

## **Recruiting and Retention (CMF 79) Career Progression Plan**

### **Chapter 1. Duties**

The Recruiting and Retention Force sustains the United States Army and directly impacts the Army end strength; which supports readiness, force structure, and sustainability. Noncommissioned Officers (NCOs) focus on Recruiting and Retention support to sustain America's Army in support of full spectrum operations. 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 (IAW) Defense Planning Guidance and applicable regulations. Career Management Field (CMF) 79 Soldiers will possess working knowledge of the following publications as required: Army Regulation (AR) 25–55; AR 340–21; AR 601- 210; AR 601-280 and Privacy Act Systems of Records Notices.

### **Chapter 2. Transformation**

The Recruiting and Retention Force, CMF 79 represents the Army within our ranks and communities. This force is responsible for enlisting and retaining qualified men and women into the Regular Army (RA), the Army Reserve (AR), and the Army National Guard (ARNG). The mission of CMF 79 Soldiers is to reach and/or maintain Army end-strength required for the RA, AR and ARNG components. Soldiers within CMF 79 use mentoring, counseling, and coaching to achieve recruiting and retention objectives. 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 receive assignments to RA, AR, or ARNG units. These positions require Soldiers to work autonomously within communities or serve as a special staff NCO to Army Organizations. CMF 79 NCOs must have a comprehensive understanding of the RA, AR, and ARNG. They must be Subject Matter Experts (SMEs) regarding career opportunities, incentives, entitlements, and community relations. These NCOs must demonstrate mental and physical discipline, 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.

### **Chapter 3. Recommended career management self-development by rank**

*a. Private - Specialist/Corporal.* Not applicable. Soldiers may enter CMF 79 at the rank of Sergeant (SGT) to Military Occupation Specialty (MOS) 79R. However, the Army Force Structure for MOS 79R (RA), 79S and 79T (Title 32) begins at Staff Sergeant (SSG). Force structure for MOS 79R (AGR), 79T (Title 10) and 79V begins at SFC.

*b. All Ranks: Sergeant - Sergeant Major/Command Sergeant Major.*

(1) The Service members Opportunity Colleges Army Degree website provides information on degree programs that relate to military occupational specialties. NCOs who consider lifelong learning as part of self-improvement should attend college to further their self-development.

(2) The Army Learning Management System provides excellent educational advancements in continuing education, leadership and technical proficiency. The Army Continuing Education System website also lists educational opportunities. The Credentialing Opportunities On-Line website provides a listing of certifications. Visit the Army Education Center on your installation for information on these and other educational programs.

*c. Sergeant.*

(1) NCOs will read and demonstrate knowledge of the following military publications: AR 601-210; Army Doctrine Publication (ADP) 3-0; Army Doctrine Reference Publication (ADRP) 3-0; ADP 6-0; ADRP 6-0; ADP 6-22; ADRP 6-22; Training Circular (TC) 7-22.7; as well as all appropriate level maintenance manuals relating to their equipment, battle drills, and current assignment.

(2) Self-development reading suggestions include: My Men are Hero's by Brad Kasel; Common Sense Training by Arthur S. Collins; Small Unit Leadership by Mike Malone and other Army Leadership publications.

(3) Self-development educational recommendation. Achievements such as pursuing a college education at this level is not mandatory but places an individual ahead of their peers.

(4) Self-development competitive Soldier boards, such as NCO of the Quarter/Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) Distributed Leader Course (DLC) II: DLC Level II grooms the Sergeant (SGT) to react to cultural dynamics in the joint, interagency, intergovernmental, and multinational environment. DLC II serves as a prerequisite for the Advanced Leader Course (ALC). Soldiers are automatically enrolled by Human Resources Command (HRC) into DLC II upon completion of the Basic Leader Course and promotion to SGT. Completion of DLC II is a prerequisite for attendance to the Advanced Leader Course, and being recommended for promotion to SSG. Soldiers have 24 months to complete DLC II. NCOs in MOS (79S and 79T) must request an Exception to Policy (ETP), IAW AR 350-1, to be awarded constructive credit for ALC Phase II after completion of DLC II.

*d. Staff Sergeant.*

(1) NCOs will study and demonstrate proficient knowledge of all previous military publications and self-development recommendations at the SGT level, in addition to the following publications: AR 350-1; AR 623-3; AR 670-1 and DA PAM 623-3.

(2) Self-development reading suggestions at this level include: The NCO Officers' Family Guide, Beau Gross; readings on famous military leaders (that is, Grant, Pershing, Patton, Bradley, Ridgeway, Westmoreland and Schwartzkopf); The Story of the NCO Officer Corps, David W. Hogan (USA Center of Military History).

(3) Self-development educational recommendation. Achievement of an Associate's Degree (or 60 semester hours of college) at this level places an individual ahead of their peers.

(4) Self-Development competitive Soldier boards, such as NCO of the Quarter/Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) DLC: DLC Level III provides the Staff Sergeant (SSG) an opportunity to improve as a leader, a professional, and as an individual in the human dimension. The course develops the leadership skills needed to lead a platoon size element and to make quick,

accurate decisions that are in the best interest of the mission and Soldiers. DLC III serves as a prerequisite for the Senior Leader Course (SLC). To further their education on joint military doctrine, Soldiers are encouraged to complete the Senior Enlisted Joint Professional Military Education level I (SEJPME-I) course via Joint Knowledge Online (JKO). Soldiers have 24 months to complete DLC III.

*e. Sergeant First Class.*

(1) NCOs will study and demonstrate expert knowledge to all previous military publications and self-development recommendations at the SSG level, in addition to the following publications: AR 25-50; AR 135-18; AR 750-1; ADP 7-0 and ADRP 7-0.

(2) Self-development reading suggestions include: *The Art of War* by Sun Tzu (edited by Jomini, Antoine and Messenger, Charles); *The One Minute Manager*, Kenneth Blanchard; *The Resilience Factor*, Karen Reivich; *Virtual Leadership* by Jaclyn Kostner; and continue reading about famous military leaders.

(3) Self-development educational recommendation. Achievement of an Associate's Degree and an additional 30 semester hours towards a Bachelor's degree (or 90 semester hours toward a Bachelor's degree) places an individual ahead of their peers.

(4) Self-development competitive Soldier boards, such as NCO of the Quarter/Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) DLC: DLC Level IV tasks develops the Sergeant First class (SFC) to lead at the unit and organizational level. Soldiers will develop the skills necessary to ensure the unit is ready, trained, proficient, disciplined, and motivated. The course prepares the learner for unit-level administrative and staff roles to ensure successful operations. DLC IV serves as a prerequisite for the Master Leader Course (MLC). It is recommended that upon completion of this DLC level, Soldiers complete SEJPME-II, a course that prepares senior enlisted leaders to successfully support activities and supervise multiple Service members in a joint organization environment. Soldiers have 24 months to complete DLC IV.

*f. Master Sergeant/First Sergeant.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important; military records are fiercely competitive, and demand increased prerequisites for promotion.

(2) Self-Development reading suggestions: NCOs will study and master all military publications and self-development readings and recommendations at the SFC level, to include the following publications: AR 220-1; AR 600-8-19, AR 600-20; AR 600-100; DA PAM 611-21; DA PAM 600-25; and FM 7-22; STP 21–24 SMCT. Continuous professional reading aids the Senior NCO in developing and refining organizational leadership skills to coach, teach and mentor Soldiers. NCOs will broaden their focus and pursue functional course offerings from various sources. Additional self-development reading suggestions include: *On War and Leadership*, Owen Connelly; *Medal of Honor*; *One Man's Journey From Poverty and Prejudice*, Roy P. Benavidez; *Sergeant Major of the Army (SMA) Reading List*; NCOs should be familiar with and understand how the Army runs to influence and improve the Army's systems and contribute to the success of their organization is paramount.

(3) Self-Development educational recommendation: Completion of a Bachelor's degree places an individual ahead of their peers.

(4) Self-Development competitive Soldier boards, such as NCO of the Quarter/Year and the SGT Audie Murphy/SGT Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) DLC: DLC V tasks prepares Master Sergeants (MSG) and First Sergeants (1SG) to close the gap between tactical and strategic planning. Learners analyze and apply knowledge, which will assist them in carrying out policies and standards on the performance, training, appearance, and conduct of enlisted personnel resulting in senior leaders who are ready to advise and initiate recommendations pertaining to the local NCO support channel. DLC V serves as the prerequisite for the Sergeants Major Course (SMC). Soldiers have 24 months to complete DLC V.

*g. Sergeant Major/Command Sergeant Major.*

(1) SGM's/CSM's often represent the command or Army in civic functions. Therefore, community and public relations skills, and outstanding communication skills are extremely important.

(2) Self-Development reading suggestions: The SGM/CSM reads publications on their chains of command professional reading list, Chief of Staff (CSA) of the Army Reading List, SMA Reading list; General Army Links, and Army Leadership publications. Continual reading about world politics, geopolitical issues, Army Doctrine, Training Publications and Field Manuals relating to Army Operations and current battle doctrine enhance the knowledge base of the leader.

(3) Self-Development educational recommendation: At this level, the pursuit of a Master's Degree or higher level education is desirable.

(4) Self-Development competitive Soldier boards. N/A

(5) DLC: DLC VI educates senior Sergeants Major (SGM) 6C/6S and Command Sergeants Major (CSM) 7C/7S to perform senior-level duties at brigade level positions in today's operational environment (OE). This course provides the Army with self-aware, adaptive leaders of character and competence with the skills to shape and overcome the friction created by uncertainty and operate in any operational environment. DLC VI will serve as a prerequisite for the Nominative Leader Course (NLC). Soldiers have 24 months to complete DLC VI.

#### **Chapter 4. MOS 79R Army Recruiter**

*a. Major duties.* Recruiters are agile and adaptable Army professionals who display moral character, competence and resolute commitment while serving in positions of special trust and authority. They conduct initial accession operations, and in-service special mission recruiting in a decentralized geo-dispersed environment throughout the United States and its territories; as well as the American communities in Europe and Asia. They are charged with the mission to recruit America's best volunteers to enable the Army to win in a complex world. They conduct population-centric operations to acquire the talent needed to meet the needs of the Army G1 for both the RA and AR. Select recruiters serve in Special Mission Units to recruit in-service applicants from all branches of Department of Defense to fill manning requirements that are highly sensitive and have a direct impact on national security. The majority of recruiters work separated from any military post and lack the Army support networks other Soldiers

have on a daily basis. Recruiters require a higher degree of responsibility and initiative. Recruiters evaluate applicants' occupational, educational, socio-economical, moral, and psychological background to determine initial enlistment qualifications for Army service. They act as the Army's Ambassadors to the American people by building and sustaining networks with elected officials, and community business leaders in support of population-centric operations to maximize the Army's end state. Recruiter's interview and counsel prospective applicants to determine individual goals and desires. They discuss personal aptitudes, training opportunities, job satisfaction, 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 must have the ability to develop and execute strategic communications to explain the occupational and organizational structure of the Army to applicants, parents, and government officials, private and civic organizations. All recruiters must meet the Secretary of the Army's Position of Special Trust and Authority criteria.

*b. Prerequisites.* See DA Pam 611–21 (the Army G1 Smart book)

<https://www.milsuite.mil/book/Groups/smartbookdapam611-21> and AR 601-1

<http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx> for details.

*c. Goals for development:* The Recruiter Professional Development Model (PDM) informs the career recruiter how their career and professional development patterns should unfold. Soldiers gain new perspectives, sharpen skills, garner new insight, and bring fresh objectivity to an organization through a variety of assignments. Recruiters develop into professional NCOs through assignments centered on leadership positions at the recruiting station and company level. Soldiers will make every effort to seek the more challenging and professionally rewarding leadership positions (e.g. Station Commander and First Sergeant (1SG)). NCOs will serve in a variety of challenging positions throughout their career as they progress to develop tactical and technical expertise. These positions (or assignments) are separated into the following categories; operational/institutional (leadership) assignments, and special (key developmental and broadening) assignments. For the purpose of this chapter, MOS 79R defines operational assignments as a critical or key leadership position. To enhance serious consideration for promotion, the 79R PDM requires successful completion of an operational assignment. Soldiers who perform successfully in an operational assignment at a skill level currently above their own, will be given credit for their operational time at the advanced level for which they served. (Example. A SSG who served in an authorized SFC TDA position will be given operational assignment credit as a SFC. A SFC who served in an authorized 1SG TDA position will be given operational assignment credit as a 1SG. A MSG who served in an authorized SGM TDA position will be given operational assignment credit as a SGM). However, to the greatest extent possible all Soldiers should serve in a duty position congruent to their current rank and only in exceptional cases should they be assigned to an escalated duty position. Curtailments are highly discouraged during the initial operational assignment. Operational assignments are typically 36 months. Special assignments (or proponent specific challenging/high risk assignments) are further separated into two additional sub-categories; key developmental assignments and broadening assignments. MOS 79R defines a key developmental assignments as positions required to develop critical technical skills and experience. MOS 79R defines a

broadening assignment as the purposeful expansion of a NCO's core MOS proficiency and leadership, provided through developmental assignments, education, training, and other opportunities both within and outside their career management field, resulting in agile and adaptive leaders capable of operating in complex environments. Both key developmental and broadening assignments help develop an NCO's professional knowledge and results in a leader who can operate in complex environments. Soldiers should seek key developmental or broadening assignments only after successful completion of an operational assignment. Key developmental or broadening assignment tour lengths are typically 36 months. Key developmental or broadening assignments should not exceed 36 months. NCOs should not seek consecutive key developmental or broadening assignments. Soldiers who have demonstrated success in multiple operational assignments, or an operational and key developmental assignment, or an operational and broadening assignment are considered most qualified for promotion. Therefore, the subsequent assignment following an operational assignment will be considered equally weighted regardless if that assignment is a second operational assignment, a key developmental assignment, or a broadening assignment. Serving in a variety of positions is paramount and the experiences gained, helps to develop well-rounded Soldiers. However, every Soldier may not have the opportunity to serve in a key developmental or broadening assignment prior to advancing to the next skill level due to availability. Therefore, an NCO's overall performance (not assigned duty position) is the critical factor for promotion to the next pay grade.

*(1) Sergeant.*

(a) Institutional training. Army Recruiter Course (ARC). Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate, Commandant's List, and Distinguished Leader Award.

(b) Operational assignments. There are very few positions afforded to SGTs. To enhance serious consideration for promotion, the 79R PDM requires successful completion of an operational assignment. However, the 79R structure starts at SSG. Therefore, although SGTs have been allowed to enter the MOS, there is no expectation that they will serve in Station Commander positions. This practice is highly discouraged as it fails to allow the Soldier's core recruiter skills to manifest without additional requirements. The focus during this phase of a career must be on continuing the development and refinement of leadership skills, and tactical and technical expertise. The following duty descriptions are for operational assignments:

i. Recruiter. 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 RA and AR. 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.

(c) Self-development:

- i. Self-development reading suggestions: NCOs will study and demonstrate proficient knowledge of 25-3c (1), in addition to the following publications: UR 601-210; UM 3-0; UM 3-31; UM 3 (VI); and all USAREC TCs. Additional self-development reading suggestions include: *Leading From the Front: Answers for the Challenges Leaders Face*, David Garic.
  - ii. Self-development education recommendation. Achievements such as pursuing a college education at this level is not mandatory but places an individual ahead of their peers.
  - iii. Self-development competitive Soldier boards. Soldiers who receive distinguished recognition such as Recruiter of the Year, NCO of the Year (Brigade level or higher), SGT Audie Murphy Club, SGT Morales Club, or any installation/post level recognition, etc. clearly develop themselves at a level above their peers.
  - iv. NCOs will remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the Army Physical Fitness Test (APFT) and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.
  - v. NCOs who have earned the Gold Recruiter Badge or Master Recruiter Badge should be considered highly qualified when competing for promotion; NCOs who have earned the Gold Recruiter Ring, or the Glen E. Morrell award should be considered most qualified and ahead of their peers when competing for promotion.
  - vi. DLC: DLC Level II grooms the SGT to react to cultural dynamics in the joint, interagency, intergovernmental, and multinational environment. DLC II serves as a prerequisite for the Advanced Leader Course (ALC). Soldiers are automatically enrolled by Human Resources Command (HRC) into DLC II upon completion of the Basic Leader Course and promotion to SGT. Completion of DLC II is a prerequisite for attendance to the Advanced Leader Course, and being recommended for promotion to SSG. Soldiers have 24 months to complete DLC II. IAW DA PAM 611-21, SGTs (RA and AR) must complete ALC prior to reclassification to MOS 79R. (Non-waiverable).
- (d) Additional training. None.
- (e) Special assignments. None.
- (2) Staff Sergeant (RA) and Active Guard Reserve (AGR).*
- (a) Institutional training. ARC, Station Commander Course (SCC). Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate, Commandant's List, and Distinguished Leader Award.
- (b) Operational assignments. There are few positions afforded to SSGs. To enhance serious consideration for promotion, the 79R PDM requires successful completion of an operational assignment. The focus during this phase of a career must be on continuing the development and refinement of leadership skills, and tactical and technical expertise. The NCO becomes grounded in solid doctrinal procedures and builds a strong technical and tactical foundation for future assignments within United States Army Recruiting Command (USAREC) through career progression assignments. The SSG is responsible for gathering intelligence, building enduring community-centric networks, identifying recruiting targets within their environment and leveraging technology to complement and enable their leader skills. They decisively tell

The Army Story and their personal story to acquire human capital for the Army. Additionally, SSGs, who perform successfully in skill level 4 positions, are considered best qualified for promotion. The following duty descriptions are for operational assignments:

- i. Station Commander. (NPS, AMEDD, SORB and Chaplain) NCOs direct and lead Army recruiting stations in geographically dispersed areas with diverse populations. They supervise NCOs 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 community partners in the local community. They must maintain control and accountability of equipment and all sensitive items and are responsible for the station achieving its assigned recruiting objectives.
- ii. Deputy Station Commander. (NPS, AMEDD, SORB and Chaplain) Responsible for the management of the recruiting stations prospecting by ensuring adequate lead generating activities are planned and accomplished in order to meet the stations mission requirements; conducts intelligence preparation of the battlefield to determine and assist in the development of the recruiting stations prospecting plan; maintains relationships with high schools, colleges and influencers in the local community; co-facilitates weekly planning meetings by analyzing production trends, markets, prospecting shortfalls, upcoming community and school events, to create a shared understanding within the station.
- iii. Recruiter. (NPS, AMEDD, SORB and Chaplain) 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 RA and AR. 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.

(c) Self-development:

- i. Self-development reading suggestions: NCOs will study and demonstrate proficient knowledge of 25-3d (1), in addition to the following publications: AR 601-1; UR 350-1; UM 3-0; UM 3-31; UM 3 (VI); and all USAREC TCs. Additional self-development reading suggestions include: Muddy Boots Leadership, John Chapman; The Gift of Valor, Michael Phillips.
- ii. Self-development education recommendation. Achievement of an Associate's Degree (or 60 semester hours of college) at this level places an individual ahead of their peers.
- iii. Self-development competitive Soldier boards. Soldiers who receive distinguished recognition such as Recruiter or Station Commander of the Year, NCO of the Year (Brigade level or higher), SGT Audie Murphy Club, SGT Morales Club, or any installation/post level recognition, etc. clearly develop themselves at a level above their peers.
- iv. NCOs will remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each

testable event are considered highly qualified for promotion.

v. NCOs who have earned the Gold Recruiter Badge or Master Recruiter Badge should be considered highly qualified when competing for promotion; NCOs who have earned the Gold Recruiter Ring, or the Glen E. Morrell award should be considered most qualified and ahead of their peers when competing for promotion.

vi. DLC: DLC Level III provides the SSG an opportunity to improve as a leader, a professional, and as an individual in the human dimension. The course develops the leadership skills needed to lead a platoon size element and to make quick, accurate decisions that are in the best interest of the mission and Soldiers. DLC III serves as a prerequisite for the Senior Leader Course (SLC). To further their education on joint military doctrine, Soldiers are encouraged to complete the Senior Enlisted Joint Professional Military Education level I (SEJPME-I) course via Joint Knowledge Online (JKO). Soldiers have 24 months to complete DLC III.

(d) Additional training. None.

(e) Special assignments. None.

(3) *Sergeant First Class (RA and AGR)*.

(a) Institutional training. ARC, SCC (ASI V6), SLC. Consider NCOs most qualified for promotion if they achieve distinguished recognition such as Honor Graduate and highly qualified if they achieve the Commandant's List.

(b) Operational Assignments. There is no substitute for serving in key leadership positions. It is highly recommended that at the time of the evaluation board the most qualified NCOs have successfully served as a Station Commander for a minimum of 36 months. Additionally, SFCs, who perform successfully in skill level 5 positions, are considered best qualified for promotion. To enhance serious consideration for promotion, the 79R PDM requires successful completion of an operational assignment, typically 36 months. The following duty description is for operational assignments.

i. Station Commander. (NPS, AMEDD, SORB and Chaplain) NCOs direct and lead Army recruiting stations in geographically dispersed areas with diverse populations. They supervise NCOs 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 community partners in the local community. They must maintain control and accountability of equipment and all sensitive items and are responsible for the station achieving its assigned recruiting objectives.

(c) Self-development:

i. Self-development reading suggestions: NCOs will study and demonstrate proficient knowledge of 25-3e (1), UM 3-30; and all USAREC TCs. Additional self-development reading suggestions include: *Moral Issues in Military Decision Making*, Anthony E. Hartle; *We Were Soldiers Once...and Young*, Harold G. Moore.

ii. Self-development education recommendation. Achievement of an Associate's Degree and an additional 30 semester hours towards a Bachelor's degree (or 90 semester hours toward a Bachelor's degree) places an individual ahead of their peers.

iii. Self-development competitive Soldier boards. Soldiers who receive distinguished recognition such as Station Commander of the Year, NCO of the Year (Brigade level or higher), SGT Audie Murphy Club, SGT Morales Club, or any installation/post level recognition, etc. clearly develop themselves at a level above their peers.

iv. NCOs will remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or

achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

v. NCOs who have earned the Gold Recruiter Badge or Master Recruiter Badge should be considered highly qualified when competing for promotion; NCOs who have earned the Gold Recruiter Ring, or the Glen E. Morrell award should be considered most qualified and ahead of their peers when competing for promotion.

vi. DLC: DLC Level IV tasks develops the SFC to lead at the unit and organizational level. Soldiers will develop the skills necessary to ensure the unit is ready, trained, proficient, disciplined, and motivated. The course prepares the learner for unit-level administrative and staff roles to ensure successful operations. DLC IV serves as a prerequisite for the Master Leader Course (MLC). It is recommended that upon completion of this DLC level, Soldiers complete SEJPME-II, a course that prepares senior enlisted leaders to successfully support activities and supervise multiple Service members in a joint organization environment. Soldiers have 24 months to complete DLC.

vii. Additional training. Common Faculty Development-Instructor Course, Common Faculty Development -Training Course, Drill SGT Course, Equal Opportunity Course, Guidance Counselor Operations Course (ASI V7), Health Care Recruiter Course (ASI 4N), Master Resiliency Trainer, Sexual Harassment/Assault Response and Prevention (SHARP).

*Special assignments.* Examples of key developmental assignments which prepare a SFC for success as a MSG/1SG include (in alphabetical order): AMEDD Recruiting NCO, Assistant Operations NCO, Doctrine NCO, Faculty and Staff Development Division NCOIC, Guidance Counselor, Instructor/Writer, Master Trainer, Operations NCO, Professional Development NCO (G-1), Research and Integration NCO, SORB Recruiter, Training Developer, Training Management, Virtual Recruiter, and Virtual Recruiting Station Commander. During this career stage, the NCO focuses on developing organizational management skills while mastering skill level 4 tasks and strengthening leadership skills. They utilize sensors in their area of operation using Area, Structures, Capabilities, Organizations, People and Events (ASCOPE) to analyze environmental conditions as a part of the mission variables, mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC). Broadening assignments expand the NCOs leadership capabilities and experiences. Examples of broadening assignments include (but are not limited to), in alphabetical order: Sexual Assault Response Coordinator (SARC) NCO, and Sexual Harassment/Assault Response and Prevention (SHARP) NCO. NCOs should seek special assignments after successful completion of operational assignments. Special assignments should not exceed 36 months. NCOs should not seek consecutive special assignments.

(f) Army Career Degrees. See SOCAD Army Career Degree Program.

(g) Credentialing Opportunities on Line (COOL) Web site.

*(4) Master Sergeant/First Sergeant (RA and AGR).*

(a) Institutional training. Master Leader Course. Consider NCOs most qualified for promotion if they achieve distinguished recognition such as Honor Graduate and highly qualified if they achieve the Commandant's List.

(b) Operational assignments. The single most demanding and critical leadership position for a MSG is a 1SG. To enhance serious consideration for promotion to SGM, or selection to CSM, the 79R PDM requires the successful completion of an operational assignment as a 1SG. It is highly recommend that at the time of the board the most qualified NCOs have successfully completed at least one 1SG assignment;

which constitutes a minimum of 24 months. NCOs who have successfully performed as a 1SG are generally more qualified than those who have not. The following duty descriptions are for operational assignments.

i. 1SG. 1SGs serve as the senior enlisted advisor to the Company Commander. They must be SMEs 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 recruiting company operations within the guidelines of doctrine and command directives. 1SGs are responsible for training Soldiers on current recruiting policies. They lead, supervise, coordinate and implement daily recruiting activities. They monitor, inspect and evaluate collective and individual Soldier development training programs. As SMEs, 1SGs must interpret regulations for leaders and subordinates.

(c) Self-development:

i. Self-development reading suggestions: NCOs will study and demonstrate proficient knowledge of 25-3f (1). NCOs will study and master the following publications: All USAREC TCs. Additional self-development reading suggestions include: Band of Brothers, Stephen E. Ambrose; Leadership Secrets of Colin Powell, Owen Harari.

ii. Self-development education recommendation. Completion of a Bachelor's degree places an individual ahead of their peers.

iii. Self-development competitive Soldier boards. Selection as the 1SG of the Year at the Brigade level and higher clearly places the NCO ahead of their peers.

Promotion to SGM or appointment to CSM is very competitive; SGM and CSM positions require superior analytical skills. NCOs will remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

v. NCOs who have earned the Gold Recruiter Badge or Master Recruiter Badge should be considered highly qualified when competing for promotion; NCOs who have earned the Gold Recruiter Badge and the Master Recruiter Badge, or the Gold Recruiter Ring, or the Glen E. Morrell award should be considered most qualified and ahead of their peers when competing for promotion.

vi. DLC. DLC V tasks prepares the MSG and 1SG to close the gap between tactical and strategic planning. Learners analyze and apply knowledge, which will assist them in carrying out policies and standards on the performance, training, appearance, and conduct of enlisted personnel resulting in senior leaders who are ready to advise and initiate recommendations pertaining to the local NCO support channel. DLC V serves as the prerequisite for the Sergeants Major Course (SMC). Soldiers have 24 months to complete DLC V.

(d) Additional training. Department of the Army (DA) Inspector General (IG) Course, Equal Opportunity Course, Guidance Counselor Operations Course, Master Resiliency Trainer Course, SHARP and Training and Education Middle Management Course.

(e) Special assignments. Examples of key developmental assignments which prepare a MSG for success as a SGM include (in alphabetical order): Instructor/Writer for the Company Commander-1SG Course, Research and Integration NCOIC, RRC Division Chief, Senior Guidance Counselor, Senior Master Trainer, Senior Operations NCO,

Senior Professional Development NCO (G-1), Senior Personnel Development NCO, and Training Management NCOIC, Soldiers should only seek these assignments after successful completion of an operational assignment. MSGs, who perform successfully in SGM/CSM positions, are considered best qualified for promotion. Broadening assignments expand the NCOs leadership capabilities and experiences. Examples of broadening assignments include (but are not limited to), in alphabetical order: Assistant Inspector General (IG), Equal Opportunity (EO) Advisor, Investigation Team NCOIC, Liaison NCOIC, SARC NCOIC, SHARP NCOIC. Special assignments should not exceed 36 months. NCOs should not seek consecutive back to back special assignments.

(f) Army Career Degrees. See SOCAD Army Career Degree Program.

(g) COOL Web site.

(5) *Sergeant Major/Command Sergeant Major (RA and AGR)*.

(a) Institutional training. US Army Sergeants Major Course, Executive Leaders Course.

(b) Operational assignments. NCOs gain experience and leadership skills through a variety of challenging and key developmental duty assignments that are paramount for SGM/CSM. Normally, a Soldier is promoted to SGM, and may then subsequently compete for appointment to CSM. They require excellent communication skills and the ability to lead using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders to conduct operations in a geographically dispersed environment. The continuous high profile interaction with military leaders, governmental representatives, and civilian community leaders necessitate robust interpersonal skills and an exemplary representation of the Army image. They are the senior NCO of the command and, therefore, the training professional within the unit. They assist the commander by overseeing and driving the entire training and leader development program. While serving in a staff position, they perform as technical experts advising on policy development and regulatory interpretation. The following duty descriptions are for operational assignments.

i. CSM (Battalion/ASI/6C). The CSM is the senior enlisted advisor to the commander at the recruiting battalion. The CSM is the senior enlisted trainer and spokesperson that enforces established policies and standards for enlisted Soldiers about performance, care, conduct, appearance, effective personnel utilization, 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 occurs when necessary. CSMs assign duties and evaluate the performance of cadre and detailed recruiters in support of recruiting and personnel development. They interact with educators, community partners 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.

ii. CSM (Brigade/ASI/7C). The CSM is the senior enlisted advisor to the commander at the recruiting brigade. The CSM is the senior enlisted trainer and spokesperson that enforces established policies and standards for enlisted Soldiers about performance, care, conduct, appearance, effective personnel utilization and management and training; they also ensure that subordinate NCOs do the same. They assess recruiting company personnel for tactical, technical, interpersonal and conceptual skills and ensure training occurs when necessary. CSMs assign duties and evaluate the performance of cadre recruiters in support of recruiting and personnel development. They interact with educators, community partners 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.

iii. CSM (USAREC/ASI/8C). The CSM of USAREC provides advice to the Commanding General (CG) and staff on personnel utilization and management, leader development, recruiting the forces, resourcing the command, adapting doctrine, training and education for the future force of the command. The CSM strengthens and extends outreach networks, oversees the development and deployment of technological solutions, creates and enables futures plans and concepts. The CSM works with an annual budget in excess of 274 million dollars and has direct oversight for the health, welfare and safety for over 12,500 Soldiers and Civilians geographically dispersed throughout the U.S., its territories and OCONUS.

iv. Self-development reading suggestions: The SGM/CSM reads publications on their chain of command professional reading lists, CSA Reading List, SMA Reading list; General Army Links, and Army Leadership publications. Continual reading about world politics, geopolitical issues, Army Doctrine, Training Publications and Field Manuals relating to Army Operations and current battle doctrine enhance the knowledge base of the leader.

(c) Self-development:

i. Self-development education recommendation. The pursuit of a Master's Degree is highly encouraged.

ii. Self-development competitive Soldier boards. N/A.

(d) Additional training. USAREC Operations SGM Course, Senior Enlisted Joint Professional Military Education, Force Structure and Management Course, and the Pre-Command Course.

(e) Special assignments. Key developmental assignments include (but are not limited to):

i. Battalion Operations SGM (ASI/6S). They are the senior subject matter expert in the battalion S3 responsible for oversight of all recruiting operations within the battalion. These NCOs serve as the operations and management advisor for 1SGs, Guidance Counselors, and RA and AR recruiters. Operations 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, 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.

ii. Brigade Operations SGM (ASI/7S). They are the senior subject matter expert in the brigade S3 responsible for oversight of all recruiting operations within the brigade. They perform market data analysis within the brigade's assigned area to ensure the Army is the service of choice for America's youth. Operations SGMs lead a section responsible for monitoring progress toward unit objectives and advise leadership on results of implementation and success of daily recruiting operations. 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.

iii. USAREC G-3 SGM (ASI/7S). Serves as the liaison between HQ's USAREC and brigades/battalions for interpretation of official policy, regulations and guidance

regarding enlistment; responsible for the conduct of inspections and training for subordinate battalion and brigade operations sections and guidance counselor shops; supervises the daily workload of assigned enlisted and civilian employees to successfully meet suspense's and mission requirements; reviews automated reports, programs and systems to identify operational changes affecting recruiting the force. The USAREC G-3 SGM has typically served as a Recruiting Battalion or Brigade CSM.

iv. CMF 79 Proponent SGM (ASI/7S). Responsible for the eight life-cycle functions of 79 CMF; life-cycle structure, personnel acquisition and distribution, individual training and education, sustainment, mobilization, professional development and separation.

Advises the command on Army personnel policies and programs that impact MOS 79R, 79S, 79T, and 79V; prepares Centralized Slating List guidance for the USAREC CG and CSM; conducts analysis of the centralized board results; routinely advises the USAREC CSM on enlisted issues pertaining to the health and welfare of the CMF

79. The CMF 79 Proponent SGM has typically served as a Recruiting Battalion or Brigade CSM.

RRC Recruiting Department SGM (ASI/7S). Performs duties as the senior NCO for all recruiting courses taught at the Recruiting and Retention College. This SGM is responsible for all programs of instruction, instructor certifications in accordance with TRADOC accreditation requirements and synchronization efforts between HQ's, USAREC, Human Resources Command and DA G-1. The SGM is responsible for providing advice to the Recruiting and Retention College Commandant and CSM regarding policies and procedures related to all training support packages and operational doctrine implementation within the institutional learning environment to bridge the gap between the three training domains (Institutional, Operational, and Self-Development). The Recruiting Department SGM has typically served as a Recruiting Battalion or Brigade CSM.

v. Broadening Assignments for a SGM include (but are not limited to): USAREC Inspector General SGM, USAREC Investigation Team SGM, USASMA Instructor, USASMA Fellowship Instructor, USAREC Staff SGM positions.

vi. NCOs will remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

vii. DLC. DLC VI educates the SGM (6C/6S) and CSM (7C/7S) to perform senior-level duties at brigade level positions in today's OE. This course provides the Army with self-aware, adaptive leaders of character and competence with the skills to shape and overcome the friction created by uncertainty and operate in any operational environment. DLC VI will serve as a prerequisite for the NLC. Soldiers have 24 months to complete DLC VI.

(f) Army Career Degrees. See SOCAD Army Career Degree Program.

(g) COOL Web site.

## **Chapter 5. MOS 79R Professional Development Model**

Access to "Career Maps" is on the Army Career Tracker website, under the "Plan" tab, at the following web address: <https://actnow.army.mil>.

## Chapter 6. MOS 79S Career Counselor

*(a) Major Duties.* Career Counselors are consummate professionals who have been hand selected to be the honest broker for the Soldier while also ensuring the Army meets its congressionally mandated end-strength. They are charged with bridging the gap between recruiting and attrition through the Army Retention Program. They serve on the special staff and advise the Commander and 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 a Soldier's 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 that are 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 while deployed, during war, operations other than war, or until suspended by the Secretary of the Army. MOS 79S does not have authorizations for the following positions: Command Sergeant Major, First Sergeant, Platoon Sergeant, Squad Leader, SHARP/SARC NCO, Master Resiliency Trainer (MRT) or EO Advisor. Demonstrating excellence as indicated on a Career Counselor's NCOER while maintaining 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 DOD milSuite online application at the following link: <https://www.milsuite.mil/book/groups/smartbookdapam611-21>.

*(c) Goals for Development.* The purpose of the Career Counselor PDM is to educate Career Counselors on how their careers and professional development patterns should unfold. 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. NCOs will serve in several key and developmental positions throughout their career as they progress to develop tactical and technical expertise. These positions (or assignments) are separated into two categories; operational and special. For the purpose of this chapter, MOS 79S defines operational assignments as a critical or key position that directly impacts the Army's retention mission. MOS 79S defines a key developmental assignment as a position that is required to develop critical technical and leadership skills and experience. MOS 79S defines a broadening assignment as the purposeful expansion of an NCOs core proficiency through assignments both within and outside the MOS while generating the 79S field. To enhance serious consideration for promotion, the 79S PDM requires successful completion of an

operational assignment at each skill level such as Career Counselor, Senior Career Counselor, Retention Operations NCO, Senior Retention Operations NCO, Command Career Counselor, or Senior Command Career Counselor. Upon successful completion of an operational assignment, Career Counselors should seek the most challenging, professionally rewarding special assignments, further divided into key developmental or broadening type positions such as Instructor/Writer, Small Group Leader (NCOA), HRC Analyst, Senior Army Retention Operations NCO, Senior Career Management NCO, Senior Professional Development NCO, Senior HRC Analyst, Division Chief, or Senior Training Developer/Writer, that provide the greatest potential for advancement. Soldiers should seek special assignments only after successful completion of an operational assignment. NCOs should not seek consecutive special assignments as back-to-back, non-operational assignments should be avoided. Soldiers who have demonstrated success in multiple operational assignments, or an operational and key developmental assignment, or an operational and broadening assignment are considered best qualified for promotion. Serving in a variety of positions is paramount. While the experiences gained help to develop well rounded Soldiers, how well the NCO performs in their assigned duty position is equally (if not more) important. An NCO's overall performance is a critical factor for promotion to the next pay grade.

*(1) Staff Sergeant.*

(a) Institutional training. Career Counselor Course and Advanced Leader Course (ALC). Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Distinguished Honor Graduate, Distinguished Leadership or Commandant's List.

(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. Career Counselors who have demonstrated success while serving at least 24 months at the battalion level or higher with a population of 500 or more Soldiers are considered best qualified for promotion.

(c) Self-development. (DLC 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 Counselor's technical and tactical knowledge and is considered ahead of peers for promotion to Sergeant First Class. Recognitions such as SGT Audie Murphy and SGT Morales clubs, NCO of the Quarter/Year, and Instructor of the Quarter/Year, are also considered favorably by evaluation boards. NCOs should remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered

highly qualified for promotion.

(a) Additional Training. Transition NCO Course (position dependent), Airborne (position dependent).

(b) Special Assignments. Recruiter (SQI 4), Drill Sergeant (SQI X)

(2) *Sergeant First Class*.

(a) Institutional training. Senior Leaders Course (SLC). Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Distinguished Honor Graduate, Distinguished Leadership or Commandant's List.

(b) Operational Assignments. The focus during this phase of a Career Counselor's career will be applying their technical skills and leadership abilities as the subject matter expert on the Army's retention program while simultaneously fostering the development of less experienced Career Counselors. These NCOs will typically serve as the Career Counselor for a battalion sized element, generally consisting of a population of at least 750 Soldiers, a smaller population that is geographically dispersed, or a stand-alone unit that is structured without a normal hierarchy in respects to retention support. Other operational assignments at this phase focus on leadership and management skills such as Senior Career Counselor and Retention Operations NCO. The Senior Career Counselor serves as the technical advisor to the Commander at the Brigade or Division level on all aspects of the retention program while also directly supervising, developing, and providing support to subordinate Career Counselors. The Retention Operations NCO serves in support of a Senior Retention Operations NCO and/or Command Career Counselor at the Division, Corp, or ACOM level for retention processing and quality assurance. They both implement and supervise local retention program procedures. The best qualified Career Counselors are those that show diversity in ACOM, ASCC, DRU assignments while consistently rated (highly qualified) as a Senior Career Counselor or Retention Operations NCO. Assignments listed in (e) special assignments enhance career development and are considered highly demanding positions reserved for the best qualified Career Counselors after successful completion of an operational assignment. Successful performance in Skill Level 5 positions such as Senior Career Counselor or Senior Retention Operations NCO is a strong indication of potential success at the next skill level.

(c) Self-development. (DLC 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 with an additional 30 semester hours towards a Bachelor's degree or higher is preferred and considered ahead of peers 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 ahead of peers for promotion to Master Sergeant. Recognitions such as inductions into the SGT Audie Murphy and SGT Morales clubs, NCO of the Quarter/Year, and Instructor of the

Quarter/Year, are also considered favorably by evaluation boards. NCOs should remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

(d) Additional Training. Common Faculty Development – Instructor Course (SQI 8), Transition NCO Course, and Airborne (SQI P) position dependent.

(e) Special Assignments.. Career Counselors should seek out special assignments only after successful completion of an operational assignment. This ensures the NCO acquires the knowledge, experience, and leadership abilities necessary to excel in the extremely limited positions that directly impact the 79S field. Examples of these broadening and key developmental assignments include Instructor/Writer (RRC), HRC Analyst and Small Group Leader (NCOA). The Instructor/Writer's job is to train Soldiers on the duties and responsibilities of a Career Counselor ensuring the award of the MOS and conducting Army wide 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 Small Group Leader is responsible for leading the 79S Retention SLC and over 300 hours of instruction dealing with technical tasks, troops leading procedures, physical training, training management and leader common core tasks.

(f) Army Career Degrees. See SOCAD Army Career Degree Program.

(g) COOL Web site.

(3) *Master Sergeant.*

(a) Institutional training. Master Leaders Course (MLC), US Army Sergeants Major Course (SGM-A).

(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. The most demanding operational positions in which a MSG can serve include Command Career Counselor, Senior Career Counselor, and Senior Retention Operations NCO. The Command Career Counselor's primary function is to administer the daily operation of the Commanding General's retention program. They assign an annual mission, exercise operational supervision, and enforce Army policy, directives, guidance, and processing procedures for their subordinate Senior Career Counselors and retention programs. 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 Retention Operations NCO serves in support of a Command Career Counselor at the Division, Corp, or ACOM level for retention processing and quality assurance. They implement and supervise local retention program procedures while exercising supervision over subordinate Retention Operations NCOs. The best qualified Career Counselors are those that show diversity in ACOM, ASCC, DRU assignments while consistently rated (highly qualified) as a Command Career Counselor, Senior Career Counselor Senior

Retention Operations NCO Assignments listed in (e) special assignments enhance career development and are considered demanding positions reserved for the best qualified Career Counselors after successful completion of an operational assignment.. 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. (DLC Level V) Continuing civilian education and completing a Bachelor's degree or higher is considered best qualified and will only enhance a Senior Career Counselor's technical and professional knowledge. 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 ahead of peers for promotion to Sergeant Major. Recognitions such as inductions into the SGT Audie Murphy and SGT Morales clubs, NCO of the Quarter/Year, and Instructor of the Quarter/Year are also considered favorably by evaluation boards. NCOs should remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

(d) Additional Training. Force Management Orientation Course (FMOC), Training Development Course, Middle Managers Course, Transition NCO Course (ASI 4R), Airborne (SQI P) position dependent.

(e) Special Assignments. Career Counselors should seek out special assignments only after successful completion of an operational assignment. This ensures the NCO acquires the knowledge, experience, and leadership abilities necessary to excel in the extremely limited positions that directly impact the 79S field. Examples of these broadening and key developmental assignments include Senior Army Retention Operations NCO (HQDA), Senior Career Management NCO (RRC), Senior Professional Development NCO (HRC), Senior HRC Analyst (RRB) Division Chief (RRC), Senior Training/Developer, and Retention Automations NCO. NCOs should not seek consecutive back to back special assignments.

(f) Army Career Degrees. See SOCAD Army Career Degree Program.

(g) COOL Web site.

(5) *Sergeant Major*.

(a) Institutional training. US Army Sergeants Major Academy (SGM-A)Course

(b) Operational Assignments. The primary operational assignment for a SGM is Command Career Counselor. The Command Career Counselor's primary function is to administer the daily operation of the Commanding General's retention program. They assign an annual mission, exercise operational supervision, and enforce Army policy, directives, guidance, and processing procedures for their subordinate Senior Career Counselors and retention programs. Command Career Counselors are normally assigned to progressively higher commands starting at the division or installation level. The Senior Command Career Counselor has a similar function. The main distinction is that a Senior Command Career Counselor has subordinate Command Career Counselors. These positions are commonly found at the corps or ACOM level and have a much larger area of responsibility along with a much wider sphere of influence. The best qualified Career Counselors are consistently rated (highly qualified) as a Command Career Counselor or Senior Command Career

Counselor.

(c) Self-development. (DLC Level VI) 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. A Bachelor's Degree is strongly recommended. Pursuit of a Master's Degree is highly encouraged. NCOs will remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

(d) Additional Training. Transition NCO Course (ASI 4R), Airborne (SQI P), and Training and Education - Middle Management Course.

(e) *Special Assignments*. Examples of operational assignments include Senior Army Career Counselor and Senior Command Counselor. Broadening assignments for a SGM include Director of the Retention Department (RRC), RRB SGM (HRC), and US Army Sergeants Major Academy Course Instructor.

(f) Army Career Degrees. See SOCAD Army Career Degree Program.

(g) COOL Web site.

## **Chapter 7. MOS 79S Professional Development Model**

The PDM is located in the Army Career Tracker at the following web address: <https://actnow.army.mil>. It can be accessed by selecting My Planner/Career Map.

## **Chapter 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 to support 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 and Soldiers that are in an Initial Entry Training (IET) status. These NCOs serve under the direction of the Recruiting and Retention Commander (RRC) in each of the 50 states, three territories, and the District of Columbia, pursuing achievement of the annual strength maintenance goals assigned by National Guard Bureau (NGB). A limited number of MOS qualified RRNCOs, who have demonstrated proficiency as a RRNCO are selected to serve on Title 10 AGR Orders. These NCOs serve under the direction of NGB in specialized 79T assignments. Assignments are located worldwide and support the mission of the ARNG Strength Maintenance Division.

(2) RRNCOs develop interest in ARNG membership through personal contacts, mail-outs, social media, 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 topics such 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) RRNCOs collect documentation, conduct initial background investigations, and prepare enlistment packets and brief applicants on the testing and processing procedures necessary for enlistment. They use appropriate accessioning systems to monitor and add new leads, update leads as they progress, make appointments, and send all necessary documentation for enlistment packets to the MEPS. 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) 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 ARNG and to be successful while part of the Recruit Sustainment Program (RSP). RRNCOs are expected to serve as cadre members to train IET personnel in the 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) 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. RRNCOs monitor the status of newly assigned enlistees in an IET status to ensure that their physical, moral, mental, and educational qualifications are maintained until they complete Initial Active Duty Training (IADT). RRNCOs should be assigned an individual retention mission. The mission is based on the units(s) supported. 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 T-32 Recruiting and Retention Battalion (RRB) positions are shown below.

(a) 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. RRNCOs may also be responsible for several thousand dollars' worth of government equipment.

(b) 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, and 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. These RRNCOs have demonstrated the highest level of proficiency and have reclassified/converted to progress their careers in MOS 79T.

(c) 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.

(d) 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 that the section achieves its assigned monthly mission ethically and with integrity. These 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.

(e) First Sergeant (1SG). When authorized, the R&R 1SG positions are RRB field positions. The 1SG 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 subject matter 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 support channel, 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.

(f) Recruiting and Retention Operations SGM. The Operations Sergeant Major (SGM) serves as the Senior Operations NCO in the organization. All SGMs must take personal responsibility to ensure that the attrition and retention objectives for their assigned command are achieved.

(g) 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 Strength Maintenance 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.

(h) **Command Sergeant Major.** The Command Sergeant Major (CSM) serves as the Senior Recruiting and 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 Chapter 10 in the Smartbook for details (<https://www.milsuite.mil/book/groups/smartbookdapam611-21>).

*c. Goals for development.* The purpose of the 79T PDM is to inform Non-Career Recruiters and Recruiting and Retention NCOs how their career and professional development patterns should transpire. All Soldiers seeking to career track MOS 79T must demonstrate proficiency as a Title 32 production recruiter for a minimum of 18 months in order to reclassify to MOS 79T IAW NGR 600-200. Only then can they convert to MOS 79T and seek other operating, Key Developmental, and broadening Title 32 or Title 10 assignments. Soldiers selected for positions other than a Title 32 RRNCO (production recruiter) will be seasoned and experienced in the 79T three tenet mission and hold at a minimum the ARNG Senior Recruiting and Retention Badge. Assignments must center on leadership positions at various levels. Soldiers should make every effort to seek the more challenging and professionally rewarding leadership positions such as serving as a First Sergeant or Command Sergeant Major. Those Soldiers who have diversified their careers and served in a myriad of key Leadership positions in the 79T MOS will be placed ahead of their peers during the evaluation board.

*(1) Staff Sergeant. (AGR T-32)*

(a) **Institutional training.** ARNG Recruiting and Retention Course, 79T Senior Leader Course, Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate or Commandant's List.

(b) **Operational assignments.** T-32 Recruiting and Retention NCO (Production Recruiter). It is recommended that Soldiers at the SSG level focus on mastering the 79T three tenant mission and therefore should not be selected for other T32 operational assignments. This standard affords the NCO the opportunity to build a strong technical and tactical foundation required for future assignments. RRNCOs that receive recognition for exceptional performance such as the Director's 54 award and have exceeded their three tenet Strength Maintenance mission should provide exceptional coaching, counseling, and mentoring to their subordinates and peers. These Soldiers should be considered best qualified for promotion.

(c) **Self-development.** (DLC Level III) NCOs must take advantage of every civilian educational opportunity. Completion of an Associate's Degree or higher is expected. Pursuit of a Bachelor's Degree is strongly encouraged at this level. NCOs should

remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

For additional information on self-development, refer to paragraph 24–3.

(d) Additional training. Recruit Sustainment Program (RSP) Cadre Course, the Common Faculty Development-Instructor Course (CFD-FC), and ARNG Unit Retention NCO Course.

(e) Special assignments. It is recommended that Soldiers at the SSG level focus on mastering the 79T three tenant mission and therefore should not be selected for other T32 Key Developmental or broadening assignments. This standard affords the NCO the opportunity to build a strong technical and tactical foundation required for future assignments. RRNCOs that receive recognition for exceptional performance such as the Director's 54 award and have exceeded their three tenet Strength Maintenance mission should provide exceptional coaching, counseling, and mentoring to their subordinates and peers.

*(2) Staff Sergeant. (AGR T-10)*

(a) Institutional training. 79T Senior Leader Course (SLC). Note: A 79T SSG seeking to enter the AGR Title 10 Program must have completed all required phases of SLC, awarded MOS 79T and the ARNG Recruiting Expert Badge prior to assignment to a Title 10 position. Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate or Commandant's List.

(b) *Operational assignments.* The entrance into specialized Title 10 ARNG Recruiting and Retention Assignments may begin at Staff Sergeant, Skill Level 3 but is not recommended as these Soldiers primary focus should be in the development of the core competencies of MOS 79T (three tenet mission of a production recruiter). As an exception for any T10 assignment only those Staff Sergeants that have demonstrated exemplary proficiency as a T 32 Recruiting and Retention NCO (production recruiter), have achieved at a minimum the ARNG Senior Recruiting and Retention Badge, and have converted / reclassified to MOS 79T as outlined in NGR 600-200, may hold these assignments. Assignments include ARNG TRADOC Liaison NCO, Reserve Component Career Counselor.

(c) Self-development. (DLC Level III) NCOs must take advantage of every civilian educational opportunity. Completion of an Associate's Degree or higher is expected. Pursuit of a Bachelor's Degree is strongly encouraged at this level. NCOs should remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

For additional information on self-development, refer to paragraph 24–3.

(d) Additional training. Recruit Sustainment Program (RSP) Cadre Course, the Common Faculty Development-Instructor Course (CFD-IC), and ARNG Unit Retention NCO Course.

(e) Special assignments. The entrance into specialized Title 10 ARNG Recruiting and Retention Assignments may begin at Staff Sergeant, Skill Level 3 but is not recommended as these Soldiers primary focus should be in the development of the core

competencies of MOS 79T (three tenet mission of a production recruiter). As an exception for any T10 assignment only those Staff Sergeants that have demonstrated exemplary proficiency as a T 32 Recruiting and Retention NCO (production recruiter), have achieved at a minimum the ARNG Senior Recruiting and Retention Badge, and have converted / reclassified to MOS 79T as outlined in NGR 600-200, may hold these assignments. Examples of Key Developmental assignments include NGB-HRR staff. Examples of broadening assignments include SMTC Instructor/Writer. Examples of special assignments include: NGB forward deployed assignments.

*(3) Sergeant First Class. (AGR T-32)*

(a) Institutional training. Master Leader Course (MLC), ARNG Non-Career Recruiter Course (for those Soldiers who enter recruiting and retention as a SFC), Recruit Sustainment Program (RSP) Cadre Course, ARNG MEPS Guidance Counselor Course (V7), Recruiting and Retention Automations Course, Officer Strength Manager Course, Unit Retention NCO Course, , and Marketing and Advertising Course. Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate or Commandant's List.

(b) Operational assignments. These assignments are reserved for experienced and converted 79Ts. Assignments include: Senior Recruiting and Retention NCO, Recruiting and Retention Team Leader (*Leadership position*).

(c) Self-development. (DLC Level IV) NCOs must take advantage of every civilian educational opportunity. NCOs should begin looking at skill or direct related professional credentials to enhance their qualifications. A list of credentials may be reviewed on the Army COOL website at [www.cool.army.mil](http://www.cool.army.mil). Pursuit and completion of a Bachelor's Degree or higher is strongly encouraged. NCOs will remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

For additional information on self-development, refer to paragraph 24–3.

(d) Additional training. Instructor Course Master Resiliency Course, Drill SGT School.

(e) Special assignments. SFCs selected for these specialized assignments must be experienced and qualified 79Ts IAW NGR 600-200. Examples of Key Developmental assignments include: MEPS Guidance Counselor, Recruiting and Retention Operations NCO, Marketing and Education Specialist, IST & ISR Specialist, Recruiting and Retention Information Systems Specialist, and Recruit Sustainment Program Readiness NCO, BN OPS, Marketing and Education Specialist, IST & ISR Specialist, Automation NCO, and RSP Readiness NCO. Broadening is the purposeful expansion of a NCO's core MOS proficiency and leadership, provided through developmental assignments, education, training, and other opportunities both within and outside their career management field, resulting in agile and adaptive leaders capable of operating in complex environments. Broadening opportunities are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing global environments. The intent is to allow NCOs to explore and learn through broadening experiences (depth and breadth) as leaders, through more challenging assignments, over time. The end-state is to support development of leaders who are broad enough to operate with a global mindset and across the range of military operations. SFCs hired into these specialized assignments must be experienced and qualified 79Ts IAW NGR

600-200. Examples of broadening assignments include: Master Trainer, Drill Sergeant, SHARP/SARC NCO, Equal Opportunity Leader, NGB-HRR Staff NCO.

(f). Army Career Degrees. See SOCAD Army Career Degree Program.

(g). COOL Web site.

(4) *Sergeant First Class*. (AGR T-10) SFCs hired into the T10 program must be experienced and qualified 79Ts IAW NGR 600-200, AR 601-280, and TR 135-6 prior to being considered for these positions. They must have demonstrated exemplary proficiency as a T 32 Recruiting and Retention NCO (production recruiter) and have achieved at a minimum the ARNG Expert Recruiting and Retention Badge.

(a) Institutional training. Master Leader Course (MLC), ARNG Liaison/IADT Managers Course, Transition NCO Course (ASI 4R). Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate or Commandant's List.

(b) Operational assignments. Operational assignments include: Reserve Component Career Counselor, SMTTC SQI 4 Instructor and TRADOC Liaison NCO.

(c) Self-development. (DLC Level IV) NCOs must take advantage of every civilian educational opportunity. NCOs should begin looking at skill or direct related professional credentials to enhance their qualifications. A list of credentials may be reviewed on the Army COOL website at [www.cool.army.mil](http://www.cool.army.mil). Pursuit and completion of a Bachelor's Degree or higher is strongly encouraged. NCOs should remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

For additional information on self-development, refer to paragraph 24–3.

(d) Additional training. Training Developer Middle Managers Course, Instructor Course, Small Group Instructor Training Course (SGITC), Master Resiliency Course.

(e) Special assignments. Examples of Key Developmental assignments include:, Recruiting Operations Center NCO, (ROC) Waivers NCO, Recruiting Standards Branch (RSB) Analyst, , Accessions Branch NCO, Attrition Management Branch NCO,. Broadening is the purposeful expansion of a NCO's core MOS proficiency and leadership, provided through developmental assignments, education, training, and other opportunities both within and outside their career management field, resulting in agile and adaptive leaders capable of operating in complex environments. Broadening opportunities are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing global environments. The intent is to allow NCOs to explore and learn through broadening experiences (depth and breadth) as leaders, through more challenging assignments, over time. The end-state is to support development of leaders who are broad enough to operate with a global mindset and across the range of military operations. Examples of broadening assignments include: Senior Small Group Leader at the 79T NCOA (Leadership Position), Small Group Leader at the 79T NCOA, and SMTTC Instructor/Writer.

(f). Army Career Degrees. See SOCAD Army Career Degree Program.

(g). COOL Web site.

(5) *Master Sergeant/First Sergeant*. (AGR T-32) The most critical assignments for a MSG are in key leadership positions within the 79T Title 32 program. Without serving in

a key leadership position, the opportunity for promotion to SGM/CSM is very limited. The MSG should seek every opportunity to compete for First Sergeant Positions.

(a) Institutional training. U.S. Army Sergeants Major Academy (USASMA). Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate or Commandant's List.

(b) *Operational assignments*. Operational assignments include: First Sergeant, Recruiting and Retention Section Chief.

(c) Self-development. (DLC Level V) NCOs must take advantage of every civilian educational opportunity. MSGs with an undergraduate Bachelor's Degree are the best qualified for promotion. Pursuit of a Master's Degree is strongly encouraged in order to prepare the MSG for future SGM / CSM assignments at the battalion, brigade, and higher levels. NCOs should remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

For additional information on self-development, refer to paragraph 24–3.

(d) Additional training. Instructor Course, MEPS Guidance Counselor Course, Master Resiliency Course.

(e) Special assignments. Examples of Key Developmental assignments include: Senior MEPS Guidance Counselor, Senior Marketing and Education Specialist, Senior IST & ISR Specialist, and SR Operation NCO. Broadening is the purposeful expansion of a NCO's core MOS proficiency and leadership, provided through developmental assignments, education, training, and other opportunities both within and outside their career management field, resulting in agile and adaptive leaders capable of operating in complex environments. Broadening opportunities are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing global environments. The intent is to allow NCOs to explore and learn through broadening experiences (depth and breadth) as leaders, through more challenging assignments, over time. The end-state is to support development of leaders who are broad enough to operate with a global mindset and across the range of military operations. Examples of broadening assignments include: Senior Master Trainer, or a 3 year Career Development Tour as a SR RCCC or SR TRADOC LNO.

(f). Army Career Degrees. See SOCAD Army Career Degree Program.

(g). COOL Web site.

(6) *Master Sergeant/First Sergeant*. (AGR T-10) Only the most experienced and proficient 79Ts in the CMF possessing at a minimum the ARNG Senior or Expert Recruiting Badges will be considered for these positions. The most critical assignments for a MSG are in key leadership positions within the 79T Title 10 program. Without serving in a key leadership position, the opportunity for promotion to SGM/CSM is very limited. The MSG should seek every opportunity to compete for First Sergeant Positions.

(a) Institutional training. U.S. Army Sergeants Major Academy (USASMA). Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate or Commandant's List.

(b) Operational assignments. Operational assignments include: 79T NCOA Deputy Commandant (Must hold MOS 79T), Senior Reserve Component Career Counselor, Senior ARNG Liaison NCO, SMTIC Team Chief and SR Course Writer/Instructor.

(c) Self-development. (DLC Level V) NCOs must take advantage of every civilian educational opportunity. MSGs with an undergraduate Bachelor's Degree are the best qualified for promotion. Pursuit of a Master's Degree is strongly encouraged in order to prepare the MSG for future SGM / CSM assignments at the battalion, brigade, and higher levels. NCOs should remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

For additional information on self-development, refer to paragraph 24–3.

(d) Additional training. The Instructor Course, Small Group Instructor Training Course (SGITC), Training Developer Middle Managers Course, ARNG TRADOC Liaison NCO Course, Reserve Component Transition Course, How the Army Runs Course (HTAR), Master Resiliency, and Master Fitness.

(e) Special assignments. Examples of Key Developmental assignments include: Request Operations Center NCOIC, Recruiting Standards Branch, Senior Analyst, Senior NGB Accessions NCO, and Senior RSP Support NCO. Broadening is the purposeful expansion of a NCO's core MOS proficiency and leadership, provided through developmental assignments, education, training, and other opportunities both within and outside their career management field, resulting in agile and adaptive leaders capable of operating in complex environments. Broadening opportunities are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing global environments. The intent is to allow NCOs to explore and learn through broadening experiences (depth and breadth) as leaders, through more challenging assignments, over time. The end-state is to support development of leaders who are broad enough to operate with a global mindset and across the range of military operations. Examples of broadening assignments include: Deputy Commandant (First Sergeant) 79T NCOA, 79T Senior Career Management NCO (Proponent), or a 3 year Career Development Tour T32 Tour as a Section Chief or Region 1SG.

(f). Army Career Degrees. See SOCAD Army Career Degree Program.

(g). COOL Web site.

(7) *Sergeant Major/Command Sergeant Major*. (AGR T-32) Only the most qualified 79T SGMs possessing the ARNG Recruiting and Retention Master (Expert) Badge will be assigned to these SGM / CSM Title 32 positions. The Sergeant Major should seek every opportunity to compete for Command Sergeant Major positions.

(a) Institutional training. U.S. Army Sergeants Major Academy (USASMA).

(b) Operational assignments. Operational assignments include: Recruiting & Retention BN CSM, Recruiting & Retention Production SGM.

(c) *Self-development*. NCOs must take advantage of every civilian educational opportunity. Completion of a Master's Degree or higher is strongly encouraged due to the level of knowledge and experience of the staff a SGM / CSM will work with during these assignments. NCOs will remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

For additional information on self-development, refer to paragraph

(d) Additional training: Middle Manager's Course, ARNG Recruiting Pre-Command Course, How the Army Runs, Manpower and Force Management Course.

(e) *Special assignments*. Examples of Key Developmental assignments include: Recruiting and Retention Operations SGM. Broadening is the purposeful expansion of a NCO's core MOS proficiency and leadership, provided through developmental assignments, education, training, and other opportunities both within and outside their career management field, resulting in agile and adaptive leaders capable of operating in complex environments. Broadening opportunities are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing global environments. The intent is to allow NCOs to explore and learn through broadening experiences (depth and breadth) as leaders, through more challenging assignments, over time. The end-state is to support development of leaders who are broad enough to operate with a global mindset and across the range of military operations. Examples of broadening assignments include: USASMA Course Instructor, NGB-HRR Division SGM, SR Enlisted Advisor, RCCC SGM, TRADOC LNO SGM.

(f). Army Career Degrees. See SOCAD Army Career Degree Program.

(g). COOL Web site.

(8) *Sergeant Major/Command Sergeant Major*. (AGR T-10) Only the most qualified 79T SGMs possessing the ARNG Recruiting and Retention Master (Expert) Badge will be assigned to SGM / CSM Title 10 positions. The Sergeant Major should seek every opportunity to compete for Command Sergeants Major positions.

(a) Institutional training. U.S. Army Sergeants Major Academy (USASMA).

(b) Operational assignments. Operational assignments include: Reserve Component Command Career Counselor, ARNG Senior TRADOC Liaison NCO (SGM).

(c) Self-development. (DLC VI) NCOs must take advantage of every civilian educational opportunity. Completion of a Master's Degree is strongly encouraged due to the level of knowledge and experience of the staff a SGM / CSM will work with during these assignments. NCOs will remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

For additional information on self-development, refer to paragraph 24-3.

(d) Additional training. How the Army Runs, Manpower and Force Management Course, Middle Manager's Course, Executive Leader Course.

(e) Special assignments. Examples of Key Developmental assignments include: SMTC SGM, Accessions SGM, and RRB SGM. Broadening is the purposeful expansion of a NCO's core MOS proficiency and leadership, provided through developmental assignments, education, training, and other opportunities both within and outside their career management field, resulting in agile and adaptive leaders capable of operating in complex environments. Broadening opportunities are crucial in developing leaders with a wider range of experiences and skills who can operate in ever-changing global environments. The intent is to allow NCOs to explore and learn through broadening experiences (depth and breadth) as leaders, through more challenging assignments, over time. The end-state is to support development of leaders who are broad enough to operate with a global mindset and across the range of military operations. Examples of broadening assignments include: HRC RC Transition Branch SGM, USASMA Course

Instructor, and ARNG TRADOC SGM.

(f). Army Career Degrees. See SOCAD Army Career Degree Program.

(g). COOL Web site.

## **Chapter 9. MOS 79T Professional Development Model**

The PDM is located in Army Career Tracker (ACT) at the following web address:

<https://actnow.army.mil>.

## **Chapter 10. MOS 79V Army Reserve Career Counselor**

*Major duties.* Army Reserve Career Counselors (ARCCs) are force multipliers that directly impact USAR 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 active military installations and lack the traditional Army support networks most RA Soldiers have access to on a daily basis. As a result, a much greater degree of responsibility and initiative is required than for active component Soldiers living and working on active military installations. ARCCs transition IRR Soldiers to the selected reserve (SELRES), reenlist AR Soldiers, prospect for and assist Soldiers on the following actions: Officer Candidate School (OCS), becoming USAR warrant officers, accessing Soldiers into TPU 79V positions and assisting supported unit commanders in unsatisfactory participant recovery and sponsorship programs. ARCCs provide life cycle career management for AR Soldiers. They interview and counsel Soldiers to assist with determining and achieving individual goals and training opportunities based on available Army programs and individual qualifications. ARCCs perform extremely difficult and demanding duties which require a great deal of initiative, resourcefulness and flexibility. They are trusted to operate autonomously in civilian environments with limited direct supervision and have fewer opportunities so serve in OCONUS assignments than their RA counterparts. A list of the proponent primary, demanding, and special assignments are listed below.

Army Reserve Career Counselor (ARCC) (SFC). The ARCC duty position (TPU and AGR) is the entry level duty position for the MOS. Soldiers in this position should successfully perform the duties as described in this paragraph at a minimum of 24 months before being considered for any other assignments described in this paragraph. ARCCs provide guidance and career counseling to Soldiers of the Army Reserve; identify eligible IRR Soldiers for transfer into an AR unit; conduct reenlistment and transition interviews; provide incentives and benefit information to Soldiers; determine Soldier eligibility for reenlistment or extension; prepare and process reenlistments, extensions, or transition documents; prospects and identifies eligible Soldiers to fill vacant warrant officer positions; prepare and submit warrant officer application packets; prospect and identify eligible Soldiers for OCS; coordinate reenlistment ceremonies; prospect and identify eligible Soldiers to fill vacant 79V positions, assist in preparation and submission of 79V packets; brief leaders on matters relating to reenlistment and transition activities. At the BN and Group level HQ staff assignment ARCCs provide command wide support in training, policy, procedures and guidance. ARCCs may

function in special areas as an Officer Accessions NCO (OANCO), IRR–SELRES NCO, Reenlistment analyst NCO, Sustainment (SUST) NCO, or as a Current OPS NCO. Each functional area provides direct support to subordinate Areas or BNs to achieve specific missions. Area Leader. The Area Leader duty position is the entry level duty position at skill level 5 for the MOS. Soldiers in this position should successfully perform the duties as described in this paragraph at a minimum of 24 months before being considered for any special assignments described in this paragraph. Area Leaders supervise, manage, and evaluate the performance of several ARCCs geographically dispersed in an area that may cover 1,000 square miles or more and typically supports multiple units with a troop population ranging between 1,500 and 3,000 Soldiers. They are SMEs 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 the retention and transition missions for the USAR. Area Leaders manage area retention and transition missions, track mission accomplishment statistics, provide leadership and mission-essential task list (METL) training, manage retention and transition mission production, control quality of retention and transition documents, and mentor, coach, and guide subordinate ARCCs. They conduct QA visits, develop a yearly training calendar (YTC), foster relationships and liaise with Command Leadership Teams (CLTs) of supported TPUs, Readiness Commands (RD), major subordinate commands (MSCs), Direct Reporting Units (DRUs) Soldier Readiness Processing Centers (SRPCs), Reserve Component Career Counselors (RCCC), and USAREC personnel within their geographic boundaries. Area Leaders are responsible for achieving the area's assigned retention and transition objectives as well as maintaining accountability of hundreds of thousands of dollars' worth of equipment and sensitive items.

(1) Senior Operations NCO (SR OPS NCO). SR OPS NCO, assigned within the 13 subordinate BNs of Army Reserves Careers Group (ARCG), are responsible for all operational functions within a BN and are SMEs on all retention and transition matters. They assist the commander, executive officer, and BN SGM with managing retention and transition goals and objectives. In the absence of the BN SGM, the SR OPS NCO may assume duties and responsibilities as directed by BN leadership. SR OPS NCO supervise assistant OPS NCOs and a HQ staff element, and provide oversight with training and other programs as directed. SR OPS NCO analyze, monitor, and report retention and transition mission and personnel data, provide retention program guidance, identify retention training needs, and plan and coordinate command METL training requirements based on yearly training guidance (YTG) requirements and the YTC. They develop the BN YTC and assist leadership with the planning and conducting of all BN level staff assistance visits, BN quarterly training briefs, annual training and all other BN training events, SR OPS NCO monitor and track Selected Reserve Incentive Program (SRIP) exceptions to policy, requests for antedated reenlistments, and provide support for all automated systems. They conduct QA visits, develop a strong rapport with CLTs of TPUs, RDs, MSCs, DRUs, SRPCs, RCCCs, and USAREC within their BN geographic boundaries. As SMEs, SR OPS NCO must interpret regulations for leaders and subordinates.

(2) Senior Sustainment NCO (SR SUST NCO). SR SUST NCO, assigned to each of the 13 subordinate BNs of ARCG, are responsible for providing technical and administrative guidance on sustainment operational functions (human resources, security, resource

management (RM), and logistics) to the BN. SR SUST NCO analyzes, monitors, and reports sustainment data and develops reports and recommendations for the commander concerning BN personnel readiness. SR SUST NCO assists the BN XO with administering the financial resources within operational requirements, missions, and the commander's guidance. They are responsible to serve as the BNs Defense Travel System (DTS) Defense Travel Administrator (DTA) or Approving Official (AO), as well as managing duties associated with the BNs Government Purchase Card (GPC) program. SR SUST NCO supervises the maintenance of the BN property accountability program utilizing the Property Book Unit Supply Enhanced (PBUSE) accounting system, the BNs Government Services Administration (GSA) fleet management program, and also tracks Financial Liability Investigations of Property Loss (FLIPL) and Statement of Charges documentation on behalf of the commander. They also supervise administrative personnel who process award recommendations, PCS assignment requests, promotions, reclassifications, separations, evaluation reporting, and all automated personnel updates. SR SUST NCO is also responsible for monitoring the Medical Protection System (MEDPROS) reporting module for all assigned personnel to ensure compliance with Army medical readiness standards.

Battalion Sergeant Major (ASI 6S). The BN SGM (AGR), assigned to each of the 13 subordinate BNs of ARCG, serves as the Senior NCO for retention and transition issues. They advise the BN commander on all matters concerning the morale and welfare of the Soldiers in the BN and serve as the USAR retention program advisor to commanding generals, CSMs, and CLTs of units within their BN geographical boundaries. They assist the BN commander with RSC, MSC, or other important functions occurring within their BN geographic boundary. The BN 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 BN. BN SGMs manage enlisted Soldier assignments, training, NCODP, and directly supervise Area Leaders, Senior OANCO, SR OPS NCO, SR SUST NCO, and other enlisted Soldiers assigned to the BN. BN SGM serves as the senior listed advisor on NCOERS, managing a rating profile for SSGs, SFCs, MSGs as a rater or senior rater, and may evaluate 100 to 150 enlisted Soldiers. Will also conduct area QA visits, participate in USAREC R2PCs, strengthens rapport with CLTs of supported TPU, RSCs, MSCs, DRUs SRPCs, RCCCs, and USAREC personnel within their BN geographic boundaries.

(3) SGM, Operations Branch (OPS SGM, ASI 7S), ARCG. The OPS SGM, ARCG, provides operational guidance to the ARCG HQ and field force consisting of 13 geographically dispersed BNs with more than 1,600 Soldiers that support over 35 MSCs throughout the USAR. The OPS SGM serves as the OPS and management advisor for ARCG BN leadership teams. The OPS SGM is the senior SME in the OPS branch and is responsible for the oversight of all retention OPS within the command. The OPS SGM maintains operational oversight of a HQ staff consisting of over 40 SNCO. The OPS SGM prepares, reviews, and updates all policy letters and memorandums, oversees the coordination of quarterly training briefings, manages enlisted assignments, manages commander initiatives, annual training events, training workshops, and executes NCODP and annual training requirements for the ARCG HQ staff. The OPS SGM serves as a 79V MOS proponent advisor for the Army Reserve Proponent Advisor (ARPA) Program.

a. *Prerequisites.* See DA Pam 611–21 for details.

b. *Goals for development.* The purpose of the 79V PDM is to educate Career Counselors on how their careers and professional development (PD) patterns should unfold. This PDM will also depict the schooling, operational and special assignments, and self-development goals that define and enhance the qualifications needed for the career counselor to remain promotionally competitive, relevant, responsive and ready to meet the needs of MOS 79V. NCOs will serve in several key and developmental positions throughout their career as they progress to develop tactical and technical expertise. These positions (or assignments) are separated in the two categories; operational and special. For the purpose of this chapter, MOS 79V defines operational assignments as a critical or key position. Special assignments are further separated into two additional sub-categories; Key Developmental assignments and broadening assignments. Career counselors should make every effort to seek the more challenging and professionally rewarding leadership positions. BN and Group HQ level staff assignments are excellent for forming a well- rounded understanding of retention OPS and have a high OPTEMPO, but career counselors should only seek out these assignments after adequate development in 79V entry level assignments and leadership positions.

(1) *Staff Sergeant.* There are no authorized SSG positions for MOS 79V based on current 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 (2) below as it relates to institutional training, operational assignments, self-development, additional training and special assignments for a SFC 79V. *Sergeant First Class.*

(a) Institutional training. SLC. Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate or Commandant's List.

(b) Operational assignments. The key leadership position and entry level assignment for the SFC is the ARCC. 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. NCOs should successfully complete an assignment as an ARCC for at least 24 months before being considered for other operational assignments in order to be competitive for promotion to MSG. This time affords the NCO the opportunity to build a strong technical and tactical foundation for future assignments as a 79V and grounds the NCO in solid doctrinal procedures. Successful performance while serving in demanding leadership positions shows that an NCO has strong potential for advancement. ARCC's stand out from their peers by accepting a variety of operational assignments in different geographical locations throughout their time as a 79V. Career Counselors should also focus on diversity by seeking out progressive key developmental and broadening assignments..

(c) Self-development. DLC V. Although the 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 NCOs at this level pursue a Bachelor's degree or equivalent. The purpose of this is to improve competitiveness and obtain a leadership edge. 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 ARCC of the Year, induction into the SGT Audie Murphy Club, Best Warrior Competition winner, or have been recognized as an honor graduate or commandants list for the ARCC course or 79V SLC, are clearly developing themselves at a level above their peers. NCOs will remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

(d) Additional training. Common Faculty Development-Instructor Course (CFD-IC) (SQI 8), Battle Staff OPS Course (ASI 2S), Transition NCO Course (ASI 4R), Master Resilience Trainer (MRT) Course (ASI 8R), EOA Course (SQI Q), SHARP Course (ASI 1B), Inspector General Course (SQI B), and Master Fitness Trainer Course (ASI P5).

*Special assignments.* The Army and the USAR provide a special opportunity for the most outstanding Soldiers to serve with distinction in both Key Developmental and broadening assignments. Key Developmental assignments include assignment as a BN or Group Senior NCO or Officer Accessions NCO. Broadening assignments include BN Asst. SUST NCO, Command Career Counselor (CCC), HRC Liaison, TRADOC LNO, RCCC, 79V AGR Career Manager at HRC, Training Developer, and Instructor/Writer or detailed as an Assistant Inspector General. Successful performance in special assignments can be career enhancing. Another option 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 to prevent loss of core MOS competencies and stagnating leadership potential. This practice enhances MOS proficiency and creates a well-rounded professional Soldier. (f) *Army Career Degrees.* See SOCAD Army Career Degree Program.

(g). COOL Web site.

(2) *Master Sergeant.*

(a) Institutional training. Master Leader Course. Consider NCOs ahead of their peers and best qualified for promotion if they achieve distinguished recognition such as Honor Graduate or Commandant's List.

(b) Operational assignments. The key leadership position and entry level assignment for the MSG is the Area Leader. MSGs should complete an assignment as an Area Leader supervising at least 4 or more personnel for at least 24 months. 79V MSGs that perform successfully as an Area Leader should focus on diversity by seeking out progressive key developmental and broadening assignments. These assignments are in one-tour increments and should not be performed consecutively (that is within the same BN footprint or consecutive in another BN) to prevent loss of core MOS competencies and stagnating leadership potential. This practice enhances MOS proficiency and creates a well-rounded professional Soldier.

(c) Self-development. DLC V. Continuing civilian education is beneficial to the development of the Sr. NCO. Civilian education is not a requirement to make SGM or for lateral appointment to CSM. However, continuing education (pursuit of a Master's degree and/or Professional Certifications) 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.

(d) Additional training. Common Faculty Development-Instructor Course (CFD-FC) (SQI 8), Small Group Instructor Trainer Course (SGITC), Training Developer (SQI 2), Battle Staff OPS Course (ASI 2S), Transition NCO Course (ASI 4R), Master Resilience Trainer (MRT) Course (ASI 8R), EOA Course (SQI Q), SHARP Course (ASI 1B), Inspector General Course (SQI B), and Master Fitness Trainer Course (ASI P5). NCOs will remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

(e) Special assignments. The Army and the USAR provide a special opportunity for outstanding Soldiers to serve with distinction in both Key Developmental and broadening assignments. Key Developmental assignments Senior Command Career Counselor, Senior Operations NCO, BN/Group Senior Officer Accessions NCO, Senior Sustainment NCO, Group Current Operations NCO/NCOIC, Group Senior IRR NCOIC, Group Senior Reenlistment Incentives and Policies NCOIC, Theatre Retention Manager. Broadening assignments include, Senior Instructor/Writer, Senior Training Developer/Writer, Senior RCCC Policy Manager, Senior Career Management NCO, Senior RCCC Operations NCO, nominative AGR 1SG positions, or detailed as an Assistant Inspector General. Successful performance in these assignments can be career enhancing. Special assignments are in one-tour increments and should not be performed consecutively to prevent loss of core MOS competencies and stagnating leadership potential. This practice enhances MOS proficiency and creates a well- rounded professional Soldier.

(f). Army Career Degrees. See SOCAD Army Career Degree Program.

(g). COOL Web site.

(3) *Sergeant major/command sergeant major.*

(a) Institutional training. U.S. Army Sergeants Major Course.

(b) Operational assignments. The key leadership position and entry level assignment for the SGM is the BN SGM (ASI 6S). Progressive operational assignments include the ARCG Group OPS SGM (ASI 7S).

(c) Self-development. DLC VI. A master's degree is recommended. NCOs will remain physically fit and present an exceptional appearance at all times. Those who achieve 90 points or above in each testable event on the APFT and/or achieve/maintain the APFT badge are clearly ahead of their peers and should be considered most qualified for promotion. NCOs who achieve 80-89 points in each testable event are considered highly qualified for promotion.

(d) Additional training. Battle Staff OPS Course (ASI 2S), Transition NCO Course (ASI 4R), Force Management Course (ASI A3), BN/Group Pre-Command Course, Command Legal Course.

(e) Special assignments. The Army and the USAR provide a special opportunity for outstanding Soldiers to serve with distinction in both Key Developmental and broadening assignments. Key Developmental assignments include ARCG Group OPS SGM (ASI 7S) and Senior ARCC (Army G-1 (ASI 7S)). Broadening assignments include the ARCG CSM (ASI 7C), ARCG Group OPS SGM (ASI 7S) and Senior ARCC (Army G-1 (ASI 7S)) RCCC SGM (ASI 7S), and USASMA SGM course instructor (ASI 7S).

(f). Army Career Degrees. See SOCAD Army Career Degree Program.

(g). COOL Web site.

## **Chapter 11. Military occupational specialty 79V Professional Development Model**

Access to the “Career Maps” can be accessed from the ACT Web site. They are located under the career resources tab at the following Web address: <https://actnow.army.mil>.