



Headquarters
United States Army Recruiting Command
Fort Knox, Kentucky

USAREC Regulation 350-1

Effective 19 September 2022

Training
Training and Leader Development

For the Commander:

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History: This publishes a revised USAREC Reg 350-1, which is effective 19 Sep 2022

Summary: Prescribes and consolidates policy and guidance for U.S. Army Recruiting Command training and leader development.

Applicability: To all military and civilian personnel assigned, attached, detailed, or on temporary duty with the U.S. Army Recruiting Command.

Proponent and exception authority: The proponent of this regulation is the Commanding General, United States Army Recruiting Command (USAREC). The proponent has the Authority to approve exceptions to this regulation that are consistent with controlling law and regulations.

Army management control process: This regulation contains management control provisions in accordance with AR 11-2 but does not identify key management controls that must be evaluated.

Supplementation: Supplementation of this regulation is prohibited.

Suggested improvements: Users are invited and comments and suggested improvements on DA form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCSJA, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

Distribution: This regulation is available in electronic media only.

SUMMARY of CHANGE

UR Reg 350-1
Training and Leader Development.

This revision, dated 19 September 2022

- Added Battalion Commander responsibility to appoint soldiers certified to conduct Body Circumference measurement / height and weight. (Para 2-8).
- Moved the Recruiting Operations Officer Course from Institutional to Organizational Courses (Table 4-8).
- Added Operations Sergeant Major Course (Para 4-10).
- Modified Certification Programs Appendix F.
- Changed the Primary and Alternate trainer and evaluator for the Company XO Certification (Figure F-1).
- Modified the Office of the Command Surgeon and Psychologist (OCSP) - Health, Education and Training Program (HEAT) Appendix I.
- Modified the Advanced Training Program Appendix K.
- Rescinded UF 350-1.7, AMEDD Company/Station Training Assessment Review (CSTAR. Medical Recruiting Brigade will use internal CSTAR format.
- Removed MSAF 360 & USAREC Leaders Edge 360.
- Added Station Officer in Charge (OIC) responsibilities. (Para 2-16).
- Added New Recruiting NCO Board Requirements and Score Card, (Appendix K.
- Added Knowledge, Skills, and Abilities (Appendix E-9).

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Summary Of Change

Chapter 1. Introduction

1-1. Purpose

Establish policies and procedures for training and leader development within the U.S. Army Recruiting Command (USAREC). Provide leaders with mandatory requirements, flexibility, and acceptable risk as it pertains to training and leader development. Direct the preparation, implementation, documentation, and disposition of all plans and programs associated with training and leader development.

1-2. References, forms, and Explanation of abbreviations

See Appendix A.

1-3. Associated publications

None listed

1-4. Responsibilities

Responsibilities are listed in section II of this chapter.

1-5. Records management (record keeping) requirements

The G-6 Administration Service Office is the POC for the Army Records Information Management requirements.

1-6. Training challenge

The complexities of recruiting operations challenge commanders to develop the means and methods necessary to train, develop, and sustain the recruiting force. Commanders will ensure soldiers and Civilians are fully trained in their respective duty positions and mentored to provide professional development. Training will focus on mission essential tasks and will encompass leaders, soldiers, and Civilians.

1-7. Training goals and objectives

Commanders will implement training that sustains and improves the performance of their units for short and long- term mission capabilities. Commanders will invest in the individual leader and establish an environment that promotes self-aware and adaptive leaders capable of responding to the ever-changing recruiting environment.

1-8. Training management process

The training management process helps leaders identify training requirements and allows them to plan, resource, execute, and evaluate training. Training management facilitates bottom-up feedback and top-down guidance as outlined in FM 7-0 in order to create the most accurate representation of a unit's readiness and capabilities for commanders to implement their unit training programs. The routine completion of the company/station training assessment review (CSTAR) by recruiting units assists commanders in assessing their units and determines systemic training needs.

1-9. Training development process

The training development process begins when an actual or perceived performance deficiency is discovered, this is called a triggering circumstance. Master trainers and training developers utilize the Analyze, Design, Develop, Implement, and Evaluation (ADDIE) process and conduct in-depth needs analysis to assess capabilities and performance gaps in any area of doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P). Within USAREC the utilization of the CSTAR guides the training development process and enhances the training management process. For utilization of the CSTAR see Appendix J, USAREC TC 5-03.4, TRADOC Regulation 350-70, and TRADOC Pamphlet 350-70-1 provide guidance on the training development process.

1-10. Unit training

Commanders will develop, implement, and manage training at the unit level using Digital Training Management System (DTMS). DTMS is the only authorized automated system for managing training in Army units, assessing Individual tasks, and developing unit training plans and schedules IAW AR 350-1 (see Appendices B and C).

1-11. Institutional training

USAREC manages training in schools for all soldiers and Civilian Staff (with the exception of Noncommissioned Officer Professional Development System (NCOPDS), which the U.S. Army Human Resources Command (HRC) manages. USAREC G3 Training Division manages the resident training base and distributed courses through the Army Training Requirements and Resources System (ATRRS). Training programs operate in accordance with the provisions of AR 350-1.

1-12. Evaluation of training programs

Commanders will establish training evaluation programs that compare the ability of individuals, leaders, Civilians, and units to training standards. Evaluation is the basis for the commander's unit training assessment. To keep the training programs dynamic, leaders will use the AAR format located in DTMS to determine the effectiveness of the training management cycle using:

- a. Informal evaluations take place whenever a leader visits ongoing training. This type of evaluation gives leaders a firsthand look at the training environment and the training's effectiveness.
- b. Formal evaluations (survey's, testing, etc.) take place at scheduled times and are synchronized to provide specific scope of a unit's capabilities.
- c. Internal evaluations measure the leaders ability to train and the soldier's and Civilian staff's ability to receive training as demonstrated through live-fire, role-play, and hands-on applications; these evaluations put the evaluator at an advantage due to a pre-existing understanding of the Soldier's and Civilian's current abilities and perceived potential.
- d. External evaluations include the Organizational Inspection Program, brigade and USAREC staff assistance visits, and inspector general inspections, the training assessment board (TAB), and training and operational assessments (TOA).

1-13. Risk Management

Commanders are the risk management experts and ensure implementation of risk management occur in all aspects of mission planning. Commanders will ensure that all military and civilian employees within their command complete the online Risk Management Basic Course at <https://safety.army.mil/> during in-processing. Commanders will perform risk assessments in accordance with ATP 5-19, Risk Management. Commanders will continually assess the risks in any training event to prevent loss of personnel and equipment. All training involves some degree of risk, but commanders should not take unnecessary risks. Commanders will assess their unit's capabilities and evaluate risk when establishing training periods. Commanders possess the flexibility to identify periods during the year when risk to mission is acceptable and block out training periods that meet the unit, soldier, leader, and Civilian training needs. The CG, USAREC provides a list of training topics where commanders can assume risk. While assuming risk is a leader's responsibility, it does not mean that training stops.

Chapter 2. Responsibilities

2-1. Commanding General, USAREC

The Commanding General (CG), USAREC, exercises training and readiness oversight responsibilities by developing training guidance; allocating the necessary resources to effectively implement training; evaluating the conduct of training; providing subordinate commanders maximum time to train; and ensuring training is managed using DTMS.

2-2. Command Sergeant Major, USAREC

The USAREC Command Sergeant Major is the Commanding General's primary advisor for all training matters. The USAREC CSM:

- a. Administers USARECs Noncommissioned Officers Development Program (NCODP).
- b. Responsible for the content and conduct of all USAREC Functional Courses and 79R NCOPDS.
- c. Responsible for developing and conducting an annual USAREC CSM/SGM Course.

d. Responsible for reviewing all NCOPDS cancellations and recommends actions to the USAREC Deputy Commanding General (Operations).

e. Ensures USAREC and subordinate units maintain an order of merit list (OML) and soldiers prepare academically and physically for professional development and functional courses.

f. Monitors USAREC's self-development training, Holistic Health and Fitness (H2F), and Army Combat Fitness Test (ACFT) status.

g. Monitors all organizational training to include subordinate unit's training plans.

h. Chairs all USAREC level promotion, selection, and award boards.

2-3. Assistant Chief of Staff G3

The ACS G3, through the Chief, G3 Training Division, publishes the annual training guidance, manages all organizational training within USAREC, and ensures institutional training meets the demands of the operational domain. Provides field training assistance and assessments to brigades and battalions, develops training input to the quarterly training brief (QTB)/Operations Update Assessments (OUA), serves as USAREC's Schools, Quota Source, ATRRS, ALMS, and DTMS manager, develops and tests new training products, and synchronizes training events with the USAREC long-range calendar. In conjunction with Executive Services, the ACS plans and organizes the Annual Leaders Training Conference (ALTC).

2-4. Chief, G3 Training Division

Serves as the lead for all organizational training and ensures institutional training meets the organizational/operational needs. G3 Training responsibilities include:

a. Authors USAREC Regulation 350-1 and the Annual Training and Leader Development Guidance.

b. Determines Senior Master and Master Trainer roles and responsibilities.

c. Assesses the deployment of Mobile Training Teams (MTT).

d. Serves as the USAREC Schools Manager and manages the scheduling of all functional and institutional training.

e. Submits all Training Resources Arbitration Panel (TRAP) to HRC for additional training seat requirements.

f. Serves as the USAREC Army Training Requirements and Resource System (ATRRS) administrator.

g. Serves as the USAREC Quota Source Manager.

h. Serves as the USAREC Army Learning Management System Blackboard (ALMS) Help Desk Administrator.

i. Serves as the USAREC Digital Training Management System (DTMS) Administrator.

j. Serves as the USAREC Organizational Inspection Program (OIP) Coordinator.

k. Serves as the USAREC Master Resilience Trainer Coordinator.

l. Physically performs a minimum of 10 annual training and operational assessments to randomly selected battalions. Authors a written summary following each assessment and an annual summary comprising of all systemic training and operational trends from the FY.

m. Conducts a Quarterly Training Assessment Board (TAB) with all Senior Master Trainers to identify training needs and share best practices.

n. Develops Training Support Packages (TSP) using distributed learning (DL), PowerPoint, and video to support organizational training. Develops, coordinates, and conducts training for all new USAREC and Army initiatives. (OPAT, Female Engagement Team, Lieutenant XO, etc.)

o. Reviews all training conducted, systemic training issues, and training requirements in order to develop new training support packages or advise the change in current training guidance/programs.

p. Manages the USAREC 68W re-certification programs.

q. Manages the USAREC Leader Development Programs and Certifications:

- (1) Assistant Station Commander Program (ASCP).
- (2) Station Commander Certification.
- (3) Guidance Counselor/Operations NCO Certification.
- (4) Master Trainer Certification.
- (5) Company Leadership Certification.
- (6) Company Executive Officer Certification.
- (7) Battalion Executive Officer Certification.

r. Develops, coordinates, and conducts organizational training courses and programs:

- (1) Executive Officer Course.
- (2) Deputy Commanding General Semi-Annual Battalion Commander Training.
- (3) Recruiting Operations Officer Course.
- (4) CSM/SGM Training.
- (5) Governance Forum (Support)
- (6) Operations Training Course (Support)
- (7) Annual Leaders Training Conference (ALTC) in coordination with Executive Services.
- (8) Fusion Cell Training Program.

s. Maintains the USAREC G3 Training Repository SharePoint.

t. Maintains the USAREC Recruiter Tool Box.

2-5. Commandant Recruiting and Retention College (RRC)

The Commandant, Recruiting and Retention College provides 79R development and manages CMF 79 proponent requirements for USAREC. The commandant:

- a. Manages all 79R/79S Institutional training.
- b. Determines the RRC's training capability to support USAREC's projected out years student load and serves as USAREC's representative during the Annual Structure Manning Decision Review (SMDR).
- c. Upon receipt from the USAREC Schools Manager, grants or disapproves exceptions to policy requests for attendance to USAREC functional courses.
- d. Conducts the Critical Site Selection Board (CTSSB), as required.

2-6. Commandant 79R/S NCOA

The Commandant, 79R/S NCOA serves as the proponent for 79R and 79S Senior Leader Course.

- a. Directs operation of the NCO Academy.
- b. Manages the 79R/S Noncommissioned Officer Professional Development Training.
- c. Exercises command and control over all elements assigned or attached to the NCO Academy.
- d. Effects coordination among elements of the NCO Academy and between the Academy, higher headquarters, integrating stations, other schools, the installation, and external activities.
- e. Supervises the deputy commandant.
- f. Establishes missions and priorities for the NCO Academy.
- g. Recommends UCMJ action over all assigned and attached personnel.

2-7. Brigade Commanders

Brigade commanders are responsible for training and will ensure training supports mission accomplishment, professional and leader development, in addition to soldier and command guidance. Brigade commanders will:

- a. Provide training guidance and assistance to subordinate elements through the brigade operations officer (S3).
- b. Evaluate training conducted at battalion and company levels.
- c. Publish quarterly training guidance.
- d. Allocate resources necessary for training and mission accomplishment.
- e. Assess subordinate units' training guidance.
- f. Deploys the Brigade Mobile Training Team as required to support organizational training needs.

2-8. Battalion Commanders

Battalion commanders the primary training managers in their units will ensure training supports mission accomplishment, professional leader development, soldier and Family well-being, and adherence to command guidance. Battalion commanders will:

- a. Assess subordinate units' training and adherence to the training guidance.
- b. Develop, implement, and manage training.
- c. Evaluate station training to ensure training is needs based, executed, resourced, and effective.
- d. Publish quarterly training guidance.
- e. Supervise and evaluate the sponsorship and reception and integration program.
- f. Train, coach, and mentor company commanders.
- g. Allocate necessary resources to support training at subordinate levels.
- h. Supervise and validate all leader certification programs.
- i. Deploy master trainers as required to support/assess organizational training needs.
- j. Ensure the unit maintains soldiers certified to conduct Body Circumference measurements (BCM) / height and weight. Soldiers conducting Body Circumference measurements must be trained/certified by Master Fitness Trainer or Wellness personnel from a Military Treatment Facilities. Only certified soldiers appointed on a Memorandum for Record are authorized to conduct official BCMs.

2-9. Brigade and Battalion Command Sergeants Major

The Brigade and Battalion Command Sergeants Major will:

- a. Advise the commander on training priorities and oversee the delivery of all training.
- b. Advise and mentor subordinate noncommissioned officers (NCO) regarding leadership and training issues.
- c. Manage the organization's Noncommissioned Officer Development Program (NCODP), monitor self-development training, and the unit's ACFT status.
- d. Manage the professional development of all 79R in their unit and assess potential candidates for conversion to 79R.
- e. Ensure their unit maintains an order of merit list (OML).
- f. Supervise the implementation of their unit's military schools program.
- g. Ensure all soldiers are academically and physically prepared for professional development and functional courses.
- h. Review and participate in quarterly sustainment training.

- i. Brigade Command Sergeants Major serve as the primary trainer for their brigade's Company Leader Certification Programs. (See Appendix F)
- j. Manages the effective use of their Master Trainers.
- k. Advises on the planning of all major training events.

2-10. Executive Officers

Brigade and Battalion Executive Officers manage the staff to accomplish the commanders' intent. The XO:

- a. Validates the task proficiency of all staff members IAW the position description and Training and Evaluation Outlines (T&EO).
- b. Serves as the lead for Fusion Cell Operations and trains the staff to synchronize efforts.

2-11. S3s

Brigade and battalion S3s manage all training functions and ensure training follows the commander's training guidance. S3s:

- a. Ensure adequate resourcing of training activities.
- b. Assess subordinate unit's training guidance.
- c. Review and consolidate subordinate units' training schedules through DTMS.
- d. Review erroneous enlistment and liaison reports and provide preventive and corrective guidance counselor (GC) training.
- e. Monitor the execution of the schools OML.
- f. Monitor mandatory and organizational needs-based training activities and events.
- g. Enforce the utilization of CSTARs and compliance with the standards outlined within this regulation.
- h. Supervise station commander quarterly leader development (SCQLD) planning.
- i. Prepare QTB/Operations Update Assessment presentations.
- j. Maintain the training calendar.
- k. Monitor leader certification programs.
- l. Senior rate the Senior Master Trainer.

2-12. Operations Sergeants Major

The brigade and battalion operations sergeants major advises the battalion commander, CSM, and S3 on Army recruiting operations. Operations SGMs:

- a. Advises the commander on training trends, priorities, and monitors unit training.
- b. Advises the S3 on training shortfalls and senior master trainer (SMT) activities.
- c. Advises and mentors subordinate NCOs regarding leadership and training issues.
- d. Advises the commander and CSM on systemic trends found through CSTARs.
- e. Advises the commander and CSM on self-development training statistics, ACFT, and operational proficiency.
- f. Propose locations to deploy Master Trainers and determines the objectives of the Mobile Training Team, if required.
- g. Ensure the unit maintains an OML and validate the academic and physical qualifications of soldiers prior attending PME and functional courses.
- h. Validate leader certification program compliance.
- i. Rate the Senior Master Trainer.

2-13. USAREC, brigade, and battalion master trainers

Senior master trainers (SMT) and master trainers (MT) are the command's primary training managers and responsible for assessing, developing, implementing, conducting, and managing training at USAREC, brigade, and battalion levels.

Note: SMTs are supervisors and assign MTs responsibilities using the following guidelines:

a. USAREC Senior Master Trainer (SMT) and Master Trainers (MT):

- (1) Enforces the standards outlined in this regulation.
- (2) Ensures all training is loaded within the Master Event Calendar found on the G3 SharePoint.
- (3) Serves as the command's training subject matter expert.
- (4) Helps determine brigade and battalion training needs.
- (5) Coordinates training programs.
- (6) Conducts Training and Operational Assessments (TOA).
- (7) Serves as liaison between USAREC and the RRC for the integration of new technologies and training priorities.
- (8) Coordinates and conducts the quarterly USAREC Training Assessment Board (TAB).
- (9) Conducts training at USAREC-level training functions.
- (10) Facilitates bottom-up feedback from lower echelons across the command in order to identify systemic training issues, new training requirements, or training opportunities.
- (11) Analyzes training data provided by brigades and provide recommendations for inclusion in the command's training plan and guidance.
- (12) Maintains the Recruiter Tool Box.
- (13) Must become Black Board level 101, or higher, certified.
- (14) Must become Common Faculty Development Instructor Course (CFD-IC) certified
- (15) Serves as primary or assistant system administrator for DTMS (see Appendix C).
- (16) Serves as training developer and content subject matter expert for all USAREC distributed learning.
- (17) Serves as the manager for the Assistant Station Commander Program (ASCP)
- (18) Assists the Recruiting and Retention College with Training Development needs.
- (19) Serves as USAREC's Schools Manager and Quota Source Manager.
- (20) Monitors all USAREC organizational and institutional training.
- (21) Develops and manages all leader development and leader certification programs.
- (22) Serves as USAREC's Army Training Requirements and Resource System (ATRRS) manager.
- (23) Serves as USAREC's Army Learning Management System (ALMS).
- (24) Serves as USAREC's Blackboard help desk.
- (25) Serves as the Quota Source Manager. In coordination with USAREC G1 and G8-Force Management determines projected out year strength requirements. Compares requirements against SMDR projections and submits to the RRC for training load capabilities and subsequent changes to the SMDR.

b. Brigade Senior Master Trainers (SMTs) and Master Trainers (MTs):

- (1) Enforces the standards outlined in this regulation.
- (2) Ensures all training is loaded within the Master Event Calendar found on the G3 SharePoint.

- (3) Serve as the Mobile Training Team.
 - (4) Manage and evaluate brigade training program.
 - (5) Manage brigade schools program.
 - (6) Obtain and maintain ATRRS access.
 - (7) Maintain an OML.
 - (8) Verify enrollment in ALMS or Blackboard for the DL pre-resident phase of the Station Commander Course (SCC) and Health Care Recruiter Course (HCRC)
 - (9) Facilitate the scheduling of officers and enlisted soldiers for functional courses at the Recruiting Retention College (RRC).
 - (10) Submit all battalion request for school, course deferment, cancellation, or changes via the USAREC G3 Schools Management SharePoint.
 - (11) Submit exception to policy (ETP) requests via the USAREC Schools Management SharePoint. All ETPs will route through the USAREC Schools Manager. The USAREC Schools Manager will route the ETP through the approval channels and schedule the soldier in ATRRS.
 - (12) Serve as the primary or assistant system administrator for Digital Training Management System (DTMS) (see Appendix C).
 - (13) Coordinate brigade level boards and training events.
 - (14) Must become Black Board level 101 certified
 - (15) Review and validate completion of the Assistant Station Commander Program for Soldiers requesting conversion to 79R.
 - (16) Track brigade level incentive/awards program.
 - (17) Monitor all leader certification programs.
 - (18) Enroll soldiers in the Company Leader Certification Program on the G3 Training SharePoint and maintain their record until certified.
 - (19) Review CSTARs in order to identify systemic training needs.
 - (20) Lead the brigade's portion of the quarterly USAREC Training Assessment Board (TAB).
- c. Battalion Senior Master Trainers SMTs and Master Trainers:
- (1) Enforces the standards outlined in this regulation.
 - (2) Ensures all training is loaded within the Master Event Calendar found on the G3 SharePoint.
 - (3) Manage and evaluate battalion training program
 - (4) Review Company and Station Training Assessment Review (CSTAR) and identify systemic trends to bring to the attention of the Operations Sergeant Major.
 - (5) Assist company commanders in developing a company training plan
 - (6) Initiate USAREC Form 350-1.4 (Reception and Integration Checklist) for new Recruiting NCOs and company commanders (see Appendix G)
 - (7) Enroll soldiers into applicable Leader Development Programs
 - (8) Initiate the Advanced Training Program (ATP) and the CLP upon completion of USAREC Form 350-1.4
 - (9) Monitor and track ATP and training records in the Leader Development SharePoint (see Appendix K)
 - (10) Monitor and track the administration and conduct of certification programs (see Appendix F)
 - (11) Provide training assistance for all Leader Development and certification programs.

(12) Review and closeout the ATP, CLP, and Certification Programs, only when the records are complete. Forward discrepancies or inadequate documentation to the Battalion CSM upon identification.

(13) Manage battalion schools program

(14) Obtain and maintain ATRRS access

(15) Maintain an OML and facilitate the scheduling of soldiers to attend resident NCOPDS through the brigade senior master trainer via the USAREC G3 Schools Management SharePoint.

(16) Verify enrollment in ALMS or Blackboard for the DL pre-resident phase of the Station Commander Course (SCC) and Health Care Recruiter Course (HCRC)

(17) Facilitate the scheduling of officers and enlisted soldiers for functional courses at the Recruiting Retention College (RRC)

(18) Submit all battalion request for school/course deferment, cancellation, or changes to the brigade schools manager via the USAREC G3 Schools Management SharePoint.

(19) Serve as the primary or assistant system administrator for Digital Training Management System (DTMS).

(20) Administer, track, and upload into DTMS all ACFT results and height/weight stats for the Army Body Composition Program IAW AR 350-1.

(21) Deploy MTs throughout the battalion as needed to conduct training.

(22) Coordinate all battalion level boards and training events.

2-14. Company Commanders

Company commanders are responsible for all sustainment and professional development training for their company. Company commanders will:

- a. Review external training guidance.
- b. Protect and enforce the execution of station training.
- c. Conduct training assessments.
- d. Maintain station's readiness through the routine utilization of UF 1-201.1 (Recruiting Inspection Log).
- e. Develop, implement, and manage the company's training plan utilizing the Company/Station Training Assessment Review (USAREC Form 350-1.6 (See Appendix J).
- f. Review, validate, and approve the Station Training Plans.
- g. Monitor soldiers' ability to attend professional schools to include reviewing suspension of favorable actions report (FLAG) IAW 600-8-2.
- h. Manage the company's Future soldier Training Program.
- i. Evaluate collective and individual training conducted at station and Recruiting NCO levels.
- j. Ensure the Advanced Training Program, Station Commander Certification, and Noncommissioned Officer Leader Development Program (NCOLDP) are properly conducted and maintained (see Appendix F and K).
- k. Ensure soldiers are receiving sustainment training as necessary.
- l. Provide or request resources necessary for training.
- m. Monitor station physical fitness programs.
- n. Manage the company's ACFT program.
- o. Participate in the battalion's targeting board.
- p. Develop the company's Recruiting Operations Plan, to include annual training guidance, within 90-days of the fiscal year, approved by battalion commander, and validated by brigade commander.

2-15. First Sergeants

First Sergeants are the company training experts and primary trainers of station commanders. First Sergeants will:

- a. Advise the commander on training priorities, assist in the identification of training needs, and direct and monitor delivery of all training.
- b. Enforce the execution of station training.
- c. Conduct training assessments and conduct the quarterly review of all station's and the company's CSTARs.
- d. Review external training guidance.
- e. Assist and monitor the company's self-development and Holistic Health and Fitness (H2F) training.
- f. Monitor the NCOPD and ATP and evaluate Recruiting NCO's progress throughout the program (see Appendix K).
- g. Manage the company's NCODP.
- h. Ensure soldiers prepare academically and physically for professional development and functional courses.
- i. Monitor and perform training roles with the Station Commander Certification and enforce training with the Assistant Station Commander Program. (See Appendix F).
- j. Support the Distributed Leader Courses (DLC) and Guided Self-Development (GSD) programs.
- k. Train and counsel, the company's station commanders.
- l. Counsel prospective Department of the Army (DA) select soldiers on conversion potential and training.
- m. Identify training and operational gaps through daily In-Progress Reviews (IPR) with station commanders.
- n. Manage the training of all newly converted MOS 79R within the company.

2-16. Medical Recruiting Station Officer in Charge (OIC)

- a. Medical Recruiting Station OIC, in collaboration with the Station Commander, will provide analysis and assessment for completion of the CSTAR.
- b. As Army Medical Department subject matter experts (SME), Station OIC will contribute to training and development of Recruiting NCOs in the conduct of recruiting operations.
- c. Conduct weekly AAR.
- d. Develop HCR Station Operation Plan.
- e. Establish population health care Recruiting environment.

2-17. Station Commanders

Station Commanders are the primary trainers in their stations and responsible to provide soldiers with training that enables recruiting success, professional and leader development, and adherence to command guidance. Station commanders will:

- a. Develop, implement, and manage the station's training plan utilizing the Company/Station Training Assessment Review (CSTAR) (See Appendix J).
- b. Provide collective and individual training.
- c. Properly implement and execute NCOPD and the Advanced Training Program (see Appendix K).
- d. Ensure soldiers receive sustainment training opportunities within their PMOS as necessary and provide necessary training resources (Example: 68W NREMT recertification or other MOS requirements outlined in DA PAM 611-21).

e. Conduct Noncommissioned Officer Development Program (NCODP) as an extension of the 1SG NCODP.

f. Identify training and operational gaps through daily In-Progress Reviews (IPR) with Recruiting NCOs.

Chapter 3.

Institutional Training and Education

3-1. Description

USAREC's institutional training at the Recruiting and Retention College (RRC), supported by distributed learning (DL) resources, provides soldiers, leaders, and Civilians the knowledge and skills necessary to operate successfully in the recruiting environment. Resources include specialty training, training development, DL, and training support products.

3-2. Command policy

a. The professional development of officers, NCOs, and Department of the Army (DA) Civilians is vitally important to the command. The command will afford all personnel the opportunity to attend professional development courses and accumulate continuing education units required to maintain and recertify their branch and military occupational specialty (MOS) credentials.

b. Within the guidelines prescribed below, all officers, NCOs, and Civilians will attend required courses applicable to their position and grade. See table 3-1 for a complete list of Recruiting and Retention College courses.

c. USAREC staff responsibilities:

(1) The USAREC CSM will monitor course compliance and periodically brief the CG regarding all NCO courses.

(2) Chief, G3 Training Division, will:

(a) Ensure equitable distribution of training seats.

(b) Provide USAREC CG and CSM updates on course attendance, to include no-shows, low fills, and any other inconsistencies within the USAREC school system.

(c) Coordinate with Human Resources Command (HRC) for scheduling 79R and 79S NCOPDS.

(d) Request a Training Requirements Arbitration Panel (TRAP) when training seat requirements change.

(3) Brigade and battalion commanders and CSMs will:

(a) Monitor attendance rates for all PME and functional courses from their organizations

(b) Certify that soldiers are academically and physically capable of attending PME and functional courses.

(c) Provide replacements from their respective OMLs if soldiers are not prepared to attend.

(d) Commanders will take appropriate administrative action to eliminate no-shows and reduce soldier cancellations

(e) Commanders will review temporary profiles in accordance with the prerequisites for course attendance.

Table 3-1. Recruiting Courses

Course Name	Resident Location and Duration	Prerequisite	Remarks
Army Recruiter Course (ARC)	Fort Knox / 6 weeks, 4 days	No	Valid CAC (Common Access Card)
Health Care Recruiting Course (HCRC)	Fort Knox / 3 weeks	No	
Guidance Counselor/Operations Course (GCOC)	Fort Knox / 4 weeks	Yes	See Note 2
Station Commander Course (SCC)	Fort Knox / 4 weeks	Yes	See Note 1
Master Trainer Course (MTC)	Fort Knox / 2 Weeks	No	
Company Executive Officer Course (COXOC)	Fort Knox / 2 Weeks	No	
Recruiting CO CDR/ 1SG Course (RCCFSC)	Fort Knox / 3 weeks	No	See Note 3
Recruiting Pre-Command Course (PCC)	Fort Knox / 2 week	No	
Recruiting Senior Leader Course (SLC)	Fort Knox / 3 weeks	Yes	See Note 4
Retention Senior Leader Course (SLC)	Fort Knox / 4 weeks	Yes	See Note 4
Career Counselor Course	Fort Knox / 8 weeks 2 days	No	
Transition NCO Course	Fort Knox / 2 weeks	No	
Common Faculty Development Instructor Course	Fort Knox / 2 week	No	

Notes:

1. SCC requires completion of pre-resident phase 1 DL in Blackboard.
2. Prerequisites include Phase I consisting of 15 working days of hands-on training (10 days at the Military Entrance Processing Station (MEPS) and 5 days in a battalion operations shop) (waiverable).
3. Commanders and First Sergeants will be school trained prior to taking command. Exception to policy (for officers) must be approved by USAREC, CG.
4. Selection for attendance to 79R/79S SLC requires completion of DLC3.

3-3. Course information

Access information pertaining to Army schools and courses through the Army Training Requirements and Resources System (ATRRS) at <https://www.atrrs.army.mil/>. ATRRS is the Army's management information system for managing student input to training including any required DL courses. This automated support tool establishes training requirements, determines training programs, manages class schedules, allocates class quotas, reserves training seats, and records student attendance.

3-4. Order of Merit List (OML)

An OML determines the most qualified personnel to attend NCOPDS, specialty, functional and professional development courses. All battalions will maintain an OML and submit it to the brigade SMT each month. The brigade SMT will compile a consolidated OML and scrub it for accuracy monthly.

Note: A sample OML is at Table 3-2.

a. USAREC determines the order and selection for 79R functional course attendance. HRC determines the order and selection for attendance for NCOPDS, but it remains the battalion's responsibility to track soldier's eligibility and NCOPDS requirements. NCOPDS notifications are sent via ATRRS directly to the soldier with a courtesy copy to the soldier's First Sergeant and CSM. Upon receipt of notification, the soldier will inform their immediate supervisor.

b. Senior Master Trainers will immediately notify the next soldier on the OML to replace cancellations or deferments. This best prepares the soldier and avoids losing a training seat. HRC manages replacements for all NCOPDS, USAREC only actions requests for NCOPDS and cannot schedule or directly cancel NCOPDS. Cancellations, deferments, and train ahead requests are routed through G3

Training Schools Manager to the USAREC CSM and DCG but are actioned after approval by HRC exclusively.

c. Commanders will remove a soldier from the OML for the following reasons:

- (1) Unfavorable personnel actions in accordance with AR 600-8-2.
- (2) Temporary medical profiles that prevent attendance of courses in accordance with AR 40-501 and AR 350-1.
- (3) Valid personal situations and situations outlined within AR 614-200 Chapter 5.
- (4) Bar to continued service IAW AR 601-280.
- (5) Declination of continued service IAW AR 601-280.

d. Soldiers with a course assignment will complete TRADOC Form 350-18-2-R-E (The Army School System (TASS) Unit Pre-Execution Checklist) prior to departing for school. TRADOC Regulation 350-18 details completion of the form. Soldiers must present TRADOC Form 350-18-2-R-E during course in processing.

e. The minimum entries on an OML are as follows:

- (1) Name of course (for example, SCC).
- (2) Name of officer, NCO, or Civilian.
- (3) Unit, organization, activity, or RSID.
- (4) Start date of course (if scheduled).
- (5) End date of course (if scheduled).
- (6) Phase I completion date (if applicable).
- (7) SMTs will validate that height and weight occur at the same time as diagnostic ACFT and potential students are within regulatory compliance. Update all records, to include DTMS, whether the individual meets the height and weight standards or the body fat composition percentage.
- (8) TRADOC Form 350-18-2-R-E completion date.
- (9) Date orders received and remarks (as applicable).

Table 3-2. Order of Merit List-Sample

COURSE	NAME/UNIT	RANK	START	END	PH I ¹	HT/WT	P/F	BF ²	ACFT	P/F	DATE ³	PRE-EX ⁴	ORDERS	REMARKS
SCC	Burns, P 5D1C	SFC	7/23/18	8/17/18	6/19/18	74/200	P		297	P	7/18/18		7/18/18	
SCC	James, A 5B2A	SSG	9/18/17	10/12/17							9/4/17			
SCC	Lawrence, E 5D2W	SFC												
GCOC	Mathew E 5C3T	SFC	9/4/17	9/1/17		71/174	P		300	P	8/21/17			
GCOC	Edward D 5C2G	SFC												
HCRC	Andrew B 5Z4Z	SSG												
HCRC	Grey, T 5B1T	SFC												
RCCFSC	Brow M. 5D8	CPT	7/10/18	7/27/18	5	61/117	P		267	P	6/21/18		6/21/10	
RCCFSC	Carlson B. 5D1	CPT	8/14/18	8/31/18		72/188	P		234	P	6/21/18			
ROOC	Black, J 5D	CPT	10/2/17	10/20/17							9/13/17			
ALC	Henderson, D 5C1F	SGT	10/2/17	10/27/17							8/10/17			
SLC	White, R 5F3	SFC	7/3/10	8/4/10		66/160	P		270	P	5/11/17			
SLC	Baker C 5D	SFC	9/24/17	10/26/17							8/4/17			
SLC	Roberts T 5B2A	SSG	11/13/17								9/22/17			

Notes:

1. Date of completion of Phase I training.
2. Enter body fat percentage when soldier exceeds weight standards of AR 600-9.
3. Date soldier took the ACFT or scheduled to take it.
4. Date pre-execution checklist completed in accordance with TRADOC Regulation 350-18.

3-5. Resident course deferments/cancellations

a. Three reasons for resident course deferments or cancellations exist: Compassionate, medical, or operational. Leaders will adhere to the following deferment/cancellation procedures.

(1) Compassionate deferments must meet the reassignment criteria outlined in AR 614-200 Chapter 5.

(2) Request medical deferments in accordance with AR 350-1.

(3) Requests for an operational deferment is an exception to policy requiring approval by the first General Officer (GO) in the chain of command.

Note: (NCOPDS) takes precedence over USAREC functional courses.

b. All functional course and NCOPDS deferment or cancellation request must be submitted by the Brigade SMT to the USAREC Schools Manager via the "Schools Management" link on the G3 Training SharePoint homepage, NLT 30 days prior to the class start date. Requests must include:

(1) DA Form 4187 signed by Company, Battalion and Brigade Commanders should name on DA 4187 should match what is on the Common Access Card (CAC) (O-5 or above signature and recommendation; O-6 signature and recommendation for NCOPDS).

(2) BDE commander memo.

(3) BN Commander memo.

(4) SRB.

(5) DA Form 705 or a DA Form 705 from DTMS verified and signed by the soldier's company commander.

(6) DA Form 5500/5501 (if required).

(7) DA Form 1059 required if attending a NCOPD and was released from course.

(8) DA Form 4856 required for HT/WT failure or academic failure and any other documentation (as required).

c. All NCOPDS deferments/cancellations must be submitted to the USAREC Schools Manager routed through the USAREC CSM for review and submitted to the USAREC Deputy Commanding General for approval and then sent to HRC. Soldier scheduled for a PME course and subsequently does not attend, requires a DA G3, ETP. A Battalion Commander and Brigade Commander MFR outlining and justifying the deferment or cancellation must accompany the request. Any soldier that previously received a negative DA Form 1059 must receive an ETP from the USAREC CSM prior to rescheduling.

d. Commanders and Command Sergeants Major are responsible for:

(1) Ensuring the Brigade Commander and Brigade Command Sergeant Major are aware of NCOPDS deferments or cancellations prior to submission.

(2) Interviewing all previously deferred soldiers to determine merit and justification for submitting a HQDA G3 exception for rescheduling.

(3) Interviewing any soldier who previously received a negative DA Form 1059 from any course prior to submitting an exception for rescheduling for that same course.

3-6. Army Recruiter Course (ARC)

The ARC teaches Recruiting NCO candidates the interpersonal, conceptual, administrative, technical, and tactical skills necessary to succeed in the contemporary recruiting environment. The curriculum provides training in the principles of adaptive leadership, eligibility, technology systems, interpersonal communications, Army programs, time management, prospecting, interviewing, and processing. The ARC is open to active duty and Army Reserve enlisted soldiers in the rank of sergeant and above, contractors, and DA Civilians that meet screening criteria IAW USAREC and HRC policies.

Note: Former Recruiting NCOs that return to USAREC after 12-months absence must re-attend the ARC.

3-7. Health Care Recruiter Course (HCRC)

a. The HCRC provides specialized training for health care Recruiting NCO/Officers (HCRs). Course curriculum addresses product knowledge, interview skills, basic eligibility, and the processing procedures necessary to perform as an HCR.

b. The HCRC is available to officers, NCOs, and Civilians selected for duty as HCRs. The course is a 3-week resident course that addresses the interview techniques and communication skills necessary to interact with health care professionals and commission them as Army Medical Department officers. The course uses conceptual, analytical, and procedural applications in all aspects of training.

3-8. Station Commander Course (SCC)

a. Graduates of the SCC are awarded ASI V6 and able to manage station assets, employ system resources, evaluate and train Recruiting NCOs, and execute and guide recruiting operations.

b. Attendance at the SCC is mandatory for all soldiers prior to assuming a station commander position.

c. The SCC is a 4-week resident course taught at the RRC.

3-9. Company Executive Officer Course (COXOC)

The COXOC teaches Company Executive Officers the conceptual, foundational, administrative, technical, and tactical skills necessary to successfully perform the roles of a company XO. The COXOC is open to first lieutenant (1LT) active duty officers that meet screening criteria for assignment IAW USAREC and HRC policies.

3-10. Guidance Counselor Operations Course (GCOC)

a. The GCOC provides the training necessary to perform in the positions of a guidance counselor (GC), operations NCO, USAREC liaison, and HQ USAREC G3 staff. Soldiers in MOS 79R, contractors, and DA Civilians are eligible to attend the course. Soldiers must be in the rank of staff sergeant through master sergeant.

b. Phase I is the nonresident portion, supervised by the senior guidance counselor (SGC) and/or operations noncommissioned officer in charge (NCOIC). Phase I includes 15 working days of hands-on training (10 days at the military entrance processing station (MEPS) and 5 days in the battalion or brigade operations shop). Phase I must be completed prior to reporting for the resident phase. The battalion SMT is responsible for confirming completion of the pre-resident packet and checklist certification.

c. Phase II is the resident portion of the course and is 4 weeks in length. The GCOC is divided into four major areas of concentration.

(1) Delayed Entry Program and Delayed Training Program enlistment procedures.

(2) GC administrative functions.

(3) Delayed Entry Program and Delayed Training Program status procedures.

d. Battalion operations functions. Personnel must graduate from the GCOC to remain eligible for assignment to the duty position. Upon graduation, students are awarded the additional skill identifier V7.

3-11. Master Trainer Course (MTC)

The Master Trainer Course (MTC) provides training for all NCOs with duty as a senior master trainer and master trainer. The 2-week course at Fort Knox focuses on training senior master trainers and master trainers how to effectively assess recruiting teams, evaluate CSTARs, evaluate the application and development of needs based training, manage training through DTMS and ALMS, manage a schools program, and utilize the assess, develop, design, implement, and evaluate (ADDIE) process, and plan and execute large training events.

3-12. Recruiting Company Commander/First Sergeant Course (RCCFSC)

a. All incoming company commanders, master sergeants, and high potential for promotion (HPFP) sergeants first class, designated to assume command of a recruiting company commander or first sergeant position will attend the integrated RCCFSC prior to command or position. Master sergeants and HPFP sergeants first class are placed on the brigade OML by the brigade SMT and scheduled to attend the RCCFSC once the soldier is slated for a first sergeant position. Company Commanders are scheduled by HRC, Officers branch prior to assignment to USAREC. If the commander does not attend prior to assignment, they will attend within 90 days of reporting.

b. The curriculum addresses recruiting doctrine, policies, programs, procedures, and adaptive leadership. The course includes instruction, practical exercises, and experience-based training to assist new company commanders and first sergeants in planning recruiting operations.

c. Company commanders must successfully complete the 3-week resident course taught at the RRC to be enrolled in the Company Leader Certification Program to become certified and earn the Army Basic Recruiting Badge.

d. It is USAREC's policy to send newly assigned company commanders on temporary duty (TDY) to the 3-week resident phase in route to their new assignment. Company commanders receive 10 to 14 days of overlap time in their new assignment to complete the Leader Transition Program (see Appendix H).

Note: The CG, USAREC, may approve officer requests to report directly to their new assignment prior to attending the RCCFSC. If this occurs, the Company Commander must attend the course within 90 days of reporting. If they do not attend, they will need a justification MFR from their battalion commander.

3-13. Recruiting Pre-Command Course (RPCC)

a. The RPCC provides training for newly assigned brigade and battalion commanders and all non-79R command sergeants major selected through the command selection process. The curriculum addresses recruiting doctrine, policies, programs, procedures, adaptive leadership, command responsibilities,

recruiting integrity, and recruiting command culture.

b. The RPCC consists of a 2-week resident course at the RRC, Fort Knox, KY. Currently assigned brigade and battalion commanders serve as instructors and mentors throughout the course. Practical examples enhance the student learning experience.

c. The Leader Staff Orientation (Para 4-7) and the Deputy Commanding General's Semi-Annual, Battalion Commander Training (Para 4-9) support the tenets of PCC.

3-14. Civilian development

The Army training vision is to support total force readiness and mission accomplishment by providing and empowering commanders and managers with the authority necessary to accomplish the training and development of a technically competent, high-performing, civilian workforce. Civilians help the military accomplish its missions in several ways. First, civilian employees may have technical skills that are critical and in short supply in the uniformed service. The Civilian Corps provides continuity and support to the recruiting force. Therefore, it is critical to invest in Civilian development. Commanders, supervisors and managers share responsibility for enabling Army Civilian employees to reach their full potential (see Appendices H and I)

Chapter 4. Training in Units and Organizations

4-1. Climate and leadership

a. Leaders must understand how their units recruit using the full range of recruiting functions and operations. They must know how to plan, execute, and assess individual and collective training. All training must be innovative, doctrinally sound, and reinforce mission-essential, collective, and individual recruiting tasks.

b. Commanders will develop training programs to improve and sustain proficiency in mission-essential tasks. The chain of command is responsible for the training and performance of subordinates and trainers within their organizations. Commanders develop and publish short-range, mid-range, and long-range training guidance in accordance with FM 7-0. The commander's training guidance establishes the unit's training program and guides subordinate unit-training programs. Unit-training programs will:

(1) Provide soldier and Civilian critical skill training in accordance with Training & Evaluation Outlines (T&EO) located in the Central Army Registry (CAR), the Army Training Network (ATN) and the USAREC G3 Training SharePoint.

(2) Provide required training resources.

(3) Develop and execute training plans that provide quality training and result in proficient individuals, leaders, and units.

(4) Commanders will manage available training resources, implement cost effective techniques, and keep in mind that every training requirement and expenditure contributes directly to accomplishing the recruiting mission.

4-2. Mandatory training.

a. Integrate mandatory training into normal training processes using alternative training formats appropriate to the topic throughout the year. Mandatory training will be conducted IAW the USAREC Annual Training Guidance.

b. See AR 350-1 for Army mandatory training tasks outlined in table F-1 (located on the Army Training Network [ATN])

c. In addition to Army mandatory training requirements, USAREC mandates the annual completion of Family Advocacy Program (FAP) training.

d. Table 4-1 displays the USAREC mandatory training events. Commanders may require completion of other training tasks as a result of unit assessments.

Table 4-1. Mandatory Training

SUBJECT	Annual	Semi-annual	Quarterly	Monthly	Weekly	Remarks
Company training			X			Note 2
Station Training					x	Note 1
Station Commander training				X		Note 3
Co Cdr. 1SG, battalion staff training	X					Note 4
Annual Training Conference (ATC)	X					Note 5
Station Commander Quarterly Leader Development (SCQLD)			X			Note 6
AGR Training			X			Note 8
Operations Update Assessment (OUA)		X				
Quarterly Training Brief (QTB)			X			Note 7
Brigade quarterly training program			X			See Appendix F

Notes:

- Station training, in addition to regular individual needs-based training, will be conducted weekly as a result of CSTAR input.
- Company commanders will conduct company training quarterly. Training is conducted in accordance with CSTAR results and annual training guidance.
- First sergeants will conduct station commander training monthly. Training is conducted in accordance with the commander's operational assessment and NCOPD. First sergeants will conduct individual training with station commanders during battlefield circulations.
- Commanders will conduct company commander, first sergeant, and battalion staff training annually. Staff Training may consist of Fusion Cell operations. Duration depends on needs, budget, and conference packet requirements.
- Battalion commanders will conduct an ATC. All soldiers will attend and training and content will be in accordance with the USAREC Lines of Efforts, this regulation, and the USAREC Annual Training Guidance (operations order).
- Battalion commanders will conduct SCQLD. Required attendees are the battalion CSM, all company commanders, first sergeants, and station commanders.
- Brigade commanders will conduct QTBS. required attendees are the brigade CSM, battalion commanders and CSM, and company commanders and first sergeants.
- Battalion Commanders will develop and conduct Quarterly AGR Training.

4-3. Organizational Courses and Programs

Organizational courses and programs fill training gaps between institutional training and operational/leader requirements, sustains critical skills, and validate core competencies. USAREC conducts several courses to build and enhance the skill, knowledge, and attributes of the force.

4-4. Advanced Training Program (ATP)

The ATP is the first operational domain training requirement for recent ARC graduates upon arrival to the recruiting station. This program validates foundational skills and focuses training only on the new Recruiting NCO's deficient areas. The 120-day program begins immediately following satisfactory completion of the reception and integration program. The ATP requires station commanders to assess (Go/No-Go) critical Recruiting NCO tasks, provide refresher training on "No-Go" areas and re-assess. The soldier has 120-days to receive a "Go" rating on tasks. Soldiers may complete the ATP earlier than 120-days providing they receive a "Go" rating on all tasks. Regardless of Go/No-go status on tasks, the Recruiting NCO must attend the Battalion New Recruiting NCO Board for determination of qualification. (See Appendix K).

4-5. Assistant Station Commander Program (ASCP)

The Assistant Station Commander Program (ASCP) is a quarterly distributed, self-enrollment, distance learning program designed to establish leadership and recruiting foundation skills for NCOs assuming the role of Assistant Station Commander. This course also serves as the first step in the reclassification process to 79R. This course broadens the scope of the recruiter's technical and tactical knowledge, leadership, education, and duty responsibilities.

4-6. Battalion XO Course

a. The XO Course outlines the recruiting process and provides the techniques and procedures necessary to manage and coordinate a battalion and/or brigade staff. This is a five-day resident course at HQ USAREC.

b. Executive Officers may request an additional three-day recruiting staff development/fusion cell MTT for their respective staff. The MTT is conducted at the Battalion HQs with a minimum of the primary Fusion Cell members; XO, S3, S2, A&PA, ESS, VRS, and Social Media Manager (If applicable). Using an actual objective from the Battalion Commander, the staff works through the Military Decision Making Process (MDMP) and develops a COA brief that can be actioned. The end state is to establish staff synchronization using the proper methodology to support the commander's intent.

4-7. Leader's Staff Orientation (LSO)

The Leader Staff Orientation (LSO) is an extension program to the USAREC Pre-Command Course. Brigade Commanders will schedule and lead up to a five-day orientation for new battalion commanders and non-79R CSMs. The orientation's content is decided by the Brigade Commander. The orientation must occur within 90 days following the new battalion commanders/non-79R CSM's completion of the Recruiting Pre-Command Course and an AAR must be submitted in DTMS NLT 5 days following completion of the LSO.

4-8. Recruiting Operations Officer Course (ROOC)

The ROOC is a 3-week Distributed Learning (dL) organizational course that provides training for all newly assigned recruiting operations officers. The curriculum includes: enlistment processing, eligibility, incentives, prospecting, missioning, and how to evaluate mission progress using data analysis. This course is a prerequisite of enrollment on the Battalion S-3 Officer Certification program.

4-9. Deputy Commanding General (DCG) Semi-Annual Battalion Commander Training

The Deputy Commanding General Semi-Annual Battalion Commander Training is a two to three day session for battalion commanders during their first 6-months in position. Each brigade commander will select a senior battalion commander to serve as a mentor and participant during the training. The USAREC DCG facilitates the training with the intent of sharing ideas and best practices, generating cross talk, and preparing commanders to identify and counter common pitfalls.

4-10. Command/Operations Sergeant Major Course

The CSM/Operations Sergeant Major Course is an organizational course hosted by the USAREC CSM or G3 Sergeant Major depending on attendees. Attendees may consist of CSMs or Operations SGM, or both depending on current operational and training needs. Content will be needs based and or to reintegrate the graduating class of 79Rs from the United States Sergeants Major Academy and prepare them to assume responsibilities as an operations sergeant major. The course will be led by subject matter experts.

4-11. Certification Programs

a. Leaders at every level will invest in the training and development of their subordinates. Performing sustainment training and validating the competencies of soldiers and leaders, and staff. The following are the positions requiring certification.

- (1) Station Commander
- (2) Company Executive Officer
- (3) First Sergeant
- (4) Company Commander
- (5) Brigade/Battalion S-3

- (6) Senior Guidance Counselor
- (7) Senior/Master Trainer
- (8) Operations NCO
- (9) Brigade/Battalion Executive Officer

b. Soldiers are required to complete their applicable certification at least once. Certification includes assessing common and duty position knowledge, leadership, and professional competencies commensurate with their rank and position. Brigade Commanders maintain the discretion to remove soldiers from position for failing to recertify. Battalion Commander may require a soldier to reenroll in the certification program. (See Appendix F).

4-12. Records of military and civilian training

Commanders and station commanders will maintain training records through DTMS to assist them in the development of their unit training programs. Sign in rosters will be uploaded into DTMS and AARs completed upon completing training events. Individual training conducted outside of scheduled training will be annotated on UF 350-1.2 (Training Record) and maintained in that soldier's counseling record. Units will plan, schedule, and post training in DTMS. Additionally, near-term training plans will be posted in company and station areas on UF 350-1.1 (Near Term Training Plan). In accordance with AR 350-1 Chapter 5-2d. (3) DTMS is the only authorized automated system for managing, recording training, and establishing unit assessments.

4-13. Leader Professional Development (LPD)

a. Leaders are technically and tactically competent, practice self-discipline, self-awareness, and successfully adapt to an ever-changing operational environment. Commanders are responsible for leader professional development programs in their units and for providing a learning climate where leaders:

- (1) Value subordinate input.
- (2) Communicate, listen, and care.
- (3) Establish and maintain candor and open dialogue at all levels.
- (4) Develop units that possess a sense of trust and share responsibilities.
- (5) Have the freedom to exercise initiative where honest mistakes are forgiven and from which lessons are learned.
- (6) Have an active role modeling as coaches, counselors, and mentors.
- (7) Execute relevant, challenging, and complex education and training.
- (8) Deliberately plan and leverage opportunities for unit/organizational assignments and extra duties to challenge and provide new experiences for leaders.
- (9) Demand and provide honest developmental feedback to guide self-awareness and development.
- (10) Formulate professional development around the Army Leadership Requirements Model.
- (11) Employ the fundamentals of developing leaders: setting conditions, providing feedback, enhancing learning, and creating opportunities.
- (12) Allow time for subordinates to pursue educational and self-developmental opportunities.
- (13) Develop leaders to operate effectively at their next level of responsibility and ensure preparation for success at their next level of education.

b. The commander's primary responsibility is to ensure that their unit can perform its mission. Accordingly, the commander focuses training activities on mission performance including Officer Professional Development (OPD) and Noncommissioned Officer Professional Development (NCOPD) and developing a broad set of professional competencies.

c. A key component of LPD is the Leader Transition Program. The program gives new leaders an opportunity to accompany departing leaders through their operational area prior to the change of command or transfer of authority/responsibility. The program provides an excellent opportunity for training and

mentoring incoming leaders. Appendix H provides detailed information on this program.

d. For more guidance on leader development reference FM 6-22.

4-14. Officer Professional Development (OPD)

a. Commanders will design an OPD to foster a common bond, broaden the knowledge base of subordinate officers, and conduct quarterly OPD sessions on topics related to professional and personal growth.

b. Refer to DA Pam 600-3, the Army's professional development guide for officers, for branch functional area, and key position information.

4-15. Noncommissioned Officer Professional Development (NCOPD)

a. The unit's NCOPD will center on the environmental and behavioral requirements of recruiting and will support the commander's LPD program. The NCOPD will focus on building the warrior spirit and contributing to the professional and personal growth of NCOs. A strong NCO support channel is the key to accomplishing all unit missions effectively. Commanders will enforce and CSM/1SGs will execute NCOPD.

b. As with all LPD, the NCOPD is a command responsibility. The program reflects command priorities and experiences for LPD with management by the CSM or unit's senior noncommissioned officer.

c. Leaders will refer to DA Pam 600-25, which is the Army's NCO professional development guide for career management field (CMF) information.

d. Leaders will refer to TC 7-22.7 to frame and goal NCOPD around the Noncommissioned Officer Common Core Competencies (NCOC3).

4-16. Unit training events

a. In some cases, events may occur through nontraditional means to minimize training costs (TEAMS, teleconferences, Blackboard, ALMS DL training modules, etc.). Likewise, units may reduce costs by conducting training at military installation facilities, National Guard armories, and USAR centers. Commanders at each level will determine training requirements and select the best method to conduct training. Department of the Army and TRADOC guidance contains specific criteria, limitations, and responsibilities pertaining to training events. Commanders will comply with all training event guidance IAW the USAREC's Annual OPORD pertaining to Training and Leader Development and USAREC Conference Policy.

b. USAREC training events:

(1) Annual Leaders Training Conference (ALTC) at USAREC HQs designated location.

(2) Governance Forums (Semi-annual)

(3) Operations Update Assessments (OUAs) x 2

(4) Other G-staff conferences may occur with CG approval and if funds are available.

c. Brigade training events:

(1) Off-site training conducted once each year - The list of participants is at the discretion of the brigade commander.

(2) Annual Operations Conference.

(3) Quarterly Training Briefs (QTB) x 4 - Participants include, brigade command group, battalion commanders and CSM, Company Commander, First Sergeant, and supporting brigade staff.

Note: Commanders may conduct a QTB virtually to meet budget constraints.

(4) Unit Training Management Course x 1 - Participants include brigade and battalion SMTs and MTs.

(5) Operations Conference x 1 - Participants include brigade and battalion operations officers and noncommissioned officers in charge.

(6) S2 conference x 1 - Participants include brigade and battalion S2 officers.

(7) Fusion Cell Training Conference x 1 - Synchronized with Executive officers, A&PAs, ESSs, S3s, and the S2.

d. Battalion training events:

(1) One off-site. Participants include battalion commander and CSM, company commanders and first sergeants, and battalion staff principals.

(2) Station Commander Quarterly Leader Development (SCQLD). Sessions x 4; participants include battalion commanders and CSM, company commanders, first sergeants, and station commanders.

(3) Annual Training Conference (ATC) following the USAREC ALTC.

(4) AGR Recruiting NCO and Army Reserve Recruiting training. Sessions x 4; participants include battalion commanders and CSM, AGR Operations NCO, all AGR Recruiting NCOs.

4-17. Specialized training assistance

Specialized training assistance is available for brigades and battalions through the USAREC G3, Training Division. Specialized training assistance teams focus on leadership, staff, and recruiting operations systems. Commanders will forward requests for USAREC or outside agency support through the Brigade to USAREC G3, Training Division.

4-18. Self-Development

Self-development is a life-long learning practice. In support of the Army Learning Development Strategy (ALDS), three types of self-development exist to develop leaders professionally and personally. They are: Distributed Learning Content (DLC), Guided Self-Development and Personal Self-Development. Commanders and leaders at all levels will mentor and influence their subordinates to perform self-development. Commanders will ensure all eligible NCOs are enrolled in their applicable level of DLC and will ensure soldiers complete their level within 180 days of enrollment. Leaders will assist all soldiers and Civilian Staff to incorporate guided and personal self-development into Individual Development Plans (IDP) in the Army Career Tracker (ACT)

Appendix-A

References

Section I

Required Publications

Army publications are available on the Army Publishing Directorate website available at <https://armypubs.army.mil/>

AR 40-501

Standards of Medical Fitness

AR 350-1

Army Training and Leader Development

AR 350-10

Management of Army Individual Training Requirements and Resources

AR 600-8-2

Suspension of Favorable Personnel Actions (Flags)

AR 600-8-8

The Total Army Sponsorship Program

AR 600-9

The Army Body Composition Program

AR 601-1

Assignment of Enlisted Personnel to the U.S. Army Recruiting Command

AR 601-280

Army Retention Program

AR 614-200

Enlisted Assignments and Utilization Management

DA Pam 600-3

Commissioned Officer Professional Development and Career Management

DA Pam 600-25

Army Noncommissioned Officer Professional Development Guide

ADP 7-0

Training

TRADOC Regulation 350-18

The Army School System

USAREC Regulation 601-210

Enlistment, Accessions, and Processing Procedures

Section II

Related Publications

AR 600-8-22

Military Awards

AR 600-8-24

Officer Transfers and Discharges

AR 600-20

Army Command Policy

AR 635-200

Active Duty Enlisted Administrative Separations

DA Pam 350-58

Army Leader Development Program

DA Pam 611-21

Military Occupational Classification and Structure

ADP 6-22

Army Leadership and the Profession

FM 7-0

Training

FM 6-22

Leader Development

TC 7-22.7

The Army Noncommissioned Officer Guide

FM 7-22

Holistic Health and Fitness (H2F)

USAREC TC 5-03.4

Training and Leader Development

ATP 5-19

Risk Management

Section III Prescribed Forms

USAREC Form 350-1.1

Near-Term Training Plan (Prescribed in para 4-12)

USAREC Form 350-1.2

Training Record (Prescribed in para 4-12)

USAREC Form 350-1.4

Reception and Integration checklist (Prescribed in Appendix H-2a.)

USAREC Form 350-1.6

NPS Company/Station Training Assessment Review (CSTAR) (Prescribed in para. 2-14c.)

USAREC Form 350-1.8

AAR – Right Seat/Left Seat Ride (Prescribed in Appendix H-2b. (2))

USAREC Form 350-1.9

New Recruiting NCO Board Score Card (Appendix K)

USAREC Form 350-1.10

Leader Transition Program (Appendix H)

Section IV Referenced Forms

DA Form 4856

Developmental Counseling Form

DA Form 705

Army Physical Fitness Scorecard

DA Form 5500

Body Fat Content Worksheet (MALE)

DA Form 5501

Body Fat Content Worksheet (FEMALE)

TRADOC Form 350-18-2-R-E

The Army School System (TASS) Unit Pre-Execution Checklist

Appendix-B

Training Management and Records

Section I.

Training Plans

B-1. Long-range planning

a. USAREC will post its annual training and leader development guidance to DTMS allowing a minimum of 90 days planning time for subordinate echelons to establish their training plans and training guidance (Appendix C). The command training guidance (CTG) is posted to the organization's long-range training calendar in DTMS. The CTG is a reference for the planning, preparation, execution, and evaluation of training throughout the long-range planning period. Examples of topics normally addressed in the CTG are:

- (1) Commander training philosophy.
- (2) Major training events.
- (3) Leader training.
- (4) Recruiting staff development training.
- (5) Individual training.
- (6) Self-development.
- (7) Training evaluation and feedback.
- (8) New equipment training.
- (9) Resource allocations.
- (10) Training management.
- (11) Risk management.

b. Commanders post the long-range planning calendar concurrently with their CTG and post it into DTMS. The calendar graphically depicts the schedule of events described in the CTG. Once approved by higher headquarters, long-range planning calendars are "locked in" to provide planning stability for subordinate organizations. Only the approving commander can change a long-range planning calendar.

c. Upload Annual/Command Training guidance in DTMS in the Training, Plan, and Document Library folder. Include the FY into the title of the document.

B-2. Short-range planning. Short-range planning and subsequent plans covers a specific quarter within the fiscal year and perfect the long- range training strategy and is the commander's responsibility.

b. Brigade and Battalion Commanders' will submit short-range training plans (Quarterly Training Guidance) to the next higher-level headquarters for approval and post in DTMS NLT 6-weeks prior to the execution date of the plan.

c. Company Commanders and Station Commanders (NPS) will complete the Company Station Assessment Review (CSTAR) in Appendix J and develop their next Quarter training plan NLT 5 working days following the end of last phase line of the Quarter, submitted to the next higher level for approval, and uploaded into DTMS.

d. Medical Recruiting Brigade conducts a CSTAR every 60-days and will develop the next Quarter training plan within five (5) calendar days following distribution of data from Brigade.

e. Short-range planning should be flexible and allow for modification or revision based on individual unit needs. It will enable the commander to accomplish the following:

- (1) Translate training requirements from the annual training plan into a logical series of training events.

- (2) Provide detailed guidance to trainers, including training objectives.
- (3) Coordinate resources allocated to support designated training events.

(4) All Training guidance and CSTAR will be uploaded in DTMS in the Training Plan and Document Library folder. Include the QTR and FY into the title of the document.

Note: Station CSTAR are uploaded into Company document library. Company CSTAR are uploaded into the Battalion document library.

B-3. Near-term planning

The near-term training adjustments covers a one-month period within the short-range (Quarter) training plan and completed by the company commander with input from the first sergeant and station commanders. Near-term training plans further refine the short-range plan and focuses on immediate training needs that arise or not covered in the short-range training plan. Leaders will make adjustments in the training plan within DTMS. The near-term plan is designed to:

- a. Make final coordination for the allocation of resources for training.
- b. Ensure training objectives specified in the short-range training plan are scheduled and executed.
- c. Prepare detailed training schedules and lesson plans in a timely manner.

Section II

Training Records

B-4. DTMS Individual Training Record

Individual Training Records (ITR) within DTMS are sufficient records of training regarding performance. Commanders will enforce accurate input of training completed, to include GO/NO-GO status of individual tasks within DTMS. Training subjects outside of the individual tasks found within the applicable Soldiers Manual for Training Guidance will be created as local tasks in order to record training on that subject. Local tasks must include accurate and objective actions, conditions, and standards during their creation in order to provide an accurate assessment of the soldier's performance against those actions, conditions, and standards when training on that local task.

B-5. Event Sign-in Rosters

Sign-in rosters for scheduled training events are sufficient records for training conducted. Event rosters will be created in events scheduled in DTMS and printed for signatures of trainees to prove attendance. Sign-in rosters will be uploaded into events in DTMS after the event is concluded. In the event that a sign-in roster cannot be completed the commander will document participation through a memorandum that can be uploaded into that training event in DTMS.

B-6. Event Counseling (DA Form 4856)

Specific instances of superior and substandard performance in training must be annotated on a developmental counseling form (DA Form 4856). Event counseling sessions are utilized in conjunction with training in order to guide soldiers in identifying strengths and also weakness in order to capitalize on those strengths and overcome weaknesses. These instances of developmental counseling must outline a plan for the counseled soldier moving forward that clearly depicts current performance and performance milestones to strive towards.

B-7. USAREC Form 350-1.2

All individual training, other than training given under the ATP and Leader Certification programs, is recorded on USAREC Form 350-1.2 (Figure B-1) located in the USAREC Publications Library. Trainers must place special emphasis on the "Trainee's response and/or comments" regarding the training they received. The trainee's feedback will validate the training's effectiveness and assist in the planning of future training. There is no requirement to upload USAREC Form 350-1.2 into a soldier's ITR. Copies will be maintained in the

trainee's counseling folder.

TRAINING RECORD (For use of this form see USAREC Reg 350-1)	
1. GENERAL: This form will be used to document individual training.	
2. PURPOSE: This form provides a record of tasks observed, training given, and trainee's comments regarding training received. This form will be included in the individual's training file.	
3. TASK: Conduct Telephone Prospecting 805K-79R-3019	4. DATE: 08/10/2018
5. OBSERVATION TYPE: <input type="checkbox"/> Assessment <input type="checkbox"/> Evaluation <input checked="" type="checkbox"/> Validation	6. RATING: <input type="checkbox"/> T - Trained <input checked="" type="checkbox"/> P - Needs Practice <input type="checkbox"/> U - Untrained
7. TRAINING RECEIVED AND RECOMMENDATIONS: During telephone prospecting the recruiter failed to build sufficient trust and credibility which hampered his attempts to determine the prospect's goals and passions and get the appointment. I reviewed the task performance steps with him, shared some proven techniques through role-playing, and made a few phone calls to demonstrate each technique. Recommendations: Review the telephone prospecting steps in Chapter 3 of USAREC Training Circular 5-03.1 Prospecting, Processing, and Analysis. Pick out an introductory script from Chapter 6 of USAREC TC 5-03.1 that fits your personality and personalize it to your prospecting approach. Make a copy of the prospecting steps in Chapter 3 and the introductory scripts in chapter 6. Keep them on your desk to help you stay on track when conducting telephone prospecting. To get relaxed before starting your telephone calls, incorporate two to five minutes of the deep belly breathing technique you learned in last week's MRT session.	

Table B-1. Sample of a completed USAREC Form 350-1.2

Appendix-C

Digital Training Management System

C-1.General

a. The Digital Training Management System (DTMS), located at <https://dtms.army.mil>, is a web-based planning and management tool that facilitates an organization's ability to plan, resource, and track individual and collective training. DTMS also provides access to Army standard training products. DTMS is the only authorized automated system for managing, recording training, and establishing unit assessments for Army units. DTMS is mandatory for the management, planning, and recording of all soldiers, leader, and Civilian training.

b. DTMS is an unclassified, sensitive system. Treat all information as For Official Use Only (FOUO). Leaders and system administrators will ensure users do not enter classified data into the system.

C-2. Responsibilities

a. USAREC G3, Training Division, is the proponent for DTMS in USAREC. The G3 will appoint a primary and assistant system administrator, which are typically the USAREC SMT and a USAREC MT. The system administrators will:

(1) Act as liaison between USAREC, higher headquarters, subordinate units, and the Combined Arms Center \ DTMS program manager.

(2) Manage the access plan as specified in paragraph C-5.

(3) Ensure users are trained on the application and assist subordinate commands to train their first sergeants, and station commanders.

(4) Manage user accounts for soldiers assigned to subordinate units.

(5) Represent USAREC on the DTMS Requirements Control Board working group in accordance with the Army's charter.

b. Brigade commanders will appoint a primary and assistant system administrator. System administrators are typically the SMT and MT. System administrators will:

(1) Act as liaison between their command and USAREC's system administrator.

(2) Train subordinate units on the application.

(3) Ensure subordinate units are training leaders and operators how to use the application.

(4) Manage user accounts for their command in accordance with the access plan outlined in paragraph C-5.

(5) Refer to the G3 Training Standard Operating Procedures and the current Annual Training Guidance for further guidance.

c. Battalion commanders will appoint, on appointment orders, a primary and assistant DTMS administrator. System administrators are typically the SMT and MT. System administrators will:

(1) Act as liaison with higher headquarters.

(2) Train users.

(3) Manage user accounts in accordance with the access plan outlined in paragraph C-5.

(4) Refer to the G3 Training Standard Operating Procedures and the current Annual Training Guidance for further guidance.

d. Company Commanders are responsible for ensuring subordinates are entering training plans and training results into DTMS.

(1) Commanders will use T&Eos, with T/T-/P/P-/U ratings, to continuously assess unit performance, whether during training or actual operations, to identify reasons for performance success and shortfalls.

T&EO assessments will be recorded in DTMS.

(2) Refer to the G3 Training Standard Operating Procedures and the current Annual Training Guidance for further guidance.

(3) Annotate outcomes/certifications according to the guidance below.

(4) Training Schedules will include:

- (a) Sergeant's time training
- (b) Certification training
- (c) Administrative Actions
- (d) Mandatory Training
- (e) Annual Training

C-3. Training

a. System administrators at all levels are responsible for training on DTMS within their commands. The USAREC G3, Training Division, is the primary DTMS administrator and trainer.

b. USAREC G3 Training DTMS system administrators will maintain training materials on the USAREC G3 Training SharePoint that is applicable to all access levels.

c. Brigade and battalion commanders will ensure all SMTs and MTs are trained on DTMS. Commanders are responsible to ensure all subordinate units maintain DTMS operators.

d. Commanders will ensure all training events are planned and scheduled. Tasks that are associated with each training event will be logged in DTMS in order to ensure soldiers receive credit for the training.

e. Manage training as required in this regulation, the current USAREC Fiscal Year OPORD, Annual Training Guidance, G3 Training SOP, AR 350-1, ADP 7-0, and FM 7-0.

C-4. Troubleshooting and support

a. DTMS support is available from system administrators; however, users are highly encouraged to first access the "Help" menu on the DTMS Homepage <https://atn.amy.mil/unit-training-management-> (DTMS knowledge base). DTMS FAQs address most assistance issues and solutions. The DTMS Knowledge Base allows users to submit questions and issues to the DTMS Help Desk. Prior to submitting a request, users will first explore both the user's manual and previous postings on the Knowledge Base.

b. DTMS issues that are not specific to the application will be addressed the chain of command and not to the DTMS Knowledge Base. The DTMS Knowledge Base will not resolve USAREC specific issues.

c. G3 Training Division serves as USAREC's help desk and can assist with most technical and USAREC specific issues with DTMS.

C-5. DTMS management

a. Brigades will provide a list of their current DTMS Managers to the USAREC DTMS Manager on 01 April and 01 October (Or, first working day following) of every fiscal year in order to facilitate tracking of DTMS training capability throughout the Command.

b. Commanders may permit or deny access to anyone within their command with the exception of the system administrators. Group roles are designated roles related to the user's position. Individual roles cannot be removed from the groups, but additional individual roles can be given to those not already part of the group.

c. Commanders, along with the system administrators, will identify additional trainers who require access. Commanders will ensure that system administrators:

(1) Quarterly: Review all personnel that have access to DTMS for accuracy and completeness.

(2) Deactivate DTMS access for users no longer assigned or no longer serving in DTMS manager roles.

(3) Deactivate DTMS access for users who have not accessed DTMS in 365 days. This report can be generated via the User Reports function of DTMS.

d. System administrators have the authority to deny access to anyone who violates this regulation, other directives, or fails to fulfill their responsibilities. If a system administrator denies anyone access, they must immediately report the action to their supervisor, commander, and system administrator at the next level of command.

C-6. DTMS use

Commanders will review their administrative processes and reduce the burden on units and soldiers as well as make recommendations to eliminate or simplify tasks through their chain of command.

a. There is no requirement to scan and upload supporting documents into DTMS in order to validate the Commander's input of training, either collective or individual. However, the individual training record (ITR) will contain the:

(1) Date and score (if applicable) for completion of common mandatory training requirements in accordance with established regulations.

(2) Completion of other requirements as approved and directed by the Command and published in appropriate USAREC publications.

(3) Completion information from diplomas, certificates of training (DA Form 87) including ALMS course completions, weapons qualification scorecards, physical fitness test scorecards (DA Form 705), height/weight and body composition worksheet (DA Form 5500 and DA Form 5501), and driver/operator training qualifications

b. Leaders at the lowest echelon will input soldier permanent and temporary profiles in DTMS ensuring that limitations are annotated and available date for record ACFT are properly listed. No personal medical data, to include cause of injury, will be input in to the DTMS.

c. Calendars: All units will manage their training calendars using the Unit Training Plan (long-range calendar and Training Management Calendar (short-range calendar) functions (see Appendix B).

d. METL: USAREC does not have an Army approved METL.

The Company/Station Training Assessment Review (CSTAR) from both the company and each recruiting station will be uploaded in the Document Library. Station CSTAR will be uploaded into the Company Library and Company CSTAR in the Battalion Library under the Training > Plan > Document Library in DTMS

Appendix-D

79R Noncommissioned Officer Leader Development Program

D-1. General

The Noncommissioned Officer Leader Development Programs contain the tenets of the Army Leader Development Strategy and Leader Development Model. It incorporates the unique USAREC training requirements to support and strengthen the Corps while preparing NCOs for current and future mission capabilities regardless of assignment. All leaders will support, invest in, and execute this program.

Note: A USAREC proponent review may alter the proponent and school requirements.

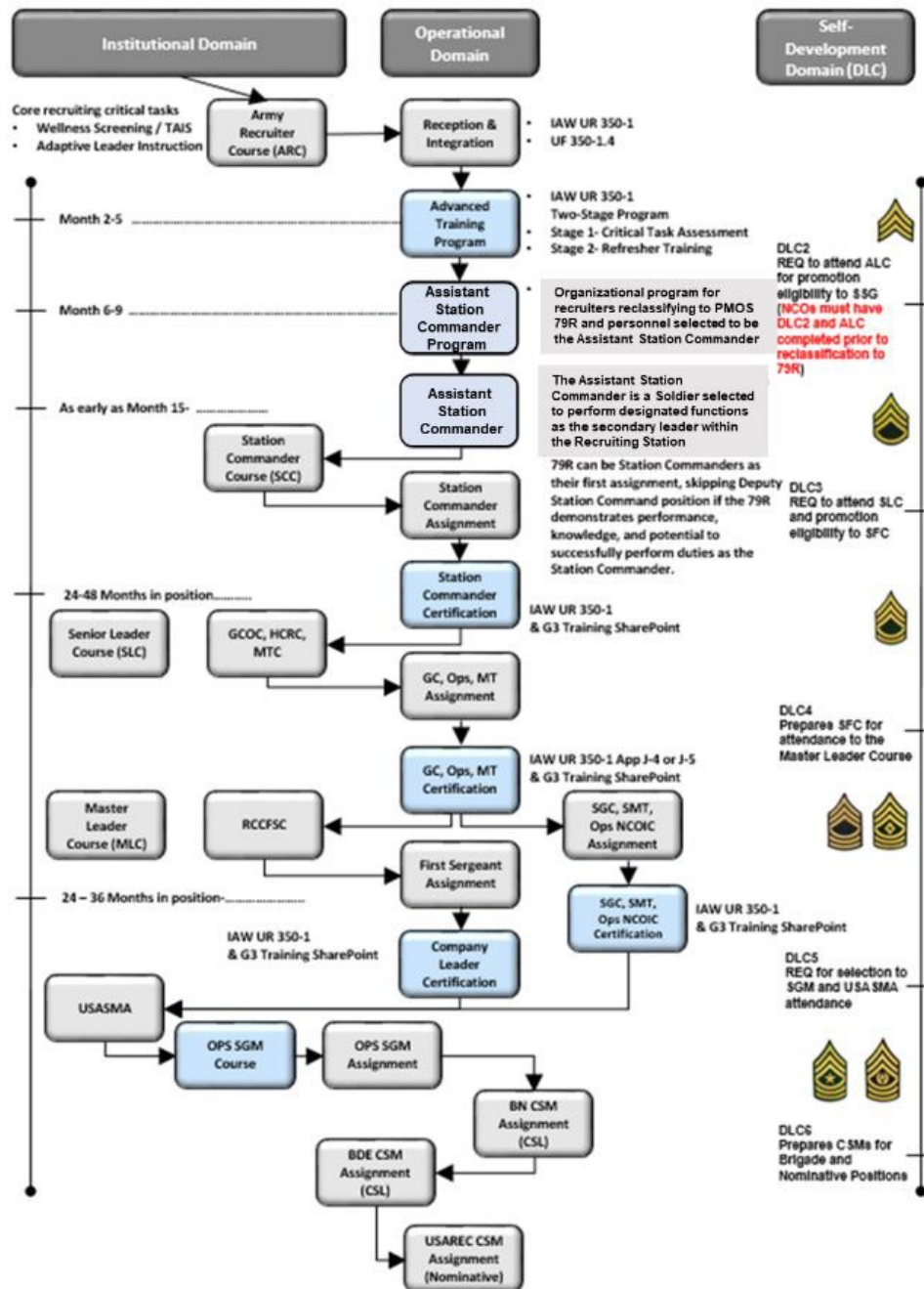


Table D-1. Sample of the 79R Leader Development Program

Appendix-E

Self-Development Domain

E-1. General

The Self-Development Domain is where planned and goal-oriented learning reinforces and expands the depth and breadth of a leader's knowledge base, self-awareness, and situational awareness. Self-development bridges learning gaps between the operational and institutional domains and sets conditions for continuous learning and growth. Leaders at all levels will complete, influence, and assist subordinates in becoming life-long learners using the three self-development techniques. Responsibilities for:

a. All leaders:

- (1) Promote the self-development of all individuals in USAREC
- (2) Provide resources and training to enrich the self-development within USAREC

b. Battalion/brigade commanders/command sergeants major ensure that in addition to unit training outlined in this regulation that soldiers are afforded time to self-develop.

c. Company commanders and first sergeants:

(1) Guide and resource the self-development of 79R based off personnel development community found on the Army Career Tracker and the 79R professional development model.

(2) Counsel Recruiting NCOs on the utilization of DA PAM 611-21 MOS qualifications in order to remain qualified in their PMOS.

d. Station commanders will guide and resource the self-development of Recruiting NCOs based off their unique PMOS and individual goals.

e. Recruiting NCOs are responsible for remaining informed on changes in their PMOS in regard to qualifications, certifications, systems, and professional/personnel development models in addition to self-developing in recruiting skills.

E-2. Army Career Tracker (ACT)

The Army Career Tracker (ACT) is a single aggregated source for assignment history, experience, skills, education, civilian acquired skills, interests and extended relationships. As a leader development tool, it integrates data on training, education, and experiential learning from a number of source systems into one personalized and easy to use interface, provides users a more efficient and effective way to monitor their career development, allows supervisors to track and advise employees on their leadership development and career program managers the ability to reach the geographically dispersed careerists. In USAREC leaders are faced with developing and guiding the self-development of soldiers from a variety of PMOS. The ACT enables leaders to assess themselves, their careers, and the same for their subordinates regardless of geographic dispersion. Each Career Management Field (CMF) has a personnel development community where leaders and soldiers can find information and resources to guide self-development and establish clear career goals based on individual CMF and broader leader development.

E-3. Guided Self-development (GSD)

Guided Self-development (GSD) is recommended, but optional learning to help prepare leaders for changing technical, functional, and leadership responsibilities throughout their career. A critical GSD component is the use of boards. Leaders should prepare for and participate in boards, such as NCO of the Month/Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Clubs, to broaden their knowledge base, instill discipline, and to improve communication skills and leadership potential.

E-4. Army E-Learning (SkillSoft)

Army E-Learning is a free resource for soldiers to access professional reading material, tutorials, certifications, and courses for information technology skills, well-being, business skills, productivity & collaboration tools, engineering, and much more. Army E-Learning includes a library of free professional books that can assist in professional self-development and that can be used to assist in GSD.

E-5. Educational Activities

The Army's goal is for every soldier to become a warrior learner continuously learning and growing in their tactical, technical, and civilian education domains. Many self-development activities come from programs and services offered through the Army Continuing Education System (ACES). The ACES assists soldiers with self-development as described in DA PAM 600-25. The ACT site is also an incredible resource for the individual soldier to view all available resources the Army has under the "my planner/career map" tab.

E-6. Functional Academic Skills Training (FAST)

FAST offers instruction in reading, mathematics, and communication skills to help soldiers function on the job, prepare for advanced training, and meet prerequisites for continued education.

E-7. Earning a College Degree

All NCOs should have a goal of earning their degree while assigned to USAREC. College level courses are available through installation education centers that coordinate with participating colleges to provide on-post programs that lead to award of an associates, bachelors, and/or master's degree.

E-8. Army Correspondence Course Program (ACCP)

The ACCP provides a variety of self-study correspondence courses that are specific to each MOS and CMF. Leadership and training management courses are available, which gear towards professional development. Proponent schools develop the courses, many of which consist of sub courses that provide soldiers promotion points upon completion.

E-9. Knowledge Skills, and Abilities

a. Development of self-awareness in various human domains; recognizing self-awareness as a vital aspect of leader development and psychological health in the USAREC environment. There are a number of psychological factors that influence one's success as a leader. A central factor is an accurate awareness of one's competency and areas for growth, also known as self-awareness. Self-awareness is acquired through an internal self-assessment and/or input from external sources like peers, training, coaching, or other experiences in life of a personal or professional nature. However, in the absence of integrating personal experiences and/or systemic feedback humans tend to be very poor at self-awareness and are not prone to critical self-assessments. Self-awareness empowers leaders to develop emotional intelligence, which is necessary for long-term effectiveness in personal and professional endeavors.

b. The critical knowledge, skills, and behaviors (KSB) involved in the development of healthy self-awareness consist of:

- (1) Adaptive Leadership
- (2) Emotional Intelligence
- (3) Cognitive Flexibility
- (4) Perspective Taking
- (5) Communication Skills
- (6) Behavioral Performance Science/Mental Toughness
- (7) Courage, Commitment, and Humility

Appendix-F Certification Programs

F-1. General

a. The purpose of the USAREC Certification Programs are to validate training, knowledge, and the capabilities to perform in the assigned position and to sustain skill sets. All station commanders, first sergeants, company commanders, company executive officers, senior/guidance counselors, operations NCOs, battalion S3 officers, battalion executive officers, and senior/master trainers will participate in the certification program.

b. Brigade commanders maintain the authority to:

- (1) Remove a soldier from position for failing to certify.
- (2) Authorize Certification Exam Retests or for the soldier to repeat the certification program.

c. Administration:

- (1) USAREC certification programs consist of the following requirements.

(a) Assignment to the position and to be a graduate of the requisite Institutional or Organizational course. (See Table F-1.)

POSITION	COURSE
*Recruiting NCO (See Appendix K)	Army Recruiter Course -I
Assistant Station Commander	Assistant Station Commander Program-O
Station Commander	Station Commander Course -I
Senior/Guidance Counselor/Operations NCO	Guidance Counselor Operations Course -I
Senior/Master Trainer	Master Trainer Course -I
Company Executive Officer	Company Executive Officer Course -I
Company Commander/First Sergeant	Company Commander/First Sergeant Course -I
Brigade to Battalion S3 Officer	Recruiting Operations Officer Course-DL
Brigade to Battalion Executive Officer	Executive Officer Course -O
O=Organizational, I=Institutional, DL=Distant Learning, *=Separate policies for Rctg NCOs see Appendix K	

Table F-1. Requisite Institutional or Organizational Courses

(b) Attend/participate in and complete either the brigade quarterly training programs (Company Commanders and First Sergeants) such as the Outrider Program, Warrior University, Victory University, etc., within 90-120 days of assignment or graduation of the RCCFSC whichever is later.

(c) Trained/evaluated by the assigned evaluator within 90-180 days of assignment and graduation from an Institutional or Organizational course, whichever is later.

(d) Achieve an 80% or higher on the position certification exam following completion of the Brigade Academy or receive a "Trained" evaluation on all required tasks by the select evaluator.

(2) Commanders may add additional tasks to the certification program or centralize training through venues such as the Station Commander Quarterly Leader Development (SCQLD), etc.

d. Responsibilities:

- (1) Figure F2 displays the primary (P) and or alternate (A) trainer/evaluator assignments

TRAINER / EVALUATOR	PERSONNEL REQUIRING CERTIFICATION											
	BN XO	BN S3	OPS NCOIC	OPS NCO	SNR GC	GC	SNR MT	MT	CO CDR	CO 1SG	CO XO	SC
BDE CSM									P	P		
BDE XO	P											
BDE S3		P										
BDE OPS SGM		A	A									
BN CSM									A	A		
BN OPS SGM			P		P		P					
BN S3												
OPS NCOIC				P								
SR GC						P						
SR MT								P				
CO CDR											P	A
CO 1SG											A	P

Table F-2. Trainer/Evaluator Assignments

(2) Commanders/Command Sergeants Major: Enforce, validate the quality, timeliness, and completion of all certification programs.

(3) Trainers/Evaluators will:

(a) Train/evaluate IAW Training and Evaluation Outlines (T&EO) located in the USAREC Leader Development Program SharePoint.

(b) Record evaluations in the USAREC Leader Development Program SharePoint.

(4) Senior Master/Master Trainers will:

(a) Enroll soldiers in the certification program.

(b) Monitor the status of candidates and provide monthly updates to the Commander and CSM.

(c) Complete the administrative requirements to request enrollment in the Blackboard Certification Exam.

F-2. Station Commander Certification Tasks

a. Station Commanders must certify in 15 tasks evaluated by the First Sergeant. The enrollment of the certification begins NLT 90-days from assignment and SCC graduation, whichever is later.

(1) 805K-79R-4053 - Establish Intelligence Preparation of the Battlefield (IPB)

(2) 805K-79R-4054 - Establish a Recruiting Functions Analysis (RFA)

(3) 805K-79R-4056 - Analyze the Mission Accomplishment Plan

(4) 805K-79R-4058 - Develop a Mission Accomplishment Plan (MAP)

(5) 805K-79R-4059 - Implement a Station School Recruiting Program (SRP)

(6) 805K-79R-4060 - Establish a Battle Rhythm

(7) 805K-79R-4061 - Implement a Station Training Program

(8) 805K-79R-4063 - Direct a Weekly Planning Meeting

(9) 805K-79R-4064 - Direct an In-Progress Review

(10) 805K-79R-4065 - Direct a Weekly After Action Review (AAR)

(11) 805K-79R-4066 - Perform Quality Control Check of an Enlistment Record

(12) 805K-79R-4067 - Direct Station's Future Soldier Training Program (FSTP)

(13) 805K-79R-4068 - Perform Quality Assurance Check of Future Soldier's Record

(14) 805K-79R-4069 - Assess Individual Prospecting Methods

(15) 805K-79R-4070 - Establish a Station Recruiting Plan

b. Station Commanders only have to certify once regardless of number of stations or PCS to another battalion.

c. Local commander may institute an additional certification program requirement for any station commander.

F-3. Operations NCOIC/NCO Certification

a. The Operations NCOIC/NCO certification requires the Operations NCOIC and NCO to certify on 10 tasks. To qualify for the certification exam, the Ops NCOIC/NCO must:

(1) Graduate the Guidance Counselor Operations Course (GCOC).

(2) Enroll within 90-days of assuming the position or graduation from GCOC, whichever is later.

(3) Receive training or evaluation from the BN Ops SGM for the OPS NCOIC or Ops NCOIC for the OPS NCO.

b. The certification tasks consists of:

(1) Develop a Mission Accomplishment Plan (MAP) 805K-79R-7450

(2) Process a Board Edit Request 805K-79R-7457

(3) Perform Delayed Entry Program +10 Quality Control Procedures 805K-79R-7453

(4) Process a Special Missions Applicant 805K-79R-7455

(5) Process a Waiver Workflow 805K-79R-7456

(6) Complete Opening Activities for a Recruiting Operations Office 805K-79R-7451

(7) Complete End-of-Day Activities for a Recruiting Operations Office 805K-79R-7452

(8) Manage the Ship without Advanced Reservation Program 805K-79R-7454

(9) Process a Renegotiation Request 805K-79R-7458

(10) Process a Future soldier Loss 805K-79R-7459

F-4. Senior Guidance Counselor/Guidance Counselor (SGC/GC) Certification.

a. The Senior Guidance Counselor/Guidance Counselor certification requires the SGC and GC to certify on 10 tasks.

b. Enroll within 90-days of assuming the position or graduation from GCOC, whichever is later.

c. To qualify for the certification exam, the SGC/GC must:

(1) 805K-79R-4302 - Complete GCRc(RZ) Accession Procedures

(2) 805K-79R-4321 - Complete GCRc (RZ) Enlistment Procedures

(3) 805K-79R-4323 - Maintain the Applicant Background Screening (ABS) Program

(4) 805K-79R-4327 - Complete Opening Procedures at an Army Liaison Office (MEPS)

(5) 805K-79R-4329 - Process a Waiver

(6) 805K-79R-4330 - Complete EOD Activities in an Army Liaison Office MEPS

(7) 805K-79R-4331 - Prepare a Special Missions Application for Enlistment Process OCS WOFT

(8) 805K-79R-4332 - Perform Quality Control Procedures

(9) 805K-79R-4334 - Complete MIRS Enlistment Contract Service Certification for DEP DTP-Out

(10) 805K-79R-4335 - Perform a 1.1 MIRS Projection

F-5. Senior Master Trainer/Master Trainer Certification (SMT/MT)

a. The Senior Master/Master Trainer certification requires the Senior Master/Master Trainer to certify on 10 tasks. To qualify for the certification exam, the Senior Master/Master Trainer must:

- (1) Graduate the Master Trainer Course (MTC).
- (2) Enroll within 90-days of assuming the position or graduation from MTC, whichever is later.
- (3) Receive training or evaluation from the BN Ops SGM for the Senior Master Trainer or SMT for the Master Trainer.

b. The certification tasks consists of:

- | | |
|--|---------------|
| (1) Conduct intelligence Preparation of the Battlefield (IPB) | 805K-79R-4009 |
| (2) Conduct Recruiting Functions Analysis (RFA) | 805K-79R-4010 |
| (3) Analyze the Mission Accomplish Plan (MAP) | 805K-79R-4012 |
| (4) Assess the Team | 805K-79R-4402 |
| (5) Manage the Organization Schools Program | 805K-79R-4403 |
| (6) Monitor USAREC Leader Development Program and Certifications | 805K-79R-4404 |
| (7) Plan Near-Term Training | 805K-79R-4405 |
| (8) Manage Digital Training Management Systems (DTMS) | 805K-79R-4408 |
| (9) Manage Unit Training Program | 805K-79R-4410 |
| (10) Train a Recruiting Unit | 805K-79R-4411 |

F-6. Company Executive Officer Certification

a. The Company Executive Officer Certification requires the Company Executive Officer to certify on nine (9) tasks. To qualify for the certification exam, the Company XO must:

- (1) Graduate the Recruiting Company Executive Officer Course.
- (2) Enroll within 90 days of assuming the position or graduation from the Company XO Course, whichever is later.
- (3) Receive training or evaluation from the Company Commander (Primary) or First Sergeant (Alternate).
- (4) Achieve an 80% or higher on the certification exam administered at the end of each quarter.

b. The certification tasks consists of:

- (1) 805K-79R-6001 - Conduct Intelligence Preparation of the Battlefield for a Recruiting Operational Environment
- (2) 805K-79R-6002 - Coordinate Company Training Plan
- (3) 805K-79R-6003 - Develop a Community-Centric Network
- (4) 805K-79R-6004 - Implement Command Supply Discipline Program
- (5) 805K-79R-6005 - Manage Company Operational Readiness
- (6) 805K-79R-6006 - Navigate Recruiting Systems
- (7) 805K-79R-6007 - Coordinate Company Future Soldier Training Events
- (8) 805K-79R-7034/5085 - Develop/Analyze Mission Accomplishment Plan
- (9) 805K-79R-7035 - Direct a Company School Recruiting Plan

- c. Company XOs that pass the certification exam will earn permanent wear of the recruiter badge.
- d. Task numbers beginning with “CXO” do not have an associated Training & Evaluation Outline.

F-7. Company Leader Certification

a. The Company Leader Certification requires the Company Commander and First Sergeant to certify in nine (9) tasks. To qualify for the certification exam, the Company Commander and First Sergeant must:

- (1) Graduate the Recruiting Company Commander/First Sergeant Course.
- (2) Enroll and attended the Brigade Academy within 90 days of assumption of command/change of responsibility, whichever is later and trained by the Brigade CSM or Selected Senior Battalion CSM on the nine (9) tasks.
- (3) Achieve an 80% or higher on the certification exam administered at the end of each quarter.

b. Certification Tasks consist of:

- (1) CLC-001 Leader Development
- (2) 805K-79R-7031/5008 Develop Division of Labor/Company Battle Rhythm
- (3) 805K-79R-7032/5019 Conduct a Recruiting Company In-Progress Review
- (4) 805K-79R-7033/5004 Conduct Market Analysis/Recruiting Functions
- (5) 805K-79R-7034/5085 Develop/Analyze Mission Accomplishment Plan
- (6) 805K-79R-7035 Direct a Company School Recruiting Plan
- (7) 805K-79R-7037 Manage the Company Future Soldier Training Program
- (8) 805K-79R-7039/5018 Develop/Implement a Company Recruiting Plan
- (9) 805K-79R-5006 Monitor Unit training Program

c. Company Commanders that pass the certification exam will earn permanent wear of the recruiter badge.

F-8. Battalion S-3 Officer Certification

a. The Battalion S-3 Officer certification requires the Battalion S-3 officer to certify on 14 tasks. To qualify for the certification exam, the Battalion S-3 Officer must:

- (1) Graduate the Recruiting Operations Officer Course (ROOC).
- (2) Enroll within 90-days of assuming the position or graduation from the ROOC, whichever is later.
- (3) Receive training or evaluation from the Brigade S-3 (Primary) or Brigade Ops SGM (Alternate).
- (4) Achieve an 80% or higher on the certification exam administered at the end of each quarter.

b. The certification tasks consists of:

- (1) Establish Operational Plan(s) in a Recruiting Environment 805K-79R-7419
- (2) Employ Waivers or Exception to Policy (ETP) Process 805K-79R-7420
- (3) Manage an Operations Staff Assisted Visit (SAV) 805K-79R-7412
- (4) Manage OCS / WOFT Program 805K-79R-7414
- (5) Coordinate Semi-Annual Reserve and Recruiting Partnership Council (R2PC) 805K-79R-7418
- (6) Manage Organizational Training 805K-79R-7423
- (7) Produce an Operational Order 805K-79R-7410
- (8) Implement the Recruiting Standards Program 805K-79R-7422
- (9) Perform a Semi-Annual Guidance Counselor Office Inspection 805K-79R-7413

- | | |
|--|---------------|
| (10) Update a School Profile Evaluation | 805K-79R-7417 |
| (11) Evaluate an Applicant's Education | 805K-79R-7415 |
| (12) Conduct Suitability Match Interview Procedures | 805K-79R-7409 |
| (13) Conduct Fusion Cell Using Military Decision Making Process (MDMP) | 805K-79R-7411 |
| (14) Manage the Unit Calendar | 805K-79R-7416 |

c. Battalion S-3 Officers that pass the certification exam will earn permanent wear of the recruiter badge.

F-9. Brigade S3 Officer Certification.

Brigade S3s may compete for permanent wear of the Army Recruiter Badge by completing the Recruiting Operations Officer Course (Bde S3) and achieving a passing score of 80% or higher on the quarterly certification exam.

F-10. Battalion Executive Officer Certification

a. The Battalion Executive Officer certification requires the Battalion XO to certify on six (6) tasks. To qualify for the certification exam, the Battalion Executive Officer must:

- (1) Graduate the Executive Officer Course
- (2) Enroll within 90-days of assuming the position or graduation from the XO Course, whichever is later.
- (3) Receive training or evaluation from the Brigade XO (Primary) or Brigade S-3 (Alternate).
- (4) Achieve an 80% or higher on the certification exam administered at the end of each quarter.

b. The certification tasks consists of:

- | | |
|---|---------------|
| (1) Conduct the Battalion Organizational Inspection Program | 805K-79R-8105 |
| (2) Manage a Commander's Budget | 805K-79R-8110 |
| (3) Manage Unit Investigations | 805K-79R-8109 |
| (4) Direct the Battalion Staff Operation | 805K-79R-8106 |
| (5) Manage the Battalion Recruiting Standards Program | 805K-79R-8107 |
| (6) Manage the Battalion Staff Sections XO-01 | 805K-79R-8102 |

c. Battalion XOs that pass the certification exam will earn permanent wear of the recruiter badge.

d. Task numbers beginning with "XO" do not have an associated Training & Evaluation Outline.

F-11. Brigade Executive Officer Certification.

Brigade XOs may compete for permanent wear of the Army Recruiter Badge by completing the USAREC XO Course (Bde XO) and achieving a passing score of 80% or higher on the quarterly certification exam.

F-12. Leader Development Record Deletion

USAREC G-3 Training is the only echelon that deletes leader development records in the Leader Development span site. Senior master trainers will submit a Memorandum for Record (MFR) signed by the brigade or battalion commander requesting deletion with justification.

Appendix-G

Reception and Integration

G-1. General

Establish the policy and procedures for in-processing new recruiting NCOs, officers, and company commanders. Companies and stations are widely dispersed in the battalion's geographical (multistate) area, making it difficult for many to make repeated trips to the battalion for in processing. It is imperative all soldiers are properly sponsored and in-processed before they begin duties at their respective station or company.

G-2. Policy

- a. The SMT will initiate USAREC Form 350-1.4 (Reception and Integration Checklist) for all new recruiting NCOs and recruiting Officers (see Figure G-1).
- b. Complete UF 350-1.4 within 30 days of a new recruiting NCO/Officers arrival to the battalion.
- c. Upon completion and receipt of the USAREC Form 350-1.4, the SMT will initiate the ATP for new recruiting NCOs.
- d. All Leaders, other than Recruiting NCOs, will utilize the Leader Transition Program and Checklist (Appendix H) instead of the Reception and Integration Checklist.

G-3. Procedures

- a. The SMT will initiate USAREC Form 350-1.4 found in the USAREC Publications Site at Forms - All Documents (army.mil), and complete items 1 through 15. The SMT will then e-mail the checklist to the first scheduled staff representative who will personally brief the soldier, annotate any deficiencies, electronically sign, and forward it to the next representative until complete.

Note: USAREC Form 350-1.4 must be printed and physically executed.

- b. When new recruiting NCO's/Officers' complete in-processing at the battalion, the SMT will e-mail the USAREC Form 350-1.4 to the new recruiting NCO/Officers station commander. The station commander will e-mail the checklist back to the SMT only when all tasks are completed. The SMT will upload the completed form into the soldier's ATP record on the USAREC Leader Development Program SharePoint page.
- c. When new company commanders complete USAREC Form 350-1.4 (sections A through K and M) the SMT will up-load the completed form into the Company Commander's CLP record on the USAREC Leader Development Program SharePoint page.
- d. Additional spaces are available for each activity to accommodate any additional in-processing activities in accordance with the battalion SOP.
- e. Leaders at all levels will validate the accuracy and completion of the USAREC Form 350-1.4.

RECEPTION AND INTEGRATION CHECKLIST For use of this form, see UR 350-1, Appendix G.				
DATA REQUIRED BY THE PRIVACY ACT OF 1974				
AUTHORITY:		Section 301, Title 5, USC		
PRINCIPAL PURPOSE:		To ensure the proper in-processing of Soldiers into their gaining Units		
ROUTINE USES:		To in-process Soldiers into their gaining unit, to report any conditions identified during In-processing to their commanders, and to provide historical dates for after action reports and reviews. Forms will not be disclosed outside Department of Defense (DoD) and DoD sponsored agencies.		
DISCLOSURE:		Disclosure of this information is voluntary; however, failure to disclose the requested information could result in improper Reception and integration.		
INSTRUCTIONS				
Initiate this form on every in-processing Soldier at the Recruiting Battalion. All Soldiers are required to in-process through the activities marked with an asterisk (*). The Battalion will designate additional activities required for in-processing Soldiers IAW applicable Army Regulations, USAREC instructions, and information in the Soldier's records/furnished by the Soldier. Each staff section lead will sign or initial this form and annotate any conditions (deficiencies) identified that could not be remedied during in-processing. The Soldier will complete all activities and report back to the Battalion SMT. The Battalion SMT will verify all required in-processing has been completed and sign this form prior to releasing the Soldier to the Company leadership. The Company Commander will ensure the Soldier completes in-processing at the company and station.				
1. NAME (Last, First, MI) DOE, JOHN A.		2. RANK SSG	3. MOS/AOC 11B30	4. RSID 9K3G
6. MARITAL STATUS M	7. DEPENDENT CHILDREN 2	8. EFMP YES	9. MARRIED ARMY COUPLE YES	10. SPECIAL NEEDS None
S X		NO	NO x	
11. SPONSOR NAME (Last, First, MI) BLOCK, MARVIN S.		12. RANK SSG	13. MOS/AOC 13B30	14. RSID 9K3G
				15. DATE ASSIGNED SPONSOR 16-Apr-18

Table G-1. Sample of a completed USAREC Form 350-1.4

Appendix-H

Leader Transition Program

H-1. Purpose

a. The United States Army Recruiting Command Leader Transition Program is designed to outline the fundamental leader responsibilities to facilitate the planning and execution of the successful transition of all incoming and outgoing leaders.

b. The Transition of new leaders is critical to providing incoming leaders with the support necessary to facilitate personal, professional, and operational success; maintain unit continuity, and decrease the time required to establish effective and efficient understanding of recruiting operations.

c. All incoming and outgoing leaders will execute and complete leader transition procedures.

d. Command Transition:

(1) Notification. The average time from assignment instructions to arrival is 120 days for both Officers and enlisted soldiers.

(2) Senior Commanders will, upon notification of incoming leader, initiate the Total Army Sponsorship Program IAW AR 600-8-8 and validate all requirements are met.

(3) The incoming commander will conduct a command climate survey no later than 60 days after change of command.

(4) The senior commander will host an after action review with the outgoing and incoming commanders 90-120 days after the change of command.

e. Outgoing leader will:

(1) Contact the incoming leader and coordinate a meeting (Physical or Virtual) within 30-days of notification.

(2) Discussion will, at a minimum, consist of the following:

(a) The unit climate

(b) Culture of the Organization

(c) Specific challenges

(d) Provide relevant/requested documents

(e) Discuss/walk-through current and projected mission posture

(f) Validate the conduct of the sponsorship program (If outgoing leader is different than the sponsor)

(g) Mission Statement

(h) Organizational charts, TOA, gains, losses, etc.

(i) USAREC 101 Brief

(j) Review USAREC Acronym lists

f. Incoming leaders will:

(1) Continue to contact the outgoing regarding concerns, questions, or issues delaying arrival.

(2) T-30 Procedures

(a) Incoming/Outgoing Leaders

- Meet again (Physical or Virtual 30-days prior to Change of Command / Responsibility or assuming the leadership position.
- Finalize ceremony requirement if applicable
- Coordinate meetings with subordinates, superiors, center of influences, VIP, etc.

- Discuss current organization situation, near term events, changes to operations, and personnel.
- Coordinate/conduct Left Seat/Right Seat Program (LS/RS).

g. Left Seat/Right Seat Program

(1) *STEP 1*: Incoming leaders ride with outgoing leaders for the first five days of the LS/RS Program. The outgoing leader conducts normal operations with the incoming leader observing from the right seat.

(2) *STEP 2*: Incoming leaders assume the left seat, with the outgoing leader serving as an observer and mentor for the last five days of the program. The outgoing leader will provide expertise and guidance as needed.

(a) *Note 1*: Upon completion of each step, the incoming and outgoing leaders will submit an AAR. The AAR should address completion of required tasks and any areas that may require additional training.

(b) *Note 2*: Brigade commanders may direct a second right seat ride for battalion commanders, CSMS, company commanders and first sergeants. The second right seat ride can be internal or external to the brigade. Brigade commanders will coordinate when external support is required.

(c) *Note 3*: Battalion Commanders may direct a Left Seat/Right Seat program for Station Commanders; however, a continuity program (Leader Transition Checklist, Section B) must be in effect that includes a battle hand off, introduction to key influential personnel, networks, and continuity book.

(d) *Note 4*: The program typically covers a 10-day period; however, senior commanders may adjust the duration.

(e) *Note 5*: At the conclusion of the left seat ride portion of the program, the incoming leader will brief change of command outbrief two levels up. At the conclusion of this brief the incoming leader will validate that he/she has received the knowledge base required to assume the leadership/position role.

h. Left Seat Right Seat Ride Verification (Leader Transition Checklist, Section A) UF 350-1.10, Figure H-2 at the completion of the Left Seat/Right Seat Procedure, the next higher Commander will verify that the incoming and outgoing leader have complied with the tenets of this policy.

i. Continuity.

(1) Upon verification of the LS/RS Program, the outgoing leader will coordinate a continuity briefing with the unit staff to provide the incoming leader with critical information to understand the operating environment (Leader Transition Checklist, Section B)0 Figure H-2).

(a) *STEP 1*: Outgoing Leader will ensure the incoming leader has appropriate user rights to the databases listed on page 2 of the Leader Transition Checklist prior to arrival. In cases when authorizing rights is not feasible, the outgoing Leader will ensure the Incoming Leader at a minimum has completed DD Form 2875, System Authorization Access Request.

(b) *STEP 2*: Staff Sections will provide critical information contained within their respective area located in Section B to the Incoming Leader.

(c) *STEP 3*: The Outgoing and Incoming Leader/Soldier will discuss each section and complete the checklist.

(2) Continuity Verification (Leader Transition Checklist Section B.) At the completion of the continuity process, the outgoing and incoming leader/Soldier will sign and date completion to validate that outgoing leader/Soldiers have briefed the incoming leader/Soldiers on all continuity data. In some cases, the outgoing leader/Soldier may not have access to appropriate sites such as DTMS. In these cases, it is still a requirement for the outgoing leader to coordinate and validate the briefing.

j. Reporting/Documentation. Senior Master/Master Trainers (SMT/MT) will upload the Leader Transition Checklist and associated AARs (UF 350-1.9, Figure H-1) into the soldiers DTMS Record NL T 10 working days upon completion. SMT /MT will annotate Leader Transition completion in the soldiers appropriate Leader Develop/Certification record in the G3 Training Leader Develop Program SharePoint.

AAR - RIGHT SEAT AND LEFT SEAT RIDE PROCEDURES (For use of this Form see USAREC Regulation 350-1)		
ACTIVITY AND INSTRUCTIONS	INCOMING	OUTGOING
STEP 1: Incoming leaders ride with outgoing leaders for the first five days of the program. The outgoing leader conducts normal operations with the incoming leader observing from the right seat. (Cover what went GOOD, BAD, and what needs IMPROVING)		

Table H-1. Example of UF 350-1.8, AAR – Right Seat and Left Seat Ride Procedures

LEADER TRANSITION CHECKLIST					
DATA REQUIRED BY THE PRIVACY ACT OF 1974 AUTHORITY: Section XXX, Title X, XXX PRINCIPAL PURPOSE: To ensure all new Leaders are properly received into the unit and an effective Leader Transition has occurred. ROUTINE PURPOSES: The Right seat and left seat ride program is designed to train and mentor incoming leaders. The program ensures continuity and the passage of knowledge between outgoing and incoming leaders. The program is 10 days in durations and is required for leader changes in the following positions: Battalion Commanders Battalion Command Sergeants Major Company Commanders (See UR 350-1, appendix H) First Sergeants Station Commanders					
INSTRUCTIONS: Leaders will use this program to conduct Left/Right Seat Ride Procedures and complete continuity activities. Both Section A and Section B will be executed to provide the incoming leader immediate situational awareness and a foundation for long-term understanding.					
SPECIAL INSTRUCTIONS: Commanders may establish similar programs for other positions, such as brigade and battalion deputy commanders, deputy chiefs of staff, XO, Company XO,					
1. INCOMING LEADER NAME (Last, First, MI)	2. RANK	3. MOS/BRANCH	4. RSID	5. DATE	
6. OUTGOING LEADER NAME (Last, First, MI)	7. RANK	8. MOS/BRANCH	9. RSID	10. DATE of Appointment	
SECTION A - RIGHT SEAT AND LEFT SEAT RIDE PROCEDURES					
11a. ACTIVITY AND INSTRUCTIONS		11b. AAR NOTES		11c. DATE OF COMPLETION	
STEP 1: Incoming leaders ride with outgoing leaders for the first five days of the program. The outgoing leader conducts normal operations with the incoming leader observing from the right seat.					
STEP 2: Incoming leaders assume the left seat, with the outgoing leader serving as an observer and mentor for the last five days of the program. The outgoing leader will provide expertise and guidance as needed.					
Note 1: Upon completion of each step, the incoming and outgoing leaders will submit an AAR. The AAR should address completion of required tasks and any areas that may require additional training.					
Note 2: Brigade commanders may direct a second right seat ride for battalion commanders, CSIMs, company commanders and first sergeants. The second right seat ride can be internal or external to the brigade. Brigade commanders will coordinate when external support is required.					
Note 3: The program typically covers a 10-day period, but senior commanders may adjust the duration.					
Note 4: At the conclusion of the left seat ride portion of the program, the incoming leader will brief two levels up. At the conclusion of this brief the incoming leader will validate that he/she has received the knowledge base required to assume the leadership role.					

Table H-2. Leader Transition Checklist

Appendix-I

Office of the Command Surgeon and Psychologist (OCSP) - Health, Education and Training Program (HEAT)

I-1. General

The Health, Education and Training Program (HEAT) supports and enhances leader training and development through the utilization of their Assessment & Selection team and the Adaptive Leader Program. HEAT synthesizes information quelled from FM 7-22, ADP and FM 6-22, Army Resiliency Directorate and outside resources to support USAREC leaders in the accomplishment of their mission.

a. The Assessment & Selection Team contributes to the health of USAREC soldiers by participating in field consultation on high-risk soldiers, trend analysis on predictive risk factors, and evaluation of recruiting NCO/Officer candidates for suitability to USAREC and its unique stressors. These evaluations include:

- (1) Record reviews.
- (2) In-class wellness screening.
- (3) Individual interviews.
- (4) Consultations with providers.
- (5) Consolidation of completed Recruiting Candidate Assessments (RCA).

b. The Adaptive Leader Program integrates sport, performance and organizational psychology principles provided through a series of instruction offered within the institutional and organizational settings. Training objectives include but are not limited to:

- (1) Managing performance under pressure.
- (2) Identifying counter-productive communication styles and their impact on mission accomplishment.
- (3) Integration concerns.
- (4) Identification of moral and ethical challenges in the geo-dispersed environment.
- (5) Adaptive leader behaviors.
- (6) Management of high-risk soldiers.

(7) Field Sustainment Training to meet the needs of the requestor at all levels of USAREC leadership. These trainings may be tailored and individualized to meet the unit's needs using any sport, performance and organizational psychology principles.

I-2. Army Recruiter Course

Soldiers will receive the following modules aimed at promoting adaptability, self-regulation, positive leader attributes, emotional maturity (to include tactfulness and poise) and distress tolerance for soldiers new to USAREC.

a. Assessment:

(1) Administration of in-class wellness screening and review of records and Recruiting NCOs Candidate Assessments (RCA) to identify individuals likely to encounter difficulties meeting their medical needs in the USAREC environment. This review prompts confidential interviews to clarify needs and ensure the individual has a direct line of access to supports and resources in the field. A determination of suitability for USAREC is conducted and assignments recommended in accordance with their health needs and available resources.

(2) The Attentional and Interpersonal Style (TAIS) Inventory is a non-pathology based measure that focuses on a recruiting NCO's strengths and potential challenges when placed in stressful situations.

b. Training:

(1) Mental Toughness: Leaders gain an understanding of how stress can affect performance in the recruiting environment and acquire the tools and techniques to optimize their performance within USAREC.

(2) Tactical Awareness: Leaders explore expected challenges of becoming a Recruiting NCO and conceptualize these challenges within the geo-dispersed environment.

(3) Integration: Leaders will recognize the challenges unique to a geo-dispersed command and the importance of successful integration of new recruiting NCO.

(4) USAREC Risk Assessment and Counseling - Digital (URAC-D).

(5) Academic Role-Play (ARP): As appropriate, the HEAT office will assist instructors in facilitating ARP during end-of course labs to reinforce skills aimed at stress management.

I-3. Health Care Recruiter Course / OIC

Leader development will focus on openness to new ideas; adaptation to developing situations; handling of unexpected demands; adapting or changing strategy; and emotion regulation. OICs, in addition to the health care company commanders and first sergeants, will have the opportunity to engage in executive/wellness coaching upon request. New officers and recruiting NCO's in the healthcare and chaplain professions receive the following modules:

a. Assessment: Administration of wellness screening and review of records and RCA documentation. Based on responses and need, students may be interviewed in a confidential setting to clarify needs and support access to behavioral health resources Training: USAREC Risk Assessment and Counseling – Digital (URAC-D).

b. Mission Essential Communication (delivered virtually / OIC only).

c. Executive Coaching is available upon request.

I-4. Guidance Counselor Course

The HEAT Program office does not provide training in the current program of instruction for this course.

a. Assessment: Wellness assessment administration and review of recruiting candidate assessment (RCA) documentation, as necessary.

b. Executive Coaching is available upon request.

I-5. Assistant Station Commander Program

The HEAT office does not provide training in the current program of instruction for this program.

I-6. Station Commander Course

Soldiers receive the following modules with the focus on instilling discipline and reinforcing standards, balancing mission with supporting wellness, understanding and implementing effective URAC counseling, coping with a demanding environment, and effective self-regulation and self-care.

a. Assessment:

(1) Administration of wellness screening and review of records and RCA documentation. Based on responses and need, students may be interviewed in a confidential setting to clarify needs and support access to behavioral health resources.

(2) The Attentional and Interpersonal Style (TAIS) Inventory is a non-pathology based measure that focuses on a recruiting NCO/Officer's strengths and potential challenges when placed in stressful situations. Station commanders will receive individual feedback via Executive Coaching sessions and have the option to engage in a prolonged executive coaching engagement lasting 6 months or more.

b. Training:

(1) Mental Toughness.

(2) Mission Essential Communication.

(3) USAREC Risk Assessment and Counseling – Digital (URAC-D).

- (4) Ready and Resilient (R2) overview.
- (5) Integration.
- (6) Psychological Stress and Awareness Training.

I-7. Senior Leaders Course (SLC)

Senior Leaders Course: Recruiting NCO will attend this course prior to being promoted to Sergeant First Class. Leader development will focus on learning Leadership Competencies, Coaching and Counseling, and other general military subjects with the focus placed on Skill Level 4 Common Tasks. Executive Coaching is available upon request.

I-8. Recruiting Company Commander First Sergeant Course (RCCFSC)

Company commanders and first sergeants are central to recruiting operations and set the tone for leadership. Leader development will focus on openness to new ideas, adaptation to developing situations, handling of unexpected demands, adapting or changing strategy, and emotion regulation. They will receive the following modules:

a. Assessment:

(1) Administration of wellness screening and review of records and RCA documentation. Based on responses and need, students may be interviewed in a confidential setting to clarify needs and support access to behavioral health resources.

(2) The Attentional and Interpersonal Style (TAIS) Inventory is a non-pathology based measure that focuses on a recruiting NCO/Officer's strengths and potential challenges when placed in stressful situations. Commanders and first sergeants will receive individual feedback via Executive Coaching sessions and have the option to engage in a prolonged executive coaching engagement lasting 6 months or longer.

b. Training:

- (1) Mental Toughness.
- (2) Mission Essential Communication.
- (3) Managing Behavioral Health.
- (4) USAREC Risk Assessment and Counseling - Digital (URAC-D).

I-9. Pre-Command Course (PCC)

Leaders receive education that enhances self-awareness and the challenges that recruiting NCO/Officer, and all levels of the operational recruiting force, face daily in the recruiting environment. They are also provided information on the support available to them for managing high-risk soldiers in a geographically dispersed command. They are provided the following classes:

a. Assessment:

(1) Administration of wellness screening and review of records and RCA documentation. Based on responses and need, students may be interviewed in a confidential setting to clarify needs and support access to behavioral health resources.

(2) The Attentional and Interpersonal Style (TAIS) Inventory is a non-pathology based measure that focuses on a recruiting NCO/Officer's strengths and potential challenges when placed in stressful situations. Leaders are given individual feedback via Executive Coaching sessions administered by the Brigade Behavioral Health Consultant.

b. Training:

- (1) Managing Behavioral Health.
- (2) Adaptive Leader Program Overview.
- (3) Utilization of BDE Wellness Teams.

I-10. Recruiting Executive Office Course (RXOC)

Leaders receive education that enhances self-awareness and the challenges that recruiting NCO/Officer, and all levels of the operational recruiting force, face daily in the recruiting environment. They are also provided information on the support available to them for managing high-risk soldiers in a geographically dispersed command. They are provided the following classes:

a. Assessment:

(1) Administration of wellness screening and review of records and RCA documentation. Based on responses and need, students may be interviewed in a confidential setting to clarify needs and support access to behavioral health resources.

(2) The Attentional and Interpersonal Style (TAIS) Inventory is a non-pathology based measure that focuses on a recruiting NCO/Officer's strengths and potential challenges when placed in stressful situations. Commanders and first sergeants will receive individual feedback via Executive Coaching sessions and have the option to engage in a prolonged executive coaching engagement lasting 6 months or longer.

b. Training:

(1) Managing Behavioral Health.

(2) Mental Toughness.

(3) USAREC Risk Assessment and Counseling – Digital (URAC-D).

(4) Mission Essential Communication.

Appendix-J

Company/Station Training Assessment Review (CSTAR)

J-1 General

The Company/Station Training Assessment Review (CSTAR) is a mandatory quarterly template to analyze the company or station operational capabilities and identify training needs. The CSTAR facilitates the review of a company or stations last completed quarter data, facilitates the identification of the root cause training deficiencies, and develops a training plan for the upcoming quarter. This flexible template allows the addition of items for assessment and contains two parts: Part 1 for analysis and Part 2 for training plan development. The CSTAR, (USAREC Form 350-1.6 (NPS) is located in the USAREC publication site. The use of auto calculating CSTAR forms are authorized so long as the root cause analysis, courses of action, and training priorities are still determined by the user manually. These types of forms can, in place of standard forms, be uploaded into DTMS IAW this Regulation. The Medical Recruiting Brigade will use internally developed CTARs until systems effectively support training assessments.

a. Administration:

(1) The completion of the CSTAR (NPS) is mandatory for company commander/first sergeant and station commander NLT five (5) working days following the completion of the last phase line in the quarter.

(2) The Medical Recruiting Brigade will complete their internal CSTAR every 60-days. Brigade will distribute data to subordinate units at the end of every 2nd calendar month for completion NLT five (5) workings day from distribution.

(3) The identification of operational deficiencies through the CSTAR develops the company/station training plan and schedule. Upload training schedules in DTMS and post the CSTAR into the document library in DTMS for higher-level approval prior to the start of the next calendar quarter (NPS and AMEDD (IAW Appendix B).

Note: Station CSTAR uploaded into Company document library, Company CSTAR uploaded into the Battalion document library)

(4) The CSTAR is an inspection item.

(5) Additional references and instructions for the CSTAR are located in USAREC TC 5-03.4, Training and Leader Development.

(6) Additional references and instructions for MAP Analysis are located in USAREC TC 5-03.1, Prospecting, Processing, and Analysis.

b. Responsibilities:

(1) All leadership levels:

(a) Enforce and validate the proper use of the CSTAR.

(b) Incorporate CSTAR into all inspections (virtual and physical).

(2) Battalion Commanders/CSMs:

(a) Utilize the CSTAR to assess the validity and relevance of the company-training plan.

(b) Validate the company's training plans matches priority training requirements within the CSTAR and approve upon receipt but NLT 10 working days into the quarter.

(c) Review the CSTAR to identify systemic trends across the Battalion.

(d) Senior Master Trainer: Review and assess submitted CSTARs and training plans quarterly to identify systemic training issues and provide input to the Leadership.

(3) Company Commanders/1SG:

(a) Complete the company level CSTAR NLT 5 working days following the completion of the last phase line of the quarter (NPS) or every 60-days for the Medical Recruiting Brigade.

(b) Use the station level CSTAR as a validation tool to validate the company's overall assessment,

identify training gaps in specific station's and validate that the station's plan is relevant.

(c) Validate the stations training plans matches priority training requirements within the CSTAR and approve.

(4) Station commanders: Complete the station level CSTAR NLT 5 working days following the completion of the last phase line of the quarter or W/I five (5) days of distribution from Brigade (AMEDD).

c. Instructions (NPS Only):

(1) Part 1 – Operational Analysis: Part 1 (Figure P-1) is analyzing tasks against a standard, understanding the root cause, prioritizing which deficiencies are most critical to address and developing courses of actions to correct the problem.

Note: During task analysis, leaders use T&EOs to determine if personnel perform the tasks to a standard, and to identify which performance measures are deficient. Instructions.

(a) Assessment Criteria: Review the assessment criteria listed and incorporate local items of interest.

(b) List the standard for each criterion from Flash to Bang and lower. These are intended for local standards, items in gray are example standards only.

(c) List the actual results for each criterion from the last completed quarter. Only appointment made by category will list actual MAP requirements, beyond appointment made by category all information entered will be actual achievements from the map against the previous sections achieved. **EXAMPLE:** Appointment made by category for Grad was 96 for 130 (directly from MAP), however in the CSTAR appointment made to conduct will only count those 96 Grad appointments made against the amount of Grad conducts actual (not required on the MAP) which is 52. In this example Grad appointment made to conduct would be 52 for 96.

(d) From the Test to Test Pass line through Floor Conversion the CSTAR will be calculated using RA Volume, RA Grad TSC I-III A (GA), RA Senior TSC I-III A (SA), and AR Volume only.

(e) Identify the root cause for each criteria representing deficient standards.

Note: Be specific as to the root-cause as it ensures task selection meets the training need. It is important to delineate between what is a training need and what is deficient due to non-compliance or other operational considerations.

(f) Prioritize the criticality of the deficiency for each criteria using Red, Amber, or Green.

- Red = Critical task that must be trained immediately.
- Amber = Task that must be trained within the quarter.
- Green/Blank = No training required at this time or if time permits.

(g) The course of action is the proposed action to correct the deficiency.

NPS COMPANY / STATION TRAINING ASSESSMENT REVIEW						
RSID:	613N	(For use of this form see USAREC Reg 350-1)			QTR/FY	4/20
OPERATIONAL						
Assessment	STD	Actual	Root Cause	Pri	COA	
Quarter Mission Achievement REQ/ACH	100%	RA 17 / 12 = 71% GA 10 / 7 =70% SA 5 / 2= 40% AR 3 / 3 = 100%	See Sub Categories	R	See Sub Categories	
Appointment Made by Category Required / Achieved # and % (MAP)	100%	RA 222 / 130 = 58% GD 130 / 98 =74% SR 92 / 34= 37% AR 25 /17= 68%	Recruiters did not identify Priority GA markets. SR prospecting plans were not based on A-C-A analysis	R	Compliance and Station commander validation. Not a training deficiency	
Appointment Made to Conduct # and %	75%	RA 130 /85= 50% GD 98 /62 =54% SR 34 / 13= 38% AR 17 /12= 70%	82% of all Senior NSX were made on the phone did not involve influencers, and message did not resonate with lead	R	Train Recruiters on how to blueprint, prepare, for and conduct telephone prospecting. Train on how to ask for and speak to influencers to gain approval	
Conduct to Test # and %	36%	RA RA 65 / 26= 40% GD 52 / 21=40% SR 13 / 5= 38% AR: 12 /3= 25%	4 of 5 Recruiters display difficulty in influencing senior prospects to move to the next step	R	Train Recruiters on developing programs that resonate with the prospect, influencing, and closing techniques	
Test To Test Pass # and %	50%	RA 28 / 15 = 58% GA 21 / 7 = 33% SA 5 / 2 = 40% AR 3 / 3 = 100%	Recruiters are prospecting in areas proven to have high propensity but low aptitude	R	Train on IPB and market analysis to identify locations that contain higher academic scores	
Test Pass to Floor # and %	83%	RA 15 / 13 = 87% GA 7 / 7 = 100% SA 2 / 2 = 100% AR 3 / 3 = 100%	Of the 64 CPs in the In this case, the GR & SR database only 20 are true percentage is low due to number of test pass# visits only occurred during non-drill periods	G		
Floor Conversion # and %	90%	RA 13 / 12 = 100% GA 7 / 7 =100% SA 2 / 2 =100% AR 3 / 3=100%		G		
Flash to Bang RA/USAR	14 Day	RA =37 Days GD=16, SR =21 AR =19 Days	Low senior contracts (2) caused 21 day Flash-Bang	G		

Table J-1. Example USAREC Form 350-1.6 NPS CSTAR Part 1 – Operational Analysis

(2) Part 2-Next Quarter Training Priorities: Part 2 (Figure P-2) is the portion of the CSTAR that allow leaders the ability to continue the design, begin the development, and consider implementation and evaluation requirements within the ADDIE Process. Upon completion of Part 2, a leader should understand how the training occurs and what to expect, (Refer to USAREC TC 5-03.4, Training and Leader Development to review the Cognitive, Affective, and Psychomotor Domains as well as learning styles), and the training and evaluation dates. Upon completion, transfer and upload into the Digital Training Management System (DTMS) for submission and next higher review and approval. Instructions for CSTAR Part 2:

(a) List the specific Training Task.

Note: If the task requires training only on a performance measure within the task, list the performance measure and the T&EO number.

(b) List the intended outcome- What the training must accomplish. Refer to USAREC TC 5-03.4 to review the Design phase and learning strategies, domains, and styles.

(c) List how the training takes place. Refer to USAREC TC 5-03.4 to review the Design Phase and learning strategies, domains, and styles.

(d) List the date(s) of training. Upon the selection of dates, request facilities and transportation as soon as tasks, outcomes, and training methodologies are known.

(e) List the date(s) the leader returns to evaluate the results of the training.

(f) Transpose results from the CSTAR to the 'Schedule Events' in DTMS. Complete and submit the training schedule into DTMS.

NEXT QUARTER TRAINING PRIORITIES Part 2				
Training Task	Intended Outcome	Training Methodology	Date(s) of Training	Evaluation of Training
Evaluate the Market - 805K-79R-3000	Learn Market Intelligence	Facilitation-Hands-on	6- Jul-18	10-Jul-18
Develop a Recruiter Centric Environment-805K-79R-3007	Identify key target/locations- CPs	Facilitation-Hands-on	13- Jul-18	16-Jul-18
School Recruiting Program-805K-79R-3004	Developing School SPT elements	Facilitation Hands-on	20- Jul-18	23-Jul-18
Conduct Telephone Prospecting-805K-79R-3002	Blue Printing, Pre-call, & Execution,	Hands-on Practical app	27- Jul-18	30-Jul-18
Stand Down Day	NA	NA	3- Aug-18	NA
Establish Goals and Passions- 805K-79R-3001	Develop message that resonates	Facilitation Hands-on	11- Aug-18	14-Aug-18
Influencing Techniques	Generational/cultural influence tech	Facilitation	18- Aug-18	21-Aug-18
Engender a Commitment	Effective Closing Skills	Facilitation	25- Aug-18	28-Aug-18
School Recruiting Program-805K-79R-3004	Developing School SPT elements	Facilitation Hands-on	25- Aug-18	28-Aug-18
Mandatory Training	Complete Resilience EO- AB	Facilitation	7- Sep-18	10-Sep-18
NCOPDS /Proponent Brief	Understand all current	Briefing	7- Sep-18	10-Sep-18
Battle Rhythm	Develop a sound Battle Rhythm	Hands-on Practical Application	14- Sep-18	17-Sep-18
NOTE: Each Training Task fall within the performance measures of the listed T&EO. Only the deficient portions will be trained				
NOTE: Wednesday are blocked for Station commander – Recruiting NCO Ride-Along assessment and training				

Figure J-2. Example USAREC Form 350-1.6 NPS CSTAR Part 2 – Next Quarter Training Priorities

Appendix-K

Advanced Training Program (ATP)

K-1. General

The Advanced Training Program (ATP) is designed to validate critical Recruiting NCO tasks learned from the ARC and hone the Recruiting NCOs skills to conduct recruiting operations.

K-2. Advanced Training Program (ATP)

a. Policies:

- (1) The Advanced Training Program (ATP) is a pass or fail program.
- (2) The ATP applies to all new Non Prior Service (NPS) recruiting NCOs, Health Care, SORB, and Chaplain Recruiting NCOs and NCOs returning to USAREC after a 12-month absence.
- (3) Soldiers will receive training that enables them to execute the critical tasks for their particular recruiting mission (enlisted, medical, etc.).
- (4) Station Commanders will train, coach, and mentor new Recruiting NCOs.
- (5) Record ATP training in the soldier's record in the USAREC Leader Development Program SharePoint.
- (6) NCOs enrolled in the ATP are not exempt from NCOPDS.
- (7) NCOs enrolled in the ATP will not have unrated time in their NCO Evaluation Report.
- (8) NCOs enrolled in the ATP are considered on-production Recruiting NCOs and will receive a mission.
- (9) Brigade Commanders may require reenrollment into the ATP for NCOs already complete as a means to retrain/refresh.

b. Eligibility: All recent graduates of the Army Recruiter Course or assigned to the Medical Recruiting Brigade and a recent graduate of the Army Recruiter Course and Health Care Recruiter Course (HCRC), will be enrolled and complete the Advanced Training Program.

c. Responsibilities:

- (1) Battalion CSMs will:
 - (a) Ensure recruiting NCO's receive training and guidance throughout the ATP.
 - (b) Chair the New Recruiting NCO Board (Monthly, if required).
 - (c) Monitor the quality and timing of assessments and refresher training to prevent completion results that represent inefficient or ineffective execution of the ATP.
- (2) SMTs will:
 - (a) Initiate the reception and integration of all new recruiting NCOs using USAREC Form 350.1-4.
 - (b) Initiate the ATP upon receipt of completed USAREC Form 350-1.4 (Reception and Integration Program Checklist).
 - (c) Upload completed USAREC Form 350-1.4 and Army Recruiter Course DA Form 1059 into the soldier's record in the USAREC Leader Development Program SharePoint.
 - (d) Provide the commander and CSM a monthly assessment of the ATP describing the Recruiting NCO status in all stages of the ATP.
 - (e) Monitor the ATP and provide training assistance as needed.
 - (f) Coordinate the Monthly New Recruiting NCO Board.
 - (g) Review and closeout the ATP with the final results of the New Recruiting NCO Board.
 - (h) Forward discrepancies or inadequate documentation to the Battalion CSM upon identification.

Note: The SMT and/or MT will not be a primary trainer for recruiting NCOs participating in the ATP.

(3) Company commanders will:

(a) Enforce ATP compliance.

(b) Review the new Recruiting NCOs ATP record monthly via the USAREC Leader Development Program SharePoint and during station inspections.

(4) First Sergeants will:

(a) Validate the training of all soldiers throughout the ATP.

(b) Review the new Recruiting NCO ATP record weekly via the USAREC Leader Development Program SharePoint.

(c) Monitor ATP compliance and provide training.

(d) Sit as a board member on the New Recruiting NCO Board.

(5) Station Commanders will:

(a) Validate the completion of the Reception and Integration program and forward the completed USAREC Form 350-1.4 to the battalion SMT/MT for ATP enrollment.

(b) Annotate all training, task assessments and evaluations, in Training and Evaluation Outlines in the USAREC Leader Development Program SharePoint.

(c) Conduct all ATP task assessments within 60-days of enrollment.

(d) Develop, schedule, and conduct ATP refresher training until recruiting NCOs receives a “GO” rating.

(e) Complete the ATP task assessment and training within 120 days from enrollment.

(f) Validate new recruiting NCOs have mastered all ATP critical tasks.

d. Enrollment: The SMT initiates the ATP upon completion of the Reception and Integration program using USAREC Form 350-1.4. All soldiers have up to 30-days from date of signing into the unit to complete Reception and Integration.

e. Requirements:

(1) Recruiting NCOs and leaders have up to 120-days from date of enrollment to complete ATP requirements.

(2) The Station Commander will plan and assess the new Recruiting NCO's knowledge and performance on each of the individual Recruiting NCOs critical tasks in accordance with current Training and Evaluation Outlines (T&EO).

(a) NPS Recruiting NCOs – 18 Tasks

Construct a Plan in Support of the Recruiting Station's Operations Plan	805K-79R-3030
Prepare for the Army Interview	805K-79R-3031
Conduct the Army Interview	805K-79R-3032
Resolve Obstacles	805K-79R-3033
Develop a Recruiter-Centric Network	805K-79R-3034
Conduct Face to Face Prospecting	805K-79R-3035
Prepare the School Recruiting Program	805K-79R-3036
Conduct Telephone Prospecting	805K-79R-3037
Conduct Virtual Prospecting	805K-79R-3038
Conduct Future Soldier Orientation	805K-79R-3039
Process an Enlistment Application	805K-79R-3040

Conduct Future Soldier Follow up Activities	805K-79R-3041
Administer an Occupational Physical Assessment Test	805K-79R-3042
Perform Follow-Up Activities	805K-79R-3043
React to Received Messages	805K-79R-3044
Conduct an Email Campaign	805B-79R-3046
Determine Basic Enlistment Eligibility	805K-79R-3047
Develop a Social Media Post	805K-79R-3418
(b) Health Care Recruiting NCO – 14 Tasks	
Develop a Health Care Recruiter Plan in Support of Station Operations Plan	805K-79R-3120
Develop a Health Care Recruiter-Centric Network	805K-79R-3121
Develop Professional Communication	805K-79R-3122
Implement a Health Care School Recruiting Program	805K-79R-3123
Conduct Health Care Recruiter Telephone Prospecting	805K-79R-3124
Conduct Health Care Recruiter Face-to-Face Prospecting	805K-79R-3125
Conduct Health Care Recruiter Virtual Prospecting	805K-79R-3126
Conduct Health Care Recruiter Follow-up Activities	805K-79R-3127
Prepare for a Health Care Interview	805K-79R-3128
Conduct a Health Care Interview	805K-79R-3129
Process a Health Care Officer application	805K-79R-3130
Submit a Curriculum Vitae (CV) for a Health Care Applicant	805K-79R-3131
Conduct Medical Processing for a Health Care Officer Applicant	805K-79R-3132
Conduct Health Care Post Board Actions	805K-79R-3133
(c) SORB Recruiting NCOs – 7 Tasks	
Develop a Plan in Support of Station Recruiting Operations Plan for Special Operations Recruiting (SORB)	805K-79R-3207
Conduct In Service Prospecting for Special Operations Recruiting (SORB)	805K-79R-3208
Develop a Unit Recruiting Program for Special Operations Recruiting (SORB)	805K-79R-3209
Perform an In-Service Briefing for Special Operations Recruiting (SORB)	805K-79R-3210
Perform Follow-up Activities for Special Operations Recruiting (SORB)	805K-79R-3211
Process an Applicant (In-Service) for Special Operations Recruiting (SORB)	805K-79R-3212
Process a Waiver for Special Operations Recruiting (SORB)	805K-79R-3213
(d) Chaplain Recruiting NCOs – 8 Tasks	
Develop a Chaplain School Recruiting Program	805K-79R-3310
Develop a Chaplain Recruiter-Centric Network	805K-79R-3311
Conduct Chaplain Telephone Prospecting	805K-79R-3312
Conduct Chaplain Face-to-Face Prospecting	805K-79R-3313
Conduct Chaplain Virtual Prospecting	805K-79R-3314
Conduct a Chaplain Army Interview	805K-79R-3315

Conduct Chaplain Follow-Up Activities

805K-79R-3316

Process a Chaplain Application

805K-79R-3317

(3) Station Commanders will use the individual critical Training & Evaluation Outlines (T&EO) assessment worksheets located in the resources section of the USAREC Leader Development Program SharePoint and assess new recruiting NCOs.

(4) Station commanders will record the results of each task (GO or NO-GO) and the date of assessment in the Recruiting NCOs record in the Leader Development SharePoint.

(5) Station Commanders will conduct refresher training for tasks in a "NO-GO" status, reassess, and record the results again (GO or NO-GO) and date.

(6) Recruiting NCOs that fail to achieve a "GO" on all tasks at the end of the 120-days will still appear before the New Recruiting NCO Board.

(7) First Sergeants will consistently verify the quality of training and validate/sign that the program is complete.

f. New Recruiting NCO Board

(1) CSMs will conduct a Monthly New Recruiting NCO Boards to test the skill and capabilities of the New Recruiting NCO. The intent of this board is to validate the character, recruiting competencies, and commitment of the new recruiting NCO.

(2) The New Recruiting NCO Board consist of the CSM as the chair and a minimum of two First Sergeants to sit as board members. (SMT may be used as an additional member).

(3) The New Recruiting NCO Board panel members will:

(a) Validate the execution of the ATP.

(b) Review production statistics.

(c) Assess the Recruiting NCOs ability to perform critical tasks.

(d) Graduate qualified Recruiting NCOs.

(4) In cases where an NCO is considered unqualified, begin AR 601-1 procedures.

(5) Board voting will be completed using New Recruiter Board Score Card, Form UF 350-1.9. (See figure K-1) for NPS, AMEDD, SORB, and Chaplain Advanced Training Programs.

(6) UF Form 350-1.9 will be uploaded into the ATP record and the record completed in the G3 Training Leader Development SharePoint.

g. Sustainment. Station commanders will continuously monitor the performance, and training for every assigned soldier. Training is an ongoing requirement even after the completion of the New Recruiting NCO Board.

New Recruiting NCO Board Score Card															
(For use of this form see USAREC Reg 350-1)															
DATA REQUIRED BY THE PRIVACY ACT OF 1974															
AUTHORITY: USAREC REGULATION 350-1															
PRINCIPLE PURPOSE: To guide and record the results of Soldiers attending the New Recruiting NCO Board															
SECTION I															
BOARD DATE	NEW RECRUITING NCO NAME (Rank, Last, First, MI)	SSN (Last 4)	RCTG NCO RSID	DATE ASSIGNED	ATP Start/Complete Date	STATION CDR NAME (Rank, Last, First, MI,)									
211209	SSG Doe, John A.	1234	5A1A	210601	210701 211201	SFC Smith, James, Q.									
BOARD CHAIR/MEMBER (Last, First, MI)		CSM Jones, Robert, Z.			RANK		CSM								
					POSITION		Battalion CSM								
PROCEDURES: New Recruiting NCO Boards will be conducted monthly (if applicable). Bn CSMs will chair the board proceedings with First Sergeants and SMT (when needed) as panel members. Board content will consist of items listed in Section II. Panel members will assess the New Recruiting NCO and either graduate from the Advanced Training Program or begin reassignment IAW AR 601-1. Use of this form is mandatory and will be uploaded into the Soldiers ATP record in the G3 Training Leader Development Sharepoint.															
SECTION II															
ATP QUALITY		REMARKS													
Satisfactory	Unsatisfactory														
	X	All tasks completed on the same day. Missing Training Records (UF 350-1.2)													
New Recruiting NCO Production		# Mnths on Mission	# PL Msn Ach	REGULAR ARMY				ARMY RESERVE						COMB	
				GA	SA	OTH	TOT	GA	SA	CA	PS	OTH	TOT		
				MSN	1	2	2	5							
				ACH	0	0	1	1							1
MRB/SORB/Chaplain Production		Total Mission Assigned						Total Mission Acihieve							

Table K-1. Example USAREC Form 350-1.9 New Recruiting NCO Board Score Card

Glossary of Terms
Section I. Abbreviations

AAR

After-Action Review

ACS

Assistant Chief of Staff

AKO

Army Knowledge Online

ALMS

Army Learning Management System

ALTC

Annual Leaders Training Conference

AO

Area of Operations

ACFT

Army Combat Fitness Test

ARC

Army Recruiter Course

ASCP

Assistant Station Commander Program

ATC

Annual Training Conference

ATP

Advanced Training Program

ATRRS

Army Training Requirements and Resources System

CLP

Company Leader Program

CG

Commanding General

CoS

Chief of Staff

CoXO

Company Executive Officer

CP

Community Partner

CRM

Composite Risk Management

CSM

Command Sergeant Major

CSMRC

Command Sergeant Major Recruiting Course

CSTAR

Company/Station Training Assessment Review

CTG

Command Training Guidance

DA

Department of the Army

DCG

Deputy Commanding General

DL

Distributed Learning

DTMS

Digital Training Management System

GC

Guidance Counselor

GCOC

Guidance Counselor/Operations Course

HCR

Health Care Recruiter

HCRC

Health Care Recruiting Course

HQ USAREC

Headquarters, U.S. Army Recruiting Command

HRC

U.S. Army Human Resources Command

LMS

Learning Management System

LT/LD

Leader Training and Leader Development

METL

Mission Essential Task List

MOS

Military Occupational Specialty

MRTT

Mobile Recruiting Training Team

MT

Master Trainer

MTC

Master Trainer Course

MTT

Mobile Training Team

NCO

Noncommissioned Officer

NCODP

Noncommissioned Officer Development Program

NCOL CoE

Noncommissioned Officer Leadership Center of Excellence

NCOLDP

Noncommissioned Officer Leader Development Program

NCOPDS

Noncommissioned Officer Professional Development System

OML

Order of Merit List

OPDP

Officer Professional Development Program

PCC

Pre-Command Course

RCCFSC

Recruiting Company Commander First Sergeant Course

ROOC

Recruiting Operations Officer Course

RRC

Recruiting and Retention College

S3

Operations Officer

SCC

Station Commander Course

SCCP

Station Commander Certification Program

SGC

Senior Guidance Counselor

SME

Subject Matter Expert

SMT

Senior Master Trainer

SOP

Standing Operating Procedure

SCQLD

Station commander Quarterly Leader Development

TDY

Temporary Duty

TRADOC

U.S. Army Training and Doctrine Command

TTP

Tactics, Techniques and Procedures

USAR

U.S. Army Reserve

USAREC

U.S. Army Recruiting Command

VCS

Virtual Classroom Server

VTC

Video Teleconference

XO

Executive Officer

Section II. Terms

There are no entries for this section

USAREC

ELECTRONIC PUBLISHING SYSTEM

DATE: 31 AUGUST 2022
DOCUMENT: USAREC REG 350-1
SECURITY: UNCLASSIFIED
DOC STATUS: EXPEDITE REVISION