Army Reserve Careers Group (ARCG)
Road Ahead FY 22 - 24

Vision

Soldiers and Civilians of the Army Reserve Careers Group are positive, respectful, inclusive, and serve as an example for others to emulate. Our culture inspires values-based decisions emphasizing the essential role people play in our collective success. We recognize excellence in our dailyendeavors and cultivate strong relationships that build trust, effective two-way communication, and mission excellence.

Recruiting and Retention Environment

The Army Reserve has proven itself a valued partner in the Army Total Force Policy over thelast 20+ years of conflict, competition, and crisis operations. Our people remain the heart andsoul of this organization. Without people, the Army Reserve cannot provide combat power aspart of the joint force to deploy, fight, and win our nation's wars.

Since the advent of the All-Volunteer Force, there have been few times as challenging or as ripewith opportunity as the current environment. The early twentieth century has contributed to a challenging environment with respect to recruiting and retaining Soldiers. Tightening resources, increasing Active-Duty retention rates, increased operations tempo among critical specialties, and the additional demands of the Corona Virus Disease – 2019 (COVID-19) environment are all coming together to increase the complexity and uncertainty of retention operations. Soldiers, unit leaders, and support personnel, are asked to "volunteer," a great deal of time to ensure their units are ready as part of an increasingly operational Army Reserve.

With the advent of the COVID-19 virus, we are also witnessing an accelerated technological shift in transacting business, the roles "hard facilities" play, and the expectations of leadership. The Army Reserve is competing against a commercial reality that a potential recruit or mid- careerist can work for almost any company, receive an adequate income, and never leave home to do it. A recent survey of over one thousand Army Reserve Soldiers indicates that Soldiers have a high expectation of leadership effectiveness and responsiveness. Forty-one percent cited financial reasons and fifty-six percent indicated promotions were important in their decision as to whether they will stay or leave the Army Reserve. Of those surveyed who plan to leave, fifty-six percent cited leadership effectiveness as a top contributor to their departure.[1] As a predominantly full-time Group, we have an opportunity to aid commanders, staffs, and units asthey fight to retain talent.

As a Command, our priority of effort will be toward strengthening the enlisted cohort, specificallymeeting the Chief of Army Reserve's Goal of being 3,000 over strength Sergeants and 500 overstrength Captains by June 2024.

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[1]Retention Research Report, McCann World Group, 19 July 2018

Strategic Approach

This strategy involves near, mid, and long-term horizons. Some will be quick wins, while others require much more detail and analysis. Regardless, our view should be for the betterment of theorganization and the Army overall.

The successful integration of people, partners, and processes will help us build trusting teams focused on mission excellence. Our end state is a culture of trust and mission excellence, whichallows each person to do their best work, consistently improve, and make significant contributions to the Group's mission and culture.

Our strategic objectives provide a set of guideposts to help us chart our course into the future.The ARCG Retention Strategy follows four Strategic Objectives: Advance a Culture of Excellence, Position the Army Reserve Retention Force, Build and Strengthen Partnerships, and Leverage Technology and Improve Processes using four lines of effort: Recognize, Position, Integration and Partnerships, and Develop and Train.

ARCG intends to improve its value and effectiveness through a series of deliberate, well- planned, and targeted actions that begin with the individuals that make up the ARCG team andend with our global partner's, allies', and coalition's trust.

Advance a Culture of Excellence: ARCG is committed to equality of opportunity throughout our organization. Recognizing our diverse and varied force through mutual respect where everyteam member values each other for their unique knowledge, skills, and abilities starts with selection and ends when our teammate transitions to "Soldier for Life" or when they return to another unit. Shifting our focus towards a synchronized and integrated system provides ARCG with an opportunity to embody a sterling example of "what right looks like" for other units. Our Soldiers deserve to work in a culture free of harassment where they can do their best work.

Position the Army Reserve Retention Force: The retention force must be where we are mosteffective when acquiring talent necessary to support the Army in Multi-Domain Operations (MDO). Tightening resources will require a different view on how we retain Soldiers and where we operate. Collecting and analyzing data will enable us to position career counselors against large market centers.

Build and Strengthen Partnerships: ARCG integrates across the Recruiting and Retention Enterprise to meet End-Strength Objectives for all three components. With an eye towards whatis best for the Army and the Soldier versus component metrics and mission, Army Total Force Policy remains a tenet of our operations. ARCG explores deeper and permanent partnerships with the Army National Guard, Reserve Ambassadors, Cadet Command, Human Resources Command, United States Army Recruiting Command (USAREC), and civilian organizations to increase our effectiveness, awareness among our partners, and improve opportunities for ourSoldiers.

Leverage Technology and Improve Processes: ARCG identifies and implements sound business models designed to leverage the latest technologies ensuring data fidelity, access, and utilization to provide first-class service to the Soldiers we serve. Developing the ability todeliver near-real time information and documentation to both the Career Counselor and the Army Reserve Soldier reduces hesitancy, allows Soldiers the ability to connect with various networks, affords additional resources

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(laptop, mobile devices, licenses, and more), providesconfidence, and creates freedom to move in the battlespace.

Lines of Effort

Recognize: Recognition is perhaps the base feeling of belonging to an organization that exists.Some people crave it while others shun public attention. However, everyone appreciates acknowledgement of his or her efforts. Extrinsic rewards have proven to increase productivity, improve moral, and creates loyalty and a culture of high performance. It is a way to show how valuable Soldiers and their performance are to the organization.

- **R1** - Align the measures of performance / success to foster a more cooperative environment by creating a one team (Group) fighting mentality, while inspiring friendly competition among Battalion and Area Leadership. (LEAD: ARCG Deputy Commanding Officer [DCO])

- **R2** - Develop and implement a comprehensive awards program at the Group level focused on those actions and effects we want to develop in ARCCs, Area Leaders, Officer Accessions, and Battalions. (LEAD: ARCG S-3)

- **R3** - Increases our recognition of diversity and inclusion by hosting guest speakers, attending local heritage events, or presenting the Soldiers within the command who demonstrate exemplary examples within the community. (LEAD: ARCG Equal Opportunity Advisor)

- **R4** - Petition the Department of the Army Secretariat to compete for the Career Counselor of the Year against the 79S (Active Army Career Counselor) and 79T (ARNG Reserve Component Career Counselor) population. (LEAD: ARCG Command Sergeant Major [CSM])

- **R5** - Prepare for consideration, at Headquarters Department of the Army, a Tiered-Badging system (Basic, Senior, and Master) like Army Instructors or Recruiters to help recognize those who are truly experts in their field, not only the 79V, Army Reserve Career Counselors (ARCCs), but the Career Management Officers. (LEAD: 79V Proponent NCO)

Position: The Army is moving towards MDO as part of the Joint All-Domain reform actions described in Aim Point 2035. Our efforts must look to the future and anticipate where we needto pivot to meet these requirements and provide career development and quality of life opportunities for ARCG cadre.

- **P1** - Expand our Virtual Retention Teams (VRTs) to one per Battalion. Share and leverage the best practices from pilot program Battalions. (LEAD: Battalion Commanders)

- **P2** - Analyze the potential to place ARCCs on college campuses or within United States Army Cadet Command Reserve Officer Training Corps (ROTC) programs to assist with Simultaneous Membership Program (SMP) enrollments, prospect Individual Ready Reserve (IRR) Soldiers on campus and help with Army Reserve specific activities or information. (LEAD: ARCG S-3)

- **P3** - Embed select Troop Program Unit 79V with critical units across the United States Army Reserve Command to create permanent presence for the commander's readiness program. (LEAD: ARCG CSM)

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- **P4** - Establishes a technical recruiting team pilot program focused on MDO talents. These teams would be nominative, have high education or work experience discriminators in the Army's Science, Technology, Engineering and Mathematics fields, and primarily orient towards specialized college campuses and industry events. (Lead: 1st, 7th, and 11th Battalions)

- **P5** - Properly document and code current positions within ARCG; update Tables of Distribution and Allowances, and all systems as appropriate. (LEAD: ARCG S-3 Force Manager)

- **P6** - Identify gaps in 79V authorizations and balance with competing demands across the retention enterprise. Develop a 1-n list of priorities for use in talent management process. (LEAD: ARCG S-3 & ARCG S-1 Strength Manager)

- **P7** - Conduct a capabilities analysis to determine the force structure necessary for talent acquisition, development, and retention. This will include analysis of the proper Area Leader to Officer Accessions NCO/ ARCC ratio for leadership, planning, and mission management. (LEAD: ARCG S-3 Force Manager)

- **P8** - In collaboration with the United States Army Recruiting and Retention College 79 Proponent office, develop a proposal for the creation of a 790-series Warrant Officer to provide technical expertise on recruiting and retention activities. (LEAD: Command Chief Warrant Officer)

Integration and Partnerships: ARCG requires a cultural paradigm shift from a transactional organization to a trusted consultant relationship. This requires internal and external reception and integration of Soldiers and partners.

- **IP1** - Develop opportunities to strengthen the partnerships with Command teams early in their tenure to shape the new command teams recruiting and retention plans. ARCG briefs Command Teams at the Company Commander / First Sergeant Course, Brigade – Battalion Pre-Command Course (Army Reserve portion), Active Guard Reserve (AGR) Integration Training, and the USAREC Recruiting and Retention College as appropriate. (LEAD: ARCG S-3)

- **IP2** - Increase our investment in the Reserve Officer Career Counselor Program. Assign a Program Manager at the ARCG headquarters to coordinate needs across the program. (LEAD: ARCG S-3 Future Operations)

- **IP3** - ARCCs and ARCG Battalion / Group leadership develops relationships with Commanders at all levels to build trust and ensure Commanders involve ARCG in their manning plans and readiness engagements when appropriate. (LEAD: Group / Battalion Commanders)

- **IP4** - With USAREC as the lead, assist in the revitalization of the Recruiting and Reserve Partnership Council meetings. Work with Army Reserve Commanders to ensure there is appropriate attendance and the meetings are productive. (ARCG LEAD: Battalion Commanders)

- **IP5** - Build on the current success of the ARCG Talent Management process by increasing understanding and transparency to a wider audience and including key partners in the process. (LEAD: ARCG S-1)

- **IP6** - Battalion Commanders and Sergeants Major build strong relationships with National Guard G-1/Strength Managers and State Adjutant Generals to improve processes normally associated with transfer orders, school attendance, or pay challenges. (LEAD: Battalion Commanders)

- **IP7** - Implement a monthly Global Retention Update for all 79-series Soldiers, to provide knowledge and understand of the current state of Army Reserve retention operations, and encourage collaboration. Invite key partners to participate. (LEAD: ARCG S-3)

- **IP8** - Develop a data-driven culture where units in the Group maximize the use of data and analytics to plan and execute operations. (LEAD: Group Commander)

- **IP9** - In collaboration with the Integrated Personnel and Pay System-Army team and Office of the Chief Army Reserve, develop systems to improve the ability for candidates to apply for Warrant Officer and Officer Candidate School. (LEAD: Chief, Officer Accessions)

- **IP10** - Strengthen relationships with Private Public Partnership, Army Reserve Ambassadors, and other trusted partners who can assist in gaining access to populations who may want to join the USAR. (LEAD: ARCG Public Affairs Officer)

- **IP11** - Develop programs and processes for a robust and effective Direct Commissioning program. (LEAD: Chief, Officer Accessions)

- **IP 12** - Develop a robust and effective unit onboarding and sponsorship program to create a sense of belonging in the organization. (LEAD: ARCG S-1)

__Develop and Train:__ The skills necessary for success are not strictly on personality. Rather, this profession requires a solid foundation of time-proven tools, techniques, and procedures for success. Continuing education and certification propel Soldiers towards greater abilities and provide confirmation of professionalism to promotion boards, talent managers, and peers alike. Command teams have a responsibility to prepare their Soldiers for the next step.

- **DT1** - In collaboration with the Army Reserve Readiness Training Center, ARCG updates the Institutional Domain 79V course to meet current mission demands and increase success in the field. (LEAD: 79V Proponent NCO)

- **DT2** - Develop and implement a New Career Counselor Certification (NC^3). To verify new ARCCs have the Knowledge, Skills, and Behaviors required for success. Tie this program into requirements for permanently awarding the Career Counselor Badge. (LEAD: ARCG S-3)

- **DT3** - Publish a Retention doctrinal manual similar in concept to USAREC Recruiting Manual 3.0. (LEAD: 79V Proponent NCO)

- **DT4** - Develops a series of videos and training collateral to give Soldiers tools so they can develop in areas they may need additional assistance or refresher training. Leaders encourage every Soldier in ARCG to become experts in their craft. (LEAD: ARCG S-3 Master Trainer)

- **DT5** - Develop and implement a coordinated and integrated Knowledge Management plan to share actionable information across the Group and with key partners and prospects. (LEAD: ARCG S-3)

- **DT6** - Develop Public / Private Partnerships to provide career Soldiers with certifications or credentials, giving potential technical Warrant Officer Applicants the skills required by Proponents they might not be able to gain with their unit. (LEAD: Chief, Officer Accessions)

- **DT7** - In conjunction with the United States Army Recruiting and Retention College, expand Society for Human Resources Management certification program among Career Counselors. (LEAD: 79V Proponent NCO)

- **DT8** - Perform a deliberate analysis of decision-making authorities; move authorities to the lowest competent level to improve response time and enable mission command. (LEAD: ARCG DCO and Staff Judge Advocate)

Conclusion

ARCG actions emphasize building a strong, positive culture and making each Soldier in the Group more capable. We must transform to meet future demands while ensuring we meet current requirements. The key actions above will transform ARCG into a valued mission partner with the Geographic and Functional Commands, while supporting the Army Reserve's mission and purpose.

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