

Chapter 28: CMF 79 – Recruiting and Retention

Description: 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 (SecArmy) vision and National Military Strategy in accordance with Defense Planning Guidance (DPG) and applicable regulations. The Recruiting and Retention Force directly impacts Army end strength. This impact supports Readiness, Force Structure and Sustainability the first 3 pillars of the 5 pillars of defense.

1. Duties: MOS 79R Army Recruiter

A. Major Duties: Recruiters conduct initial accession operations directed by the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA-MPRA) throughout the United States, Puerto Rico, the Virgin Islands, Guam, and American Samoa, as well as the American communities in Panama, Europe, and Asia. Specifically, Recruiters evaluate applicants' occupational, educational, socio-economical, moral and psychological background to determine initial enlistment qualifications for Army service and help determine Army programs with specific individual appeal. The Recruiter interviews and counsels prospective enlistees to determine individual goals and desires, discusses personal aptitudes, training opportunities, job satisfaction and stability, advancement, prestige, and Army life. The Recruiter explains Army benefits including pay and allowance entitlements, medical care, housing, enlistment bonuses, military and civilian educational opportunities, travel and recreational benefits, and all similar programs. Recruiters represent the Army in local communities on and off military installations, and explain the occupational and organizational structure of the Army to applicants, parents, government officials, private and civic organizations.

B. Prerequisites: [Hyperlink to AR 611-21](#), [Hyperlink to AR 601-1](#)

C. Goals for Development: The purpose of the Recruiter Professional Development Model is to inform the career recruiter how their career and professional development patterns should unfold. To develop Recruiters into professional NCOs, assignments must center on leadership positions at the recruiting station (RS) and company level. Follow-on assignments at battalion and brigade staff should be used to develop professional knowledge. Consecutive non-recruiting assignments should be avoided at all costs, such as going from staff to staff (Bn-Bde), instructor to staff or similar positions. These situations may arise that are out of the NCO's control, but every effort must be made to seek the more challenging, harder and professionally rewarding leadership positions: on production station commander (OPSC), limited production station commander (LPSC),

detachment sergeant and first sergeant. Battalion, Brigade and HQ USAREC assignments should round out the NCO's development, not form it.

(1) Sergeant

- a. **Institutional Training:** Army Recruiter Course (upon graduation, NCO's are awarded the SQI 4"), BNCOC.
- b. **Operational Assignments:** Recruiter NCOs should focus the first 3 years in the recruiting station (RS). This time affords the NCO to build a strong technical and tactical foundation for future assignments in USAREC and grounds the NCO in solid doctrinal procedures. NCO's must seek responsibility and take advantage of every opportunity to display their leadership and sales skills.
- c. **Self-Development:** All Recruiting NCOs should strive to earn the Gold Recruiting Badge at the earliest point possible. This is a promotion discriminator for NCOs seeking advancement to SFC. Although the operation tempo (OPTEMPO) is high, NCOs must take advantage of every civilian educational opportunity. The NCO should begin a course of study in Marketing, Statistics, Business Management, Business Administration or Sales. Although the primary focus of the NCO should be to improve their MOS technical and tactical expertise at this time, beginning a course of study will enhance the technical skill sets necessary at the senior enlisted grades.
- d. **Additional Training:** Airborne, Air Assault, Master Fitness Trainer
- e. **Special Assignments: None**

(2) Staff Sergeant

- a. **Institutional Training:** Army Recruiter Course (upon graduation, NCO's are awarded the SQI 4"), BNCOC (conditional promotions). Station Commander Course, Guidance Counselor and Operations Course
- b. **Operational Assignments:** NCO's should focus the first 3 years in the recruiting station (RS) if conversion to MOS 79R was as a SSG. This time affords the NCO to build a strong technical and tactical foundation for future assignments in USAREC and grounds the NCO in solid doctrinal procedures. NCO's who converted to MOS 79R as SGT and have at least 3 years operational assignment at the Recruiter level should seek leadership responsibilities as Station Commander. Leadership

assignments are promotion discriminators to the senior ranks in MOS 79R. NCOs must seek responsibility and take advantage of every opportunity to display their leadership and sales skills. Important assignments for a SSG are: **Recruiter, On Production Station Commander (OPSC), Exhibit Team NCO**

- c. **Self-Development:** All Recruiting NCO's should strive to earn the Gold Recruiting Badge at the earliest point possible. This is a promotion discriminator at for NCO's seeking advancement to SFC. Although the operation tempo (OPTEMPO) is high, NCO's must take advantage of every civilian educational opportunity. NCO's who were DA selected and converted to MOS 79R as SSG should begin a course of study in Marketing, Statistics, Business Management, Business Administration or Sales. Although the primary focus of the NCO should be to improve their MOS technical and tactical expertise at this time, beginning a course of study will enhance the technical skill sets at the senior enlisted grades.
- d. **Additional Training:** Airborne, Air Assault, Master Fitness Trainer,
- e. **Special Assignments: Guidance Counselor, Special Forces Recruiter, AMEDD Recruiter**

(3) Sergeant First Class

- a. **Institutional Training:** Army Recruiter Course, ANCOC (conditional promotions), Guidance Counselor Course, Health Care Recruiting Course, Recruiter Trainer Course, Station Commander Course, USAREC First Sergeant Course, DA First Sergeant Course (when serving in 1SG capacity)
- b. **Operational Assignments:** NCO's must not avoid leadership positions. The key leadership position for the SFC is Limited Production Station Commander (LPSC). NCO's should pursue assignment as LPSC for a minimum of 3 years before seeking a different operational assignment. A staff assignment should not exceed 24 months. A staff assignment is any operational assignment not in the recruiting station (RS). NCO's must avoid consecutive staff assignments. Important assignments for a SFC are: **Recruiter, On Production Station Commander (OPSC), Limited Production Station Commander (LPSC), Guidance Counselor, Recruiter Trainer NCO, Operations NCO**
- c. **Self-Development:** All Recruiting NCOs should strive to earn the Army Recruiter Ring at the earliest point possible. This is a promotion discriminator at for NCOs seeking advancement to 1SG/MSG. NCOs must take advantage of every civilian educational opportunity. NCO's who were

DA selected and converted to MOS 79R as SFC should begin a course of study in Marketing, Statistics, Business Management, Business Administration or Sales. Although the primary focus of the NCO should be to improve their technical and tactical expertise at this time, beginning a course of study will enhance the technical skill sets at the senior enlisted grades.

- d. **Additional Training:** Airborne, Air Assault, Master Fitness Trainer, Equal Opportunity Course, Manpower and Force Management Course
- e. **Special Assignments: Special Missions Recruiter (AMEDD, SF, SOAR), Liaison NCO, Exhibit Team Chief, Instructor/Writer/Developer, Selection NCO**

(4) First Sergeant/Master Sergeant

- a. **Institutional Training:** DA First Sergeant Course, USAREC First Sergeant Course
- b. **Operational Assignments:** The crucial operational assignment for a MSG is First Sergeant. Without an assignment as First Sergeant the opportunity for promotion to the rank of SGM or appointment to CSM is limited. First Sergeants should serve a minimum of 24 months in position before seeking other operational assignments. Staff and Special assignments should be viewed as career enhancing only after serving as First Sergeant. Assignments important for a First Sergeant/Master Sergeant are: **First Sergeant, Senior Guidance Counselor, Master Recruiter Trainer NCO**
- c. **Self-Development:** Although not required, continuing civilian education is beneficial to the development of the NCO as well as development of subordinates. Pursuing a Graduate or an Undergraduate degree in Marketing, Statistics or Business is recommended since promotion to SGM or appointment to CSM is very competitive and all SGM and CSM positions are analytically based.
- d. **Additional Training:** Master Fitness Trainer, Equal Opportunity Course, Middle Managers Course, Manpower and Force Management Course
- e. **Special Assignments: Senior Career Management NCO, Chief Instructor/Writer/Developer, Special Programs NCO, Senior Liaison NCO**

(5) Command Sergeants Major/Sergeant Major

- a. **Institutional Training:** USASMA Sergeant Major Course, USAREC CSM Course
 - b. **Operational Assignments:** USAREC Command Sergeant Major, Recruiting Brigade Command Sergeant Major, Recruiting and Retention School Command Sergeant Major, Recruiting Battalion Command Sergeant Major, Operations Sergeant Major
 - c. **Self Development:**
 - d. **Additional Training:**
 - e. **Special Assignments:** SGM, Recruiting Department RRS, SGM, USAREC Directorate(s), SGM, ODCSPER, Liaison, USASMA, SGM, Proponent and Training RRS
- (2) **Career Development Map:** [Hyperlink to the Recruiting and Retention School](#)

Recommended Reading List

FM 22-100, Military Leadership

FM 25-100, Training the Force

FM 25-101, Battle Focused Training

FM 21-20, Physical Fitness Training

DA Pam 600-25, Noncommissioned Officers Professional Development Guide

TITLE: A Gathering Of Eagles: Advice On Leadership, Success And Significance From 227 Dedicated American Leaders

ISBN: 158169024X

Publisher: Evergreen Press

Publish Date: January 1999

Author: Jimmie D. Coy (Edited by)

TITLE: Nineteen Stars: A Study In Military Character And Leadership

ISBN: 0891411488

Publisher: Presidio Pr

Publish Date: Reissue edition (March 1997)

Author: Edgar F. Purvear, Forest C. Pogue (Designer)

TITLE: NCO Guide (6th Edition)
ISBN: 081172859
Publisher: Stackpole Books
Publish Date: 6th edition (June 2000)
Author: Robert S. Rush, Charles O. Kates

TITLE: The Three Meter Zone: Common Sense Leadership For NCOs
ISBN: 089141679X
Publisher: Presidio Pr
Publish Date: April 1999
Author: CSM J.D. Pendry, Jimmie Spencer

TITLE: The Definitive Performance Writing Guide
ISBN: 0962367303
Publisher: Professional Management Spectrum
Publish Date: June 1989
Author: Douglas L. Drewry

TITLE: Sacred Honor: A Biography Of Colin Powell
ISBN: 031060480x
Publisher: HarperCollins Canada, Limited
Publish Date: August 1993
Author: Roth, David

TITLE: Brave Decisions: Moral Courage From The Revolutionary War To Desert Storm
ISBN: 0028811089
Publisher: Brassey's, Incorporated
Publish Date: 1 May 1995
Author: Harry J. Maihafer, Foreword by John McCain

TITLE: Reflections Of Courage On D-Day And The Days That Followed: A Personal Account Of Ranger "Ace" Parker
ISBN: 0964992264
Publisher: DeForest Press
Publish Date: October 1999
Author: Marcia Moen, Margo Heinen, Shane Groth (Editor)

TITLE: How To Be An Effective Speaker: The Essential Guide To Making The Most Of Your Communication Skills.

ISBN: 0844232807
Publisher: NTC Publishing Group
Publish Date: October 1989
Author: Cristina Stuart

TITLE: You Can Negotiate Anything

ISBN: 0553203037
Publisher: Bantam Doubleday Dell
Publish Date: 1982
Author: Herb Cohen

TITLE: Talking with Confidence

ISBN: 0679458158
Publisher: Random House, INC
Publish Date: 1997
Author: Don Gabor

TITLE: The Seven Habits of Highly Effective People

ISBN: 0671708635
Publisher: Simon & Schuster Trade
Publish Date: 1990
Author: Stephen R. Covey

TITLE: Principle-Centered Leadership: Strategies for Personal and Professional Effectiveness

ISBN: 0671792806
Publisher: Simon and Schuster Trade
Publish Date: 1992
Author: Stephen R. Covey, Reynolds

TITLE: Virtual Selling: Going beyond the Automated sales Force to Achieve Total sales Quality

ISBN: 0684822873
Publisher: Simon and Schuster Trade
Publish Date: 1996
Author: Thomas M. Siebel, Michael S. Malone

TITLE: Tough Calls: Selling Strategies to Win Over Your Most Difficult Customers

ISBN: 0814479251
Publisher: AMACOM
Publish Date: 1996
Author: Josh Gordon

TITLE: How to Master the Art of Selling

ISBN: 0938636030

Publisher: Hopkins, Tom International, Incorporated
Publish Date: 1981
Author: Tom Hopkins

TITLE: Sales Closing for Dummies

ISBN: 0764550632
Publisher: IDG Books Worldwide
Publish Date: 1998
Author: Tom Hopkins

TITLE: How to Sell with a Laptop: Shoulder to Shoulder Techniques for Powerful Laptop Sales Presentations

ISBN: 0071345213
Publisher: The McGraw-Hill Companies
Publish Date: 1999
Author: Andy Jenkins, Dave Thomas, Dick Elder

TITLE: Tom Hopkins' Guide to Greatness in Sales: How to Become a Complete Salesperson, Vol. 1

ISBN: 0446393703
Publisher: Warner Books, Incorporated
Publish Date: 1993
Author: Tom Hopkins

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