

## CMF 79 – Recruiting and Retention

**CMF 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 endstrength. This impact supports Readiness, Force Structure and Sustainability the first 3 pillars of the 5 Pillars of Defense.

### 1. Duties MOS 79S Career Counselor:

**a. Major Duties:** Career Counselors serve as a special staff adviser to the Commander and Command Sergeant Major on all matters relating to retention, career development, separations and attrition management. Assists in sustaining Army personnel readiness by developing, implementing and maintaining aggressive Army Retention Programs and attrition management programs, designed to accomplish specific goals and missions consistent with governing laws, policies and directives. Specifically Career Counselors are to counsel, reenlist, extend or transition qualified soldiers in to the Active Army or Reserve Components. Counselors assist in achieving and maintaining force alignment through the retention or transfer of qualified soldier in to critical skills and location. Career Counselors directly impact Army end strength and are force multipliers. Their functions are critical to the war fighting effort and directly support the 5 Pillars of Defense. These functions will continue when deployed, during war and OOTW or until suspended by the Secretary of the Army.

**b. Prerequisites:** [Hyperlink to DA PAM 611-21](#)

### 2. Goals for Development

**a. General Development:** The purpose of the Career Counselor Professional Development Model is to educate a Career Counselor on how their career and professional development patterns should unfold. To develop Career Counselors into professional NCOs, their assignments must focus on "On-Production Positions" at the battalion and brigade level. Follow-on assignments at division and division staff will then add to their overall professional and technical knowledge. Back-to-back, non-production positions should be avoided (such as going from recruiter duty to operations, instructor, or staff to similar positions). It is possible these situations will occur due to direct assignment from Department of the Army. NCOs should seek the harder, more professionally rewarding, leadership positions: Senior Career Counselor at a large brigade with subordinate Career Counselor or Career Counselor positions of greater responsibility. Career Counselors should seek to become a well-rounded professional during their careers by demonstrating their competence within a multi-echelon environment, encompassing a variety of operational and special assignments, CONUS and OCONUS.

**b. Specific Development:**

**(1) Staff Sergeant**

**(a) Institutional Training:** None

**(b) Operational Assignments:** The focus during this phase of their career must be on continued development and refinement of their leadership, counseling skills and technical expertise. Duty assignments in units that will increase the experience, develop the counseling ability and leadership level of the NCO are: **Bn Career Counselor, Bn Career Counselor of a separate battalion, and Bde Career Counselor.**

**(c) Self-development:** At this stage soldiers should seek opportunities to pursue an associates degree. All Career Counselors should strive to maximize every opportunity to pursue advanced civilian education that focuses on improving the Counselor not only personally but also professionally. The Counselor's willingness to pursue educational goals that enhance their job performance could assist in future development.

**(d) Additional Training:** Transition NCO, Airborne, Air Assault, Recruiter, Battle Staff, Ranger course, Master Fitness Trainer

**(e) Special Assignments:** At this point in a Career Counselor's career, they should be focused on strengthening their counseling technique and technical proficiency. Operational assignments in battalion level positions are recommended. **The only available and acceptable special assignment for a SSG is Recruiter.**

**(2) Sergeant First Class**

**(a) Institutional Training:** ANCOC

**(b) Operational Assignments:** The focus during this phase of their career should be in Brigade assignments as a Senior Career Counselor for a minimum of 24 months. The Career Counselor's job as the senior technical advisor to the commander is essential in the maintenance of unit combat readiness and Army end strength. It is also necessary in order to be competitive for promotion to Master Sergeant. Other important assignments for SFC are: **Bn Career Counselor of a separate battalion, Bde Career Counselor, and Operations NCO (MACOM / Installation with a Master Sergeant Senior Career Counselor).**

**(c) Self-development:** At this stage Career Counselors should be seeking avenues to complete an Associates degree. Any courses that can be taken in Management, Communication or Human Resources will only enhance their ability to counsel soldiers. A college degree is not a requirement for promotion but can a deciding factor when it comes to the best qualified.

**(d) Additional Training:** Transition NCO, Battle Staff, Master Fitness Trainer, Ranger, Airborne, and Instructor Training Course

**(e) Special Assignments:** Instructor/Writer, Recruiter, RMB Program Action Officer, EIS Analyst, and Career Management NCO

### **(3) Master Sergeant**

**(a) Institutional Training:** None

**(b) Operational Assignments:** An important assignment for a MSG is Operations NCO at division level or higher. A tour as Operations NCO (division level or higher) will increase the experience level required for SGM. It is beneficial to a MSG's career development to serve as Operations NCO (division level or higher) for at least 18 months (may consist of one or more assignments). Other important assignments for MSG are: **Brigade SR Career Counselor, MACOM SR Career Counselor, Installation Senior Career Counselor and Command Senior Career Counselor.**

**(c) Self-development:** Civilian education is not a requirement for promotion to SGM. However, continuing civilian education (completion of associates or bachelors degree) is encouraged since promotion to SGM is very competitive and could make the difference between two equal records.

**(d) Additional Training:** Transition NCO, Master Fitness Trainer, Airborne, Air Assault, Ranger, Instructor Training Course, and Training Developer Course.

**(e) Special Assignments:** Chief Instructor/writer, RMB Program Action Officer, EIS Sr. Analyst, Operations NCO (ODCSPER), RETAIN NCOIC, Career Advisor, SR Career Management NCO

### **(4) Sergeants Major**

**(a) Institutional Training:** Sergeants Major Course

**(b) Operational Assignments:** The only operational assignment for a SGM is Command Career Counselor. Command Career Counselors are assigned to progressively higher commands starting at Installation level. These positions are: **Installation Command Career Counselor (10,500 or more enlisted Assigned), Division Command Career Counselor, Corps Command Career Counselor, MACOM Command Career Counselor**

**(c) Self-development:** At this stage continued self-development can only assist in the continued professional development of subordinate counselors.

**(d) Additional Training:** Master Fitness Trainer, Airborne.

**(e) Special Assignments:** Senior Army Career Counselor (ODCSPER), Director of the Retention Department at the Recruiting and Retention School, Branch SGM in the Policy and Eligibility Inquiry Branch at PERSCOM and Branch SGM in the Reenlistment Management Branch at PERSCOM.

### **3. Career Development Map:** [Hyperlink to Career Development Map](#)

#### **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: Randon House, INC  
Publish Date: 1997  
Author: Don Gabor