. Although the operational tempo is high, NCOs must take advantage of every civilian education opportunity. Pursuit of an Associates Degree or Bachelors Degree is strongly recommended. Soldiers who received distinguished recognition such as Brigade or USAREC Recruiter of the Year, Station Commander of the Year, NCO of the Year, SGT Audie Murphy Club, SGT Morales Club, etc. are clearly developing themselves at a level above their peers. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development refer to paragraph 24–3.

(d) *Additional training.* Health Care Recruiter Course.

(e) *Special assignments.* None.

(3) SFC (Regular Army).

(a) *Institutional training.* Army Recruiter Course, Station Commanders Course, SLC, Graduation from the SCC should be completed prior to reclassification to MOS 79R. NCOs who fail to complete the SCC are considered

marginally qualified for promotion. NCOs who achieve distinguished recognition (such as Honor Graduate or Commandant's List) are clearly ahead of their peers and should be considered best qualified for promotion.

(b) Operational assignments. NCOs must not avoid leadership positions. The key leadership position for a SFC is Station/Center Commander. NCOs should complete an assignment as Station/Center Commander supervising 5 or more personnel for at least 24 months to be competitive for promotion to MSG. A staff assignment is any operational assignment not in the recruiting station/center. Staff assignments should not exceed 36 months. NCOs should not seek consecutive staff assignments. Demanding assignments that will prepare a SFC for success as a MSG/1SG are Guidance Counselor, Master Trainer, Battalion Operations NCO, Instructor/Writer, SMU Team Leader, SMU Recruiting and Operations NCO, and Platoon Sergeant (MSB). Additionally, SFCs who perform successfully in skill level 5 positions are considered best qualified for promotion.

(c) Self-development. SSD Level IV. NCOs must take advantage of every civilian education opportunity. Pursuit of an Associates Degree or Bachelors Degree is strongly recommended. NCOs who have obtained a degree are best qualified for promotion. Soldiers who received distinguished recognition such as Brigade or USAREC Recruiter of the Year, Station Commander of the Year, NCO of the Year, SGT Audie Murphy Club, SGT Morales Club, etc. are clearly developing themselves at a level above their peers. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development refer to paragraph 24-3.

(d) Additional training. Guidance Counselor Operations Course, Master Trainer Course, Health Care Recruiter Course, Instructor Trainer Course, Developer Course, EO Course Drill Sergeant Course, Master Resiliency Course.

(e) Special assignments. Career Management NCO, Special Missions Recruiter (Health Care, SF, SOAR, Chaplain, and Warrant Officer), Liaison NCO, BDE EO NCO, Recruit the Recruiter NCO, Exhibit Team Chief, Foreign Military Liaisons, BDE/USAREC Staff NCO, Training With Industry, and NCO positions in Special Mission Units.(3) *SFC (Army Reserve).*

(a) Institutional training. Army Recruiter Course, Station Commanders Course, SLC. NCOs who achieve distinguished recognition (such as Honor Graduate or Commandant's List) are clearly ahead of their peers and should be considered best qualified for promotion.

(b) Operational assignments. NCOs should pursue leadership positions at every opportunity. USAR 79R leadership positions are limited however, NCOs should not avoid assuming additional responsibility. Key leadership positions for SFCs are Station/Center Commander, Assistant Center Commander and Team Leader. Successful performance while serving in these demanding leadership positions show that an NCO has strong potential for advancement to the rank of MSG. A staff assignment is any operational assignment not in the recruiting station/center. A staff assignment should not exceed 36 months. Other assignments that will prepare a SFC for success at skill level 5, Future Soldier Squad Leader, Recruiter, Recruiter – Processor, Recruiter – Prospector/Counselor, Engagement Team Member, and Recruiter Support Team Member, Instructor/Writer, and Guidance Counselor. Additionally, SFCs who perform successfully in skill level 5 positions are considered best qualified for promotion.

(c) Self-development. SSD Level IV. NCO's must take advantage of every civilian education opportunity. Pursuit of an Associates Degree or Bachelors Degree is strongly recommended. NCOs who have obtained a degree are best qualified for promotion. Soldiers who received distinguished recognition such as Brigade or USAREC Recruiter of the Year, Station Commander of the Year, NCO of the Year, SGT Audie Murphy Club, SGT Morales Club, etc. are clearly developing themselves at a level above their peers. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development refer to paragraph 24-3.

(d) Additional training. Guidance Counselor Operations Course, Master Trainer Course, Health Care Recruiting Course, Instructor Trainer Course, Developer Course.

(e) Special assignments. Healthcare Recruiter.

(5) MSG/1SG (Regular Army).

(a) Institutional training. USAREC First Sergeant Course. US Army Sergeants Major Course. NCOs who achieve distinguished recognition (such as Honor Graduate or Commandant's List) are clearly ahead of their peers and should be considered best qualified for promotion.

(b) Operational assignments. The most critical operational assignment for a MSG is the First Sergeant. There are ample opportunities within USAREC for a MSG to serve as a First Sergeant. Without an assignment as First Sergeant the opportunity for promotion to the rank of SGM or selection to CSM is extremely limited. 1SGs should serve a minimum of 24 months in position before seeking other operational assignments. Staff and special assignments should be viewed as career enhancing only after serving as 1SG. The position of Battalion Operations NCOIC is the most demanding staff position a MSG can serve in. Other staff assignments that will prepare a MSG

for success in skill level 6 are Senior Guidance Counselor and Senior Master Trainer. Additionally, MSGs who perform successfully in skill level 6 positions are considered best qualified for promotion.

(c) Self-development. SSD Level IV. Promotion to SGM or appointment to CSM is very competitive and all SGM and CSM positions require analytical skills. Continuing civilian education is beneficial to the development of the NCO as well as the development of subordinates. Pursuit of an Associates Degree or Bachelors Degree is strongly recommended. Completion of a degree program demonstrates an ability to plan towards and attain specific self-development objectives. NCOs who have obtained a degree are best qualified for promotion. Soldiers who received distinguished recognition such as Brigade or USAREC First Sergeant of the Year, Station Commander of the Year, NCO of the Year, SGT Audie Murphy Club, SGT Morales Club, etc. are clearly developing themselves at a level above their peers. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, refer to paragraph 24-3.

(d) Additional training. Guidance Counselor Operations Course, Master Trainer Course, Equal Opportunity Course, Inspector General Course, Training Developer Course, Instructor Training Course.

(e) Special assignments. Senior Career Management NCO, Division Chief (RRS), Special Programs NCO, EO Advisor, Assistant Inspector General, Recruit the Recruiter Team NCOIC, BDE/USAREC Senior Operations NCO, Foreign Military liaisons, and NCO positions in Special Mission Units.

(6) MSG/1SG (US Army Reserve).

(a) Institutional training. US Army Sergeants Major Course.

(b) Operational assignments. The most critical operational assignment for a MSG is First Sergeant. Without an assignment as First Sergeant the opportunity for promotion to the rank of SGM or selection for CSM is limited. 1SGs should serve a minimum of 24 months in position before seeking other operational assignments. Staff and special assignments should be viewed as career enhancing. Other demanding assignments that will properly prepare a MSG/1SG for success in skill level 6 are Senior Guidance Counselor, Operations NCOIC, and Senior Master Trainer. Additionally, MSGs who perform successfully in skill level 6 positions are considered best qualified for promotion.*(c) Self-development.* SSD Level IV. Continuing civilian education is beneficial to the development of the NCO as well as the development of subordinates. Pursuit of an Associates Degree or Bachelors Degree is strongly recommended. NCOs who have obtained a degree are best qualified for promotion. Soldiers who received distinguished recognition such as Brigade or USAREC First Sergeant of the Year, Station Commander of the Year, NCO of the Year, SGT Audie Murphy Club, SGT Morales Club etc. are clearly developing themselves at a level above their peers. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, refer to paragraph 24-3.

(d) Additional training. Guidance Counselor Operations Course, Master Trainer Course.

(e) Special assignments. Senior Career Management NCO, Division Chief (RRS), Special Programs NCO, Assistant Inspector General and USAREC Senior Operations NCO. (7) SGM/CSM (Regular Army).

(a) Institutional training. Pre-command Course.

(b) Operational assignments. USAREC CSM, Brigade CSM, Recruiting and Retention School CSM, Battalion CSM, and Operations SGM.*(c) Self-development.* SSD Level V. Bachelors Degree is strongly recommended. Pursuit of a Master's Degree is highly encouraged. For additional information on self-development, refer to paragraph 24-3.

(d) Additional training. USAREC Operations Sergeant Major Course.*(e) Special assignments.* Recruiting School SGM, USAREC Staff SGM (G3, G5, G7/9, IG, RSD), USASMA SGM Course Instructor, Proponent SGM.

(8) SGM/CSM (US Army Reserve).

(a) Institutional training. Pre-command Course.

(b) Operational assignments. Brigade Operations SGM, Battalion CSM.

(c) Self-development. SSD Level V. Bachelors Degree is strongly recommended. Pursuit of a Master's Degree is highly encouraged. For additional information on self-development, refer to paragraph 24-3.

(d) Additional training. None.

(e) Special assignments. USAREC Operations SGM.*d. Army career degrees.* See SOCAD Army Career Degree Program.*e. GI to Jobs.* See GI to Jobs COOL Web site.

24-5 MOS 79R Professional Development Model

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected

from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address:
<<https://ile.atsc.army.mil/pdmPublic/pdm.html>>

24-6 MOS 79S Career Counselor

a. *Major Duties.* Career Counselors serve as a special staff advisor to the Commander and the CSM on all matters relating to retention, reclassification, career development, separations and attrition management. Career Counselors regularly conduct staff assistance visits, interpret regulations, provide guidance for subordinates, manage objectives, manage and provide statistics, staff retention positions, and implement a budget in support of the retention program. They plan coordinate and conduct retention training and determine Soldiers eligibility and recommend Soldiers for retention duty. Career Counselors assist in sustaining Army personnel readiness by developing, implementing and maintaining aggressive Army retention programs and attrition management programs, designed to accomplish specific goals and missions consistent with governing laws, policies and directives. Career Counselors counsel, reenlist, extend or transition qualified soldiers into the Active Army or Reserve Component. Career Counselors assist in achieving and maintaining force alignment through the retention or transfer of qualified Soldiers into critical skills and locations. Career Counselors directly impact Army end strength and are force multipliers. Their functions are critical to the war fighting effort and directly support the five pillars of defense. These functions will continue when deployed, during war, operations other than war, or until suspended by the Secretary of the Army. MOS 79S has only one MOS-specific ASI; which is ASI 4R. This ASI specifically deals with the transitioning of active component Soldiers to the Army Reserves and National Guard. MOS 79S does not have authorizations for the following positions: First Sergeant, Platoon Sergeant, Drill Sergeant or EO Advisor. As an exception, a 79S may serve as a First Sergeant at the Recruiting and Retention School (RRS). Demonstrating excellence as indicated on a Career Counselor's NCOERs while maintaining assignment diversity is considered favorable and places these NCOs in the best qualified category for promotion. Refer to paragraphs 24-6c(1)(b), 24-6c(1)(e), 24-6c(2)(b), 24-6c(2)(e), 24-6c(3)(b), 24-6c(13)(e), 24-6c(4)(b), 24-6c(4)(e) for specific rank diversity preferred assignments.

b. *Prerequisites.* See DA Pam 611-21 in the HRC MOS Smartbook for details.

c. *Goals for Development.* The purpose of the Career Counselor Professional Development Model is to educate Career Counselors on how their careers and professional development patterns should unfold. To develop Career Counselors into professional NCOs, their assignments must focus on positions at the battalion and brigade level. Follow-on assignments at the division and installation level will then add to their overall professional and technical knowledge. Production assignments are those positions that directly impact the Army's retention mission. Back-to-back, non-production positions should be avoided. It is possible these situations could occur due to priority assignments from HRC. However, Career Counselors should seek the most challenging, professionally rewarding, leadership type positions such as Senior Career Counselor (with subordinate Career Counselors), Senior Operations NCO, Instructor/Writer, HRC Analyst or Career Counselor positions of greater responsibility. Career Counselors should seek to become well-rounded professionals during their careers by demonstrating their competence within multi-echelon environments, encompassing a variety of assignments, both CONUS and OCONUS.

(1) *SSG.*

(a) *Institutional training.* Career Counselor Course, Advanced Leader Course (ALC), and Transition NCO Course (ASI 4R).

(b) *Operational Assignments.* The focus during this phase of a Career Counselor's career must be on continued development and refinement of their counseling and leadership skills in addition to their technical expertise. The Career Counselor's job as the technical advisor to the Commander is essential to the maintenance of unit combat readiness and Army end strength. They implement local retention program procedures, counsel and assist Soldiers

on career goals and opportunities and train additional duty reenlistment NCOs. Successful performance in Skill Level 4 positions such as Senior Career Counselor or Operations NCO is a strong indication of potential success at the next skill level.

(c) Self-development. SSD Level III. All Career Counselors should strive to maximize every opportunity to pursue their civilian education that focuses on improving as a Career Counselor both personally and professionally. The Career Counselor's willingness to pursue educational goals that enhance their job performance will assist in their future development. Continuing civilian education is indicative of good time management skills, self development and motivation. Associate's degree or higher, is preferred and considered a plus for promotion to Sergeant First Class. Winning the Secretary of the Army Career Counselor of the Year, ACOM ASCC/DRU Career Counselor of the Year, Division or Installation Career Counselor of the Year awards is indicative of a Career Counselors technical and tactical knowledge and is considered a plus for promotion to Sergeant First Class. Recognitions such as NCO of the QTR/Year and inductions into the Sergeant Audie Murphy and Sergeant Morales clubs are also considered favorably by promotion boards. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, refer to para 24-3.

(d) Additional Training. Transition NCO Course, Airborne, Air Assault, Battle Staff, Ranger School and Master Resiliency Training.

(e) Special Assignments. None

(2) SFC.

(a) Institutional training. Career Counselor Course, Senior Leaders Course (SLC), Instructor Training Course, Small Group Instructor Course, Transition NCO Course (ASI 4R).

(b) Operational Assignments. The focus during this phase of a Career Counselor's career should be assignments as Senior Career Counselors, the most demanding position a SFC can serve in. The Senior Career Counselor's job as the senior technical advisor to the commander is essential in the maintenance of unit combat readiness, Army end strength, and the supervision of subordinate Career Counselors. Career Counselors should also focus on diversity by seeking out other demanding positions such as Operations NCO, Instructor/ Writer and HRC Analyst. The Operations NCO serves in support of a Senior Operations NCO and/or Command Career Counselor at the Division, Corps, and ACOM level for retention processing and quality assurance. They implement and supervise local retention program procedures. The Instructor/Writer conducts Army-wide and local retention training. They also write and update training materials that are utilized to train the retention force in support of the Total Army Retention program. The HRC Analyst serves in support of the Total Army Retention program by providing assistance to all Career Counselors enabling them to expedite retention processing of all Soldiers. The best qualified Career Counselors for promotion to Master Sergeant are those that show diversity in ACOM, ASCC, DRU assignments while averaging 3 to 5 excellence ratings on their NCOER and are consistently rated (among the best) as a Senior Career Counselor (Duty MOS 79S40), Operations NCO (Duty MOS 79S40), Instructor/Writer (Duty MOS 79S40) or HRC Analyst (Duty MOS 79S40). Successful performance in Skill Level 5 positions such as Senior Career Counselor or Operations NCO is a strong indication of potential success at the next skill level.

(c) Self-development. SSD Level IV. All Career Counselors should strive to maximize every opportunity to pursue their civilian education that focuses on improving as a Career Counselor both personally and professionally. The Career Counselor's willingness to pursue educational goals that enhance their job performance could assist in their future development. Courses in Statistics, Management, Communications, Marketing, Sales and Human Resources will only enhance the Career Counselor's ability to counsel and lead Soldiers. Continuing education is indicative of good time management skills, self development and motivation. Associate's degree or higher, is preferred and

considered a plus for promotion to Master Sergeant. Winning the Secretary of the Army Career Counselor of the Year, ACOM ASCC/DRU Career Counselor of the Year, Division or Installation Career Counselor of the Year awards is indicative of a Career Counselors technical and tactical knowledge and is considered a plus for promotion to Master Sergeant. Recognitions such as NCO of the QTR/Year and inductions into the Sergeant Audie Murphy and Sergeant Morales clubs are also considered favorably by promotion boards. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, refer to para 24-3.

(d) Additional Training. Transition NCO Course, Airborne, Air Assault, Instructor/Writer, Battle Staff, Master Resiliency Training, and Ranger School.

(e) Special Assignments. Instructor/Writer, Small Group Leader (NCOA), HRC Analyst, and Career Counselor in a Warrior Transition Unit.

(3) MSG.

(a) Institutional training. US Army Sergeants Major Course, Transition NCO Course (ASI 4R).

(b) Operational Assignments. The focus during this phase of the Career Counselor's career is to continue assignment diversity. It is encouraged and highly recommended that a Career Counselor seek opportunities to become well rounded at all levels of command. A Career Counselor will need to gain the experience from diversification to reach the level necessary to become a Command Career Counselor. Senior Career Counselor, Senior Operations NCO and Chief Instructor/Writer are the most demanding positions a Master Sergeant can serve in. The Senior Career Counselor's job as the senior technical advisor to the commander is essential in the maintenance of unit combat readiness, Army end strength, and to supervise subordinate Career Counselors. The Senior Operations NCO serves in support of the Command Career Counselor at the Division, Installation, Corps, ACOM, HRC and HQDA level for retention processing and quality assurance. They implement and supervise local retention program procedures. The Chief Instructor/Writer supervises the daily activities of the Retention Department Staff and responsible for training all newly assigned instructors. They supervise the development of course materials for the Active Army Retention and Reserve Component Transition courses. The best qualified Career Counselors are those that show diversity in ACOM, ASCC, DRU assignments while averaging 3 to 5 excellence ratings on their NCOER and are consistently rated (among the best) as a Senior Career Counselor (Duty MOS 79S50), Senior Operations NCO (Duty MOS 79S50) or Command Career Counselor (Duty MOS 79S60). Successful performance in Skill Level 6 positions such as Command Career Counselor is a strong indication of potential success at the next skill level.

(c) Self-development. SSD Level IV. Continuing civilian education and completing an Associates or Bachelors degree is considered best qualified and will only enhance a Senior Career Counselor's technical and professional knowledge. NCOs should remain physically fit and present an exceptional appearance at all times. Those who consistently achieve the APFT badge are also clearly ahead of their peers. For additional information on self-development, refer to para 24-3.

(d) Additional Training. Transition NCO Course, Airborne, Air Assault, Battle Staff, Ranger School, Master Resiliency Trainer and Training Development Middle Managers Course.

(e) Special Assignments. Senior Analyst HRC, Chief Instructor/Writer, Senior Career Management NCO, Professional Development NCO, Senior Training Developer and Writer and First Sergeant. (By exception, a 79S may serve as a 1SG at the RRS.)

(4) SGM.

(a) Institutional training. None

(b) *Operational Assignments.* The primary operational assignment for a SGM is Command Career Counselor. Command Career Counselors are normally assigned to progressively higher commands starting at the division or installation level. These positions are: Installation Command Career Counselor, Division Command Career Counselor, Corps Command Career Counselor, and ACOM Command Career Counselor. The Command Career Counselor serves as the Command Career Counselor for installation, division, corps, and ACOM level retention programs. They advise the Commander and Command Sergeant Major on all retention related matters. They also implements local retention program procedures and supervise the daily retention processing of subordinate Career Counselors.

(c) *Self-development.* SSD Level V. At this stage continued self-development can only assist in the continued technical and professional development a SGM can provide to their subordinate Career Counselors. Bachelors Degree is strongly recommended. Pursuit of a Masters Degree is highly encouraged. For additional information on self-development, refer to para 24-3.

(d) *Additional Training.* Transition NCO Course, Airborne, Air Assault, Battle Staff, Ranger School, Master Resiliency Training and Training Development Middle Managers Course,

(e) *Special Assignments.* Senior Army Career Counselor (Army G-1), Director of the Retention Department, Recruiting and Retention School, and Retention and Reclassification Branch Chief, HRC.

d. *Army career degrees.* See GoArmyEd.com.

e. *GI to Jobs.* See [GI to Jobs COOL Website](#).

24-7 MOS 79S Professional Development Model

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address:

<<https://ile.atsc.army.mil/pdmPublic/pdm.html>>

24-8. MOS 79T Recruiting and Retention Noncommissioned Officer (Army National Guard of the United States)

a. *Major duties.*

(1) 79T Recruiting and Retention NCOs (RRNCO) serve in both Title-32 (T-32) and Title-10 (T-10) AGR Positions. T-32 RRNCOs work within the civilian community and their assigned units in support of the ARNG Strength Maintenance Program. Duties involve fulfilling the three tenets of the Strength Maintenance philosophy: recruiting quality Soldiers, retaining MOS qualified Soldiers at ETS, and reducing the attrition of first-term Soldiers. These NCOs serve under the direction of the Recruiting and Retention Commander (RRC) in each of the 50 states and 4 territories pursuing achievement of the annual strength maintenance goals assigned by National Guard Bureau (NGB). A limited number of RRNCOs are selected to serve on Title 10 AGR Orders. These NCOs serve under the direction of NGB. Assignments are located worldwide and support the mission of the ARNG Strength Maintenance Division.

(2) *ARNGUS membership.* RRNCOs develop interest in ARNG membership through personal contacts, mail-outs, and other local marketing efforts. They make presentations about the ARNG to various school and civic organizations using comprehensive communication skills. They prepare and conduct presentations on such topics as the role of the ARNG, state/federal missions, features and benefits, employment opportunities and ARNG history. Leads are contacted in person or by electronic means. After leads are contacted and the individual indicates interest

in the ARNG, an interview is conducted with the prospect to determine enlistment qualifications for ARNG service. Training programs, enlistment options, and incentives available to ARNG applicants are explained.

(3) *Enlistee processing.* RRNCOs collect documentation, conduct initial background investigations, prepare enlistment packets and brief applicants on the testing and processing procedures necessary for enlistment. They use appropriate accessioning systems to complete and send all enlistment packets to MEPS, download leads, update leads as they progress, and make appointments. They also use appropriate accessioning systems to demonstrate work activity for validation of RRB funding, maintain prospect information, and school program information. The RRNCO also handles other prospect information, such as COI, VIP and unit member information as required. Effective time management and organizational skills must be utilized to accommodate the large number of prospects that must be contacted, interviewed, and processed.

(4) *Service.* RRNCOs continue to build a relationship with the applicant, not just during the enlistment process, but throughout ARNG membership. They counsel new enlistees about training requirements and opportunities for promotion. They perform administrative or logistical tasks necessary to prepare the Soldier for entrance into the Army National Guard and to be successful while part of the Recruit Sustainment Program (RSP). They work closely with supported units ensuring new Soldiers have a unit sponsor to expedite integration into the unit. RRNCOs also provide continual support and encouragement to enlistees through the completion of initial active duty for training (IADT).

(5) *Attrition.* RRNCOs monitor the unit attrition environment and assist unit leadership in attrition management. They assist unit first line leaders in career planning for enlisted Soldiers and conduct training in strength maintenance matters. They establish a partnership with the chain of command to prevent the loss of Soldiers before they reach the completion of their contracted term of service.

(6) *Guidance and training.* RRNCOs provide guidance and training for additional duty Retention NCOs in support of the unit's retention mission. They educate Soldiers concerning the value of ARNG membership and encourage them to extend their contract with the ARNG upon reaching the member's Expiration Term of Service (ETS). They monitor and assist leaders in interviewing and counseling of Soldiers during the course of their enlistment. They also ensure the Soldier's changing needs, goals, and aspirations are being addressed by unit leadership in order to enhance the retention of qualified Soldiers.

A list of primary Recruiting and Retention Battalion (RRB) positions is shown below.

- (1) **Recruiting & Retention NCO.** RRNCOs are the backbone of the R&R organization. Every effort should be made to ensure they are adequately trained and supported to accomplish their assigned three tenet SM mission. One RRNCO is assigned to each 120-140 member unit. When RRNCOs change duty position, every effort must be made to ensure that a backfill is hired. RRNCOs will utilize appropriate automated accessions applications and programs for all recruiting prospecting and processing activities to include lead refinement, telephone prospecting, test/physical and MEPS processing. Focus areas will include all schools, civic organizations, COI/VIP, and unit activities.
- (2) **Senior Recruiting & Retention NCO.** Senior RRNCOs are experienced in all aspects of the three tenets. Their communication skills are crafted and they are well versed on all ARNG Programs. They use their entire toolbox concentrating on school ownership, VIP, COI enrichment. They are important members and active in the community. Their expertise enables their leadership to use them as mentors for less experienced RRNCOs.
- (3) **Recruiting & Retention Team Leader.** RRTLs will supervise assigned SR RRNCO & RRNCOs. They interpret directives and policies for subordinates, and take corrective action to ensure accomplishment of team SM objectives. This position equates to a Platoon Sergeant. RRTLs are responsible for ensuring the team achieves its assigned monthly mission ethically and with integrity. They are responsible for the welfare, morale, motivation, administration, technical training, guidance, counseling, supervision and

professional development of assigned personnel. Personnel in these positions are not authorized to hold a position in another unit.

- (4) Recruiting & Retention Section Chief. REC & RET Section Chiefs supervise the RRTL, SR RRNCOs, RRNCOs, and may also supervise the RSP site. Position equates to a Noncommissioned Officer-In-Charge (NCOIC) of a detachment. They are responsible for ensuring the section achieves its assigned monthly mission ethically and with integrity. These SR NCOs are responsible for the welfare, morale, motivation, administration, technical training, guidance, counseling, supervision and professional development of assigned personnel. They also interpret directives and policies for subordinates, and take corrective action to ensure accomplishment of area SM objectives. Personnel in these positions are not authorized to hold a 1SG position in another unit.
- (5) First Sergeant. When authorized, the R&R 1SG positions are RRB field positions. The First Sergeant is responsible for a specified region of the state and supervises one company of the Recruiting and Retention Section Chiefs (REC & RET Section Chief) in the State. (For States 1000 or less end strength, supervises all REC & RET Section Chiefs). The chief duty of the 1SG is to support the Commander. 1SGs are the Commander's technical and tactical SM expert and provides mentorship to Commanders. The 1SG advises the Commander and assists in all aspects of R&R operations. The 1SG oversees the health, welfare, morale, and training of Soldiers. The 1SG sets and enforces high standards of conduct, appearance, manages the company's NCO DP, and is the top of the company's NCO support channel. Personnel in these positions are not authorized to hold a 1SG position in another unit.
- (6) Recruiting and Retention Sergeant Major. The RRS GM positions are RRB field positions. The RRS GM serves as the region subject matter expert on all matters pertaining to SM and as the primary advisor to the Deputy Commander on all enlisted matters. Personnel in these positions are not authorized to hold a SGM position in another unit.
- (7) Command Sergeant Major. The Command Sergeant Major (CSM) serves as the Senior Retention NCO in the organization. This NCO acts as the Commander's representative in supervising those aspects vital to operations determined by the Commander. The RRB CSM serves as the subject matter expert to the State CSM on all matters regarding SM. The CSM is also generally the most experienced recruiter in the organization, and as such is vitally important to the unit's success. The Commander and CSM engage in regular dialogue to stay in synch with where the unit is going and how it will get there. The CSM is the senior enlisted trainer and primarily responsible for training and coaching one level down. Additionally, the CSM oversees the training of all subordinates, ensuring that leaders at all levels provide the training necessary to accomplish the unit's mission. All CSMs must take personal responsibility to ensure that the SM objectives for their assigned command are achieved.

b. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details.

c. Goals for development. The purpose of the Recruiting and Retention NCO Professional Development Model is to inform the RRNCO how their career and professional development patterns should unfold. To develop RRNCOs into professional NCOs, assignments must center on leadership positions at various levels. Soldiers should make every effort to seek the more challenging and professionally rewarding leadership positions.

(1) SSG. (AGR T-32)

(a) Institutional training. ARNG Recruiting and Retention Course, ALC, ARNG 79T Conversion Course.

(b) Operational assignments. Recruiting and Retention NCO, Information Systems Specialist.

(c) Self-development. SSD Level III. NCOs must take advantage of every civilian education opportunity. Pursuit of an Associates degree or higher is strongly encouraged. NCOs should remain physically fit and present an exceptional appearance at all times. For additional information on self-development, refer to paragraph 24-3.

(d) Additional training. Recruit Sustainment Program, (RSP) Cadre Course, Automation NCO Course, Drill SGT School, Army Basic Instructor Course, and ARNG Battalion Career Counselor's Course.

(e) Special assignments. RSP Cadre.

(2) SSG. (AGR T-10)

(a) *Institutional training.* ARNG Recruiting and Retention Course, ALC, ARNG 79T Conversion Course.

(b) *Operational assignments.* Instructor/Writer, Personnel NCO.

(c) *Self-development.* SSD Level III. NCOs must take advantage of every civilian education opportunity. Pursuit of an Associates degree or higher is strongly encouraged. NCOs should remain physically fit and present an exceptional appearance at all times. For additional information on self-development, refer to paragraph 24-3.

(d) *Additional training.* Recruit Sustainment Program, (RSP) Cadre Course, Automation NCO Course, Drill SGT School, Army Basic Instructor Course, and ARNG Battalion Career Counselor's Course.

(e) *Special assignments.* Drill SGT, NGB forward deployed assignments.(3) SFC. (AGR T-32)

(a) *Institutional training.* SLC.

(b) *Operational assignments.* Senior Recruiting and Retention NCO, Recruiting and Retention Team Leader, Operations Sergeant, MEPS Guidance Counselor, Inter-State Transfer (IST) & In Service Recruiting Process (ISR) Specialist, Master Trainer, Initial Active Duty Training (IADT) Specialist. (c) *Self-development.* SSD Level IV. NCOs must take advantage of every civilian education opportunity. Pursuit of a Bachelors degree or higher is strongly encouraged. NCOs should remain physically fit and present an exceptional appearance at all times. For additional information on self-development, refer to paragraph 24-3.

(d) *Additional training.* MEPS Guidance Counselor Course, ARNG Liaison NCO/IADT Manager Course, ARNG Reserve Component Transition NCO Course, Army Basic Instructor Course, Drill SGT School and Recruit Sustainment Program (RSP) Cadre Course.

(e) *Special assignments.* Master Trainer, RSP Cadre. .

(4) SFC. (AGR T-10)

(a) *Institutional training.* SLC.

(b) *Operational assignments.* Instructor/Writer, Small Group Leader, Operations NCO, Senior Recruiting and Retention NCO, Reserve Component Career Counselor, ARNG Liaison NCO, Personnel NCO, Automation NCO, ARISS System Analyst, Waivers NCO.

(c) *Self-development.* SSD Level IV. NCOs must take advantage of every civilian education opportunity. Pursuit of a Bachelors degree or higher is strongly encouraged. NCOs should remain physically fit and present an exceptional appearance at all times. For additional information on self-development, refer to paragraph 24-3.

(d) *Additional training.* MEPS Guidance Counselor Course, ARNG Liaison NCO/IADT Manager Course, ARNG Reserve Component Transition NCO Course, Training Developer Middle Managers Course, Army Basic Instructor Course, Drill SGT School, Recruit Sustainment Program (RSP) Cadre Course, Reserve Component Career Counselors Course.

(e) *Special assignments.* Drill SGT, NGB forward deployed assignments.

(5) MSG/ISG. (AGR T-32)

(a) *Institutional training.* ARNG Recruiting and Retention NCOIC Course.

(b) *Operational assignments.* First Sergeant, Recruiting and Retention Section Chief, Recruiting and Retention Operations NCO, Senior MEPS Guidance Counselor, Senior Marketing and Education Specialist.

(c) *Self-development.* SSD Level IV. NCOs must take advantage of every civilian education opportunity. Pursuit of a Bachelors degree or higher is strongly encouraged. NCOs should remain physically fit and present an exceptional appearance at all times. For additional information on self-development, refer to paragraph 24-3.

(d) *Additional training.* Army Basic Instructor Course, MEPS Guidance Counselor Course, ARNG Liaison NCO/IADT Manager Course, ARNG Reserve Component Transition NCO Course, Army Basic Instructor Course, Drill SGT School, Recruit Sustainment Program (RSP) Cadre Course.(e) *Special assignments.* Senior Master Trainer, RSP Cadre.

(6) MSG/ISG. (AGR T-10)

(a) *Institutional training.* ARNG Recruiting and Retention NCOIC Course.

(b) *Operational assignments.* Deputy Commandant NCOA, Senior Operations NCO, Section Chief, Senior Instructor/Writer, Senior Writer/Instructor, AMEDD NCO, Senior Recruiting and Retention NCO, Marketing NCO.

Senior Reserve Component Career Counselor, Senior ARNG Liaison NCO, ROC/Waivers NCO, Senior Retention NCO, Accessions NCO, Senior Guidance Counselor, RSP Support NCO, Ombudsman NCO, ESGR NCOIC.

(c) *Self-development.* SSD Level IV. NCOs must take advantage of every civilian education opportunity. Pursuit of a Bachelors degree or higher is strongly encouraged. NCOs should remain physically fit and present and exceptional appearance at all times. For additional information on self-development, refer to paragraph 24-3.

(d) *Additional training.* Army Basic Instructor Course, Training Developer Middle Managers Course, Reserve Component Career Counselors Course.

(e) *Special assignments.* NGB forward deployed assignments.

(7) *SGM/CSM.* (AGR T-32)

(a) *Institutional training.* United States Army Sergeants Major Course.

(b) *Operational assignments.* Recruiting & Retention SGM, Recruiting & Retention BN CSM.

(c) *Self-development.* SSD Level V. NCOs must take advantage of every civilian education opportunity. Completion of a Bachelors degree or higher is strongly encouraged. For additional information on self-development, refer to paragraph 24-3.

(d) *Additional training.* ARNG RRF Leadership Course.

(e) *Special assignments.* None

8) *SGM/CSM.* (AGR T-10)

(a) *Institutional training.* United States Army Sergeants Major Course.

(b) *Operational assignments.* Recruiting & Retention SGM, Division SGM, SMTC SGM/Chief Instructor, Career Counselor SGM, ARNG Liaison SGM, Senior Enlisted Advisor, Branch SGM, Special Actions NCO, ARISS Liaison NCO.

(c) *Self-development.* SSD Level V. NCOs must take advantage of every civilian education opportunity. Completion of a Bachelors degree or higher is strongly encouraged. For additional information on self-development, refer to paragraph 24-3.

(d) *Additional training.* ARNG RRF Leadership Course.

(e) *Special assignments.* NGB forward deployed assignments.

d. *Army career degrees.* See SOCAD Army Career Degree Program.

e. *GI to Jobs.* See GI to Jobs COOL Web site.

24-9. MOS 79T Professional Development Model

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address:

<<https://ile.atsc.army.mil/pdmPublic/pdm.html/>.

24-10. MOS 79V Army Reserve Career Counselor

a. *Major duties.* Army Reserve Career Counselors (ARCCs) are force multipliers that directly impact Army Reserve end strength by reenlisting and transitioning Soldiers throughout the United States, Puerto Rico, the Virgin Islands, Guam, American Samoa, Europe and Asia. The majority of career counselors work from locations outside a 50 mile radius of military installations and lack Army support networks other Soldiers have on a daily basis. As a result, a much greater degree of responsibility and initiative is required compared

to Soldiers living and working on military installations. ARCCs support the Army's force generation model requirements through the transitioning of active duty Army and individual ready reserve (IRR) Soldiers to the selected reserve (SELRES), reenlisting Army Reserve Soldiers, prospecting and assisting Soldiers on the following actions: become Army Reserve warrant officers, complete the direct commissioning process, access into AGR CMF 79 positions, and assist in supporting non-participant recovery programs. ARCCs provide life cycle career management. They interview and counsel Soldiers to assist with determining and achieving individual goals, desires, training opportunities, and with finding Army programs to fit the specific individual based on qualifications. ARCCs perform extremely difficult and demanding duties which require great flexibility. They operate in civilian environments under limited direct supervision and have less opportunities for overseas assignments than their Regular Army counterparts. A list of primary proponent demanding positions are shown below.

(1) Area Leader. Area leaders supervise, manage, and evaluate the performance of several ARCCs geographically spread out in an area that may cover more than 1,000 square miles and containing multiple troop program units (TPUs). They must be subject matter experts on all retention and transition matters and serve as the primary source for Soldier career guidance and planning. While being leadership focused, they also must remain technically proficient as they must operate multiple advanced information technology systems and software applications that support retention and transition efforts. Area leaders manage area retention and transition missions, track accomplishment statistics, provide leadership, mission-essential task list (METL) training, production management, quality control, and mentor, coach, and guide subordinate ARCCs that support TPU Soldiers. They conduct quality assurance visits, develop a yearly training calendar (YTC), foster relationships and liaison with command leadership of supported TPUs, regional support commands (RSCs), major subordinate commands (MSCs), Soldier readiness processing centers (SRPCs), Reserve Component Career Counselors (RCCCs), and United States Army Recruiting Command (USAREC) personnel within their area geographic boundaries. Area leaders are responsible for and maintain control of hundreds of thousands of dollars worth of equipment and sensitive items, and are responsible for their area achieving its assigned retention and transition objectives.

(2) Operations NCO. Operations NCOs are responsible for all operational functions within the battalion and are subject matter experts on all retention and transition matters. They assist the commander, executive officer, and sergeant major (SGM) with managing retention and transition goals and objectives. Operations NCOs supervise three assistant operations NCOs and a human resources NCO. They support area leaders, special missions NCOs, a headquarters (HQ) staff element, and provide oversight with awards and other programs as directed. Operations NCOs analyze, monitor, and report retention and transition mission and personnel data. They provide retention program guidance and plan and coordinate command METL training requirements based on yearly training guidance (YTG) and the YTC. Operations NCOs monitor Selected Reserve Incentive Program (SRIP) exceptions to policy and requests for antedated reenlistments. They manage bonus control numbers and support for all automated systems. They conduct quality assurance visits, develop the command YTC, foster relationships and liaison with command leadership of TPUs, RSCs, MSCs, SRPCs, RCCCs, and USAREC personnel within their battalion geographic boundaries. As subject matter experts, Operations NCOs must interpret regulations for leaders and subordinates.

(3) Battalion Sergeant Major. The Battalion SGM serves as the senior enlisted expert for retention and transition issues. They advise the battalion commander on matters concerning the command and serve as retention program advisors to commanding generals, command sergeants major, and command leadership

teams of units within their battalion geographical boundaries. They assist the Battalion Commander during RSC, MSC, or other important functions occurring within their battalion geographic boundary. The Battalion SGM coordinates and employs strategic plans for mission success and assists with the development and execution of the annual retention and transition plan, METL, YTG, YTC, and budget for their battalion. Battalion SGMs manage enlisted Soldier assignments, training, NCODP, and directly supervise headquarters enlisted staff personnel, area leaders, accessions regional managers, special missions NCOs, and other enlisted Soldiers assigned to the battalion. Battalion SGMs conduct area quality assurance visits, participate in USAREC Accession Zone Conferences (AZC), foster relationships and liaison with command leadership of supported TPUs, RSCs, MSCs, SRPCs, RCCCs, and USAREC personnel within their battalion geographic boundaries.

(4) Operations Sergeant Major, Army Reserve Careers Division (ARCD). The Operations SGM, ARCD provides operational guidance to the ARCD HQ and field force consisting of 13 geographically dispersed battalions with more than 1,600 Soldiers that support over 35 MSCs throughout the Army Reserve. The Operations SGM serves as the operations and management advisor for battalion commanders and is the senior subject matter expert in operations branch at ARCD responsible for the oversight of all retention operations within the command. The Operations SGM maintains operational oversight of a HQ staff consisting of over 40 senior NCOs. The Operations SGM prepares, reviews, and updates all policy letters and memoranda, oversees the coordination of quarterly training briefings, annual training conferences, training workshops, and executes NCODP and annual training requirements for the ARCD HQ staff.

b. Prerequisites. See DA Pam 611-21 in the Army G1 Smartbook (<https://smartbook.armyg1.pentagon.mil/default.aspx>) for details.

c. Goals for development. The purpose of the Army Reserve career counselor Professional Development Model (PDM) is to depict the schooling, operational assignments, and self-development goals that define and enhance the qualifications needed for the career counselor to remain competitive, relevant, responsive and ready to meet the needs of MOS 79V. In order to develop career counselors into well rounded professional senior NCOs, varied assignments, supervisory leadership positions, special assignments, and follow on assignments at battalion and higher level headquarters are critical. Career counselors should make every effort to seek the more challenging, and professionally rewarding leadership positions such as Area Leader, Operations NCO, Battalion SGM, Operations SGM, ARCD. Headquarters level staff assignments are excellent for forming a well rounded understanding of retention operations and have a high operational tempo (OPTEMPO), but career counselors should only seek out these assignments after adequate development in leadership positions.

(1) *SSG.* There are no authorized SSG positions for MOS 79V based on force structure. However, Soldiers in the rank of SSG may fill valid vacant SFC 79V positions IAW Army manning guidance. SSGs assigned to SFC 79V positions must meet prerequisites for award of MOS based on DA Pam 611-21 and should refer to the guidance provided in Para 24-10c(2) below as it relates to institutional training, operational assignments, self-development, additional training and special assignments for a SFC 79V.

(2) *SFC.*

(a) Institutional training. Completion of the Army Reserve Career Counselor Course and Senior Leader Course (SLC).

(b) Operational assignments. NCOs should seek demanding leadership positions at all opportunities. Successful performance while serving in demanding leadership positions show that a NCO has strong potential for advancement. ARCCs stand out from peers by accepting a variety of operational assignments in different geographical locations throughout their time in the CMF. The focus of the ARCC is to serve in Army Reserve Centers

supporting multiple units. The typical ratio is one ARCC for every 300 enlisted Soldiers. They also serve as Accession Career Counselor (ACC), Transition NCO, Accessions NCO, Assistant Operations NCO, and Command Career Counselor at Direct Reporting Units (DRUs).

(c) Self-development. SSD Level IV. Although the operational tempo (OPTEMPO) is high, NCOs must take advantage of every opportunity to complete civilian education. A college degree is not a requirement, but it is strongly recommended that senior NCOs at this level complete an associate degree or equivalent. The purpose of this is to improve competitiveness and obtain a leadership edge. Senior NCOs must demonstrate that they are dedicated to self-development and looking for better ways to lead. One way to accomplish this is to successfully complete college courses in areas such as management and communication. Soldiers who receive distinguished recognition as the Secretary of the Army, Army Reserve Career Counselor of the Year, or induction into the SGT Audie Murphy Club, etc., are clearly developing themselves at a level above their peers.

(d) Additional training. Army Basic Instructor Course (ABIC) (SQI 8), Small Group Instructor Trainer Course (SGITC), Battle Staff Operations Course (ASI 2S), Transition NCO Course (ASI 4R), Master Resilience Trainer (MRT) Course (ASI 8R), Equal Opportunity Advisor Course (SQI Q), Inspector General (IG) Course (SQI B), and Master Fitness Trainer Course (ASI P5).

(e) Special assignments. The Army and the Army Reserve provide a special opportunity for the most outstanding Soldiers to serve with distinction. As a 79V, you may be selected to serve your country in a critical position on a DA level staff at the ARCD HQ, as an ARCC deployed forward to a theater area of responsibility (AOR), as a Non-career Recruiter (SQI 4), Senior Instructor at the Army Reserve Readiness Training Center (ARRTC), or detailed as an Assistant IG. Successful performance in special assignments can be career enhancing. Another option that is available is to volunteer for special assignments. This alternative provides more control over when to accept an assignment and possibly the opportunity to select a choice location. Special assignments are in one-tour increments and should not be performed consecutively. This practice enhances MOS proficiency and creates a well rounded professional Soldier.

(3) MSG. Institutional training. US Army Sergeants Major Course.

(a) Operational assignments. These senior NCOs take on a significant leadership role as career counselors serving as an Area Leader, Senior Transition NCO, Accession Regional Manager, Operations NCO, Special Missions NCO, and Senior Command Career Counselor. Prior to this skill level, the duty positions required more technical competence and allowed a Soldier to hone these skills in preparation for promotion. The MSG duty positions require knowledge, skills and abilities in the following areas; leading, organizing, training, counseling, mentoring and follow thru. These positions are challenging, but they prepare the senior NCO for the next level.

(b) Self-development. SSD Level IV. Continuing civilian education is beneficial to the development of the senior NCO. Civilian education is not a requirement to make SGM or for lateral appointment to CSM. However, continuing education (completion of an associate, bachelor, or master degree) is strongly recommended since promotion to SGM is very competitive and could make a difference between two equal records. Completion of a degree program demonstrates an ability to plan towards and attain specific self-development objectives.

(c) Additional training. Army Basic Instructor Course (ABIC) (SQI 8), Small Group Instructor Trainer Course (SGITC), Training Developer Course (SQI 2), Battle Staff Operations Course (ASI 2S), Transition NCO Course (ASI 4R), Master Resilience Trainer (MRT) Course (ASI 8R), Equal Opportunity Advisor Course (SQI Q), Inspector General (IG) Course (SQI B), and Master Fitness Trainer Course (ASI P5).

(d) Special assignments. The Army and the Army Reserve provide a special opportunity for the most outstanding Soldiers to serve with distinction. As a 79V, you may be selected to serve your country in a critical position such as 79V proponent or other position on a DA level staff at the ARCD HQ, Theater Retention Manager deployed forward to a theater AOR, Chief Instructor or Chief Course Writer at the Army Reserve Readiness Training Center (ARRTC), or detailed as an Assistant IG. Successful performance in these assignments can be career enhancing. Special assignments are in one-tour increments and should not be performed consecutively. This practice enhances MOS proficiency and creates a well rounded professional Soldier.

(4.) SGM/CSM.

(a) Institutional training. USAR BN/BDE Pre-Command Course.

(b) Operational assignments. NCOs at this level may serve as Battalion SGM at a battalion HQ or as the Operations SGM at ARCD HQ.

(c) Self-development. SSD Level V. A Bachelors Degree is strongly recommended and pursuit of a Masters Degree is highly encouraged.

(d) Additional training. Army Basic Instructor Course (ABIC) (SQI 8), Small Group Instructor Trainer Course (SGITC), Training Developer Course (SQI 2), Battle Staff Operations Course (ASI 2S), Transition NCO Course (ASI 4R), Master Resilience Trainer (MRT) Course (ASI 8R), Equal Opportunity Advisor Course (SQI Q), Inspector General (IG) Course (SQI B), and Master Fitness Trainer Course (ASI P5).

(e) Special assignments. Retention SGM for the 84th USARRTC, Army G-1 Reserve Retention SGM, Reserve Component Career Counselor (RCCC) SGM, USASMA SGM Course Instructor, and ARCD CSM.

d. Army career degrees. See 79V Army Career Degree Program.

e. GI to Jobs. See GI to Jobs COOL Web site.

24-11. 24-11. MOS 79V Professional Development Model

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address:

<<https://ile.atsc.army.mil/pdmPublic/pdm.html>