

Personnel - Procurement

Army National Guard Strength Maintenance Program

**Department of Defense
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SUMMARY of CHANGE

NGR 601-1
Army National Guard Strength Maintenance Program
Major revision, dated 1 January 2019

This publication has been extensively revised. Major topics revised include:

- o Changes regarding the Strength Maintenance Division organizational policies, responsibilities, and procedures.
- o Changes in the organization's resourcing and funding procedures.
- o Providing Commanders measurable standards of evaluation to attain and sustain strength posture.
- o Revised Chapter 6 (6-10) to define and provide guidance concerning the Army National Guard (ARNG) Recruit Sustainment Program (RSP).
- o Changes to Strength Maintenance automation procedures/processes.
- o Numerous administrative changes made throughout the regulation. Listing crucial revisions in this section would be lengthy; it would not address the depth of each topic and could misguide the reader. The reader is advised to consult the text to discern the revisions from the previous edition, as necessary.
- o An internal control checklist was added to assist the RRBs. Its use as management tool will safeguard against fraud, waste and abuse and ensure RR programs are efficiently and effectively carried out according to applicable law and management policy.
- o Changes to State Media Services Program authorized/unauthorized requirements.

Personnel-Procurement

Army National Guard Strength Maintenance Program

By Order of the Secretary of the Army:

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Lieutenant General, USA
Director, Army National Guard

Official: 
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History. This publication supersedes NGR 601-1, 28 April 2006.

Summary. This regulation covers the Army National Guard Strength Maintenance Program and integrates all of the recruiting and retention programs, policies and procedures necessary for developing, implementing and monitoring a successful strength maintenance program at the State and Territory level.

Applicability. This regulation applies to Army National Guard (ARNG) personnel. It does not apply to the Army Reserve or the Active Army. Nothing in this regulation shall be construed to vary or modify standards, requirements, or benchmarks set forth by the Department of the Army pursuant to authority provided for in law that properly apply to Title 10 and Title 32 ARNG Personnel. Where appropriate, standards, requirements, and benchmarks set forth in relevant Army Regulations and guidance shall be referenced and shall govern all discrete functional areas of the ARNG Strength Maintenance Program.

Proponent and Exception Authority. The proponent of the regulation is the Chief, Strength Maintenance Division (ARNG-HRR). The proponent has the authority to approve exceptions to this regulation that are consistent with current law and regulation. This authority may not be further delegated.

Management Control Process. This regulation contains management control provisions in accordance with AR 11-2, and provides the RRB with a management control checklist for use in program evaluation. Title 10 and Title 32 ARNG Personnel will follow the guidance of this regulation. (See appendix G).

Responsibilities. All Army programs and functions are subject to the statutory requirements of the Federal Managers Financial Integrity Act of 1982 and the subsequent requirements of the Army Management Control Program (AR 11-2, Management Control). As program managers, you are required to establish and maintain effective management controls to prevent fraud, waste, abuse and misuse of program resources. The NGR 601-1 assists in the identification and establishment of internal controls to successfully manage and safeguard your program.

Supplementation. Any supplementation to this regulation is prohibited without prior approval from the Chief, National Guard Bureau, ATTN: ARNG-HRR, 111 S George Mason Drive, Arlington, VA 22204.

This regulation supercedes NGR 601-1 dated 4 August 2006

Suggested Improvements. Users are invited to send recommended changes on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Chief, National Guard Bureau, ATTN: ARNG-HRR, 111 S George Mason Drive, Arlington, VA 22204.

Distribution: A

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Glossary

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Chapter 1

Introduction

1-1. Purpose

The purpose of this regulation is to provide comprehensive guidance to the Army National Guard (ARNG) on Recruiting and Retention (RR) policies, procedures, programs and activities needed to develop a successful Strength Maintenance (SM) program.

1-2. References

Required and related publications are listed in Appendix A.

1-3. Explanation of Abbreviations and Terms

- a. Abbreviations and special terms used in this regulation are explained in the glossary.
- b. The use of the term "State" in this regulation includes the several States, the U.S. Virgin Islands, Guam, Puerto Rico and the District of Columbia.

1-4. Policy

National Guard Bureau (NGB) sets forth guidance outlined in this regulation pursuant to authority IAW DoDD 5105.77, and in a manner consistent with relevant Department of the Army (DA) regulations and standards. The Adjutants General (TAG) of each State will develop and implement a SM program IAW this regulation to achieve assigned end strength missions.

1-5. Strength Maintenance Philosophy

- a. The SM philosophy is one of total service, committed to improving personnel readiness. This philosophy consists of three tenets:
 - (1) Recruiting. Recruiting is the process of attracting quality Non-Prior Service (NPS) and Prior Service (PS) individuals to serve in the ARNG.
 - (2) Attrition Management. Attrition management is the process of reducing Soldier losses from within the ARNG while still under contractual obligation.
 - (3) Retention. Retention is the process of retaining ARNG Soldiers who reach their Expiration Term of Service (ETS).
- b. The SM philosophy focuses on team building and partnerships between the Recruiting and Retention Battalion (RRB) and the unit chain of command to balance recruiting, attrition management and retention activities.
- c. When implemented effectively, the SM philosophy increases personnel readiness by focusing recruiting efforts on filling unit vacancies, focusing attrition management/retention efforts on reducing turnover and retaining qualified ARNG Soldiers.
- d. SM is positioned to impact the diversity of ARNG units and should strive to have units reflect the local communities which they serve.

Chapter 2

Responsibilities

Section I

2-1. General

- a. Strength Maintenance is a command responsibility. The successful implementation of the SM Program described herein is dependent on State command coordination with the Recruiting and Retention Battalion (RRB).
- b. State leadership is responsible for the development and implementation of the SM program. Specific program responsibilities listed include but are not limited to:
 - (1) Develop and implement a comprehensive State SM Program.
 - (2) Establish fiscal year (FY) end strength missions.
 - (3) Provide SM policies and guidance.
 - (4) Ensure States have adequate resources and authorized personnel to support the SM mission.
 - (5) Ensure all RRB personnel are provided the required SM training.
 - (6) Develop, staff, and publish specific State regulations, plans and policies pertaining to the SM Program.
 - (7) Ensure organizational elements effectively implement, support, and maintain the SM Program.

c. This chapter prescribes the responsibilities of the Director, Army National Guard (DARNG), The State Adjutant General (TAG), key unit personnel and the Recruiting and Retention Battalion (RRB) within the SM Program.

- (1) SM is a unit command responsibility with technical guidance and support provided by the RRB.
- (2) Each unit command is responsible to work in partnership with the RRB to achieve their assigned SM goals and objectives.
- (3) From the TAG to the First Line Leader (FLL), all leaders play a critical role in SM.
- (4) The following positions and corresponding responsibilities are essential to ensure the successful implementation of a State SM Program.

2-2. Director, Army National Guard

To help States meet their assigned end strength mission and readiness requirements, the DARNG, through ARNG-HRM, missions each State and NGB-HRR provides them with:

- a. Monetary resources and personnel authorizations.
- b. SM policies, guidance, programs, initiatives and end strength missions.
- c. National advertising publicity items, awareness and support.
- d. SM Military Occupational Specialty (MOS) training, Non-Commissioned Officer Professional Development (NCO PD), Officer Professional Development (OPD), functional training and sustainment training.
- e. Initial Entry Training (IET) seats for newly accessed NPS and PS Soldiers.

2-3. Guard Strength Maintenance Division

The mission of the ARNG Guard Strength Maintenance Division (HRR) is to provide support and assistance to the States with RR matters. Functions of the Chief, ARNG-HRR are as follows:

- a. Participates in the development of ARNG programs, policies, and procedures pertaining to Recruiting and Retention (RR) and conducts functional reviews and analyses as required.
- b. Serves as the proponent for planning, developing, and monitoring programs for the leader development of ARNG RR personnel; recommends related training programs and changes thereto. This includes, but is not limited to, schools, workshops, seminars, Staff Assistance Visits (SAV) for RRBs, key unit personnel, ARNG Liaisons, ARNG Reserve Component Career Counselor (RCCC), NGB HRR Staff, Strength Readiness Support Center (SRSC) and Strength Maintenance Training Center (SMTTC) Instructor Staff.
- c. Coordinates with the Director, Reserve Components Department, U.S. Army Recruiting Command (USAREC), and the U.S. Army Soldier Human Resource Command (HRC) on these matters.
- d. Researches, recommends, requisitions, and provides direct oversight of national purchases for goods and services in the support of RR.
 - (1) Develops and monitors attrition management efforts and the ARNG Retention Program.
 - (2) Serves as the proponent for planning, developing, and monitoring the ARNG's Reserve Component Transition Program.
 - (3) Provides assistance to the states in determining means to accomplish RR objectives and recommends actions to improve program effectiveness.
 - (4) Plans and manages national advertising program for ARNG RR.
 - (5) Supports the States' advertising, sales, and promotional programs.
 - (6) Conduct one Director's Strength Maintenance Annual Conference (DSMAC) and an awards ceremony annually. This combined event will be no more than 3 days excluding travel days to and from the event. This event will include three days of recruiter and leader professional development. The awards ceremony must be held after hours so as to not interfere with the primary focus of professional development.
 - (7) Conduct national level recruiter awards programs to inspire increased recruiter production in support of end strength goals.
 - (8) Submit recommendations for Army awards IAWAR 600-8-22 for recruiters and recruiting staff who have directly impacted the end strength.
 - (9) Serves as the principle authority for SRSC and SMTTC in all functions to include but not limited to staffing, policy, funding and other day-to-day actions.
 - (10) Specific requirements to ensure coordination of technical, functional, and operational aspects of support for ARNG HRR with other agencies will be covered by a memorandum of understanding (MOU) or memorandum of agreement (MOA) between the ARNG HRR and the agency or command involved.

2-4. The Adjutant General

The Adjutant General (TAG) of each State is the ultimate authority for the development and implementation of the State SM Program. The TAG's duties include the following:

- a. Ensure the development and implementation of a comprehensive State SM Program.
- b. Establish fiscal year end strength missions for each organization within the State, based on the State mission provided by DARNG.
- c. Ensure that all organizational elements effectively implement, support and maintain the SM Program.
- d. Ensure that all personnel assigned to or involved with SM receive the necessary and required training, development, support and supervision to effectively perform their duties.
- e. Ensure that unit leaders at all levels are held accountable to achieve their assigned SM goals and objectives.

2-5. Command Chief Warrant Officer (CCWO)

The Command Chief Warrant Officer (CCWO) is the senior ranking Army National Guard Warrant Officer in the state military command. The CCWO is responsible for matters pertaining to policies and actions affecting the state Warrant Officer Cohort and also serves as the key technical advisor to the Adjutant General (AG) on all Warrant Officer actions. Duties of the CCWO are as follows:

- a. Serves as the senior representative of the State's Warrant Officer Cohort.
- b. Performs duties related to warrant officer education, management, recruiting and career enhancement including equal opportunity, morale, welfare, discipline, performance, training, awards and recognition.
- c. Develops policies and procedures which direct how warrant officers of the state/territory are appointed, assigned, evaluated, trained, promoted and separated.
- d. Reviews regulations and directives from DA, NGB and other higher headquarters and prepares local implementation directives.
- e. Plans and coordinates the staffing of warrant officer positions within State Joint Forces Headquarters (JFHQ), Major Support Commands (MSC), and other field commands.
- f. Coordinates with the Human Resources Officer and MILPO on personnel matters affecting technician/AGR warrant officers.
- g. Directs the maintenance of career management records used in controlling progression of ARNG warrant officers and guides individual warrant officers in meeting their career objectives.

2-6. MTOE/ TDA Commander

Commanders are essential to ensuring that SM objectives are developed and accomplished at the unit level. It is imperative that they establish and maintain a partnership with the RRC to help them meet their assigned end strength missions. Commanders at all levels will:

- a. Develop and implement a comprehensive SM Plan in coordination with the Recruiting and Retention Command (RRC), using NGR 601-1, state regulations and local policies, to achieve established end strength goals. Establish subordinate unit attrition management goals and implement/assign attrition/retention goals in officer evaluation support forms, officer evaluation reports, and non-commissioned officer evaluation reports to ensure accountability of the goals to these leaders.
- b. Provide the personnel, administrative equipment, facilities and other resources required to support the RRC and the strength maintenance program.
- c. Conduct retention and attrition training using the full spectrum retention tools available through the RRC.
- d. Appoint an additional duty Unit Career Counselor to assist in SM-related matters.
- e. Ensure that all incoming Soldiers are assigned a sponsor.
- f. Ensure that every qualified Soldier is provided counseling on the opportunity for continued service in the ARNG or offered an alternative to separation or discharge.
- g. Ensure that interviews and counseling are conducted on time and to standard to uncover and overcome challenges or obstacles to retention and to determine career opportunities for their Soldiers.
- h. Ensure that every Soldier is provided the opportunity to compete for position vacancies to enhance personal and professional growth.
- i. Ensure that all Soldiers are made aware of available ARNG incentives and benefits and are processed for those for which they are eligible, and that a tracking system is implemented to ensure that their benefits are received.
- j. Develop and implement rehabilitative programs for unsatisfactory participants who are qualified for continued service in the ARNG in order to encourage active participation.
- k. Ensure that eligible Soldiers who are unable to continue their active participation are afforded the opportunity to transfer to the Inactive National Guard (ING) IAW applicable regulation.

l. Maintain contact with Inactive National Guard Soldiers for assimilation back into an active status within the unit.

m. Appoint an additional duty Employer Support Representative (ESR) Officer or NCO to handle Employer Support of the Guard and Reserve (ESGR) and Uniformed Services Employment and Reemployment Rights Act (USERRA) matters.

n. Use the Director's Personnel Readiness Overview (DPRO) to maintain visibility of the unit's strength readiness posture. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling.

o. Maximize the use Retention Management Software (RMS) and exit surveys focused on identifying those influencers affecting Soldiers and family members' decision to continue a career in the Army National Guard.

p. Ensure a routine Organizational Inspection Program (OIP) is conducted to enforce compliance of the BN SOP, and all regulatory guidance/ policies through the BN, IAW AR 1-201.

q. Advocate for incorp diversity objectives in RRSC and RRNCO recruiting missions.

r. Foster qualification and hiring of a diverse SM staff.

2-7. MTOE/TDA Command Sergeant Major

The Command Sergeant Major (CSM) serves as the Senior Retention NCO in the organization. All CSMs must take personal responsibility to ensure that the attrition and retention objectives for their assigned command are achieved as follows:

a. Direct and provide guidance of SM responsibilities to Sergeants Major, First Sergeants, First Line Leaders (FLL), and others in the NCO support channel.

b. Ensure that the Noncommissioned Officer Professional Development (NCOPD) includes SM training and emphasizes the role of FLLs.

c. Emphasize SM during all unit visits and inspections, placing special emphasis on attrition management and retention related activities.

d. Advise commanders and unit leaders on all actions and events that affect SM.

e. Ensure the development and execution of the Unit Sponsorship Program to assimilate new or incoming Soldiers into the unit. Effective use of this program results in quicker integration of Soldiers into the existing team and increases Soldiers satisfaction leading to increased retention and decreased attrition.

f. Ensure that interviews and counseling of all Soldiers are conducted on time and to standard to uncover and overcome challenges or obstacles to retain qualified Soldiers.

g. Develop and implement rehabilitative programs for unsatisfactory participants who are qualified for continued service in the ARNG in order to encourage active participation.

h. Implement/assign attrition/retention goals in non-commissioned officer evaluation reports to ensure accountability of the goals to these leaders.

i. Ensure that retention and attrition training is conducted using the retention tools and personnel available through the RRB.

j. Use the Director's Personnel Readiness Overview (DPRO) or applicable automation systems to maintain visibility of the unit's strength readiness posture. The DPRO program allows "pushing" of the data to subordinate commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling. Subscribe subordinate leaders to the "push" reports. The DPRO program or applicable automation systems and reports are available through the ARNG G1 portal.

2-8. MTOE/TDA First Sergeant

The First Sergeant (1SG) is the focal point for all NCO actions in the unit. His/her involvement in SM is vital to unit strength. It is imperative that the 1SG establish and maintain a partnership with the RRB to help meet their assigned end strength mission as follows:

a. Assist the Commander in developing, implementing and monitoring the unit SM Plan.

b. Implement and monitor the Unit Sponsorship Program.

c. Ensure that retention and attrition training is conducted using the retention tools and personnel available through the RRB.

d. Ensure that interviews and counseling are conducted on time and to standard.

e. Include SM training in NCOPD to provide leaders the training and tools to properly counsel, identify, and resolve the myriad of challenges facing Soldiers and family members.

f. Ensure that Re-enlistment/Extension Ceremonies are conducted for each Soldier. Ensure that the “Oath of Extension” ceremony is conducted with dignity and honor, and appropriate incentive/recognition items are presented.

g. Maintain contact with Inactive National Guard (ING) Soldiers for assimilation back into an active status within the unit.

h. Use the (DPRO) or applicable automation systems to maintain visibility of the unit’s strength readiness posture. The DPRO program or applicable automation systems allows “pushing” of the data to subordinate commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling. Subscribe subordinate leaders to the “push” reports. The DPRO program or applicable automation systems and reports are available through the ARNG G1 portal.

2-9. MTOE/TDA First Line Leaders

First Line Leaders (FLLs) are key individuals in the success of any organization. They have significant influence on the actions and decisions concerning individual Soldiers. FLLs must work in partnership with the unit leadership and the RRB to help their unit meet its assigned end strength mission as follows:

a. Assist the Commander, First Sergeant and FTS personnel to implement and monitor the unit SM Plan.

b. Know their Soldiers, to include civilian occupations, ETS date, family status and any other important information affecting their career (military and civilian) and duty performance.

c. Assess the morale of their Soldiers and regularly inform the unit leadership to help foster and maintain a positive unit climate.

d. Create an effective career development environment for their Soldiers by fulfilling their role as a leader, mentor, counselor, coach and trainer.

e. Maintain regular contact with Soldiers, including those personnel assigned to the ING to bring them back to an active drilling status.

f. Hold subordinates accountable for their attendance at all scheduled training; this includes making personal contact with and counseling subordinates who are absent from training.

g. Ensure that newly assigned Soldiers are properly sponsored, receive their initial counseling, and are integrated into the unit in an effective and timely manner.

h. Use the DPRO or applicable automation systems to maintain visibility of the unit’s strength readiness posture. The DPRO program or applicable automation systems and reports are available through the ARNG G1 portal.

2-10. Career Counselors (Battalion/Unit/Forward Deployed)

ARNG Career Counselors assist the Command by providing continuous attrition management and retention focus within each ARNG unit. Career Counselors will counsel Soldiers on extension options and alternatives to discharge/separation. They will work in partnership with their unit to plan and conduct regular attrition management and retention activities. They will utilize Retention Management Software (RMS) to track and manage retention efforts. Career Counselors will attend the ARNG Unit Retention NCO Course conducted by the Strength Maintenance Training Center (SMTC) or Mobile Training Team (MTT). Career Counselors should strive to become fully integrated into the unit as follows:

a. Battalion Career Counselors. Battalion Career Counselors will work with senior leaders and the RRB to identify “at risk” Soldiers and Soldiers scheduled to ETS. Dual slotting of these NCOs with leadership or primary battle staff positions is highly discouraged as it creates competing priorities, especially during mobilization. All mobilized elements should employ their additional duty career counselors to perform retention support duties. Battalion Career Counselors will:

(1) Conduct attrition management and retention activities to assist unit commanders to reduce the first term losses and retain the Military Occupational Specialty Qualified (MOSQ) individuals to achieve and/or maintain specified strength and readiness levels of the affiliated unit(s).

(2) Promote use of the web-based Stay Guard Citizen-Soldier Survey at least annually and teach leaders how to gather and interpret resulting data. The tool provides the leadership with information on family members’ satisfaction which has an influence on the Soldiers’ continued participation in the ARNG. Analyze the results of the survey and assist unit leadership in developing and implementing a plan to address the shortcomings (from family perspectives) and build upon the successes determined from the survey data. The survey should be conducted prior to the deployment and at the first drill after Release from Active Duty (REFRAD) to measure the influencing factors.

(3) Conduct web-based Stay Guard Exit Feedback Survey for Soldiers nearing ETS.

- (4) Develop a SM plan with the Unit Commander, First Sergeant and Readiness NCO/FTS Staff.
 - (5) Prepare and submit an After Action Review to the BN and RRB CSM after a weekend drill summarizing Soldiers' retention status, comments and concerns.
 - (6) Work with and assign duties to a Unit Career Counselor.
 - (7) Assist unit leadership in administering the Unit Sponsorship Program. Follow through with interviews/counseling of new unit members to assess success of the program ensuring positive integration into the unit.
 - (8) Ensure that Soldiers retention interviews are conducted as required. Evaluate the counseling to ensure that the interview is effective and focused on uncovering any objections or obstacles to retaining the Soldiers.
 - (9) Attend weekend drills, administrative nights, and attend annual training to surface any issues not uncovered during retention counseling. Address these issues with the unit leadership in order to prevent a negative climate or perception of poor leadership.
 - (10) Communicate benefits of being an active ARNG member and family member via unit newsletter, unit web page, or email distribution to Soldiers, leaders, and family members.
 - (11) Develop and implement a unit attrition/retention recognition program to recognize those who extend or bring new recruits to the unit.
 - (12) Coordinate with local employment agencies to conduct periodic job fairs in the armory.
 - (13) Use the DPRO or applicable automation systems to maintain visibility of the unit's strength readiness posture. The DPRO program or applicable automation systems allows "pushing" of the data to subordinate commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling. Subscribe subordinate leaders to the "push" reports. The DPRO program or applicable automation systems and reports are available through the ARNG G1 portal.
 - (14) Ensure that all eligible extending Soldiers and their families are properly recognized. Soldiers and family members should be recognized in front of the unit formation for their continued support of the Army National Guard.
 - (15) Identify Soldiers scheduled to ETS within 12 months of mobilization.
- b. Unit Career Counselor. The Unit Career Counselor is an additional duty position, appointed on orders by the Unit Commander. The position is MOS immaterial. The Unit Career Counselor plays a critical role in SM by assisting the Commander, the First Sergeant, FTS, FLLs, and the Recruiting and Retention NCO (RRNCO) in implementing the unit SM Plan. Unit Career Counselors will:
- (1) Perform all assigned strength maintenance duties as directed by the First Sergeant or Commander.
 - (2) Have direct access to the Commander and the First Sergeant with regard to SM related issues and provide recommendations to improve the unit's SM Plan execution and activities.
 - (3) Receive technical assistance, guidance and training from the RRB on SM related issues as required.
 - (4) Identify and help solve/prevent attrition and retention related problems.
 - (5) Assist leaders in conducting retention interviews in a timely manner.
 - (6) Assist the First Sergeant with implementing and monitoring the sponsorship program and ensure that the program adheres to the SOP.
 - (7) Monitor and improve unit attendance by assisting FLLs with contacting absent Soldiers.
 - (8) Assist in conducting SM related training as required or necessary.
 - (9) Utilize RMS to coordinate with FTS personnel to ensure that extension documents are completed accurately and in a timely manner.
 - (10) Interview Soldiers regularly to identify and help prevent potential problems. Verify extension eligibility and incentives using current policy and regulation.
 - (11) Coordinate with unit leadership to schedule, plan and conduct extension ceremonies.
 - (12) Contact Soldiers who have been in an inactive drilling status (i.e. Soldiers in the ING or on the non-validated pay list) and make every attempt to bring the Soldier back to an active drilling status.
 - (13) Promote use of the web-based Stay Guard Citizen-Soldier Survey at least annually and teach leaders how to gather and interpret resulting data. The tool provides the leadership with information on family members' satisfaction which has an influence on the Soldiers' continued participation in the ARNG. Analyze the results of the survey and assist unit leadership in developing and implementing a plan to address the shortcomings (from family perspectives) and build upon the successes determined from the survey data. The survey should be conducted prior to the deployment and at the first drill after Release from Active Duty (REFRAD) to measure the influencing factors.
 - (14) Conduct web-based Stay Guard Exit Feedback Survey for Soldiers nearing ETS.
 - (15) Execute the unit SM Plan.

- (16) Establish a process to follow up on Soldiers in AWOL status.
- (17) Conduct strength maintenance related training, briefing, and activities as required.
- (18) Post publications, announcements, and all other strength maintenance related material to the unit retention bulletin board.

c. Forward Deployed Career Counselors. Forward Deployed Career Counselors are Retention Liaison NCOs who perform retention support duties for every ARNG unit mobilized. The primary duty is to provide retention support, training, and advice for deployed ARNG units. Forward Deployed Career Counselors will:

- (1) Perform assigned retention/attrition management duties as directed by NGB-HRR and assist the deployed ARNG unit with implementation of the SM Plan.
- (2) Maintain direct access to the unit leadership and assigned Career Counselors.
- (3) Assist in identifying Soldiers scheduled to ETS within 12 months.
- (4) Assist the unit leadership in conducting a unit extension ceremony and support the unit by providing necessary resources.
- (5) Assist the leadership in maintaining awareness of possible Soldiers concerns due to personal difficulties or family problems and assist the leadership in taking proactive measures to prevent, reduce, or eliminate any adverse impact.
- (6) Establish a liaison between unit Career Counselors and NGB staff in-theater and CONUS.
- (7) Provide technical assistance, guidance, interpretation, and training on retention/attrition management.
- (8) Ensure that Soldiers are receiving the incentives and benefits for which they are eligible and determine eligibility for extension.
- (9) Utilize RMS to verify that extension documents are completed accurately and in a timely manner. Validate extension eligibility and incentives using current policy and regulation.
- (10) Assist in maintaining an effective career development environment for the unit's Soldiers by serving as a mentor, counselor, coach, and trainer on retention/attrition management skills.
- (11) Serve as the unit representative for education benefits briefing and assist with in-theater support.
- (12) Apply retention lessons learned and forward through NGB-HRR to State Joint-Forces Headquarters.
- (13) Promote use of leader reintegration training at demobilization site.

Section II

Recruiting and Retention Battalion

This section lists the responsibilities of the positions currently authorized in the RRB organization of each State. These responsibilities are the basis for all training, evaluation, and doctrinal materials used to support the Strength Maintenance (SM) Program. For a complete listing of RRB tasks, consult the 79T Individual Critical Tasks List (ICTL) and other published guidance related to the specific positions. The ICTL can be found in the Central Army Registry (CAR).

2-11. Recruiting and Retention Battalion Commander (RRC)

The RRC serves as the primary advisor to the senior leadership of the State on all matters pertaining to SM. RRC responsibilities are as follows:

- a. Develop, implement and monitor the State SM Program based on guidance from NGB and State leadership.
- b. Develop and implement short, mid and long range planning guidance for the RRB and ensure that adequate funding, training, advertising and logistical support is allocated for the successful operation and support of the RRB.
- c. Study Impacts and conduct organizational plans and strength studies that integrate demographic analysis for military command structure location/relocation, organizations and reorganizations. Evaluate the impact of command structure changes on the future structure and composition of the ARNG and SM. Ensure that RRNCOs are focusing on the most lucrative markets through market share analysis.
- d. Develop and implement presentations and informational briefings to diverse centers of influence (COI) such as deans of medical schools, colleges, universities, secondary school committees, superintendents of school districts, principals, guidance counselors and other school officials regarding the ARNG state and federal mission and educational benefit programs.
- e. In coordination with appropriate agencies and RRB leaders, manage and supervise the hiring, placement and assignment of RRB personnel. Ensure that Personnel Application, Force Structure Address, & Zip Code Realignment (FAZR) is updated to keep Army Recruiter Information Support System (ARISS) information accurate.

- f. Review and incorporate the following into the State SM plan: NGB established enlistment criteria, incentive policies, benefit programs, training and career development policies for RRB functional positions, national SM programs, and initiatives.
- g. Develop, implement and manage a comprehensive SM awards/recognition program that provides incentives for the RRB, traditional Soldiers, and COIs.
- h. Develop and publish state plans and policies pertaining to SM.
- i. Monitor and evaluate unit strength throughout the State to determine SM trends and provide recommendations for improvement.
- j. Ensure that unit leaders at all levels and FTS personnel are adequately trained to implement the State SM Program and develop unit SM Plans.
- k. Develop and implement an apprenticeship RRB training program that includes training before and after SM schooling, sustainment/refresher training and remedial training.
- l. Develop a performance review process that measures job performance and outlines the courses of action to be followed when any member of the RRB fails to maintain duty proficiency and perform to established standards.
- m. Adjudicate processing issues at the MEPS by participating in the Inter-service Recruiting Committee (IRC).
- n. Ensure that position vacancies (enlisted, officer and warrant officer) are posted within the Automated Unit Vacancy System (AUVS) to facilitate accessions.
- o. Mandate usage of ARISS within the RRB and monitor compliance.
- p. Ensure that IPERMS processing is completed accurately to allow the new Soldier's personnel data record to transfer from ARISS to other Personnel accountability systems (SIDPERS/ETRANS/IPERMS).
- q. Maintain good order and discipline (i.e. POSTA, Recruiter Irregularities).
- r. Serve as Battalion Commander to the RSP.
- s. Authorized to approve local exception to policy to spend FARC funds up to \$5,000 for recruiter sales training no more than one time a year.
- t. Develop, implement and manage a comprehensive Standard Operating Procedures (SOP) to enhance efficiency and adaptability across the force. The SOP will include but is not limited to:
 - (1) Detailed internal packet Quality Controls (QC) with annotated accountability measures and a final packet approving authority.
 - (2) Guidance on identifying and correcting Administration Errors (AE).
 - (3) Guidance on the detection, prevention, and mitigation of Recruiter Irregularities (RI).
 - (4) Standardized Recruiter Irregularity processing.

2-12. Executive Officer

The Executive Officer (XO) is second in command and serves as the Commander's principal staff officer. At all times the XO must be prepared to assume the duties of the Commander. The XO is directly responsible to the RRB for ensuring the Staff is coordinated, synchronized, and supervised. Their duties may include but are not limited to:

- a. Directs staff tasks, conducts staff coordination, and ensures efficient and prompt staff response.
- b. Primary Point of Contact (POC) and responsibility for congressional and legislative inquiries.
- c. Monitors all suspense dates, ensuring accurate and timely completion.
- d. Serves as the Military Point of Contact (MPOC) for Family Support.
- e. Represents the Commander in their absence.
- f. Establishes and enforces staff operating procedures.
- g. Ensures the Commander and the staff are informed on matters affecting the RRB.
- h. Supervise and direct financial operations.
- i. Responsible for assembling and supervising the staff ensuring a coordinated and synchronized plan.
- j. Ensures accurate information flow between the staff and the field regarding staff recommendations and the Commander's intent.
- k. Monitor overall operations and supervise the planning of future operations.
- l. Oversee the overall readiness of the RRB personnel.
- m. Serves as the materiel readiness officer and supervising unit status reporting.
- n. Coordinates RRB logistical support.
- o. Recommend or administer disciplinary action as required.
- p. Assist in the hiring and dismissal of members of the RRB as directed by the RRC under the applicable provisions.
- q. Assist and advises the RRC on SM operations, training, administration, and personnel matters.
- r. Perform all additional duties as determined by the RRC.

2-13. State Officer Strength Manager

The Officer Strength Manager (OSM) serves as the primary officer recruiter and retainer for the State. He/she is responsible for achieving the annual officer mission assigned by the RRC with duties as follows:

- a. Develop an annual officer SM Plan to include AMEDD, Chaplain, JAG, Basic Branch, and Warrant Officers.
- b. Coordinate with the G1/HRO, RRC, Officer Personnel Manager and other senior leaders and commanders as directed to develop officer procurement priorities.
- c. Develop and effective OCS recruiting program. Provide OCS pipeline projections to the Regional Training Institute (RTI) / RSP and coordinate resources to support OCS candidates during shipping / training.
- d. Establish liaison with State ROTC programs and assigned Associate Professors of Military Science (APMS) while managing any applicable scholarship programs.
- e. Develop recruiting programs and materials to increase the number of ROTC/WOC graduates/candidates that join the ARNG.
- f. Actively recruit qualified officers assigned to the IRR, to include all military services.
- g. Ensure that applications for predetermination and appointment are complete and submitted IAW guidance provided by Department of the Army and NGB.
- h. Facilitate officer/warrant officer transfers into and out of the state and from the Active Duty. Ensure that officer vacancies are visible within the AUVS.
- i. Work with commanders to obtain Letter of Acceptance (LOA) and ensure effective officer/warrant officer sponsorship and retention programs are in place.
- j. Coordinate with the Officer Personnel Section and Standard Installation/Division Personnel System (SIDPERS) to develop and provide statistical data on officer recruiting and retention to the RRB.
- k. Utilize ARISS IAW prescribed guidance from the RRC.
- l. Coordinate with the Command Chief Warrant Officer (CCWO), Military Personnel Officer (MILPO), Recruiting & Retention Commander (RRC), Officer Personnel Manager and other senior leaders and commanders as required to develop Warrant Officer Procurement priorities.
- m. Coordinate with the Officer Personnel Section and Standard Installation/Division Personnel System (SIDPERS) to develop and provide statistical data on warrant officer recruiting and retention to the RRC.
- n. Ensure warrant officer candidates (WOC's) are properly assigned to a vacancy as a 09W and complete WOCS IAW NGR 600-101.
- o. Establish and maintain all order of merit lists (OML) for Soldiers who have completed the predetermination process but do not have a vacancy to occupy.
- p. Perform all additional duties as determined by the RRC.

2-14. State Warrant Officer Strength Manager (WOSM)

The WOSM serves as the State/Territory primary warrant officer recruiter. He/she is responsible for achieving the annual warrant officer mission assigned by the RRC with duties as follows:

- a. Develop an annual Warrant Officer SM Plan.
- b. Coordinate with the Command Chief Warrant Officer (CCWO), Military Personnel Officer (MILPO), Recruiting & Retention Commander (RRC), Officer Personnel Manager (OPM) and other senior leaders and commanders as required to develop warrant officer procurement priorities.
- c. Coordinate with G1-OPM Personnel and the Personnel Information Service Branch Chief to develop and provide statistical data on warrant officer recruiting and retention to the RRC.
- d. Coordinate with G1-OPM Personnel to facilitate warrant officer transfers of current NG Soldiers into the state or territory, and transfers of Soldiers from the Active Duty, USAR, IRR, into the ARNG.
- e. Assist the Regional Training Institute (RTI) with the development of an effective WOCS recruiting program and support the Warrant Officer Candidate program.
- f. Develop marketing and recruiting tools/materials to increase warrant officer awareness throughout the state/territory.
- g. Ensures completion of predetermination, appointment and initiation of Warrant Officer Incentives are complete and submitted IAW guidance provided by Department of the Army and NGB.
- h. Establish and maintain all order of merit lists (OML) for Soldiers who have completed the predetermination process but do not have a vacancy to occupy.
- i. Establish liaison with RRNCO's, 09W Coordinators and RCCC to identify WO Procurement priorities.
- j. Ensure warrant officer candidates (WOC's) are properly assigned to a vacancy as a 09W and complete WOCS IAW NGR 600-101.
- k. Support WOSM regional SMAG to facilitate improvements in the warrant officer program.

2-15. Recruiting and Retention Resource Specialist

The Recruiting and Retention Resource Specialist (RRRS) serves as the primary budget/finance officer/NCO for the RRC. In order to be fully qualified for this position, the officer/NCO must complete the Planning, Programming, Budgeting, and Execution System Course (PPBES), the Resource Management and Budgeting Course (RMBC), and the Fiscal Law Course. Duties are as follows:

- a. Develop and maintain administrative and personnel management systems to support the RRB.
- b. Use ARISS to input RRB full time manning status.
- c. Formulate and submit budget requirements for the RRC.
- d. Maintain close liaison and coordination with the State Comptroller, the State Budget Officer and Chief, SIDPERS Interface Branch (SIB), Supply NCO, and Marketing NCO as required.
- e. Resolve pay problems involving members of the RRB.
- f. Assist the RRC in developing short, mid-term, and long-range goals, objectives and plans by providing essential budget information.
- g. Advise the RRC on all RR budget activities, including RR expense, AGR travel, Full Time National Guard Operational Support (FTNGD-OS), production objectives, special projects, actions and other considerations that may affect the utilization of resources.

2-16. RRB Command Sergeant Major

The RRB Command Sergeant Major (CSM) serves as the Senior Recruiting and Retention NCO in the organization. This NCO acts as the Commander's representative in supervising those aspects vital to operations determined by the Commander. The RRB CSM serves as a subject matter expert to the State CSM on all matters regarding SM. The CSM is generally the most experienced recruiter in the organization, and as such is important to the unit's success. The Commander and CSM engage in regular dialogue to stay in synch with the unit. The RRB CSM will hold the primary PMOS 79T with an Expert Recruiting and Retention Badge. All CSM's take personal responsibility to ensure that the SM objectives for their assigned command are achieved as follows:

Will synchronize the efforts of all the support teams within the RRB to support the SM program.

- a. Mandate use of ARISS within the RRB and monitor compliance.
- b. Ensure that Soldier Training Readiness Modules (STRM) are being conducted during RSP unit training.
- c. Provide oversight for the RRNCO Suitability screening process
- d. Manage Recruiter Irregularities (RI) within the Strength Maintenance Portal (SMT).
- e. Ensure NCOPD includes SM training and emphasizes the role of FLLs.
- f. Emphasize SM during all unit visits and inspections, placing emphasis on attrition management and retention related activities.
- g. Advise commanders and unit leaders on any actions or events that affect SM.
- h. Ensure the development and execution of the unit sponsorship program to assimilate new or incoming Soldiers.
- i. Assist with mentoring and training RRNCOs to be successful.
- j. Ensure that interviews and counseling are conducted on time and to standard to uncover and overcome challenges thus retaining Soldiers in the RRB.
- k. Assist in development of a performance review process that measures job performance and outlines the courses of action to be followed when any member of the RRB fails to maintain duty proficiency or perform to established standards.
 - l. Develops and implements RRB awards and recognition programs IAW this regulation.
 - m. Lead, counsel, and serve as rater IAW appropriate regulations and established rating chains.
 - n. Work with the State Family Assistance Program representative and coordinate program activities as well as the development and implementation of State Family Assistance Centers in the event of mobilization.
 - o. Develop, implement and manage a career management program for all RRB Soldiers to ensure proper utilization of talent and resources.
 - p. Work with Behavioral Health Professionals to ensure all RRB Soldiers are evaluated IAW with suitability requirements.
 - q. Monitor the VULCAN database and DPRO or applicable automation system reports.
 - r. Establish direct communication with NGB, Other States, MSC Leaders State Leadership, and other leaders/agencies as needed.
 - s. Work directly with State Leadership on Attrition Management and Retention.
 - t. Verifies data for Recruiting Badge upgrades.

- u. Monitors Leader Zone Reports Management/Accessions, shipping, market analysis, and demographics.
- v. Supports state production and accessions.
- w. Initiates training and workshops.
- x. Monitor recruiting events and lead success.
- y. Analyze area population, propensity to serve demographic ratios, and marketing attempts for all RRNCOs.
- z. Advises on Recruiting and Retention standard operating procedures.
- aa. Assists in the coordination of Battalion training workshops, yearly range fire, and bi-yearly APFTs.

2-17. RRB Sergeant Major / Operations Sergeant Major

The RRB Sergeant Major (RRB SGM) / Operations SGM (OPS SGM) assists the RRB Commander, RRB CSM and RRB 1SGs in planning, coordinating, and supervising all Strength Maintenance activities; supervising those aspects vital to Enlisted Accessions and Recruiting Operations. The RRB SGM / OPS SGM oversees the day-to-day supervision of the Recruiting Operations NCOs and Military Entrance Processing Station Guidance Counselors (MEPS GCs), and serves as the subject matter expert on all matters regarding Enlisted Accession. Ensures accessions are in compliance with enlistment eligibility programs and policies of current Army/NG Regulations. Interprets and converts complex information and instruction on current regulation eligibility and enlistment applicant standards of policy and provides procedural guidance. The RRB / OPS SGM is engaged in regular dialogue with G-1, MEPCOM and NGB ROC to stay in synch with Strength Maintenance matters. The RRB / OPS SGM will hold the primary PMOS 79T with an Expert Recruiting and Retention Badge. The RRB / OPS SGM will maintain a 3-digit RSID and takes personal responsibility to ensure that the Enlisted Strength Maintenance objectives are achieved as follows:

- a. Synchronize the efforts of all the support teams within the RRB to support the SM program.
 - b. Ensure that enlisted position vacancies (enlisted, officer and warrant officer) are posted in AUVS to facilitate accessions.
 - c. Monitors compliance of the use of ARISS within the RRB.
 - d. Assist and advise the RRC concerning SM operations, and training matters.
 - e. Supervises all input into JPAS to include periodic investigations.
 - f. Manages Recruiter Irregularities within the Strength Maintenance Portal (SMT).
 - g. Supervise use of ATRRS and AFAM administration.
 - h. Review reports and supervise use of Recruit Quota Enlistment System (REQUEST).
 - i. Provides oversight for all applicant enlistment eligibility.
 - j. Notify RRC of issues pertaining to qualification of applicants or recruits for adjudication at the RRB/MEPS Commander level.
 - k. Adjudicate processing issues at the MEPS and Direct Ship by participating in the IRC.
 - l. Develops and implements a written policy related to SM.
 - m. Develop and implement an apprenticeship RRB training program that includes training before and after SM schooling, sustainment/refresher training and remedial training.
 - n. Implement sustainment training and monitor compliance.
 - o. Coordinate with State Quota Manager for training seats and conduct new RRNCO orientations and training as required.
 - p. Monitor DTMS for the RRB.
 - q. Monitor and supervise the Range Facility Management Support System (RFMSS).
 - r. Work in conjunction with the State G3 when applicable.
- Mentor Commanders and primary staff officers.
- s. Monitors Leader Zone Reports Management/Accessions, shipping, market analysis, and demographics.
 - t. Assist with mentoring and training RRNCOs to be successful.
 - u. supports state production and accessions.
 - v. Initiates training and workshops.
 - w. Monitor recruiting events and lead success.
 - x. Analyze area population, propensity to serve demographic ratios, and marketing initiatives for all RRNCOs.
 - y. Primary policy advisor regarding Recruiting and Retention standard operating procedures.
 - z. Assists in the coordination of Battalion training workshops, yearly range fire, and bi-yearly APFTs.
 - aa. Prepare and update regulations and policies.
 - bb. Supervise, counsel, and serve as rater IAW appropriate regulation and locally established policy pertaining to the Battalion Operations section and MEPS staff.

- cc. Manages RCCC recruiting objectives and efforts by provide program oversight and supervision.
- dd. Actively engages IADT training post LNOs and Leadership to resolve IADT Soldier issues.
- ee. Supervises IST/ISR operations supporting the Commander's intent and performance objectives.
- ff. Prepares the MEPS and Battalion Operations section for SAVs, IG, and Command Inspections.
- gg. Coordinates all enlistment waiver requests including training the force on current waiver policy.
- hh. Forecast training seats as required.
- ii. Manages excess slot percentages on a daily basis with NGB and State guidance.
- jj. Manages a ASVAB Test Score Category IV (CAT IV) (AFQT 16–30) order of merit list (OML) to ensure proper utilization of NGB authorizations.
- kk. Provide oversight for the RRNCO Suitability screening process.
- ll. Emphasize SM during all unit visits and inspections, placing emphasis on attrition management and retention related activities.
- mm. Ensure that Soldier Training Readiness Modules (STRM) are being conducted during RSP unit training.

2-18. RRB First Sergeant

The RRB First Sergeant (1SG) positions are RRB field positions. 1SGs are responsible for a specified region of the State and supervises one Company of the Recruiting and Retention Section Chiefs (RRSC) in the State (for States 1000 or less end strength, supervises all RRSCs). The chief duty of the 1SG is to support the Commander. 1SGs are the Commander's technical and tactical SM expert and provides mentorship to new Commanders. The 1SG advises the Commander and assists in all aspects of RR operations. The 1SG oversees the health, welfare, morale, and training of Soldiers. The 1SG sets and enforces high standards of conduct and appearance, manages the company's NCOPD, and is the top of the company's NCO support channel. Personnel in these positions are not authorized to hold a 1SG position in another unit. A 1SG must be primary MOS (PMOS) 79T with an Expert Badge. Responsibilities are as follows:

- a. Assist the supported unit leadership in developing, implementing, and monitoring the SM program that support the State SM program. Make recommendations as appropriate to successfully achieve assigned end strength mission.
- b. Assist the RRB CSM and Commander in the development and implementation of a SM awards program.
- c. Assist in the planning of company training, seminars and workshops.
- d. Supervise the analysis of demographic and market share data to determine the most effective utilization of assigned RRNCOs.
- e. Supervise, counsel, and serve as rater IAW appropriate regulations and established rating chains.
- f. Establish and assign written mission requirements and performance standards for all assigned RRSCs.
- g. Establish and implement a written training program designed to address initial, sustainment, and remedial training needs and levels of experience of assigned RRSCs and sponsorship program for newly assigned RRSCs.
- h. Develop and implement a written policy that addresses poor job performance.
- i. Assist in the hiring and dismissal of members of the RRB within assigned company and other RRB personnel as directed by the RRC.
- j. Monitor all RRB enlisted personnel actions and requests within the assigned area.
- k. Coordinate with the RRB leadership regarding development and implementation of long range SM programs within assigned region.
- l. Ensure fair and equitable mission assignment for all assigned RRSCs and RRNCOs to produce maximum production from the available market.
- m. Ensure proper training and career development for all RRB personnel within assigned area.
- n. Assist and advise the RRCSM concerning production, operations, training, administration, and personnel status or actions within assigned area.
- o. Monitor the SM plans of subordinate RRSCs within the company.
- p. Assist the RRCSM in monitoring the efficiency of the assigned area through the use of ARISS.
- q. Assist leaders and Commanders, through the State Liaison for Employer Support of the Guard & Reserve (ESGR), and national ESGR, with solving employer conflict issues.
- r. Implement the NCOPD program for NCOs in assigned region.
- s. Serve as 1SG to all Soldiers assigned to the RSP.

- t. Assist the RRB Commander to develop, implement and manage RSP Yearly Training Goals (YTG) and Yearly Training Calendar (YTC) to insure Soldiers are administratively correct, mentally prepared and physically fit prior to IET entry. Monitor and manage new recruit development and progressions through the VULCAN program.
- u. Establish and monitor RSP cadre development selection and criteria.
- v. First line supervisor to RSP Site Coordinator/Readiness NCO, and RSP staff.
- w. Responsible for logistical and administrative functions and incorporate command intent and battle focused training into the YTC.
- x. Responsible for ensuring RSP cadre has required resources to execute mission focused training.
- y. Responsible for tracking absent without leave Soldiers and ensuring RSP Site Coordinator/Readiness NCO is making RSP Soldier contact at a minimum of once a month.
- z. Ensure mandatory annual training IAW AR 350-1 is conducted and annotated in DTMS.
- aa. Provide recommendations to leadership for non-career recruiters who are requesting re-classification into MOS 79T.
- bb. Develop and implement an apprenticeship RRB training program that includes training before and after SM schooling, sustainment/refresher training and remedial training.

2-19. Recruiting and Retention Section Chief

The Recruiting and Retention Section Chief (RRSC) should supervise RRNCOs, interpret directives and policies for subordinates, and take corrective action to ensure accomplishment of area SM objectives. A RRSC must be primary MOS (PMOS) 79T with an Expert Badge. Personnel in these positions are not authorized to hold a First Sergeant position in another unit. RRSC duties include the following:

- a. Establish performance standards, monitor and evaluate RRNCOs on the overall effectiveness of their recruiting and retention activities/programs (e.g. presentations and briefings, sales interviews and techniques, enlistment and extension packets, waiver requests, ARISS use and provide training as needed).
- b. Supervise, counsel, and serve as rater IAW appropriate regulations and locally established policy.
- c. Maintain a written yearly training program designed to address the specific training needs and levels of experience of assigned team members.
- d. Instruct RRNCOs on proper ways to manage market data, trends, and other pertinent demographic information.
- e. Work with unit leaders to ensure awareness of and compliance with the SM Program. Discuss and plan activities to meet strength missions and conduct SM training, presentations and briefings as required.
- f. Assist RRNCOs by evaluating periodic presentations to local school, government, civilian and other influential persons and informing them of the benefits available in the ARNG.
- g. Assist in the hiring of new RRNCOs as directed by the RRC. Provide names of Soldiers interested in becoming RRNCOs to the RRC by constantly scanning assigned units for qualified Soldiers.
- h. Assess the effectiveness of area recruiting, attrition management and retention recognition/awards programs and make recommendations for improvement.
- i. Provide administrative guidance and technical support to assigned RRNCOs.
- j. Monitor assigned RRNCOs to ensure compliance with applicable regulatory guidance in the use of GSA vehicles, information technology hardware/software, and expense accounts.
- k. Advise the FLL concerning mission accomplishment, operations, training, administration and personnel status of assigned area.
- l. Assist in developing, maintaining and analyzing statistical data of assigned area demographics, as well as unit losses, unit climate information and DPRO or applicable automation systems data to form current and projected trends.
- m. Responsible for sustainment and remedial training for assigned team members as needed to maintain skills and prevent poor performance.
- n. Make recommendations for disciplinary action and/or dismissal of RRNCOs as required.
- o. Verify priority leads are “worked”, MEPS-bound Soldiers are projected, and prior service Soldiers are entered into ARISS to allow the state leadership to validate funding levels. Ensure that ARISS data correctly portrays the work completed by their team, and avoid duplicate state reporting systems.
- p. Assist the RRNCO with the waivers process.
- q. Ensure that all accessions are tracked thru ARISS within 72 hours of enlistment.
- r. Serve as primary trainer for the apprenticeship RRB training program that includes training before and after SM schooling, sustainment/refresher training and remedial training.

2-20. Recruiting and Retention NCO

Recruiting and Retention NCOs (RRNCO) are the backbone of the RR organization. Every effort should be made to ensure that they are adequately trained and supported to accomplish their assigned three tenet SM mission. Each RRNCO is assigned to a unit. When RRNCOs change duty position, every effort must be made to ensure that a backfill is hired in accordance with the current policy. RRNCOs will utilize ARISS for all recruiting prospecting and processing activities to include lead refinement, telephone/sales prospecting, test/physical project and MEPS processing. This will include but not be limited to; all schools, civic activities, COI/VIP, and unit activities. RRNCO duties include the following:

- a. Canvas area and contact referrals and leads..
- b. Prepare and conduct presentations about the ARNG on such topics as the role of the ARNG, state/federal missions, features and benefits, employment opportunities and ARNG history.
- c. Pre-qualify referrals, prospects, leads and/or current members to determine their eligibility for enlistment or extension and update records in ARISS.
- d. Schedule appointments and conduct sales interviews to obtain enlistments and conduct follow-up interviews to retain current enlistments and gain extensions. Complete necessary Live Scan Authorizations, then update records in ARISS.
- e. Prepare PS and NPS enlistment packets in ARISS and conduct a MEPS pre-enlistment screening briefing as required.
- f. Counsel applicants on test results (mental and physical), enlistment contracts, service obligations, incentives and benefits, IET requirements and disqualifications.
- g. Produce/scan all required hard copy documents for enlistment waivers and forward to RRSC for Quality Control (QC) process.
- h. Complete the waiver information screen in ARISS for applicants requiring a waiver and choosing the State Level approving authority for all waivers.
- i. Use ARISS to complete and send all enlistment packets to MEPS, download leads, update leads as they progress, and make appointments. Use ARISS to demonstrate work activity to allow higher echelons to validate RRB funding. Use the systems provided to maintain prospect information, school program information and other prospect, COI, VIP and unit member information as required.
- j. Perform administrative or logistical tasks necessary to prepare the Soldier for entrance into and success while part of the RSP and Initial Entry Training (IET).
- k. Attend at least a portion of each Inactive Duty Training (IDT) period for unit(s) supported.
- l. Distribute and display SM promotional items in the unit and in the community to create brand awareness and generate leads.
- m. Conduct interviews with Soldiers, Family members, employers and other key individuals to determine the effectiveness of current policies, unit training, ARNG benefit programs and other initiatives and provide recommendations to the unit leadership for improvement.
- n. Maintain regular contact with unit members to build rapport, help prevent and solve problems, discuss issues, provide information and answer questions. Provide trends and recommendations to unit leadership.
- o. Train FLLs in career planning, recommend available programs and options.
- p. Provide strength maintenance guidance and training for unit attrition personnel and on all administrative requirements necessary for Soldiers retention.
- q. Utilize RMS to track and monitor the following information:
 - (1) Identification of all Soldiers in the 365 day ETS window.
 - (2) Each Soldier's intention regarding extension.
 - (3) Complete summary of why any Soldier is undecided or plans to ETS if no intention to extend/re-enlist.
- r. Assist in transfer, separation, and discharge requests.
- s. Assist unit leaders in all matters pertaining to SM by providing SM guidance, support and recommendations, conducting SM training, and assisting in the development of SM award/recognition programs.
- t. Have knowledge of the Recruit Sustainment Program, and the Army Training Requirements and Resources System (ATRRS) when providing career planning and available training programs.
- u. Establish and maintain a partnership with assigned unit and assist the Commander and First Sergeant in executing the unit strength maintenance plan and attrition management program.
- v. Have direct access to the MTOE/TDA Commander and First Sergeant with regard to attrition management issues.
- w. Obtain, prepare, distribute, and display SM promotional items.
- x. Assist in the development and implementation of the Unit Sponsorship Program.

- y. Assist with ETS Counseling when the Soldiers are not available during the scheduled drill.
- z. Plans, coordinates, conducts administrative and retention training for Unit Retention NCOs and FLLs as necessary.
 - aa. Works directly with unit administrative personnel to support/complete retention issues at the lowest level.
 - bb. Personally interview all Soldiers who are within 180 days of their Expired Term of Service (ETS) date.
 - cc. Ensure that all extending/re-enlisting Soldiers receive extension recognition. An appropriate recognition item (see paragraph 9-5 for PPI criteria) may be presented in front of the unit formation to recognize the Soldier's continued commitment to serve the Army National Guard.
 - dd. Ensure that all extending/re-enlisting Soldiers' Families receive an appreciation award. The requested award should be presented in front of the unit formation to recognize the Families' continued support of their significant other's commitment to serve the Army National Guard.

2-21. Recruiting and Retention Operations NCO

The RR Operations NCO has varied responsibilities at the RR State headquarters level. Authorized responsibilities of the RR Operations NCO may include but are not limited to:

- a. Collect, review and monitor SM reports to identify strengths and weaknesses in the State SM Plan and make recommendations as appropriate.
- b. Develop a comprehensive RRB training program that addresses pre and post MOS training for RRNCOs, RRB sustainment/refresher training for all RRB positions, FTNGOS, CTT, APFT, weapons qualification, and other areas as needed or directed
- c. Monitor and evaluate RRB training requirements and develop, conduct or coordinate individual, team and region RRNCO training.
- d. Monitor and evaluate training requirements for the RRB to include MOSQ requirements as well as NCOES, using ATRRS. Coordinate any RRNCO training requirements with the RRSCs.
- e. Assist the RRC by obtaining applicant information and documents required by RRNCOs.
- f. Complete and submit various request for orders, military awards, personnel actions and other correspondence as required.
- g. Ensures the State accession mission is input into ARISS.
- h. Serves as subject matter expert on eligibility and suitability questions for the RRB.
- i. Performs suitability reviews on applicant records in accordance with regulatory guidance, policies, and procedures.
- j. Verify the proper classification level of charges listed on the Suitability Review checklist per AR 601-210 and process at the appropriate level.
- k. Recommend approval/disapproval to the Recruiting and Retention Commander (ARNG RRC) for state level Suitability workflows.
- l. Thoroughly review all National Guard Bureau (NGB) level suitability reviews for completeness and accuracy in ERM prior to forwarding to ARNG-HRR-O.
- m. Facilitate interviews with the applicant when directed by the approval authority.
- n. Utilize ARISS to manage all Suitability workflows.
- o. Provide training for the RRF on all Eligibility and Suitability issues.
- p. Track all Suitability Reviews for reporting purposes.
- q. Complete post enlistment quality check on at least 10% of NPS/GNPS records.
- r. Perform quality control review on all Prior Service and field enlistment packets.
- s. Process retention procedures for Soldiers with post enlistment charges.

2-22. Inter-State Transfer & In-Service Recruiting Process Specialist

The primary function of the Inter-State Transfer (IST) and In-Service Recruiting (ISR) Process Specialist is to ensure the successful transition of ARNG Soldiers between States and coordinate the accession of active duty Soldiers into the ARNG. Duties are as follows:

- a. Follow applicable State and federal regulatory guidance and current policies to determine the enlistment and incentive eligibility of Soldiers desiring intra-State transfer, inter-State transfer (IST) or in-service enlistment.
- b. Identify and contact the new unit of assignment for all Soldiers desiring an IST or in-service enlistment and obtain the name and phone number of a sponsor.
- c. Coordinate with and maintain contact, as applicable, between the gaining and losing State IST/ISR, the Reserve Component Career Counselor (RCCC), and the national IST/ISR help desk to ensure the successful completion of all transfers and in-service enlistments.

- d. Prepare and conduct briefings to units and installations to streamline and improve the IST/ISR.
- e. Prepare and process AARs, information papers, production reports and other correspondence as required and make recommendations to the RRC to improve IST/ISR processes.
- f. Submit IST worksheets and documents through RMS for both incoming and outgoing ISTs.
- g. Monitor and update the REQUEST System for the ARNG on a daily basis paying specific attention to the manage unit vacancies' functionality, to include maintaining unit information and unit POC. Ensure current and accurate vacant positions are posted within the REQUEST system using the AUVS.

2-23 Marketing and Education Specialist

Marketing and Education Specialists provide direct advertising support to RRNCOs with the primary purpose of generating awareness and leads in support of end-strength mission achievement. They are responsible for developing and implementing the advertising/marketing plan for the State and providing advertising/marketing support to the RRB Soldier must be PMOS 79T. Possession of an Expert Recruiting and Retention badge is highly recommended. A Marketing and Education Specialist's duties are as follows:

- a. Conduct State-level market analysis as a basis for the development of marketing strategies utilizing nationally supplied and locally obtained census reports and demographic data.
- b. Review national marketing and advertising strategies to develop State and local plans and budgets in accordance with a national plan.
- c. Attend appropriate marketing training, including all NGB-provided marketing training, and relevant marketing seminars and provide advertising support to national and State RR events as required.
- d. Plan, develop, and coordinate the production of state and local brochures, posters, audio and/or visual materials including localizing national items.
- e. Maintain liaison with media outlets.
- f. Place paid and unpaid advertising and public awareness materials in media that supports the State's specific requirements.
- g. Coordinate and arrange for the placement of outdoor and transit advertising.
- h. Develop and obtain promotional items for the RRB in support of the State and national advertising campaign.
- i. Advise and educate RRB personnel on state marketing and advertising initiatives.
- j. Coordinate marketing plans and efforts with State and organizational public affairs and command information programs and personnel.
- k. Evaluate the effectiveness of State marketing efforts and materials by consulting with members of the RRB, develop proposals and recommendations for improvement and advise the RRB.
- l. Provide evaluation and feedback through the Marketing Advisory Council (MAC) for modification or improvement of nationally produced advertising and marketing programs.
- m. Develop recommendations and proposals for new initiatives and submit through the MAC to the ARNG Advertising Branch at ARNG-HRR-M.
- n. Develop and train an internal MAC within the State with the purpose of assisting in matters listed in the previous sub-paragraphs.

2-24. Recruiting and Retention Information Systems Specialist

The Recruiting and Retention Information Systems Specialist (ISS) serves as the primary automation point of contact, advisor and troubleshooter for the RRB. The ISS supports the SM efforts of all RRB personnel by ensuring that automated RRB missioning, tracking, awarding and applicant presentations and processing are unhindered. ISS duties are as follows:

- a. Obtain, maintain, train and deploy existing and future Information Technology (IT) resources.
- b. Manage RSN Form 101/waiver requests for the RRB.
- c. Assist the State Security Manager in scheduling periodic Re-Investigations of National Agency Local and Credit Checks (NACLC) for the RRB.
- d. Maintain appropriate and approved technologies for secure transmission of sensitive data through GUARDNET LAN Access.
- e. Provide the RRSC with resources and information needed to train their subordinate personnel on automation related issues.
- f. Monitor and evaluate performance and compliance of automated system users, communicate technical information to operators, develop training solutions to enhance performance where necessary and assist them locally and remotely in functional support.

- g. Coordinate the acquisition, service and property accountability of all automation equipment and manages all warranty and non-warranty technical support issues.
- h. Prepare technical studies, reports, and maintains records pertaining to this functional area.
- i. Provide technical support for networked systems.
- j. Inform new users of automation requirements and responsibilities through the use of an in-processing checklist.
- k. Inform the chain of command of automation configuration control violations.
- l. Initiate acquisition process for purchase of additional automation equipment, if required.
- m. Ensure that all DOD mandated virus updates and software patches are loaded onto ARISS computers, to avoid work stoppage.
- n. Make adjustments to Headquarter Support System (HSS) Force Structure Address and Zip Code Realignment System (FAZR) and HSS Personnel system (PER) to ensure that the RRB personnel are correctly recorded in the ARISS System.
- o. Assist personnel assigned to recruiting and retention to obtain the correct User Id and passwords for the required systems access.
- p. Serve as the state POC in the administration of the Strength Maintenance Management System (SMMS).
- q. Provide ARNG REQUEST Operations Center (ROC) with any changes in personnel for user ID's for REQUEST program.
- r. Request and maintain account structure for the Business Integration Server (BIS).

2-25. ARNG Military Entrance Processing Station Guidance Counselor

ARNG Military Entrance Processing Station (MEPS) Guidance Counselor's (GC) complete the final phase of the enlistment process. Their primary role is to ensure that all qualified applicants for ARNG enlistment are enlisted into the ARNG and that NPS/PS applicants obtain a valid training seat reservation. TDA position must be a PMOS 79T and possession of an Expert Recruiting and Retention badge is highly recommended. Guidance Counselors are responsible for the following:

- a. Process electronic MEPS projections received in Guidance Counselor Redesign (GCR) from RRNCOs. Scan documents missing from the Soldier's packet for storage in ECM and MIRS.
- b. Submit projections from GCRc to MIRS for submission of the Applicant Processing List (APL).
- c. Provide liaison support between the ARNG and the local MEPS on any issues concerning ARNG applicants.
- d. Provide quality control checks on applicant accession packets submitted by the RRNCO using ARISS/GCRc.
- e. Assist applicant in ensuring that all administrative information in the Electronic National Security Questionnaire (ENSQ) is correct prior to submission. All accessions will have a National Agency Checklist, Local Agency Check (NACLIC), and credit check. Will check JPAS report and ensure that ALL users are corrected and submitted. Confirm all corrections 48 hours later. No Soldier requiring a clearance will ship to training without an approved clearance.
- f. Perform Security Officer verification/certification function in the processing of ENSQ.
- g. Verify that all ARNG applicants meet the eligibility requirements for enlistment in the ARNG and MOS.
- h. Maintain all MEPS shipper packets until ship date.
- i. Perform the pre-ship interview with all MEPS shippers, ensuring that all information in the original enlistment packet is still correct and make changes prior to shipping as necessary.
- j. Ensure coordination with RSP direct ship sites is maintained to update information/changes on the original shipper packet prior to ship confirm.
- k. Coordinate with State Headquarters on the receipt of Phase II Shipper packets, ensuring that all required information is included prior to ship date.
 - l. Request/coordinate the issuance of Phase II (AIT) orders through the MEPS Operations Section when needed.
 - m. Manage and report all changes to ship dates for ARNG Soldiers.
 - n. Confirm daily, all enlistment transactions and IET ship transactions in Electronic Record Management (ERM) and REQUEST.
 - o. Counsel disqualified applicants.
 - p. Provide RRB leadership with information and updates regarding changes to processing procedures, training seat availability and qualification standards.
 - q. Notify the RRB of issues pertaining to qualification of applicants or recruits for adjudication at the RRB/MEPS Commander level.
 - r. Provide information and training for the RRB staff on MEPS processing, packet preparation, ENSQ, and other issues pertaining to MEPS processing of applicants.

- s. Conduct and/or coordinate MEPS Orientations for new members of the RRB.
- t. Determine pre- and post-charges and provide data to the proper Government IMPAC card for payment of applicant meals and lodging.
- u. Counsel split option soldiers that they may miss the fall semester or may have to coordinate late entry with the college. No Mandatory Return Date (MRD) for Phase 2 soldiers.
- v. Assist the State Operation NCO on submitting medical waivers through appropriate systems. When required forward approvals to NGB for control # and waiver code.
- w. Report all Recruiter Misconduct (RM).
- x. Validate Occupational Physical Assessment Test (OPAT) results.

2-26. Senior Recruit Sustainment Program Sergeant

The Senior Recruit Sustainment Program (RSP) Sergeant is responsible for the overall daily execution of all activities of the RSP. These duties include, but are not limited to:

- a. Prioritizes ARNG-HRR-S training guidance, organizes and implements company training schedules to reflect ARNG-HRR-S goals.
- b. Responsible for overseeing all IDT period activities and support.
- c. Provides training guidance to RSP companies.
- d. Ensure training schedules are submitted through Digital Training Management System (DTMS) to higher HQ NLT 120 days out (draft) and 90 days out (final) and reflect the Yearly Training Calendar (YTC).
- e. Publishes training goals, objectives, and YTC.
- f. Ensures all guidance is distributed to the RSP staff and the Initial Active Duty Training (IADT) Manager.
- g. Responsible for coordinating all administrative and logistical actions within the RSP.
- h. Audits RSP training records.
- i. Designated Safety NCO for the RSP.
- j. Ensures VULCAN database is updated regularly.
- k. Coordinate and conduct all RSP training/coordination meetings.
- l. Supervises subordinate FTS personnel assigned.
- m. Act as the LNO to the ISG or RRSC to ensure that the RRNCOs maintain continuity with the Soldiers from the time of enlistment through Battle Hand-off (BHO). Also, identify and communicate any issues.
- n. Facilitates weekly conference call (At Risk, 90-120 day shippers, ten month no BCT, 18 month non-MOSQ).
- o. Ensures monthly RSP AARs from each company are completed and submitted.
- p. Initiate corrective actions based upon AAR comments.
- q. Responsible for near-term planning (0-120 days).
- r. Coordinate shippers day / night activities (METTC).
- s. Ensure Soldier is coded as MOSQ in SIDPERS at BHO.
- t. Performs Drill Sergeant duties during IDT period if qualified.
- u. Conduct training meetings.
- v. Accountable for all assigned RSP Soldiers and cadre.
- w. Address administrative and logistical issues as necessary.
- x. Counsels, advises and mentors Soldiers regarding all aspects of training and success as member of the ARNG.
- y. Conducts quality checks and audits RSP VULCAN database.
- z. Monitor seat utilization and promote off-peak and quick ship opportunities.
- aa. Prepare and mail monthly drill letters and welcome letters.
- bb. Provides updates and feedback to ARNG-HRR-S as necessary.
- cc. Process discharge packets as required.
- dd. Coordinate with MEPS for all direct shippers.
- ee. Load all OPAT results.

2-27. Recruit Sustainment Program Sergeant

The Recruit Sustainment Program (RSP) Sergeant, ICW the Senior RSP Sergeant, is responsible for the overall daily execution of all activities of the RSP. These duties include, but are not limited to:

- a. Prioritize ARNG-HRR-S training guidance, organizes and implements company training schedules to reflect ARNG-HRR-S goals.
- b. Responsible for overseeing all weekend training activities and support. Provides training guidance to RSP companies.

- c. Ensure training schedules are submitted through DTMS to higher HQ NLT 120 days out (draft) and 90 days out (final) and reflect the YTC.
- d. Publishes training goals, objectives, and YTC.
- e. Ensures all guidance is distributed to the RSP staff and the IADT Manager.
- f. Responsible for coordinating all administrative and logistical actions within the RSP.
- g. Audits RSP training records.
- h. Designated Safety NCO for the RSP.
- i. Ensures VULCAN database is updated regularly.
- j. Coordinate and conduct all RSP training/coordination meetings.
- k. Act as the LNO to the 1SG or REC & RET Section Chief to ensure that the RRNCOs maintain continuity with the Soldiers from the time of enlistment through BHO at Gold Phase. Also, identify and communicate any issues.
- l. Facilitates weekly conference call (At Risk, 90-120 shippers, ten month no BCT, 18 month non-MOSQ).
- m. Ensures monthly RSP AARs from each company are completed and submitted.
- n. Initiate corrective actions based upon AAR comments.
- o. Responsible for near-term planning (0-120 days).
- p. Coordinate shippers day / night activities (METTC).
- q. Transfer training records back to owning unit via the ERM system, as the Soldier's record is updated at the training base.
- r. Performs Drill Sergeant duties during IADT weekends if qualified.
- s. Receives and integrates newly assessed Soldiers into the RSP.
- t. Counsels, advises and mentors Soldiers regarding all aspects of training and success as member of the ARNG.
- u. Responsible for all pay, training, and supply actions to include verification of packets, SIDPERS and VULCAN database updates, orders processing.
- v. Ensures welcome packets are complete and ready for RRNCOs to deliver to Soldiers in program.
- w. Responsible for contacting all RSP Soldiers assigned to their site at a minimum of once a month.
- x. Load all OPAT results.

2-28. Administrative Specialist

The Administrative Specialist positions are used in both the RR Headquarters Section (CMF 42) and the Operations and Training Section (42A) to provide clerical and administrative support for the RRB. The Administrative Specialist performs all duties as assigned. At a minimum, Administrative Specialists duties are as follows:

- a. Prepare and send correspondence, ensuring compliance with current regulations, policies and directives.
- b. Answer inquiries relating to administrative policies and procedures.
- c. Review all outgoing correspondence for completeness, grammatical accuracy, spelling, punctuation, and conformance with current policy and required format.
- d. Maintain office files in accordance with applicable regulations and ensure the timely response to suspense actions.
- e. Receive incoming mail and make proper distribution.
- f. Prepare and distribute required forms and documents as directed by the RRC or company commander.
- g. Maintain official military personnel records and financial data records for members of the RRB.
- h. Prepare presentations, briefings and reports as directed by the RRC.
- i. Manages the flow of all administrative documentation into applicable personnel database systems.

2-29. Supply Specialist

This position is located in the RR headquarters section and supports the administrative, personnel management and training activities of the full-time RRB. The incumbent will follow established supply procedures for the storage, maintenance, distribution and accountability of all assigned supply and property book items. Supply Specialist's duties are as follows:

- a. Coordinate with other units within the State for training equipment and/or field items and/or restricted access items as necessary.
- b. Maintain item accountability using the Global Combat Support System (GCSS) Army.
- c. Manage available motor pool vehicles (NTVs/GSA vehicles).
- d. Obtain supply items through federal warehouses and/or initiate supply or acquisition action for needed supply items.
- e. Maintain Mobile Event Team (MET) equipment.

- f. Provide assistance as required to the RR Systems Administrator in the procurement, accountability and distribution of assigned automation items.
- g. Responsible for Command Supply Discipline Program (CSDP).
- h. Manages all logistical documentation through applicable automation systems.
- i. Manages the Government Purchase Card (GPC).

2-30. AMEDD Technician

The AMEDD Technician provides administrative support and serves as the primary assistant to the AMEDD Strength Manager. In the absence of the AMEDD Strength Manager, the AMEDD technician will serve as the primary contact for medical recruiting and retention. The AMEDD Technician duties are as follows:

- a. Collect and process information for the completion of AMEDD applications.
- b. Interface between the applicant and NGB and provide timely responses on issues dealing with the processing of AMEDD applications.
- c. Monitor application processing to ensure timely response and problem resolution.
- d. Act as a positive first step in the SM process by ensuring that AMEDD applications are properly processed and the applicant is kept advised of any problems incurred in the process.
- e. Carefully and completely screen, in accordance with the ARNG AMEDD appointments application SOP and all applicable regulations, all applications prior to sending to NGB for processing. Ensure that all information receives a quality review and that all documents are complete and accurate.

2-31. Automated Unit Vacancy Software Manager

The Automated Unit Vacancy System (AUVS) Managers validate vacancy data within the ARNG enlistment systems to manage ARNG Vacancy Systems by maintaining accurate and approved applications used to facilitate Accessions, Retention, Interstate Transfers and assignments of Soldiers in support of the ARNG Readiness and manpower requirements. They also maintain the specific responsibilities of:

- a. Utilizes Recruit Quota System (REQUEST) and AUVS, assists in managing ARNG Units Vacancies to support Commander, MEPS GC, RCT, SIDPERS, and recruiting personnel.
- b. Ensures that vacancy data is validated and prepared for load into REQUEST.
- c. Maintains unit vacancy data and Soldier information for the Commander utilizing the AUVS.
- d. Opens and closes units for accessioning according to State and National policy.
- e. Monitors and evaluates unit strength throughout the State to determine strengths, weaknesses and trends and to provide recommendations for filling critical units.
- f. Monitors and evaluates MOS strength throughout the State to determine SM strengths, weaknesses and trends and provide recommendations for filling of critical MOSS.
- g. Coordinates with SIDPERS when 'exempting' or overriding exemptions submitted through SIDPERS on vacancies that are pending actions, but not yet completed.
- h. Assists the recruiting and retention force in the identification of valid vacancies.
- i. Ensures that vacancies to be loaded are reviewed on a daily basis, prior to 1800 EST, due to vacancy scoring that is directly related to REQUEST incentives, through the RPM module.
- j. As required for emergency mission requirements, creates vacancies for use by the ARNG Guidance Counselor at MEPS or the Reserve Component Career Counselor (RCCC).
- k. Provides recurring and 'ad hoc' unit and vacancy reports as required from both AUVS and REQUEST.
- l. Supports the IST / ISR / RCT processes and coordinators by ensuring complete and accurate unit information (to include address and telephone number).
- m. Opens and closes units for accessioning according to local and NGB policy. Reviews unit priorities and conducts updates as needed.
- n. Maintains responsibility for the creation of Facility IDs within REQUEST based on information received from the State facilities Manager.
Supports acquisition policies and assists in identification and assignment of Facility IDs to units, in order to alleviate vacancy load and assignment problems.
- o. Responsible for the creation of the units within REQUEST.
- p. Coordinates with other AUVS Managers for reassignment of units transferred from another State.
- q. Reassigns units transferred from the Managers State to another by following set procedures and guidelines.
- r. Assigns and updates the Point of Contact assigned to the unit within REQUEST.

Chapter 3 Organization and Structure

3-1. General

The RRB is organized per the current Table of Distribution and Allowance (TDA) maintained by the DARNG, ATTN: Force Management Division (ARNG-FM). Reference SMART BOOK DA PAM 611-21, Table 11-28 Standards of Grade National Guard Recruiting and Retention Battalion (ARNG RRB TDA Menu v1.2).

- a. Each State TAG determines the structure of the RRB.
- b. The RRC may be a special staff member to TAG; may work under the direction of the Assistant TAG (Army), Chief of Staff, or as directed by TAG.

3-2. Policy

The RRC is the Commander of the State's RRB. The RRC fulfills all command functions to include but not limited to leadership, training, discipline, personnel actions, logistics and resource management.

3-3. Required Positions

RRB requirements are full-time Active Guard/Reserve (AGR) positions determined by the DARNG, ATTN: Force Management Division (ARNG-FM). Overall authority is with the RRC for the exclusive use of RR duties in support of the Strength Maintenance Program.

- a. Headquarters Section
 - (1) RRC, LTC, O1A, branch immaterial, one required.
 - (2) RRCSM, PMOS 79T. One required.
 - (3) RRS, CPT/WO-CW4, or NCO, 36A preferred; however, can be filled by O1A, branch immaterial.
 - (4) RRS GM, PMOS 79T.
 - (a) One required for States with strength up to 7,499.
 - (b) Two are required for States with strength of 7,500 to 8,999.
 - (c) Three are required for States with strength of 9,000 to 12,499.
 - (d) Four are required for States with strength of more than 12,500.
 - (5) RR Operations NCO, SFC, PMOS 79T, one required.
 - (6) RR Information Systems Specialist, SFC, PMOS 25B/79T.
 - (7) Supply NCO, SFC, Career Management Field (CMF) 92.
 - (8) Administrative NCO, SFC, CMF 42^a, one required.
 - (9) Automated Unit Vacancy Systems Manager, one required.
 - (10) Senior RSP NCO, PMOS 79T, one required.
 - (11) RSP NCO
 - (12) Marketing and Education Specialist NCO, MSG/SFC, PMOS 79T One required
 - (13) ARNG Military Entrance Processing Station (MEPS) Guidance Counselor (GC), SFC, PMOS 79T, ASI V7, one required.
 - (14) ISR/IST Coordinator, one required.
 - (15) Resource Management, one required.
- b. Strength Maintenance Company
 - (1) Strength Maintenance Commander (CDR), MAJ/O1A, branch immaterial. Requirements for the number of Strength Maintenance Companies are based on the number of Recruiting and Retention Section Chiefs (RRSCs) in the RRB.
 - (2) First Sergeant, 1SG, PMOS 79T
 - (3) RR Operations NCO, SFC, PMOS 79T.
 - (4) RR Information Systems Specialist, SFC, PMOS 25B/79T.
 - (5) Supply NCO, SSG, Career Management Field (CMF) 92.
 - (6) Administrative NCO, SSG, CMF 42A.
- c. Strength Maintenance Section
 - (1) RRSC, MSG, PMOS 79T. RRSC requirements are determined based on the number of RRNCO requirements in the RRB as follows:
 - (a) One RRSC is preferred for every 8-10 RRNCOs.
 - (b) In States with less than 5 RRNCOs, one RRSC is required.
 - (2) Production RRNCO, PMOS 79T or SQI-4. Requirements for the Production RRNCO position is 1 per 100 strength.

d. Officer Strength Section

(1) Officer Strength Manager (OSM) CPT/MAJ, O1A/CW2-CW4 O11A, branch immaterial.

(a) Requirements for the OSM position is 1 per 220 officer end strength.

(b) In States with less than 220 officer end strength, one OSM is required.

(2) AMEDD Technician, (AMEDD Tech) GS9, the AMEDD Tech position is an additional asset provided to assist States in their AMEDD RR efforts. Distribution of these requirements is not subject to any prescribed formula but is determined by the DARNG, ATTN: Personnel Readiness Division (ARNG-HRM).

Chapter 4 Personnel Management

4-1. Purpose

The RRC, RRCSM, 1SG, RRSC, RRNCO, OSM, and the Army Medical Department (AMEDD) Strength Manager are assigned a three tenet SM mission. This chapter prescribes the manpower authorization and the personnel selection, assignment, and utilization policies for the RRB.

4-2. Manpower Authorization

The Chief, Personnel Programs, Resource and Manpower, Division (ARNG-HRM) distributes manpower authorizations to States through the Full Time Support Management Control System.

a. The Recruiting and Retention Battalion (RRB) personnel authorizations are determined based on input by ARNG-HRR.

b. Factors affecting RRB authorization distribution include command structure allowance, end-strength, demographics, geography, population trends, strength projections, and current SM performance statistics.

4-3. Utilization

a. States will not use authorizations to fill non-RRB required positions.

b. Individuals serving in RRB positions will perform duties and responsibilities as listed in Chapter 2.

4-4. Selection

The selection process for RRB personnel is at the discretion of the RRC. Annual or open position vacancy announcements will aid in the selection and ensure RRB positions remain filled at all times.

4-5. Assignment

RRB personnel work under the RRB IAW this regulation and NGR 600-5, (The Active Guard/Reserve (AGR) Program, Title 32, Full-Time National Guard Duty (FTNGD)). Duty location is based on State SM needs, demographics, and other local requirements.

4-6. Work Conditions and Hours

The nature of the SM mission involves interaction with prospects, applicants, COIs, and Soldiers, which may require RRB members to work unpredictable or extended hours, including considerable amounts of time driving to appointments and recruiting events. A flexible duty day schedule may be required IAW NGR 600-5 and State policies.

4-7. Position Qualifications

Soldiers volunteering for an ARNG RRNCO 79T MOS position must meet award requirements for award of Special Qualification Identifier 4 (SQI-4), as listed in DA Pam 611-21 (Military Occupation Classification and Structure) and NGR 600-200 (Enlisted Personnel Management).

a. Soldiers, in the rank of SGT through SFC, assigned to a 79T/SQI-4 position within the RRB, will be awarded the SQI-4 upon completion of the ARNG Non-Career Recruiter Course conducted at the Strength Maintenance Training Center.

b. The period of assignment for a non-career RRNCO is 36 months. The RRC can recommend a 12-month extension on a case-by-case basis. The Chief, HRR is the approval authority for these extensions.

4-8. Reclassification

SQI4 ARNG Non-Career Recruiting and Retention NCOs must meet the following criteria before obtaining the MOS 79T.

- a. Be a Title 32 FTNGD production RRNCO (SGT through SFC) currently serving in a valid 79T position. No exceptions are authorized.
- b. Have graduated from the ARNG Non-Career Recruiter Course (805B-SQI-4).
- c. Demonstrate at least 18 months as a T32 production RRNCO (Three Tenet Mission) with a Senior Recruiting and Retention badge since completion of the ARNG Non-Career Recruiter Course. Waivers will not be authorized for the period of successful performance.
- d. Meet all requirements of DA PAM 611-21 for MOS 79T. Exception to Policy's may be considered on a case by case basis for line scores.
- e. Soldier requests conversion on DA Form 4187, with supporting documentation, and forwards to First Sergeant / Section Chief for recommendation.
- f. First Sergeant / Section Chief forwards the packet with recommendation to Recruiting and Retention Command Sergeant Major (CSM) / Sergeant Major (SGM).
- g. The CSM / SGM forwards the packet with recommendation to the Recruiting and Retention Commander (RRC). The RRC must recommend approval on the DA Form 4187 before forwarding to the 79T Senior Career Management NCO (Proponent).
- h. The 79T Senior Career Management NCO (Proponent) verifies all qualifications IAW DA Pam 611-21, NGR 600-200 and NGR 601-1 before forwarding to the Chief, HRR.
- i. The Chief, HRR will approve / disapprove conversion requests based on qualifications.
- j. The 79T Senior Career Management NCO (Proponent) will return the DA Form 4187 to the RRB.

4-9 Selection Criteria

This section prescribes the procedures and criteria for the selection of Army National Guard (ARNG) Soldiers for service as ARNG Non-Career Recruiters. Soldiers selected for recruiting duty represent the ARNG in the civilian community and must possess honesty, integrity, physical fitness and high standards of knowledge. Soldiers selected for assignment as an ARNG Non-Career Recruiter will begin an initial period of 3 years.

- a. To qualify for selection as an ARNG Non-Career Recruiter, a Soldier must—
 - (1) Be a United States citizen by birth or naturalization or a permanent resident alien.
 - (2) Be a high school graduate with diploma, or have a GED.
 - (3) Must meet the qualifications for MOS 79T in DA PAM 611-21 Smart book. Waivers may be considered on a case-by-case basis.”
 - (4) Be an ARNG Enlisted Soldier in the rank of SGT through SFC, who possess an Army MOS.
 - (5) Be at least 21 years old.
 - (6) At the time of selection have no less than 3 years time in service.
 - (7) Meet the screening table or body fat standards of AR 600-9 (waiver not authorized).
 - (8) Have a minimum physical profile of 132221. Soldiers possessing a 3 in Upper Extremities must have prior Military Occupational Specialty Medical Review Board (MMRB) clearance. Additionally, Soldiers may not have a shaving profile (waiver not authorized).
 - (9) Must meet OPAT score in Physical Demand Category “Moderate” (Gold).
 - (10) Possess a valid civilian driver's license.
 - (11) Possess excellent military appearance and bearing. Tattoos must be in compliance with AR 670-1 and DA PAM 670-1.
 - (12) Must not be in violation of AR 600-20 regarding participation in extremist organizations and activities (waiver not authorized).
 - (13) Not currently be nor have previously been enrolled in the past 12 months in a drug or alcohol dependency intervention program of any type (waiver not authorized).
 - (14) Have no record of conviction by special or general courts-martial or civilian courts of offenses listed in AR 27-10 (Military Justice), chapter 24 or otherwise required to register as a sexual offender under AR 27-10, chapter 24. Have no record of conviction by civilian courts of offenses listed in State Codes.
 - (15) Never been the subject of adjudication (including proceedings under the provisions of Article 15, State or Federal Uniform Code of Military Justice) or had adverse action taken by any authority for any offense that involves moral turpitude, regardless of sentence received or any offense under the State or Federal UCMJ for which confinement of 2 years or more may be adjudicated (waiver not authorized). All Soldiers must be screened against the National Sex Offender Registry database by Agency that currently conducts background screening on potential recruiters.

(16) Have no major medical problems that would hamper performance on recruiting duty (waiver authorized).

(17) Recruiting duty involves assignment in geographic areas that are away from military medical facilities. Soldiers with Family member(s) enrolled in the Exceptional Family Member Program (EFMP) may serve as recruiters. Every effort will be made to assign them near a military installation or in a civilian community where appropriate medical care for their Family member is available.

(18) Must meet the suitability screening requirements identified in HQDA EXORD 193-14 or superseding guidance. Recruiting and Retention Commanders will validate that the Soldier has met all screening requirements to occupy a recruiting position.

(19) As part of the screening and selection process, recruiter candidates must have favorable National Agency Checks with Local Record and Credit Checks (NACLC); results are verified by the RRC during the evaluation process. This serves as clarification screening described in AR 614-200.

(20) Not be a sole parent or guardian. (Waivable by RRC with approved family care plan).

(21) Have not filed a petition claiming bankruptcy within the last 3 years, and not currently be responsible for making any payments as a result of any such action. Soldiers are strongly encouraged to submit a DA Form 5425 (Applicant/Nominee Personal Financial Statement) to ensure their financial situation is considered in their assignment.

(22) Have at least 3 years time in service remaining following the completion of the Non-Career Recruiter Course.

(23) Must not have received a Relief for Cause NCOER.

b. Soldiers who are former ARNG recruiters may apply for a return to recruiting duty provided they meet the criteria above.

c. Former Army Reserve or Active Army Recruiters and Retention NCOs, (MOS OOR, OOE, 79D, 79R, 79S, 79V) must also attend the ARNG Non-Career Recruiter Course within six months of assignment.

d. ARNG-HRR is the waiver approval authority for recruiter selection criteria (except Suitability screening).

4-10. Career Progression

a. RR leaders must manage their commands to ensure they have a sufficient pool of qualified RRB personnel available to fill senior enlisted RR vacancies. The RR leaders must develop a sound career progression plan for each of the Soldiers to maximize Soldier potential and prepare for future assignments.

b. RRNCO experience is required to ensure the best-qualified Soldiers fill the 79T50 and 79T60 positions in the RRB. Exception to policy not authorized. Every effort should be made to ensure positions are filled by Soldiers possessing a RR Expert Badge.

4-11. Recruiting and Retention Badges

The ARNG Basic, Senior, and Expert badges are awarded IAW Table 4-1. The Director's 54 and the Expert 7 are awarded annually based on the Director's Strength Maintenance Awards Conference (DSMAC) criteria. The RRB will use the 320 orders format, IAW AR 600-8-105 (Military Orders) to award badges; orders are added to Soldier's iPERMS record. See Appendix C for an example of the 320 orders format.

a. Awarding.

(1) The RRC awards T32 RR badge upgrades; awards will be announced by orders.

(2) The ARNG-HRR recommends ARNG RR Basic Badges for T10 officers; awards will be announced by orders.

(3) RR badges should be presented to recipients in an award ceremony.

b. Withdrawal. RR badges may be withdrawn for cause (impropriety or misconduct) by the appropriate approval authority.

c. Wear.

(1) RR badges will be worn IAW AR/DA PAM 670-1, (Wear and Appearance of Army Uniforms and Insignia) and Table 4-1.

(2) RR badges will be worn while assigned to a 79T position and criteria met IAW table 4-1.

(3) RR basic, senior, and Expert badges are authorized for permanent wear. After ARNG recruiters leave recruiting duty, they may wear the badge on the Army Combat Uniform (ACU)/OCP or the Army Service Uniform when all other awards and decorations are worn.

(4) Basic badges awarded to Officers are also permanent awards. Officers who were awarded the ARNG RR badge as a permanent award while in an enlisted status are authorized to wear the highest badge awarded.

d. Supply.

(1) The RRB will furnish the awarded RR badges to eligible recipients. Pin-on badges can be purchased from authorized sources using RR expense funds.

(2) States are authorized to purchase and disseminate the Director’s 54 and Expert 7 badges to eligible recipients.

e. Alterations to RR badges are prohibited.

f. Upon assignment to an ARNG RRNCO position, Soldiers are no longer authorized to wear recruiting badges awarded from other components IAW DA PAM 670-1.

Table 4–1. Army National Guard Recruiting and Retention Badge Criteria

	A	B	C	D
R U L E	When	and has	and has	then award the
1	an enlisted Soldier is assigned to a valid RRB position	successfully completed the ARNG Non-Career Recruiter Course	never been awarded an ARNG RR Badge	ARNG RR Basic Badge
2	an Officer/Warrant Officer has served at least 12 consecutive months in any authorized RRB TDA position(s) prior to 1 Jan 04, or has successfully completed the Recruiting RRF Leadership Course, ARNG Recruiting Pre-Command Course, ARNG Recruiting Company Pre-Command Course, or Officer Strength Manager Course	been recommended by their RRC or ARNG-HRR	never been awarded an ARNG RR Badge	ARNG RR Basic Badge (see note 1)
3	an RRNCO has held the RR Basic Badge for 12 months	achieved 100% of the assigned three tenet mission for 12 consecutive months	been recommended by his/her RRSC to receive a badge upgrade	ARNG RR Senior Badge (See notes 2, 3)
4	an RRNCO has held the RR Senior Badge for 12 months	achieved 100% of the assigned three tenet mission for 12 consecutive months	been recommended by his/her RRSC to receive a badge upgrade	ARNG RR Expert Badge (See notes 2, 4)

Notes:

1. The only authorized badge for Officers is the Basic Badge; however, Officers who receive a badge while enlisted are authorized to wear the highest badge awarded.
2. To be eligible for the RR Senior or Expert Badge, an enlisted Soldier must be assigned to a RRB TDA position as a production RRNCO. Expert badge awardees must make two consecutive 12 month mission periods.
3. RRNCO must be assigned a three tenet SM mission for 12 consecutive months. A shared mission or PS only mission does not qualify a RRNCO for the RR Senior Badge.
4. RRNCO must be assigned a three tenet SM mission for a total of 24 months. A shared mission or PS only mission does not qualify a RRNCO for the RR Expert Badge.

4-12. Recruiting & Retention Shoulder Sleeve Insignia (SSI)

The RR SSI is authorized for wear by members assigned to any valid RRB position.

4-13. Drill Sergeant Badge and Hat

a. The duty uniform for Drill Sergeants (DS) consists of the Army Combat Uniform ACU/OCP, DS Campaign Hat, and DS Identification Badge and will be worn IAW AR 670-1.

b. Wear.

(1) DSs will wear components IAW AR/DA PAM 670-1.

(2) The DS campaign hat and identification badge will be worn while performing the duties of a DS in an ARNG SQI X TDA position. Upon release from this assignment, personnel are no longer authorized to wear the DS Campaign Hat.

(3) The DS Campaign Hat is authorized with the Class A, Class B, and Army Service Uniform on appropriate occasions.

4-14. Standards of Conduct and Performance

RRB personnel will conduct themselves in a professional manner, on and off duty. RRB leadership is responsible for reporting, processing, investigating, and disposing of allegations of Recruit Misconduct (RM)) within the RRB, except where such investigation and/or disposition has been withheld by higher authority or is otherwise required by law (for example, sexual assault investigations are withheld from the unit by DoD and NGB policy).. All RRB personnel will uphold the Army Values and adhere to the policies and guidance in this regulation and IAW all applicable ARs and NGRs, including but not limited to:

a. NGR 600-5.

b. AR 600-20, (Army Command Policy).

c. DoD Directive 5500.7R, (The Joint Ethics Regulation).

d. AR 670-1, (Wear and Appearance of Army Uniforms and Insignia).

e. DA PAM 670-1, (Guide to the Wear and Appearance Army Uniforms and Insignia)

f. AR 600-9, (Army Weight Control Program).

g. AR 600-85, (The Army Substance Abuse Program).

h. AR 58-1, (Management, Acquisition and Use of Motor Vehicles).

4-15. Recruiter Misconduct (RM)

a. Those intentional acts of misconduct perpetrated by a recruiter that involve a prospect, applicant, recruit, or RSP Warrior, including sexual misconduct, sexual harassment, fraternization/ unauthorized relationships, concealment or falsification, cheating on tests, and false promise or coercion.

b. The use of the word "recruiter" for the purpose of RM, refers to any recruiting and retention personnel involved in the pre/post-accession process. This includes, but is not limited to: RRNCO, RRSC, MEPS GC, RSP cadre, RRB leadership, DA Civilian, and contractor.

4-16. Recruiter Irregularity (RI)

Those intentional or unintentional acts of omission and improprieties that are perpetrated by a recruiter, or alleged to be perpetrated by a recruiter, to facilitate the recruiting process for an applicant.

4-17. Erroneous and Unfulfilled Commitments

a. RRB personnel will not knowingly use incorrect or inaccurate information to persuade an individual to join or remain in the ARNG. RRB personnel will:

(1) Use current polices, regulations, and guidance to ensure the applicant or Soldier is entering into a lawful contract.

(2) Ensure all options, entitlements, and incentives are current, and that an applicant or Soldier is eligible for such.

(3) Explain available options, entitlements, and incentives to the applicant or Soldier.

(4) Assist the applicant or Soldier in understanding the information, prior to executing a contract.

(5) Review contracts and supporting documents, such as personal records, iPERMS records, and other supporting documentation, to ensure that what is being promised is accurate.

b. The RRC will investigate claims of erroneous or unfulfilled commitments promptly.

4-18. Reporting and Processing of Recruiter Irregularity

Ultimately, it is the RRC or higher authorities discretion to determine the disposition, and any necessary courses of action concerning the reported RI. The RRC will review all allegations with supporting documentation, as well as, ensure all incidents are reported in the SMT portal, based on the date of the allegation; not the date of the possible infraction or final disposition. Multiple recruiters involved in any related RI incident will receive separate RI cases in the SMT portal. Furthermore, multiple allegations discovered against one recruiter with one prospect, applicant, or RSP Soldier will be tracked as one RI. If more than one prospect, applicant, or RSP Soldier is involved in an incident with one recruiter, then each individual involved counts as a separate RI for SMT reporting purposes.

a. RRCs will exercise due diligence in the RI process by:

(1) Gather initial facts to determine if further investigation warranted or disposition withheld.

(2) Conducting a commander's inquiry (consult the local SJA when applicable), formal or informal investigation, as appropriate.

(3) Review the Investigating Officer's (IO) recommendations to determine if the RI is substantiated or unsubstantiated.

(4) Submit all findings in the SMT portal for RSB review. This includes RIs not discovered by the RSB or other agencies.

(5) Consider the severity of the RI, previous RIs against the recruiter, and the strength of the evidence supporting the RI when determining possible ramifications, to include suspension from recruiting duty. Termination of Special Duty Assignment Pay (SDAP) is effective on the date of suspension, if applicable.

(6) Notify suspended recruiters in writing and provide them with a copy of all supporting documentation.

Recruiters have an opportunity to submit matters for rebuttal IAW state and local statutes, policies, and/or laws.

(7) RRCs will send written notification to the recruiter after a decision indicating that final action was made, unless authority is withheld or action is pending.

(8) RRCs must refer substantiated cases to the appropriate personnel for acknowledgement and rebuttal in a Memorandum For Record (MFR). The suspected individual is entitled to a copy of the full investigation, and has ten calendar days from the date notified to review and submit for a rebuttal, extensions are authorized.

(9) Recruiters will forward submitted rebuttals to the state RRC for consideration.

(10) The RRC will evaluate each RI to determine if immediate action is needed regarding the applicant or enlistee involved. This includes unauthorized accelerated enlistment pay grades, incentives, and/or MOS changes.

(11) Possible recommendations for substantiated RIs include but are not limited to:

(a) No action taken (unintentional).

(b) Other/training/counseling.

(c) Adverse administrative action.

(d) Non-judicial punishment (Article 15).

(e) Removal from the RRB.

(f) Separation from the AGR program.

(12) All completed RI/RM investigations will be forwarded to the RSB with all documentation, disposition selection, and recommendations for closure in the SMT portal within the established suspense date as noted on the RSB notification memorandum. The RSB staff will review all case information prior to closing for accuracy and completeness.

(13) After the review of the state's RRC adjudication documentation, the RSB chief will determine if there needs to be further investigation, or if an outside agency needs to investigate the case. The case will be returned to the state RRC within the SMT portal, or emailed to the state chief of staff for action, as appropriate if the case has been determined to require additional action.

(14) All findings pending to each investigation will be uploaded into the SMT portal for permanent record and maintained by the State RRC in local files for two years.

(15) The status and disposition of each RI/RM will be tracked in the SMT portal.

b. Other RM is any illegal, unethical, or immoral action not related to an applicant or the recruiting process.

However, the action may have an impact on an RM or the SMSP, and constitute violations of the applicable State Code of Military Justice, orders, or other regulations. This type of misconduct is handled at the state level and will not be uploaded or tracked within the SMT portal.

4-19. Investigations and Processing Claims

When statements and supporting documentation reveal misconduct on the part of an applicant, Soldier, or RRB personnel, it may be resolved with an informal or formal investigation.

a. Informal Investigation. A case based on a minor allegation may be resolved without a formal investigation

if statements or supporting documents clearly show an improper action or if supporting statements absolve the individual(s) of any wrongdoing.

b. Formal Investigation. A case is formally investigated IAW State policies and procedures when a major allegation is made or if the RRC feels there is cause for a formal investigation. See AR 15-6, (Procedures for Investigating Officers and Boards of Officers), for additional, general guidance in handling investigations.

(1) When the determination is not in favor of the individual or individuals being investigated, the RRC will forward the claim, with a recommendation, to the next highest level in the chain of command for further processing.

(2) Determination in favor of the individual or individuals completes the process. The RRC will forward informational copies of resolved claims the State personnel office via the proper command channel.

(3) The TAG can be the final approval authority to rule on all claims generated by their State. Only a TAG can rule against the Soldier.

(4) The individual may appeal the case in writing to the DARNG, ATTN: Personnel Policy Division (ARNG-HRH), 111 South George Mason Drive, Arlington, Virginia 22202 if the claim is not resolved by the State in the claimant's favor and the claim is not based on a governing State law.

(5) Upon completion upload all documentation regarding the investigation into the strength management tool SMT Portal including the RSB Form 1v2 annotating the disposition of the case.

(6) RRB leadership must annotate the findings and recommendations in the sections provided in the SMT Portal as well select the unsubstantiated, substantiated un-intentional, or substantiated intentional and select send forward to RSB.

4-20. Status During Investigation

The RRB will determine whether the involved individual or individuals will continue in a normal duty status during an investigation. When the situation warrants, the involved individual or individuals may be suspended from RR duties and directed to report to a duty location, specified by the RRC, pending completion of the investigation and final determination by the designated authority.

4-21. Final Determination

Each case will have a clear, final determination. Unless disposition is withheld by other authority, the RRC can make a final determination when evidence, statements, and supporting documentation clearly absolve an individual or individuals of any wrongdoing.

a. The Investigating Officer will submit their findings and recommendation(s) to the RRC.

b. The investigation will recommend whether the Soldier should remain in the RRB, be reclassified, be released from the AGR program, or be separated from the ARNG, IAW applicable regulations.

4-22. Involuntary Release

Involuntary release from the AGR program for performance or disciplinary reasons may be appropriate in some cases. However, the RRC should generally make reasonable efforts to retrain and rehabilitate.

4-23. Rehabilitation

RRCs will establish a probation program to retrain and rehabilitate RRB personnel who do not meet established standards. The program will use performance counseling, sustainment training, and remedial training, and commanders will document training using counseling statements.

a. Sustainment Training. Each State will establish sustainment training that addresses basic RR skills, knowledge, and attitudes. It should assist in preventing poor performance.

b. Remedial training.

(1) The RRC will provide remedial training when performance counseling and sustainment training efforts have failed to improve Soldier performance. Unlike sustainment training, which is general in nature, remedial training is unique, targeted to an individual Soldier and designed to focus on specific weaknesses and performance deficiencies.

(2) Before recommending a Soldier for involuntary release for performance, the RRC will conduct remedial training aimed at improving the Soldier's performance. The training must be documented and signed by the Soldier.

c. Counseling Statements. A counseling statement or letter of reprimand (LOR) is the next step when performance counseling and sustainment training efforts have failed to improve Soldier performance. Counseling

statements must be specific in nature and include proposed corrective action. See appendix D for a sample counseling statement.

4–24. Release Procedures

If performance counseling, sustainment training, and remedial training fail to address a Soldier’s performance, and the Soldier is not eligible for reclassification, they will be released from the AGR program. The RRC will contact the State HRO for guidance.

Chapter 5 Training

5–1. Purpose

This chapter describes the various types of required and available RRB training, training priorities, and training methods.

5–2. RRB Training Program

The 79 Career Management Field (CMF) is designed for Soldier career development through sequential training. Table 5-1 provides a listing of the RRB required training timelines. All training in Table 5-1 is conducted at SMTC. All courses and course dates are listed in Army Training Requirement and Resource System (ATRRS) under school code 1038.

Table 5–1. Recruiting and Retention Battalion Required Training Timelines

Course	Who must attend	Timeline	Remarks
ARNG Non-Career Recruiter Course (805B-SQI4)	Newly assigned RRNCOs	Within six months of assignment or first available course	Must meet the requirements for award of SQI-4 IAW DA PAM 611-21, ATRRS, and NGR 601-1.
ARNG Marketing NCO Course (805B-F34)	SGT-MSG assigned to a marketing and advertising or marketing and education outreach position	Within six months of assignment or first available course	Must complete course ATRRS Fiscal Law Course prior to attending. PMOS 79T
ARNG 79T Senior Leader Course (805B-79T40-C46)	Soldiers requiring NCO Professional Military Education (PME) progressing through PMOS 79T	May attend six months after completion 79T Conversion Course. No exceptions or waivers authorized.	Must be a SSG or SFC; PMOS 79T, AGR, and complete SSD 3 prior to attendance
ARNG MEPS Guidance Counselor Course (805B-ASIV7)	Military Entrance Processing Station Guidance Counselors (MEPS GCs) and RRB Operations NCOs	Within six months of assignment or first available course	Must be PMOS 79T, complete MEPS Pre-Execution checklist and signed memo by RRC
ARNG Reserve Component Transition NCO Course (805B-F23)	RCT NCOs (IST/ISR)	Within one year of assignment or first available course	Recommend 79T. Course intended for personnel assigned to state commands. This course does not substitute or replace the RCT Course (ASI 4R) offered at the Army Recruiting and Retention College.
ARNG Recruiting and Retention Automation NCO Course (805B-F16)	Information System Specialists	Within six months of assignment or first available course	Must hold MOS 79T or 25B See ATRRS for additional class information
ARNG Liaison/Initial Active Duty Training	TRADOC Liaisons/State IADT Managers	Within six months of assignment or first	Must be PMOS 79T for ARNG. USAR Soldiers may

Managers Course (805B-F03)		available course	hold any MOS
ARNG Recruiting Company Pre-Command Course (805B-F31)	1LT-MAJ or MSG/1SG	Within six months of assignment or first available course	RR Company Commander, XO, 1SG, and RRSC. NCOs Must be assigned to 79T50 TDA position
ARNG Recruiting Pre Command Course (805B-F21)	MAJ-LTC, SGM-CSM	Within six months of assignment or first available course	RRC, RRB XO, RRCSM/SGM. NCOs Must be assigned to 79T60 TDA position
ARNG Unit Retention NCO Course (805B-F24)	Unit Retention NCOs SPC or above	Within six months of assignment or first available course	MOS immaterial Enlisted Soldiers only Additional duty Unit Retention NCO
ARNG Officer Strength Manager Course (805B-F17)	OSM	Within six months of assignment or first available course	Enlisted Soldiers must be MOS 79T. AMEDD Techs require ETP Officers are branch immaterial
ARNG RSP Course (805B-F20)	Soldiers selected for RSP Cadre duties	Within six months of assignment or first available course	Must be E-4 or above
ARNG Warrant Officer Strength Manager Course (964-ARNG WOSMC)	WOSMs	Within six months of assignment or first available course. Yearly recertification required	This course is managed under School Code 922

Note:

- Note: Refer to ATTRS School Code 1038 for course descriptions and other relevant information.

5-3. New Recruiter Training

- New Recruiter Training should be conducted monthly or as needed, and should be conducted collectively at the BN level.
- It should occur within 30 days of assignment”.
- This training will cover basic tasks all RRNCOs need to know to function as an RRNCO and in preparation for attendance at SQI4.
- Recruiters will also receive follow up training from the RRSC monthly until SQI4 complete. The RRSC ensures the new RRNCO is progressing and conducts developmental counseling to sustain or improve the RRNCO’s performance
- This training must be well documented, recorded, and reviewed by the designated RRB trainer after 90 days, to confirm proper training was received and understood.
- New recruiter training is the first step in creating a comprehensive training and assessment record. Further it is vital to mitigate or reduce turnover and should increase proficiency.

5-4. Sustainment Training

- Sustainment training focuses on developing individual skills, knowledge, and abilities to increase success and maximize performance.
- Paragraphs 5-5 through 5-8 identify various types of sustainment training.
- RRB personnel will attend a minimum amount of sustainment training annually.
 - RRB personnel are required to periodically undergo sustainment training to maintain and sharpen their MOS and functional skills. It is the most important aspect of each RRBs training program. Sustainment training should focus on motivating and improving Soldier attitudes as well as their skills, knowledge and abilities to ensure success and maximize performance. Strength Maintenance Advisory Group (SMAG)s are required to conduct 40 hours of proficiency training annually.

(2) RRBs can train in multiple ways through formal MOS training and NCOES, as well as by utilizing informal methods. Often times, the most effective method of training occurs amongst peers and by observing states “Best Practices” and active component (AC) programs. Visits to Basic Combat Training facilities, Recruit Sustainment Program Sites, Recruiting Office Storefronts, Military Entrance Processing Stations and Reserve Component Career Counselors at AC bases is the most productive way to model or create success in the RRB community. Participation in any and all of the above activities is an appropriate use of RRB dollars.

(3) Training may occur in state, in conjunction with another state, amongst one SMAG or multiple SMAGs, with the entire SMAG or may be initiated by ARNG-HRR. Ideally, training will occur at military installations to minimize costs. Every effort should be made to engage in cost effective training while capturing the intended training value.

(4) RRBs must take a balanced approach to increasing scrutiny of training spending while retaining the benefits that training provides to the Force. The intent of ARNG-HRR training oversight requirements is not to negatively impact operations critical to the day-to-day execution of our national recruiting mission, but to ensure that training requirements are executed in a responsible manner and that the RRBs are prudent when sending personnel to training hosted by others.

5-5. Individual Critical Task List

a. The 79T Individual Critical Task List (ICTL) supports RRNCOs, trainers, and FLLs. It contains standardized training objectives, in the form of task summaries, to train and evaluate Soldiers on critical tasks. The 79T ICTL is located on the Central Army Registry (CAR) website. Trainers and FLLs will ensure RRNCO’s understand the importance of the ICTL and its location.

b. Each task identifies steps RRNCOs must perform. Trainers and FLLs will evaluate RRNCOs to ensure they perform tasks according to standard. The ICTL contains an evaluation guide to assist in the evaluation process

c. When a subordinate fails to perform a task to standard, trainers and FLLs will conduct immediate remedial training aimed at improving the Soldier’s performance. Training must continue until the Soldier is able to meet the required standards of the task.

d. The SMTC is responsible for publishing changes to the ICTL.

5-6. Mobile Training Teams

a. The Mobile Training Teams (MTT) provide sustainment training for the State RRB, FLLs, AGR leadership, and traditional Soldiers. The SMTC establishes content and creates focused training to assist States in meeting specific needs. Training should complement, but not take the place of States' existing sustainment training.

b. The SMTC will tailor training to the needs of the requester.

c. States will request MTT and sustainment training through the SMTC. Requests must include training dates, desired topics, and the intended audience. States will submit requests thirty to sixty days prior to training.

5-7. Information System Training

There are three primary categories of Information System training.

a. Initial/Sustainment Training. This training will be available for utilization by each State. A State RRC or representative will request training assistance from the ARNG-HRR Systems Branch or SMTC.

b. RRB Field Training. This training will be developed and conducted with the SMTC annually. The ARNG Systems Branch will develop an annual training (AT) plan. This plan will be disseminated to each State for planning purposes

c. State SA/ASA Training. Additional training for the State Systems Administrator (SA)/Assistance Systems Administrator (ASA) will be a State responsibility or will be coordinated through ARNG-HRR-T.

5-8. Commercial Training

a. The RRB is authorized to procure commercial training and motivational guest speakers IAW paragraph 9-8.

b. Commercial training can be an excellent tool in a State’s RRB Sustainment Training program. Training should be motivational in nature and focus on improving RRB personnel skills, abilities, and attitudes.

c. Before scheduling commercial training, RRBs should consult with their Strength Maintenance Advisory Group (SMAG) leadership and ARNG-HRR to validate the effectiveness of the training organization and to ensure the civilian sales techniques do not conflict with current ARNG sales techniques.

5-9. Remedial Training

- a. Remedial training is any training that is designated to improve a deficiency that was discovered through an assessment or the identification of a RI.
- b. Remedial training will be conducted at all levels and recorded in DTMS or applicable management system.
- c. This training will be conducted on an as needed basis, at every level, where deficiencies are discovered.
- d. RRB FLL's responsibilities include:
 - (1) The primary individual responsible to conduct this training.
 - (2) Assist MTOE/TDA unit leaders in all matters pertaining to SM by providing SM guidance, support and recommendations
 - (3) Conduct SM training, and assisting in the development of SM incentive award programs.

5-10. Assessment

- a. Formal written assessments are executed at all levels to ensure the intent of the instruction, training, and tasks were understood, and conducted to standard.
- b. BN's provide a standardized performance measure checklists to be used and also recorded in their individual training folder.
- c. Assessments identify deficiencies which drives future sustainment and remedial training focus.
- d. Assessments also serve as a record of progress on specific 79T skills, this is helpful in mentoring future 79T leaders and serves as a tool to focus training where it is most needed to improve MOS proficiency to better prepare our Senior NCOs for future leadership assignments.

Chapter 6 Operations

6-1. General

- a. This chapter prescribes the general operational policies and procedures needed to implement a successful State SM Program.
- b. Areas covered include:
 - (1) Mission.
 - (2) Recruiting.
 - (3) Measurement.
 - (4) Retention.
 - (5) Attrition Management.
 - (6) Logistics.
 - (7) Store Front Recruiting Offices (SFRO).
 - (8) Recruit Sustainment Program.

6-2. Mission

This section prescribes policy and guidance regarding RR mission requirements. Additional SM mission requirements are published annually in the Strength Maintenance Planning Guidance, by ARNG-HRR.

6-3. Enlisted Recruiting Mission

The current State strength status, command structure projections, current shortfalls, demographics, non-validated pay rate, and other unique State factors must be considered when developing a State enlisted accession mission.

- a. RRB Mission. A detailed SM Plan assigns company, section, and individual enlisted recruiting missions.
 - (1) Company Mission. Companies will be assigned and held accountable for the Company recruiting mission. To calculate a Company enlisted recruiting mission the RRB should take their State enlisted accession mission and distribute to each Company Commander. The Company's market analysis, end strength, number of units, and various other State and locally specific considerations should be used to determine mission.
 - (2) Section Mission. RR Section Chiefs will be assigned and be accountable for each section's recruiting mission. When calculating a section recruiting mission, RR leaders will distribute a portion of the Company mission to each section. The Section's number of assigned RSIDs, market analysis, number of units, unit strength, and various other State and locally specific considerations should be used to determine mission.
 - (3) Individual Mission. Each RRNCO will be assigned and be accountable for an individual enlisted recruiting mission. When calculating individual missions, RR leaders will distribute a portion of the section's mission. The

Individual's area market analysis, number of units, unit strength, and various other State and locally specific considerations should be used to determine mission.

b. The Reserve Component Transition (RCT) Mission. To maximize inter-State and in-service accessions, each RCT NCO will be assigned and held accountable for a RCT accession mission. This mission can be any combination of Inter-State Transfers (IST) and In-Service Recruits (ISR) from the Active Army and USAR. A RR leader should use historical IST/ISR accession data as a benchmark to determine a recruiting mission for RCT NCOs. Only RCT NCOs can receive enlistment credit for RCT accessions.

6-4. Market Timing

All recruiting programs must include quarterly market objectives. Below are the primary, secondary, and tertiary market guidance to be considered when developing quarterly objectives. This strategy should incorporate a well-designed, localized marketing plan, which addresses RRB personnel requirements and needs.

a. First Quarter.

(1) Primary Market. High School (HS) seniors are an example of a first quarter primary market. Focusing on this market during the first quarter targets proactive HS seniors who are planning for their futures and understand how ARNG can assist in meeting their needs. Synchronized use of the following points will enhance the overall effort with targeted mailings, telemarketing activities, school presentations, Post-High School Planning Session participation, using HS senior unit members who have completed Phase I of IADT for referrals, and the FTNGD-OS and a hometown recruiting program.

(2) Secondary Market. HS graduates/college students are an example of secondary marketing that targets those who may develop a later appreciation for membership in the ARNG. Use of targeted mailings synchronized with telemarketing activities using HS seniors and college lists (all available using the Solomon Amendment) will enhance success. This market maximizes utilization of non-summer training seats. An additional subset of this market that can be prospected is ROTC classes at the universities in the State with host or satellite ROTC programs to inform members of the benefits of the Simultaneous Membership Program (SMP), as well as to inform them of opportunities as becoming an officer in the ARNG.

(3) Tertiary Market. PS Soldiers in the IRR are an example of tertiary marketing that provides first quarter target coverage to an accessible subgroup of the PS market. It acknowledges time constraints based on forecasted primary and secondary market recruiting activities and the restricted access/approachability of other PS sub-market groups due to weather, holiday season reluctance, and other factors. Success can be enhanced by use of targeted mailings synchronized with telemarketing activities.

b. Second Quarter.

(1) Primary Market. HS juniors are an example of a second quarter primary marketing shift that occurs on or about 15 December. In this market, the recruiting effort must maximize an exclusive population against the other services. Selling advantages include the immediate drill pay opportunities and the split training option program compared to the Delayed Entry Program (DEP) offered by other services. In addition, individual State benefits should be highlighted over the USAR that is unable to offer State benefit programs. Focus should be on proactive HS juniors who are planning for their futures and understand how the ARNG can help meet their needs. Synchronized use of the following should be considered: targeted mailings, telemarketing activities, school presentations, post-HS planning session participation, and support HS unit members to informally differentiate our programs versus our competitors.

(2) Secondary Market. College students are an example of a second quarter marketing target, as they see their initial plans were inadequate to meet their financial and/or personal needs, and are ready to appreciate how membership in the ARNG can help offset their financial shortfall. Increase success with college visits (to include the financial aid advisor) and mail-outs synchronized with telemarketing activities using college student guides when available. Include all prospects to ensure they are aware of the SMP benefits.

(3) Tertiary Market. PS in the IRR and local ARNG discharges over the last three years are examples of second quarter tertiary marketing that focus on Soldiers rejoining the ARNG to protect their personal investment of time and service. RRNCOs should sell strategies on job security, retirement benefits, pay and allowances, as well as reminder of their value to the community, State and the nation by serving as an ARNG Soldier.

c. Third Quarter.

(1) Primary Market. HS seniors are an example of third quarter primary marketing, which focuses on late decision-makers who now understand the importance of ARNG membership and the financial assistance. Targeted mailings should be synchronized with telemarketing activities. Targeting this sub-group of the NPS market is an opportunity to enlist HS seniors who are not affected by the lack of training seats due to the summer surge. It also

maintains momentum during the lull between split training option availability and 360-day delay availability for the junior market.

(2) Secondary Market. HS juniors are an example of third quarter secondary marketing. RRNCOs should continue their recruiting activities toward the junior market until training seat availability wanes.

(3) Tertiary Market. PS Soldiers in the IRR are an example of a third quarter tertiary marketing focus. Reconnect with first quarter prospects as well as contact new additions to the IRR listings. Nationally and locally targeted mailings should be synchronized with telemarketing activities. On or about 1 June the focus shifts to PS - any component (no Military Service Obligation (MSO)).

d. Fourth Quarter.

(1) Primary Market. PS - any component (no MSO) is an example of a fourth quarter primary marketing. With declining opportunities for training seats due to the summer surge and difficulty historically in contacting NPS prospects during this time, primary focus during the fourth quarter should shift to the "PS-No MSO" market. The most effective means of contacting prospects in this market is through community awareness events. Participation in local fairs, parades, and other community events, with heavy unit member support for equipment displays, job fairs and other open-house type activities will enhance production efforts.

(2) Secondary Market. An example of secondary marketing for the fourth quarter is HS seniors. Reconnecting with these previous HS juniors and focusing on 360-day delay training seats should be the primary objective of mail/telemarketing activities during this quarter. Major selling points are the many advantages of early enlistment, including time in service, pay, promotion and training opportunities not afforded to last minute/late decision-makers.

(3) Tertiary Market. An example of fourth quarter tertiary marketing is HS graduates. Reconnecting with these previous HS seniors will target the non-college-bound Soldier and the late college planners.

6-5. Lead Generation

RRSCs should focus on the generation and distribution of leads. Without lead generation, enlistments suffer, production falls and achieving end strength is not possible. The key areas of a successful lead generation program include prospecting by telephone, mail and Internet, area-territory canvassing, COI/VIP development, school program development, social media, and targeted marketing and advertising strategies. Lead tracking is executed in ARISS.

a. RRSCs will assist and give guidance to individual RRNCOs to determine how many generic leads are needed to enlist one Soldier into the ARNG. Each RRNCO has a different contact to contract ratio, so RRSCs must be aware of the importance of lead generation and have a sound plan to develop enough leads to meet mission requirements.

b. Since unit leads convert to enlistments at a much higher rate, States should develop recognition programs for successful lead generation at the unit level. A successful unit lead referral program is vital to the unit's strength and to a successful State SM program. When developing the unit SM plan, unit leaders should assign a lead requirement to all Soldiers.

6-6. Applicant Processing

The processing phase is essential in recruiting qualified applicants. During this phase RRNCOs and Officer/AMEDD Strength Managers sell applicants on joining the ARNG. RRSCs must ensure that each step in the processing phase is thoroughly covered in the State SM plan. RRSC must set, monitor standards and follow-up for each step in order to measure performance and ensure maximum efficiency.

The steps include:

- a. Setting appointments.
- b. Conducting interviews.
- c. Determining applicant eligibility.
- d. Preparing enlistment/appointment packet documentation.
- e. Testing applicants (mentally and physically).

6-7. Officer Recruiting Mission

a. The RR leaders must use a variety of programs to maximize officer accessions. The OSM will be assigned and be accountable for accomplishing assigned missions. Officer and Warrant Officer accession missions are assigned annually by ARNG-HRM. Categorical assignments are published annually in a mission letter by ARNG-HRM. When developing an officer-recruiting program, RR leaders should focus on methods and standards to utilize the following primary applicant pools:

- (1) Colleges and Universities.

- (2) Reserve Officer Training Corps (ROTC) Programs.
- (3) Current ARNG members.
- (4) Active Duty personnel.

b. Individuals applying for an appointment to the AMEDD branch require boarding by the U.S. Army Recruiting Command (USAREC) Medical Selection Boards (MSB). All Medical Branch applications for appointment are forwarded to the DARNG, ATTN: ARNG-HRR-O, 111 South George Mason Drive, Arlington, Virginia 22202. Applications are completed IAW NGR (AR) 600-100 (Commissioned Officers - Federal Recognition and Related Personnel Actions).

c. USAR AMEDD Officers. USAR AMEDD Officers transferring in branch and grade to the ARNG must complete a Permanent Federal Recognition packet and forward it to ARNG-HRR-O. USAR transfers do not go before the USAREC board.

d. Temporary Federal Recognition (TFR). States may convene a Federal Recognition Board to consider an applicant's qualification for an appointment to an AMEDD branch prior to receiving USAREC selection board results. However, TFR shall not be extended, nor an oath administered, until the application packet is professionally boarded and selected by the USAREC selection board. The official release date of the board results is used as the earliest date of appointment.

e. Permanent Federal Recognition (PFR). After the TFR has been granted, the completed TFR documents are forwarded to ARNG-HRR-O via eTracker. The ARNG-HRR-O will complete the constructive credit worksheet (use DA Form 5074-R or DA Form 5074-1-R) and forward for PFR.

6-8. Attrition Management Goal

a. ARNG attrition management goals are focused on reducing unexpected, non-ETS losses to strength. These goals, which may vary by State and unit, are developed based on TAG guidance, unit strength, historical unit attrition percentages, NGB goals, and DA goals.

b. The two primary components of RRNCO attrition management goals are:

(1) Enlisted Training Pipeline Success Rate (TPS). RRNCOs are responsible for maximizing the success of individuals that they enlist into the Army National Guard. RRNCOs will be assigned a training pipeline success rate goal based on the individuals they have recruited. The Training Pipeline Success goal will be put in writing on NCOERs and OERs.

(2) Assigned activities. A list of specific attrition management activities will be identified, scheduled, and implemented by the RRNCO and then evaluated by the RRSC. Activities will include RRNCO participation in Training Pipeline programs and with assigned units. The RRNCO will provide support to unit leadership to assist in the accomplishment of the unit's attrition management goal. Because unit attrition includes both losses in the training pipeline and losses after the Soldier is fully qualified and serving in the unit, RRNCOs will plan attrition management activities that support both. The accomplishment of assigned attrition management activities will be put in writing on NCOERs and OERs.

c. Assigning an attrition management goal to RR personnel in partnership with their assigned units is essential to reduce losses and achieve both unit strength and personnel readiness.

d. Leaders at all levels should conduct regular in progress reviews with unit leaders to discuss execution of retention activities and retention mission progress.

e. Unit Commanders at all levels are responsible for the Retention Management Program and must fully utilize the Retention Management Software (RMS) database to meet the attrition management goals.

f. Retention Management Program (RMP) Tools:

(1) RMP Leader Guide. The purpose of the RMP Leader Guide is to assist States with the establishment, operation, and sustainment of a RMP. It provides a basic overview of RMP, organizational structure, process, training, automation, metrics and implementation guidance. The guide supports the goal of formation execution, and optimization of a State retention program.

(2) Retention Management Software. RMS is a case management system that assists Unit Retention NCOs, Unit Leaders and Recruiting/Retention NCOs in the execution of unit attrition management activities. The Software was created to alleviate the antiquated paper driven attrition management processes at the unit level. Program modules include Sponsorship, Interstate Transfer, AWOL Recovery and Developmental Counseling. This software has the capability to significantly improve the accuracy and efficiency of unit attrition management operations while also providing State and Unit Leaders with visibility of unit attrition management activities. User guides and training are available through the RMS website. Use of RMS is required for RMP operations.

6–9. Recruit Force Pool (RFP)

The RFP will increase readiness by managing ARNG end strength and reducing the period of time during which non-Military Occupational Specialty Qualified (MOSQ) Soldiers are holding paragraph and line numbers in Modification Table of Organization & Equipment (MTOE) and Table of Distribution & Allowance(s) (TDA) units IAW NGR 614-1 and current AOC.

6-10. Recruit Sustainment Program

a. Purpose:

(1) The RSP supports newly enlisted Soldiers with training and administrative support in an effort to maximize training pipeline successes. The goal of the RSP is to provide MOS qualified Soldiers to ARNG units by ensuring applicants are mentally prepared, administratively correct, and physically fit for Basic Combat Training (BCT). The program focuses on developing Soldier skills through both hands-on and classroom instruction to prepare ARNG Soldiers for BCT and Advanced Individual Training (AIT).

(2) The program is mandatory and tailorable to the specific needs and structure of the state. The RSP Cadre, supported by RRNCOs, plan and execute training in accordance with RSP Strength Training Readiness Modules (STRM). Integration of RRNCOs into the RSP mitigates attrition and facilitates lead generation from newly enlisted Soldiers. The RRB is responsible for the RSP and must fully utilize the STRM curriculum and the Vulcan database to meet the accreditation standards.

b. Recruit Sustainment Program Tools:

(1) RSP Leaders Guide. The purpose of the RSP Leaders Guide is to assist States with the establishment, operation, and sustainment of an RSP. It provides a basic overview of RSP Cadre duties and responsibilities, administration, training, automation, logistics, metrics and accreditation. The guide supports the goal of maximizing Training Pipeline Success (TPS) through documentation of proven concepts and processes that will prepare RSP recruits to excel at Basic Combat Training (BCT) and Advance Individual Training (AIT).

(2) Strength Training Readiness Modules (STRM). The STRM curriculum is the base instructional portion of RSP and provides a structured program where recruits will learn basic information over a number of phases with content that reflects the knowledge, skills and abilities required at BCT/AIT.

(3) VULCAN Database. VULCAN is a web-based RSP data management tool that allows the RSP Cadre to track training progress of recruits, manage recruit IET status, identify recruit issues requiring resolution and generate reports. User guides and training are available through the VULCAN website. Use of VULCAN is required for RSP operations. This database is used by the RRB, RSP personnel, TRADOC Liaisons, IADT managers, MEPS Guidance counselors, and parent units of assignment (UOA).

6–11. Unit Sponsorship Program

a. General. Execution of the unit sponsorship program is the first step in meeting unit attrition and retention goals. Effective sponsorship programs have a positive effect on both attrition and retention by ensuring that Soldiers receive a good start when they arrive at the unit. Prior service Soldiers, those transferring between units and newly DMOSQ Soldiers from the training pipeline are all categories that require sponsorship. The program starts with the Soldier's arrival at the unit and continues through integration.

b. Administration and Application. Commanders are responsible for the administration of the unit sponsorship program. Commanders, CSMs, 1SGs and FLLs execute the sponsorship program. RRNCOs assist by transitioning new Soldiers into their assigned unit or RSP. The 1SG coordinates the appointment of sponsors, initiating the sponsorship checklist, and provides sponsorship program oversight. Utilization of the Retention Management Software (RMS) database to execute sponsorship is required. RMS is a case management system that assists unit personnel, unit leaders and Recruiting/Retention NCOs in the execution of unit attrition management activities. The software was created to alleviate the antiquated paper driven attrition management processes at the unit level. The Sponsorship module provides visibility of Soldiers requiring sponsorship, enables required documentation and tracks activity completion. This software has the capability to significantly improve the accuracy and efficiency of unit attrition management operations while also providing State and Unit Leaders with visibility of unit attrition management activities. User guides and training are available through the RMS website.

c. Appointment. The unit 1SG, or a designated representative, must appoint a sponsor as soon as a new Soldier is assigned to the unit. The sponsor should be the new member's FLL. If this is not possible, the sponsor must be from the new member's team (squad, section, fire team, and/or crew) and should hold the same MOS, grade, and duty assignment as the new member. The sponsorship period may be determined at the time of appointment. Factors to be considered are the new member's age, background, and any previous military experience as well as the unit

situation. The sponsor must be aware of and understand the unit mission and unit operations. The sponsor must have knowledge of unit/State policies, SOPs and other regulatory guidance.

d. Procedures and Duties of the Sponsor. The following must be included in this program:

(1) Introduction to key personnel.

(2) An explanation of unit history, lineage, honors, unit organization, State ARNG missions and functions, the Soldier's role and participation policies, military justice, and the Commander's policies.

(3) Coordinate the issuance of appropriate items such as clothing, equipment, Soldiers training publications and local Standing Operation Procedures (SOP).

e. The ISG is responsible for termination of the sponsorship effort. Adequate integration of the Soldier is a primary objective. The quality of the sponsorship program must not suffer in the interest of speed.

6-12. First Term Loss Prevention

States must develop policies and programs that target Soldiers in their first term to ensure they serve their scheduled ETS. Methods for reducing first term losses are listed below.

a. Each unit Commander should appoint one NCO to perform the duties of a Unit Retention NCO. This individual works with the unit's assigned RRNCO with guidance from the ISG and/or unit Commander to improve the attrition and retention rate of the unit. When used properly, Unit Retention NCOs are invaluable to the success of the attrition management and retention program.

b. Making Unit Member Contacts. Ensuring unit members are contacted regularly is essential to prevent and solve potential problems. As part of their attrition management mission, RRNCOs must be held accountable for maintaining contact with unit members.

c. Conducting Unit Surveys. RRNCOs and Unit Retention NCOs should periodically survey the unit to determine the issues and needs of Soldiers. Identification of issues and needs supports the development of attrition and retention action plans by unit leadership.

d. Participating in RSP Battle Handoff (BHO) Ceremonies. Units should make every effort to ensure a successful transition from the RSP to the unit of assignment.

6-13. Retention Mission

ARNG Retention Missions focus on supporting unit strength by retaining more Soldiers at ETS. These missions, which may vary by State and unit, are developed based on the extension eligible population, TAG guidance, unit strength, historical reenlistment percentages, NGB goals, and DA goals.

a. RRNCOs will be assigned individual retention missions based on the retention missions of their supported units; RRSGBs and RRSCs will be assigned region or area retention missions based on RRNCO goals; OSMs may be assigned officer retention missions as directed by the RRC.

b. The two primary components of a retention mission are:

(1) Completed Extensions. An annual number of required extensions should be assigned to the unit leadership and supported by the RR RRNCO. The number of required extensions should be based on an analysis of the actual number of extension eligible Soldiers during the year in the unit in the context of established NGB, ARNG and State retention goals and objectives. The retention mission objective will be put in writing on NCOERs and OERs.

(2) Assigned activities. A list of specific retention activities to be conducted in the unit by the RRNCO are identified, scheduled, and implemented by the RR representative and then evaluated by the RR leader. The accomplishment of assigned retention activities will be put in writing on NCOERs and OERs.

c. Assigning a retention mission to RR personnel in partnership with their assigned units is essential to reduce losses and achieve both unit strength and personnel readiness.

d. Leaders at all levels should conduct regular in progress reviews with unit leaders to discuss execution of retention activities and retention mission progress.

e. The RRB is responsible for providing support to unit retention programs and supporting the utilization the Retention Management Software (RMS) database and the Retention Management Program (RMP) Tools:

(3) RMP Leader Guide. The purpose of the RMP Leader Guide is to assist States with the establishment, operation, and sustainment of a RMP. It provides a basic overview of RMP, organizational structure, process, training, automation, metrics and implementation guidance. The guide supports the goal of formation execution, and optimization of a State retention program.

(4) Retention Management Software. RMS is a case management system that assists Unit Retention NCOs, Unit Leaders and Recruiting/Retention NCOs in the execution of unit retention activities. The Software was created to alleviate the antiquated paper driven retention processes at the unit level. Program modules include Sponsorship, Interstate Transfer, AWOL Recovery and Extension. The extension module of RMS provides visibility of the

eligible population, enables documentation of retention counseling, captures Soldier intent, evaluates eligibility and produces extension documents. This software has the capability to significantly improve the accuracy and efficiency of unit retention operations while also providing State and Unit Leaders with visibility of unit retention activities. User guides and training are available through the RMS website. Use of RMS is required for RMP operations.

6-14. Retention Interviews

Retention management and interviews are required to determine eligibility to extend enlistment as well as determine any issues that might affect extensions of enlistment. Commanders, ISGs, FLLs and RRNCOs will ensure all ARNG Soldiers, including ING members, are interviewed and counseled. These leaders must research, develop and practice techniques and methods for interviewing that will result in the retention of qualified Soldiers for longer periods of service. These discussions should relate to the grade and length of service of the Soldier being interviewed. They will be designed to influence the Soldier's intent to be retained and extended. Retention interviews encourage continued service, resolve issues, and enhance unit readiness. Preparation is essential for a successful interview. Knowledge of the Soldier's family needs, wants, and desires will assist in the success of the interview. The interview should be scheduled in advance to allow the Soldier time to prepare. Interviews should be conducted on an individual basis; they should never be conducted in groups. Types of retention interviews and counseling:

a. Orientation Counseling. FLLs should conduct an orientation interview as part of the sponsorship program immediately after a Soldier reports to the first unit training assembly. These interviews provide information, goals, aspirations, expectations the Soldier expects the ARNG to fulfill. Interviews provide an opportunity to identify problems, ensure that personnel records are up to date, rank is correct, all clothing items have been issued and clothing records are correct, initial incentive forms have been submitted for payment, and the Soldier is informed of all training dates.

b. Career Development Counseling. These are a combination of performance counseling sessions IAW ADP 6-22 (Army Leadership). FLLs up to the Company Commander will conduct career development counseling. Besides personal and performance discussions, the Soldier's eligibility for continued service and advancement should be discussed periodically. Soldiers must be prepared to meet the criteria for extension. Important topics for these discussions are the Soldiers opportunities and qualifications for advancement, training, education, and other items important to the Soldier. When not otherwise required, these interviews should be conducted annually. Interview results and topics covered must be recorded as required (i.e., NCOER counseling record).

c. Family Interviews. Dedicated Soldiers may receive pressure from their families to leave the ARNG. Interviews with the Soldier and their Families may ease or eliminate this pressure. When families are given information on the value, the requirements, the necessity of ARNG service, the benefits to be gained, and the importance of Soldiers' contributions, many non-supportive families will become active supporters of the ARNG. Commanders will ensure these interviews are conducted annually. Unit sponsored family activities can enhance this support and will provide a forum for discussion. The Unit commander will assign a unit member the responsibility to set up all units sponsored family events. Family support is critical to retention.

d. Employer Interviews. Interviews between the Soldier's leadership and employer can resolve employment conflicts. Advance knowledge of training schedules and requirements, plus a discussion of the ARNG mission, will help the employer gain a better understanding, and often become more sympathetic toward the employee's military commitment. The principal responsibility for employer interview lies with the Soldier and the Soldier's unit. Whenever difficulty is encountered, the unit may ask for assistance from the RRNCO and the national or State committees for Employment Support of the Guard and Reserve (ESGR). Unit Commanders are encouraged to invite, at a minimum, an ESGR representative to brief the unit annually.

e. Extension Interviews. Everyone involved in the process of retaining quality Soldiers must be aware that a few extension interviews cannot overcome the absence of the other types of interviews discussed above. These interviews are conducted at 15 months, 12 months, 270, 180, 120, 90, 60, and 30 days from Soldiers ETS date. They focus on the Soldier's qualifications for extension, options, goals, decisions, and available incentives. RRB personnel should be involved in helping to determine a Soldier's extension eligibility and the incentives for which they may be eligible.

f. Unscheduled Interviews. Unexpected problems can result in an unscheduled interview with the Soldier. Every Commander, FLL and NCO in the support channel must be involved in the retention management effort. They must be prepared to take prompt action to resolve any problems by providing information and assistance. Soldiers who require an extension waiver to continue their membership must be identified and processed 90 days prior to his/her scheduled ETS date to eliminate a possible break in service.

6-15. Extension Ceremonies

A key element of a successful retention program is the conduct of extension ceremonies. A Soldier's extension is a major event in his/her life and is indicative of their commitment to the unit and the ARNG. Their extension should be conducted by a unit or higher command leader and executed in an official ceremony with all unit personnel present. RRB personnel and unit retention personnel should work with the unit leadership to ensure that all Soldiers receive the proper recognition for their time in service achievements.

6-16. Alternatives to Separation/Discharge

Identifying alternatives to separation or discharge is important to the success of a retention program. Most Soldiers undergo numerous challenges and difficulties in managing a full-time civilian life with a part-time military life. Commanders, Senior NCOs and RRB personnel must ensure that all Soldiers are aware of the alternatives to separation or discharge. Alternatives, such as, a different MOS/CMF, team, squad, section, platoon, unit, State, and the ING must be explored before considering alternatives that may not allow the Soldier to maintain his/her ARNG membership.

6-17. Discharge/Separation Procedures

For discharge and separation procedures refer to AR 135-178 (Enlisted Administrative Separations) and NGR 600-200 (Enlisted Personnel Management).

6-18. Office Space and Supplies

Supported units and organizations must provide adequate space and supplies for RR members to perform their duties. Federal funds are not authorized to build, modify, replace or refurbish a RR office without prior written approval from the ARNG-HRR. When establishing an RR office, observe the following:

If located in an ARNG armory, RR offices will be on the first floor, at least 250 square feet, which is easily identifiable and close to entrances. For additional store front office policy see paragraphs 6-19 through 6-22.

a. At a minimum, each RR office will contain a desk, a chair, a filing cabinet and additional seats to conduct applicant and unit member interviews. Furnishings are limited to those in Common Tables of Allowance (CTA), General Service Administration (GSA) catalogs, and those provided from State/local funds. RR funds are not authorized for purchase of furniture.

c. Whenever possible, office supplies will be obtained through normal supply channels. RR expense funds are not authorized for the routine purchase of office supplies.

d. Logistics and facility officers will support RR office requirements in order to present a professional working atmosphere.

6-19. Store Front Recruiting Office (SFRO) Program

Store Front Recruiting Offices (SFRO)s are tools used to maximize both NPS and PS accessions in highly populated metropolitan areas and increase ARNG market share. The RRB should conduct extensive area demographic analysis in their States to determine if a SFRO would maximize efforts and increase market share. SFROs should position RRNCOs in strategically advantageous locations, which provide increased brand recognition and access to a large target market in order to enhance ARNG accessions. SFROs actions are facilitated through ARNG-HRR.

6-20. SFRO Responsibilities/Requirements

The RRBs will appoint a POC to manage requests for and the operation of a SFRO. The POC will manage the SFRO program by performing the following:

a. Upon appointment, contact the ARNG-HRR SFRO Manager to establish a line of communication and update the SFRO POC roster.

b. Process NGB Form 210R for SFRO closing/opening /moving/annual lease extension/requests for the RRB to sign.

c. Ensure that SFRO production is properly recorded in the appropriate automated accessioning system, to validate SFRO expense to ARNG-HRR.

d. Ensure SFROs are operated IAW with this regulation and current SM guidance.

e. Each RRNCO assigned to a SFRO will have a three-tenet SM mission. The SFRO will be staffed with a minimum of two RRNCOs. The Chief, ARNG-HRR, is the sole approval authority for any exceptions to SFRO requirements.

f. Permanent change of station (PCS) for an RRNCO is not authorized when establishing a SFRO.

6-21. SFRO Funding

Funding for SFRO is provided to the States solely for the purpose of paying the actual cost to lease the SFRO. States must open a SFRO within four calendar months of receiving an approved NGB 210R from ARNG-HRR.

a. SFRO lease funds cannot be used for the following:

(1) Construction of any type. This includes but is not limited to paint, carpet, floor tile, ceiling tiles, dry wall, framework, etc. This applies if either the lessor completes the work in advance of the SFRO opening or if the State underwrites the work at a later date.

(2) Utilities billed separately.

(3) Recruiting exterior signage if purchased outside of the lease.

(4) Office furniture and equipment.

(5) Communication costs.

(6) Office supplies.

(7) Security deposits (not authorized for government transactions).

(8) Insurance. The ARNG is covered by the tort claims act and does not pay insurance premiums.

(9) Parking.

(10) Maintenance.

(11) Janitorial Services

b. SFRO lease funds can be used for the following (but only if negotiated in the initial lease Agreement) and the costs are amortized as part of a constant monthly lease payment IAW NG PAM 420-10, (Construction and Facilities Management Office Procedures), para 2-6s):

(1) Construction of any type. This includes but is not limited to paint, carpet, floor tile, ceiling tiles, dry wall, framework, etc.

(2) Utilities.

(3) Recruiting exterior signage.

c. In those cases where utilities are billed separately, the Construction and Facilities Management Officer (CFMO) shall be responsible for funding the costs.

d. Lease funds are only obligated for the current fiscal year. To retain a SFRO for the next FY a completed NGB Form 210R requesting a lease extension must be submitted to ARNG-HRR NLT 30 June of the current FY.

6-22. Lease Agreements

a. Negotiations to enter into lease Agreements may begin only after the State receives written approval from both, ARNG-HRR and ARNG-I&E.

b. There are two main components of the lease approval process.

(1) ARNG-HRR approval requires a NGB Form 210R and its supporting documentation.

(2) ARNG-I&E requires an approved NGB Form 210R and a cover memo signed by the CFMO indicating the intent to use either Federal (US Army Corps of Engineers) or State leasing procedures. Upon award of the lease, state will create a site in HQIIS with the lease attached to the HQIIS site record and create an asset record in PRIDE for the leased portion of the building.

c. Lease negotiations only take place through the support of the CFMO, who may choose only between the State Agency authorized to conduct Real Estate transactions or the Army Corps of Engineers.

d. All leases are subject to cancellation or non-renewal for any of the following reasons:

(1) Inability to increase market share over a six-month period after being advised by ARNG-HRR to increase market share.

(2) Unsafe Conditions.

(3) At the discretion of TAG or by ARNG-HRR directive.

(4) Non-compliance with the current NGR 601-1 and current Strength Maintenance Operational Message (SMOM) guidance.

e. Cancellation clause will spell out each party's rights and statutory State requirements.

f. Lease Agreements will include the following clauses:

(1) Lease Agreements cannot obligate funds past a current fiscal year.

(2) The ARNG will not pay a penalty or the remaining balance of the unexecuted portion of the Agreement when the SFRO is closed before the contract end date.

(3) Requirements to comply with Americans with Disabilities Act (ADA) and to provide adequate lavatory space.

6–23. Branding Initiatives and Setup Guidelines

A SFRO must conform to ARNG-HRR-M Style Guide for graphics standards of interior and external branding. Intent is to ensure all SFROs have a comparable appearance.

- a. Internal layout of the building should adhere to either a square or rectangle shape. The first twelve (12) feet of space will be reserved for national branding. RRNCOs workspace requires an additional 250 square feet for the first RRNCO and 100 square feet for each additional RRNCO.
- b. State POC must ensure that a SFRO conforms to the ADA.

6–24. Equipment

The items listed below are the minimum requirements for RRB personnel to accomplish their assigned RR mission. The RRB may add to this list as technology and program needs dictate, so long as those changes do not violate any laws or regulations.

- a. References. RRSCs will provide RRNCOs with current regulations and policies pertaining to the development and implementation of the SM program. Due to changes and updates, references may vary.
- b. Administrative Items. Usual administrative/office supply items needed to conduct RR duties (e.g., paper, binders, folders, pens, pencils, paperclips, staplers, etc.)
- c. Information System Items. See Chapter 8 for information and requirements regarding the issue and use of authorized automation, electronic and communication equipment. Purchase of automation equipment with RR funds is not authorized without approved exceptions IAW Ch, 8. Equipment items that RRB personnel require access to include but are not limited to the following:
 - (1) Computer (laptop)
 - (2) Printer, Scanner, Fax (desktop and/or portable).
 - (3) Telephones (office and cellular).
 - (4) Finger Print Scanner
 - (5) Digital Signature Pad
- d. Access to an NTV/GSA Vehicle

6–25. Uniforms

Enlisted RR personnel are authorized the following uniforms and allowances:

- a. IAW AR 700-84, Chapter 4-8, *a.*, a monetary allowance for the purchase of the Army Service Uniform. This allowance is for RR enlisted members, who are qualified as a PMOS 79T or SQI-4, and are assigned to a 79T position.
- b. Organizational clothing and equipment needed for health and safety, and participation in field exercises are issued IAW AR 670-1. Health and safety items, such as parkas, can be issued on a long-term basis. The supporting unit will issue selected field gear items on a long-term basis or when needed.
- c. Funding is available to purchase and issue each RSP Soldier one complete OCP and APFU. The authority is ARNG-HRM.

6–26. Vehicles

GSA and other Non-Tactical Vehicles (NTVs) are authorized for use in support of RR activities. Instructions for GSA vehicle use, control and reporting can be found in the JTR (Joint Travel Regulations), and Army Regulation 58-1 (Management, Acquisition, and use of Motor Vehicles). Additional guidance is provided in Chapter 9.

6–27. Records and Personnel Files

The RRB personnel will use the appropriate automated accessions application to track accessions data. See Chapter 8 for further guidance on automated systems.

- a. Only authorized forms will be used.
- b. Maintain forms and files at the lowest level possible (Company, Battery, Troop, or Detachment).
- c. Only personnel conducting attrition management/retention interviews or counseling are authorized access to a Soldier's records.
- d. The requirements of the Privacy Act of 1974 (5 USC § 552a), and Health Insurance Portability and Accountability Act of 1996 (HIPAA) must be followed when collecting personally identifiable information (PII) and protected health information (PHI) data for SM purposes.

Chapter 7 Marketing and Advertising

7-1. General

- a. A well-conceived and effectively executed marketing and advertising program is vital to the ARNG Strength Maintenance Philosophy. To improve personnel readiness, the program must address and support the three tenets of SM outlined in paragraph 1-5 of this regulation.
- b. Marketing and advertising efforts must increase the public awareness of the ARNG, strengthen family and employer support, and enhance the overall image of the ARNG as a part of America's Total Army.

7-2. National Advertising

- a. The intent of the national marketing and advertising program is to support the three tenets of the SM Philosophy, with the core objective of recruiting quality Soldiers. National efforts assist in the development of the ARNG brand and image throughout local communities. It serves as the corporate umbrella and provides a foundation for State advertising programs to build upon. It establishes guidelines to be used throughout the ARNG.
- b. The ARNG Strength Maintenance Division, Marketing and Advertising Branch (ARNG-HRR-M) at NGB executes a national advertising program using the services of a full-service advertising Agency, separate commercial production companies, government-run visual information facilities, and various marketing and advertising related contractors.

7-3. State Marketing and Advertising Objectives

- a. The objective of a well-designed State marketing and advertising program is to complement and reinforce the efforts of the national program. It must assist individual States to promote the ARNG within local communities by utilizing grassroots efforts. The three tenets of the SM philosophy must be the program's focal point.
- b. The State marketing and advertising program must support efforts of RRB personnel, local commanders, State and unit Retention NCOs, Soldiers managing RSP, and others responsible for maintaining and improving personnel readiness within the ARNG.

7-4. Army National Guard Trademarked (TM) Logo

- a. The ARNG licensed TM logo is the foundation of all ARNG marketing and advertising. It assists in promoting the ARNG by creating brand recognition and consistency.
- b. Users must always consult and comply with the current ARNG Graphic Standards Manual for existing ARNG logo guidance and proper usage of the TM logo.
- c. The ARNG seal and the National Guard seal are not authorized for use as State or locally developed (TM) logos.
- d. It is required that the TM logo be accompanied by a call-to-action, which can be NATIONALGUARD.com and/or 1-800-GO-GUARD unless disadvantageous (the call-to-action is so small it cannot be read) or otherwise approved by ARNG-HRR-M.
- e. For most current guidance on logo specifications, contact HRR-M staff.

7-5. NATIONALGUARD.COM

- a. NATIONALGUARD.com, the ARNG recruiting website, is a means to provide information to those interested in becoming an ARNG Soldier, persons who can influence an individual to enlist, or extend in the ARNG, and those interested in learning about the ARNG.
- b. It is designed to generate NPS, PS, and COI leads and inquiries, that reflect the diverse communities the National Guard serves, and channel those leads to the proper ARNG representative. The website provides current members with additional sources of information.
- c. To direct prospects to the website, marketing personnel should use NATIONALGUARD.com as a call to action on marketing materials. If NATIONALGUARD.com is not used, States are required to use 1-800-GO-GUARD, however, if disadvantageous see 7-4, d. above for further instructions.
- d. States are discouraged from developing and maintaining State-recruiting websites. State websites exhaust limited resources, to include funding and man-hours. State websites often dilute the ARNG brand and confuse the target audience. If States find it necessary to host a recruiting website, they are to first use the State websites hosted on www.NationalGuard.com, which provides call center and Return on Investment (ROI) tracking support. If additional unique state-specific requirements are needed, contact the Program Manager. Using the services provided through www.NationalGuard.com frees State marketing personnel from having to receive, screen and forward caller

information; it provides States with valuable time to execute other marketing projects. All State recruiting websites must comply with the current ARNG Graphic Standards Manual.

7-6. State Marketing and Advertising Standards

a. State and local marketing and advertising will reflect national standards, allowing States to prudently leverage and utilize limited resources. Additionally, a “top-down” approach builds the ARNG’s brand equity thus-increasing awareness and understanding of, and target market preference for ARNG), while making the ARNG a cohesive unit with synergized marketing communications.

b. States are encouraged to develop local programs and materials targeted at specific requirements. To do so, State and local ARNG entities will adhere to the follow advertising and marketing standards:

(1) To support the SM Philosophy, State advertising and marketing efforts will not focus solely on ARNG accessions, but balance the expenditure of resources on helping retain quality Soldiers while reducing the attrition of first term Soldiers.

(2) State advertising and marketing must maintain consistency with the current ARNG advertising campaign in style, tone, and use of basic advertising appeal. All components must comply with the current ARNG Graphic Standards Manual.

(3) All advertising and marketing materials, Recruiting Promotional Items (RPIs), and awards will incorporate the ARNG logo and a call-to-action of NATIONALGUARD.com and/or 1-800-GO-GUARD, however, if disadvantageous see 7-4, d. above for further instructions.

(4) Any implication the ARNG encourages potential prospects to terminate their education, must be avoided. Additionally, any implication the ARNG encourages active duty personnel to ETS so they may join the ARNG must be avoided. Communications directed towards active duty personnel should target those who have already decided to ETS.

(5) Advertising and marketing will avoid any implication that the ARNG is “just another job”. Terms of civilian employment such as “job”, “salary”, or “vacation” may be used only if necessary for effective communication with the youth audience and only if the context makes it clear the enlistee is incurring a contractual obligation that cannot be terminated at will. Discussion of time requirements should not include “just...” or “only one weekend per month and two weeks a year.” Preferred reference to time requirements is “Guard members train a minimum of one weekend a month and two weeks a year, so they will be ready should the Nation or their community need them.”

(6) When referencing ARNG incentives and educational benefits, marketing personnel must reference the current ARNG Selected Reserve Incentive Program (SRIP) policy and Strength Maintenance Operational Messages (SMOM) prior to placing an advertisement. Advertising must be clear that benefits are available “only if qualified” and “subject to change.”

(7) Occupational advertising that promotes a career or a specific skill must show the ARNG service as an enriching experience that can assist individuals in developing qualities sought in the civilian job market, without implying he or she will succeed.

(8) Advertising and public affairs materials must depict military personnel and equipment accurately. The appearance of military personnel must conform to appropriate Army regulations governing wear of uniform and personal grooming. Displays of weapons and other equipment shall be IAW AR 360-1 and other Army regulations and approved military practices.

(9) References to or direct comparisons with other military services or components are to be avoided.

7-7. State Marketing and Advertising Plan

a. Under the direction of the RRB, and based on the annual State SM plan, marketing personnel will develop, coordinate, and execute a State marketing and advertising plan. A balanced plan must clearly support the three tenets of the ARNG SM philosophy. Additionally, plans must reflect the National Guard commitment to diversity and inclusion.

b. ARNG Marketing Personnel shall ensure the National Marketing Plan template is followed.

c. This plan will incorporate local research, identify target audiences, and must include marketing objectives and a detailed market analysis. It will also include advertising and creative strategies, a media buy plan, local event marketing and promotional strategies, methods for evaluating the effectiveness of marketing initiatives and a summary page.

d. Budget formulation will identify the specific dollar amount required to support individual marketing and advertising plans. Additionally, the plan must identify the percentage of the budget obligated towards that fiscal year’s “opt-in” programs offered through ARNG-HRR.

e. State marketing and advertising plans must take into consideration the national Strength Maintenance Planning Calendar and the national marketing and advertising plan set forth by ARNG-HRR.

f. The following must be integrated into the State marketing and advertising plan:

(1) Advertising Calendar. A well-planned and well-executed advertising program is essential to program effectiveness. An advertising calendar will assist marketing personnel to effectively implement all phases of the advertising program. The calendar should address goals of the RRB's annual State SM plan. This process will ensure maximum public service airtime, print insertions, and overall advertising benefits to promote the three tenets of SM and the image of the ARNG.

(2) NATIONALGUARD.com. The ARNG recruiting website is a means of providing information to multiple markets, to generate and channel leads, allows potential applicants to enter applicable information and begin the enlistment process. The website builds organizational pride and provides current members with an additional source of information. NATIONALGUARD.com and/or 1-800-GO-GUARD must appear in all advertising material, on all marketing promotional items and awards, and on recruiting and retention displays. If NATIONALGUARD.com is not used, States are required to use 1-800-GO-GUARD, however, if disadvantageous see 7-4, d above for further instructions.

(3) Print. Broad-based print media efforts, such as newspapers, magazines, sports and event programs, newsletters will enhance State-advertising efforts. Marketing personnel will monitor the effectiveness of print advertising by verifying the ads are running as planned, while tracking the results of media placements. No "blind" ads (i.e., ads not clearly identifying ARNG as the advertiser) will be placed. States can place ads in magazines, however, if the magazines are national or regional (i.e., circulation is in multiple States), marketing personnel must verify through ARNG-HRR-M there will not be a national ad placed in the same issue. Marketing personnel should not rely on media sales representatives to provide accurate information regarding ARNG-HRR-M plans to run national ads.

(a) When discussing the possibility of ad placement in a given publication, marketing personnel should inquire about value-added options available to advertisers at "no cost" or for reduced cost. Value-added options include, but are not limited to, a listing on the publication's website, access to a subscriber mailing list, extra copies of the magazine in which the ad is running, printed ad slicks, ability to have a recruiting booth at a publication-sponsored event, or a listing on a "reader service card" within the publication. Soldiers or those representing the Government cannot accept value-added items that allow them to profit personally or can be considered "personal in nature." This includes, but is not limited to, tickets, meals, clothing, and other items that do not provide benefit to the ARNG or the United States Government.

(b) Since Soldiers must meet certain physical requirements on an ongoing basis, ads should not bear any statement indicating that the ARNG is an "equal opportunity employer" (implies disabilities may be accommodated).

(4) Radio and television. States are prohibited from purchasing television or radio airtime. This includes advertising time purchased from member stations of a State Broadcasters Association (SBA), from non-SBA-member stations, cable television and satellite radio, college or HS radio and television stations, and any online radio or television station. Paying for live television or radio remote broadcasts (i.e., live on-air appearances or mentions by station personnel) is also prohibited. To prevent losses in airtime donation provided by competing stations, States are discouraged from procuring revenue-producing products or services from stations.

(a) States are encouraged to solicit radio and television Public Service Announcement (PSA) airtime, particularly from cable TV and college stations. It is recommended that State marketing personnel inquire about whether a college station is a member of the local SBA. If the station is an SBA member, it is likely that the station already has ARNG radio and/or television materials, so asking for PSA airtime in addition to the time they donated IAW their membership in the SBA may confuse them. This includes efforts to engage Historical Black Colleges and Universities (HBCUs), Hispanic Associated Colleges and Universities (HACUs), Tribal Colleges (TCs) and All Women Universities.

(b) States should find ways to strengthen the Non-Commercial Sustaining Announcement (NCSA) Agreement with their SBA. An established working rapport with radio and television public service directors and traffic managers will help facilitate airtime for NCSA.

(5) Social Media Networks. State marketing personnel should utilize national social media networks with ARNG-hosted web pages, to generate additional methods of communication between RRB personnel and potential applicants, current Soldiers, ARNG families, and COIs. While not a primary source of leads, social media networks provide a direct measurement of the actions taken by viewers and can offer a method of generating leads for State RRB personnel.

(6) State Media Services Program (SMSP). Facilitated by ARNG-HRR-M, this program allows the 54 States and Territories and the District of Columbia to place advertisements in many types of media outlets. This program allows States to conduct localized State marketing initiatives, in addition to regional campaigns, while avoiding time-consuming administrative and production tasks.

(a) This program provides a range of professional advertising services available to States and Territories through a contract between NGB and the supplier of these services: Services that are offered through the SMSP program include, but are not limited to:

- 1) Digital (Web and mobile)
 - Targeted banners
 - Paid social media (Facebook, twitter, etc.)
 - Targeted e-mail campaigns
 - Online college newspapers
- 2) Print
 - Newspapers
 - Community
 - College and high school
 - Military
 - Local and regional magazines
- 3) MET Assets
 - Inflatables
 - Punching Bag Machines
 - Pop-Up Tents
- 4) Out-of-Home
 - Billboards (i.e., payment of artwork posting fees for PSA/donated media only)
 - Posters
 - Transit advertising
 - Malls and airports
 - Movie theater digital video
 - Sports and arena advertising packages
 - Closed circuit screens
- 5) Recruiter Office Graphic Support
- 6) Online recruiter advertising
- 7) Signage (providing it does not circumvent the mandatory sources for print)
- 8) Event marketing
 - Job fairs
 - Community events and fairs

(b) Prior to the start of each fiscal year, States will determine how much of their advertising budget will be committed (opted-in) to the program. That amount will be reserved from the State's fiscal year allotment for the program.

(c) Funds are allocated by the States; however, ARNG-HRR is the Contracting Officer Representative (COR) for the SMSP program.

(7) Paid Outdoor/Out-of-Home. This advertising encompasses, but is not limited to, transit ads appearing in and on vehicles (i.e., buses, trains), in-store displays, sporting events and theater advertising, and place-based advertising (e.g., ads in airports, schools, libraries and sporting/concert venues). Outdoor advertising media also includes aerials and inflatable balloons, bus benches and transit shelter advertising, transit ticketing, or telephone and/or informational kiosks.

(8) State Public Relations Program (SPRP). Building rapport with State media representatives including, but not limited to, the SBA president and staff, radio and television station managers, local newspaper staff, outdoor/out-of-home media directors, local public website managers, and others who can positively promote the ARNG to a large, local audience, is essential to a successful advertising program.

(9) Direct Marketing. Direct marketing includes, but is not limited to, mailing marketing materials to a highly defined population or geographic area. It is an excellent means of targeting a select audience. To positively affect State-recruiting efforts, ARNG-HRR-M administers national mailings at select times each fiscal year, utilizing lists procured and provided to ARNG-HRR under restrictive usage MOUs through OSD's Joint Advertising and Market Research Studies office (JAMRS). Due to limited resources, States are discouraged from conducting mass mailings. As an alternative, State marketing personnel should assist RRB personnel in utilizing small-scale and highly targeted

direct marketing to support recruiting, retention, and attrition efforts, including planning, execution, and list management. States are also encouraged to consider local e-mail direct marketing using targeted opt-in lists of individuals who granted permission to be contacted either by ARNG directly or with information that the owner of the list thinks will be of interest to the people who have opted in and provided their email address to the list owner. Whether a traditional mailing or an e-mail direct marketing campaign, States should provide recipients with a means for being removed from future ARNG direct marketing efforts. While direct marketing is an effective tool, it must not replace personal contact with potential or current Soldiers. Requests received from individuals wishing to be removed from ARNG mailing lists should be shared with ARNG-HRR-M. Such requests should include the mailing recipient's full name, address and year of high school graduation. A description of the mailing received by the requestor will help expedite the request.

(a) Recruiting. Small, local mailings to select markets can assist RRNCOs and RRB personnel to improve opportunities to set initial appointments with individuals. It is an excellent method for following up with individuals spoken to during an appointment or school visit. It is recommended that RRNCOs send no more than twenty direct mail pieces a week. This number is a manageable list of individuals, which the RRNCO can contact within a week of the mailing.

(b) Retention. RRNCOs and units can use direct marketing to increase communication and promote retention within the unit. It also provides an additional method of congratulating unit members who extend their contract and advising current ARNG members of career opportunities to include obtaining Officer or Warrant Officer commissions.

(c) Attrition Management. Direct marketing offers RRNCOs and units an additional method of remaining in contact with first-term Soldiers.

(f) Marketing and advertising plans and summaries will be approved by the RRB and should be submitted to NGB NLT 1 August of each fiscal year.

7-8. Marketing and Advertising Funds

Advertising (VAMP) and recruiting (FARC) funds discussed in this chapter are provided to support national, State, and unit-level marketing and advertising efforts, and must be used IAW this regulation, and other applicable regulations and policies governing the expenditure of government dollars.

7-9. Media

Media can range from simple and straightforward to technologically advanced; however, all media efforts should be measured and tracked for effectiveness and ability to develop the ARNG brand, generate leads, impact COIs, promote retention in the ARNG, and/or reduce attrition among current members.

(a) Media types include, but are not limited to, print, Internet, mobile, radio, television, out-of-home, theater, and event promotion. More specific media types include newspaper (community, daily, employment, HS, and college), social media, magazines, on-line banner ads and articles, targeted e-mail campaigns, theater slides and digital spots, GSA auto wraps, event and stadium signage, transit display ads, mall/retail advertising, and a myriad of other advertising venues.

b. Wrapping GSA or State vehicles may be authorized by the owning Agency. States are not authorized to spend advertising or recruiting funds to wrap personal vehicles, boats, or equipment of any kind. Exceptions to this must be authorized, in writing, by ARNG-HRR-M

c. Creating a comprehensive media plan includes gathering information and conducting in-depth research. This encompasses capturing data from sources that include, but are not limited to, media plans from the previous year, the current marketing and advertising plan, the RRB guidance, State demographics, and various other sources.

d. Media placement must provide the greatest exposure to your priority target market and focus on the highest potential of return. Plans should address media circulation, penetration, and readership/audience. For example, magazine circulation is the number of copies printed and delivered, penetration is the number of households reached in a specific area, and readership is the number of total readers reached by copies produced and delivered of a single issue of a magazine.

e. State media plans should leverage national programs and efforts. By doing so, States extend the reach of their media, the frequency of their advertisements, and the purchasing power of their limited budgets. Coverage of national programs is not uniform, thus, State marketing personnel must analyze national programs to identify areas of reduced coverage to cover shortcomings. In order to carry out a successful media plan, States must also know which audience(s) the national programs reach and how often.

7-10. Print

- a. Advertising funds may be used for the purchase and placement of display and classified ads in local area media, such as newspapers and other similar periodicals. Marketing personnel can utilize the SMSP, Government Purchase Card (subject to micro-purchase thresholds), or appropriate USPFO contracting office to pay for the ads.
- b. Ads must clearly identify the ARNG as the advertiser in all print advertisements. Blind ads and other types of advertising not clearly identifying the ARNG as the advertiser are prohibited. Marketing personnel should use discretion in the placement of display advertising to protect the status of the ARNG as a public service advertiser.
- c. Reference and /or comparisons to the Air National Guard, other military services, or any other organization or employer within advertisements is strictly prohibited.

7-11. Outdoor/Out-of-Home

- a. States may use advertising funds to pay for outdoor/out-of-home advertising, to include transit ads, in-store displays, sporting events, theater advertising, transit ticketing or telephone/information kiosks, billboards, and place-based advertising, such as ads, posters and signage in schools, libraries, malls and sporting/concert venues. This includes production costs and rental fees associated with this media type.
- b. States may use advertising funds to produce and post (erect or affix) ad materials for outdoor, mobile and digital billboards.
- c. State advertising funds are authorized for the production of outdoor/out-of-home advertising artwork. Artwork must incorporate the national theme, the ARNG logo, and NATIONALGUARD.com and/or 1-800-GO-GUARD on all outdoor/out-of-home advertising.
- d. States must be cautious when utilizing billboards, due to the potential affect they can have on media-donation-based programs such as NCSA. Billboards posted in donated space, as a PSA, should be identified as such through use of a notation such as "Provided as a Public Service" in small type on the lower left or right corner of the billboard artwork.

7-12. Public Service Announcements: Television and Radio

- a. ARNG-HRR-M produces television and radio materials for the NCSA program, and television materials for PSA airings on cable television. Spots provide consistent branding throughout all States and Territories and allow the ARNG to target various markets and interests. They are created using in-depth research, ensuring they resonate with the ARNG's target market.
- b. States are discouraged from developing/producing local television and radio materials. State spots exhaust limited resources, to include funding and man-hours. Additionally, these locally-produced spots typically receive minimal airtime, due to the broadcast and cable industries' familiarity with the high production values of NGB-developed spots. If States have a requirement for State-specific materials, they must follow certain guidelines.
 - (1) Television:
 - (a) Television materials must promote service in the ARNG. Reference to the Air National Guard, other military services, or any other organization (i.e., commercial, non-profit, and/or educational) is strictly prohibited.
 - (b) Storyboards and scripts for proposed State-produced materials must be submitted to ARNG-HRR-M for review, prior to the start of production.
 - (c) The national toll-free phone number, 1-800-GO-GUARD, must be included in all television materials, except those to be aired in OCONUS locations, which requires the call-to-action NATIONALGUARD.com be used.
 - (d) Only ARNG Soldiers will portray ARNG personnel on camera. Celebrity spokespersons may be used if they volunteer their efforts at no cost and sign appropriate written releases coordinated with HRR-M. Caution must be used when using celebrity talent due to the public image they portray (now and in the future). Additionally, their image must resonate well with the ARNG's target market. Any individual used in ARNG spots must sign a written release to have their image used into perpetuity and with no expectation of compensation. State marketing personnel must contact ARNG-HRR-M for assistance in creating releases.
 - (e) Television materials will not utilize political figures current, past, or those running for office.
 - (f) States will not use licensed music in television materials unless proper, written authorization is received from those representing the songwriter, composer and/or music publisher. Specific guidance referencing the use of music in television materials can be obtained from ARNG-HRR-M.
 - (g) States may use advertising funds to pay for production costs, which include, but are not limited to, studio and location production, editing, production of special effects, dubbing, duplicating, color correction, and audio recording and mixing. Short-term rental (30 calendar days or less) of audiovisual equipment not readily available through government channels is also authorized. Props may be purchased as required. Advertising funds may also

be used to purchase blank media for video materials. States are encouraged to use the Strength Readiness Support Center (SRSC) for production services whenever possible.

(h) Television materials will contain AD/ID Code Identification and SIGMA coding information to provide effective electronic monitoring. States will obtain AD/ID codes and coding instructions from ARNG-HRR-M.

(i) State-produced materials must be forwarded to ARNG-HRR-M for approval and encoding prior to distribution.

(j) Further information on video production may be found in DA PAM 25-91 (Visual Information Procedures).

(2) Radio:

(a) Radio materials must promote service in the ARNG. Reference to the Air National Guard, other military services, or any other organization (i.e., commercial, non-profit, and/or educational) is strictly prohibited.

(b) Scripts for proposed State-produced materials must be submitted to ARNG-HRR-M for review prior to the start of production.

(c) The national toll-free phone number, 1-800-GO-GUARD, must be included in all radio material, except those to be aired in OCONUS locations, which requires the call-to-action NATIONALGUARD.com be used.

(d) Celebrity spokespersons may be used if they volunteer their efforts at no cost and sign appropriate written releases. Caution must be used when using celebrity talent due to the public image they portray (now and in the future). Additionally, their image must resonate well with the ARNG's target market. Any individual used in ARNG spots must sign a written release to have their voice used into perpetuity and with no expectation of compensation. State marketing personnel must contact ARNG-HRR-M for assistance in creating such releases.

(e) Radio materials will not utilize political figures—current, past, or those running for office.

(f) States will not use licensed music in radio materials unless proper, written authorization is received from those representing the songwriter, composer and/or music publisher. Specific guidance referencing the use of music in radio materials can be obtained from ARNG-HRR-M.

(g) States may use advertising funds to pay for production costs, which include, but are not limited to, studio production, editing, production of sound effects, dubbing, duplicating, and audio recording and mixing. Short-term rental (30 calendar days or less) of audio equipment not readily available through government channels is also authorized. States are encouraged to use the SRSC for production services whenever possible. States are also encouraged to contact HRR-M for assistance in the development and distribution of live-read radio scripts targeting local end-strength needs.

(h) SRSC-produced materials must be forwarded to ARNG-HRR-M in storyboard/script format for approval prior to production and final materials must be submitted for approval prior to distribution.

7-13. Non-Commercial Sustaining Announcements (NCSA)

a. The NCSA program, sometimes referred to as the Public Education Partnership (PEP) program, is the means by which the ARNG obtains television and radio advertising airtime. Services obtained from SBAs that promote increased radio or television PSA airings or that enhance placement of PSAs in these media are authorized.

b. The ARNG is an unpaid (public service) advertiser on television and radio. As such, States are prohibited from purchasing television/cable or radio advertising IAW Chapter 7-7 (4) (a) and (b) of this regulation, States are encouraged to solicit radio and television PSA airtime, particularly from cable TV and college stations that are not members of an SBA. They should also find ways to strengthen NCSA/ PEP programs with their SBA. An established working rapport with radio and television public service directors and traffic managers can facilitate donations of free airtime for NCSA spots and PSAs. Good working relationships with public service directors can be instrumental in receiving live remote coverage at no cost in conjunction with ARNG or station events. For example, the ARNG Color Guard might start an event being hosted by a local station, and the station might recognize the Color Guard on-air and mention that ARNG recruiters are present at the event.

c. State marketing personnel should inform station public service directors that nationally produced ARNG NCSA/PEP materials are cleared for digital streaming and multicast by a station. It also provides the station with high quality content in support of their online and multicast efforts. It is important for ARNG marketing personnel to understand that none of the stations that air ARNG NCSA/PEP materials receive any compensation for doing so. As such, States cannot pay for online services offered by stations.

7-14. Social Media Networks

a. While not a primary source of leads, social media networks may provide a private, unobtrusive setting for individuals to learn about, and discuss, the different features and characteristics of the ARNG. It also allows ARNG Soldiers and family members to discuss important issues with other Soldiers and family members. These sites are an effective way to build organizational pride. Internet-based, social media networks allow individuals to remain

informed via a computer, mobile handheld device, and other electronic methods, which allows the ARNG to be discussed around the clock.

b. Social media utilizes three strategic goals to affect personnel readiness in the ARNG, including consideration, clicks, and conversation.

(1) Consideration. The use of social media networks must create brand awareness with the intended audience. At a minimum, it should provide a favorable and informed impression of the ARNG with potential applicants, current Soldiers, ARNG Families, and COIs. While not every impression is intended to create direct action by the viewer, views should be measured and evaluated.

(2) Clicks. Social media provides a direct measurement of the actions taken by viewers and should offer a method of generating leads. Interaction with, or leading viewers to NATIONALGUARD.com or other ARNG programs, should be measured and evaluated.

(3) Conversation. Social media networks offer the opportunity to carry on a conversation with target audiences. It permits ARNG-HRR-M, State marketing personnel, and RRB personnel to collect relevant information about target audiences, while learning about their wants and needs. Additionally, it allows ARNG personnel monitoring the networks to address questions and concerns directly with the users. Although, quantifying the value a conversation is difficult, regular reporting and audience feedback should be considered when planning future messaging and communication strategies.

c. ARNG-HRR-M maintains and frequently monitors specific national-level ARNG social media networks, creating additional methods of communication between RRB personnel and target audiences. This allows the ARNG to monitor its audience and its brand, and to respond to those discussing the ARNG. The medium also allows ARNG-HRR-M to circulate relevant and up-to-the minute information.

d. States are encouraged to develop and maintain social media networks at the State level. If States host a social media network, they must conform to the following guidelines. States should also monitor RRB personnel and the unit use of social media networks, to ensure all use adheres to the below referenced guidance. At minimum, State social media networks must follow these explicit rules and guidelines.

(1) Social media networks must inform the public about prominent programs and events the ARNG supports and participates in throughout local communities and overseas.

(2) Networks must be monitored daily to foster interactions with potential leads and influencers, and to screen discriminatory or threatening comments.

(3) Networks must be monitored daily to maintain Operational Security (OPSEC).

(4) Networks must be updated weekly with new stories, informational posts, photos and videos.

(5) State social media networks must comply with DoD, NGB, Public Affairs, and ARNG-HRR-M guidelines and standards.

(6) State social media networks must comply with the ARNG Graphic Standards Manual.

(7) State social media networks should link to national social media networks and www.NATIONALGUARD.com.

(8) Networks must be monitored daily to intercept and remove graphic, obscene, explicit or racially offensive submissions. Monitoring must avert abusive, hateful or intentional slandering of anyone or any organization. Sites must remain free of comments that suggest or encourage illegal activity.

(9) Networks will not contain any solicitations or advertisements. This includes promotion or endorsement of any financial, commercial or non-governmental Agency/organization. Similarly, sites will not allow attempts to defame or defraud these organizations.

(10) Networks **should inform visitors that** participation is at their own risk, and users are responsible for their comments, their username, and any information they provide.

7-15. Promotional/Commercial Display Items

a. Advertising funds may be used to rent display space, including mandatory, non-waived registration fees, to promote the ARNG. This includes locations within the community such as HS and colleges, job and education fairs, conventions, sports venues, concerts, meetings, symposiums, and other locations offering high traffic levels of the ARNG's target market. Advertising funds may be used for the purchase and repair (materials and labor) of commercially available recruiting and retention displays, signs, and equipment utilized for these activities.

b. Advertising or recruiting funds may be used to purchase commercial display items, such as inflatable displays, recruiting tents, mobile event equipment, and other items that draw large crowds to an ARNG display. It is authorized to use recruiting funds for scheduled maintenance and repair of these items.

(1) States must use caution when selecting equipment. It must be relevant to the target markets so as to draw the desired audience..

(2) States must consider the potential liability certain display equipment presents. States should seek legal opinion from their State legal office prior to purchasing equipment intended for use by members of the public. Additionally, State marketing personnel must work with their legal office to create display-specific waiver forms, to be used at events involving public participation to document acknowledgment of the potential risks and liabilities of participation.

(3) IAW paragraph 9-5 of this regulation, there is a \$3,000 single display item purchase limit, and a \$10,000 total purchase limit on items associated with a specific display. Purchases of high-ticket display items, such as rock walls, require ARNG-HRR-R approval.

(4) Promotional and commercial display items, and all accompanying materials, are required to display the ARNG logo and a call-to-action, which can be NATIONALGUARD.com and/or 1-800-GO-GUARD.

7-16. Personal Presentation Items (PPI)

a. A well-planned, fully coordinated presentation program stimulates interest in the ARNG. It provides RRB personnel, who are in direct contact with the ARNG's target audiences, with much needed marketing resources. These resources include promotional items with an ARNG message that recipients can display.

b. Advertising funds may be used to purchase PPIs and RPIs; which are expendable items used for the purpose of influencing recipients and/or communicating a recruiting and retention message.

c. The use of PPIs is justified, but can be perceived by the public as wasteful, therefore, limits on the nature and the use of such items are necessary. PPIs may only be presented to certain personnel.

(1) Prospects who express an interest in the ARNG and meet established requirements; possess the mental, physical, and moral prerequisites required to enlist in the ARNG.

(2) Applicants who have applied for membership in the ARNG, and are in the process of joining.

(3) COIs who foster a better image of the ARNG, influence individuals to enlist or re-enlist in the ARNG, or provide RRB personnel access to prospects or prospect lists. COIs must have contact with one or more ARNG markets, including NPS, PS and current members. They are useful in promoting a positive, inclusive message about membership in the ARNG. COIs include educators, coaches, civic or business leaders, military veterans, parents/parental figures or other family members, employers, members of professional groups, HS or college students identified as class leaders or influencers, news media representatives, counselors, convention officials, or other influential individuals or groups. Current members of the ARNG who have successfully deployed in support of combat operations or State emergencies are excellent COIs within their communities. Their stories and experiences have a positive influence on prospects considering service in the ARNG, and those considering continued service in the ARNG.

(4) ARNG Soldiers who re-enlist or extend their service in the ARNG.

(5) Traditional ARNG Soldiers within the community who serve as a COI and contribute to strength readiness and brand awareness.

(6) AGR Soldiers, not assigned to the RRB, who contribute to recruiting, retention, and attrition management efforts.

(7) The family members of military personnel who encourage Soldiers and their Families to continue service in the ARNG.

(8) Other individuals who significantly impacted service in the ARNG.

d. PPIs are not authorized for distribution to persons who are neither prospects nor influencers.

e. To properly influence individuals with the use of PPIs, they must be personally presented to prospects and COIs by RRB personnel. They are not to be distributed in bulk through third parties, such as high school administrators or Scout troops.

(f) PPIs are not to be used as gifts, bargaining tools, contest prizes, raffle items, door prizes, or for auctions or sweepstakes. This prohibition applies to ARNG-sponsored events, non-ARNG-sponsored activities and/ or usage by third parties.

(1) The only authorized exception is utilizing PPIs as a low-cost, lead generating/gathering or COI-producing door prize at an ARNG recruiting event. Attendee information must be documented on a Contact a Recruiter (CAR) form and the individual must be present to receive the item. PPIs for these events must be value-appropriate and should not give the impression they are being used wastefully.

g. PPIs must include the ARNG logo. PPIs and RPIs must also include a call-to-action, which can be NATIONALGUARD.com and/or 1-800-GO-GUARD, however, if disadvantageous see 7-4, *f.* above for further instructions.

h. PPIs must not be used as an award item, as described in paragraph 7-18 of this regulation. Specific reference of an individual's name on a PPI is not authorized.

- i. PPIs will not be used to recognize a contractor's exceptional effort if they work on ARNG State or federal contracts.
- j. Tier I PPIs. These items include, but are not limited to, lanyards, pencils, pens, balloons, plastic bags, rulers, chalk holders, notepads, and similar type items. The cost of these items will not exceed \$3.00 each, IAW paragraph 9-5 of this regulation.
- k. Tier II PPIs. These items include, but are not limited to, informational DVDs, t-shirts and hats, reusable water bottles, coffee mugs, backpacks, and similar type items. The cost of these items will not exceed \$50.00 each, IAW paragraph 9-5 of this regulation.
- l. State marketing personnel must utilize the Government Printing Office (GPO) as a first vendor choice when producing traditional print items (see paragraph 9-F).
- m. Marketing personnel will develop a distribution plan for PPI and RPI items to provide maximum advertising value and equitable support of field RRNCOs.
- n. State marketing personnel are responsible for educating RRB personnel about selecting the best PPI and/or RPI for the various steps in the sales process. For example, a low-cost brochure, pen or lanyard are appropriate items to start initial conversations with those interested in the ARNG, while a backpack is appropriate for recognizing a Soldier who extended or a COI who provided twenty leads.
- o. State marketing personnel and RRB leadership are responsible for educating RRB personnel about the proper and ethical usage of PPIs.

7-17. Award Items

- a. Strength Maintenance (SM) awards are single-purpose items presented to military members and units for excellence in accomplishments or competitions, which clearly contribute to the increased effectiveness of the unit. Awards can include plaques, trophies, medals, badges, and similar devices and objects. "Dual purpose" items, regardless of engravings or embroidery, are not considered awards. Items that cannot be classified as awards include, but are not limited to, backpacks, golf clubs, clothing, or electronic equipment, as these items can be used for purposes other than recognizing accomplishment or outstanding achievement. States should contact ARNG-HRR-M for clarification as to whether an item is an award or a PPI.
- b. SM awards must be symbolic of achievement and have no intrinsic value. Items must clearly denote that they are awards for recruiting and retention excellence. Awards must be tastefully designed and promote a positive ARNG image. The quality and perceived value of the award should make the recipient proud to receive and display it so that the award can provide a positive and lasting impression of ARNG.
- c. SM awards must include the ARNG logo and may display the State name with the logo. Awards must also include a call-to-action, which can be NATIONALGUARD.com, and/or 1-800-GO-GUARD, however, if disadvantageous see 7-4, *d.* above for further instructions.
- d. Specific reference of an individual's name on an award is authorized.
- e. SM awards will not be used to recognize contractor's exceptional efforts. Contractors will be recognized by their contract company.
- f. IAW paragraph 9-5 of this regulation, the total cost for each award, including set-up, engraving, imprinting, and embroidering, is limited to \$75.00 for individual awards, and \$250.00 for team or group awards.

7-18. Recruitment Marketing Contracts

- a. The following applies to all ARNG contract actions, modifications, task orders, delivery orders, etc. that are based on an event or engagement whose purpose is to enhance the National Guard's recruiting efforts or targeted recruiting campaigns. All will be reviewed by a reviewing official as follows:
Designated reviewing official for requirements under the micro-purchase threshold (\$5000) is the Recruiting and Retention Battalion (RRB) Commander, in the rank of Lieutenant Colonel (LTC)/ O-5 or higher.
 - (1) Designated reviewing official for requirements that exceed \$5,000, but are less than \$10,000, is the Chief, Strength Maintenance Division (ARNG-HRR).
 - (2) Designated reviewing official for requirements that exceed \$10,000 but are less than \$2 million, is the Director, ARNG.
 - (3) Designate reviewing official for requirements that exceed \$2 million will be the Senior Reviewing Official, ASAM&RA.
- b. This does not include a contract solely used to purchase radio, television, print, digital, signage, or internet advertising.

c. Unauthorized items/services: (1) Paid player appearances; (2) Paid recognition of any ARNG member; (3) Paid ceremonies to include: National Anthem, color guard, and enlistment/extensions; (4) Tickets/passes of any kind except for set-up/ worker access; (5) Parking Passes except for set-up/ worker access; (6) Meals or beverages of any kind; and (7) anything else that could be construed as "personal in nature" or is considered "value added" as the government is not allowed to accept free services.

d. All forms of advertising wherein an organization pays for the right to associate itself with another entity (organizations, teams, and/or individuals) are not authorized: professional, semi-professional, collegiate and high school.

e. States are allowed to recognize: (1) potential applicants; (2) local centers of influence (COIs); and (3) high school teams and faculty/staff members.

f. All sports marketing contracts must have an expected ROI that can be measured. Historic ROI shall be evaluated prior to exercising any options to renew an existing sports marketing contract.

g. States should contact ARNG-HRR or their State legal office for current applicable sports marketing guidance when seeking to utilize funds.

h. Review of Contract Proposals valued at \$5000 or more, must be submitted to ARNG-G1-HRR at least 30 days prior to execution of award as a pdf via e-mail to:

ng.ncr.ngb-arng.mbx.hrr-a-review@mail.mil 30 days of completion. The submission should include:

(1) Before executing any recruitment marketing contract, task order, or purchase order in which the total cost to the government is greater than \$5,000 a metric or metrics will be established by which the success of the event or other deliverable asset(s) can be measured.

(2) Performance Work Statement (PWS), Statement of Work (SOW), or Statement of Objectives (SOO) that includes the metric(s) to be used to assess the effectiveness or return on investment (ROI) of activities, products, or services provided through the proposed contract.

(3) An Independent Government Cost Estimate (IGCE) that includes detailed market research conducted during its development. The ARNG-HRR will review and retain the IGCE.

(4) A list of management controls for managing, controlling, auditing, and ensuring proper use and distribution of any contract deliverables that may be considered "personal in nature" (PIN).

(5) A copy of vendor proposal(s) submitted in response to the PWS/SOO/SOW, which must be separately submitted for review and will be retained by ARNG-HRR personnel under a non-disclosure agreement. This will ensure vendor-proposed deliverables are appropriate in accordance with applicable guidance, regulations, and standards.

(6) A copy of the legal review must accompany each review packet.

i. Travel for any individual(s) under contract to provide advertising/marketing services to a State in conjunction with the execution of said contract will not be in a Temporary Duty (TDY) or invitational travel orders status. All costs associated with travel requirements pertaining to a marketing/advertising contract should be contained within that contract.

7-19. Lead Management and Processing

a. ARNG-HRR-M secures the services of a contractor to process and disseminate, information provided by individuals who have inquired about the ARNG via 1-800-GO-GUARD and www.nationalguard.com to the appropriate State RRB personnel. The contractor provides the appropriate response, thanks them for their interest in ARNG, and valid leads are entered into ARISS for local follow-up.

(1) Valid leads who called for information are connected with their local recruiter. The Force Structure, Address, and ZIP code Realignment System (FAZR) database provides recruiter contact information to support the National Guard Call Center to screen leads and direct connect a valid lead with a recruiter. It is essential that State personnel ensure FAZR data is accurate and frequently updated.

(2) The ROI tracking tool is a Web-based ROI Tracking Tool designed to provide transparency and control in the collection and tracking of data for all ARNG marketing and advertising campaigns. The ROI Tracking Tool is a data collection entity for all approved vendors conducting campaigns for HRR-M and supports all State activated campaigns. The data collected must allow ARNG leadership to calculate a clear ROI for all active marketing/advertising campaigns. The tool supports HRR-Marketing's effort to make informed decisions for allocating funding for lead-generating campaigns based on accurate data. The ROI tracking tool tracks results of lead generating activities and distributes the lead information to recruiters and ARISS daily. HRR-M program manager can be contacted to schedule state and vendor training.

(3) Leads can come from a variety of sources, including a toll-free telephone line, business reply mail, a form on NATIONALGUARD.com, and unsolicited letters. Using the contractor services procured by HRR-M frees State

marketing personnel from having to receive, screen and forward caller information; it provides them with valuable time to execute other marketing projects. Use of the national fulfillment contract using www.nationalguard.com and 1-800-GO-GUARD as the call-to-action for leads resulting from local advertising efforts saves the States money otherwise spent in responding to, screening, and distributing leads to the local RRB.

b. The national lead fulfillment program is a HRR-M managed program which provides services states can take advantage of. States are required to provide immediate notification to HRR-M, via email, of changes in State POCs for lead data transmissions and the e-mail addresses of new State POCs.

7-20. Desktop Publishing Systems

a. State marketing departments localize promotional and advertising material used by RRB personnel, local commanders, State and unit Retention NCOs, and others responsible for increasing and maintaining personnel readiness within the ARNG. To do so, job requirements may call for specific software and hardware solutions beyond the standard government computer systems and software (for example, GPO may require specific formatting).

b. States must first request equipment through the Centralized Life Cycle Management (CLCM) program administered by the Accession Systems Branch (HRR-S). If the request falls outside the scope of CLCM, recruiting funds may be used to purchase and/or rent software and hardware to support mission requirements of State marketing. All IT requirements must be vetted through HRR-S and the State G6/J6. For questions or clarification contact ARNG-HRR-S. See 8-13 of this regulation for property book procedures.

c. Publication products using Desktop Publishing Systems must adhere to mandatory source requirements (see paragraph 9-5f).

7-21. Video and Photographic Production Equipment and Supplies

a. RR media products may call for specific video and photographic production equipment to capture, record, and document ARNG events.

b. Recruiting funds may be used to purchase or rent digital video and photographic equipment, digital photographic media, and digital media processing supplies (to include, but not limited to, card readers, photo printers and editing software). These funds may also be used to purchase video/imageduplication, photo CD's, film-processing services, and image digitizing for use with desktop publishing systems and marketing and advertising programs. See 8-13 of this regulation for property book procedures.

Chapter 8 Information Systems

8-1. Purpose

a. This chapter prescribes the policies and procedures to provide timely and effective automation support for RR information system personnel. Automation of accession processes is focused on one-time data entry, reduction of errors, efficient use of time, and accountability. State RR leaders require automated applications, automation sustainment training, and the ability to track and report accession data using a portfolio of secure applications.

b. This chapter also provides detailed information regarding automation administration, security, logistics, training, and support services for the RRB.

8-2. Systems Administrator (SA)/Assistant (SA), Information Assurance Technical Level II (IAT Level II)

a. The SA/Assistant SA for the RRB will be established in each State by submitting an information systems security packet.

b. The RR Information System Specialist (INFO SYS SPEC) will be appointed as the SA for the RRB. A minimum of one Assistant SA will be appointed within the RRBIAW AR 25-2 (Information Assurance), Chapter 2-8, *d*.

c. The SA/Assistant appointment criteria and position requirements are listed in AR 25-2.

d. The SA is responsible for the installation and maintenance of an Information System (IS), providing effective IS utilization, adequate security parameters, and sound implementation of established IA policy and procedures IAW DoD Directive 8570.01 (Information Assurance Training, Certification, and Workforce Management), Enclosure 2, E2.1.10.

8-3. SA/Assistant SA Responsibilities

- a. The ARNG SA/Assistant SA will ensure each RRB user has a completed systems access request form on file RSN 101, which verifies the individual has successfully completed a favorable background investigation prior to requesting access to any automated accessions applications.
- b. The ARNG SA/Assistant SA will notify Human Resources Command,(HRC) Personnel Information Systems Directorate (HRC PERSINSD) Information Assurance Program Manager/Information Systems Security Officer (IAPM/ISSO) immediately in the event a RRB Soldier's systems access is suspended, denied, or revoked.
- c. The ARNG SA/Assistant SA will notify the HRC PERSINSD IAPM immediately in the event of actual or suspected security violations.
- d. The SA/Assistant SA will notify the HRC PERSINSD IAPM if any user gets terminated under the provisions of AR 380-67 (Personnel Security Program).

8-4. RRB Automation In-Processing

- a. The ARNG State SA and/or Assistant SA will be responsible for ensuring each prospective automated accessions application user, including all MEPSGCs, has a current favorable background investigation and has completed the required access documents.
- b. The ARNG SA/Assistant SA is the only individual authorized to request user accounts from the HRC PERSINSD. The access forms will be maintained for a period not less than one year after the user's access has been terminated.
- c. The ARNG SA/Assistant SA uses an Automation Inprocessing Checklist with all members of RRB using the Recruiter Work Station (RWS) . The checklist is retained locally with documents pertaining to an individual's Automation Systems support.

8-5. User Management

- a. This procedure applies to INFO SYS SPEC personnel who will create, modify and delete Automation Information System (AIS) accounts for all RRB personnel (military, DA civilian, civilian contractor) requiring and requesting access to AIS.
- b. All requests for access to HRC PERSINSD AIS will be submitted using a RSN 101.
- c. After RSN 101 is completed the user's IAPM or SA/Assistant SA follows the procedures outlined under separate policy memorandum to have accounts created.

8-6. Applicant Projections

Projections for applicant processing at MEPS will be performed electronically through the appropriate automated accessions application. This includes NPS and PS accessions. The RRNCO will scan all supporting documents for the MEPS visit, so the GC can do a complete quality check of the prospective Soldier's source documents.

8-7. Security Requirements

The security requirements for automated systems users for the background investigation are as follows:

- a. Enlisted personnel must meet the security clearance requirement for their appropriate grade IAW NGR 600-200 (Enlisted Personnel Management). All officers must have, at minimum, a secret clearance.
- b. Meet the security requirements for 25B or MOS 79T (as appropriate) IAW DA PAM 611-21.
- c. All personnel assigned to the must meet the minimum investigative requirements before being authorized access to government networks and systems IAW AR 25-2, paragraph 4-14a):
 - d. Interim assignments.
 - (1) Individuals including temporary, intermittent, or seasonal personnel--may be assigned to unclassified IT II and IT-III positions on an interim basis before a favorable completion of the required personnel security investigation only after the conditions specified have been met.
 - (a) Individual completes SF 85P and submits the Federal Bureau of Investigation (FBI) fingerprint check with favorable results
 - (b) A favorable recommendation by the organization security manager, Commander or Director, DAA, and Installation Commander, with RCIO/FCIO notification. (Refer to G-6 for appropriate wording)
 - (c) Initiation of security investigation has been submitted or is pending adjudication. (DELETE, replace with, "submission of a National Agency Check with Inquiries (NACI) (or investigation approved in Federal Investigative Standards) or higher to the USD(I) approved investigative service provider.
 - (d) Favorable review of SF8X questionnaire, and other applicable forms as required).

Information Assurance (IA) personnel will implement system and device access controls using the principle of least privilege (POLP) via automated or manual means to actively protect the IS from compromise, unauthorized use or access, and manipulation. IA personnel will immediately report unauthorized accesses or attempts to their servicing RCERT in accordance with Section VIII, Incident and Intrusion reporting.

(e) Commanders and authorizing officials will:

(1) Enforce users' suspensions and revocation for violations of access authorization or violation in accordance with para 3-3c(13).

(2) Develop the approval processes for specific groups and users.

(3) Validate individual security investigation (or approve interim access) requirements before authorizing IS access by any user.

(4) Verify systems are configured to automatically generate an auditable record or log entry for each access granted or attempted.

8-8. Equipment Security

a. Laptop Recruiter Work Station (RWS) computers and accessories must be kept under constant security. Laptop computers should not be left unattended at any time unless properly secured in a non-visible location and must be kept protected from environmental extremes and static electricity surges. The laptop will not be placed in checked baggage while travelling. The laptop is carried with the individual.

b. Laptop computers must not be left in vehicles, particularly trunks, in extremely hot or cold weather (laptop screens can be damaged and screen repairs often cost in excess of \$1,000). Condensation may form on compact discs/DVDs brought in from the cold; they must be dried before placing them in the CD/DVD drive. It is best to let the CD/DVD air dry, but a clean, soft cotton cloth may be used to gently wipe the surface.

c. The State / Territory may have additional Automation SOP.

8-9. Requesting HRC PERSINSD AIS Access

All requests for access to the HRC PERSINSD AIS will be submitted using RSN 101. This validates the individual's credentials to Department of the Army and/or HRC PERSINSD AIS. The RSN 101 ensures the following requirements/conditions are met:

a. The individual has read the "Information Systems Security Briefing for Users, Supervisors, and Managers of Automated Information Systems".

b. The individual is provided access based on job mission requirements and need-to-know.

c. The individual has a favorable background investigation.

d. The individual is briefed on care, use, and protection of their user ID/password and their Common Access Card (CAC)/Personal Identification Number (PIN) combination.

8-10. Waiver Procedures for Access Pending Completed Background Security Investigation

A waiver memorandum must be submitted if an individual requires HRC PERSINSD AIS access and a background surety investigation cannot be documented by the State Security Manager. The waiver memorandum is the only means authorized for ARNG personnel to obtain a waiver and ensure the following regulatory conditions are met:

a. All personnel who do not meet the minimum investigation requirements will be denied access to government networks and systems unless the individual has an approved IT waiver.

(1) Personnel with an IT related incident may not be processed for an IT waiver (AR 25-2) until corrective training/action has been completed.

(2) Waiver will not be approved for personnel with a clearance that has been revoke/denied by the Central Adjudication Facility (CAF) (AR 25-2)

(3) Waivers are required when an individual's clearance/access has been suspended. This normally occurs when:

(a) an individual receives a Letter of Intent (LOI) to Deny/Revoke from the Central Adjudication Facility (CAF).

(b) has access suspended in JPAS/ DISS for serious criminal act or misconduct.

b. Responsibilities for waivers

(1). **Security Manager** will notify the IA office and directorate security personnel when an individual requires an IT waiver.

(2) **Unit Security Manager** will notify appropriate chain of command to begin the IT waiver process.

(3) **IA office** will ensure that the individuals NIPRNET account is suspended until an IT waiver has been approved by the appropriate Designated Approving Authority (G2 7th SC). IA office will also ensure that the individual does not have an active SIPRNET account.

(4) **Supervisor** is responsible for ensuring that an IT waiver is submitted on appropriate personnel (refer to para 2b)

(5) **Individual** has the responsibility of informing the chain of command of their requirement for an IT waiver.

(6) **Unit IMO/Security Office:** Has the primary responsibility to ensure that waivers are processed every 6 months, otherwise individual will have system access disabled.

(7) **First Commander in chain:** must provide endorsement justifying requirement for waiver.

c. Processing the IT Waiver

(1) All waivers must be processed through individuals chain of command (first 06 in chain of command). All additional waivers must be processed thru the first General Officer in the chain of command. Commander at any level has the authority not to process a waiver.

(2) THRU: Systems Branch - ARISS Functionals Office (usarmy.knox.ngb.list.arng-gss-asb-functionals@mail.mil). The initiating Security manager must include a recommendation with explanation.

(3) TO: Human Resources Command Security Office (Group Email: usarmy.knox.mbx.security@mail.mil).

(4) FOR: the HRC designated approving authority.

a) All initial waivers will be processed through the HRC Chief of Staff.

b) All subsequent waivers must be processed through the CG, Human Resources Command.

5) Once approved/disapproved, an email will be forwarded back to requestor through the appropriate chain of command.

d. IT Waiver Format (refer to sample format)

(1) Paragraph 1: contains individuals name, line/paragraph number, and IT level assigned.

(2) Paragraph 2: Explain why waiver is required

a) Indicate that waiver is not IT related

b) Describe issue(s) requiring submission of waiver

c) Indicate what, if any correspondence has been sent to the Central Adjudication Facility

d) Chain of Command must coordinate with security office for security recommendation.

(3) Paragraph 3: brief justification for processing of waiver

(4) Paragraph 4: Requires brief description of corrective action

a) Steps individual is taking to correct/mitigate the issue, along with appropriate documentation

b) Steps organization is taking to protect system integrity

(5) Paragraph 5: General statement of fact indicating that new derogatory or unfavorable change in investigative status will revoke current waiver in place.

(6) Paragraph 6: Unit point of contact information.

(7) Waiver will be submitted/signed by the individuals supervisor.

e. For further assistance in processing contact your HRC Security Office at (502) 613-4613 (DSN: 983).

8-11. Baseline Zones

Baseline zones are the lowest levels at which hardware and software configuration is released to the user. There will be more than one configuration operational at any one time within the ARNG due to the anticipated periodic release of upgraded equipment and software, including the fielding process. However, a single configuration will be the only configuration used in a baseline zone. States are single baseline zones. Every effort will be made to ensure each State will have the same software and hardware configuration throughout fielding. The RWS is issued for processing personnel on the Fort Knox RSN domain. Reserve Component Automation System (RCAS) operating systems will utilize a single baseline.

8-12. Authorized Software

Items of software, which are not part of the "Baseline Load", must be approved for use by the ARNG Accessions Systems Branch prior to use.

a. A copy of any proposed software must be submitted to the ARNG Systems Branch for testing against the baseline to ensure compatibility in order to obtain approval for use on Systems Branch-supplied hardware.

b. This restriction is to avoid laptop failures. Every piece of software used on the RWS is tested for compatibility. Using non-compatible software may require complete software reload.

8-13. TDA Redistribution of Positions

A State that loses authorization for positions on their TDA will contact the ARNG-HRR-Systems Branch for equipment turn-in. The State must contact the ARNG- HRR-Resource Branch to coordinate lateral transfer of said equipment. Automation and communications equipment will be updated as technology improves. States must

complete property transfers IAW ARNG regulations, for example “signing and forwarding shipping and receiving reports to the ARNG Systems Branch when new equipment arrives”. State-procured resources are exempt from cross leveling to other States. The laptop will be accounted for on the Property Book by each State and Territory.

8–14. MEPS Automation Hardware

Some equipment used by ARNG assigned to MEPS GCs belongs to outside Agencies.

- a. The MEPS Integrated Resource System (MIRS) workstation hardware belongs to the Military Entrance Processing Command (MEPCOM) and will be supported by the servicing MEPS.
- b. All hardware for the MEPS GCs workstations are provided by Request Operations Branch ARNG-HRR--ROB Branches and/or the ARNG Systems Branches. Any support needed for this hardware will be called in to the HRC PERSINSD Service Desk for resolution.
- c. Expendable supplies such as floppy disks, paper, toner cartridges, etc. are the responsibility of the individual States.

8–15. Repair/Replacement of Warranty and Non-Warranty Equipment

Warranty and non-warranty equipment repair or replacement procedures are as follows:

- a. RWS Laptop In-Warranty Repair. Equipment repair is determined by the warranty contract, Users must first contact their State INFO SYS SPEC to report problems with their RWS laptop and then contact the vendor directly
- b. The State RR INFO SYS SPEC initiates a change document IAW DA PAM 710-2-1 to the Property Book Officer (PBO) or Primary Hand Receipt Holder (PHRH) so equipment records can be adjusted if a serial number or model number is changed as the result of repair or replacement.
- c. RWS Out-of-Warranty Repairs. If the State INFO SYS SPEC determines an item is an out-of-warranty, they will notify the State PBO or PHRH. If damaged equipment is the result of negligence, a Relief of Responsibility document will be initiated IAW AR 735-5. This may include a completed Statement of Charges or Financial Liability Investigation of Property Loss (FLIPL). Replacement of damaged or missing equipment is due to negligence it will be the responsibility of the State. Replacement of this category of ARISS equipment will be coordinated through the ARNG Systems Branch.
- d. Determine that it is more cost effective to replace a defective part locally than to replace the entire out of warranty laptop.

8–16. Replacement of Peripheral, Expendable, and Spare Equipment

- a. States will utilize the International Merchant Purchase Authority Card (IMPAC) system for replacement of expendable and durable/peripheral items up to micro-threshold limits. See reference DFAS IN Manual 37-100-FYXX (Department of Defense Federal Acquisition Regulation Supplement (DFARS)).
- b. Expendable and durable/peripheral items authorized for replacement by State-level personnel are included in, but not limited by, the list in the appropriate automation accession system RWS Electronic Reference Guide.
- c. Life Cycle Replacements of systems peripherals will be planned in funding documents to ensure that system peripherals can be life-cycled in five (5) years.

8–17. Authorized Use of Government Information Technology Equipment

DoD Directive 5500.7-R (Joint Ethics Regulation), Section 2-301 provides guidance on the authorized use of government equipment. Government property and Information Technology (IT) systems are furnished to employees for the conduct of official government business. These resources are intended only for use of official business and other properly authorized purposes.

8–18. Recruiter Workstation Basis of Issue (BOI)

The duty positions listed below must be on the TDA as required and authorized. Acquisition of RWS laptops is dependent upon availability of funds. The ARNG-HRR reserves the right to modify the BOI below to allow for availability of fiscal resources and operational needs. The BOI of the RWS and related equipment (e.g., printers) is outlined in paragraphs 8-22 and 8-23.

- a. Field:
 - (1) One per RRNCO/SR RRNCO.
 - (2) One per RR Team Leader.
 - (3) One Per RR Section Chief.
 - (4) One per RRS or RRSGM.
 - (5) One per RR Officer/SR RR Officer (Officer Strength Maintenance Detachment).

- b. RRB Plans & Operations:
 - (1) One per INFO SYS SPEC.
 - (2) One per SR OPNS NCO.
 - (3) One per RRS.
 - (4) One per RRSGM.
 - (5) One per RRB
- c. ARNG-HRR
 - (1) 210 for SMTC.
 - (2) One per Accession Systems Branch User.
 - (3) One per OPNS NCO.
 - (4) One per Deputy Division Chief.
 - (5) One per Division Chief.

8–19. Printers

Printers are not provided by ARNG-HRR. States must use their own resources to procure printers. State RRB must contact the ARNG- Systems Branch to ensure the printer models they intend to purchase are compatible with the current HRC PERSINSD RWS laptop baseline load. The minimum requirement for the field is as follows:

- a. One per RRNCO
- b. One per RR Section Chief
- c. One per RRS or RRSGM Store Front
- d. One printer and printer-sharing device (switch and three 6-ft cables) per every two RRNCO's in a SFRO.

8–20. Recruiter Workstation Warranty

a. In general, the warranty for the recruiter workstation will be available for the contract period unless there is damage beyond normal wear and tear. Laptops that exhibit unreasonable damage could be considered out-of-warranty. If such conditions exist, a FLIPL or other cash collection action may be required.

b. Examples of damage, which could void the warranty, are:

- (1) Bent, split or smashed casing.
- (2) Bent or broken hinge.
- (3) Damaged lid-locking mechanism.
- (4) Liquid spilled into the keyboard or on other sensitive components.
- (5) Environmental damage (eg: frozen/overheated screen).
- (6) Physical damage, beyond fair wear and tear, to ports or drives rendering them non-operational.
- (7) Scratched, cracked or otherwise damaged screen.
- (8) Physical attachments (i.e.: unauthorized decals, patches, stickers, markings, etc.).
- (9) Physical damage, beyond fair wear and tear, to components (power supplies, batteries, etc.).
- (10) Internal damage caused by impact.
- (11) Damage caused by lightning.

8–21. Common Causes of FLIPLs for Recruiter Workstations

Out of warranty conditions may require a FLIPL. FLIPLs result from three common errors:

- a. Dropping computers when in the computer bag (damage to internal components, cracked screen).
- b. Spilling liquids (normally coffee or soft drinks) on the computer.
- c. Leaving the computer in a vehicle (theft).

Chapter 9 Resource Management

9–1. General

This chapter prescribes policies, procedures, limitations and restrictions in regard to resource management to support the ARNG SM program. Funding discussed in this chapter is provided solely to support RR activities and programs. This includes the development, production, purchase, placement and/or distribution of expendable and non-expendable materials and services. The use of these funds for other than direct support of RR is prohibited. Additionally, Resource Managers must ensure proper segregation of duties such as Billing Officials, Contract Personnel, and Budget Execution. For example, different individuals should be performing the following key duties: making purchases, authorizing payments, certifying funds, and reviewing transactions.

9-2. Authorized Funding

a. The use of the government purchase card IAW Federal Acquisition Regulations (FAR) Part 13.2 (Actions at or Below the Micro-Purchase Threshold) and Part 2 (Definition of Words and Terms) is authorized for the purchase of RR supplies (up to \$5,000) and services (up to \$2,500). Refer to 9-13 for prohibited expenses. Government purchase cards should be requested through the State USPFO Purchasing and Contracting Office.

b. Funding is sent from ARNG-RMC to the State USPFO via MDEP/Army Management Structure Code (AMSCO). Movement of funds within and between MDEPs and AMSCOs is under the provisions and procedures IAW DFAS-IN Manual 37-100, and the procedures of the State USPFO. The purchase of supplies and services under certain limits (“micro-purchase threshold”) may be made by GPC IAW with FAR 13.2 and 2.

9-3. Budget Accounts

Funding received for the State’s SM program will be either OMNG or NGPA appropriations. The budget accounts used in RR are as follows:

a. RR Operational Expenses (FARC). This account funds expenses in direct support of enlisted, warrant officer, and officer RR activities. Activities include, but are not limited to contracted training, professional development, space rental (conferences, conventions, fair booths, kiosks), awards and RRIs, GSA vehicle leases, mobile communications, and other operational expenses (applicant travel, out-of-pocket reimbursables, edibles, etc.). Supports related civilian compensation and benefits, performance bonuses, technician travel/per-diem, and services contracts.

b. Advertising (OMNG/VAMP). This account funds expenses specifically identified for the design and implementation of marketing and advertising campaigns at the State and national levels, vital to the Army National Guard (ARNG) Strength Maintenance Philosophy. This includes:

(1) Both paid and non-paid media.

(2) Advertising time or space in any media with the express purpose of stimulating interest in joining or remaining in the ARNG.

(3) Direct mail campaigns.

(4) Processing inquiries (mail and phone).

(5) A national toll free telephone.

(6) Other costs associated with advertising service in the ARNG.

VAMP funds may also be used for the purchase of Recruiting Promotional Items (RPIs), Personnel Presentation Items (PPI’s), award items, and costs involved in event marketing and promotional displays, when used IAW paragraph 9-5 of this regulation, and other regulations and/or policies that govern the expenditure of government dollars.

c. Store Front Recruiting Office (QLEA/131G79R00). This account funds the rental of commercial recruiting office space. The SFRO policy is outlined in paragraphs 6-22 through 6-26. This account is managed in most States by the CFMO. QLEA is the MDEP for the fund detailed in this line of the document only.

d. RRB Travel NGPA PRAG RRB Travel (managed by G1 HRM). Funds expenses for AGR travel activities in direct support of RR. This includes travel, per diem, and reimbursable expenses IAW the Joint Travel Regulation (JTR). Expenses incurred for PCS, service schools, NCO Education System (NCOES), Warrant Officer Education System (WOES), and Officer Education System (OES) course will not be paid from this account.

e. RRB Initial Entry Clothing Account - (NGPA-PRTF managed by G1 HRM). Individual clothing funds are issued to ARNG NPS enlisted personnel at training installations who participate in Initial Active Duty Training in a federal status for under Initial Entry Training. The State USPFO manages the IET clothing accounts.

f. Full-Time National Guard Duty-Operational Support (FTNGD-OS). This account provides pay, allowances, travel and per diem for temporary personnel performing FTNGD-OS RR missions IAW AR 135-200. See paragraph 9-30 thru 9-35 for additional policy on utilizing FTNDG-OS personnel.

9-4. Procurement Policy

a. The provisions of FAR and appropriate supplements govern procurement practices by the States. These regulations are implementations of federal statutes and reflect the rulings of federal courts, federal administrative Agencies, and the Comptroller General of the United States. Persons violating the above requirements may be subject to disciplinary action, pecuniary liability, or both.

b. The State’s USPFO Purchasing and Contracting Office provide local procurement support for ARNG units. The actual procedural requirement for submitting purchase requests is through General Fund Enterprise Business System (GFEBs) to the supporting contracting office established by local operating procedures.

c. No RR personnel can lawfully commit the government to any contractual obligation.

d. No RR personnel will direct contractors, subcontractors, or prospective contractors to initiate work prior to the award of a contract, purchase order, or delivery/task orders. Additionally, only a Contracting Officer has the authority to award and modify contracts, purchase orders, and delivery/task orders and direct contractor or subcontractor effort.

e. Unless explicitly authorized by a Contracting Officer, no RR personnel has authority to solicit bids from a prospective contractor or advise a potential contractor the government intends to make a purchase. Only the Contracting Officer has the authority to solicit bids or release information to prospective vendors about a proposed procurement.

f. Without written authority from the appropriate Contracting Officer, no RR personnel will deal with a commercial firm, vendor, salesperson, or retail store to acquire products or services for the government.

g. Persons violating the above requirements may be subject to disciplinary action, pecuniary liability, or both. Any unauthorized commitments could result in a potential Anti-Deficiency Act violation.

h. The State Media Services Program (SMSP) is an opt-in program that, utilizing Government approved processes, provides professional media planning and buying services for participating States. The SMSP is not to be used to circumvent the procurement process. Any variances outside of the SMSP contract must receive written approval from ARNG.

9-5. Purchasing Promotional Marketing, Awards and Commercial Display Items

a. Advertising funds may be used to purchase RPIs, when used IAW paragraph 7-17. Funds may be used for the creation of artwork, to produce these materials and for the overprint to modify text to localize information on nationally-produced materials; such as posters, transit cards, brochures, etc.

b. Advertising or RR funds may be used to purchase award items when used IAW paragraph 7-18. Advertising or RR funds may also be used for the purchase and rental of promotional and commercial display items, when used IAW paragraph 7-16. Funds may be used for the creation of artwork to produce these materials and for branding efforts used on commercial display items. Recruiting funds are authorized for scheduled maintenance and repair of commercial display items.

c. Items must provide a relevant value and should represent the ARNG in a dignified manner. Recipients of promotional and award items should be compelled to use the items repeatedly and in a manner which the items are seen.

d. The following provides maximum dollar limits for RPIs and award items, to include surcharges, shipping, etc. Property book accountability is not required; however, marketing personnel will develop a distribution plan to provide maximum advertising value and equitable support.

(1) Individual military member award items will not exceed \$75.00 to include set-up, engraving, imprinting, and embroidering and team awards will exceed not \$250.00 IAW AR 600-8-22, Chapter 11-3.

e. The following provides maximum dollar limits, including surcharges, shipping, etc., for commercial display items, such as inflatable displays, recruiting tents, mobile event equipment, and other items that draw large crowds. Property book accountability is required, and marketing personnel will develop a usage plan to provide maximum return on investment.

(1) Single item purchase limit: The cost of a single commercial display item will not exceed \$3,000.00.

(2) Purchase of high-ticket display items, such as rock walls; require ARNG-HRR approval.

f. IAW Paragraph 5-1, AR 25-30 Army Publishing Directorate (APD) will acquire all Departmental printing and assist in the procurement of local printing from authorized sources. Procedures and guidelines for requisitioning printing are provided in DA Pam 25-40. APD will work with and through DLA Document Services to provide the most cost effective printing. Army organizations are prohibited from acquiring printing directly from GPO.

(1) APD will acquire or direct the procurement of all Departmental printing and all local or command printing originating in the Washington, DC, metropolitan area.

(2) Commands and agencies outside the Washington, DC metropolitan area will obtain local printing from APD or the local DLA Document Services (see table below). Local printing procurement, in which the estimated cost is under \$3,000, will not be obtained by APD for commands and agencies outside the Washington, DC metropolitan area.

(3) Local ARNG printing facilities have been chartered to support printing requirements that cannot be adequately satisfied by a local DLA Document Services facility or procurement through APD. Local ARNG printing facilities must operate within the provisions of 44 USC and the guidelines and procedures in DA Pam 25-40. Should local ARNG printing facilities be unable to provide necessary printing actions, contact the ARNG Publications Management Center, ARNG-CSO-FCP, Building 34, Camp Keyes, Augusta, ME 04333-0032, ng.me.mearng.list.NGB Pubs Mgmt Ctr@mail.mil.

g. Printing will not be included in contracts for the manufacture or operation of equipment and for services. These are services, such as architectural, engineering, research, construction, training, and publicity advertisement for personnel recruiting. For example, Army contracts may include preparation of digital files or camera-ready copy for official publishing; however, printing requirements and distribution for publications, such as TMs may not be acquired as an integral part of a contract for supplies or other services. Resupply will not be requested in hardware contracts; APD (AAHS-PAD) will satisfy all resupply. This restriction does not prevent acquiring services for writing and editing or for preparing manuscripts and related illustrations as part of a contract.

Table 9-1. Criteria and Source for Printing Requirements

Table - 1			
Printing types	Procured by	Used by	Examples
Departmental printing	APD	Army wide	DA-authenticated publications (such as, TMs, FMs, ADPs, ATPs, ADRPs, PBs) and DA forms
Local printing	APD or DLA Document Services; ARNG may use ARNG local printing facilities	Local agencies, commands, and installations, including ARNG local printing	Local flyers, ceremonial programs, brochures, letterhead, envelopes
Field printing	MTOE units	MTOE organizations during military operations and training	Psychological operations flyers, maps

h. Public Law 102-392 for printing and Army policy; printing and reproduction may be procured directly from commercial sources only if the cost does not exceed \$1,000.00, and an approved waiver for the purchase is provided by GPO, and it:

- (1) Is not of a continuing or repetitive nature.
- (2) Is essential to the conduct of official business and is approved by the installation Commander or his/her designated representative.
- (3) Does not lend itself to the establishment of an open-end, indefinite quantity-type contract.
- (4) Cannot be ordered against an existing contract established by the GPO.
- (5) Cannot be obtained from the nearest DAPS or other authorized sources in time to meet the mission requirement.
- (6) Must be obtained IAW established procurement policies and procedures.
- (7) RRNCOs may not use their expense allowance or personal funds to purchase additional RPIs.
- (8) Utilizing ARNG advertising or RR funds for anything referencing or alluding to the Air National Guard, other military services, or any other organization is strictly prohibited.
- (9) Utilizing ARNG advertising or RR funds for anything referencing or alluding to the Air National Guard, other military services, or any other organization is strictly prohibited.

9-6. Identification Badges

States are authorized to purchase subdued and non-subdued pin on and sew on RR identification badges. These badges are an organizational item and authorized to be worn by individuals assigned to RR duty positions IAW paragraph 4-9.

9-7. Supplies and Services

Local purchases of supplies and miscellaneous services not provided in other budget accounts are authorized. These include, but are not limited to the following:

Photographic film, flashbulbs, and film developing may be purchased to cover RR activities or events.

- a. Space rental on a short-term basis for the usage of meeting and training rooms when adequate or more cost effective government facilities are not available.
- b. Expendable and durable supplies and equipment for use by RR personnel, not otherwise available through normal supply channels.
- c. Magazine subscriptions. If it is determined by the RRC that the expenditure is of substantial, direct, and primary benefit to the organization and is necessary to carry out its RR functions effectively, magazine subscriptions may be purchased and will be placed in the name of the State RR organization. Examples of magazine subscriptions would include any magazine that is professional in nature and features ARNG articles or advertisements.

9-8. Training Courses and Materials

a. Travel for all courses conducted by the SMTC for an award of SQI-4, MOS professional development, or courses required for a position will be funded with State training funds. Attendance at courses conducted by the SMTC will not be funded with RR expense funds. T10 RR personnel will be funded by the ARNG-TR. Military Technicians will be funded through technician training accounts.

b. M-Day Soldiers attending training conducted by an MTT from the SMTC will be in an Inactive Duty Training (IDT), Active Duty Training (ADT), Annual Training (AT) or Additional Full-Time National Guard Duty Operational Support (FTNGD-OS) status.

c. Traditional Soldiers in support of RR training (e.g., Commanders, ISGs, etc.) may be funded from the RR FTNGD-OS account.

d. RRBs are authorized to procure commercial training and motivational guest speakers subject to the limitations provided below. This includes the purchase of training materials such as pamphlets, tapes, CDs, films, books, and other similar items required for training purposes.

e. Commercial sales training, to include professional development, is authorized a maximum threshold of \$5,000 which is delegated to the Recruiting and Retention Commands (RRC). IAW ARNG-HRR policy, Commercial Sales Training that exceeds \$5,000 will require a written approval from the state USPFO and the ARNG-HRR-C. The maximum amount that a Recruiting and Retention Commands (RRC) can submit for ETP approval is \$15,000.

f. For motivational guest speakers, an honorarium dollar amount will not exceed \$2,000 per speaker IAW DoD 7000.14-R, Volume 10, Chapter 12 "Miscellaneous Payments".

g. No exceptions or waivers are authorized to exceed the amount in d(ii).

9-9. Commercial Items

Commercial items required to support RR activities may be purchased subject to the following conditions:

a. The single commercial item or total purchases limit IAWGPC guidance policy is \$5,000.

b. All procurement requirements, TDA documentation and property book accountability requirements must be met. For further assistance see AR 710-2 (Supply Policy Below the National Level) and DA Pam 710-2-1.

c. Requests for authority to exceed the above stated limits must be submitted, with justification to ARNG-HRR.

9-10. Edibles

Food, refreshments, and non-alcoholic beverage items, including meals, are authorized for certain RR activities that result in the generation of leads or prospects for recruitment/extension into the ARNG. A meal may be provided for COIs at events such as counselor orientation programs, media promotional events, etc. The most common use is to provide sandwiches, pastries, baked goods or similar snack items and assorted non-alcoholic beverages during RR orientations, open houses, presentations and displays. The RRB must place reasonable spending limits on functions not to exceed \$15 per individual and not to exceed \$2,500 per event IAW FAR 13.2 (Actions at or Below the Micro-Purchase Threshold). Requests for authority to exceed the above stated limits must be submitted, with justification, to ARNG-HRR.

9-11. Uniforms

See paragraph 6-25.

9-12. Reimbursable Travel Expenses

Reimbursable recruiting related expenses are distinct from those covered for travel and per diem accounts and are subject to certain limitations. General guidance for documenting and paying these expenses is IAW JTR-1.

a. Eligible Personnel. Full-time RRB and ADOS-RC/FTNGD-OS personnel assigned over 30 continuous days whose principle assignment is to perform RR duties and are assigned a SM mission (individual, team or region) are entitled to reimbursement of certain miscellaneous RR expenses.

b. Limitations. Reimbursements, per Soldier, will not exceed \$75.00 in any month. Subject to budget constraints, RRB may establish a limit lower than the JTR authorizes in JTR Chapter 2 Section 020605 (7)(b). Such a limit must apply to all recipients in a State.

c. Prorated Reimbursement. Those individuals not present for duty during the full month are only authorized to expense an amount proportional to the number of days on duty. Examples are those on one or more weeks of leave, hospitalization or sick in quarters, or attending training for several days or weeks. RRBs should use this as a guide, not as a rigid rule, when reviewing claims for reimbursement. The RRB will make the final determination. The following limits are provided as a guide Table 9.2 below

Table 9-2 Reimbursement Limits Based on Duty Days Work

DUTY PERIOD	LIMIT
1 - 6 days	20%
7 - 12 days	40%
13 - 18 days	60%
19 - 24 days	80%
25 - 31 days	100%

d. Reimbursement is not authorized for expenses covered or prohibited by other regulations or elsewhere in the JTR (e.g., TDY and local travel expenses or meals purchased by the RRNCO for personal consumption)

e. Authorized Expenses. The following is a partial list of expenses authorized for reimbursement:

- (1) Snacks, nonalcoholic beverages, and meals for applicants, COIs and VIPs.
- (2) Photocopy or photographic copies of vital documents for prospective applicants and candidates, such as birth certificates, school transcripts, diplomas, medical documents, facsimile transmissions and registration certificates.
- (3) Parking fees and tolls while conducting official RR activities.
- (4) Soldiers not issued a government cell phone are eligible for reimbursement of official telephone calls.
- (5) Educational transcript and/or evaluations of applicants.
- (6) Applicant meals and lodging while going to or from MEPS stations or MET sites, when not provided by MEPCOM or another government Agency.

f. Claims. Claims for reimbursement are submitted on a local voucher (DTS)/SF 1164. Each claim should cover the total period of duty. Every authorized expense will be recorded without regard to how much is authorized for reimbursement. Support documents are not required unless a single item or expense exceeds \$75.00. RRB personnel will maintain individual records of all reimbursed expenditures recorded in the format specified by the RRB. Specific procedures for processing reimbursement claims will be established by the RRB and the State USPFO.

g. Approval Authority. The RRC is the approving authority for RR expenses and local travel claims. The USPFO is the certifying officer.

9-13. Prohibited Expenses

The following supplies, services and expenses are specifically excluded from payment IAW DODFMR, Volume 10, Chapter 11, paragraph 110215 and JTR-1, Chapter 2 section 020605 (7)(b):

- a. Hiring of entertainers or dance bands.
- b. Improvements to State, federal, or privately owned installations or facilities.
- c. Awards that could be classified as taxable income by the Internal Revenue Service (IRS). This includes, but is not limited to, cash, redeemable or negotiable bonds, certificates, note, coupons, or open market commercial merchandise of other than negligible value.
- d. Items of “jewelry”, except when specifically authorized as an award by ARNG-HRR.
- e. “Uniform” items such as caps and shirts for sponsored teams whether part of or supported by an ARNG unit.
- f. Lavish or extravagant functions, entertainment, meals, etc.
- g. Purchase of food or beverages for military personnel who are receiving subsistence.
- h. Purchase of alcoholic beverages.
- i. Expenses related to or which may be construed as paying a “bounty” for RR activities.
- j. Any expenditure to a public or special event or function where admission, seating, participating or other accommodations or facilities connected with it are restricted as to race, creed, color, sex, ethnic group, national origin or political affiliation.
- k. Organizational membership dues IAW 5 USC § 5946 (Membership Fees; expenses of attendance at meetings; limitations).
- l. RRNCOs may not use their reimbursable expense allowance or personal funds to purchase RPIs.

9-14. Special Duty Assignment Pay (SDAP)

Special Duty Assignment Pay (SDAP) is a monetary entitlement paid to enlisted Soldiers who perform assignments designated as extremely demanding that require extraordinary effort for satisfactory performance and involve an unusual degree of responsibility to ensure successful mission accomplishment. The ARNG RRNCOs serving in a Special Duty (SD) assignment are authorized SDAP IAW AR 614-200, DODI 1340.26 and most current ALARACT or Policy.

9–15. SDAP Entitlement

To meet the basic conditions for entitlement for award of SDAP, the Soldier must be:

- a. An ARNG enlisted Soldiers E4-E9, entitled to basic pay and serving on AD, Full Time National Guard duty, AGR or an ADOS-RC/FTNGD-OS tour, specified on orders for 180 days or more.
- b. Assigned to an SD position and qualified in SQI-4 or MOS 79T.
- c. Training Requirements. To receive the SDAP entitlement, the RR Soldier must meet the criteria below:
 - (1) Title 10 NCOs must complete the RRNCO course and be qualified as a 79T/SQI-4.
 - (2) Title 32 NCOs must successfully complete training IAW Table 5-1 (Recruiting and Retention Battalion Required Training Timelines) conducted by the SMTC or an approved Army Drill Sergeant School.
- d. Performing the duties required by the SD position.
 - (1) These duties are based on nationally developed positions.
 - (2) Any other use of personnel assigned to SD positions constitutes misuse and could impact entitlement to receive SDAP.
- e. Soldiers who transfer into the ARNG and were receiving SDAP for a recruiting assignment in another branch or component of the military are not authorized to receive SDAP until they meet the entitlement criteria listed above.

9–16. SDAP Orders

The RRB will request orders to award, increase, reinstate, or terminate, SDAP using format 330 (Proficiency Pay). For an example of the appropriate orders format, see Figure 3-6 in AR 600-8-105 (Military Orders).

- a. The RRB will request the publication of orders to initiate, change the rate, terminate or reinstate SDAP entitlement for those Soldiers assigned to the State's RRB.
- b. Title 10 Soldiers in approved 79T positions are provided orders from the Chief, Human Capital Management, Enlisted Management Office, (ARNG-HCM-E).
- c. The effective date of the award of SDAP is the date on which the Soldier is assigned to the position and has completed the required training.
- d. Self-terminating orders (i.e., those with from and to dates) will not be used.

9–17. SDAP Payment

Eligibility requirements, a listing of SDAP rates and levels, and conditions which affect SDAP entitlements are determined by current regulations and law. See DODFMR 7000.14-R, Volume 7a, Chapter 8; AR 614-200; and DODI 1340.26 for further details on the Soldier's receipt of SDAP.

9–18. Transportation Management

Funds for the ARNG SM program are provided to ensure Soldiers working in direct support of RR activities, as well as with applicants, are provided necessary transportation to accomplish their assigned tasks. The RRC will ensure Soldiers ordered to RR duty are provided with government transportation or authorized reimbursement for utilization of a POV when applicable (see Chapter 9-23) for information regarding the use of POVs.

9–19. Tactical Vehicles

Tactical vehicles are only to be used for special events and displays. Tactical vehicles may not be used for RR activities

9–20. Army Owned or Controlled Nontactical Vehicles (NTVs)

a. Personnel assigned to or in support of the RR organization may only use Army-owned or controlled NTVs, including GSA vehicles or leased substitutes, in direct support of RR activities and IAW AR 58-1. Use of these vehicles is for official business only and is governed under the same conditions as all Government-owned vehicles. NTVs will not be used for:

- (1) Transportation of family members of RR personnel except IAW AR 58-1.
- (2) Transportation of unit supplies and services not in direct support of RR operations.
- (3) Transportation of personnel to local, State, or national conferences, conventions, or meetings unless in direct support of RR activities.
- (4) Personal business and/or personal affairs.
- (5) Domicile to Duty transportation, except as specifically provided in AR 58-1.

b. RRB Personnel can use a GSA vehicle for the commission of RR duties if authorized by the RRC. The following positions, listed on the RRB TDA, are the only positions authorized assignment of a GSA vehicle:

- (1) RRC

- (2) RR Company Commander
- (3) AMEDD Strength Manager
- (4) Officer Strength Manager
- (5) RRCSM/RRSGM
- (6) RRSC/1SG
- (7) RRNCO
- (8) Marketing NCO
- (9) Supply NCO
- (10) RSP Readiness NCO

d. RRNCOs are not authorized to transport applicants in POVs.

e. Domicile to Duty. Current policy permits the RR domicile to duty travel when participating in valid fieldwork. This does not allow individuals to use GSA vehicles for routine commuting. The RRC is responsible for enforcing Army regulations governing the use of GSA vehicles including supervision of individuals and investigating abuses.

f. Contractor use of NTVs. The RRC may authorize contract employees to operate NTVs in accordance with contract stipulations, the FAR, and AR 58-1. If the duties of a contract employee require use of a vehicle ensure provisions stating this requirement are included in the contract, so the contractor can provide the necessary transportation and required insurance IAW the FAR.

9–21. Privately Owned Vehicles (POVs)

POVs may be used in support of RR activities when there are no other means of transportation available.

Government personnel in POVs will not transport applicants. Applicants can only be transported in government vehicles. Mileage reimbursement may be authorized under JTR. POV use should be limited and occur only during exceptional circumstances.

9–22. Applicant Travel

NTVs or commercial transportation (bus, train, airplane, etc.) may transport applicants during the processing phase. Applicants may travel to MEPS and other designated sites for enlistment processing using tickets furnished by a contracting company.

a. MEPS personnel will coordinate applicant quarters; meals and incidentals to MEPS processing according to existing intra-service support agreements and established procedures.

b. Applicants will not receive any TDY allowances or reimbursements for any expenses.

c. RRNCO maintains responsibility for applicant while in transit to and from the MEPS.

9–23. Active Guard and Reserve Travel

This account funds expenses for required travel activities in direct support of RR. This account includes travel, per diem and reimbursable expenses related to such travel IAW JTR. Travel expenses are authorized and claimed per the applicable chapter of the JTR and the procedures of the State's USPFO.

9–24. Communication Services

Communications services guidance is outlined IAW AR 25-1 (Army Knowledge Management and Information Technology Management) and supplemental guidance published by NGB.

a. Requests for communications services should be sent to the State's Director of Information Management (DOIM).

b. The State may purchase, operate and maintain telephone systems, telephone answering devices, recording devices, special telephonic equipment and other communications and automation items using funds provided to the States for this purpose.

9–25. Army Recruiting Information Support System

ARISS is designed to provide the ARNG RRB an automated tool for the SM mission to capture, track, and manage applicant processing data. The RRNCO has the capability to transmit applicant data via electronic media to MEPS and receive current applicant processing status and leads.

a. Warranty repairs for ARISS hardware and software is provided by the ARNG Accessions Systems Branch. The ARISS equipment is solely for the use by RRB personnel.

b. The State may purchase additional ARISS hardware, peripherals, software and related items IAW procedures established by the ARNG Systems Branch and Chapter 8 of this regulation. Purchase of approved ARISS hardware,

peripherals, software, repair, and other related supplies in direct support of RR operations and activities is authorized using funds provided to the State for this purpose.

9–26. Full-Time National Guard Duty-Operational Support (FTNGD-OS)

a. Operational Support (OS) is a category of voluntary duty that provides the necessary skilled manpower assets to support existing or emerging requirements for the ARNG. Full-Time National Guard Duty Operational Support (FTNGD-OS) is utilized by the RRB to support unit strength readiness through recruiting, retention, and attrition management duties.

b. FTNGD-OS is pursuant to 32 USC § 502(f)(2) and is not intended to provide entitlements to separation pay, sanctuary, or retirement.

9–27. Authorizations

FTNGD-OS orders are issued IAW 135-200 and relevant ARNG PPOMs.

9–28. Requirements

Eligibility requirements for FTNGD-OS tours include but are not limited to:

- a. The Soldier must be a member of the ARNG.
- b. The Soldier must meet the Army medical retention standards IAW AR 40-501 (Standards of Medical Fitness), Chapter 3.
- c. The Soldier must not be within 6 months of mandatory removal or ETS on the report date of the tour. This requirement may be waived by TAG.
- d. The Soldier must not be within 6 months of sanctuary as a result of the OS order unless a waiver is submitted to ARNG-HRH and approved by the DARNG prior to the issuance of the order.
- e. The Soldier must not be placed on orders, which qualify him or her for separation pay as a result of the OS order unless a waiver is submitted to ARNG-HRH and approved by the DARNG prior to the issuance of the order.
- f. The Soldier must not be under a suspension of favorable personnel actions IAW AR 600-8-2 (Suspension of Favorable Personnel Actions).
- g. The Soldier must have taken an Army Physical Fitness Test (APFT) within 6 months of the start date.
- h. The Soldier must have a valid Periodic Health Assessment within 1 year and an HIV report within 2 years of the start date.
- i. Meet all selection criteria as outlined in Chapter 4 and AR 135-200.

9–29. Orders

FTNGD-OS Orders as pertains to RR:

- a. Must state “authorization of movement of household good is not permitted.” Personnel placed on orders must reside within commuting distance of their reporting station. Additional funding for per diem and PCS moves are not authorized due to funding constraints.
- b. Must support unit strength readiness requirements through recruiting, retention, and attrition management duties or related SM staff roles.
- c. Must be issued for a minimum of 180 days (except for Special Duty Orders below) and will not exceed 1095 without appropriate approvals/waivers (AR 135-200). All orders must state “subject to the availability funds”.
- d. Issuance of orders in this manner is to reduce turnover in T32 RR FTNGD-OS personnel and to promote the development of future RR personnel.
- e. Special Duty Orders are short duration orders supporting specific marketing or promotional events. These orders are not to exceed 30 days, unless separate ARNG-HRR program guidance indicates an alternate performance period. Consecutively issuing 30-day orders to prevent placing the Soldier on typical FTNGD-OS orders to reduce entitlements is prohibited.
- f. RR FTNGD-OS must utilize leave prior to completion of their tour. Orders will not be extended solely for the purpose of executing leave days. States are responsible for covering any and all cost incurred due to the sale of leave. Unfunded requirements created from the sale of leave will not be validated or funded by ARNG-HRR.
- g. FTNGD-OS Soldiers must be attached to the State RR Command to increase accountability and reporting visibility.

9–30. Property Accountability Procedures

All persons entrusted with government property are responsible for its proper use, care, custody and safekeeping IAW AR 735-5, DA PAM 710-2-1 (Using Unit Supply System (Manual Procedures) and in accordance with State / Territory RRB Automation / Supply SOP.

9–31. Responsibilities

AR 735-5 (Property Accountability Policies) defines the three levels of responsibility.

a. Command Responsibility. The State RRB is accountable for all government property within their command; they must ensure it is properly used and cared for, and that proper custody and safekeeping of government property are provided. Command responsibility is inherent and cannot be delegated. It is evidenced by assignment at any level and includes:

(1) Ensuring the security of all property in the command, whether in use or in storage.

(2) Observing subordinates to ensure that their activities contribute to the proper custody, care, use, and safekeeping of all property within the command.

(3) Enforcing all security, safety, and accounting requirements.

(4) Taking administrative or disciplinary measures when necessary.

b. Supervisory Responsibility. This responsibility applies to the first-line supervisor. The obligation of a supervisor is to ensure that all government property issued to or used by his or her subordinates is properly used and cared for and that proper custody and safekeeping of the property are provided. It is inherent in all supervisory positions and is not contingent upon signed receipts or responsibility statements. It arises because of assignment to a specific position and includes:

(1) Providing proper guidance and direction.

(2) Enforcing all security, safety, and accounting requirements.

(3) Maintaining a supervisory climate that will facilitate and ensure the proper care and use of government property.

c. Direct Responsibility. This applies to the end users of the automation equipment. Direct responsibility is the obligation of a person to ensure that all government property hand received to an individual is properly used and cared for, and that proper custody and safekeeping is provided. Direct responsibility results from assignment as an accountability officer, receipt of formal written delegation or acceptance of the property on hand receipt or sub-hand receipt from an accountability officer.

Chapter 10

ARNG Recruiting and Retention Command Authorized Committees

10–1. General

The use of committee representatives from the seven established RR regions is necessary to ensure field input is obtained and SM programs and policies are comprehensive and valuable to RRB. The following groups/ counsels are not certified charters and must adhere to ARNG-DOD policy/ regulations. In order to become/ maintain charter status, the structure must be approved through the DARNG and recertify every two years. This regulation does not supersede any requirements under the conference / advisory counsel policy in effect.

10–2. Strength Maintenance Advisory Group Executive Council (SMAG EC)

The purpose of the SMAG EC is to serve in an advisory capacity and assist the Chief, Strength Maintenance Division, (ARNG-HRR) by enhancing and executing SM programs, policies, procedures and activities.

a. Membership

(1) SMAG EC membership shall consist of nine RRCs: including one Chairman, one Vice Chairman, a representative from each of the seven SMAGs and eight CSMs.

(2) The SMAG EC Chairman's host SMAG shall appoint a Chairman to handle their SMAG affairs, leaving the SMAG EC Chairman time to focus on his/her appointed duties.

(3) The SMAG EC will select a Vice Chairman and Secretary, who will serve respectively, in the absence of, or if the Chairman is temporarily unable to perform his/her or duties.

b. Quorum. Before transacting committee business, a quorum consisting of the SMAG EC Chairman or Vice Chairman and four other committee members must be present.

c. Membership Service:

(1) Committee membership is a two-year period, 1 October through 30 September (e.g., 1 Oct 2012 through 30 Sept 2014).

(2) SMAG terms for committee members will be staggered for continuity. Thus, all odd number SMAGs will be elected in odd years and even numbered SMAGs will be elected in even years.

(3) If the SMAG EC Chairman is unable to fulfill his/her term, the SMAG EC Vice Chairman will assume those duties for the remainder of the unexpired term.

(4) Committee membership will be limited to two consecutive terms.

d. Administration. The SMAG EC shall operate under the general direction of the Chief, ARNG-HRR.

(1) Officers of the committee shall be a Chairman, Vice Chairman and Secretary (the Secretary will be the newest member of the committee). Upon expiration of the normal term or if the Chairman cannot complete the original term, the Vice-Chairman will succeed the Chairman without vote.

(2) Each committee member will perform his/her service and associated travel in a technician or military status.

(3) Travel costs associated with SMAG EC duty are a State responsibility.

(4) The Chairman will assign each SMAG EC Committee member to serve as an ex officio member of each subcommittee, steering committee or PAT.

(5) Committee meetings are quarterly, at a minimum, and/or at the discretion of the Chief, ARNG-HRR.

Whenever possible, meetings will be in conjunction with other scheduled events or meetings. Location, Agenda and logistical arrangements for the meetings will be the responsibility of the SMAG EC Chairman or his designee.

Meeting agendas, proposed issues, and new business should be planned in advance to provide everyone sufficient time to research and prepare materials for discussion. The SMAG EC Chairman is responsible for providing information to the members of the SMAG EC and ARNG-HRR staff NLT thirty days prior to the meeting date.

(6) The SMAG EC Chairman will furnish a written report of the meeting to the Chief, ARNG-HRR within ten days following any meeting. The Chief, ARNG-HRR will approve the written reports for dissemination to each RRB via their respective SMAG Chairman within fifteen days following the meeting.

10-3. Strength Maintenance Advisory Group (SMAG)

The purpose of the SMAG is to assist the SMAG EC in the enhancement and execution of SM programs, policies, procedures and activities.

a. Membership.

(1) A SMAG will be established in each RR region. Membership shall consist of one RRB from each State within the region.

(2) The SMAG will select a Vice Chairman and Secretary, who will serve respectively, in the absence of, or if the Chairman is temporarily unable to perform his/her or duties.

b. Quorum. Before transacting any committee business, a quorum consisting of the Chairman or Vice Chairman and four other committee members must be present.

c. Membership Service.

(1) Term of service for the SMAG rest solely on the member's status as the RRB of his/her respective State.

(2) If the SMAG Chairman is unable to fulfill his term, the SMAG Vice Chairman will assume those duties for the remainder of the unexpired term.

d. Administration. The SMAG shall operate under the general direction of the Chief, ARNG-HRR and the SMAG EC Chairman.

(1) Officers of the committee shall be a Chairman, Vice Chairman and Secretary (the Secretary will be the newest member of the committee). Upon expiration of the normal term or if the Chairman cannot complete the original term, the Vice-Chairman will succeed the Chairman without vote.

(2) Each committee member will perform his or her service and associated travel in a technician or military status.

(3) Travel costs associated with SMAG duty are a State responsibility.

(4) Committee meetings will held quarterly, at a minimum, or at the discretion of the Chief, ARNG-HRR, SMAG EC Chairman and/or SMAG Chairman. Whenever possible, meetings will be in conjunction with other scheduled events or meetings. Location, Agenda and logistical arrangements for the meetings will be the responsibility of the SMAG Chairman or his designee. Meeting Agendas, proposed issues, and new business should be planned in advance to provide everyone sufficient time to research and prepare materials for discussion. Meetings are subject to the requirements of the current conference policy and advisory counsel policy.

(5) The SMAG Chairman or designee will furnish a written report of the meeting to each RRB within ten days following the meeting.

10-4. Supporting Committees

Supporting committees serve in an advisory role to the SMAG EC and the SMAG by providing input pertaining to specific SM functionalities. These committees will adhere to the policy guidelines listed in paragraph 10-5. The committees and their corresponding purposes are below:

- a. Recruiting and Retention Sergeant Major Advisory Committee (SMAC). SMAC enhances SM programs, policies, procedures and activities.
- b. Army Medical Department (AMEDD) Advisory Committee (AMAC). AMAC enhances AMEDD SM programs, policies, procedures and activities.
- c. Automation Committee (SMAG EC Automation Committee). SMAG EC enhance SM programs, policies, procedures and activities, specifically focused in the area of automation.
- d. Marketing and Advertising Advisory Committee (MAAC). MAAC enhances marketing and advertising programs, policies, procedures and activities.
- e. Reserve Component Transition Advisory Committee (RCTC). RCTC enhances the RCT (interstate and inter-service) operations, programs, policies, procedures and activities.
- f. Officer Strength Advisory Committee (OSAC). The purpose of the OSAC is to assist the SMAG EC and SMAGs in the enhancement and execution of SM programs, policies, procedures, and activities specifically focused in the area of officer and warrant officer recruiting, to include the following:
 - (1) Serve in an advisory status to the SMAG EC/SMAG on SM matters and issues affecting the officer and warrant officer strength (not including health professionals).
 - (2) Provide the SMAG EC/SMAG with a "sounding board" on the impacts of policies and issues, which affect SM operations on State and unit level officer programs.
 - (3) Conduct studies and surveys of SM actions as directed that assist the SMAG EC in the evaluation and execution of officer and warrant officer SM Programs.

10-5. Supporting Committee Guidelines

Below are the guidelines for each authorized RR supporting committees:

- a. Membership. Committee membership shall consist of one representative from each SMAG area.
- b. Quorum. Before transacting committee business, a quorum consisting of the Chairman or Vice Chairman and four other committee members must be present.
- c. Membership Service.
 - (1) Each SMAG member will be selected by his/her SMAG and will serve a two-year term, which may be renewed.
 - (2) If a committee representative is unable to fulfill the term, the functional representatives within the SMAG affected will select a new representative to assume those duties for the remainder of the unexpired term.
- d. Administration. Each committee will operate under the general direction of the SMAG EC Chairman.
 - (1) Officers of the committee shall be a Chairman, Vice Chairman and Secretary (the Secretary will be the newest member of the committee). Upon expiration of the normal term or if the Chairman cannot complete the original term, the Vice-Chairman will succeed the Chairman without vote.
 - (2) Each committee member will perform his or her service and associated travel in a technician or military status.
 - (3) Travel costs associated with committee duty are the responsibility of the State.
 - (4) Committee meetings held quarterly, at a minimum, or at the discretion of the SMAG EC Chairman. Whenever possible, meetings will be in conjunction with other scheduled events or meetings. Location, agenda, and logistical arrangements for the meetings will be the responsibility of the Committee Chairman. Meeting Agendas, proposed issues, and new business should be planned in advance to provide everyone sufficient time to research and prepare materials for discussion. Meetings are subject to the requirements of the current conference policy and advisory counsel policy.
 - (5) The Committee Chairman or designee will furnish a written report of the meeting to the SMAG EC Chairman within ten days following the meeting.

10-6. Recruiting and Retention Regions

Below are the seven authorized RR regions and corresponding States:

Figure 10-1: Recruiting and Retention Regions

I	II	III	IV	V	VI	VII
CT	DC	AL	IA	AR	AK	AZ
MA	DE	FL	IL	KS	ID	CA
ME	MD	GA	IN	LA	MT	CO
NH						
NJ	KY	MI	MO	ND	GU	
NY	PA	MS	MN	NE	OR	HI
RI	VA	NC	OH	OK	SD	NM
VT	WV	PR	WI	TX	WA	NV
		SC			WY	UT
		TN				
		VI				

Appendix A References

Section I Required Publications

AR 11-2

Managers' Internal Control Program

AR 58-1

Management, Acquisition and Use of Motor Vehicles

AR 135-178

Enlisted Administrative Separations

AR 735-5

Property Accountability Policies

DA Pam 611-21

Military Occupation Classification and Structure

DA Pam 710-2-1

Using Unit Supply System (Manual Procedures)

DFAS-IN Regulation 37-1

Finance and Accounting

DODFMR 7000.14R, Volume 7A

Military Pay Policy and Procedures – Active Duty and Reserve Pay

NGR 600-5

The Active Guard Reserve (AGR) Program Title 32, Full-Time National Guard Duty (FTNGD) Management

NGR 600-200

Enlisted Personnel Management

Section II

Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this regulation.

AR 1-100

The Army Gift Program

AR 5-1

Management of Army Business Operations

AR 15-6

Procedure for Administrative Investigations and Boards of Officers

AR 25-1

Information Management Army Information Technology

AR 25-2

Information Assurance

AR 25-30

The Army Publishing Program

AR 40-501

Standards of Medical Fitness

AR 135-91

Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures

AR 135-100

Appointment of Commissioned and Warrant Officers of the Army

AR 135-155

Promotion of Commissioned Officers and Warrant Officers Other Than General Officers

AR 135-200

Active Duty for Missions, Projects, and Training for Reserve Component Soldiers

ALARACT 188/2014

HQDA EXORD 193-14 Screening of Sexual Harassment/ Assault Response and Prevention Program
Personnel and others in Identified Positions of Significant Trust

AR 380-67

Personnel Security Program

AR 600-8-2

Suspension of Favorable Personnel Action (FLAG)

AR 600-8-4

Line of Duty Policy, Procedures and Investigations

AR 600-8-10

Leave and Passes

AR 600-8-19

Enlisted Promotions and Reductions

AR 600-8-22

Military Awards

AR 600-8-105

Military Orders

AR 600-9

The Army Body Composition Program

AR 600-20

Army Command Policy

AR 600-85

Army Substance Abuse Program

AR 601-1

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

AR 601-2

Army Recruiting Support Programs

AR 601-208

The Army Brand and Marketing Program

AR 601-210

Regular Army and Reserve Components Enlistment Program

AR 601-222

Armed Services Military Personnel Accession Testing Program [OPANVINST] 1100.5, MCP 1130.52E; AF J1 36-2016, CG COMDTINST M 1100.2A

AR 601-270

Military Entrance Processing Stations (MEPS) AFR 33-7; {OPANVINST 1100.5; MCO 1100.75F; COMDTINST M 1100.2E}

AR 611-1

Military Occupational Classification Structure Development and Implementation

AR 614-200

Enlisted Assignments and Utilization Management

AR 623-3

Evaluation Reporting System

AR 670-1

Wear and Appearance of Army Uniforms and Insignia

AR 700-84

Issue and Sale of Personal Clothing

AR 710-2

Supply Policy below the National Level

CTA 50-900

Clothing and Individual Equipment

DA Pam 25-91

Visual Information Procedures

DA Pam 37-100-19

The Army Management Structure (AMS) Fiscal Year 2019

DA Pam 601-110

Identification of Commissioned and Warrant Officer Personnel by Army Procurement Program Number Codes

DFAS 37-100-FY19

Army Management System

DOD Directive 1400.25-M

Civilian Personnel Management System

DODFMR 7000.14R, Volume 9

Travel Policy and Procedures

DOD Instruction 1304.26

Assignment and Special Duty Pay

DOD Instruction 1342.22

Military Family Readiness

DOD 1400.25-M

Civilian Personnel Management

DOD Instruction 6130.03

Medical Standards for Appointment, Enlistment, or Induction in the Military Services

DOD 8570.01-M

Information Assurance Workforce Improvement Program

FAR

Federal Acquisition Regulation

FORSCOM Reg. 500-3-3

FORMDEPS Vol. 3, Reserve Component Unit Commanders Handbook (RCUCH)

FM 7-22

Army Physical Readiness Training

JTR

The Joint Travel Regulations, Uniformed Service Members and DOD Civilian Employees

Master Cooperative Agreements Appendix 9

Store Front Recruiting Office

MEPCOM REG 40-1

Medical Qualification Program

MEPCOM REG 601-23

Enlistment Processing

NG Pam 420-10

Construction and Facilities Management Office Procedures

NG Pam (AR) 611-53

Administrating and Scoring the Enlistment Screening Test

NGR 5-1 / ANGI 63-101

National Guard Grants and Cooperative Agreements

NGR 40-5

Occupational Health Program

NGR 130-6

United States Property and Fiscal Officer Appointment, Duties and Responsibilities

NGR 350-1

Administrative Instructions

NGR 351-1

Individual Military Education and Training Incl Change 1

NGR 351-3

Noncommissioned Officer Education System

NGR 351-15

US Army Sergeants Major Academy Courses

NGR 600-21

Equal Opportunity (EO) Program in the Army National Guard

NGR (AR) 600-85

Drug Abuse Prevention and Control Program

NGR (AR) 600-100

Commissioned Officers - Federal Recognition and Related Personnel Actions

NGR 614-1

Inactive Army National Guard

PL 103-353

Uniform Services Employment and Reemployment Rights Act of 1994 (USERRA)

STP 12-79T25-SM-TG

Soldier's Manual and Trainer's Guide for, MOS 79T, TG Skills Levels 4/5, Recruiting and Retention NCO (Army National Guard)

USEREC 601-45

Recruiting Improprieties Policies and Procedures

Section III

Prescribed Forms

This section contains no entries

Section IV

Referenced Forms

DA Form 705

Army Physical Fitness Test Scorecard

DA form 2173

Statement of Medical Examination and Duty Status

DA Form 3953

Purchase Request and Commitment

DA Form 4187

Personnel Actions

DA Form 4856

Developmental Counseling Form

DA Form 5074-R

Record of Award of Entry Grade Credit (Medical and Dental Officers) (LRA)

DA Form 5074-1-R

Record of Award of Entry Grade Credit (Health Services Officers) (LRA) (Cited in paragraph 6-19b (3))

DD Form 214

Certificate of Release or Discharge from Active Duty

MEPCOM Form 727-E

Applicant Meal/Lodging Authorization and Receipt Voucher

NGB 210-R

Storefront Recruiting Office Request

OF 1164

Claim for Reimbursement of Expenditures on Official Business

RSN Form 101

Information System Access Request Form

Appendix C
Recruiting and Retention NCO Identification Badge Upgrade Memorandum

DEPARTMENT OF MILITARY AFFAIRS
STATE OF XYZ
CITY, STATE 12345-6789

PERMANENT ORDER 150-15

(DATE)

1. STRAUB, LESTER R. 000-00-0000 Recruiting and Retention Bn. (WA12SB) Camp Jones, GA 30312-5000

Announcement is made of the following award:

Award: ARNG Recruiting and Retention Expert Badge
Date(s) or period of service: From 1 January 1993 to 15 July 1993
Authority: AR 601-1, paragraph 4-9

Reason: For achievement
Format: 320

FOR THE COMMANDER:

EARL VAN DORN
LTC, IN
Commanding

Appendix D
Sample Performance Counseling Statement
 (This form is for reference only not actual use)

DEVELOPMENTAL COUNSELING FORM		
For use of this form, see FM 6-22; the proponent is TRADOC		
AUTHORITY:	5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army.	
PRINCIPAL PURPOSE:	To assist leaders in conducting and recording counseling data pertaining to subordinates.	
ROUTINE USES:	The DoD Blanket Routine Uses set forth at the beginning of the Army's compilation of systems or records notices also apply to this system.	
DISCLOSURE:	Disclosure is voluntary	
PART I - ADMINISTRATIVE DATA		
Name (Last, First, MI) Doe, John L.	Rank / Grade SFC/E7	Date of Counseling
Organization HQ STARC(-) City, State 11122-4540	Name and Title of Counselor MSG Jones, Team V RRSC	
PART II - BACKGROUND INFORMATION		
Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling, and includes the leader's facts and observations prior to the counseling.)		
<ul style="list-style-type: none"> • This counseling is for your performance during the month of January XXXX. • You failed to meet your assigned recruiting mission. Your assigned mission for January was X Educational(s), X Non-Prior Service and X Prior Service accessions for a monthly total of X. Currently, you are at XX% of your YTD mission. You are XX% of your educational mission, XX% of NPS mission and XX% of PS mission. • After reviewing copies of DA Form 360, (Reports of Authorized Official Toll Telephone Calls), it is apparent you failed to Prospect by telephone during the month of January. This contributed to your January mission failure. • I was informed that you were provided with 43 unit leads during the month of January. MSG Jones personally telephoned 10 of those leads and found that you had never contacted them. Your failure to do so contributed to your failure to meet mission during the month of January. • Additionally, the unit stated that they requested Attrition Management training for NCODP, which you have not yet provided. 		
PART III - SUMMARY OF COUNSELING		
Complete this section during or immediately subsequent to counseling.		
Key Points of Discussion:		
<ul style="list-style-type: none"> • SFC Doe was counseled on 1 February XXXX. This discussion will be documented for your personnel record. • You are informed MSG Jones will be in your office at 0900 2 February XXXX to determine your training requirements. • This discussion clarified that training will focus on telephone prospecting, lead follow up, and training of unit first line leaders. • MSG Jones will be available to provide further training as needed throughout the month of February. 		
OTHER INSTRUCTIONS		
This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.		

DA FORM 4856, AUG 2010

PREVIOUS EDITIONS ARE OBSOLETE

APD PE v1.00ES

Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the Agreed upon goal(s). The actions must be specific enough: to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):

7 FEB XX – SFC Doe will receive 8 hrs of training on telephone prospecting & training first line leaders by MSG Jones.

8 FEB XX – SFC Doe will receive 2 hrs of training on lead follow up by MSG Jones.

12 FEB XX – SFC Doe will receive 2 hrs of training on lead follow up by MSG Jones.

15 FEB XX – SFC Doe will receive a follow up visit from MSG Jones to review the effectiveness of training and to determine further training needs.

Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate Agrees/disagrees and provides remarks if appropriate.)

Individual counseled: I Agree / disagree with the information above

Individual counseled remarks:

Signature of Individual Counseled: _____ Date: _____

Leader Responsibilities: (Leader's responsibilities in implementing the plan of action.)

- MSG Jones will conduct and observe training on telephone prospecting & training first line leaders.
- MSG Jones will be available to provide further training as needed throughout the month of February.
- MSG Jones will conduct follow up visits for job performance.

Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling.)

- Both parties agreed the training is being used and is proving effective.
- SFC Doe has 2 enlistments since 2 FEB XX.
- Documented attrition management results indicate increased improvements in SFC Doe's attrition management plan.
- Both parties determined that no further training was required at this time.

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

Appendix E
Sample Letter of Reprimand

DEPARTMENT OF MILITARY AFFAIRS
STATE OF XYZ
CITY, STATE 12345-6789

OFFICE SYMBOL

(DATE)

MEMORANDUM FOR SFC John L. Doe, 123-45-6789, HQ STARC, City, State 55555-0000

SUBJECT: Letter of Reprimand

1. During the month of January this year you failed to meet your mission by _____ (State assigned SM mission) against your assigned mission of _____.
2. After consulting with your unit commander, it is apparent that you failed to prospect by telephone during the month of January. Your failure to do so had a direct impact on your failure to obtain your enlistment mission. In addition, you spent only 4 hours at your assigned unit's drill without counseling Soldiers or speaking with the first line leaders. This action also affected your failure to obtain your attrition management mission.
3. Through communications with unit commanders and full-time support personnel for the units that you support, I was informed you were provided 13 unit leads. MSG Jones personally telephoned those leads and found you had never contacted them. This also contributed to your failure to meet mission for the month of January.
4. MSG Jones will be in your office at 0900 on XX February determine your training requirements and begin training with you in the area of telephone prospecting, lead follow-up and attrition management interviews. MSG Jones will be available to provide further training as needed throughout the month of February.
5. Your mission for the month of XX is _____. I fully expect you to meet your assigned mission.

SIGNATURE BLOCK

Receipt Acknowledged.

(Signature)

(Date)

**Appendix F
Involuntary Release—**

**DEPARTMENT OF MILITARY AFFAIRS
STATE OF XYZ
CITY, STATE 12345-6789**

OFFICE SYMBOL

(DATE)

MEMORANDUM FOR SFC John L. Doe, 123-45-6789, HQ STARC, City, State 55555

SUBJECT: Recommendation for Involuntary Release for Cause

1. This is to inform you that in accordance with NGR 600-5, paragraph 6-5, you are being recommended for involuntary release for cause from the RRB..
2. State the reason/cause for the involuntary release and justification.
3. IAW NGR 600-5, paragraph 6-5, the following information is provided:
 - a. You have the opportunity but are not required to request voluntary release in lieu of involuntary release for cause.
 - b. You have 15 days from receipt of this recommendation to rebut or comment and return comments to the undersigned.
 - c. Upon request you will be provided assistance of a JAG officer in preparing your rebuttal.
4. Point of contact for this action is the undersigned, (555) 555-5555.

SIGNATURE BLOCK

CF:
HRO
Supporting Unit

Appendix G

Example: Management Control Evaluation Checklist

G-1. Function

The function covered by this checklist is special duty assignment pay.

G-2. Purpose

The purpose of this checklist is to assist RRBs in evaluating their key internal controls. It is not intended to cover all controls.

G-3. Instructions

- a.* Answers must be based on the actual testing of key management controls such as document analysis, direct observation, interviewing, sampling, and simulation.
- b.* Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation.
- c.* These management controls must be evaluated at least once a year. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

G-4. Test questions

- a.* Are Soldiers on AD or inactive duty training and entitled to basic pay?
- b.* Do Soldiers hold a pay grade of E5 or higher?
- c.* Are Soldiers assigned to an authorized SD assignment position and performing the duties?
- d.* Are Soldiers receiving correct rate of pay for their category?
- e.* Are orders issued to start, terminate, and reinstate SDAP?
- f.* Is a monthly review conducted to ensure that only fully qualified Soldiers are awarded SDAP?
- g.* Are standing operating procedures established and maintained?
- h.* Have Soldiers completed the required schooling or equivalent for qualification for SDAP?

G-5. Supersession

N/A

G-6. Comments

Help make this a better tool for evaluating management controls. Submit comments to Chief, Strength Maintenance Division (ARNG-HRR), 111 South George Mason Drive, Arlington VA 22204.

Glossary

Section I Abbreviations

AAR

After Action Report

ACU

Army Combat Uniform

ADA

Americans with Disabilities Act

ADOS

Active Duty Operational Support

ADOS-RC

Active Duty Operational Support-Reserve Component

ADT

Active Duty for Training

TAGR

Active Guard and Reserve

AIS

Automation Information System

AIT

Advanced Individual Training

AMAC

Army Medical Advisory Committee

AMEDD

Army Medical Department

AMSCO

Army Management Structure Code

APFT

Army Physical Fitness Test

APPLEMD

Tag, Prior Service, Physical, Law Violations, Education, Marital Status, Dependency

ARISS

Army Recruiting Information Support System

ARNG-MTT

Army National Guard Mobile Training Team

ARNGUS

Army National Guard of the United States

ASI

Additional Skill Identifier

ASU

Army Service Uniform

ATTRS

Army Training Requirement and Resource System

AUVS

Automated Unit Vacancy System

ASVAB

Armed Services Vocational Aptitude Battery

AT
Annual Training

BIS
Business Integration Server

BRC
Business Reply Cards

BT
Basic Training

CAR
Contact a Recruiter

CFMO
Construction and Facilities Management Office

CMF
Career Management Field

CNGB
Chief, National Guard Bureau

COI
Center of Influence

CSM
Command Sergeant Major

CSMAC
Chief's Strength Maintenance Awards Ceremony

CSMAP
Chief's Strength Maintenance Awards Program

CSPD
Command Supply Discipline Program

CTA
Common Table of Allowances

CTT
Common Task Testing

DA
Department of The Army

DAA
Designated Accreditation Authority

DARNG
Director, Army National Guard

DC
Direct Connect

DFAS
Defense Finance Accounting System

DMOS
Duty Military Occupational Specialty

DOD
Department of Defense

DODPM
Department of Defense Military Pay and Allowances Entitlements Manual

DOIM
Director of Information Management

DPRO
Directors Personnel Readiness Overview

DPS
Defense Printing Service

DSMAC
Chief's Strength Maintenance Awards Ceremony

DSMAP
Chief's Strength Maintenance Awards Program

DSN
Defense Switching Network

DTMS
Digital Training Management System

ESRO
Employer Support Representative Officer

ETS
Expiration Term of Service

FAC
Fiscal Accounting Code

FAR
Federal Acquisition Regulations

FAZR
Force Command Alignment Zip Code Register

FLIPL
Financial Liability Investigation of Property Loss

FLL
First Line Leader

FTNGD-OS
Full-Time National Guard Duty Operational Support Work

FY
Fiscal Year

GCSS
Global Combat Support System

GPO
Government Printing Office

GSA
General Services Administration

GTR
Government Transportation Request

HRC
Human Resource Command

HRO
Human Resources Office

Ht-Wt
Height-Weight

IA
Information Assurance

IADT

Initial Active Duty Training

IAPM

Information Assurance Program Manager

ICTL

79T Individual Critical Tasks List

IDT

Inactive Duty Training

IET

Initial Entry Training

IG

Inspector General

IHE

Increasing Human Effectiveness

IMPAC

International Merchant Purchase Authority Card

IMS

Interpersonal Management Skills

ING

Inactive National Guard

IRC

Inter-service Recruitment Committee

IRS

Internal Revenue Service

IS

Information System

ISCI

International Standard Code Identification

ISP

Internet Service Provider

ISR

Inter-Service Recruit

ISSO

Information Security Systems Officer

IST

Inter-State Transfer

IT

Information Technology

ITO

Invitational Travel Orders

JER

Joint Ethics Regulation

JCP

Joint Committee on Printing

JFTR

Joint Federal Travel Regulation

JRAP

Joint Advertising and Marketing Program

LAP

Lead Appointment Program

LSR

Leadership, Strength, Readiness

MAAC

Marketing and Advertising Advisory Committee

MAC

Marketing Advisory Council

MCA

Master Cooperative Agreement

M-DAY

Mobilization Day

MEPCOM

Military Entrance Processing Command

MEPS

Military Entrance Processing Station

MEPSGC

Military Entrance Processing Station Guidance Counselor

METS

Mobile Examining Test Site

MET

Mobile Event Team

MILPO

Military Personnel Management Officer

MIRS

MEPS Integrated Resource System

MOS

Military Occupational Specialty

MOA

Memorandum of Agreement

MOSQ

Military Occupational Specialty Qualification

MOU

Memorandum of Understanding

MPMO

Military Personnel Management Officer

MQD

Mentally Qualified, Declined

MTT

Mobile Training Team

NAC

National Agency Check

NCESGR

National Committee for Employer Support of the Guard and Reserves

NCO
Noncommissioned Officer

NCODP
Noncommissioned Officer Development Program

NCOES
Noncommissioned Officer Education System

NCOIC
Noncommissioned Officer-In-Charge

NCR
National Capitol Region

NCSA
Noncommercial Sustaining Announcement

NGR
National Guard Regulation

NPS
Non-Prior Service

OES
Officer Education System

OPD
Officer Professional Development

OPE
Out of Pocket Expenses

OPAT
Occupational Physical Assessment Test

OPSEC
Operational Security

OS
Operational Support

OSM
Officer Strength Manager

OSUT
One-Station Unit Training

O&T
Operations and Training

PAR
Personnel Action Request

PAT
Process Action Team

PBO
Property Book Officer

PBUSE
Property Book Unit Supply Enhanced

PCS
Permanent Change of Station

PDQ
Permanently Disqualified

PEC
Professional Education Center

PEP
Public Education Partnership

PERSCOM
Personnel Command (Army)

PHRH
Primary Hand Receipt Holder

PKI
Public Key Infrastructure

PL
Public Law

PME
Professional Military Education

PMOS
Primary Military Occupational Specialty

POI
Program of Instruction

POTO
Plans, Operations and Training Officer

POV
Privately Owned Vehicle

PPC
Physical Profile Category

PPI
Personal Promotion Item

PS
Prior Service

PSA
Public Service Announcement

PMS
Professor of Military Science

QMA
Qualified Military Available

QNE
Qualified, Not Enlisted

REFRAD
Release From Active Duty

REQUEST
Recruit Quota System

RCCC
Reserve Component Career Counselor

RCT
Reserve Component Transition NCO

RFMSS
Range Facility Management Support System

RI
Recruiter Irregularity

RM
Recruiter Misconduct

RMS
Retention Management Software

ROC
REQUEST Operations Center

ROI
Return on Investment

ROTC
Reserve Officer Training Corps

RPI
Recruiting Promotional Item

RR
Recruiting and Retention

RRB
Recruiting and Retention Battalion

RRC
Recruiting and Retention Commander

RRF
Recruiting and Retention Force

RRNCO
Recruiting and Retention Non-Commissioned Officer

RRS
Recruiting and Retention Specialist

RRSC
Recruiting and Retention Section Chief

RRSGM
Recruiting and Retention Sergeant Major

RSID
Recruiting Station Identification Designator

RSP
Recruit Sustainment Program

RTRS
Recruiter Temporary Reservation System

RWS
Recruiter Work Station

SA
Systems Administrator

SAD
State Active Duty

SAV
Staff Assistance Visit

SDA
Special Duty Assignment

SDAP
Special Duty Assignment Pay

SFRO
Store Front Recruiting Office

SIDPERS
Standard Installation/Division Personnel System

SIMO
State Information Management Office

SIO
Systems Integration Office

SM
Strength Maintenance

SMAC
Strength Maintenance Advisory Committee

SMAG
Strength Maintenance Advisory Group

SMAM
Strength Maintenance Attrition Model

SMG
Strength Maintenance Guidance

SMP
Simultaneous Membership Program

SMPG
Strength Maintenance Planning Guidance

SMTC
Strength Maintenance Training Center

SMT
Strength Maintenance Tool

SOB
State Operating Budget

SOC
Service members Opportunity Colleges

SMOM
Strength Maintenance Operational Messages

SMSP
State Media Services Program

SPD
Separation Program Designator

SPN
Separation Program Number

SQI
Special Qualification Identifier

SRIP
Selected Reserve Incentive Program

STACOM
State Committee Employer Support of the Guard and Reserves

STP
Soldier Training Publication

STRM
Strength Training Readiness Module

SUTA
Split Unit Training Assembly

TTAG
The Adjutant General

TASC
Training Aid Support Center

TASO
Training Aids Support Office

TDA
Table of Distribution and Allowances

TDY
Temporary Duty

TMP
Transportation Motor Pool

TRAP
Training Requirements Arbitration Panel

TSP
Training Support Package

UCMJ
Uniform Code of Military Justice

USAREC
United States Army Recruiting Command

USASSI
United States Army Soldier Support Institute

USERRA
Uniformed Services Employment and Reemployment Rights

USPFO
United States Property and Fiscal Office

UTA
Unit Training Assembly

VIP
Very Influential Person

VISC
Visual Information Support Center

VPN
Virtual Private Network

WOES
Warrant Officer Education System

WOSM
Warrant Officer Strength Manager

WWW
Worldwide Web

1SG
First Sergeant

Section II

Terms

Applicant

A person, who is prequalified, desires voluntary enlistment in the ARNG and is being considered for entry.

Assigned Mission

Each Recruiting and Retention NCO is assigned a three tenet strength maintenance mission: recruiting quality Soldiers; attrition management, and retention and extension of quality Soldiers at ETS. Moreover, RRNCOs must recruit to MOS vacancies within their State in support of any unit. Individual recruiting mission are determined by the State RRB based on the specific State end strength mission as well as unit vacancies.

Attrition

Attrition is separation of ARNG Soldiers prior to achieving their expiration term of service (ETS).

Center of Influence (COI)

Individuals, who influence individuals to enlist or extend in the ARNG and provide leads to ARNG RRB personnel. (i.e., Unit Members, Teachers and Counselors)

Centralized Management

A method used to supervise and train Soldiers in the RRB. The RRB is the first line supervisor of the Operations and Training Officers, the Recruiting and Retention Specialist and the Recruiting and Retention SGMs. Recruiting and Retention SGMs are the first line supervisors of the Area RRNCOs. Area RRNCOs are the first line supervisors for Production Recruiting and Retention NCOs.

CUME

CUME is the total number of differing people who listen to a station for at least five minutes in a day. Also called Unduplicated Audience.

CUME Rating

The CUME expressed as a percentage of the population being measured.

DPRO

Director's Personnel Readiness Overview. The DPRO is a web-based analysis tool that provides a snapshot of each State or unit's personnel posture. The DPRO program allows "pushing" of the data to subordinate Commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling

Enlistee

An enlistee is applicant who has been found eligible, and who has been accepted for an original enlistment in the ARNG.

Imprinted Aids

Imprinted aids are low cost, expendable items that convey a recruiting and retention message. These items can be used by Recruiting and Retention NCOs, Marketing NCOs, and other RRB personnel to convey an advertising message to COIs, VIPs, and any other person who can favorably influence an individual to enlist or extend.

Kiosk

A kiosk is a small light structure with one or more open sides (e.g., newspaper stand or telephone booth).

Lead

A lead is the name, address and phone number of someone who may be interested or has expressed interest in joining the ARNG.

Lead Refinement

A systematic approach to prospecting in which the RRNCO sorts leads, sets contact priorities, and records the results.

Loss

A reduction in assigned strength due to attrition or lack of extension.

Mentally Qualified, Declined (MQD)

An individual who has completed aptitude testing and is qualified, but who declines further enlistment processing.

Permanently Disqualified (PDQ)

An individual medically unacceptable for enlistment by reason of medical unfitness for one or more conditions or physical defects listed in AR 40-501.

Personal Presentation Items (PPI)

Advertising items or articles of merchandise that are branded with the ARNG logo and used in marketing programs. Coffee mugs, backpacks. T-shirts, etc.

Precision Recruiting

The act of recruiting personnel to fill vacant paragraph and line and pending loss positions utilizing the Automated Unit Vacancy System (AUVS).

Pre-qualify

Questions used to determine an applicant's age, citizenship, prior service, physical/testing status, law violations, education, marital status, and dependency/number of dependents (APPLEMD).

Presentation Item

An expendable item given to potential or actual prospects, applicants, enlistees, Soldiers who have extended or other authorized individuals with the intent to favorably influence the individual's feelings toward the ARNG and to convey an ARNG recruiting or retention message.

Prospect

A prospect is an individual who has agreed to an appointment.

Prospecting

A systematic approach to obtaining leads, prospects, referrals and applicants for enlistment.

Qualified Military Available (QMA)

QMA are male and female citizens, 17 through 24 years of age, who are physically, mentally, and morally qualified for military service. Estimates of QMA may be calculated for a county or other geographic area by applying experienced rejection rates to military available from a geographic area.

Qualified, Not Enlisted (QNE)

An individual who is fully qualified but has not enlisted or accepted appointment.

Recruiting

The act of replenishing/reinforcing our Units with prior service and non-prior service personnel.

Reevaluation Believed Justified (RBJ)

Examinees initially rejected as medically unacceptable by reason of medical unfitness when the medical fitness standards in chapters 2, 3, 4, 5, 6, 7, and/of 8 or AR 40-501 cannot be met, and the examining physician believes that further evaluation will be justified after actions occur or conditions are met.

Referral

A referral is lead information interested provided to a member of the RRB.

Retention

Maintaining ARNG membership through extension of ETS.

Recruiting Promotional Item (RPI)

Printed and/or media items that are ARNG specific and used in marketing programs. Brochure, recruiting ads, etc.

Strength Maintenance Area

A specific area with one or more RRNCOs assigned under the supervision of an Area RRSC.

State or States

Refers to the 50 States, Commonwealth of Puerto Rico, Territories of Guam and the U.S. Virgin Islands, and the District of Columbia, which are authorized a National Guard.

TAG

The Adjutant General; refers to the Adjutant General of the States, Commonwealths, and Territories as well as the Commanding General of the District of Columbia National Guard.

Very Influential Person (VIP)

Individuals providing direct or indirect assistance to RRB representative, however, do not actually refer individuals.

VULCAN

An automated tracking application utilized by the ARNG recruiting system, which provides a mechanism for tracking the Soldier's accession to battle handoff. VULCAN contains data concerning Soldiers assigned or attached to the Recruit Sustainment Program. It is utilized by RSP Coordinators at the State level to observe and access information regarding individual Soldiers, their sites, and drill information. Additionally, Site Management tasks can be undertaken in terms of Site Setup and the assigning of Site Cadre; users can manage IET Status of recruits and/or manage RSP Disposition Rosters to determine whether a soldier has successfully completed an RSP Program. The database consolidates data pulled directly from the following sources: TAPDB-G/REQUEST/ATRRS/DFAS. The LNO Module located within VULCAN allows for the addressing of Soldier issues such as shipper packet deficiencies as well as the notification to the home State/Territory of a change in a Soldiers projected training path due to injury or academic shortcomings. The ability to notify the home State/Territory of a Soldier exceeding course standards is also available via a notification ticket. Communication with the States/ Territories is done through the creation of a VULCAN database LNO Ticket.