

Retention Leader Guide



NATIONAL GUARD BUREAU
STRENGTH MAINTENANCE DIVISION
111. S. GEORGE MASON DRIVE
ARLINGTON, VIRGINIA 22204
31 JANUARY 2019

SUMMARY of CHANGE

Table of Contents

Chapter 1.	Introduction	Page 1
Chapter 2.	Command Awareness and Emphasis	Page 2-4
Chapter 3.	Developing a Retention SOP	Page 5
Chapter 4.	Evaluate Unit Retention Programs	Page 6-9
Chapter 5.	Sponsorship Program	Page 10-12
Chapter 6.	Retention Interviews and Counseling	Page 13-14
Chapter 7.	ETS Counseling	Page 15-16
Chapter 8.	RMS Implementation Strategies	Page 17-19
Chapter 9.	Retention Metrics	Page 20-21
Chapter 10.	Retention Awards and Extension Ceremonies	Page 22
Chapter 11.	Final Formation Program	Page 23

Chapter 1 Introduction

[Return to Table of Contents](#)

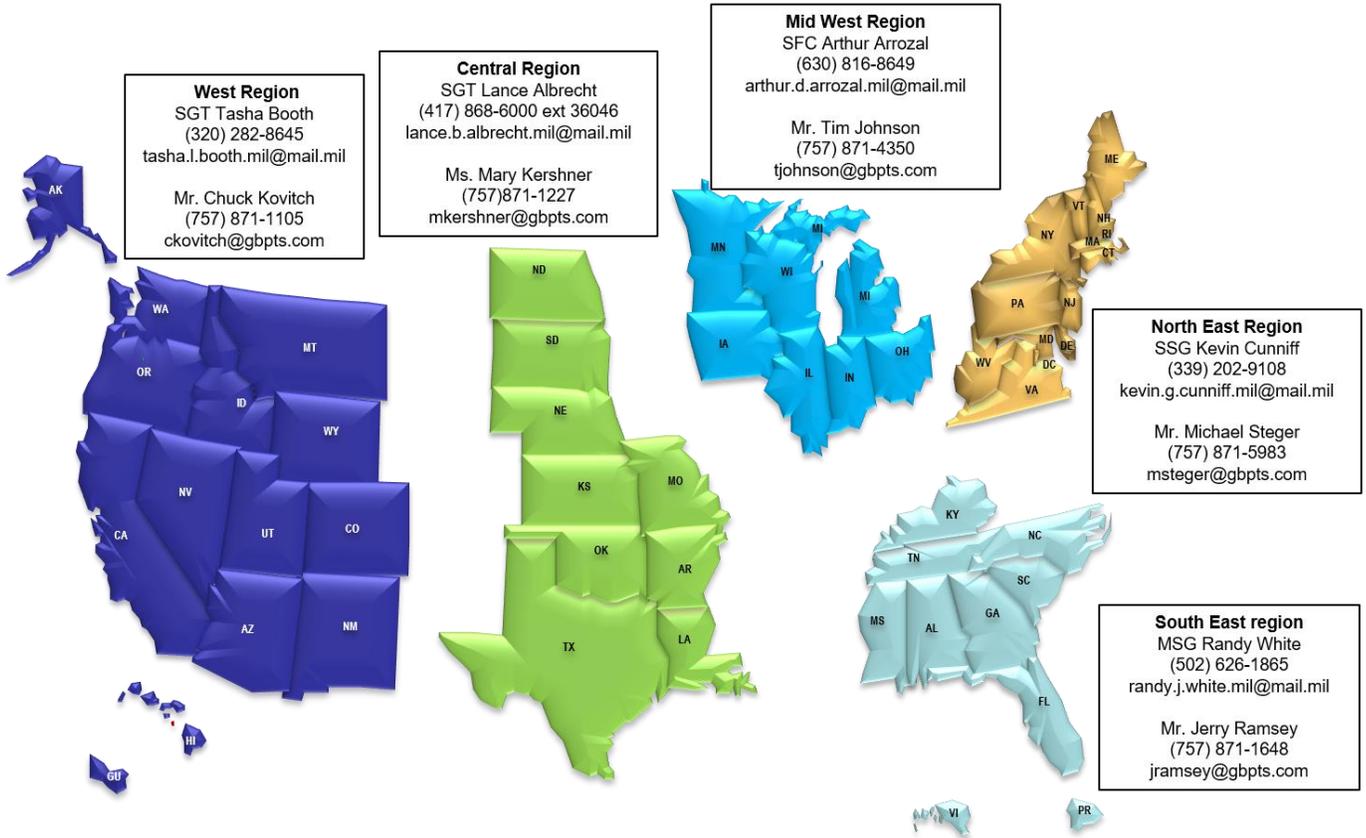
- 1-1. **Mission** - The mission is to retain highly qualified Soldiers in the ARNG at a rate to meet end strength objectives. Our retention effort is not only an action that happens as Soldiers near their ETS date, but a consistent education and development of our leaders and Soldiers at every opportunity.
- 1-2. **Vision** - We've developed this guide by assembling seasoned retention leaders representing each SMAG. The Retention Leader Guide provides the base document that will constantly be updated as more and more retention personnel add to the samples and templates of a quality and successful retention program.
- 1-3. **Intent** - In the continuing effort to provide tools and resources to retention leaders throughout the ARNG, we want to develop a Retention Leader Guide compiled of information designed to assist both incoming and seasoned leadership as they manage retention programs or develop initiatives.
- 1-4. **Important Note** – This guide is intended to be an online resource. Because of its size, with the many example documents, it's difficult to send as an attachment in an email or print in its entirety. Additionally, we expect to make needed edits and additions to the guide in a timely manner. We also hope that if you have potential documents or best practices that could be added to the guide, that you submit them to us for inclusion.
- 1-5. **Field Retention Team** – Currently, we have five NCO's and five Contractors stationed geographically in five regions with, collectively, a vast amount of retention knowledge and experience. They are assigned to support your retention efforts in any way possible, i.e. trend analysis, RMS issues, assistance in developing SOP's or command guidance and training requirements.
- 1-6. **NGB Retention Contacts** – Provided here are the current retention team contacts at NGB.

MAJ John Hinkell
Retention/IST Section Chief
John.d.hinkell.mil@mail.mil
703.607.1102

1LT Steven (Trace) Ahmuty
Special Projects Officer
Steven.j.ahmuty.mil@mail.mil
703.607.8686

SFC Madrice Hamn
Officer/Enlisted Retention NCO
Madrice.d.hamn.mil@mail.mil
703.607.0947

ARNG REGIONAL RETENTION SUPPORT MAP



Chapter 2

Command Awareness and Emphasis

[Return to Table of Contents](#)

2-1. Command Emphasis - Command Emphasis is best found in published letters, policies and guidance. Without command emphasis, units and personnel are focused in other, more emphasized areas of responsibility. Proper emphasis on retention issues ensures effort is focused on critical tasks leading to successful retention results. Below is a list of helpful information as Commanders make decisions on directing command emphasis for retention.

a. Define and publish your retention task organization. This is the wire diagram of those personnel within your organization with responsibilities to perform tasks related to retention. Information needs to freely and quickly travel throughout this wire diagram. Below are key task organization retention positions.

- (1) Assign State Retention Administrator
- (2) Brigade/Battalion Career Counselor
- (3) M-Day Additional Duty Unit Retention NCO
- (4) Recruiting & Retention NCO

b. Provide the connection between roles and responsibilities by publishing a retention battle rhythm. This battle rhythm ensures that all retention tasks are well defined and communicated and include:

- (1) Retention task
- (2) Team member(s) responsible
- (3) Frequency or timing
- (4) Task performance standard

(a) Retention task performance standards that are identified as part of the retention battle rhythm is simply a way of letting your task organization know what you are looking at and what results you are expecting to see.

(b) An example would be letting unit retention NCO's know that the expectation is that all Soldiers will have their intention recorded sometime in the 365-450 day window and that you will be checking to see if it's happening.

c. Developing your retention battle rhythm tasks starts with RSP Battle Hand-Off or Sponsorship and ends with exit interviews. Tasks are identified for:

- (1) RSP Battle Hand-Off
- (2) Sponsorship Program
- (3) Career Development Program

- (4) Annual Retention Briefings
- (5) Extension Interviews
- (6) Required Retention Counseling
- (7) Processing Extension Documents
- (8) Processing Extension Waivers
- (9) Final Formation Program (if applicable)
- (10) Exit Interviews and Surveys

d. Become familiar with retention related metrics (DPRO).

(1) Identify which metrics your organization might be struggling with and publish goals to improve in those areas.

(2) Look for best practices in other states or organizations within your state that are doing well in those areas.

e. Publish monthly retention statistics.

(1) Most people are motivated by competition and the desire to be the best or, at least, not be the worst. Publishing retention statistics will also help to create a “buzz” and stimulate retention conversations.

(2) Creating an opportunity for all to see who is doing well can foster the sharing of best practices between units and organizations.

(3) Picking which metrics to publish will help to focus retention effort in pre-determined critical areas.

(4) If you ask a Commander what their DMOSQ rate is, they will usually be able to answer fairly accurately. However, ask them what their Attrition or 1st Term Loss Rate is and they will struggle to come up with an answer.

(5) Without publishing retention metrics, organization leaders are out there doing retention activities without knowing whether or not they are being successful.

f. Consider recognizing units and organizations quarterly and/or annually for meeting retention objectives or for achieving superior results in measurable retention goals.

g. Ensure Recruiting & Retention personnel are required to have retention metric or activity related bullet comments on their NCOER/OER.

2-2. Command Awareness - Command Awareness is best described as the information that leaders know about their organizations retention status and more importantly, what subordinate organizations think the leader is interested in knowing. Typically, this is evident in the information that is briefed to organizational leaders on a regular basis. Develop retention reporting guidelines to ensure briefings will accurately describe the retention climate within the State/Territory. When developing the

reporting criteria, understand that you are also providing focus to the retention effort. Additionally, as leaders interact with subordinate organizations, they should have researched certain retention information and casually bring it into the conversation.

a. Probably the most common example of command awareness is when retention personnel report (by name) the status of Soldiers nearing their ETS date.

b. Effective leaders are aware of retention trends of assigned units through the analysis of retention data. When considering what information might be relevant for leaders to know on a regular basis, data is available from DPRO and RMS and may include the following examples:

- (1) Re-enlistment Mission Performance Rate
- (2) Attrition Rate
- (3) 1st Term Loss Rate
- (4) Expired ETS's
- (5) 90 Day Retention Alerts
- (6) Extension Counseling Conducted/Not Conducted
- (7) Soldier Intent of Retention Eligible Population
- (8) Losses by Reason

NOTE: Example of a MT Extension Counseling Schedule as part of Command Emphasis can be found using the link below.

[MT Extension Counseling Schedule](#)

Chapter 3

Develop a Retention SOP

[Return to Table of Contents](#)

- 3-1.** A most common form of command emphasis is contained in published policies, procedures and guidance. The most comprehensive form is found in a published Retention Standard Operating Procedures (SOP), containing task organization and battle rhythm directives. As a new retention leader you may find an existing SOP that needs to be revised, updated or completely rewritten.
- 3-2.** Though not all encompassing, this chapter provides a list of areas that are included in any Retention SOP.
- 3-3.** Consider these chapters when developing your Retention SOP:
- a. **Objectives.** Provide retention goals and benchmarks assigned by NGB or as contained in TAG Strength Maintenance guidance.
 - b. **Roles and responsibilities.** This chapter is where you define your retention task organization from the State to the unit level which will include all personnel required to perform retention tasks or provide support to the retention effort. Additionally, describe all tasks assigned to task organization personnel and the standard to which they are to be performed (also known as Retention Battle Rhythm).
 - c. **Retention personnel training.** Describe any mandatory or recommended retention training opportunities for your task organization.
 - d. **Sponsorship program.** Provide purpose and procedural information relating to sponsorship activities not previously described in the Roles and Responsibilities chapter.
 - e. **Attrition management.** Provide program and initiative guidance for any retention effort not covered in other chapters, i.e. AWOL recovery and career development counseling.
 - f. **Extension interviews and counseling.** Provide purpose and procedural information relating to retention activities affecting Soldiers within one year of ETS not covered in previous chapters.
 - g. **Automated systems.** Describe the different automation systems that are provided as a resource to manage and conduct retention activities.
 - h. **Retention reporting.** Define retention metrics reporting or briefing requirements at all levels.

NOTE: Examples of a Retention SOP can be found using the links below.

[MOARNG SOP](#)

[NCARNG SOP](#)

Chapter 4

Evaluate Unit Retention Programs

[Return to Table of Contents](#)

- 4-1.** One method to confirm that retention activities are happening, and retention publications and policies are effectively communicated is to conduct an evaluation at the unit level. This evaluation can be conducted informally or as an inspection, as part of an Organizational Inspection Program (OIP), with standardized checklists of information to be collected and analyzed.
- 4-2.** Conducting an Informal Retention Evaluation provides information on how retention activities are currently conducted and offers insight to how knowledgeable (or up to speed) unit personnel are on specific retention issues, policies and procedures. Conducting an informal retention evaluation should also be a non-threatening activity that results in training opportunities. Prior to conducting the evaluation, the evaluator must research and know the following information:
- a. Authorized and Assigned End Strength
 - b. Attrition Rate
 - c. 1st Term Attrition Loss Rate
 - d. By Name Listing of all Losses (previous 12 months)
 - e. ETS vs. Extension Data
 - f. DMOSQ and No-Val rate
 - g. Mobilization Statistics (unit population of how many times Soldiers Deployed)
 - h. Unit Personnel tasked with Retention Activities (i.e. M-day Retention NCO, etc.)
 - i. State Retention Policies and Guidance (i.e. SOP and TAG SM letters)
 - j. Unit Commander Retention Policy Letters
 - k. Commanders Strength Maintenance Plan
- 4-3.** The evaluator must attempt to speak with all personnel in the unit that have retention responsibilities during the evaluation process. Asking different personnel the same questions provides information on how consistently retention programs are being conducted. The following retention activities are reviewed as part of the evaluation process:
- a. Sponsorship Program
 - (1) RSP Battle Hand-Off Ceremony – Unit Representative Attendance
 - (2) Pre-Drill Contact
 - (3) Sponsor Assignment
 - (4) Checklist Utilization

- (5) Sponsorship Process Completion Monitoring
 - b. Annual Career Development Counseling
 - c. Annual Retention Briefings
 - d. Extension Process
 - (1) Retention Eligible List Management
 - (2) Initial Interview
 - (a) Who
 - (b) When
 - (3) Follow-on Extension Interviews
 - (a) Who
 - (b) When
 - (4) DA 4856 Counseling Required for Soldiers Declining to Extend
 - (a) Who
 - (b) When
 - (c) What is discussed
 - (5) DA 4836 Oath of Extension Document Preparation
 - (6) Extension Ceremony
 - (7) Extension Presentation Items
 - e. Retention Reporting/Briefing Requirements to Higher HQs
 - f. Exit Interviews or Surveys (or Final Formation Program if applicable)
- 4-4.** Once the unit evaluation process is completed, develop a training plan to enhance unit retention efforts. Evaluators should first look for situations where policy and guidance needs to be trained, developed or implemented before focusing on skills training. Once complete, the unit is ready for periodic inspections to sustain a successful retention program.
- 4-5. Retention Inspections** - Retention category line items as part of an OIP is a good method to perform periodic checks on unit level conduct of retention activities. Focus of the retention line items should target the tasks and standards of programs and initiatives while being less concerned with who does the task or who manages the program. When developing retention related line items as a section of an OIP, consider the following:

- a. Regulatory requirements must always be included. These are items such as conducting a sponsorship program, annual career development counseling, and retention interviews among others. Having a final formation program is a best practice and good idea (and could be part of an OIP) but, it's not necessarily required by the regulation.
 - b. Line items concerning state retention policies and command guidance letters help to maintain focus on the retention issues that are critical to success as determined by local leaders vs. national issues.
 - c. Asking unit personnel questions relating to retention metrics ensure that all personnel share the same goal of improving strength readiness and also know what success looks like. It's too easy to focus on task completion and lose sight of whether or not your efforts are successful based on national or state goals and benchmarks. These questions could be about knowing the unit attrition rate, 1st term loss rate or extension statistics and their NGB or TAG stated goal.
 - d. Retention Battle Rhythm line items are tasks described in their simplest form. As an example; How many months prior to a Soldiers ETS is the initial retention interview conducted and where are the results documented? Answers to questions like this should be known by all retention personnel at every level. Battle Rhythm items are typically part of the state retention SOP.
- 4-6.** Recruiting and Retention NCOs (RRNCO) are among the personnel most qualified and trained to conduct Informal Retention Evaluations. Performing this task is also part of their three tenet mission as described in NGR 601-1. However, RRNCOs should not be tasked to inspect the unit they are assigned to support.

4-7. Evaluating a Unit's Retention Environment.

a. Unit Status

- (1) What is your unit(s) current End Strength by percent?
- (2) What is your unit(s) FY End-Strength goal by percent?
- (3) What is your unit(s) current Attrition Loss Rate for the FY by percent?
- (4) What is your unit(s) FY Attrition Loss Rate goal?

b. Sponsorship Program.

- (1) Does the unit maintain and follow Sponsorship Program written publications?
- (2) Does the unit document that all new Soldiers are being sponsored?
- (3) Does the program include sponsoring the Soldier's family?
- (4) Is Recruit Sustainment Program (RSP) Battle Hand-Off addressed in the unit Sponsorship Program?
- (5) Is the sponsorship process for every new Soldier tracked to completion?

c. AWOL Recovery.

(1) Does the unit have written guidance for AWOL recovery?

d. Retention Management.

(1) How many months prior to ETS is the initial retention interview conducted?

(2) Is unit leadership involved in the interview/counseling process?

(3) How many months prior to ETS do Soldiers declining to extend receive required counseling on the DA Form 4856?

(4) Does the unit conduct Extension Ceremonies?

e. Attrition Management.

(1) Has the commander developed and implemented a SM Plan that incorporates attrition/retention goals?

(2) Does the unit utilize surveys to capture information about Attrition Management?

f. Retention Battle Rhythm.

(1) Is the retention battle rhythm well defined and implemented?

(2) Does the unit have a RRNCO assigned to provide retention support?

Chapter 5

Sponsorship Program

[Return to Table of Contents](#)

- 5-1.** The Sponsorship Program purposely directs how we welcome new Soldiers into Army Guard units. Typically, new Soldiers are integrated into the Recruit Sustainment Program (RSP) that provides for them throughout the training pipeline. Most Soldiers won't see their unit until the battle hand-off phase at the end of Initial Entry Training (IET) and the final drill a Soldier has with the RSP. However, prior service gains not required to attend IET, do report directly to their assigned unit and will need to benefit from our sponsorship process along with those being received from RSP battle hand-off.
- 5-2.** It's important to note that the RSP conducts a version of sponsorship called Soldierization; best described as how we make a new Soldier feel like a Soldier. Sponsorship is more about how we integrate a new Soldier into the unit and help them to feel like part of the team.
- 5-3.** Conducting a sponsorship program is required by regulation and below are suggestions to consider as you conduct this crucial retention initiative:
- a. Contact the Soldier prior to drill. Waiting to start the sponsorship process at first formation is asking for problems. New Soldiers should know a little about what's going to happen during their first drill prior to showing up at the Armory. Sponsors or full-time unit personnel need to verify these items with the new Soldier during the pre-drill contact:
 - (1) Transportation to drill and directions if needed
 - (2) Uniform requirements or any special equipment needed
 - (3) Time and place to meet up with sponsor
 - b. Arrange to meet the new Soldier at a designated place in the Armory prior to first formation. Ensure the new Soldier is met immediately upon reporting to drill.
 - c. Assigning the right sponsor is important. Not all current unit members are best suited for this assignment. Consider these characteristics and abilities when assigning a sponsor to new members:
 - (1) Preferably a member of the same section or squad as the new Soldier
 - (2) Is not flagged for any negative action (i.e. APFT or height/weight)
 - (3) Is an obvious choice to willingly represent the unit leadership as a sponsor for new Soldiers
 - (4) Has been with the unit for at least a year and has at least a year left on their contractual obligation
 - d. Utilize a sponsorship checklist. The checklist is the Commanders policy on how new Soldiers are welcomed into the unit. The assigned sponsor is given the checklist prior to meeting the new Soldier so they have a chance to review the requirements of the process and have time to become familiar with the new Soldier's personal information as necessary. An effective checklist includes the following:

- (1) Introduce new Soldiers to:
 - (a) Commander
 - (b) First Sergeant
 - (c) Full Time Unit Personnel
 - (d) Supply Room Personnel
 - (e) Battalion and/or Brigade Leadership (if available)
 - (f) Section/Platoon/Squad leadership and personnel
 - (g) Unit Retention NCO
- (2) Familiarize new Soldiers with the following unit areas:
 - (a) Restroom/Shower Facility
 - (b) Exercise/Fitness Room
 - (c) Mess Hall
 - (d) Orderly Room
 - (e) Location of Commander and First Sergeant Offices
 - (f) Supply/Locker Room
 - (g) Section/Squad Area
 - (h) Motor Pool and Vehicle Wash Rack

e. The Retention Management Software (RMS) includes a Sponsorship module that helps to implement and manage this critical retention initiative. Benefits of utilizing the Sponsorship module in RMS include:

- (1) Sponsor Assignment Tracking
- (2) Sponsor initial contact with new Soldier documented
- (3) Sponsorship Process Status
- (4) Storing completed sponsorship checklists
- (5) Leader abilities to see utilization of sponsorship program
- (6) Ability to quickly make changes to the sponsorship checklist

NOTE: Example of a MT Sponsorship Checklist can be found using the link below.

[MT Sponsorship Checklist](#)

Chapter 6

Retention Interviews and Counseling

[Return to Table of Contents](#)

- 6-1.** As part of an effective Attrition Management Program, Soldier interviews and counseling are conducted periodically. Extension interviews are traditionally thought of as the effort to retain Soldiers in the year prior to their ETS date. However, this chapter will focus on interviews and counseling as an integral part of a Soldier's entire enlistment term. The process starts as a Soldier enters a unit until they choose to leave.
- 6-2.** The types of interviews and counseling discussed will include:
- a. Orientation Counseling
 - b. Career Development Counseling
 - c. Family Interviews
 - d. Employer Interviews
 - e. Unscheduled Interviews
- 6-3. Orientation Counseling** - This counseling is formal and is incorporated within the Unit Sponsorship Program. It will cover duty expectations along with providing the Soldier his or her chain of command with appropriate POC's. Leaders can identify any issues that the new Soldier may have and apply the correct solutions. The new member shall be given a schedule of all upcoming training dates and ensure that the Soldier gives this information to employers.
- 6-4. Career Development Counseling** - First Line Leaders are required to counsel Soldiers on potential career progression opportunities on a regular basis (annually at a minimum). This includes discussing the various training opportunities available, i.e. NCOES and ASI. Career goals should be identified ASAP. Upward mobility opportunities will be identified, and if not possible reclassification should be explored.
- 6-5. Family Interviews** - Units need to explore options of bringing family members into events as much as possible. Benefits are briefed to family members at these events utilizing the correct personnel. Offices brought into the event could include State ESO, State EOC, FRG, ESGR and VA representation, among others.
- 6-6. Employer Interviews** - Soldier and Employer relationships can be strengthened by recognizing employers on a regular basis. ESGR should be used to identify employers recommended for awards. Soldiers with employer conflicts must have the opportunity to immediately share these with their chain of command to resolve them at the lowest level. ESGR should also be used for any issues that cannot be resolved otherwise. Briefings can be provided to employers to help them understand how the Guard operates. Employers should be briefed by the Soldier, or unit, as to State Active Duty for disaster operations and other contingencies. Units can invite employers to unit functions, such a family day, to enable better understanding of our organization.
- 6-7. Unscheduled Interviews** - Unexpected problems will often result in interviewing the Soldier at other than a predicted time. Every commander, FLL and the NCO support channel must be involved in the

retention management effort. They must be prepared to take prompt action to resolve any real problems or provide information and assistance to overcome real or perceived problems.

NOTE: Example of a MT Career Development Checklist can be found using the link below.

[MT Career Development Checklist](#)

Chapter 7

ETS Counseling

[Return to Table of Contents](#)

- 7-1.** For the purpose of this guide it is important to explain the difference between an extension interview and ETS counseling. An extension interview, although documented, is simply a discussion between a unit member and an eligible Soldier. Extension interviews are designed to understand a Soldier's intent to extend or to ETS (and the reasoning behind that decision). ETS Counseling is documented on a DA Form 4856 and is for the benefit of the Soldier to ensure they understand what they are giving up. This chapter focuses on the ETS Counseling required by NGR 601-1.
- 7-2.** As Soldiers near their ETS date, counseling will be conducted for all who have not already executed their extension. Below is a list of items that could be included as discussion points recorded in the counseling session on a DA Form 4856.
- a. Extension Bonus Eligibility
 - b. Student Loan Repayment Program
 - c. TriCare
 - d. Continued use of ID Card for access to military posts and facilities (Commissary, PX, Base Gyms, Base Medical Facilities)
 - e. State and Federal Education Incentives – tuition assistance
 - f. Monthly drill pay, 2 week annual pay
 - g. Life insurance for Soldier and spouse
 - h. Retirement potential earnings and retirement benefits
 - i. Travel – MWR with active duty bases, lodging, camping, recreational facilities
 - j. VA benefits for an open LOD
 - k. Military One source
 - l. Legal Services
 - m. Training, position and promotion opportunities
 - n. Service to Country
 - o. Being a part of something greater than oneself
 - p. Friendships they have made in the Guard, and continuing that friendship
 - q. On the job training
 - r. Business connections

7-3. Plan of Action – Document all retention counseling with designated individuals in order to comply with the retention process that is established thru State Policies. Each counseling is for the Soldier's benefit and questions can be answered at any time. If at any time the Soldier changes his/her mind and decides to extend his/her tour with the NG this counseling will become null and void in place of a signed DA Form 4836.

NOTE: Example of a MT DA Form 4856 ETS Counseling Statement can be found using the link below.

[MT DA Form 4856 ETS Counseling Statement](#)

Chapter 8

RMS Implementation Strategies

[Return to Table of Contents](#)

- 8-1. Retention Management Software (RMS)** - RMS is a case management system that assists Unit Retention personnel, 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.
- 8-2.** The capability exists to significantly improve the accuracy and efficiency of unit retention operations possibly decreasing the number of Exception to Policy submissions while also providing State and Unit Leaders with visibility of unit retention activities and reports.
- 8-3.** RMS displays a simple user interface that is familiar to users who have seen the Guard Incentive Management System (GIMS). The Software allows users to monitor all of the work assigned to them and will keep tabs on the work they have yet to complete through individual Soldier case management work buckets.
- 8-4.** There are now five program modules in RMS which are explained in detail below and include Sponsorship, Interstate Transfer, Career Development, AWOL Recovery and Extension/Counseling.
- The Sponsorship module emphasizes that commanders have ownership of this program and provides detailed guidance on procedures and duties of the sponsor for newly assigned officers and enlisted Soldiers. The sponsorship process is designed as a basic feature for all ARNG units however can be modified by each unit to meet unique unit needs. The process is automated allowing the Readiness NCO to choose the sponsor from the UIC. After the sponsor is chosen, an email is sent to the sponsor and the electronic checklist is downloaded for action.
 - The Extension module automatically determines if a selected Soldier with an approaching ETS Date is eligible to reenlist, and which if any benefits and incentives are available to the Soldier. This module provides visibility of the eligible population, evaluates eligibility, enables documentation of retention counseling, captures Soldier intent, produces extension documents and provides leader reports on all aspects of the extension process.
 - The Career Development module is focused on annual career development counseling. Work buckets are separated by yearly increments prior to the ETS date. This module assists first line leaders as they conduct annual counseling and allows retention effort visibility to leaders above the unit level.
 - The AWOL Recovery module allows users to track AWOL/NOVAL Soldiers to determine why the drill was missed and to counsel the Soldier using a pre-populated DA 4856 and provides an example AWOL letter.
 - The Interstate Transfer module effectively tracks Soldiers conducting an Interstate Transfer between states for losses and gains by ensuring states have visibility of the packet and are aware of the status of the packet in the process.
- 8-5.** The Extension module has been beta tested and is currently in use by most states in some capacity. Effective 1 April 2015, any Soldier extending with a bonus must be processed in the RMS Extension module. Below is an implementation checklist that can be used as states decide to initiate statewide implementation of this module.

8-6. Identify Retention Task Organization.

- a. Unit Level
 - (1) Commander
 - (2) 1SG
 - (3) Full-Time Support (FTS) Personnel
 - (4) M-Day Unit Retention NCO
 - (5) RRNCO assigned by Unit
- b. Personnel above unit level (if applicable)
 - (1) Bn/Bde S-1
 - (2) Bn/Bde Retention NCOs
 - (3) RRNCOICs
- c. RRB Personnel
- d. State G1 Personnel
- e. State Retention POC
- f. State Retention Administrator

8-7. Determine Retention Battle Rhythm.

- a. Management of Retention Eligible Personnel
 - (1) Retention Eligible Roster Management
 - (2) Initial Interview
 - (3) Extension Document Production
 - (4) Subsequent Interviews and Counseling
 - (5) Process Extension Documents
- b. Extension Waiver Submission
- c. Extension Document Submission

8-8. Develop State Specific Documents.**8-9. Determine State Train-the-Trainer Plan.**

8-10. Identifying the retention task organization is critical as these are the personnel that will need access to RMS and will also need to receive training. Once the task organization is set, you can begin to determine who will have access to do each retention task in RMS. Examples are who conducts the initial ETS interview or who completes extension documents. The retention battle rhythm should include all tasks within RMS and also any tasks that are completed outside of RMS, such as the actual interview.

NOTE: Using the links below you will find PowerPoint presentations about the Overview and how to request access to RMS.

[RMS Overview](#)

[Requesting RMS Access](#)

NOTE: Example of a MT AWOL Contact Form as part of AWOL Recovery can be found using the link below.

[MT AWOL Contact Form](#)

Chapter 9

Retention Metrics

[Return to Table of Contents](#)

- 9-1.** As part of an effective command awareness program leaders should become familiar with statistical information relating to retention which is available from different sources. The most commonly used source is the Director's Personnel Readiness Overview (DPRO). The Retention Management Software (RMS) will also provide statistical information as States fully implement this system.
- 9-2.** States are encouraged to develop their own retention specific metrics for publication within their State. Although several metric categories are available, listed below are a few reports that represent key indicators of retention success that should be monitored often.
- a. **Reenlistment Mission Performance Rate.** Located in the Retention tab under Leadership Reports, this report provides, as a percentage, information relating to the number of extensions as compared to the State's NGB reenlistment mission assigned. The report also provides separate results for obligors and careerists. NGB goal is 100%.
 - b. **Attrition Loss Rate.** Located in the Losses tab under Leadership Reports, this report provides, as a percentage, the State's current Attrition Loss Rate (attrition losses include all losses to the ARNG for any reason) and is broken down by Officer and Enlisted. NGB goal is $\leq 18\%$.
 - c. **First Term Attrition Losses.** Located in the Losses tab under Leadership Reports, this report provides, as a percentage, the State's current loss rate for Soldiers discharged prior to completing their initial term of service (Training Pipeline Losses are not counted in this category). NGB goal is $\leq 12\%$.
 - d. **90-Day Retention Alert.** Located in the Alert tab under Leadership Reports, this report provides the number of Soldiers inside the 90-day window of their ETS date. This report is extremely helpful in projecting near term ETS losses.
 - e. **Losses by Reason – 12 Months.** Located in the Losses tab under Leadership Reports, this report provides a breakdown of why Soldiers were discharged. The report is extremely helpful when attempting to identify loss trends or specific retention issues as improvement strategies are discussed.
 - f. **Retention Eligible.** Located in the Retention tab under Leadership Reports, this report provides by name information on all Soldiers within one year of their ETS date. Additionally, whether or not a Soldier is eligible to extend is included on the report. Command emphasis on monitoring this report is extremely important as this population is at the greatest risk for losses to the ARNG.
- 9-3.** Recently correlations between losses and other factors were found and you may want to consider doing your own analysis or monitoring these additional statistics.
- a. Non-DMOSQ Skill Level 1
 - b. E5 vacancies percentage and average number of days vacant
 - c. Population of Soldiers who have never deployed
 - d. Number of Soldiers who are SPFA (flagged)

- 9-4.** Using the links below you will find several tables that describe the different reports and the information found on each report that can be accessed in DPRO. Additionally, NGB goals and benchmarks are also listed in these tables where applicable.

[DPRO Leadership Reports](#)

[DPRO View Reports](#)

Chapter 10

Retention Awards and Extension Ceremonies

[Return to Table of Contents](#)

- 10-1.** As part of an effective SM program, commanders must implement a tracking system to ensure Soldiers receive awards and recognition in a timely manner. This tracking system needs to alert FTS personnel at the appropriate time to identify eligible recipients and process recommendations for awards. Additionally, training is scheduled as part of the unit NCODP/ODP to ensure unit leaders are knowledgeable of the procedures to recommend their Soldiers for an award when action is justified.
- 10-2.** Often presentation items for Soldiers extending their current enlistment are available as part of a national recognition program funded by NGB. These items are currently received and distributed through the Recruiting and Retention Battalion. Typically presentation items for a spouse or family member are often included in the recognition program. The current nationally funded presentation items program is described below. This program is dependent on funding from fiscal year to fiscal year.
- 10-3.** States must develop a comprehensive plan to distribute all presentation items in a timely and efficient manner as to not lose the effectiveness of the incentive.
- 10-4. Extend to Defend Program (E2D).**
- a. E2D items will be sent to all R&R Commands so they may facilitate the distribution to units within their respective States and commands.
 - b. Ensure E2D items are only presented to Soldiers extending for at least three years.
 - c. It is the States responsibility to distribute E2D to their commands as quickly as possible to ensure they are received in a timely manner.
 - d. Formal recognition for E2D items is required. Extension ceremonies are the preferred method of recognition. Every effort should be made to have the Soldier's spouse available for the presentation.
 - e. A record identifying E2D recipients is required to be maintained.
- 10-5. Extension Ceremony.** NGR 601-1 provides guidance on conducting an extension ceremony. In addition, below are some ideas that units may want to consider as they recognize their extended Soldiers.
- a. Consider establishing a quarterly extension ceremony program
 - b. Try to have BN/BDE CSM/CO present for the ceremony
 - c. Give family members ample time so they may plan to attend the ceremony
 - d. Provide a suitable waiting area (possibly with refreshments) for attending family members
 - e. BN/BDE/TAG letter of appreciation and thanks

Chapter 11

Final Formation Program

[Return to Table of Contents](#)

- 11-1.** The best practice is to implement a program designed to provide transition assistance to Soldiers leaving the ARNG while at the same time making one last effort to retain quality Soldiers who have indicated their intent to leave the ARNG. Commonly known as a “Final Formation Program” this effort has proven to be successful in providing appropriate information, reviewing records for accuracy and offering opportunities for continued membership that may not have been discussed previously.
- 11-2.** It is imperative that States make every attempt to retain quality Soldiers. Sometimes unit leadership needs to offer Soldiers opportunities outside their own unit when it will result in the retention of that Soldier. Therefore it is imperative to have a plan to ensure that all Soldiers are provided every option available throughout the State to continue membership in the ARNG.
- 11-3.** Currently there is an exit survey listed on the National Guard StrengthNet page. Participation must be highly encouraged. This survey is designed to gather information from Soldiers separating from the National Guard. The results will identify the reason why a Soldier is leaving the National Guard for either voluntary or involuntary separations. Unit Leaders can use the results of this survey as a tool to enhance Soldier's and Family member's Guard experiences. Only group level findings will be reported to Unit Leadership. It is expected that Soldiers complete this exit survey no later than 90 days prior to separation.

Unit Leaders can request access to the StayGuard Survey Viewer in order view the overall results of the surveys completed within their units. Unit Leaders can use survey results as a tool to increase the overall success of their retention program.

Access to the surveys can be found at <https://smms.army.pentagon.mil/SMMS/Default2.aspx> through the WEBTOP link listed under StayGuard Survey Series.

NOTE: An example of a “Final Formation Program” can be found using the link below.

[Final Formation SOP Example](#)

Intentionally Blank

MOARNG SOP Example

[Return to Chapter 3](#)

MISSOURI NATIONAL GUARD REGULATION
NUMBER 601-280 (ARMY)
Effective 01 February 2006

HEADQUARTERS MISSOURI NATIONAL GUARD OFFICE OF THE ADJUTANT GENERAL

2302 Militia Drive
Jefferson City, MO 65101-1203

Personnel Procurement Army National Guard Retention Program

Chapter 1

GENERAL

Paragraph Page

Section I Policy and principles

Purpose	1-1	1-1
Scope	1-2	1-1
General	1-3	1-1
References	1-4	1-1
Explanation of abbreviations and terms	1-5	1-1
Equal Opportunity	1-6	1-1

Section II Objectives

Reenlistment objectives	1-7	1-2
Non-ETS attrition objectives	1-8	1-2
Retention objectives	1-9	1-2

Section III Responsibilities

The Adjutant General's responsibilities	1-10	3-2
Commander's responsibilities	1-11	3-2
Commander's (battalion and higher) responsibilities	1-12	1-3
Unit Commander's responsibilities	1-13	1-4
Command Sergeants' Major responsibilities	1-14	1-5
The Platoon Leader's responsibilities	1-15	1-5
First Sergeant's responsibilities	1-16	1-5
Platoon Sergeant's responsibilities	1-17	1-7
First Line Leader's (FLL) responsibilities	1-18	1-7

CHAPTER 2

RETENTION STAFFING, SUPPORT IDENTIFICATION

Section I Staffing

ARNG Full-Time Attrition, Retention Force (FTARF)	2-1	2-1
Organization and Utilization	2-2	2-1
State Recruiting and Retention Commander's (RRC) Responsibilities	2-3	2-1
FTARF / Responsibilities	2-4	2-1
Recruit Sustainment Coordinator's Responsibilities	2-5	2-2
Area Retention Counselor's Responsibilities	2-6	2-3
Additional Duty Unit Retention Counselor's Responsibilities	2-7	2-3

Section II	Support		
	Funding	2-8	2-3
	Vehicles	2-9	2-3
	Office spaces	2-10	2-3
	Publicity and awareness	2-11	2-3
	Presentation items	2-12	2-4
	Administrative	2-13	2-4
	Active Duty Training (ADT) Man Days	2-14	1-4
Section III	Retention Identification		
	Career Counselor Badge	2-15	2-4
	Local Badge	2-16	3-2
CHAPTER 3	INTERVIEWS, RECORDS and COMMITMENTS		
	Paragraph	Page	
	Interviews and Counseling	3-1	3-1
	Phases of Interviews	3-2	3-2
	Retention Data Form (Form 31)	3-3	3-2
Section I	General		
Section II	Interviews		
Section III	Sponsorship		
Section IV	Guide for Career Development		
CHAPTER 4	Sponsorship and Orientation Program		
	Design of the program	4-1	4-1
	Sponsor Selection	4-2	4-1
	Appointment	4-3	4-1
	Who administers the program	4-4	4-1
	Procedures	4-5	4-1
	Termination	4-6	4-2
CHAPTER 5	Participation Enhancements and Retention Control Measures		
	Measures to improve participation	5-1	5-1
	Participation requirements	5-2	5-1
	Reporting	5-3	5-1
	Accounting of Personnel	5-4	5-2
	Contacting Absent soldiers	5-5	5-2
	Follow up Actions	5-6	5-3
	Authorized absence	5-7	5-3
	Unexcused absence	5-8	5-3
	Attachment	5-9	5-3
	Transfers	5-10	5-3
	Validation	5-11	5-4
CHAPTER 6	TRAINING REQUIREMENTS		
	Primary duty Retention NCO	6-1	6-1
	Additional Duty Unit Retention Counselor	6-2	6-1
	Other Personnel	6-3	6-1
	Career Development	6-4	6-1

	Update Training	6-5	6-2
CHAPTER 7	Recruit Sustainment Program (RSP)		
	Scope	7-1	7-1
	Purpose	7-2	7-1
	Goals	7-3	7-1
	Reference to Recruit Sustainment Program SOP	7-4	7-1

ANNEXES

A Reference	A
B Retention Data Cans	B
C Unit Counseling Worksheet	C
D Unexcused Absence Report	D
E Area Career Counselors	E

Summary: This regulation covers retention and attrition management in the Missouri Army National Guard.

Interim Changes: Interim changes to this regulation are not critical unless they are authenticated by the Executive, Missouri Army National Guard. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested improvements: The proponent agency of this regulation is the RRC Office. Users are invited to send comments and suggested improvements on **DA Form 2028** (Recommended Changes to Publications and Blank Forms) directly to
27th Recruiting and Retention Battalion,
2302 Militia Drive,
Jefferson City, MO 65101-1203

CHAPTER 1 INTRODUCTION

Section I General

- 1-1. Purpose:** This regulation provides policy, outlines specific responsibilities and establishes uniform procedures to assist commanders in implementing and maintaining a comprehensive retention program within the Missouri Army National Guard.
- 1-2. Scope:** Retention policies and procedures prescribed herein are applicable to all units and personnel in the Missouri Army National Guard. This regulation establishes the minimum requirements and associated administrative procedures which are mandatory for enlisted personnel and which can be utilized, where deemed appropriate, for officer retention.
- 1-3. General:** The Missouri Army National Guard Retention Program is based on the premise of command involvement in the retention process from duty section to senior command level. This program is intended to retain the required number of trained, qualified and motivated personnel in order to maintain strength levels and allow the command to perform its assigned mission.
- 1-4. References:** Required and related references are listed in Annex A.
- 1-5. Explanation of abbreviations and terms:** Abbreviations and special terms used in this regulation are explained in glossary.
- 1-6. Equal Opportunities:** The Missouri Army National Guard Retention Program will be free of discrimination based on race, color, national origin, religion, sex, age, or non-disqualifying handicap.

Section II Objectives

- 1-7. Reenlistment objective:** The reenlistment (this includes extension) objective is established to enable the MOARNG to attain and maintain specified strength levels. There are two categories in the reenlistment objective, the total of which must equal the state goal established annually by the Adjutant General.
- a. **First term:** NPS soldiers who have less than 72 months of creditable service for pay at the time of separation or ETS. This includes obligated soldiers who will complete Selective Reserve obligations and who will be eligible for transfer to the Inactive National Guard (ING) or the Individual Ready Reserve (IRR) under the 6x2, 3x5 and 8x0.
 - b. **Career:** Soldiers who will have more than 6 years of service creditable for pay as of their currently scheduled ETS.
- 1-8. Non-ETS attrition objective:** The NON-ETS attrition objective has been established to minimize personnel turbulence; to help attain and maintain authorized strength levels; to conserve fiscal training, and personnel resources; and, through these efforts to enhance readiness.
- 1-9. Retention objective:** in order to ensure that each senior command has a goal that is both challenging and attainable, senior command goals will be determined on the basis of their

percent of the States enlisted assigned strength compared with the same percent of the State enlisted loss objective. Unit goal will be established by each senior command.

Section III Responsibilities

1-10. The Adjutant General's responsibilities: The Adjutant General should:

- a. Develop and implement comprehensive retention programs.
- b. Establish policies IAW DA and NGB guidance and procedures for the managers of retention personnel.
- c. Ensure that sponsorship, orientation, and interview programs, and that participation enhancement and retention control measures discussed in Chapter 5 are adequately implemented and applied.

1-11. Commander's Responsibilities: Commanders at all levels will develop, implement and conduct comprehensive retention programs using the guidance in this regulation. Their responsibilities include, but are not limited to, ensuring that:

- a. Every qualified soldier who is serving honorably and faithfully, and who meets the criteria in NGR 600-200, chapter 7 (including those with waivable disqualifications) is interviewed. This interview will determine the soldier's career plans and intentions and will ensure he/she is counseled on the various career opportunities for which he/she may be qualified and eligible.
- b. Every qualified soldier is given the opportunity for continued service.
- c. Every qualified soldier is counseled IAW Chapter 3 of this regulation, and FM 22-101, and is provided every reasonable opportunity to become qualified if allowed by current directives.
- d. Every qualified soldier is given the opportunity to compete for position vacancies to enhance personal, professional, and career development as well as unit readiness.
- e. All soldiers are informed of the Selective Reserve Incentive Program (SRIP) and that all eligible soldiers are properly counseled on, and processed for, incentive(s) to which they are entitled.
- f. All commanders and other leaders are periodically informed of current procedures, responsibilities, and authorized and required actions for soldiers who do not attend training.
- g. Unsatisfactory participants who possess the potential for rehabilitation or who had extenuating circumstances that led to being declared unsatisfactory participants are not summarily separated.
- h. Soldiers defined in AR 135-178 and NGR 600-200 as untrainable, undesirable, or unsatisfactory performers, and those who cannot or will not be qualified and immediately available for active duty in the event of a call, order, or partial or general mobilization, are prevented from extending or immediately reenlisting. (NOTE: Soldiers with temporary situations may be qualified for transfer to the ING or IRR).
- i. Each subordinate element is assigned equitable objectives and resources.
- j. Public affairs, command information and retention resources are used to publicize current information that may affect soldiers' career decisions and the overall retention program.
- k. Every organizational element has the retention personnel prescribed in NGB, State, and organizational directives which prescribe their proper training and use.

1-12. Commander (battalion and higher) responsibilities: Battalion (and higher) commander's responsibilities include:

- a. All of paragraph 1-11 above.
- b. Provide the necessary command emphasis through staff members and subordinate commanders to ensure that the retention program reaches its assigned objectives.
- c. Scheduled command retention NCO visits to subordinate command elements to assist the chain of command in the analysis of the retention program and the development of corrective measures to any noted deficiencies.
- d. Prepare a command retention SOP: This SOP will conform to and in no area be less restrictive than the guidance provided by this regulation.

1-13. Unit Commander's Responsibilities:

- a. Comply with the requirements of the MOARNG Sponsorship program outlined in Chapter 4 of this regulation.
- b. Comply with the requirements of MONGR 350-1 in regards to pre-IADT training. Additionally, commanders should develop an orientation program for all new members from other services to assure an orderly transition into the MOARNG.
- c. Prepare a unit retention SOP: This SOP will conform to battalion and higher guidance and in no area be less restrictive than the guidance provided by the regulation.
- d. Insure that orders appointing URCs and Assistant URCs are published with an information copy forwarded to the RRC office. A copy of the orders will be posted on the unit's bulletin board and in the Unit Retention Binder.
- e. Insure that the AGMO Form 31, Retention Data Form, is completed and kept current for all enlisted personnel (E-6 and below) within the command.
- f. Insure that retention counseling is conducted and recorded per the following:
 - (1) Primary counseling responsibilities - First Line Leader (FLL) and chain of command.
 - (2) Secondary/additional counseling - URC and other retention assets.
 - (3) Commanders will conduct an orientation briefing/interview during the new member's first drill with the unit and will also personally counsel all members nine to twelve months prior to their ETS. All counseling will be recorded on the Retention Data Form, AGMO Form 31.
- g. Insure that the chain of command is sensitive to retention related problems that might exist, and that these problems are addressed immediately by the chain of command with the support and assistance of retention personnel.
- h. Recognize individuals who extend or reenlist in appropriate ceremonies.
- i. Prepare an annual Strength Management Plan, and ensure that the activities scheduled are executed. The plan should include, but not be limited to ESGR recognition program, award ceremonies involving family members, open house and family day activities.

1-14. Command Sergeant Major responsibilities:

- a. Emphasize the use of the chain of command and ensure that the NCO support channel is viable and functioning throughout the command.
- b. Provide special attention to the involvement of senior noncommissioned officers throughout the command, providing the leadership necessary to unify them into a cohesive force through professional development down to and including the squad, section and team leaders.

- c. The CSM will provide guidance to ensure that all personnel understand the proper use of the chain of command and its importance in the retention mission.
- d. The CSM will make retention related activities a paramount point of interest in all unit visits and inspections. Special emphasis will be placed on monitoring the command's sponsorship program.

1-15. The Platoon Leader responsibilities:

- a. Perform unscheduled interviews with a cross section (random sample) of the platoon to develop attitudes and reinforce the fact that the unit is interested in each person as an individual.
- b. Ensure that the platoon sergeant utilizes squad leaders to conduct training.
- c. Ensure that all members of the platoon are receiving meaningful training.

1-16. First Sergeant's responsibilities: The first sergeant or the detachment NCOIC is the key enlisted member of any unit and as such must take a leading role in the training and retention efforts of the command. This role must not be secondary to anything else if the unit is to reach and maintain a high degree of readiness. The first sergeant must be able to communicate with the troops. He must be willing to listen and become involved in the problem solving process when it cannot be accomplished by subordinate noncommissioned officers in the chain of command. In addition, the first sergeant will:

- a. Ensure that the unit retention program is administered effectively at platoon, squad/section level, and ensure that the CSM of each battalion is kept informed concerning retention matters.
- b. Work in close harmony with the unit retention NCOs at all levels and ensure they are receiving total support within the chain of command.
- c. Ensure that subordinates understand the retention plan and that all personnel in the chain of command are trained in its use.
- d. Ensure that the commander is kept informed of all personnel actions and other events having an impact on retention.
- e. Ensure that all soldiers within the unit are kept constantly informed of unit retention plans and programs.
- f. Ensure that all enlisted members of the unit understand and use the chain of command and that soldiers understand an open door policy exists for all enlisted members when a problem cannot be solved at a lower level.
- g. Constantly monitor his NCO Corps to ensure that the first line leaders are actually being given the responsibility and authority to perform their duties. He must further ensure that they are being supervised and that timely corrections are made when necessary as part of the training process.
- h. Ensure that all unit soldiers receive meaningful training.
- i. Ensure that first line leaders are involved in retention efforts.
- j. Ensure the proper operation of the unit retention program in the absence of the Unit Retention Counselor and assistant Unit Retention Counselor.
- k. Keep aware of the reasons for soldier absenteeism within the unit and be responsible for reporting these reasons to the commander.
- l. Supervise the Unit Retention Counselor
- m. Monitor and supervise the conduct of the Unit Sponsorship Program.

- n. Assign a sponsor for all new members.
- o. Conduct an initial orientation interview for all new members during the first drill.
 - (1) Explain unit policy.
 - (2) Explain the chain of command.
- p. **Distribute and collect the Retention Data Form (AGMO Form 31) to the First Line Leader for the annual interview.**
- q. Ensure that members absent from training are contacted in accordance with the provisions outlined in Chapter 5 of this regulation.
- r. Monitor the status of all unit members within the Recruit Sustainment Program (RSP).
- s. Ensures that all Retention interviews are completed and recorded in the AGMO-31.

1-17. Platoon sergeant's responsibilities:

- a. Assist the First Sergeant in identifying reasons for excessive absenteeism within the unit and provide recommendations for solutions in this area to the commander.
- b. Coordinate and/or conduct training for the platoon on subjects impacting on retention.
- c. Perform required interviews and ensure that all other interviews are performed by subordinate NCOs.

1-18. First Line Leader's (FLL) responsibilities:

- a. A good retention rate can be achieved in a unit if its leaders follow these two concepts:
 - (1) Soldiers will remain in the National Guard if they have the perception that their time spent with the Guard is worthwhile. This can only be achieved over an extended period of time, by challenging soldiers with good, thorough training, and by providing them with avenues for their personal growth.
 - (2) Secondly, soldiers who are troubled with personal conflicts, either generated from their involvement with the Guard or from an external source, may remain in the Guard if they perceive that once the problem was identified, a valid attempt was made to resolve/eliminate it.
- b. Commanders must assign the responsibility for implementing these two concepts to the FLL, who is not only the primary trainer for squad/team members, but who must also make a conscious effort to identify retention related problems and take immediate action to eliminate them.
- c. Just as the FLL insures that preventive maintenance is preferred on major items of equipment, he/she must also perform preventive maintenance, called strength maintenance, on squad/team members to insure that they remain effective mobilization assets to the commander.
- d. Help soldiers design career plans: evaluate background and qualification; determine wants, needs, desires, goals, and aspirations; recommend available programs and options and the requirements the soldier must meet.
- e. First Line Leaders are specifically responsible for the following:
 - (1) Conducting an interview/counseling session with every enlisted member (E-6 and below) within the command annually on the anniversary month of the members enlistment/reenlistment/extension in the MOARNG. This required counseling session maybe accomplished plus or minus one month of the target month.
 - (2) Documenting this interview/counsel session on the Retention Data Form (AGMO Form 31) and update any of the information required to be maintained on the card.

- (3) Insuring that a sponsor is appointed for every new member that is assigned to his/her squad/team/section.
- (4) Insuring that the sponsorship checklist, section three of the Retention Data Form, is initiated and completed for every new member.
- (5) Insuring that members absent from training are contacted in accordance with the provisions outlined in Chapter 5 of this regulation.

Example

CHAPTER 2 RETENTION, STAFFING, SUPPORT AND IDENTIFICATION

Section I. Staffing

- 2-1. ARNG Full-Time Attrition/Retention Force (FTARF):** The FTARF consists of the following soldiers: Recruiting and Retention NCOs (MOS 79T), and Area Retention Counselors.
- 2-2. Organization and utilization:** The FTARF is provided as a state-level force to work under the direct supervision of the State RRC (or designated representative). As the principal area retention NCOs for the State, they perform all tasks relevant to Retention and Attrition Management.
- 2-3. State Recruiting and Retention Commander (RRC) responsibilities:**
- Manage and support the FTARF with special emphasis on ensuring that they provide awareness training to and complement the participation enhancement and retention control measures of units as discussed in chapter 5.
 - Develop and administer the retention programs, public affairs activities, Employer Support of the Guard and Reserve (ESGR), and family assistance.
 - Provide liaison between the recruiting and retention programs, public affairs activities and ESGR.
 - Provide training for chain of command retention personnel.
 - Provide TAG with results of unit retention efforts.
 - Responsible for all command and control for the Recruit Sustainment Program (RSP).
- 2-4. Recruiting and Retention NCO:** The R&R NCO is responsible for the development, coordination, organization, and maintenance of a unit retention program in conjunction with organization and unit commanders and retention personnel; assist the Unit Committee for Employer Support of the Guard and Reserve in Unit-related activities; assist commander's efforts toward ING administration; and ensure that the following duties and tasks are accomplished:
- Monitor the retention environment: collect data and information, evaluate results and describe factors affecting retention.
 - Evaluate retention activities: evaluate organizational/unit applications of the retention program and identify corrective action for deficient areas.
 - Develop, implement, conduct and maintain a retention program.
 - Develop and maintain retention action plans including short-term, mid-term, and long-term plans for major training activities, unit events, classes, seminars, and interviews.
 - Assist commanders in developing, conducting, and maintaining retention incentives and retention awards programs.
 - Perform retention information duties: obtain, prepare, distribute and display retention promotional items; prepare and present classes, and/or briefings on ARNG programs, requirements and the opportunities and benefits of membership for soldiers, family members, employers and others.

- g. Process retention information items: write, and/or edit, and/or coordinate, retention information items for publications.
- h. Review transfer and separation request: determine if action has been taken to retain the soldier, review records and reports for background information, determine if there are alternative actions to allow for retention, and recommend or take action on the request.
- i. Conduct retention interviews: prepare for, conduct, and follow-up on retention interviews with soldiers, family members, employers and others.
- j. Help soldiers design career plans: evaluate background and qualification; determine wants, needs, desires, goals, and aspirations; recommend available programs and options and the requirements the soldier must meet.
- k. Explain ARNG opportunities: research and explain the facts, features, programs, rights and entitlements, and the requirements and procedures to gain benefit from ARNG membership to soldiers, family members and others.
- l. Help soldiers select training: explain available training courses and methods, the requirements and benefits of each, and refer the soldier to the proper staff section or person, or help in the application process.
- m. Explain retention bonus to soldiers: determine bonus eligibility and explain the requirements, processing and termination of the bonus.
- n. Counsel soldiers: On retention criteria and individual qualifications; training requirements and options; programs, options, and requirements for promotion and advancements; methods to alleviate/overcome obstacles to retention; participation requirements and, with the view of retaining quality soldiers, the consequences of unsatisfactory participation.
- o. Assist in processing extension/immediately reenlistment; review and help process qualification determinations, required/authorized waivers; and verify accuracy of all data/information.
- p. Assist in extending/immediately reenlisting qualified soldiers: help coordinate ceremonies, review documents for accuracy, advise administering officials on oaths and ceremonies, coordinate publicity coverage, assist in and evaluate ceremonies.
- q. Advise leaders on retention matters: reinforce positive actions, programs, influences, trends and indicators that promote retention; present negative aspects of, and recommend changes to, areas that adversely affect retention.
- r. Prepare for, conduct, and evaluate retention training: prepare and conduct training/seminars/meetings for retention personnel and groups of officers, NCOs, and other leaders and key personnel; assist and evaluate subordinates retention training.
- s. Perform retention administrative duties: prepare and/or process drafts/working papers (and review final) contracts, documents, correspondence, reports, and other required items; research and interpret retention publications.

2-5. Recruit Sustainment Coordinator's responsibilities: See Chapter 7 of this regulation.

2-6. Area Retention Counselor's responsibilities: Area Retention Counselors are provided in the nine geographical areas and are under the direct supervision of the Recruiting & Retention NCOIC for each area. In addition to the responsibilities prescribed in 2-4 above, Area Retention Counselors are specifically responsible for the following duties:

- a. Train Unit Retention Counselors.
 1. Conduct initial training of new URCs.
 2. Conduct annual update training.
- b. Conduct monthly unit visits for all units in their area.
 1. Review all AGMO-31s.
 2. Monitor sponsorship program is in place and functioning
 - (a) Ensure sponsorship training is being conducted by URC.
 - (b) Ensure unit sponsors are assigned according to State SOP.
 3. Check status of all at-risk soldiers.
- c. Review Unit Retention Binders for all pertinent documents, information and instructions and make sure that all information is current.
- d. Ensure that the State Recruiting & Retention Sergeant Major is kept informed about issues within their designated area.
- e. Provide Units commands at all levels with written and oral correspondence pertaining to the attrition and retention environment.
- f. Assist R&R personnel with daily duties.
- g. Track and contact AWOL soldiers.
 - (a) Cross reference with the state NOVAL report.
 - (b) Identify and resolve issues pertaining to non participation.
 - (c) Document all measures pertaining to those issues.
- h. Assist URCs in counseling soldiers who:
 - (a) Plan to separate upon ETS.
 - (b) Request to speak with an outside representative.
- i. Advise URCs and FTUS on all retention related issues.

2-7. Additional Duty Unit Retention Counselor's responsibilities: Commanders will appoint a Unit Retention Counselor and an Assistant Unit Retention Counselor to provide continuity in the unit's retention program. Additional Duty Unit Retention Counselors (URC) and Assistant Unit Retention Counselors are specifically responsible for:

- a. Keeping the commander/1SG informed on all matters pertaining to the unit's retention program.
- b. Maintaining the unit's retention records and files.
 - (1) AGMO Form 31
 - (2) Unit Retention Binder
 - (3) AGMO Form 119-25
- c. Ensuring that a Retention Data Form (AGMO Form 31) is prepared and maintained for all enlisted personnel E-6 and below assigned to the unit.
- d. Scheduling all required counseling/interviewing sessions utilizing the Unit Counseling Worksheet (AGMO Form 119-25) Annex C.
- e. Conducting an initial orientation interview with new soldiers, E-6 and below, during their first drill assembly with the unit. This interview will be recorded on the Retention Data Form.
- f. Introducing new soldiers to their sponsor.
- g. Conducting a reenlistment/extension interview 6 months prior to the soldier's scheduled ETS. This interview will be recorded on the Retention Data Form.

- h. Facilitating the unit's retention programs and other outside support programs.
- i. Monitor the retention atmosphere within unit.
- j. Ensure reenlistment/extension ceremonies are being conducted.

Section II Support

2-8. Funding: The budgeting and expenditure of Federal funds for retention purposes is described in NGR 601-1 and other NGB publications. The State RRC is the program manager for these funds and will be consulted for advice and assistance in all retention funding matters.

2-9. Vehicles: Vehicles for FTARF are provided through the State RRC and State logistics office. Vehicles specifically allocated for the FTARF will be used only for their support. In the event a special allocation is not available, transportation must be provided from existing vehicles or through reimbursement for private vehicle mileage per Volume 1, Joint Travel Regulations (JTR).

- a. Primary duty retention NCOs must use existing organizational vehicles of those available from Transportation Motor Pools (TMP) according to current directives.
- b. Additional duty, unit retention counselors must use available unit vehicles in accordance with current policies.

2-10. Office Space: Retention office space, whether in an Armory or a Retention Center at a training site, should be provided from available resources. Federal funds are not authorized for the building, modifying, or replacing of offices or centers. Furnishings used are limited to those in Common Tables of Allowances (CTA) and General Services Administration (GSA) catalogs. Logistics officers are encouraged to support retention activities to the extent permitted by current policies.

2-11. Publicity and awareness: The State RRC should promote the maximum involvement between retention personnel, supported organizations, and the State Public Affairs Detachment, and other public affairs assets.

- a. Public Affairs Detachment (PAD) can assist with the Guard Awareness Program, photographic coverage of retention events and activities, and the preparation of media releases to both the civilian and military (State, Army area, and national) media.
- b. Units will establish a retention information board or set aside for retention a portion of an existing bulletin board.
- c. National retention items, furnished by the National Guard Bureau Advertising Support Center (NGB-AD), should be prominently posted and periodically changed and maintained in areas frequented by enlisted personnel.
- d. All personnel involved in retention should present periodic talks, classes, or briefings to soldiers, family members, groups of leaders, and other influential persons.

2-12. Presentation items: Presentation items are those things purchased with Recruiting and Retention) Expenses fund accounts. They are designed to reinforce an ARNG message with potential or actual immediate reenlistees and extendees, and the personnel who influence these soldiers. The items which may be purchased and the limitations imposed are discussed in NGR 601-1.

2-13. Administrative: Retention personnel at all levels should be provided adequate administrative support to accomplish retention actions.

- a. Retention personnel should not be used to prepare routine administrative items such as extension and immediate reenlistment contracts, and retention data forms (other than to prepare working papers, and to enter remarks and update information).
- b. Frequently used publications may now be ordered for, and issued to, retention personnel through the state publications supply activity.

2-14. Active Duty Training (ADT) Man Days: Retention personnel may perform retention duties on ADT/ADSW per NCR 501-1, Chapter 2, using BPA 3140 funds; or without pay; or without pay and allowances. Entitlement to the several kinds of payment must be carefully coordinated with USPFO personnel before any orders are prepared. Each unit will ensure that the provisions of the DOD Pay and Allowances Entitlements Manual (DODPM), JTR, NGR 601-1, and other applicable directives are complied with, and that the interests of both the soldier and the government are protected.

Section III Retention Counselor Identification

2-15. Career Counselor Badge:

- a. The Battalion Career Counselor badge is authorized for wear only by Area Retention Counselors and Unit Retention Counselors that have completed the resident Career Counselor Course at the Professional Education Center.
- b. The authority for awarding of the badge is The State Adjutant General. The effective date of award of this badge may be the date the soldier completed the course.
- c. Authority to wear the badge will be withdrawn when the awardee is reassigned from primary retention duties. Commanders may authorize individuals to keep the badge as a memento of successful retention service.
- d. Process for ordering the badge is: “Badge, Identification, Career Counselor, Army”, through supply channels.
- e. Badges for issue and wear on BDU/ACU are available from the State RRC.

2-16. Local badge: Local retention identification badges for additional duty unit retention counselors to wear while with the organization in state status are authorized.

- a. The Missouri Army National Guard Unit Retention Counselor Badge is awarded to personnel assigned as additional duty unit retention counselors and assistant unit retention counselors after successful completion of a state approved course of instruction.
- b. The badge is worn on the right breast pocket, centered between the button and lower edge of the pocket.

CHAPTER 3 INTERVIEWS, RECORDS AND COMMITMENTS

3-1. Interviews and counseling: Army policy and doctrine requires counseling for numerous purposes on many occasions. To retain qualified soldiers to the end of their contract terms, and to immediately reenlist or extend a stated percentage of them, commanders will ensure that all ARNG soldiers are periodically interviewed and counseled.

- a. The commander is required to interview his/her soldiers two times minimum during the initial enlistment or after the individual soldier transfers into the unit. The first documented interview should take place during the new member's first drill. The second interview will take place nine to twelve months prior to the expiration of the enlistment.
- b. The Unit Retention Counselor (URC) is also required to have two interviews with the soldier during his/her enlistment. The first interview should take place during the new member's first drill and/or upon return from IADT. The second interview will be done six months prior to the expiration of enlistment.
- c. The First Line Leader (FLL) will have an interview with his/her soldiers every year during the anniversary month of their ETS. The required interview may be accomplished plus or minus one month of the target month.
- d. The R&R NCO is also required to conduct retention interviews at 90/60/30 days prior to ETS or until the soldier reenlists.

3-2. Phases of interviews: Each interview should be designed to accomplish a goal that considers the soldier's time in the organization, relative experience and grade, and time remaining to ETS. There are three phases to guide these interviews and to help set the tone and approach used.

- a. Reception Phase. This phase provides an adjustment period to help the soldier become familiar with the unit and its personnel. The sponsorship and orientation program is the most important part of this phase.
- b. Career Development Phase. This phase starts when the soldier feels that most or all of the enlistment goals have been met. Depending upon the length of the enlistment period, this phase may cover several months or years. First Line Leader (FLL) conducts many of these interviews to provide performance and career counseling. The theme should be one of constant measurement of achievement, abilities, and goal setting. A measure of the soldier's current feelings toward the unit and the ARNG can be the question "If you were eligible to reenlist today, would you?" This will help prepare the soldier for the actual reenlistment decision and help the organization work on any factors (within its control) that may cause the soldier to say no. This phase will end, or be temporarily set aside, when the soldier approaches the reenlistment/extension eligibility period. As soon as the reenlistment phase is completed, the soldier will be back in the career development phase once more. To help accomplish this, the FLL will complete Guide to Career Development, Section Four of the Retention Data Form, AGMO Form 31.
- c. Reenlistment interview. These interviews are conducted toward the end of the enlistment period. They are focused on the soldier's qualifications for reenlistment/extension, options, goals and decisions, and available incentive(s) programs. Everyone involved in the process of

retaining quality soldiers must be aware that a few reenlistment interviews cannot overcome the absence of the other types of interviews discussed above. The following Reenlistment interviews are required:

- (1) The Commander will conduct a reenlistment interview nine to twelve months prior to ETS.
- (2) The URC will conduct a reenlistment interview six months prior to ETS.
- (3) The R&R NCO will conduct reenlistment interviews 90/60/30 days prior to ETS.

3-3. Retention Data Form (AGMO Form 31):

- a. The Retention Data Form (AGMO Form 31) Annex B will be filed by ETS date. The present year will be first and then be broken down by month.
- b. A Retention Data Form will be maintained on all enlisted members in the unit E-6 and below.
- c. **All entries will be in pencil as follows:**
(Any entries in ink is an automatic NOGO on CORE inspections.)

AGMO 31

Section 1 General

- Block A - Print the last name in CAPITAL LETTERS. Use upper and lower case letters for the first name, and middle name. Enter any additional initials, Jr/Sr or numbers. If the individual does not have a middle name, indicate with the letters (NMN).
- Block B - Enter the social security number.
- Block C - Record the current ETS date: Day, Month, Year: 21 Oct 05.
- Block D - Enter the grade/rank as in E-6/SSG.
- Block E - Record the unit of assignment as in: Co A (- Det 1) 128th Engr.
- Block F - Enter the date the individual was assigned to the unit. This should be the initial date unless the individual has gotten out and then returned to the unit in which case it would be the most current date of assignment.
- Block G - Record the primary MOS and duty MOS.
- Block H - Enter the current duty section the individual is assigned to as in: Const, Maint, etc.
- Block I - Record the individual's last date of rank: Day, Month, Year: 21 Oct 89.
- Block J - Record the individual's Pay Basic Entry Date (PEBD): Day, Month, Year: 07 Jun 87.

- Block K - Record the height in inches as recorded on the recent physical examination, SF 88. XX”
- Block L- Record the sex: M for male and F for female.
- Block M - Record the date of birth: Day, Month, Year: 23 Aug 56.
- Block N - Record the aptitude scores as shown on DA Form 2-1.
- Block O - Record any military training of one week’s duration or more such as AIT, PLDC, BNCO, ANCO and ECT.
- Block P - Record any Correspondence Courses completed. (Not individual sub-courses).
- Block Q - Circle the highest grade completed by the individual and the highest degree received.
- Block R - Record the individual’s current address and phone number.
- Block S - Record the Employer’s name and complete address and phone number of the individual’s present place of employment.
- Block T - Record the name, address, and phone number of someone who can always locate the individual who is not a family member.
- Block U - Record the first name, date of birth, place of employment of the spouse, and all children’s name and date of birth.
- Block V - This space can be used for any information about the individual that might help anyone using this form ie: e-mail address

Section 2 Interviews

There are various times when all soldiers are required to be interviewed by designated leaders and have the interview recorded.

The Commander is required to interview his/her soldiers two times (minimum) during the initial enlistment or after the individual soldier transfers into the unit. The first documented interview should take place during the new member’s first drill. The second interview will take place nine to twelve months prior to the expiration term of service.

The Unit Retention Counselor (URC) is also required to have two interviews with the soldier during his/her enlistment. The initial interview will be conducted during the soldier’s first drill and upon return from IADT . The second interview will be done six months prior to the expiration term of service.

The First Line Leader (FLL) will have an interview with his/her soldiers every year during the anniversary of their ETS. This interview can be done plus or minus one month of the target month.

Block A - Check the appropriate block for interviewed by.

Block B - Record the date and the initials of the person who did the interview.

Block C - Check the appropriate block for the purpose of the interview.

Block D - Record any significant information from the interview. (There must be an entry in this block).

Section 3 Sponsorship Program

Block A - Enter the name of the sponsor.

Block B - Enter the date each item was done.

Block C - Enter the initials of the person who completed the task.

Section 4 Guide for Career Development

This guide is used. In conjunction with the annual interview by the FLL to help the soldier plan a career in the Guard, set goals, and tell him/her what they must do to meet these goals.

Block A - The individual soldier (with the help of his/her FLL) will rate themselves on professional competence.

Block B - The individual soldier (with the help of his/her FLL) will rate themselves on professional standards.

Block C - Enter the next pay grade your present rank.

Block D - Using the appropriate regulation, enter the criteria needed for the next promotion: example, for promotion from E-4 to E-5 you must have 12 months in grade E-4. You would enter 12 months in the Time in Grade section.

Block E - If you have met the requirement, you would check completed.

Block F - If you haven't met the requirement, you would check not complete and you would know you must do this before you can be promoted.

Block G - This is where the soldiers current promotion points are.

Block H - This is where the maximum promotion points available are.

Block I - Goal settings

Block J- Signature block of soldier

Block K- Date reviewed

Block L- Signature block of FLL

Example

CHAPTER 4

SPONSORSHIP AND ORIENTATION PROGRAM

- 4-1. Design of the programs:** The Sponsorship and Orientation Program is the first element of the Missouri Army National Guard Retention Program. It is designed to ensure the early and complete integration of new soldiers into their units. This information is provided to help appropriate commanders to develop a program that will meet both the organization's and soldier's needs.
- 4-2. Sponsor selection:** Careful selection consideration is necessary as the sponsor will serve as the new member's first role model in the organization. A trained sponsor will be assigned to each new unit member. The sponsor should:
- Know unit operations and mission and state organization and missions.
 - Have a good attitude and military bearing.
 - Complete LEAD sponsorship module training.
- 4-3. Administration of the program:** The 1SG monitors and supervises the conduct of the unit sponsorship program. Both additional duty unit retention counselors and primary duty retention NCOs may be used to help monitor and facilitate this program. As a minimum, they can provide training and assistance for personnel designated as sponsors.
- 4-4. Procedures:**
- Specific sponsorship and orientation procedures must be developed in compliance with the Retention Data Form (AGMO Form 31).
 - The steps or sequence in which the soldier is processed is important, and is outlined on the Retention Data Form.
 - The Retention Data Form will be initiated by the recruiter. After filling out pertinent information in section one, recruiters will complete part one of section three and ensure the Retention Data Form is received by the RSP Area Coordinator who will maintain and forward to the soldiers unit of assignment.
 - The Retention Data Form will be initiated by the Unit Retention Counselor in all non-recruiter assisted accessions.
 - Sponsors will meet the following members prior to first formation.
 - Prior service members
 - Interstate/Intrastate transfers
 - OSC/ROTC candidates
 - In service referral
 - Any soldier returning from a break in service from their assigned unitIt will be the responsibility of the sponsor to insure the new member receives a complete orientation of the unit and the Missouri Army National Guard. The sponsor will introduce the new member to all key personnel.
 - Unit Commanders will welcome all new members and conduct orientation IAW AR 135-91 and will brief the soldier on NGR 600-21, RR/EO.
 - The R&R NCO will enroll all non prior service members into the RSP.
 - The soldiers enrolled in the RSP will meet sponsor upon battle hand off.

- i. The new soldier's section leader will explain where and how member fits into section and introduce the new soldier to all members of the section.
- j. The Unit Training NCO will explain the alert roster and assist in completing a strip map as appropriate. Arrangements will be made for a military driver's license if required.

4-5. Termination: Termination of the sponsorship and orientation effort should be left to the discretion of the soldier's first line leader, provided minimum program requirements have been met. A primary objective of the program should be to release the soldier to the duty section as soon as possible. However, the quality of the sponsorship effort will not be allowed to suffer in the interest of speed.

example

CHAPTER 5

PARTICIPATION ENHANCEMENT AND RETENTION CONTROL MEASURES

5-1. Measures to improve participation in training:

- a. Personal contact by unit personnel and follow-up.
- b. Members will be given drill date schedules.
- c. Rehabilitative efforts by the Chain of Command, should include at a minimum those efforts and procedures outlined in AR 135-91, AR 135-178, and TAGMO Cir 600-92-1.
- d. Individual members are offered alternatives to separation when warranted.

5-2 Participation:

- a. Requirements are outlined in AR 135-91 and NGR 614-1 and NGR 600-200.
- b. An explanation of requirements for participation must be given to all MOARNG members.
- c. Training requirements are outlined in NGR 350-1 and MONGR 350-1.
- d. All separations for members who fail to participate satisfactorily are covered in AR 135-91, AR 135-178, NGR 600-200, and TAGMO Cir 600-92-1.

5-3 Reporting: Three reports that help us identify soldiers who are not attending training are:

- a. DA Form 1379, Us Army Reserve Component's Unit Record of Reserve Training.
- b. DAMPRE 750, Drill Attendance Monitoring Procedures Report. This report indicates a monthly record of training periods missed and made up.
- c. AGMO Form 119-24, Unexcused Absence Report, (Annex D).

5-4 Attendance Management: Attendance management is a process of pro-active and reactive actions preventing AWOLs and returning recurring AWOLs to full participation. This program should not be confused with an AWOL amnesty program. The following are essential elements.

- a. Responsibility for attendance must be established in the mind of every soldier. This must start during the recruiting process, continue throughout the sponsorship phase, and be constantly reinforced by the soldier's first line leader (FLL).
- b. Accountability for attendance must be established in the mind of every FLL. The enforcement of this accountability must be made a chain-of-command function.
- c. Preventive action should be taken at every opportunity. FLL should contact new members and/or potential absentees ensuring efforts are made to remove obstacles and alleviate problems that restrict soldiers from satisfactory participation.
- d. Commanders must establish a network that encompasses the chain-of-command, the NCO support channels, and the Full Time Unit Support (FTUS) personnel. The network must be capable of facilitating excused absences when required and solving or referring recurring problems when identified; i.e., employer conflicts, transportation to drill, etc. The chain-of-command, all the way to the highest levels, must monitor attendance and AWOL follow-up actions. If battalion and brigade commanders hold subordinate commanders responsible for attendance and make reporting follow-up actions an item of interest, it will get accomplished.
- e. Having AWOL contact teams or Area Retention Counselors initially account for and track AWOL soldiers relieves FLL of their responsibility; it promotes the attitude that accountability is not a function of leadership. Only after the FLL has exhausted his/her

resources to contact the AWOL soldier should the AWOL contact teams and Area Retention Counselors become involved.

- f. The Full-Time Attrition/Retention Force (FTARF) must be involved in developing unit Attendance Management Program (AMP) and training personnel in the skills (counseling, problem solving, time management, etc.) required to execute and evaluate the effectiveness of AMPs.
- g. After all efforts have been exhausted, to include actions involving the Area Retention Counselor, formal notification of AWOL status must be executed. Once a soldier has acquired/accumulated nine AWOLs, decisive action must be taken to ensure the soldier is processed for discharge.

5-5. Attendance Management Program (AMP): Effective 1 May 1991, commanders will ensure that Attendance Management Programs are established in their respective units. The following procedures will be included in the AMP.

- a. Each unit is responsible for contacting all soldiers with an unexcused absence and documenting action taken on AGMO Form 119-24.
- b. The First Line Leader will make valid attempts to contact the absent soldier after the first formation and continue for a minimum of two attempts during a drill period (weekend). All attempts will be recorded on the AGMO Form 119-24.
- c. The 1SG will be briefed by the FLL on the status of the absent soldier and on attempts to contact him/her.
- d. The Commander is briefed by the 1SG on all soldiers absent and on their reasons if known.
- e. The unit will report the results of attempts and/or contacts with members using the AGMO 119-24.
- f. The Area Career Counselor will attempt to contact all individuals who the unit was unable to contact. The results will be phoned or mailed to the unit, and will be recorded on AGMO Form 119-24.
- g. When a unit requests separation orders for unsatisfactory participation, copies of the completed AGMO Form 119-24, and other required documentation will be submitted in the request for discharge.
- h. The Unexcused Absence Report, AGMO Form 119-24, dated 01 May 1991 will be completed and retained as a record for not less than twelve (12) months from the date of the first absence. The 1SG will secure these reports in a three ring binder which will be subject to inspection by Senior Headquarters and RRC personnel. The unit administrator/clerk will retain the unexcused absence binder in the orderly room.

5-6. Follow-up Actions: Follow-up actions by other unit personnel such as Commanders, Unit Administrators, unit clerks, and unit Retention personnel may be required in order to help soldiers who are having difficulty with employers, family members, or problems beyond the member's ability to resolve.

5-7. Authorized absence: When authorized by current policies, provided the circumstances warrant, soldiers may be granted an excused absence or authorized equivalent training (AR 1 and NGR 350-1, TAGMO Cir 600-92-1).

5-8. Unexcused absence: There are generally two categories of unexcused absences:

- a. Occasions when a soldier fails to report for or complete scheduled training/duty without proper authority.
- b. Occasions when a soldier cannot satisfy the requirements of AR 135-91, section III, and NGR 350-1, para 2-6f.

5-9. Attachment: Individuals who encounter difficulty participating in training for certain periods may be attached to another unit (NCR 350-1, para 2-2, and NGR 600-200, chapter 5, sec 6).

5-10. Transfers: Individuals who, for valid reason(s) such as residency, employment, relocation, career potential, or rehabilitation or retraining as discussed in AR 135-178 may be transferred. The available transfer options are:

- a. Transfer to another unit within the State (NG 600-200, chapter 5, section 6, TAGMO Cir 600-92-1).
- b. Interstate transfer or conditional releases (TAGMO Cir 600-92-1).
- c. Transfer to the Inactive National Guard (ING). (See NGR 614-1) (TAGMO Cir 600-92-1).
- d. Discharge from the State only, with transfer to the Individual Ready Reserve (IRR), Standby Reserve, or Retired Reserve, as appropriate (NGR 600-200, chapter 8, and AR 135-178, TAGMO Cir 600-92-1).

5-11. Validation: The min. requirements for validation separation requests are outlined in TAGMO Cir 600-92-1.

Chapter 6 TRAINING REQUIREMENTS

6-1. Area Retention Counselor: individuals assigned as Area Retention Counselors must graduate from formal resident training for Battalion Career Counselor Course. This will be accomplished within one year of assignment to the primary duty position.

6-2. Additional Duty Unit Retention Counselors: initial orientation and training of additional duty unit retention counselors is the responsibility of the Area Retention Counselor. Assistance in this effort may be obtained from other Area Retention Counselors and the Full-Time R&R Force. As a minimum, training in the following areas will be provided:

- a. Current options and requirements for reenlistment/extension.
- b. Current promotion criteria for each grade.
- c. Sponsorship Program.
- d. Benefits for soldiers and their families.
- e. Establishment and maintenance of unit retention records and files.
- f. Counseling requirements.

6-3. Other personnel: There are no specific retention training requirements for other than the above listed positions. However, key personnel (commanders, officers, NCOs and FTUS personnel) are encouraged to support, and actively participate in, retention program training.

6-4. Career Development: Appropriate retention topics will be included in the following Career Development training:

- a. All NCO professional development courses.
- b. The NCO Development Programs (AR 350-17) for which Command Sergeants Major have responsibility.

6-5. Update Training: In addition to initial orientation training, all retention personnel are required to attend, at least annually, update retention training used to qualify retention personnel, if they are approved and certified by the Adjutant General.

CHAPTER 7 RECRUIT SUSTAINMENT PROGRAM

7-1. Purpose: To reduce pipeline losses while developing soldiers of character, competent in their war-fighting and technical skills, possessing a warrior spirit ethos, capable of effectively contributing to their first unit and who can successfully complete their first enlistment.

7-2. Scope: This chapter applies to all assigned or attached personnel for execution of the MOARNG RSP to include those soldiers of the 27th RRB.

7-3. Goals: To reduce training pipeline losses (TLP) from the current stats of 25% to below 12%; to provide exciting and relevant training for all new soldiers; to prepare soldiers for the challenges they will face at IET.

7-4. For operation, procedures, and duty responsibilities refer to Recruit Sustainment Program SOP.

USERS OF THIS REGULATION ARE INVITED TO SEND COMMENTS AND SUGGESTED IMPROVEMENTS TO THIS HEADQUARTERS, ATTN: JFMO-DPR.

OFFICIAL:

King E. Sidwell
Major General, MOARNG
The Adjutant General

RYON A. RICHMOND
LTC, FA, MOARNG
Adjutant

Example

ANNEX A References

Section I

Required Publications

- AR 135-91 (Service Obligations, Methods of Fulfillment, Participation Requirements and Enforcement Procedures. Cited throughout Chapter 5.
- AR 135-178 (Separation of Enlisted Personnel). Cited in para 1-11 and throughout chapter 5.
- AR 350-1 (Individual Military Education and Training). Cited in para 6-4.
- AR 350-17 (Noncommissioned Officer Development Program). Cited in para 6-4.
- AR 350-37 (Army individual Training Evaluation Program). Cited in para 6-5.
- AR 351-1 (Individual Military Education and Training). Cited in para 5-4.
- AR 611-201 (Enlisted Career Management Fields and Military Occupational Specialties). Cited in para 1-13, 2-2, and 6-1.
- AR 670-1 (Wear and Appearance of Army Uniforms and insignia). Cited in para 2-12.
- AR 675-5-1 (Military Awards). Cited in para 2-12.
- DA Pam 351-20 (Army Correspondence Course Program Catalog). Cited in para 6-4 and 6-6.
- Misc Pub 8-1 (Joint Travel Regulations: Volume I; Members of the Uniformed Services). Cited in para 2-5 and 2-11.
- FM 22-101 (Leadership Counseling). Cited in para 1-11, 3-3, and 3-9.
- NGR 351-3 (Noncommissioned Officer Education System). Cited in para 6-4.
- NCR S51-15 (US Army Sergeants Major Academy). Cited in para 6-4.
- *NGR 600-200 (Enlisted Personnel Management). Cited in para 1-11, 2-3, 3-17, and 6-1, and throughout chapter 5.
- NGR 600-21 (ARNG Equal Opportunity Program). Cited in para 4-6.
- NGR 601-1 (Army National Guard Recruiting and Retention Resource Management). Cited in para 2-4, 2-7, 2-9, 2-11, 2-12, 2-13, 6-2 and 6-9.
- *N 614-1 (Inactive National Guard Administration). Cited in table 3-1 and para 5-11.

NGB Pam 680-29 (Military Personnel, Organization, and System, Maintenance Date Elements Codes). Cited in para 1-8, table 1-1, and throughout chapter 5.

A-1

* Pam 680-4 (Drill Attendance Monitoring Procedures and Report). Cited in para 5-4.

Section II

Related Publications*

STP 12-79T35-SM-TG (Soldier's Manual an Trainer's Guide, MOS 79T, Recruiting and Retention NCO (Army National Guard) skill levels 3/4/5).

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

A-2

ANNEX E
Area Career Counselors Listing

AREA 1**UNITS**

HHS 1/129th FA
BTRY A 1/129th FA
BTRY B 1/129th FA
DET 1/128th FWD SPT CO
HHC 35th STB
CO A 35th STB
Det 1 Co B 135th SIG
Det 2 CO A 35th STB
CO C 835th ASB

Area Retention Counselor

SFC Thompson
301 N. Woodbine
St. Joseph, MO 64506
(816) 232-1232

AREA 2**UNITS**

HHC 110th CSB (ME)
DET 1 35th DIV
DET 1 35th TAC CP
DET 1 HHC 35th STB
DET 1 CO A 35th STB
1141st EN CO (SAPPER)
205th ASMC
1139th MP CO
D 1/129th FA

Area Retention Counselor

SGT Muma
7600 Ozark Road
Kansas City, MO 64129
(816) 922-5007

AREA 3**UNITS**

HHC, 311th BDE SPT BN
135th Signal Co
Det 1, Co B, 311th SPT BN
1/135th AVN (-)
20th CBT AV BDE
Co E (-), 1/135th AVN BN
Det 1, CO A, 311th SPT BN
3/135th AVN BN
Det 3, Co B, 935th ASB
1128th FSC (-)
Co A (-), 311th SPT BN

Area Retention Counselor

SPC Joshua McCullough
2001 Clarendon Rd
Sedalia MO 65301
(660) 827-8022

AREA 4**UNITS**

1107th AVCRAD
Det 3, 1-185th AV
HSC, 935th ASB
Co A, 935th ASB
206th ASMC(-)
135th Army Band
Det 1, 1138th MP Co

HHC, 203rd Eng Bn
FSC, 203rd Eng Co
294th, Eng Co (Spt)
DET 1, 294th Eng Co
276th, Eng Co (Vert)
DET 1, 276th Eng Co
117th Asphalt Team
Camp Crowder

Area Retention Counselor

SSG Max Smith
1400 N. Fremont Ave.
Springfield, MO 65802
(417) 868-6088

Area Retention Counselor

SGT Anthony Testerman
2000 W. 32nd St.
Joplin, MO 64801
(417) 624-0722

AREA 5**UNITS**

220th ENG CO, Horiz
1138th ENG CO (Sapper)
735th Force Provider Co (-)
Det 1, 1138th ENG CO (Sapper)
880th Haul Team
Det 5, 735th FP CO
Det 2, 1137th MP CO
HHD 1140th ENG BN
1138th MP CO (-)
HHD 205th MP BN
Det 1, 735th FP CO
1137th MP CO (-)
Det 2, 1221st TRANS CO
Det 1, 1137th MP CO
1221st TRANS CO (-)1

Area Retention Counselor

SGT Talley
2626 Independence Dr
Cape Girardeau, MO 63701
(573) 339-6246

AREA 6**UNITS**

835th CSSB
70th PAD
Det 2, 735th FP CO
Co B, 311th BASB
Co B, 1-134th AV
DET 40, OSACOM
HD, JFHQ-MO
Med Det-MO
35th BN BDE
Co C, 106th AV
140th RTI
2-140th (GS)
5th Ord Trng Bn
1175th MP Co
Det 4, 735th FP Co

Area Retention Counselor

SGT Richards
801 Armory Drive
Jefferson City, MO 65101
(573) 638-0414

AREA 7**UNITS**

DET 1, 1221st Transit Co
3175th, Chem Co
70th, Troop Cmd
135th, ROC
DET 1, 206th ASMC
1035th, Maint
DET 1, 1175th MP
RSP, G Co

Area Retention Counselor

SGT Kevin Thomas
78 Davis St
Jefferson Brks, MO 63125
(314) 416-9311
(314)662-6730

AREA 8**UNITS**

1438th ENGR CO (MRBC) (-)
Det 1, 1438th ENGR CO
Det 1, 2175th MP CO
2175th Mp Co (-)
Det 1, 3175th Mp Co
3175th Det 1 Mp Co (-) Hannibal
3175th Det, 1 Mp Co (-) Warrenton
HHD 175th Mp Bn
Det 1, 1140th Mp Co
Det 1, 1139th Mp Co
1140th Mp Co (-)
4175th Mp Det (CID)

Area Retention Counselor

SGT Robert Cross
1616 South Missouri St.
Macon Mo. 63552
660-651-4610

GLOSSARY

Section I Abbreviations

ADT	Active Duty for Training (formerly full time training duty)
AGR	Active Duty Guard/Reserve
ARNG	Army National Guard
AT	Annual Training
ATA	Additional Training Assembly
CNGB	Chief National Guard Bureau
DA	Department of the Army
DAMPRE	Drill Attendance Monitoring Procedures and Reports
DRB	Discharge Review Board
ESGR	Employer Support of the Guard and Reserve
ETS	Expiration (of) Term of Service
FTARF	Full-Time Attrition,/Retention Force
FTUS	Full Time Unit Support
FY	Fiscal year
HHD	Headquarters and Headquarters Detachment
HQ	Headquarters
HR/EO	Human Relations/Equal Opportunity
IADT	Initial Active Duty Training
IAW	in accordance with
IDT	Inactive Duty Training
ING	Inactive National Guard
IRR	Individual Ready Reserve
MOS	Military Occupational Specialty
MTOE	Modified Table of Organization and Equipment
MUTA	Multiple Unit Training Assembly
NCESGR	National Committee for Employer Support of the Guard and Reserve
NGB	National Guard Bureau
NGB ARP	Army Personnel Division NGB
NGB ARP RRM	Recruiting and Retention Management. Center
NGB-ARP-E	Enlisted Branch
NGB APP P	Personnel Programs Branch
NGB Pam	National Guard Bureau Pamphlet
NGR	National Guard Regulation
NON-ETS	Non-Expiration (of) term of service
PAD	Public affairs detachment
QOL	Quality of life
R&R NCO	Recruiting and Retention NCO
RRC	State/recruiting and retention Commander
RSP	Recruit Sustainment Program
SRO	Selected Reserve Obligation
STARC	State Area Command
TDA	Table of Distribution and Allowances
TRADOC	United States Army Training and Doctrine Command

URC
USASSI
Indiana

Unit Retention Counselor
United States Army Soldier Support Institute, Fort Benjamin Harrison,

Glossary 1

Example

Section II Terms

Additional duty retention NCO: An individual appointed to retention NCO duties but who does not have an MTOE/TDA position requiring MOS 79: may hold MOS 79T only as secondary or additional MOS if qualified (NGR 600-200, chapter 4).

Attrition Management Work Group (AMWG) A group of senior officers and NCOs who analyze and recommend changes based upon retention trends, indicators, and results.

Average enlisted assigned strength. A figure derived by adding the number of enlisted personnel assigned at the beginning and at the end of each month and dividing the sum by two. Used as the basis for non-ETS loss discussions.

COMM STOR-II. A communication and information storage system that links State recruiting and retention offices with selected DA and NGB activities. In the local mode it can record, organize, store, and print information including statistics. In the transmit/receive modes, information can be sent and/or assembled with or without the operator's presence, when desired.

SIDPERS report A computer generated document prescribed by ADSM 18-P19-HSD-BUR-UM and designed to assist commanders in improving attendance. Retention personnel use it to identify indicators and trends, and for the early identification of potential non-ETS losses.

Expiration (of) Term of Service (ETS).

- a. The date on which an enlistment, reenlistment, or immediate reenlistment (including extensions to any of these) is scheduled by contract to expire.
- b. For obligated soldiers serving on a contract that will expire before the military service obligation (Try One, 3X3, or 4X2), the selected reserve obligation completion date.

Human relations/equal opportunity. Efforts to assure equitable treatment of all personnel based on merit, fitness, capability, and other job-related factors, and no treatment based on non-job-related factors such as race, religion, color, national origin, gender, age, and non-disqualifying handicaps.

Inactive Duty Training (IDT) status. ARNG training status (other than for active duty, extended active duty, active duty Guard/Reserve and active duty for training) under Title 32, United States Code. Commonly referred to as "drill status."

Manageable non-ETS losses Discharges and transfers which the organization may, can, or should affect through actions, events, and/or policies that they control.

National Committee for Employer Support of the Guard and Reserve (NCESGR). A Department of Defense committee with ARNG members under the Office, Deputy Assistance Secretary of Defense (Reserve Affairs) to promote employer support for members of all Reserve components of the Armed Forces of the United States. Each State should also have at least one ESOR committee.

Non-ETS losses. Discharges (except for the purpose of immediate reenlistment in the same or another State) and transfers (to the ING and IRR) before the soldiers' currently scheduled ETS.

Non-manageable Non-ETS losses. Discharges and transfers, which the organization may not, cannot, or should not affect.

Participation: Generally, ARNG membership; but specifically, participation in all types of training for which attendance records are prescribed by DA policy.

Primary duty retention NCOs: Individuals assigned authorized organization (as opposed to unit) level positions that require noncommissioned officers in MOS 79D, Retention NCO.

Quality of Life Program: A program established by the Chief of Staff, Army, to improve soldier involvement and to enhance individual commitment and retention through such initiatives as family support programs and community involvement.

Recruiting (and retention) expenses funds. A budget program account that provides for recruiting and retention local advertising and other expenditures, required in the ARNG recruiting and retention local advertising and other expenditures required in the ARNG Recruiting and Retention Programs as specified in NCR 601-1.

Reenlistment. For the retention program, and immediate reenlistment in the same State or an extension of a current enlistment or reenlistment. Used specifically to describe the ETS retention effort.

Retention. The general effort to retain soldiers in the ARNG. Used specifically to describe the effort to retain soldiers to their reenlistment/extension eligibility periods, or at least until their current ETS

Retention bonus A cash bonus paid to certain selected qualified soldiers who continue their service in the ARNG or USAR without a break in service. This bonus is one element of the Selected Reserve incentive Program.

Selected Reserve Obligation (SRO) completion date. The date on which a soldier completes the required service in the Selected Reserve (active ARNG or USAR unit service), and becomes eligible for discharge and/or transfer to the ING or IRR for the remainder of the 6 or 8 year military service.

Obligation (MSO) or unexpired contract term. This is the end of the third year (3X3 and 3X5 options), fourth year (4X2 and 4X4 options), sixth year (6X0 and 6X2 options), or other date established according to AR 135-91, NGR 600-200, or other applicable regulations stated in a contract such as the end of each year authorized under the Try One option (and extension).

State(s). The 54 States and commonwealth, plus Puerto Rico, the US Virgin islands, the territory of Guam, and the District of Columbia.

Total Army. The Active Army, Army National Guard (including the ING), and the Army Reserve (including all control groups).

[Return to Chapter 3](#)

Example

Intentionally Blank

MEARNG SOP Example

[Return to Chapter 3](#)

Maine Army National Guard



UNIT STRENGTH MAINTENANCE SOP

TABLE OF CONTENTS

1. Introduction
 - 1-1 Purpose
 - 1-2 References
 - 1-3 Philosophy
2. Roles & Responsibilities
 - 2-1 TAG
 - 2-2 Commanders
 - 2-3 RRB Commander
 - 2-4 State CSM
 - 2-5 RRB CSM
 - 2-6 Unit 1SG
 - 2-7 FTS
 - 2-8 FLLs
 - 2-9 RRNCO
 - 2-10 MEARNG Career Counselors (MSC/Unit)
3. Training and Education
 - 3-1 ARNG Career Counselor Course
 - 3-2 Mobile Training Team (MTT)
 - 3-3 Distance Learning (DL)
4. Unit Attrition Management Activities
 - 4-1 Purpose
 - 4-2 Sponsorship Program
 - 4-3 Soldier Attrition Support Tools
 - 4-4 First Term Soldier Contact
 - 4-5 Assist Units with Attrition Management
5. Unit Retention Management Activities
 - 5-1 Retention Eligible Interview Program (REIP)
 - 5-2 Retention Inspection

Appendix A

References

- 1) 1315 Card
- 2) Oath of Enlistment
- 3) MEARNG Unit RRNCO Roster
- 4) Sample of Unit Career Counselor (UCC) Appointment Memo
- 5) Retention References and Websites
- 6) Sample of Unit Sponsorship form
- 7) MEARNG Unit Retention Inspection Checklist

Chapter 1

Introduction

1-1. Purpose

This policy provides comprehensive guidance to the Maine Army National Guard (MEARNG) on strength maintenance procedures, programs, and activities needed for the successful development and implementation of the Strength Maintenance (SM) Program.

1-2. References

Required and related references and publications are listed in Appendix A.

1-3. Philosophy

Reduce the loss of Soldiers still under contractual military service obligation (MSO) and retain Soldiers who reach their Expiration Term of Service (ETS).

Chapter 2

Roles & Responsibilities

2-1. The Adjutant General

The Adjutant General (TAG) is the ultimate authority for the development and implementation of the Maine Army National Guard SM program. The Adjutant General holds unit leaders at all levels accountable for achieving their assigned end strength goals and objectives.

2-2. Commanders

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

- a. Develop and implement an SM Program to achieve established end strength goals. Establish subordinate unit strength 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 SM Program.
- c. Appoint an additional duty Unit Career Counselor (UCC) to perform retention/attrition related duties and ensure that the UCC is included in Unit training meetings in order to schedule necessary SM activities.
- d. Develop and implement rehabilitative programs for unsatisfactory participants who are qualified for continued service in the ARNG in order to encourage active participation.

e. Develop and maintain methods to track Inactive National Guard Soldiers and facilitate assimilation back into an active status within the unit.

2-3. Recruiting and Retention Battalion Commander

The Recruiting and Retention Battalion Commander (RRB) will serve as the primary advisor to the senior leadership of the State on all matters pertaining to State SM Programs. The RRB Commander will ensure that development, implementation, and monitoring of the State SM Program accomplished in accordance with guidance from NGB and State leadership.

2-4. The State Command Sergeant Major

The State Command Sergeant Major 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. Emphasize SM related responsibilities to Sergeants Major, First Sergeants, FLLs, and others in the NCO support channel, providing guidance.
- b. Emphasize SM during all unit visits and inspections, placing special emphasis on attrition management and retention related activities.
- c. Advise commanders and unit leaders on all actions and events that affect strength.
- d. Implement/assign attrition/retention goals in non-commissioned officer evaluation reports to ensure accountability of the goals to these leaders.
- e. Ensure that retention and attrition training is conducted using the full spectrum of tools available.

2-5. The Recruiting and Retention Battalion Command Sergeant Major

The Recruiting and Retention Battalion Sergeant Major (RRB CSM) serves as the State subject matter expert on all matters pertaining to retention/attrition/recruiting and is the primary advisor to the RRB Commander and the State CSM on all SM related issues.

2-6. Unit First Sergeant

The First Sergeant (1SG) is the primary advisor to the Commander and the focal point for all NCO actions in the unit. The 1SG's 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 assigned end strength mission. The First Sergeant will:

- a. Assist the Commander in developing, implementing and monitoring the unit SM Plan.
- b. Implement and monitor the Unit Sponsorship Program.
- c. Ensure that Re-enlistment/Extension Ceremonies are conducted for each Soldier, the "Oath of Extension" ceremony is conducted with dignity and honor, and appropriate incentive/recognition items are presented.

2-7. Full-Time Support

Full-Time Support (FTS) personnel are the driving force behind any successful unit. Due to the nature of their positions and the amount of contact and influence they have with traditional Soldiers, it is imperative that they work in partnership with the unit leadership and the RRB to ensure that unit strength objectives are met. FTS personnel will:

- a. Assist the Commander and the First Sergeant in developing, implementing and monitoring 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. Maintain regular contact with Soldiers, including those personnel assigned to the ING to bring them back to an active drilling status.
- d. Ensure that newly assigned Soldiers are properly sponsored, receive their initial counseling, and are integrated into the unit in an effective and timely manner.

2-8. First Line Leaders

First Line Leaders (FLLs) are key individuals in the success of any organization. They have a 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. Determine the needs, wants and desires of their Soldiers and regularly inform the unit leadership to help 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.

2-9. Recruiting and Retention NCOs

Recruiting and Retention NCOs (RRNCOs) are the backbone of the RRB organization. Every effort should be made to ensure that they are adequately trained and supported to accomplish their assigned three tenet SM mission. RRNCO duties include the following:

- a. Pre-qualify referrals, prospects, leads and/or current members to determine their eligibility for enlistment, reenlistment or extension.
- b. Assist UCC with scheduling appointments and interviews to obtain to retain current enlistments and gain re-enlistments.
- c. Establish and maintain a partnership with assigned unit and assist the Commanders and First Sergeant in executing the unit strength maintenance program.
- d. 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 incentive award programs.
- e. Attend weekend drills and administrative nights (as outline by current MEARNG Strength Maintenance Action Plan (SMAP), and annual training to discover any issues not uncovered during unit SM activities. Address these issues with the unit leadership in order to prevent a negative climate or perception of poor leadership.
- f. Distribute and display SM promotional items in the unit and in the community.
- g. 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.
- h. Maintain regular contact with unit members to help prevent and solve problems, discuss issues, provide information and answer questions. Provide trends and recommendations to unit leadership.
- i. Train FLLs in career planning, recommend available programs and options.
- j. Provide strength maintenance guidance and training for unit attrition personnel and on all administrative requirements necessary for Soldiers retention.
- k. Assist the UCC in providing feedback as required after each unit drill and provide information papers and other reports as needed or required to keep the unit leadership informed of strength status and provide the company leadership the following information:
 - (1) Identification of all Soldiers in the 365 day ETS window.
 - (2) Each Soldier's intention regarding extension/re-enlistment.
 - (3) Complete summary of why any Soldier is undecided or plans to ETS if no intention to extend/re-enlist.
- l. Explain ARNG opportunities to Soldiers and their families; research and explain available features, benefits, rights and entitlements.
- m. Assist in transfer, separation, and discharge requests.
- n. Assist in the preparation and staffing of Family Assistance Centers (FACs) as directed.
- o. Have direct access to the Commanders and First Sergeant with regard to all strength (recruiting, attrition management, and retention) maintenance issues..
- p. Obtain, prepare, distribute, and display attrition management promotional items.
- q. Assist in the development and implementation of the Unit Sponsorship Program.
- r. Assist with ETS interviews when the Soldiers are not available during the scheduled drill.
- s. Plans, coordinates, and conducts SM training for UCCs and FLLs as necessary.
- t. Works directly with unit administrative personnel to support/complete SM issues at the lowest level.
- u. Personally interview all Soldiers who have Expired Term of Service (ETS) within 365 days of the last IDT when UCC is not available.

v. Ensure that all extending/re-enlisting Soldiers receive their extension award. The award must be presented in front of the unit formation to recognize the Soldier's continued commitment to serve the Army National Guard.

w. Ensure that all extending/re-enlisting Soldiers' families receive an appreciation award. The 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.

2-10. MEARNG Career Counselors

MEARNG Career Counselors (MSC/BN/Unit) assist the Command by providing continuous attrition management and retention focus within each MSC. Career Counselors will counsel Soldiers on re-enlistment options and alternatives to discharge or separation. They will work in partnership with their units to plan and conduct attrition management and retention activities as required.

a. MSC Career Counselors will work with senior leaders and the RRB to identify "at risk" Soldiers and Soldiers scheduled to ETS. Dual slotting of these NCO's in leadership or primary battle staff positions is highly discouraged as it creates competing priorities, especially during mobilization. Leadership should have the MSC Career Counselors attend the ARNG Career Counselor Course (805B-F24 BCCC Phase I [DL] and II [Resident]). MSC 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 Skill 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 StayGuard Citizen-Soldier survey at least annually and teach leaders and subordinate CCs 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.

(3) Consult with senior leadership to identify strength maintenance deficiencies and assist in the development of strength solutions.

(4) Prepare and submit an MSC Retention Overview Report to the RRB and MSC Commanders; frequency of reports will be per the Commander's directive.

(5) Work with and assign duties to subordinate Career Counselors.

(6) Ensure that Soldier retention interviews are conducted as required by coordinating/conducting Retention Binder inspections with the MSC Career Counselor on a regular basis. Evaluate the process to ensure that the interview is effective and focused on uncovering any objections or obstacles to retaining the Soldiers.

(7) Attend weekend drills, administrative nights, and attend annual training to discover any issues not uncovered during unit SM activities. Address these issues with the unit leadership in order to prevent a negative climate or perception of poor leadership.

(8) Communicate benefits of being a participating ARNG member and family member via unit newsletter, unit web page, or email distribution to Soldiers, leaders, and family members.

(9) Develop and implement a unit attrition/retention awards program to recognize those who extend (retention promotional items, tickets to events, and State Recruiting Ribbon).

(10) Coordinate with the Chamber of Commerce and local employment agency to conduct periodic job fairs in the armory. This effort makes visible the efforts of the ARNG, leadership, and Career Counselors in providing civilian employment opportunities and true concern for the lives of the Soldiers and families outside of drill.

(11) Use the Director's Personnel Readiness Overview (DPRO) 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 and reports are available at <https://minuteman.ngb.army.mil>

(12) Provide, at a minimum, a monthly report to the MSC key leadership identifying all Soldiers in the 365 day window. Identify each Soldier's intention regarding extension/re-enlistment.

(13) Ensure that subordinate units are giving proper recognition to eligible extending/re-enlisting Soldiers and their families. Soldiers and family members should be recognized in front of the unit formation for their continued support of the Army National Guard.

(14) Assist units in identifying Soldiers scheduled to ETS within 12 months of mobilization. Determine bonus eligibility and counsel Soldiers on re-enlistment options to promote in theater enlistment for eligible Soldiers to receive the maximum tax free benefit.

b. Unit Career Counselors are additional duty positions, **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 1SG, FTS, FLLs and the RRNCO in implementing the unit SM Plan. Unit leadership should send Unit Career Counselors to the career counseling training provided by the Mobile Training Team from PEC:

(1) Perform all assigned SM duties as directed by the Commander or 1SG.

(2) Have direct access to the Commander and the 1SG with regard to SM related issues and provide recommendations to improve the unit's SM program execution and activities.

(3) Receive technical assistance, guidance and training from the MSC Career Counselor on SM related issues as required.

(4) Identify and help solve/prevent attrition and retention related problems, causes and impediments through monitoring feedback from Stay Guard Surveys, DPRO reports, and 1315 card interview sessions.

(5) Ensure that leaders conduct retention interviews in a timely manner.

(6) Assist the 1SG with implementing and monitoring the sponsorship program and ensure that the program adheres to this guide.

(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) Coordinate with FTS personnel to ensure that extension documents are completed accurately and in a timely manner.

(10) Conduct 1315 card retention interviews IAW the schedule included on the form to identify and help prevent potential problems. Ensure that they are receiving the incentives and the benefits they are eligible for and determine their desire and eligibility for extension.

(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) Conduct annual StayGuard Citizen-Soldier surveys to identify potential conflicts, as well as morale, pay, and other problems.

(14) Execute the unit SM Plan.

(15) Establish a process to follow up on Soldiers in AWOL status.

(16) Post publications, announcements, and all other strength maintenance related material to the unit SM bulletin board.

Chapter 3

Training and Education

3-1. ARNG Career Counselor Course (805B-F24 BCCC Phase I [DL] and II [Resident])

a. This two part course is primarily for traditional Soldiers who have been designated as the additional duty Battalion Career Counselor (or Unit Career Counselor). Phase I of the course must be completed prior to attending Phase II. The ARNG CCC is not a MOS or ASI producing course. It concentrates on areas that enable unit leaders to have a direct positive effect on end strength (e.g. sponsorship, attrition management, retention programs, family care programs, etc.).

b. Resident training or MTTs are available upon request through the SMTC. Advance coordination is required to ensure that adequate staffing and course materials are available.

3-2. Mobile Training Teams (MTT) *(MTT for BCCC will be obsolete beginning FY13)*

a. The SMTC has MTTs available for short-term training needs and can design specific training to assist States in their RRB sustainment training programs. These teams are meant to complement, not take the place of, the States' existing training programs. MTT courses are designed for the RRB, AGR leadership, and traditional Soldiers. For a list of current MTT course offerings, see the SMTC section of the SMTC website.

b. Additionally, MTTs can also assist commanders by training FLLs on SM related matters. Training can be tailored to the needs of the requester.

c. States may request a MTT through the Chief, SMTC. The request must contain the dates of training, topics, funding citation for instructor travel and the intended audience. Lead time of thirty to sixty days should be provided to ensure that student materials and instructor assets are available.

3-3. Distance Learning (DL)

This allows students to learn at any location using various combinations of textbooks, lessons, workbooks, video and audiotapes, computer conferencing, and course materials delivered by CD-ROM, the Internet, satellite television, cable television, and e-mail.

- a. ARNG Career Counselor Course (805B-F24 BCCC) Phase I is a prerequisite to attending the Resident Phase II portion at the SMTC and may be utilized by the RRB Commander for sustainment training.
- b. For additional information on web sustainment training packages visit the SMTC website at <https://smtclms.pec.ngb.army.mil/index.cfm>

Chapter 4

Attrition Management Activities

4-1. Purpose

As an element of the SM program, attrition management activities now play an important role in the FLL's, UCC's and RRNCO's duties. These members must assist the unit to ensure Soldiers are not lost during their first period of service. Retaining these Soldiers after their initial enlistment will ultimately benefit the ARNG. With more trained Soldiers remaining in the ARNG, fewer newly enlisted Soldiers are required to replace them. This program is about working smarter, not harder. **UCCs, RRNCOs and FLLs should work together within the unit to develop a process to keep attrition to a minimum.** Accomplishing this can be done through the following: (not intended to be all inclusive)

- a. Establishing a partnership with the unit leadership.
- b. Maintaining contact with first-term Soldiers.
- c. Assisting units with attrition management.
- d. Briefing family support group members.
- e. Regular benefits briefings.
- f. Attending unit IDT.
- g. Attending portions of the unit annual training.

4-2. Sponsorship Program

a. Purpose. The purpose of any unit sponsorship program is the assimilation of new Soldiers regardless of unit type, Soldier rank and Soldier MOS. The sponsorship program is an important element of ARNG attrition management. It is designed to ensure the early and complete integration of both NPS Soldiers into the Recruit Sustainment Program (RSP) and PS Soldiers into their units. This guidance will help Commanders develop a program that will meet both the organization's and the Soldier's needs. The Unit Sponsorship Program establishes the authority of the NCO, integrates the new Soldier into the unit, and promotes unit readiness. Reference NGR 601-1, 6-20 Unit Sponsorship Program

b. Appointment. A sponsor must be appointed by the 1SG, or designated representative, as soon as a new Soldier is assigned to the unit. The sponsor should be the new member's First Line Leader FLL. If this is not possible, the sponsor must be from the new member's team

(squad, section, fire team, and 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, gender, 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.

c. Procedures and Duties of the Sponsor. A sponsorship checklist will enhance the completion of all required steps in successful sponsorship. The sequence in which the Soldier is sponsored is not as important as the quality of the process. The following must be included in this program:

(1) Introduce key personnel: Commander, 1SG, FLLs, supervisors, duty section members; and FTS personnel such as unit clerk, training NCO, supply sergeant, readiness NCO, and any other person detailed on the sponsorship checklist.

(2) Explain 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 issuing of appropriate items such as clothing, equipment, Soldiers training publications and local standing operation procedures (SOP).

(4) Appoint a sponsor for each Soldier who has had an extended absence from the unit, such as initial entry training (IET), inactive National Guard (ING), MOS training or attached to another unit. The sponsor will reacquaint the Soldier with the unit.

(5) Upon completion of the sponsorship checklist, the sponsor will return the checklist to the First Sergeant who will then file the checklist in the sponsorship binder for future reference and inspection.

a. The 1SG 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.

4-3. Soldier Attrition Support Tools

One of the most important features of the ARNG, especially to younger Soldiers, is the monetary incentive that they receive (directly or indirectly) for their service in the military. Units should reference NG PAM 601-1, 3-7 for support tools such as incentive pay, awards, and training.

4-4. First Term Soldier Contact

A critical element in attrition management is identifying potential Soldier's potential problems as early as possible. Remember, that a majority of the new, first term Soldiers you will be dealing with are quite young. This time in their lives is quite turbulent. They are just beginning to develop their coping skills and the teenagers are progressing from that dependent stage in their lives to a more independent phase, when they are attempting to start a life away from the security of parents. Try to remember the obstacles you had in your life and the unique situations you had to deal with: marriage, divorce, college, your first job, living away from home for the first time, purchasing your first new home, as well as becoming a member of the ARNG. You didn't have the knowledge then that you have now, and these young Soldiers are in the same situations. In addition to your experiences and input personally, helping them become an integral part of a unit

with a strong sense of unit identity will get them started. Help them cope with their lives, and the personal satisfaction you receive will add to the success in your career as a result. Units should reference NG PAM 601-1, 3-12 d., e. for a list of Soldier support ideas and guidance.

4-5. Assist Unit with Attrition Management

The ARNG faces challenging SM objectives each year. Leaders at all levels must fully embrace and implement the "combat attrition" philosophy in order to be successful. Leaders at all levels understand that we simply *cannot "out recruit" our losses*. It is a simple budgetary constraint; the ARNG cannot afford the training seats necessary. When used properly, the unit SM Team is an invaluable asset and key to the success of your attrition management and retention programs. Units should reference NG PAM 3-17 thru 3-18 for further guidance on SM Teams and unit member contacts (both active drilling and inactive drilling member).

Chapter 5 Unit Retention Management Activities

5-1. Retention Eligible Interview Program (REIP)

a. Purpose. The purpose of the Retention Eligible Interview Program (REIP) is to ensure that every effort is made to retain Soldiers who are within 365 days of ETS. This is accomplished by Commanders, 1SGs, UCCs, and RRNCOs working together to ensure that each Soldier is given full opportunity to remain an active member of the MEARNNG.

b. Implementation. REIP is standardized through the use of MEARNNG Form 1315-R-E (1315 Card). The 1315 Card is used by unit Commanders, First Sergeants, and Career Counselors to follow the eligibility, desires, career plans, status, and the results of retention interviews. At a minimum retention interviews will be conducted per the schedule on the 1315 Card.

c. Responsibilities. A DA Form 4836 will be prepared, signed, and turned in to unit administration for processing without delay for Soldiers that express the desire to extend during a retention interview session. Soldiers must be fully eligible to extend; no retention eligibility issues (flags, PHA, adverse action, etc...). Following the interview session, if the Soldier expresses the desire to ETS or remains unsure of whether to extend or ETS, the UCC/RRNCO, 1SG, or Commander will complete their required portions of the 1315 card at their appointed time line on the 1315 card, the Soldier will summarize his/her disposition in the comments block, and the Soldier and RRNCO, UCC if RRNCO is unavailable, will sign.

(1). **Twelve months from ETS – Unit Career Counselor (UCC), assisted by the unit's assigned RRNCO**, will conduct the initial retention interview session to determine the Soldier's intentions and present the Soldier with options and information that underscore the benefits of continuing as an active member of the MEARNNG. As a last alternative to leaving the MEARNNG (beyond transferring units or changing MOS, and ING), ensure that the Soldier is made aware of the possibility of IST and transfer to another branch of service. Caution should be used when presenting these alternatives in order to prevent giving false information.

(2). **Six months from ETS – the unit 1SG** will conduct the secondary retention interview session to determine if the Soldier has reached a decision to extend his/her ETS in the MEARNG or if there has been a change in the intention to ETS. The 1SG will review the comments provided in the first interview and ensure that any issues brought to light are addressed.

(3). **Three months from ETS - the unit Commander** will conduct the tertiary retention interview session to determine if the Soldier has reached a decision to extend his/her ETS in the MEARNG or if there has been any change in the intention to ETS. Out-processing is then set into motion, beginning with coordinating with unit supply for government property turn-in if Soldier still desires to ETS.

(4). **One month from ETS – Unit Career Counselor (UCC) & Unit Recruiting and Retention NCO (RRNCO)** will conduct the last retention interview session in which all previous interviews are reviewed and any issues addressed. A final effort to retain the Soldier will be made to include an overview of the options and benefits that are available to the Soldier, the valuable service the Soldier provides to the state and nation, and a discussion of the Soldiers plan beyond discharge from the MEARNG. If the Soldier still desires to ETS, the UCC & RRNCO will complete the required portions of the 1315 card (ensuring that the Exit Survey is completed and that any security clearances/permissions are revoked), the Soldier will enter comments in the appropriate block, and the Soldier and UCC & RRNCO will sign. The 1315 card will then be turned in to unit administration as a supporting document for discharge.

d. Disposition. Current 1315 cards will be filed in the Unit Retention Binder and stored in accessible location in the Unit Administration Office. Regular inspection of the 1315 Card by the chain of command is required to ensure interviews are being conducted to standard. Specific inspection requirements for the 1315 Card are found in the Unit Retention Inspection Checklist (Appendix A, Ref 7, Para F-2). Once the Soldier being interviewed makes the decision to extend and a completed DA Form 4836 is uploaded into iPerms, the 1315 Card may be destroyed. Additionally, a Soldier's 1315 Card will be destroyed upon receipt of an appointment or commission as an Officer or Warrant Officer.

Note: See Attachment I for a sample 1315 Card pages 1-3.

5-2. Retention Inspection

a. Purpose. The Retention Inspection ensures that 1315 Cards are being utilized properly and that the UCC/Unit RRNCO has access to required publications. Retention inspections are scheduled through the BN or MSC Career Counselor in coordination with State OIP guidelines. Formal inspection results will be out briefed to the Company, Battalion, and RRB Commanders following the inspection with corresponding corrective measures and timelines for implementation.

b. Implementation. Inspections will be conducted in coordination with State OIP guidelines.

c. Components.

(1) Sponsorship Binder

(2) Retention Binder: The Retention binder is a tool which provides information related to retaining Soldiers that are within 365 days of their ETS. It will be clearly labeled and kept in the unit administration office for accessibility. At a minimum, the binder will contain: completed 1315 cards (for each Soldier on retention eligible roster), a current copy of the UMR, retention eligible roster (365 day window) a copy of the Oath of Extension, State and local POC roster, unit leadership contact roster, and unit alert roster.

Example

PAGE LEFT BLANK INTENTIONALLY

Unit Retention Worksheet

Unit Career Counselor: Complete Section I; maintain form and coordinate with unit leadership to ensure the MEARNG retains the Soldier. Fill out as much as possible in section one: the priority is to ensure the reviews are completed. (Form for Enlisted Personnel Only)						
SECTION I	UNIT:			Section Assigned To:		
Name (<i>Last, First Middle</i>)			Rank	Date of Rank	MOS	MOSQ: <input type="checkbox"/> Yes <input type="checkbox"/> No
Date of Last APFT	APFT Pass Fail	Weight Control Program <input type="checkbox"/> Yes <input type="checkbox"/> No	Requires Waiver for Reenlistment/Extension <input type="checkbox"/> Yes <input type="checkbox"/> No	Bars/Flags to Reenlistment <input type="checkbox"/> Yes <input type="checkbox"/> No		
Military Education			Pay Entry Basic Date (PEBD):			
WLC <input type="checkbox"/> Yes <input type="checkbox"/> No	ALC <input type="checkbox"/> Yes <input type="checkbox"/> No	SLC <input type="checkbox"/> Yes <input type="checkbox"/> No	ETS Date:	PHA Date:	School RSO:	

Roadblocks to Reenlistment/Retention: Questions to ask the Soldier: (Recommended reference: FM 22-101, Chapters 2 and 4)

What factors influence your decision to reenlist/extend?
 Does your family have an impact on your decision to reenlist/extend?
 Does your employer/employment have an impact on your decision to reenlist/extend? (If yes, get employer name & # , have ESGR rep contact)
 Does the distance you travel to and from drill have an impact on your decision? If so, has the Soldier been using Fatigue Management?
 Have the military schools that you need to attend to progress been available?
 Does the changing role of the National Guard's mission (ie peacekeeping, etc.) have an impact on your decision?
 What are the goals you have as a Soldier in this unit? What goals do you have for the unit?
 What are your likes and dislikes of the National Guard?
 Have you considered pursuing the officer or warrant officer track?
What can I do to assist you?

Unit Career Counselor	Twelve Months Out
<i>Suspense to complete & RTN to Unit Retention Binder</i>	
Unit Career Counselor Interview (per NGR 601-1 para 6-24):	
Potential Bonus/Benefits Offered: (Per IMarc)	
Informed the Soldier that they are within 12 month of an ETS and are eligible to reenlist at this time: Soldier indicates that they will reenlist : <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure at this time Soldier is entitled to and planning to Retire at upcoming ETS: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure at this time	
Soldier's Comments	
Soldiers Signature:	Date:
Unit Career Counselor Signature:	Date:

At any time the Soldier indicates that he/she DOES PLAN to reenlist/extend; STOP at this point and work with Unit Personnel NCO to ensure reenlistment/extension paperwork is processed. Otherwise, CONTINUE the counseling process

First Sergeant	Reviewed at Six Months Out		
<i>Suspense to complete & RTN to Unit Career Counselor:</i>			
Plans to Reenlist/Extend <input type="checkbox"/> Yes <input type="checkbox"/> No	Length of Reenlistment/Extension:	Plans to ETS <input type="checkbox"/> Yes <input type="checkbox"/> No	Undecided <input type="checkbox"/> Yes <input type="checkbox"/> No
First Sergeant Comments:			
Soldier's Signature:		Date:	
First Sergeant's Signature:		Date:	

Unit Retention Worksheet (Continued)

At any time the Soldier indicates that he/she DOES PLAN to reenlist/extend; STOP at this point and work with Unit Personnel NCO to ensure reenlistment/extension paperwork is processed. Otherwise, CONTINUE the counseling process

Commander		Reviewed at Three Months Out
<i>Suspense to complete & RTN to Unit Career Counselor:</i>		
<small>This block may be used ILO CDR & Soldier LTR with RFO for discharge or with DD Form 368 Conditional Release. (signatures required from Commander and Soldier.)</small>	If discharge: Unit Supply SGT has been informed to recover Government Property <input type="checkbox"/> Yes <input type="checkbox"/> No (per current AAG policy)	
Commander's Comments:		
Soldier's Comments:		
Soldier's Signature:	Date:	
Commander's Signature:	Date:	

Unit Recruiting and Retention NCO		Reviewed at One Month Out
<i>Suspense to complete & RTN to Unit:</i>		
StayGuard Exit Survey Complete? <input type="checkbox"/> Yes <input type="checkbox"/> No	If Soldier possesses secret/top secret clearance: Has the soldier been debriefed and permissions revoked? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Recruiting & Retention NCO Recommendation:		
Soldier's Comments:		
Soldiers Signature:	Date:	
Unit Recruiting & Retention NCO Signature:	Date:	

- Any Soldier wishing to transfer Post 9/11 GI benefits to their dependents must do so prior to retirement. Once a Soldier leaves active drilling status, they are no longer eligible to transfer these benefits.

- Soldiers Initials _____

- Reminder, Soldiers who do not have 20 years of qualifying service prior to 1 AUG 2009 will incur an additional period of service. 20 years of service from 1 AUG 2010 - 1 AUG 2011 must serve an additional 2 years, 1 AUG 2011 - 1 AUG 2012 must serve 3 years, all others must serve an additional 4 years in order to transfer their Post 9/11 GI Bill benefits.

- Soldiers Initials _____

INTERVIEW CONDUCTED BY:	DATE:	INTERVIEW COMMENTS:	SOLDIER'S INITIALS:
<h1>Example</h1>			



OATH OF ENLISTMENT

I, (*STATE YOUR NAME*), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the State of Maine against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the Governor of Maine and the orders of the officers appointed over me, according to law and regulations. So help me God.

7-19. Ceremonies

a. A commissioned officer or other person as stipulated by State law will administer the oath of immediate reenlistment or extension. Suitable arrangement will be made to ensure that the oath is administered in a dignified manner in appropriate surroundings. The ceremony should be personalized and made meaningful to the soldier extending or immediately reenlisting. The United States flag will be displayed prominently near the individual administering the oath, if available. The words "So help me God" may be omitted for those persons who desire to affirm rather than to swear to the oath.

b. Immediate reenlistment or extension will be made an occasion of official ceremony. It will not be sensationalized to publicize the event (i.e., parachuting, climbing utility poles, and other similar activities that are not in keeping with the solemnity and seriousness associated with the Oath of Enlistment). When appropriate, the soldier's spouse and other members of the immediate family should be invited to the ceremony. The person administering the oath of immediate reenlistment or extension should be the individual's commanding officer, or an officer or individual (authorized by State law) of the soldier's choosing. When possible, enlisting official should be in a Class A uniform. Appropriate photographic coverage should be provided, if possible.

FY 14 UNIT RRNCO'S

UNIT	RRNCO FY 14
STATE CAREER COUNSELOR	SFC ROBINSON
52nd	
52ND MSC CAREER COUNSELOR: DURING WEEK	TBD
52nd/1968TH CCT/121ST PAD	SFC MAZZARO
133RD HHC/1035TH EN TM S& D	SFC BLACKWELL
133RD FSC	SFC BLACKWELL
251ST EN CO (SAPPER)	SSG MCCRAY
262ND EN CO	SFC BLACKWELL/SSG GARDNER
262ND EN CO DET 1	SFC BLACKWELL/SSG GARDNER
136TH EN CO	SFC BOWLIN
136TH EN CO DET 1	SFC BOWLIN
185TH EN CO	SSG CHURCHILL
120th	
120TH MSC CAREER COUNSELOR: DURING WEEK	SSG DEREK NASON
120TH HHD	SFC ROBINSON
521ST	SFC ROBINSON
1136TH	SFC CUMMINGS
1136TH DET 1	SFC ALEXANDER
1136TH DET 2	SFC CUMMINGS
126TH AV	SFC THOMPSON
224TH AV	SFC THOMPSON
142ND AV	SFC THOMPSON
152ND	SSG ROBBINS W/SFC MAZZARO SUPPORT
152ND DET 1	SFC PELLETIER
195TH	SSG WILLIAMS
286TH	SFC PELLETIER
488TH & DET	SSG GOLDEN
172ND	SFC NASON
JFHQ/MED COMMAND	SFC MAZZARO

DEPARTMENT OF
 DEFENSE, VETERANS AND EMERGENCY MANAGEMENT
 Military Bureau
 52ND Troop Command, Maine National Guard
 Suite 100, 300 Hildreth St. N., Bangor, Maine 04401-5774

MEARNG-52nd TC

12 January 2012

MEMORANDUM FOR (Rank, Name, Unit)

SUBJECT: Appointment of Unit Career Counselor

1. Effective _____, _____, _____
 (Date) (Rank/Name) (SSN)

is appointed the additional duty as the Unit Career Counselor.

2. Authority: Paragraph 2-4d and 2-9b, NGR 601-1

3. Purpose: To accomplish tasks associated with implementing the unit SM plan.

4. Period: Indefinite

5. Special Instructions: Accomplish the responsibilities in Paragraph 2-9b of NGR 601-1, which are further clarified by the SOP for Maine Army National Guard Retention.

(COMPANY COMMANDER)
 (RANK, BRANCH)
 Commanding

Retention References and Websites

Unit Publicity, Open Houses, Employer/Family Appreciation Days

AR 360-1	Army Public Affairs Program	5/25/2011
NGB-PA	Unit Public Affair Representative Handbook	3/22/2000

Promotion & Awards

AR 600-8-19	Enlisted Promotion and Reduction (RAR)	12/27/2011
NGB-ARH	Policy Memo: 10-27 – Changes to Tbl 7-1 AR 600-8-19	12/14/2010
AR 600-8-22	Military Awards (RAR)	9/15/2011
AR 670-1	Wear and Appearance of Army Uniforms and Insignia (See ALARACT Messages on Uniform Wear)	2/3/2005

Retention Bonus

Current FY ARNG Selected Reserve Incentives Program Memorandum
<https://minuteman.ngb.army.mil> IMARC incentive memos, forms

Training

AR 350-1	Army Training and Leader Development (RAR)	8/4/2011
FM 7-0	Training Units and Developing Leaders for Full Spectrum Operations	2/23/2011
NGR 350-1	Army National Guard Training	Aug/2009
	https://www.atrrs.army.mil ATRRS Course Catalog	
	http://www.pec.ngb.army.mil ARNG Professional Education Center	
	https://www.us.army.mil Army Knowledge Online	

Employer / ARNG Conflicts

www.esgr.org Employer Support for Guard and Reserve
<http://www.dol.gov> Uniformed Services Employment & Re-employment Rights Act

Family Programs—Family Readiness Group

<http://www.jointservicessupport.org>

Deployment—Civil Relief

www.justice.gov Servicemembers Civil Relief Act

Publications—Regulations, Forms, etc

<http://www.apd.army.mil>
<http://www.ngbpdc.ngb.army.mil>

Director's Personnel Readiness Overview

<https://minuteman.ngb.army.mil> DPRO
<https://arng1.ngb.army.mil>

Latest NGB Operational Messages: Strength, Policy, Education & Incentives, Personnel, etc...

<https://minuteman.ngb.army.mil>

Automated Unit Vacancy System and ETS Availability

<https://minuteman.ngb.army.mil>

Retention References and Websites (cont.)

Retirement

	ARNG Guide on Non-Regular Retirement	4/15/2009
AR 135-180	Qualifying Service for Retired Pay Non-Regular Service	7/1/1987
NGR 680-2	Automated Retirement Points Accounting Management	Aug/2011
DODI 1215.07	Service Credit for Reserve Retirement	11/7/2008

Enlistment Standards

AR 601-210	Active & Reserve Components Enlistment Program (RAR)	8/4/2011
DAPE-MPA Memo	Enlisted Policy Changes	3/7/2011

Retention Standards

AR 40-501	Standards of Medical Fitness (RAR)	8/4/2011
AR 601-280	Army Retention Program (RAR)	9/15/2011
NGB-ARH	Policy Memo: 09-026-Interim Policy for Extension, Immediate Re-enlistment, and Bars.	8/13/2009

Physical Fitness

AR 600-9	The Army Weight Control Program	1/27/2006
TC 3-22.20	Army Physical Readiness Training	8/20/2010

Retention Duties & Responsibilities

NGR 601-1	ARNG Strength Maintenance Program	4/28/2006
NG Pam 601-1	ARNG Strength Maintenance Program	8/4/2006

Personnel Management

AR 135-178	Enlisted Administrative Separations (RAR)	9/13/2011
AR 135-91	Service Obligations, Participation Requirements, etc	2/1/2005
AR 135-205	Enlisted Personnel Management	3/11/2008
NGR 600-200	Enlisted Personnel Management	Jul/2009
NGR 614-1	Inactive Army National Guard	Mar/2010
NGR 680-1	Personnel Assets Attendance and Accounting	Jul/2009
DA PAM 611-21	Military Occupational Classification & Structure	1/22/2001
Online version	https://smartbook.armyg1.pentagon.mil	
DA PAM	Evaluation Reporting System	8/13/2007

Counseling & Communications

AR 25-50	Preparing Correspondence	6/3/2002
DA PAM 611-1	The Army Interview	8/31/1965
FM 5-0	The Operations Process (w/chg 1) App. J (Mil. Briefings)	3/18/2011
FM 6-22	Army Leadership	10/12/2006
FM 7-22.7	The Army NCO Guide	12/23/2002
	http://www.armyg1.army.mil/HR/mentorship/	

Education

<https://www.education.ng.mil>

Sponsorship Program Checklist

Sample only- units can reference this checklist for suggestions as they develop or modify their unit specific checklist.

**DEPARTMENT OF
DEFENSE, VETERANS AND EMERGENCY MANAGEMENT
MILITARY BUREAU
ALL MEARNG UNITS**

SPONSORSHIP PROGRAM CHECKLIST

To: Assigned Sponsor; this is our opportunity to provide the best welcome possible for a new Soldier; the sponsorship program is important for the Soldier & the unit. Please take the time necessary to introduce the new Soldier to our great unit. When complete, turn in this form to the First Sergeant before the end of the Soldier's first drill.

Thank You, Company Commander, First Sergeant

DATE: _____

Soldier's Name: _____

Rank: _____

Address: _____

Phone: _____

Business Address: _____

Phone: _____

Date Assigned: _____ Section: _____ Prior Service: _____

Sponsor's Name: _____ Rank: _____ Date Appt: _____

R&R NCO: _____ Date Signed-off to Unit: _____

(New Soldier's In-Processing and Briefing - to be dated and initialed by individual completing the in-processing or briefing)

SECTION SERGEANT:

Date:

1. Call new member prior to drill.
2. Appoint a section sponsor for new Soldier.
3. Discuss section's normal activities / mission.
4. Discuss Soldier's job.
5. Introduce Soldier to section.
6. Discuss career development.

YES	NO

ASSIGNED SPONSOR:

Date:

1. Initial contact made.
2. Time and date of first drill.

YES	NO

3. Meet new member prior to formation.
4. Provide your phone number.
5. Tour Armory.
6. Accompany new member throughout processing.

COMMANDER:**Date:**

1. Unit Mission.
2. Unit history / goals.
3. Organization.
4. Personal standards.
5. Promotion policy.
6. Welcome to Unit.
7. Safety.
8. Family Support Program.

YES	NO

FIRST SERGEANT:**Date:**

1. Introduce to Unit.
2. Appearance standards.
3. Absence policy.
4. Chain of Command.
5. Issue drill card.
6. Attendance policy.
7. Discuss Annual Training.
8. Explain Employment Rights as a Member of the Guard.

YES	NO

SUPPLY:**Date:**

1. Issue TA-50.
2. Issue needed clothing
2. Measure for uniform size or inventory clothing.

YES	NO

TRAINING NCO:**Date:**

1. Explain MOS qualification and timetable.
2. Explain the need to pass the APFT and the 90-day train up.
3. Issue Army Warrior Training notice.
4. Explain Army correspondence courses.
5. Military Education Requirements.
6. Alert Notification Process.
7. Information Operations Oversight. (Sr. Intel Personnel Rep.)

YES	NO

MEARNG Unit Retention Inspection Checklist

Retention Inspection Checklist					
Unit:	Date:			Site:	
	0-Jan-00				
Area to be Inspected	Unit Level	GO	NO/GO	N/A	Remark
A. Attendance - NGR 680-1/AFCOS instructions					
1. Absences (<i>soldiers coded A = <5% of assigned strength</i>)	ALL				
2. Has contact been made and documented on AWOL soldiers? <i>100% accuracy</i>	ALL				
3. Has assigned Strength Maintainer been notified? (<i>>4 AWOL pds</i>)	ALL				
4. DA Fm 1379 (<i>100% accuracy in posting correct codes/changes</i>)	ALL				
5. No Val Pay - action initiated on soldiers >12 consecutive no pay pds? (<i>goal is <2.5% of assigned strength</i>)	ALL				
Number of Evaluated Areas		0			
Number of GOs.		0			
Number of NO GOs		0			
Percent GOs.					
E. Sponsorship Program -DCSPER Policy 12-06					
1. Commander's Welcome Memo mailed prior to first drill?	ALL				
2. Sponsorship checklist completed and maintained on all new soldiers	ALL				
3. Gold Phase Battle hand-off from recruiter to the unit is documented for all new recruits and maintained in the Sponsorship Binder until 1 year following the Soldier's arrival at the unit.	ALL				
Number of Evaluated Areas		0			
Number of GOs.		0			
Number of NO GOs		0			
Percent GOs.					
F. Retention - NGR 601-1					
1. Unit Career Counselor (UCC) is appointed by official appointment memorandum and maintained in the Unit Retention Binder.	ALL				
2. ETS Maintenance IAW DCSPER 01-06 and MEARNG Form 1315-R-E 1 July 2012 (<i>goal is 100% counseling 12 months out from ETS</i>)	ALL				

3. Soldiers with Expired ETS in past 12 months	ALL				
Number of Evaluated Areas		0			
Number of GOs.		0			
Number of NO GOs		0			
Percent GOs.					
Number of Evaluated Areas		0			
Number of GOs.		0			
Number of NO GOs		0			
Percent GOs.					
Remarks Summary:					
TOTAL AREAS EVALUATED		0			
TOTAL AREAS RATED GO		0			
TOTAL AREAS RATED NO GO		0			
PERCENT RATED GO					

[Return to Chapter 3](#)

Intentionally Blank

Recruiting & Retention Battalion

[Return to Chapter 3](#)



Standing Operating Procedures

2015

This edition of the Recruiting & Retention Battalion Standing Operating Procedures (SOP) supersedes all previous editions and changes. Any changes to this SOP will be made thru the RRB S3 Office.

Signed:

COOKSON.JON.MIC
HAEL.1006193370

Digitally signed by
COOKSON, JON, MICHAEL.1006193370
DN: cn=USA, o=U.S. GOVERNMENT, ou=PKI,
ou=USA, cn=COOKSON, JON, MICHAEL.1006193370
Date: 2014.11.21 09:22:01 -05'00'

Commander

21 November 2014

Date

1. **Mission.** Each RRCSM, RRSC, Team Leader, and RRNCO is assigned a production mission every fiscal year (FY).

a. **Recruiting Mission.** The recruiting mission will focus on recruiting non-prior service and prior service applicants into MOS vacancies in units of the MEARNG.

b. New RRNCOs will be given a mission based upon experience, demographics, other pertinent information.

c. RRNCO's will lose enlistment credit for enlistees who fail to ship to initial active duty training (IADT). This excludes Phase II shippers.

d. RRNCO's receive credit for Recruit Force Pool (RFP) enlistments at the time of enlistment.

2. **Duties and Responsibilities of the Recruiting CSM, Operations NCO, RRSC, Team Leader, and RRNCO.**

a. Recruiting & Retention Command Sergeant Major (RRCSM) will:

(1) Oversee strength maintenance operations and activities.

(2) Monitor all training activities of the RRB.

(3) Work with the Commander to establish a RRNCO incentive awards program.

(4) Advise the state and battalion Command Sergeants Major (CSMs) on strength maintenance issues and activities.

(5) Assist the Commander in the development, organization, monitoring, and evaluation of statewide recruiting, retention, and attrition management programs for the MEARNG and its subordinate units.

(6) Monitor and analyze production to identify trends, either individual or unit, which impact on meeting the recruiting mission.

(7) Conduct NCO performance evaluations, inspections, and visitations as directed by the Commander.

(8) Develop and conduct professional development training for the RRB to insure they maintain MOS proficiency, understand and execute established policies, regulations and use basic leadership principles.

(9) Participate in the enlisted evaluation process.

(10) Enforce standards of conduct and appearance.

- (11) Conduct one-on-one counseling and training for all RRSCs.
 - (12) Serve as the senior enlisted adviser to the Commander and advise the Commander on the formulation of policies effecting enlisted soldiers.
 - (13) Serve as the senior NCO in the NCO Support Channel.
 - (14) Serve as member of boards, committees, and projects as directed by the Commander.
 - (15) Coordinate unit strength maintenance schools for traditional TDA/MTOE 79T NCO's.
 - (16) Represent the RRB and the MEARNNG by participating in community and civic functions.
 - (17) Assist in the preparation for, and participate in, ceremonies concerning enlisted Soldiers.
 - (18) Represent and/or accompany the Commander to official functions, conferences, and inspections. Participate in the reception and hosting of official visitors to the RRB.
 - (19) Advise the RRB Commander and the State CSM on all matters pertaining to the management of enlisted strength maintenance issues and programs.
 - (20) Monitor all training activities of the RRB.
 - (21) Guide planning, coordinating, and conduct of all conferences and training for the RRB.
 - (22) **Maintain a \$10,000 list of unfunded requirements.**
- b. Recruiting & Retention Operations NCO (RROPNCO) will:
- (1) Collect, review and monitor SM reports to identify strengths and weaknesses in the State SM Plan and make recommendations as appropriate.
 - (2) Develop a comprehensive RRB training program that addresses pre and post MOS training for RRNCOs.
 - (3) Provide RRB sustainment/refresher training for all RRB positions, ADSW/recruiter assistant training, CTT, APFT, weapons qualification, and other areas as needed or directed.
 - (4) Monitor and evaluate RRB training requirements and develop, conduct or coordinate individual, team and region RRNCO motivational training targeted at improving attitudes, knowledge and skills.

(5) 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 RRSC's.

(6) Assist the RRB by obtaining applicant information and documents required by RRNCOs.

(7) Complete quality control activities on prior service enlistment packets.

(8) Complete and submit various requests for orders, military awards, personnel actions and other correspondence as required.

(9) Initiate all NGB level waivers workflows (WATS) to the National Guard Bureau through the use of Guidance Counselor Resource Center (GCRC) after receipt from RRSC and verify all documents are present.

c. Recruiting & Retention Section Chiefs (RRSC's) will:

(1) Achieve recruiting production mission for their assigned area. (See **Annex A**)

(2) Forward marketing resource requests to the Marketing NCO via Sharepoint server in a timely manner.

(3) Ensure quality control of accession packets.

(4) Use Leader Zone to effectively manage Leads, Prospects, and Applicants.

(5) Conduct monthly performance counseling with assigned Station Commanders.

(6) Provide professional development training (both MOS and CTT) to assigned RRNCOs. Minimum 40 hours for MOS training per year.

(7) Provide career progression counseling to assigned Station Commanders.

(8) Maintain frequent personal contact with Station Commanders and RRNCOs, to evaluate performance, make corrections, and evaluate training needs.

(9) Prepare and maintain recruiting objectives, statistics, records and files on recruiting activities in assigned area.

(10) Inspect and evaluate the recruiting activities of each assigned RRNCO with assigned Station Commanders.

(11) Identify all instances of alleged RRNCO irregularities and submit into the Strength Management Tool located on the Strength Net.

- (12) Maintain liaison with the MEPS Guidance Counselor.
 - (13) Assist and advise the RRB Commander and RRCSM concerning production, operations, training, administration and personnel status in their assigned area of Maine.
 - (14) Provide input for the RRB Marketing plan.
 - (15) Make recommendations for disciplinary action and/or dismissal as required.
 - (16) Provide support, as required, for all RRB training activities.
 - (17) Review and submit waivers for approval.
 - (18) Support remedial training requests from Station Commanders.
 - (19) Prepare and submit award recommendations for assigned RRNCOs and Station Commanders.
 - (20) Rate for each Station Commanders and Senior Rater for each RRNCO. Ensure NCOERs are signed and submitted no later than 30 days after rating period ends.
 - (21) Evaluate and assist the Station Commanders in the training of the RRNCOs ability to conduct presentations/displays.
 - (22) Assist with recruiting events and displays as needed. Includes the review and submission of supporting POMSO requests.
 - (23) Participate in the hiring board for AGR recruiting positions.
 - (24) Maintain leader books.
 - (25) Maintain and order the necessary supplies to support mission requirements.
 - (26) Review Requests for Orders (RFOs) prior to submission to RRCSM.
 - (27) Recruit Sustainment Program.
 - (28) Support the Battalion Career Counselor's (BCC's) retention program.
- d. Station Commanders will:
- (1) Achieve assigned recruiting Station mission.
 - (2) Ensure RRNCO's understand and are proficient in current enlistment criteria and eligibility requirements for enlistment in the MEARNG.

(3) Plan and conduct RRNCO training meetings as required, to include but NOT limited to, changing requirements, sales techniques, and enlistment contract options.

(4) Work closely with assigned RRNCO to develop specific prospecting/ processing goals in order to achieve production benchmarks documented in RZ.

(5) Review waivers and submit to RRSC.

(6) Ensure timely submission of RFP/RSP 601 & Weekly Contact Checklist (24hrs) and enlistment packets (48hrs) to MEPS by the RRNCO.

(7) Make recommendations to RRSC for disciplinary action and/or dismissal as required.

(8) Provide support, as required, for all RRB training activities.

(9) Request remedial training for RRNCOs as required to RRSC.

(10) Rater for each RRNCO. Ensure NCOERs are signed and submitted no later 30 days after rating period ends.

(11) Evaluate and train RRNCOs to conduct presentations/displays.

(12) Assist with recruiting events and displays as needed. Include the review and submission of supporting DOMS requests.

(13) Maintain leader books.

(14) Maintain and order the necessary supplies to support mission requirements.

(15) Review Requests for Orders (RFOs) prior to submission to RRSC.

(16) Support the Recruit Sustainment Program.

(17) Prepare and submit award recommendations for assigned RRNCOs.

(18) Use Leader Zone to effectively manage leads, prospects, and applicants.

(19) Monitor RRNCOs daily activities through LZ calendar.

(20) Support the Battalion Career Counselor's (BCC's) retention program.

e. Recruiting & Retention NCO (RRNCO) will:

(1) Achieve assigned Station mission. (ANNEX A)

(2) Ensure new Soldiers have a smooth transition into the RFP/RSP and assist as needed with transition into unit upon completion of AIT.

- (3) Conform to all moral and ethical requirements of a RRNCO and accepted recruiting practices.
- (4) Establish and maintain effective centers of influence (COIs) and very influential persons (VIPs) within your assigned area. Enter and update COI and VIP information in RZ.
- (5) Interview prospects regarding membership in the MEARNG.
- (6) Use provided military equipment and supplies such as laptops, cell phones and GSA vehicles in accordance with published regulations and military doctrine.
- (7) Use RZ to effectively manage all stages of processing from Lead to Enlistment.
- (8) Contact new leads within 24 hours. If unable to do so, contact your Station Commanders.
- (9) Pre-qualify prospects (using APPLE-MD) to ensure enlistment criteria are met.
- (10) Assist in the scheduling and the administration of high school ASVAB testing and interpretation as appropriate.
- (11) Arrange for transportation and lodging for applicants processing at MEPS.
- (12) Prescreen applicants as needed for their ability to pass the ASVAB test using EST, WINCAST or MET site prior to processing at MEPS.
- (13) Complete required enlistment documents utilizing your ARISS/ CUB laptops.
- (14) Develop and maintain effective school recruiting programs at a minimum conduct one SEV per month in assigned schools.
- (15) Conduct prospecting and lead generating activities in assigned area. See **Annex C** for a list of ideas.
- (16) Establish and maintain files, correspondence, and your ARISS laptop computer IAW current policies and regulations.
- (17) Prepare and present classes and/or briefings on MEARNG programs, requirements, opportunities, and benefits of membership for Soldiers, family members, employers, and others as required.
- (18) Assist RSP in the conduct of training, counseling and attrition management of all assigned Soldiers as required.
- (19) Maintain daily activities calendar in RZ.

(20) Load recruiting activities on the RRB Sharepoint server that require funding or assets. Additionally, complete the DRAW for recruiting and activities and forward to Station Commanders.

4. **Individual Performance/Responsibility.**

a. Performance Counseling. Reference AR 623-205.

(1) Every Soldier deserves to know the following:

- Detailed job description
- Supervisor's expectations
- Timely feedback on job performance
- Counseling and corrective measures
- Just reward or reprimand IAW job performance

(2) Counseling Procedures - see **Annex B**

b. Recruiting Area Definitions/Prospecting Policy. The following guidance is established pertaining to recruiter's recruiting areas:

(1) High School Students: any leads that are attending high school go to the RRNCO assigned to that high school.

(2) College Students/ROTC (even 1 class): treat the same as high school students when college is in session, to include school vacations and spring break. College students are free for others to work during the summer months when not attending college.

(3) Leads attempting to get a GED belong to the RRNCO with that lead's home of record (HOR) zip code. Leads attempting to get an Adult Education Diploma belong to the RRNCO assigned to the school issuing the diploma.

(4) All Other Leads: go to the RRNCO assigned the zip code of the leads current residence.

(5) Working Applicants that move to another RRNCO initiates email traffic to Station Commanders who will forward to RRSC. "Actively working applicant" is reasonably defined as an applicant loaded in RZ with entries showing continued contact and processing activities. The recruiter will lose the applicant if these guidelines are not adhered to.

(6) Poaching: if there is a potential suspicion of poaching follow these steps:

- Report incident to your Station Commanders.
- Station Commanders will report suspected incidents of poaching to RRSC.
- Recruiter will not discuss the incident with anyone else, pending further investigation by the command, especially the applicant in question and other RRNCOs.

- RRSC will contact the other RRSC involved and notify RRCSM
- RRSC will conduct a fact finding investigation
- If warranted, an investigation will be initiated through the Strength Net portal.
- If after investigation, the Recruiter is found guilty of poaching, first offense recommendation of 3 month SDAP suspension and enlistment credit taken away; second offense recommend reduction of one rank and/or release from Recruiting and Retention Battalion.

(7) Professional conduct with opposite sex: The purpose of this policy is twofold. We must assure parents and school officials their children are safe and treated in a professional manner during the recruiting process. It also safeguards our Recruiters from false accusations. The protection afforded by this policy begins with the Recruiters first contact with a prospect/applicant and will continue throughout the enlistment process. (Pending RRB Commander's Policy) (See ANNEX N)

c. Recruiting Malpractice and Irregularities. The following section prescribes policies and responsibilities governing the reporting, investigation, and disposition of alleged recruiting and enlistment processing irregularities. Reference: NGR 601-1 Personnel - Procurement Army National Guard Strength Maintenance Program, Chapter 4

(1) Explanation of Terms

(a) Irregularities: A collective term that includes malpractice, error, misrepresentation, or omission.

(b) Recruiting Malpractice. Any action willfully perpetrated by a member of the RRB in violation of established laws, regulations, policies, and directives for the purpose of personal gain. Also any willful misrepresentation, false promise, or false commitment made for the purpose of inducing an individual to enlist is considered malpractice.

(c) Recruiting Processing Errors: Any action unknowingly perpetrated by a member of the RRB — resulting in an eventual discovery that the applicant is unqualified for enlistment under a specific option or bonus.

(d) Recruiting Processing Misrepresentation. Any promise, representation, or commitment, regardless of the manner in which it is made, which is not specifically reflected on pertinent enlistment documents, but is made for the purpose of inducing an individual to enlist. Such misrepresentation may be either intentional or unintentional. In the event intent can be documented, such intentional misrepresentation will constitute a recruiting processing malpractice.

(e) Other Irregularities. These are considered to be those improprieties, or acts of misconduct, committed by RRB members relating to the enlistment and processing of applicants that do not apply to the categories identified above.

(2) All RRB personnel will comply with NGR 601-1, AR 601-210, AOS, and this

SOP, which should minimize irregularities, if not eliminate them completely.

(3) Alleged recruiting and processing irregularities, as defined above, are reported in writing to the RRCSM.

(a) This requirement extends to allegations received from any source.

(b) The allegations will be reported in the following format:

- Name/grade of RRNCO and/or other individuals involved.
- Unit involved (if applicable).
- Date of incident.
- Date incident reported.
- Source of allegation.
- Name of person making allegation.
- Name of enlistee/applicant and SSN.
- Nature of allegation and circumstances.
- If warranted, an investigation will be initiated through the Strength Net portal

d. Commander's Tattoo Policy. See **Annex D**

e. Office Management.

(1) RRNCOs must exercise sound judgment and present a professional appearance to enhance the MEARNNG image within the community. Do not display any poster, illustrations, signs, or anything that may be offensive or construed as sexual harassment. These items are inappropriate for an Army National Guard Recruiting and Retention Office and will not be tolerated by this Command.

(2) Required Publications. RRSCs will ensure every RRNCO has the following publications:

AR 40-501	NGR 601-1	Current FY ECM
AR 600-9	DA Pam 611-21	Current FY SRIP Policy
NGR 600-5	NGB PAM 601	79T Soldier's Manual
NGR 600-12	CTT Manual	
NGR 600-200	Maine RRB SOP	

f. Duty Hours

(1) RRSCs and Station Commanders are delegated the authority to establish duty hours for their assigned RRNCOs.

(2) All Soldiers of the RRB will work all required drill weekends.

(3) Scheduled Training and Meetings

(a) Attendance at scheduled training and meetings is mandatory.

(b) All medical/dental excusals from a mandatory event will require a doctor's note.

(c) All other requests for excusal from a mandatory event must be submitted, in a timely manner, prior to the event. These requests will be evaluated on a case by case basis.

g. Duty Uniform

(1) The duty uniform for normal daily office operations is the ACU/ Patrol Cap.

(2) Unit visits during training or mission operations will be the uniform as prescribed on their unit's training schedule.

(3) RRSCs/ Station Commanders may authorize an alternate uniform on a case by case basis, based off of the environment and demographics.

h. Moonlighting. Part-time or full-time jobs including on call volunteer work in addition to your military assignment will not be authorized without written approval from the RRB Commander.

i. Army Service Uniform (ASU). References: NGR 600-1, AR 700-84 and CTA 50-900. A supplemental monetary allowance is authorized for each AGR RRNCO to receive the Army Service Uniform. The uniform consists of Service cap, coat, white shirt and trousers for male or skirt for female. See AR 700-84, paragraph 4-8 for actual allowable reimbursable items. Complete SF 1164 and attach all original receipts to include alterations and forward entire packet to RRSC.

j. Leave/Passes. Reference AR 630-10

(1) Soldiers will forward all leave/pass requests through their RRSC IAW AR 630-10 using the Full Time Support Management Control System (FTSMCS) prior to taking the leave/pass. Exceptions are made for emergency leave situations.

(2) RRSC will review and approve/disapprove all leave/pass requests in FTSMCS from subordinates prior to submission to higher HQ.

k. Team Calendar

(1) RRNCOs will utilize the Sharepoint calendar to list all known school and community events they are participating in. Information regarding the events will be completed on Sharepoint and detail orientated to include the 5 "W"s (Who, What, Where, When, and Why), additional support/ DOMS requests, unit involvement. When the event is complete, add an AAR to the event entry within five working days. The AAR should include what was supposed to happen, what happened, and how to improve the event. Also need a cost estimate, number of leads generated, and number of personnel utilized to run event. **(SEE Annex G RRB Event Information Form)**

1. Promotions. Recommendation for promotion is based on review of the total Soldier concept. The minimum requirement for promotion consideration by the command is listed below:

(1) TIG/TIS requirements along with remaining service obligations:

(a) E4 going to E5 needs 6 months TIG and 1 year remaining obligation.

(b) E5 going to E6 needs 8 months TIG and 1 year remaining obligation.

(c) E6 going to E7 needs 11 months TIG, 9 years TIS, and 2 years remaining obligation.

(2) Cumulative Enlisted Service: E6 going to E7 needs 6 years

(3) NCOES up to SFC: will keep in line with current State Promotion Guidance (AR 600-8-19).

m. Badges

(1) Senior Badge: an RRNCO must have held the RR Basic Badge for 12 months and achieved 100% of cumulative assigned mission for 12 consecutive months and per other requirements as listed in NGR 601-1.

(2) Master Badge: an RRNCO must have held the RR Senior Badge for 12 months and achieved 100% of cumulative assigned mission for 12 consecutive months and per other requirements as listed in NGR 601-1.

(3) If an RRNCO loses an enlistment in the 12 consecutive months being counted, that enlistment will not be credited towards mission accomplishment.

n. Weight Control. Reference AR 600-9

(1) All Soldiers of the RRB will weigh-in at least semi-annually.

(2) In addition, Soldiers will be weighed at least once within 30 days prior to attending any School. Individuals failing to meet the standards of AR 600-9 will not be allowed to attend the school and will be flagged and placed on the Army Weight Control Program.

(3) RRSCs will conduct the monthly weigh-in for their Soldiers on the Army Weight Control Program. The weigh-in will be conducted in the first working week of each month. In addition, a copy of the DA Form 5500-R and the required counseling statement will be sent to the RRCSM NLT the first day of the second week of the month. RRB Staff and RRSC or Supervisor will conduct the weigh-in to remove a Soldier from the Army Weight Control Program.

o. Physical Fitness Training and Testing.

(1) All RRB Soldiers will attain and maintain a level of physical conditioning that enables them to complete and pass the Army Physical Fitness Test (APFT). This is both an individual and command responsibility.

(2) Due to the diversity of daily working hours and duty locations, each individual Soldier must ensure they have and utilize a properly developed physical fitness program.

(3) All RRB Soldiers (except those on appropriate profile) will conduct a regularly scheduled PT program IAW TAG policy.

(4) The APFT will be administered semi-annually as scheduled on the YTC.

(5) If an APFT is administered outside of the scheduled RRB tests, the RRSC or supervisor will administer a record test. IAO FM 7-22 A-4, there will be a minimum of four Soldiers to administer the APFT; OIC/NCOIC, event supervisor, event scorer, and support personnel. At no time, will the OIC/NCOIC be a scorer.

p. GSA, TMP/ Leased Vehicles. The following guidelines pertain to all Soldiers of the Recruiting and Retention Battalion (RRB). Use of GSA/TMP's will be IAW appropriate Army Regulations and MEARNNG DCSLOG Policy 09-13 (See Annex M). TMP's will be utilized only in the absence of suitable GSA assets; approval to use TMP's is delegated to the Station Commanders who will report to the RRSC, who will in turn notify the RRCSM of any activities including use of TMP's. Adherence to the guidelines will be monitored by the RRCSM.

(1) GSA/TMP/Leased Vehicles:

(a) Each RRNCO will secure their GSA/TMP/Leased vehicle inside the compound at their assigned duty station, unless authorized by your Team Leader. Team Leader will notify the RRSC who will in turn notify the RRCSM when these situations occur.

(b) Domicile to Duty. Authorization for domicile to duty is given by your Station Commanders. It is the user's responsibility to ensure their GSA/TMP/Leased vehicles are secured at all times. Station Commanders will notify the RRSC who will then notify the RRCSM when these situations occur.

(c) Personnel assigned to or in support of the RRB may only use GSA/TMP/Leased vehicles in direct support of RRB activities. Use of these vehicles is for official business only and is governed under the same conditions as all Government-owned vehicles.

(d) NGR 601-1 states GSA/TMP/Leased vehicles will not be used for:

- Transportation of family members of RRB personnel except as provided by 58-1, para 4-5 and applicable GSA directives, for official government functions.
- Transportation of unit supplies and services not directly in support of RRB operations.

- Transportation of personnel to civil, State, or national conferences, conventions, or meetings unless in direct support of RRB activities.
- Personal business and personal affairs.

(2) MTOE Vehicle (Transporting non-military personnel)(Recruiting HMMWV) in support of recruiting events (See Annex K).

(a) Send request through chain of command for TAG Approval at a minimum of 7 days from execution

(b) Request will include:

- (1) Recruiting event, POCs: RRNCO and Station Commander with contact info
- (2) Time, date, and location of event
- (3) type of military vehicle that will be used
- (4) route the vehicle will be traveling to give rides (strip map)
- (5) # and names of those riding on/in vehicle
- (6) If resolution can be obtained - get it, i.e., static float or parade, mascots for Team etc.
- (7) If event is at a school and RRNCO is unsure the number of people or names (note an approximate number)
- (8) Deliberate Risk Assessment Worksheet (DRAW) - with controls and mitigation (attach to request)

(3) Penalties for Infractions. Violations of GSA/TMP usage policies may result in suspension of GSA/TMP privileges. These are “typical” offenses and are not inclusive of all infractions. Violations may also result in MCMJ action, fines, suspensions, reductions in rank, or separation procedures. Examples of violations include:

- Unofficial use.
- Transporting firearms.
- Use of radar detectors.
- Misuse of GSA credit card.
- Unsafe operations (e.g., speeding, careless driving. etc.).

(4) **Driving While Intoxicated.** Members found driving while intoxicated will be immediately relieved for cause from the RRB. Under no circumstances will operating a government vehicle while under the influence be tolerated.

(5) **Accident Procedures.** The RRNCO will contact their Station Commanders as soon as possible with a situation report on any accident. The Station Commanders will notify the RRSC who will immediately contact the RRCSM.

(a) Do not leave the scene of the accident.

(b) Take steps to prevent further accidents at the scene, as well as notify police ASAP.

(c) Follow the procedures listed in the Motor Vehicle Accident Reporting Kit located in the glove compartment. Reference RRS-SOP/supply for further guidance.

q. **Physical Security.** Security of government equipment and property is the responsibility of every Soldier. Every member of the RRB will exercise strict security of assigned facilities in order to prevent loss or theft.

(1) Each Soldier is responsible for physical security in their area, and for the equipment hand receipted to them. The RRCSM will ensure assigned Soldiers are briefed annually on the procedures of this paragraph.

(2) All Soldiers are responsible for the equipment in their work areas and will report any unauthorized access to, or use of federal or state equipment to their Team Leader. Equipment will not be removed from any work area without authorization of that Soldier's Team Leader.

(3) Only those doors that are essential to daily operations will be unlocked; all others will remain closed and locked. Keys will be controlled IAW current regulatory guidance. All lost keys must be immediately reported to the Key Custodian who will inform the State Physical Security Officer.

r. **Request for Orders.**

(1) The RRCSM is the approving authority of all orders for RRSC, Station Commanders, and RRNCOs by delegation from the RRB Commander.

(2) Requests for routine travel will be submitted from the respective RRSC for approval/disapproval at least 7 working days prior to scheduled travel.

s. **Request for Full Time National Guard Duty (FTNGD).**

(1) Requests for FTNGD will be submitted using the Request for Orders – RR Form 6 to RRSC via Team Leader for approval at least two weeks prior to execution. The following completed forms will be attached to the RR Form 6:

(a) ARNG 1058-1 Application for FTNGD

(b) ARNG 1059 for orders 30 days or greater

(c) DD Form 369 Police Record Check

(2) Soldiers are not authorized to begin FTNGD prior to publication of assignment orders. After the fact approval is not authorized.

(3) Soldiers performing FTNGD for the RRB will be under operational control of the appropriate RRSC.

t. Applicant Travel.

(1) Applicant travel will be made by the most economical means to the federal government.

(2) Taxi tickets are available for use for applicants traveling to and from the bus station.

u. Unit Affiliation. RRNCOs will work closely with the unit(s) they support to ensure that required strength is maintained. It is essential that RRNCOs not only know and support the policies of the TAG and the RRB Commander, but also the Commanders of their supported units.

5. Awards and Recognition. The awards program is created to provide recognition and positive feedback on a frequent and timely basis to RRB personnel for superior performance. In addition, the program is designed to enhance a healthy, positive competition between personnel.

a. State RRNCO of the Year. – NGB guidance to follow.

(1) Purpose. This award recognizes the RRNCO whose superior strength maintenance skills, knowledge, abilities, and soldiering results in the selection as the top RRNCO for the state. Only one award recipient will be authorized.

(2) The State RRNCO of the Year Award consists of a ring and a plaque awarded by the Chief, National Guard Bureau. In addition, Maine's recipient will be recommended for the Meritorious Service Medal for the Soldier's achievement. Every effort will be made to obtain invitational orders for the Soldier's spouse to attend the State RRNCO of the Year Ceremony.

(3) Eligibility. Only Soldiers assigned as a RRNCO are eligible for this award.

(4) Criteria. NGB-ASM sets and publishes the criteria for each year. Our RRNCO must meet a full year's mission requirements for the year in contention, in addition to the requirements of NGB. Each criteria area will be measured by percentage over requirement.

(5) General.

(a) All enlistments will be verified through RZ.

(b) In the event of a tie, the RRB will conduct a board to determine the RRNCO of the Year recipient.

b. Master Seven

(1) Purpose: To recognize the top RRSC from the Recruiting and Retention Advisory Council (RRAC) area.

(2) Eligibility. Only Soldiers assigned as an RRSC is eligible for this award.

(3) Criteria. NGB-ASM sets and publishes the criteria for each year. Our RRSC must meet a full year mission requirement for the year in contention, in addition to the requirements of NGB. In the event of a tie, the RRB will conduct a board to determine the RRSC of the Year recipient. Each criteria area will be measured by percentage over requirement.

(4) General. The Army National Guard RRSC Master Seven Award consists of a ring and plaque awarded by the Chief, National Guard Bureau. In addition, Maine's winner of this award will be recommended for a Meritorious Service Medal for the Soldier's achievement.

c. Top Staff Member of the Year Award – Award to be determined. Eligibility – Administrative NCO, Marketing NCO, Automation NCO, IST/RCT, Supply Sergeant, RSP Contract Supervisor, RSP Contract Specialists, MEPS Senior Guidance Counselor, and MEPS Guidance Counselor Contractor.

d. Rookie of the Year Award – Award to be determined. First full fiscal year of production following MOSQ. Winner will be RRNCO who meets their production mission and has the most enlistments. (all RRNCOs who have recruited for at least one year out of the previous five for any military branch will not be considered for this award). (See Annex H)

e. Commander's 3 day Pass – Awarded the Station who has the highest monthly production and must achieve a minimum of five enlistments.

g. Quarterly Challenges NGB, RRAC 1, and State – to be determined.

6. Training Goals/Standards.

a. Training Goals.

(1) Train to effectively recruit, enlist, and retain high quality personnel into the Army National Guard.

(2) Train to standard using STP 12-79T25-SM-TG Soldier's Manual and CTT Manual and Warrior Tasks and Battle Drills.

(3) Complete all unit specific training requirements: 40 hour sustainment training, MOS, Warrior Tasks and Battle Drills, Weapons, and APFT.

b. Training Standards.

(1) All RRNCOs will strive to achieve 'T' (trained) ratings in all core-training tasks.

(2) Improve common task and skill qualification proficiency to the required standards.

(3) Prepare Soldiers to attend NCOES courses by implementing appropriate preparatory NCOES related training.

(4) Enhance low producing RRNCOs through the Remedial Training Program.

c. Required Formal Schools.

(1) Responsibilities.

(a) RRCSM will monitor the military education requirements for all Soldiers of the RRB, and ensure they enroll in required courses within the appropriate time requirements.

(b) All newly assigned RRB personnel are required to complete their qualification as outlined in NGR 601-1, CH 5. Successful completion is required to remain in the RRB, be awarded Special Duty Assignment Pay (SDAP), and wear the Recruiter Identification Badge.

(c) Failure to successfully complete any required Strength Maintenance courses may result in dismissal from current duty assignment.

d. NCODP. NCODP is designed to allow NCOs the opportunity to train on critical tasks while increasing their professional development. It also allows NCOs to receive the training in a peer atmosphere where they can make mistakes and learn from them. It allows the new NCO to learn needed skills, as well as provide a refresher for the seasoned NCO. Conducted properly, NCODP is a very valuable resource for the NCO Corps.

(1) RRSC is responsible for NCODP for their RRNCOs. They will develop and implement an NCODP program in accordance with training guidelines for each area.

(2) NCODP will be placed on the YTC and conducted at least once per quarter.

e. Quality Training Program

(1) This chapter standardizes recurring training requirements and responsibilities of the RRB.

(2) The RRCSM is responsible to ensure the RRB leadership implements a quality training program that meets RRNCO requirements as Soldiers and enhances their abilities to be successful in all areas of strength maintenance.

(a) Plan, coordinate, and execute a strength maintenance training program that includes subjects in sales, Warrior Tasks and Battle Drills, and MOS.

(b) Plan, coordinate, and execute training to enhance RRNCOs individual abilities as Soldiers and NCOs. The Training must include the following:

- Individual
 - Military Occupational Specialty (MOS)
 - Warrior Tasks and Battle Drills
 - Weapons
- Physical Fitness Training
- Noncommissioned Officer Development Program (NCODP)

f. Yearly Training Tasks. The Yearly Training Calendar is prepared by the RRCSM and RRSCs and approved by the RRB Commander.

g. Individual Training.

(1) General. Soldiers with solid military skills, proficient in their MOS as well as common tasks, are the future leaders in our organization. Individual training is “Sergeants Business.” Effective training is achieved only when a Soldier’s First Line Leader (FLL) takes an active interest in the Soldier’s personal well being and professional development.

(2) Individual Training Requirements. All RRNCOs will receive monthly performance evaluation and counseling. The Station Commander and RRSC will provide sustainment and remedial training on specified areas needed to improve the overall performance level of each member of the team.

(a) MOS Training Requirements.

(1) All FLLs have the responsibility for Soldier’s MOS sustainment training. This training sustains and improves a Soldier’s MOS proficiency. The Soldier’s Training Publication (STP) is the basic document for MOS related training.

(2) The FLL is responsible to monitor, evaluate and measure the progress of individual training performance.

(3) MOS training starts with the use of the New RRNCO In-Processing Checklist. Each new RRNCO will process using this form (*See Annex B*) and be maintained by the Station Commander and RRSC.

(b) **Common Military Tasks.** Common Military subjects are an annual requirement. Military Justice, Code of Conduct, Geneva/Hague Conventions, service benefits, standards of conduct, drug and alcohol abuse, SHARP, moral leadership and responsibility will be conducted in accordance with AR 350-1.

7. **High School Programs.**

a. Priority will be given to recruiting non-prior service (NPS) personnel for all MEARNNG units. The most available target audience of NPS prospects is found with the high schools and colleges across Maine. Therefore, RRNCOs will give priority to the enlistment of high school juniors/seniors during the school year.

b. **High School ASVAB Lists.** It is extremely important that high school ASVAB lists are treated with the highest priority if provided to our RRNCOs. Upon receipt of the list, the following is a recommended concept for taking advantage of this valuable tool.

Future Intention	Priority of Contact
Military	1
Vocational/College	2
Undecided/Plans to Work	3

c. RRNCOs will prioritize their time to establishing a professional rapport with key school personnel, such as principals, deans, coaches, guidance counselors, HS ROTC instructors, and teaching staff. During this time review the Army National Guard Programs and benefits with them. Arrange to make presentations to staff and students as early in the year as possible.

d. Each RRNCO will strive to conduct as many in school presentations as possible. At a minimum, each RRNCO will conduct at least 1 presentation per month in their assigned high schools. School presentations for staff and students should include, but not limited to:

- You Can Schools Programs
- Team Building (Low Ropes)
- Lewis and Clark Presentation
- Paying for College
- HS JROTC Classes
- College SROTC Classes
- SASVAB Proctoring and Post SASVAB
- Heritage Outreach Program
- HEAR
- STEM Programs
- AGA Nation
- Tailgate Parties
- MPA events

[Return to Chapter 3](#)

Intentionally Blank

[Return to Chapter 11](#)

NG Circular

Example

Final Formation Program (FFP)

**Standard Operating Procedures
(SOP)**

(Your State) National

Guard Publications

**Joint Forces Headquarters
(Your State) National Guard
Address**

NG Circular

Effective 1 October 2015

Final Formation (SOP)

(Your State) National Guard Publications

Summary. This Circular provides guidance and dates of execution for the State final formation program for Training Year-11 (TY-11).

Applicability: This circular applies to the (Your State) Army National Guard.

Supplementation. Supplementation of this regulation is prohibited without prior approval from the Adjutant General (NG-TAG).

Suggested Improvements: The proponent agency of this regulation is the (Your State) Army National Guard Deputy Chief of Staff Information Management (IM-IS).

Contents (Listed by paragraph and page number)

Purpose	Para 1	Page 2
Responsibilities	Para 2	Page 2
General	Para 3	Page 3
Administrative Data	Para 4	Page 6
Action Officer	Para 5	Page 6

Appendix

A Final Formation Survey	Page 8
B Final Formation Out-Processing Feedback Sheet	Page 10
C JFHQ Drill Dates, Uniform & Status	Page 12

1. Purpose: The (FFP) assists Soldiers without processing. The Soldiers will receive briefings covering the benefits that are available to them as they transition to civilian life. They receive a one-on-one review of their records to ensure that they are fully aware of their entitlements and benefits. A career counselor reviews any outstanding military service obligations with the soldier. Review the possibilities available if they chose to continue their career with the ARNG.

2. Responsibilities

a. Recruiting and Retention Battalion (RRB)

(1) The Recruiting and Retention Command (RRB) Operations NCOIC coordinates the schedule with the JFHQ to schedule classrooms.

(2) The RRB will work with the MACOM Retention NCO to prepare a list of Soldiers eligible to attend Final Formation each month.

(3) RRB will coordinate with the JFHQ and provide headcount/numbers for lunch.

(4) RRB will conduct an on-site attendance for pay and proper coding and submit to the Soldiers specific Unit of Assignment.

(5) RRB will conduct an ETS survey and program feedback at the conclusion of each FFP.

(6) RRB will provide MACOM Commanders with FFP results.

b. MACOM

(1) MACOM Retention NCO will prepare a list of Soldiers eligible to attend Final Formation.

(2) Letters will be mailed to all eligible Soldiers who have not executed extension contracts or whose extensions are not reflected in RCAS.

(3) The MACOM Retention NCO and/or Unit personnel will make phone contact with all eligible Soldiers verifying attendance at Final Formation. A record of these calls will be maintained by the MACOM Retention NCO.

(4) RRB Operations NCO will submit IDT Lodging request to the G-1.

(5) Provide MACOM PSB support.

(6) Provide command & control of their Soldiers going through the FFP.

c. G-1

(1) Provide appropriate personnel to brief and assist those Soldiers attending the FFP in RPAS, Iperms and other administrative issues.

(2) Provide an Incentive Manager during the FFP.

(3) Education Manager will conduct briefings on education benefits, incentives, etc.

d. G-3: Provide appropriate personnel to discuss MOS, schools, etc.

e. USPFO: Provide appropriate personnel to brief and assist those Soldiers attending FFP on finance.

f. JFHQ: Provide a 0-6 or above, State CSM and/or MACOM CSM to begin and conclude each FFP each month.

g. UNIT:

(1) Responsible for Soldiers to attend FFP in an IDT or SUTA Status

(2) Responsible to ensure Soldiers are properly on the DA Form 1379 to include AWOL for those Soldiers who do not attend the FFP.

(3) Forward Soldier's DA Form 669 card and all career counseling documents to the MACOM Retention NCO NLT 3 days prior to the scheduled FFP.

3. General

a. Format: This is a one-day program. The first half of the day is informational briefings presented by subject matter experts. The second half of the day is a round robin in which each Soldier has a one-on-one interview at each station to address any personal problems. During Final Formation, they also meet with a Career Counselor who completes any requirements necessary for the Soldier to continue their career. Final Formation is held on the Saturday of the JFHQ drill weekend.

b. Facilities Planning: The events are scheduled out for one year. The Recruiting and Retention Command (RRB) NCOIC coordinates the schedule with the JFHQ to schedule classrooms. Unit will provide transportation if needed.

(1) Classrooms are arranged for the upcoming 12 months.

(2) One classroom is required at a minimum. Counseling's will be conducted in designated/assigned office areas located in the facilities as designated by state.

(3) The classrooms will open at 0900 on Saturday and be secured at the end of the day. After Final Formation on Saturday, the NCOIC will clear the classrooms and return the keys.

c. Six Weeks Before Final Formation:

(1) The MACOM Retention NCO will prepare a list of Soldiers eligible to attend Final Formation.

(2) Letters will be mailed to all eligible Soldiers who have not executed extension contracts or whose extensions are not reflected in RCAS.

d. Two Weeks Before Final Formation:

(1) Unit personnel and /or the MACOM retention NCO will make phone contact with all eligible Soldiers verifying attendance at Final Formation. A record of these calls will be maintained by the MACOM.

(2) NCOIC will update training schedule and email to all Soldiers and civilians supporting the FFP. This will include the date and location of the event, start time, and schedule of presentations.

(3) Ideally, the support staff will be consistent between events it is imperative that the NCOIC is informed of any changes in the staff. This will ensure that they are an asset to the operation rather than a hindrance.

(4) It is the responsibility of the briefer to find a replacement if he/she can not attend the event and to inform the replacement that they must use the prepared slides and remain within the time limitations.

e. One Week Before Final Formation:

(1) The MACOM will prepare a sign-in roster from the eligible Soldiers' roster. The sign-in roster will be emailed to the following:

- (a) Unit Readiness NCO
- (b) Finance
- (c) RPAS
- (d) IPERMS
- (e) NCOIC

(2) The MACOM will prepare a mandatory service obligation (MSO) roster listing all Soldiers with a remaining MSO.

(3) The MACOM will prepare a PRN roster, which is used to prepare SUTA Certificates the day of Final Formation.

f. The Day Before Final Formation: NCOIC produces a staff sign-in sheet and three copies of the training schedule for the OIC, NCOIC, and the sign-in desk.

g. The Day of Final Formation:

- (1) On the day of the event the NCOIC opens classroom at 0830.
- (2) A staff meeting will be held at 0830. Stations should be set up before the staff meeting.
- (3) Sign-in is held between 0830 and 0900. Each Soldier signs in and is given a folder.
- (4) The sign-in staff is responsible for maintaining quiet outside the briefing room.
- (5) The sign-in staff will monitor the schedule to notify the next briefer.
- (6) Once the sign-in is completed the lunch count is given to the JFHQ.
- (7) At 0900 the OIC presents the Final Formation welcome.
- (8) Briefings are presented according to the training schedule.
 - (a) It is the responsibility of the briefer to be aware of his/her time allowance.
 - (b) Next-up briefer should be waiting at the back of the classroom.
- (9) The Round Robin begins:
 - (a) The Soldiers are given the location of each station and instructed to have their check list signed by someone at every station.
 - (b) During counseling the CC (career counselor) will check the MSO roster to determine if the Soldier has an MSO. If there is an MSO, the CC will advise the soldier of their options.
 - (c) If required, appropriate documents are prepared (DA 4836, DD Form 4) are prepared by the CC and the OIC will swear in the Soldier.
 - (d) SUTA Certificates are prepared, signed and three copies are made- the soldier, unit folder, and for the file.
- (10) Stations:
 - (a) RPAS – Review Soldier’s NGB 23 and retirement points. Explain/schedule follow-up for any missing periods.
 - (b) Finance – Assists with preparation of travel voucher and clearing of any outstanding financial obligations/transactions.
 - (c) Personnel – Collect ID (CAC) card if Soldier’s ETS date has passed. If Soldier is retiring, verify attendance at retirement brief.
 - (d) IPERMS – Downloads Soldiers Iperm record for the Soldier, if possible. If not, the Soldier will be instructed how to download his record and encouraged to do so.
 - (e) Education – briefs & assists on education benefits and incentives to the Soldier.
 - (f) Incentive Manager – briefs and assists on all incentives & bonuses to the Soldier.

(g) Counseling with MACOM – final counseling session/meeting and overview with the MACOM.

(h) The CC collects the Soldier data and provides a roll-up report of Soldier issues. This report includes follow-up items.

(i) Once Soldier has completed the round robin, NCOIC will review record for completeness, collect the survey and release the Soldier.

(j) IDT Lodging will be provided to those Soldiers based on state policy.

(k) The MACOM PSB rep will type extensions as needed.

(l) Those Soldiers that elect to extend will receive a letter of appreciation from the State CSM and will be recognized during a ceremony supported by the JFHQ & PAO.

4. Administrative Data:

a. Report Time/To: As directed by State

b. Quarters: Lodging will be coordinated with the MACOM and the G-1

c. Rations: The headcount is given to JFHQ who will order the lunches on the economy. The morning of Final Formation a final count will be made. The lunch order may be increased if needed at that time. The count includes the Soldiers attending and the M-Day enlisted staff. All Soldiers and staff will remain at the classroom during lunch. The lunches are delivered to the classroom. Staff in a pay-status will arrange to leave for lunch depending on their individual schedules as not to disrupt the flow of the program.

d. Uniform: Duty

e. Transportation: As directed by MACOM

f. Names submitted by: 6 weeks prior to each iteration

g. Substitutions: N/A

h. Duty Status Authorized: SUTA/IDT

i. PM/TDC: Pending funds available.

j. DTMS Course name: N/A

k. DTMS Class #: N/A

l. Maximum / Minimum: N/A

m. Desired Audience: Those Soldiers who are scheduled to ETS within (as determined by the state) days are required to attend the Final Formation Program (FFP). Soldiers who have already attended the FFP are not required to attend more than once within a 24 month period.

5. Action Officer. MACOM POC

FOR THE ADJUTANT GENERAL:

Example

DISTRIBUTION: A

Appendix A Final Formation Survey

FINAL FORMATION PROGRAM (YOUR STATE) ARMY NATIONAL GUARD SURVEY OF ETS SOLDIERS

PURPOSE. The purpose of this questionnaire is to obtain information from Soldiers who are leaving the Guard. The Final Formation Program will not report individual responses.

What is today's date (mm/dd/yyyy)? _____

What extension are you currently on, e.g., "first," "second," etc.? _____

What are your reasons for leaving the Guard? For each, check an answer in the columns to the right.

What impact does each reason have on your decision?	Definitely	Somewhat	Slightly	Not at all
EMPLOYER				
1. Less opportunity for civilian promotions due to Guard participation				
2. Lost vacation time at civilian job due to Guard participation				
3. Time away from civilian job due to Guard participation				
4. Time away from civilian job due to extended periods of mobilization and deployment				
5. Negative attitude of my employer toward the military				
FAMILY				
6. Absence from family due to extra time spent with my Guard unit				
7. Absence from my family due to unscheduled Guard activities				
8. Absences from my family during weekend drills				
9. Absence from my family due to annual training				
10. Extended absences from my family due to mobilization and deployment				
11. Negative attitude of spouse, boyfriend, or girlfriend toward the military				
12. Friends are against me serving in the military				
13. Family member has need for my care				
14. Limiting personal medical condition				
UNIT ACTIVITIES				
15. Boring training				
16. Little or no opportunity to attend military schools				
17. Lack of promotion				
18. BONUS or Student Loan Repayment Issues				

19. Lack of equipment or equipment that doesn't work				
--	--	--	--	--

	Definitely	Somewhat	Slightly	Not at all
UNIT ACTIVITIES (continued)				
20. Drill / Incentive Pay problems				
21. Unit can't take care of paperwork in timely way				
22. Little or no MOS training				
23. Little or nothing to do weekend drill				
24. Too much time waiting round				
25. Working on unnecessary things				
26. Leaders who lack military skills				
27. Leaders who don't look out for soldiers				
28. Low unit morale among soldiers				
29. New re-organization eliminated my position				
30. Increased possibility of being deployed				
31. Mandatory retirement				

Are there other reasons for leaving the Guard not listed above?

What action can the (Your State) Army National Guard take to influence your decision ?

What is your last unit of assignment ?

A member of the Retention Team will follow-up regarding your responses. Please provide us with your contact information.

Name: _____

Telephone number: _____
(Home)

(Cell)

Civilian Email Address: _____

Appendix B Final Formation Out-Processing Feedback Sheet**(YOUR STATE) ARMY NATIONAL GUARD
FINAL FORMATION
OUT-PROCESSING FEEDBACK**

PURPOSE. The purpose of this questionnaire is to obtain information from soldiers who attended today's activities.

The responses you provide will help us to provide information that soldiers want most as they make decisions to stay or leave the Army National Guard.

Your participation in this survey will help others as we evaluate today's activities and make changes to benefit future attendees. The Final Formation Program will not report individual responses.

Before today, what was the likelihood that you would extend in the Guard?

- High
- Medium
- Low
- Slight
- Not applicable, you are retiring

How were you informed about today's program?

- Recruiter
- Received a letter
- Company Commander
- Retention Team Member
- Other _____

For each question, check an answer in the columns to the right.

Rate the need for information presented as you make your decision to leave or stay in the CTARNG	Much needed information	Nice to know information	Information not needed
ACTIVITIES			
Retention review / Service Obligation			
Pay, bonuses, and benefits			
Educational assistance			
Retirement / RPAM Statement			
Veterans benefits			

For each question, check an answer in the columns to the right.

Rate your experience with	Very Good	Good	Fair	Poor
PSB "Round Robin"				
ID card for retirees				
RPAM statement				
Finance review				
Personnel forms				
Overall				
Performance of the presenters				
Usefulness of material				
Overall quality of today's activities				

At the end of today, what is the likelihood that you would extend your enlistment in the Guard?

High

Medium

Low

Slight

Not applicable, you are retiring.

What additional information would have helped you make your decision about staying or leaving the Guard?

If you are retiring, please give us some suggestions on how to improve the program.

[Return to Chapter 11](#)

Intentionally Blank

DPRO Leadership Reports

[Return to Chapter 9](#)

Category	Topic	Sub-Topic	Num (N) or Percent (%)
(Leadership Reports)			
Retention	20-Year Letter Eligible:	ETS (Retire) Pending	N
	<i>Includes a Base Report</i>	Current Expired ETS (Retirement)	N
		1-90 Days	N
		91-180 Days	N
		>180 Days	N
Retention	Affected by Stop Loss:	Affected by Stop Loss	N
	<i>Includes a Base Report</i>		
Retention	Expired ETS:	Assigned	N
	<i>Includes a Base Report</i>	Expired ETS	N
		% Expired ETS	%
		ETS Exp Btw 1-30 Days Ago	N
		Also on NOVAL Pay	N
Retention	Negative End Strength:	Assigned Strength	N
	<i>Includes a Base Report</i>	Long-Term NOVAL	N
		Long-Term NOVAL %	%
		Expired ETS	N
		Expired ETS %	%
		RSP Non-MOSQ >= 21 Months	N
		RSP Non-MOSQ >= 21 Months %	%
		RSP No Fut Resv	N
		RSP No Fut Resv % (Tot Str)	%
		RSP In Tng Pndg Act	N
		RSP In Tng Pndg Act % (Tot Str)	%
		Negative End Strength	N
Retention	Potential Expired ETS:	ETS Exp w/in 120 Days	N
	<i>Includes a Base Report</i>	1-30 Days	N
		31-60 Days	N
		61-90 Days	N
		91-120 Days	N
		Current Expired ETS	N

Category	Topic	On NOVAL Sub-Topic	N Num (N) or Percent (%)
Retention	Retention Eligible:	ETS Expires Within 1 Year	N
	<i>Includes a Base Report</i>	Not On Stop Loss	N
		On Stop Loss	N
Retention	Retention Eligible - Deployed:	Deployed and Reenlistment Eligible	N
	<i>Includes a Base Report</i>		
Retention	Retention Eligible - Stop Loss:	On Stop Loss and ETS Expires Within 12 Months	N
	<i>Includes a Base Report</i>		
Retention	Retention Rate:	Careerist Reenlistment Mission (FYTD)	N
	<i>Includes a Base Report</i>	Careerist Reenlistments (FYTD)	N
		Careerist Reenlistment Mission % (FYTD)	%
		Obligor Reenlistment Mission (FYTD)	N
		Obligor Reenlistments (FYTD)	N
		Obligor Reenlistments Mission % (FYTD)	%
		Total Reenlistment Mission (FYTD)	N
		Total Reenlistments (FYTD)	N
		Total Reenlistment Mission % (FYTD)	%
(Leadership Reports)			
Losses	Attrition Loss Rate:	Average Enlisted Strength (12 Mo)	N
	<i>Includes a Base Report</i>	Enlisted Attrition Losses	N
		Enlisted Attrition Loss Rate	%
		Average Officer Strength (12 Mo)	N
		Officer Attrition Losses	N
		Officer Attrition Loss Rate	%
		Average Total Strength (12 Mo)	N
		Total Attrition Losses	N
		Total Attrition Loss Rate	%

Category	Topic	Sub-Topic	Num (N) or Percent (%)
Losses	First Term Attrition Losses:	Attrition Losses	N
	<i>Includes a Base Report</i>	PS Attrition Losses	N
		NPS Attrition Losses	N
		Average Strength	N
		% Attrition Losses	%
		% PS Attrition Losses	%
		% NPS Attrition Losses	%
Losses	Losses By Reason - 12 Months:	ETS/Comp Svc Loss (12 Mo)	N
	<i>Includes a Base Report</i>	Other/Miscellaneous (12 Mo)	N
		AWOL Loss (12 Mo)	N
		Drug Separation (12 Mo)	N
		Medically Unfit (12 Mo)	N
		Trans to Oth RC Loss (12 Mo)	N
		Officer Resignation (12 Mo)	N
		SRB/QRB Losses (12 Mo)	N
		ING (12 Mo)	N
		Retirement (12 Mo)	N
		Trans to AC (12 Mo)	N
		Pre-IADT Loss (12 Mo)	N
		On-IADT Loss (12 Mo)	N
		Total Losses (12 Mo)	N
Losses	Losses By Reason - FYTD:	ETS/Comp Svc Loss (FYTD)	N
	<i>Includes a Base Report</i>	Other/Miscellaneous (FYTD)	N
		AWOL Loss (FYTD)	N
		Drug Separation (FYTD)	N
		Medically Unfit (FYTD)	N
		Trans to Oth RC Loss (FYTD)	N
		Officer Resignation (FYTD)	N
		SRB/QRB Losses (FYTD)	N
		ING (FYTD)	N
		Retirement (FYTD)	N
		Trans to AC (FYTD)	N
		Pre-IADT Loss (FYTD)	N
		On-IADT Loss (FYTD)	N
		Total Losses (FYTD)	N

Category	Topic	Sub-Topic	Num (N) or Percent (%)
(Leadership Reports)			
Strength Readiness	Daily Strength Report:	Assg Str	N
	<i>Does Not Include a Base Report</i>	Co Grd Str	N
		Enl Acc (MTD)	N
		Enl Loss (MTD)	N
		Enl Attr Loss (MTD)	N
		Enl TP Loss (MTD)	N
		Enl TP Attr Loss (MTD)	N
		Comm Off Acc (MTD)	N
		Comm Off Loss (MTD)	N
		Comm Off Attr Loss (MTD)	N
		WO Acc (MTD)	N
		WO Loss (MTD)	N
		WO Attr Loss (MTD)	N
		Enl NPS Acc (MTD)	N
		Enl NPS Acc (FYTD)	N
		Enl NPS I-III A Acc (MTD)	N
		Enl NPS I-III A Acc % (MTD)	%
Strength Readiness	DMOSQ - Medically Non-Deployable:	Assigned	N
	<i>Includes a Base Report</i>	Total DMOSQ	N
		DMOSQ MND	N
		DMOSQ MND %	%
Strength Readiness	DMOSQ - Skill Level 1:	Skill Level 1 Trained Strength DMOSQ	N
	<i>Includes a Base Report</i>	Skill Level 1 Trained Strength	N
		Skill Level 1 Trained Strength DMOSQ Percent	%
Strength Readiness	End Strength Objective:	Required	N
	<i>Includes a Base Report</i>	Authorized	N
		Assigned	N
		DMOSQ	N
		% Auth	%
		DMOSQ %	%

Category	Topic	Sub-Topic	Num (N) or Percent (%)
Strength Readiness	Non-DMOSQ:	Non-DMOSQ	N
	<i>Includes a Base Report</i>		
Strength Readiness	NOVAL Pay:	NOVAL (1 Mo)	N
	<i>Includes a Base Report</i>	NOVAL (2 Mo)	N
		NOVAL (3 Mo)	N
		NOVAL (4 Mo)	N
		NOVAL (5 Mo)	N
		NOVAL (6+ Mo)	N
		NVP	N
Strength Readiness	Potential NOVAL Pay:	2 Months	N
	<i>Includes a Base Report</i>	3 Months	N
Strength Readiness	Strength Mission Delta:	Assg Str	N
	<i>Includes a Base Report</i>	Tot Msn (EOM)	N
		Tot Delta	N
		Enl Assg Str	N
		Enl Msn (EOM)	N
		Enl Delta	N
		Off Assg Str	N
		Off Msn (EOM)	N
		Off Delta	N
		RFP Str	N
		Assg Str (EOPFY)	N
		Assg Str Delta	N

Category	Topic	Sub-Topic	Num (N) or Percent (%)
Strength Readiness	Commissioned Officer Vacancies:	Comm Off Auth Str	N
<i>VACANCIES</i>	<i>Includes a Base Report</i>	Comm Off Assg Str	N
		Comm Off Assg to Valid Comm Off Pos	N
		Comm Off Assg to Non-Comm Off Pos	N
		Comm Off Assg as Comm Off Over Str	N
		Comm Off Assg as Comm Off Over Str %	%
		Comm Off Pos Filled by Non-Comm Off	N
		Comm Off Filled Pos	N
		Comm Off Vacs	N
		Comm Off Claimants	N
		Comm Off Vacs %	%
		Comm Off Adj Vacs	N
		Comm Off Adj Vacs %	%
Strength Readiness	E5 Vacancies:	Enl E5 Auth Str	N
<i>VACANCIES</i>	<i>Includes a Base Report</i>	E5 Assg Str	N
		E5 Assg to Valid E5 Pos	N
		E5 Assg to Non-E5 Pos	N
		E5 Assg as E5 OverStr	N
		E5 Assg as E5 OverStr %	%
		E5 Pos Filled by Non-E5 Soldiers	N
		E5 Filled Pos	N
		E5 Vacs	N
		E5 Claimants	N
		E5 Vacs %	%
		E5 Adj Vacs	N
		E5 Adj Vacs %	%

Category	Topic	Sub-Topic	Num (N) or Percent (%)
Strength Readiness	E6 Vacancies:	E6 Auth Str	N
VACANCIES	<i>Includes a Base Report</i>	E6 Assg Str	N
		E6 Assg to Valid E6 Pos	N
		E6 Assg to Non-E6 Pos	N
		E6 Assg as E6 OverStr	N
		E6 Assg as E6 OverStr %	%
		E6 Pos Filled by Non-E6 Soldiers	N
		E6 Filled Pos	N
		E6 Vacs	N
		E6 Claimants	N
		E6 Vacs %	%
		E6 Adj Vacs	N
		E6 Adj Vacs %	%
Strength Readiness	E7 Vacancies:	E7 Auth Str	N
VACANCIES	<i>Includes a Base Report</i>	E7 Assg Str	N
		E7 Assg to Valid E7 Pos	N
		E7 Assg to Non-E7 Pos	N
		E7 Assg as E7 OverStr	N
		E7 Assg as E7 OverStr %	%
		E7 Pos Filled by Non-E7 Soldiers	N
		E7 Filled Pos	N
		E7 Vacs	N
		E7 Claimants	N
		E7 Vacs %	%
		E7 Adj Vacs	N
		E7 Adj Vacs %	%

Category	Topic	Sub-Topic	Num (N) or Percent (%)
Strength Readiness	E8 Vacancies:	E8 Auth Str	N
<i>VACANCIES</i>	<i>Includes a Base Report</i>	E8 Assg Str	N
		E8 Assg to Valid E8 Pos	N
		E8 Assg to Non-E8 Pos	N
		E8 Assg as E8 OverStr	N
		E8 Assg as E8 OverStr %	%
		E8 Pos Filled by Non-E8 Soldiers	N
		E8 Filled Pos	N
		E8 Vacs	N
		E8 Claimants	N
		E8 Vacs %	%
		E8 Adj Vacs	N
		E8 Adj Vacs %	%
Strength Readiness	E9 Vacancies:	E9 Auth Str	N
<i>VACANCIES</i>	<i>Includes a Base Report</i>	E9 Assg Str	N
		E9 Assg to Valid E9 Pos	N
		E9 Assg to Non-E9 Pos	N
		E9 Assg as E9 OverStr	N
		E9 Assg as E9 OverStr %	%
		E9 Pos Filled by Non-E9 Soldiers	N
		E9 Filled Pos	N
		E9 Vacs	N
		E9 Claimants	N
		E9 Vacs %	%
		E9 Adj Vacs	N
		E9 Adj Vacs %	%
Strength Readiness	Potential Slot Holders - Distinct UIC/Para/Line:	Assigned Excess Strength to Open Position	N
<i>VACANCIES</i>	<i>Includes a Base Report</i>		

Category	Topic	Sub-Topic	Num (N) or Percent (%)
Strength Readiness	Skill Level 1 Vacancies:	SL1 Auth Str	N
<i>VACANCIES</i>	<i>Includes a Base Report</i>	SL1 Assg Str	N
		SL1 Assg to Valid SL1 Pos	N
		SL1 Assg to Non-SL1 Pos	N
		SL1 Assg as SL1 OverStr	N
		SL1 Assg as SL1 OverStr %	%
		SL1 Pos Filled by Non-SL1 Soldiers	N
		SL1 Filled Pos	N
		SL1 Vacs	N
		SL1 Claimants	N
		SL1 Vacs %	%
		SL1 Adj Vacs	N
		SL1 Adj Vacs %	%
Strength Readiness	Warrant Officer Vacancies:	WO Auth Str	N
<i>VACANCIES</i>	<i>Includes a Base Report</i>	WO Assg Str	N
		WO Assg to Valid WO Pos	N
		WO Assg to Non-WO Pos	N
		WO Assg as WO OverStr	N
		WO Assg as WO OverStr %	%
		WO Pos Filled by Non-WO Soldiers	N
		WO Filled Pos	N
		WO Vacs	N
		WO Claimants	N
		WO Vacs %	%
		WO Adj Vacs	N
		WO Adj Vacs %	%

Category	Topic	Sub-Topic	Num (N) or Percent (%)
(Leadership Reports)			
Alerts	30-Day Awaiting Training Alert:	Ship Within 30 Days	N
	<i>Includes a Base Report</i>		
Alerts	90-Day Retention Alert:	ETS Expires Between 1-90 Days	N
	<i>Includes a Base Report</i>		
Alerts	CEI Compliance Report:	M-Day Assigned Strength	N
Civilian Employment	<i>Includes a Base Report</i>	CEI Compliant	N
		CEI Compliant %	%
		CEI Non-Compliant	N
		CEI Non-Compliant %	%
Alerts	CEI Management Report:	CEI Non-Compliant	N
Civilian Employment	<i>Includes a Base Report</i>	CEI Expires w/in 90 Days	N
		CEI Grace Period	N
		CEI Expires Btw 1-30 Days	N
		CEI Expires Btw 31-60 Days	N
		CEI Expires Btw 61-90 Days	N

[Return to Chapter 9](#)

Intentionally Blank

DPRO View Reports

[Return to Chapter 9](#)

DPRO View	Topic & Sub-Topics	NGB Goal
Basic		
Attrition Management	First Term Attrition Losses	<=12%
	Careerist Attrition Losses	<=18%
	Attrition Loss Rate	<=18%
	Enlisted Attrition Loss Rate	<=19.5%
	Officer Attrition Loss Rate	<=10%
Extended		
Attrition Management	First Term Attrition Losses	<=12%
	RCT Losses	
	Careerist Attrition Losses	<=18%
	Attrition Loss Rate	<=18%
	Enlisted Attrition Loss Rate	<=19.5%
	Officer Attrition Loss Rate	<=10%
High Pay-Off Target	First Term Attrition Losses	<=18%
Attrition Management	Careerist Attrition Losses	<=18%
	PS - No Drill Performance GT 45 Days Since Enlistment	
	NPS - No Drill Performance GT 45 Days Since MOSQ	
	Attrition Loss Rate	<=18%
	Enlisted Attrition Loss Rate	<=19.5%
	Officer Attrition Loss Rate	<=10%
Retention/Unit		
Attrition Management	First Term Attrition Losses	<=12%
	RCT Losses	
	Careerist Attrition Losses	<=18%
	Obligor Attrition Losses	<=18%
	Attrition Loss Rate	<=18%
	Enlisted Attrition Losses	<=19.5%
	Officer Attrition Losses	<=10%

DPRO View	Topic & Sub-Topics	NGB Goal
Basic		
Retention Management	Reenlistment Rate	>=100%
	Obligor Reenlistments	>=100%
	Careerist Reenlistments	>=100%
Extended	Reenlistment Rate	>=100%
Retention Management	Obligor Reenlistments	>=100%
	Careerist Reenlistments	>=100%
High Pay-Off Target	Reenlistment Rate	>=100%
Retention Management	Obligor Reenlistments	>=100%
	Careerist Reenlistments	>=100%
	Total Eligible for Extension	
	Obligor Eligible for Extension in the next 90 days	
	Careerist Eligible for Extension in the next 90 days	
	Potential Eligible to Retire - Careerist with 20 Year Letter	
	Potential Officers and Warrant Officer (OCS, DC or WOCS)	
Retention/Unit	Reenlistment Rate	>=100%
Retention Management	Obligor Reenlistments	>=100%
	Careerist Reenlistments	>=100%
	90 Day Eligible Population (Obligor)	
	90 Day Eligible Population (Careerist)	

[Return to Chapter 9](#)

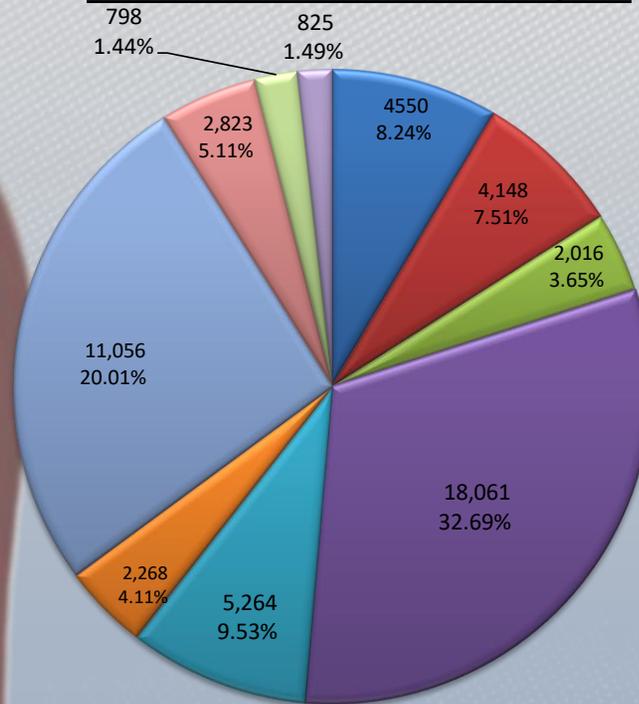
Intentionally Blank

RMS Overview

[Return to Chapter 8](#)

FY2013 Enlisted Losses

Enlisted Attrition Losses 55,249



Loss Categories

- Absent Without Leave (4,550)
- Completed 20 Years (4,148)
- Drug Separation (2,016)
- ETS/Completion of Service (18,061)
- Medically Unfit (5,264)
- On-IADT Discharge (2,268)
- Other/Miscellaneous (11,056)
- Pre-IADT Discharge (2,823)
- SRB/QRB (798)
- Transfer to AC (825)
- Transfer to other Reserve Component(1,000)

•ETS represents the single largest controllable category of Enlisted Loss

•Retention Programs directly mitigate ETS Loss

THE RMS SOLUTION

Challenge:

- Retention activities at the unit level are currently antiquated paper driven processes that are not tracked in a way that can be consistently monitored and reported to leadership

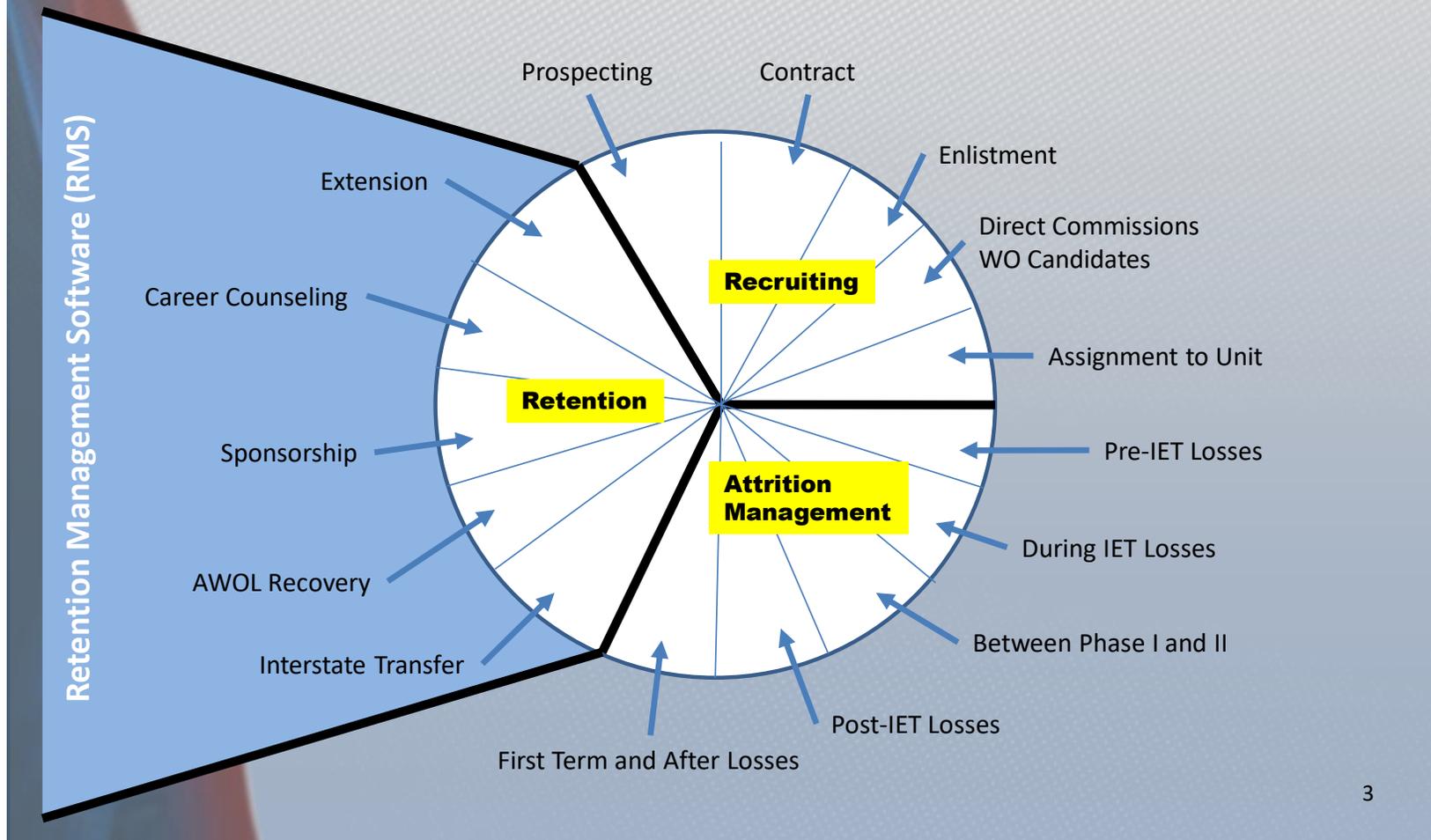
Solution:

- Creation of Retention Management Software modules, which assist staff with automating processes and provide traceability and metrics to state leadership, including everything from Interstate Transfers and Sponsorship of Soldiers to Extensions and recovering AWOL Soldiers back into a Drilling Status



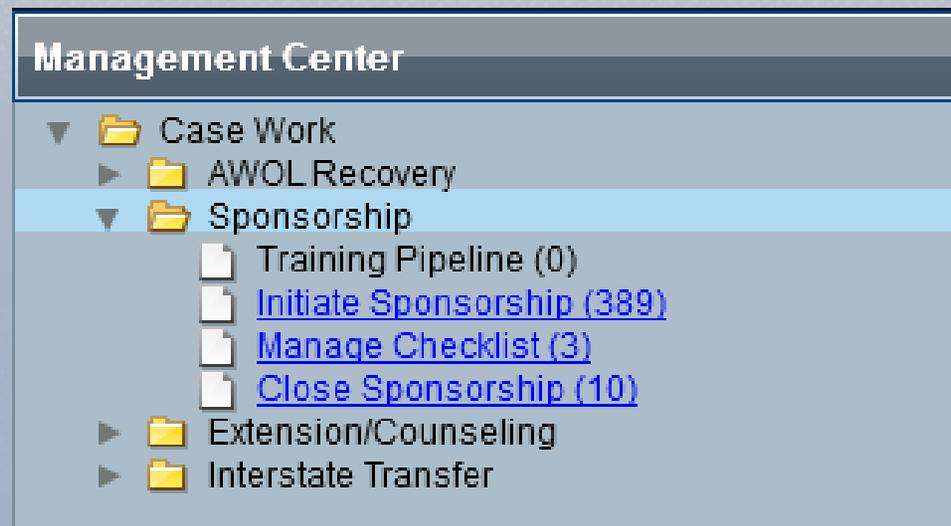
Strength Management Components

ARNG 3-Tenet Strength Management Mission



RMS User Interface

- Retention Management Software is a user interface that is familiar to users who have seen the Guard Incentive Management System (GIMS).
- RMS uses Case Management and work buckets to help users monitor all of the work assigned to them and keep tabs on the work they have not completed.



- Users begin by choosing a Soldier from one of the buckets

Extension/Counseling - Soldiers within 365 days of ETS (17,891)

Roster Description
Soldiers within 365 days of ETS (17,891)

Items 1 to 50 of 17891. Page 1 of 358 | Go to Page: 1

Soldier Name	Unit Processing Code	Has Been Counseled	Eligibility	ETS Dt	Days to ETS	Years of Service at ETS
	X85AA	N	N	20140824	288	
	FP8AA	N	N	20140807	281	6
	TWAA3	N	Y	20140803	308	13
	TJ1AA	N	Y	20141027	362	6
	X9UAA	N	N	20140904	309	6
	VEBC0	N	Y	20141006	341	6
	PCBAA	N	Y	20141026	361	6
	Y3YAA	N	N	20141012	347	17
	PA6C0	N	Y	20140807	281	16
	X7XAA	N	HT/WT	20140914	319	6
	THFAA	N	Y	20141012	347	15
	TACC0	N	Y	20140927	332	7
	Y2HAA	N	HT/WT	20141014	349	6
	Y3SAA	N	SFPA	20140814	288	6
	PS1A0	N	SFPA, HT/WT	20140728	271	6
	YHV00	N	SFPA	20141029	364	6
	VCTB0	N		20140829	303	10
	PUGT0	N	SFPA	20141021	356	6
	TSAA0	N		20140911	316	12
	X9VAA	N	HT/WT	20140927	332	15
	P3WAA	N	SFPA	20140814	288	6
	Y19AA	N	Y	20140930	335	6
	VBCC2	N		20140926	331	9
	X8CT0	N	Y	20140821	295	6
	8AK1A	N		20141025	360	15
	XEAA	N	HT/WT	20141009	344	6
	P7HA0	N	SFPA	20141015	350	6
	PHPA1	N	SFPA	20141023	358	13
	X20AA	N	Y	20140823	297	4
	V57F0	N	N	20141020	355	3
	V47T0	N	N	20140916	321	15
	PWVC0	N	HT/WT	20140930	335	2
	XB9AA	N		20141029	364	5
	PREAA	N	N	20141006	341	15



- Initially, users are asked to verify the selected Soldier's Intent whether that may be Extension, ETS, Retirement, or Undecided
- Users can also add detailed Counseling info based on the Soldier's Intent

The screenshot shows a web application interface with a main window and a 'New Counseling' pop-up window.

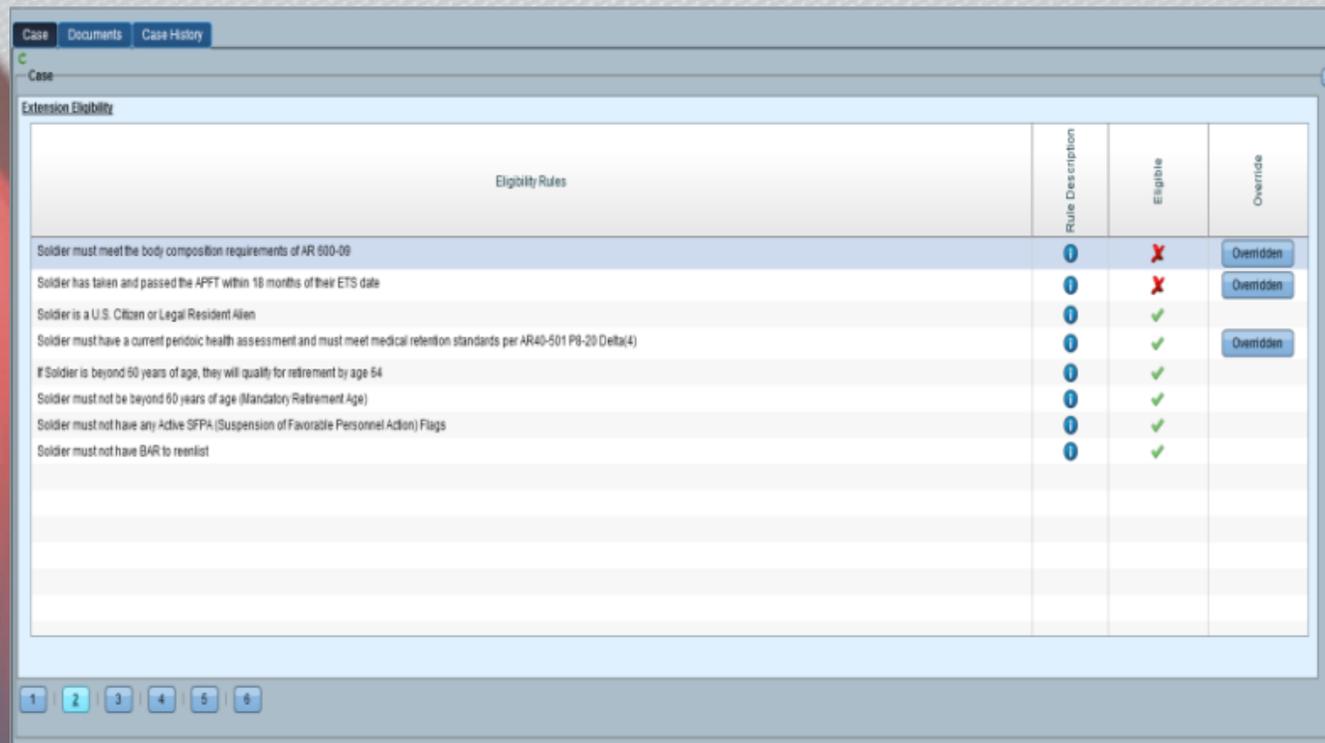
Main Window:

- Navigation tabs: Case, Documents, Case History
- Section: Soldier Intent
- Radio buttons: Extend, ETS, Retirement, Undecided
- Comments:
- Table with columns: Counseling Date, Counselor Last Name, Counselor First Name
- Buttons: Add New Counseling, Unable to Counsel, Record Intent
- Page indicators: 1 | 2 | 3 | 4 | 5 | 6

New Counseling Window:

- Prepare 4856 Show PDF
- Name (Last, First, Middle): [Redacted]
- Social Security Number: XXX-XX-XXXX
- Date of Counseling: [Calendar icon]
- Organization: [Text input]
- Counselor Last Name: [Text input]
- Counselor First Name: [Text input]
- Counselor Middle Name: [Text input]
- Counselor Title: [Text input]
- Purpose of Counseling: [Text area]
- Points of Discussion: [Text area]
- Plan of Action: [Text area]

- After selecting the Soldier's Intent with regards to his/her extension, users see the screen below, which indicates if the Soldier is eligible to extend (based on the underlying rules engine)



Eligibility Rules	Rule Description	Eligible	Override
Soldier must meet the body composition requirements of AR 600-08	1	X	Override
Soldier has taken and passed the APFT within 18 months of their ETS date	1	X	Override
Soldier is a U.S. Citizen or Legal Resident Alien	1	✓	
Soldier must have a current periodic health assessment and must meet medical retention standards per AR40-501 P8-20 Delta(4)	1	✓	Override
If Soldier is beyond 60 years of age, they will qualify for retirement by age 64	1	✓	
Soldier must not be beyond 60 years of age (Mandatory Retirement Age)	1	✓	
Soldier must not have any Active SPPA (Suspension of Favorable Personnel Action) Flags	1	✓	
Soldier must not have BAR to reenlist	1	✓	

- After verifying the Soldier's eligibility, users can select a scenario that best describes the Soldier's current situation
- The option chosen (or not chosen) determines how long the Soldier can extend

Case Documents Case History

Case

Period of Extension Questions
Select the option that best describes the extending soldier's scenario. No selection is required if no choices are applicable

- Rule A: Soldier is fully eligible, including those with approved waivers of disqualification.
- Rule B: Soldier is eligible for a retention or other bonus per current bonus policies as published by NGB-EDU and/or NGR 600-7.
- Rule C: Soldiers with less than one year remaining before age 60.
- Rule D: Soldier enlisted as non-prior service (NPS) under one of the enlistment options for completing their Selected Reserve obligations per paragraph 4 with a remaining obligation and who desires to continue in an active status.
- Rule E: Soldier enlisted under "Try One" in the guard and does not have a remaining obligation
- Rule F: Soldier must or desires to extend in order to:
 1. Attend training that requires a period of remaining service.
 2. Enroll in the Simultaneous Membership Program (SMP).
 3. Enter on or extend a tour of active duty or full-time National Guard duty including AGR.
 4. Participate in a State education assistance program.
 5. Qualify for the Montgomery GI Bill and/or SLRP.
 6. Satisfy a remaining service requirement upon transfer from the ING to active status.
 7. Satisfy a remaining service requirement for promotion per AR 600-8-19.
 8. Qualify for a program, benefit or entitlement (except for monetary benefits under the SRIP).

Record Period of Extension

1 2 3 4 5 6

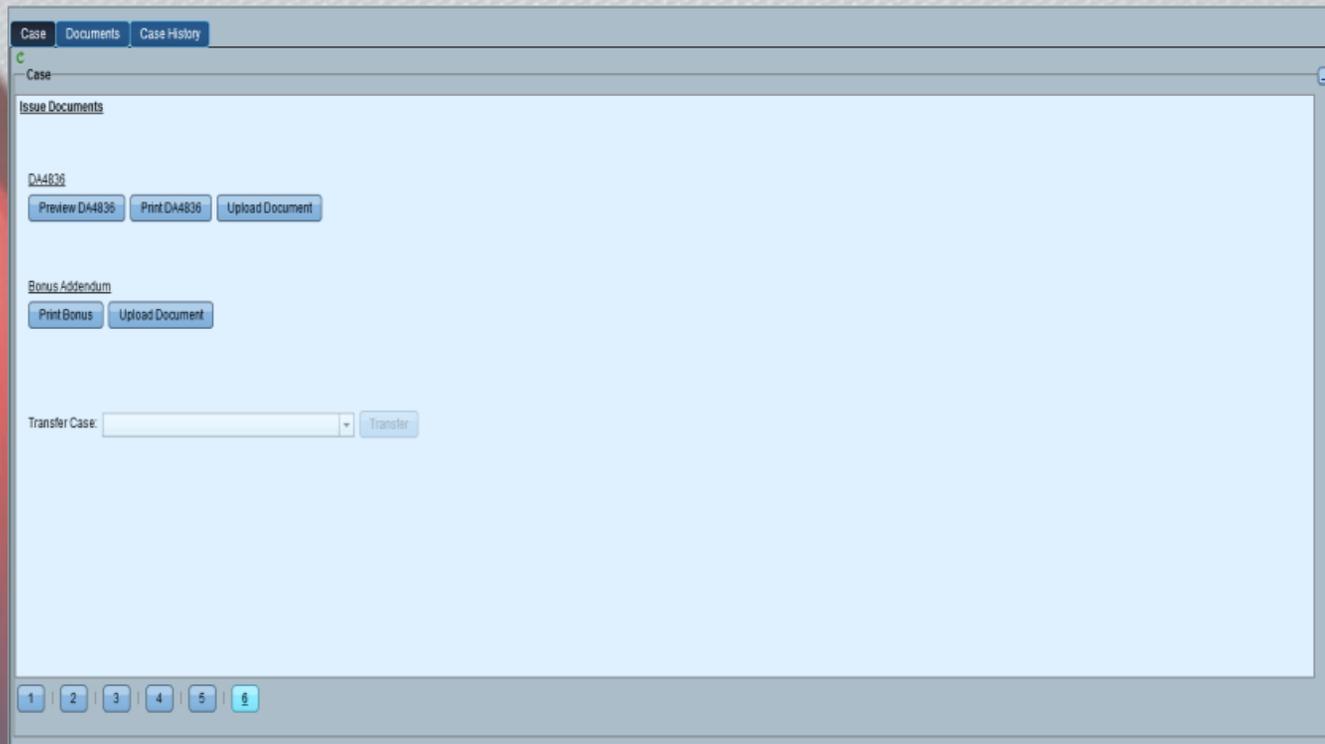
- On the following screen, users are shown contract information and whether or not the Soldier is eligible to receive a Bonus

The screenshot displays a web application interface for Bonus Eligibility. The interface is divided into several sections:

- Case Information:** Includes tabs for Case, Documents, and Case History.
- Bonus Eligibility:** A section with a sub-section for Contract Information. It includes fields for Contract Signature Date (20131021), Projected Contract Start Date (20131021), Contract Length (3 Years), and Current Grade (E6). There is also a checkbox for "Is the Soldier currently assigned to a Medical Management Activity unit and coded 999M in SIDPERS? (Check if yes)".
- Buttons:** "Open Vacancy Search" and "Evaluate Rules".
- Eligibility Table:** A table with columns for Rule Description and MOS CONVERSION. The table shows the following data:

Rule Description	MOS CONVERSION
Contract Amount	\$4,000
Funds Available	Yes
Soldiers currently under their initial ARNG enlistment contract are not eligible	Yes
- Navigation:** A set of numbered buttons (1-6) at the bottom of the interface.

- In the last panel, users can preview or print the pre-populated DA 4836; preview, print, or upload a Bonus Addendum; and then transfer the case to the next level



The screenshot shows a web application interface with a light blue background. At the top, there are three tabs: "Case", "Documents", and "Case History". Below the tabs, the main content area is titled "Case". Underneath, there is a section labeled "Issue Documents" which contains the text "DA4836" and three buttons: "Preview DA4836", "Print DA4836", and "Upload Document". Below this is a section labeled "Bonus Addendum" with two buttons: "Print Bonus" and "Upload Document". At the bottom of the main content area, there is a "Transfer Case:" label followed by a dropdown menu and a "Transfer" button. At the very bottom of the interface, there is a navigation bar with six numbered buttons (1 through 6), where button 6 is highlighted in blue.

Extension

- The Extension module automatically determines if a selected Soldier (with an approaching ETS Date) is eligible to reenlist and which (if any) benefits and incentives are available to the Soldier
- The Retention NCO then walks the Soldier through the Extension process, including explaining the incentives for reenlistment

Sponsorship

- Sponsors are identified for Soldiers entering a Unit
- An NGB-approved checklist and a State checklist contained within the module assist the Sponsor with introducing the new Soldier to all aspects of the Unit before the First Sergeant signs off on the Sponsorship process

AWOL Recovery

- After a Soldier misses a Drill, the Soldier appears in a work bucket, allowing users to determine why the Drill was missed and counsel the Soldier using a pre-populated DA 4856 Counseling Form

Interstate Transfer

- Communication occurs between the Losing State/Unit and the Gaining State/Unit to ensure that a Transfer is tracked from its initiation through to when the Soldier arrives at the new Unit



Intentionally Blank

Requesting RMS Access

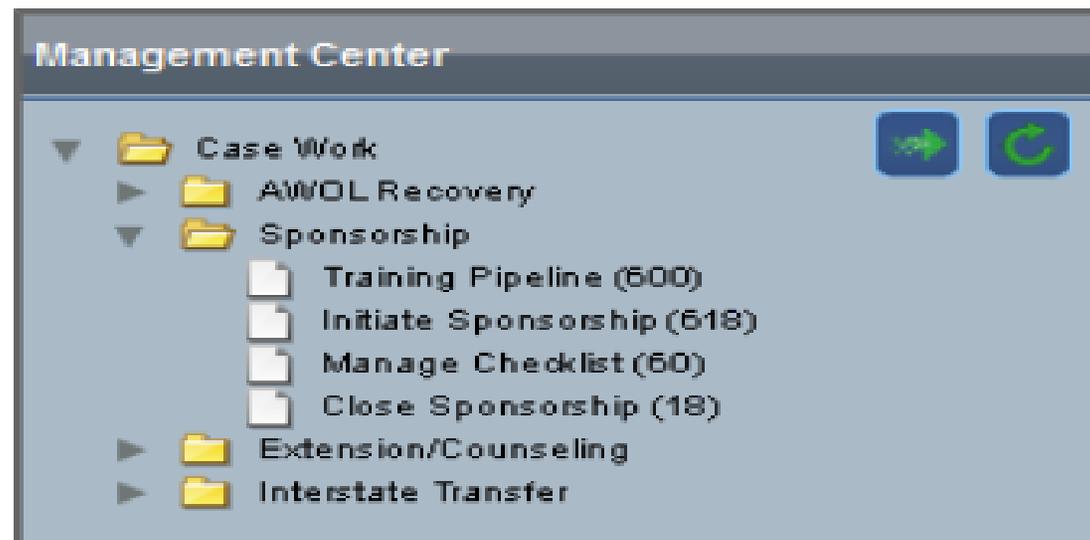
[Return to Chapter 8](#)



RMS User Interface

The Retention Management Software (RMS) :

- Is a simple user interface that is familiar to users who have seen the Guard Incentive Management System (GIMS).
- It uses individual Soldier case management and work buckets.
- It allows users to monitor all of the work assigned to them.
- Can keep tabs on the work they have yet to complete.





RMS Access Request



- 1) Log onto the RMS located on the ARNG Strength Net web site at <https://smms.army.pentagon.mil/SMMS/Default2.aspx>
- 2) Ensure you add the web link to your browser favorites for future reference
- 3) Double click the "RMS" icon
- 4) A Text box will appear indicating "You do not have permission to access RMS. Do you want to request access?" Click "YES"





RMS Access Request



4) Input the following requested information.

- Position title - “RRNCO”
- Office name – “duty station”
- Office Abbreviation – “MNRR”
- DSN – “NA”
- City – Self explanatory
- State – Self explanatory
- Zip code - Self explanatory
- UIC you support – indicate UIC of the unit you support ,i.e. “WQHYAA”
 - Reason for request – input justification for access request

5) Click the “SELECT POSITION” icon



RMS Access Request



6) “ Double click the arrow to the left of your-State” yellow folder. **DO NOT CLICK THE YELLOW FOLDER. IT WILL REVERT YOU BACK TO THE ACCESS REQUEST WINDOW.**



RMS Access Request



7) Double click the arrow to the left of your respective brigade . **DO NOT CLICK THE YELLOW FOLDER. IT WILL REVERT YOU BACK TO THE ACCESS REQUEST WINDOW.**

A screenshot of a web browser displaying the "Request Access to RMS" application. The browser address bar shows "https://smms.army.pentagon.mil/SMMS/". The application interface includes fields for "Position Title" and "Office Name", and a "Submit" button. A modal dialog box titled "Please Select a Position" is open, showing a tree view of folders representing different brigades. A red arrow points to the "133YEF - Brigade" folder. The dialog also includes a "Select" button at the bottom. The background of the application shows a sidebar with "Navigator", "Virtual Share Drive", and "Virtual Calendar" icons, and a right sidebar with user information for "User: ANTHONY.GUADAGNINO" and various links like "Logout", "Contact Us", and "What's New?".



RMS Access Request



8) Double click the arrow to the left of your respective battalion . **DO NOT CLICK THE YELLOW FOLDER. IT WILL REVERT YOU BACK TO THE ACCESS REQUEST WINDOW.**

A screenshot of a web browser displaying the "Request Access to RMS" application. The browser address bar shows "https://smms.army.pentagon.mil/SMMS/". The application interface includes fields for "Position Title" and "Office Name", and a "Please Select a Position" dialog box. The dialog box shows a tree view of folders representing different battalions and brigades, such as "NY - State", "SENAF - Brigade", "NY153 - Brigade", "NY380 - Brigade", "NY33C - Brigade", "PABFF - Brigade", "PABAF - Battalion", "PACAF - Battalion", "PATAA - Battalion", "PABFF - Battalion", "RYNAF - Brigade", "YE1AA - Battalion", "PROAF - Brigade", "TSZFF - Brigade", "OH - State", "OK - State", and "OR - State". A red arrow points to the left side of the "PABFF - Battalion" folder. The application also features a "Submit" button and a sidebar with user information (User: ANTHONY.GUADAGNINO) and various links like "Logout", "Contact Us", "What's New?", "External Links", "National Guard", "Education Site/Tarion Assistance", "G1 Gateway", "Defense Connect Online", "PECNet", "GuardUJ", "GIMS", "GIMS Training", "Enlistment Criteria", "G1Portal", and "DidYouKnow".



RMS Access Request



- 9) Double click the Folder of the unit you wish to have access to in the Roles and Permissions Hierarchy. This will revert you back to the Request access window. You should now see the UIC of the unit appear in the "Position in Hierarchy" line.
- 10) Click "Submit Request" ICON.
- 11) You will receive an email notification that your RMS access request has been submitted to the ARNG SMMS Help desk. Approval is within a 24 hour period after submission.

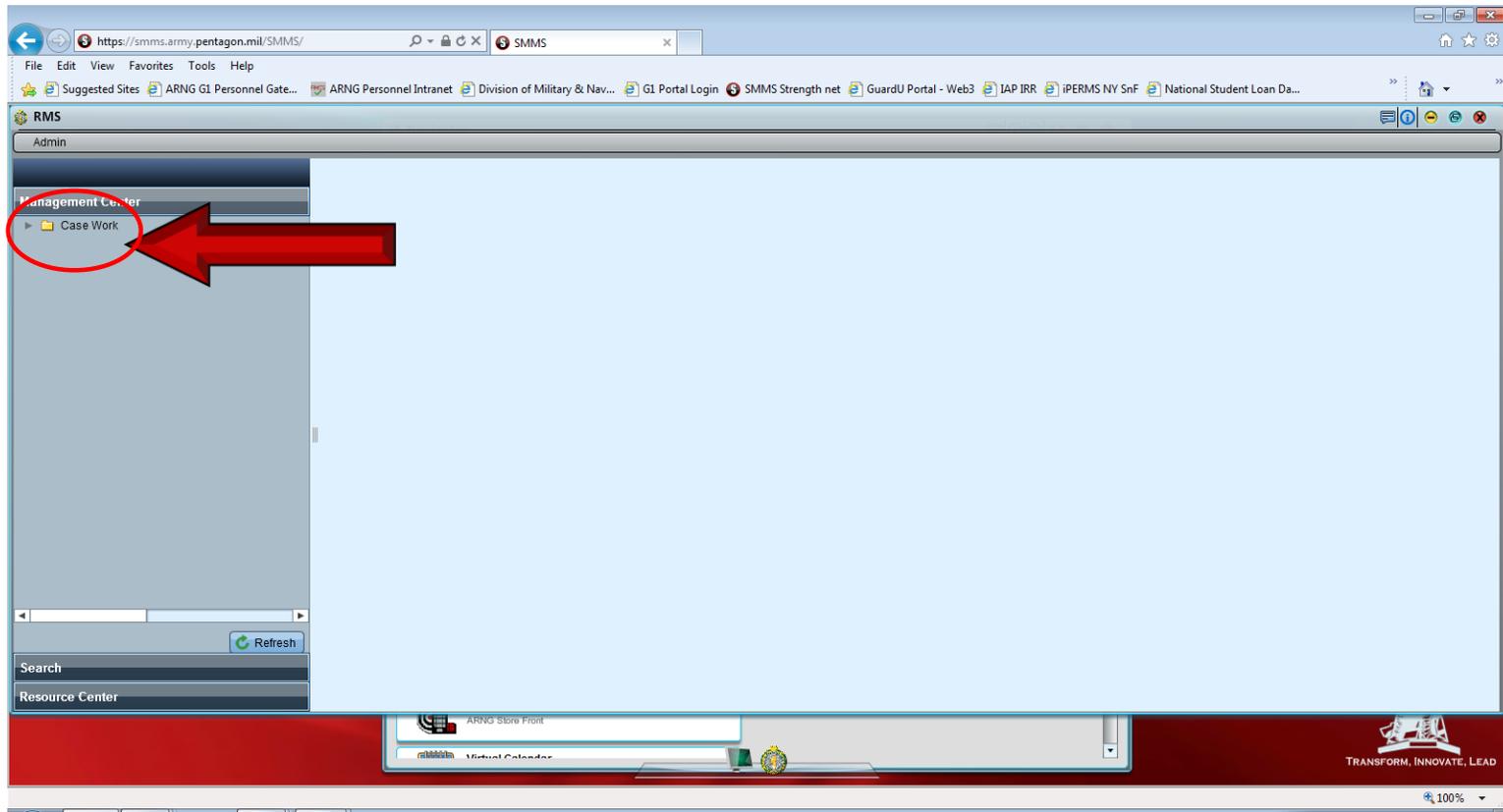
The screenshot shows a web browser window at <https://smms.army.pentagon.mil/SMMS/>. The main window is titled "Request Access to RMS" and contains fields for "Position Title", "Office Name", and "Office Abb". A "Please Select a Position" dialog box is open, showing a tree view of units. The "YE182 - Unit" folder is selected and highlighted in blue, with a red arrow pointing to it. The "Submit" button is visible in the bottom left of the dialog box. The background shows a desktop environment with icons for "Navigator", "Virtual Share Drive", and "Virtual Calendar". The right sidebar contains user information for "ANTHONY.GUADAGNINO" and various links like "Logout", "Contact Us", "What's New?", "External Links", "National Guard", "Education Site/Tuition Assistance", "G1 Gateway", "Defense Connect Online", "PECNet", "GuardU", "GMS", "GMS Training", "Enlistment Criteria", "G1 Portal", and "DidYouKnow".



RMS site navigation



➤ Double click on the “Case Work” folder. You will see 4 folders drop down below





RMS site navigation

The screenshot shows the RMS website interface. The left sidebar contains a 'Management Center' with a tree view of folders: Case Work, AWOL Recovery, Sponsorship, Extension/Counseling, and Interstate Transfer. A red circle highlights this sidebar. A yellow callout box points to these folders with the text: '4 Folders to choose from: 1) AWOL Recovery, 2) Sponsorship, 3) Extension/Counseling, 4) Interstate Transfer'. At the bottom of the sidebar, 'Search' and 'Resource Center' are also circled in red. A blue callout box points to the 'Search' option with the text: 'Search option enables the user to search for a Soldier by: 1) Last and first name, 2) SSN, 3) Unit'. Another blue callout box points to the 'Resource Center' with the text: 'The Resource Center contains: 1) Reports for the 4 case work categories, 2) Documents, i.e benefits summary, 3) User Guides for the 4 case work categories, 4) Training Videos for the 4 case work categories'. The browser address bar shows 'https://smms.army.pentagon.mil/SMMS/'. The top navigation bar includes 'Admin' and 'RMS'. The bottom of the page features a footer with 'ARNG Store Front', 'Virtual Calendar', and the slogan 'TRANSFORM, INNOVATE, LEAD'.



RMS site navigation



A screenshot of a web browser displaying the RMS (Recruiting and Retention Management System) website. The browser address bar shows "https://smms.army.pentagon.mil/SMMS/". The page has a dark blue header with "RMS" and "Admin" links. A left-hand navigation menu titled "Management Center" contains several folders: "Case Work", "AWOL Recovery", "Sponsorship", "Extension/Counseling", and "Interstate Transfer". At the bottom of this menu, there are "Search" and "Resource Center" links. The "Resource Center" link is circled in red. A callout box with a blue border and a white background points to the "Resource Center" link. The callout box contains the text: "For Training on how to use each of the case work folders, AWOL Recovery, Sponsorship, Extension/Counseling, and IST/ISR. Double click the 'Resource Center' folder". The browser's taskbar at the bottom shows several open applications, including "ARNG Store Front" and "Virtual Calendar". The bottom right corner of the page features the slogan "TRANSFORM, INNOVATE, LEAD" and a "100%" zoom level indicator.



RMS site navigation



A screenshot of a web browser displaying the RMS (Recruiting and Retention Management System) website. The browser's address bar shows the URL "https://smms.army.pentagon.mil/SMMS/". The website has a navigation menu on the left with sections for "Admin", "Management Center", "Search", and "Resource Center". Under "Resource Center", there are folders for "Resource Center", "Reports", "Documents", "User Guides", and "Training Videos". The "Training Videos" folder is circled in red. A callout box with a blue border and white background points to this folder, containing the text "Double Click the 'Training Videos' folder". The browser's taskbar at the bottom shows several open applications, including "ARNG Store Front" and "Virtual Calendar". The website footer includes the slogan "TRANSFORM, INNOVATE, LEAD" and a 100% zoom level.



RMS site navigation



The screenshot shows the RMS website interface. The browser address bar displays <https://smms.army.pentagon.mil/SMMS/>. The page title is "RMS". The left sidebar contains a "Management Center" and a "Resource Center". Under the "Resource Center", the "Training Videos" folder is circled in red, and its sub-items are listed: "RMS AWOL", "RMS Sponsorship", "RMS Extension", and "RMS IST".

Double Click on any of the 4 Training videos:

- 1) RMS AWOL Recovery
- 2) RMS Sponsorship
- 3) RMS Extension (Counseling)
- 4) RMS IST

NOTE: Each of the training videos is designed for the user to participate in the training. You will be asked several times to click "Do it for me" throughout each training video.

Once you complete each of the training videos. You will be available to successfully navigate the RMS web site with ease!

[Return to Chapter 8](#)

Intentionally Blank

Sponsor Checklist Example from MTARNG

[Return to Chapter 5](#)

Sponsor Checklist (DMAMT Pam 601-2 Form 22R)		
Unit/date _____	Name _____	
Address _____	Sponsor _____	
Home # _____	Employer _____	
Cell # _____	Email _____	
Emergency Contact Name and # _____		
Spouse Name _____	SSN _____	
Childrens Name(s) _____		
ETS _____	First IDT _____	FLL _____
Soldier's Signature/date upon completion of checklist _____		
	Initials	
1. Contact made prior to drill?	_____	
2. Meet Soldier and family prior to drill?	_____	
3. Notified Soldier of first formation?	_____	
4. Notified Soldier of location of Armory?	_____	
5. Meet Soldier just prior to formation?	_____	
6. Introduce Soldier to key unit members?	_____	
7. Introduce Soldier in formation?	_____	
8. Give Soldier a tour of armory?	_____	
9. Inform Soldier of unit policies?	_____	
10. Stay with Soldier during minimum of first MUTA?	_____	
11. Process Soldier through supply? Uniforms ordered?	_____	
12. Process Soldier through orderly room? Pay/ benefits? CAC/ dog tags?	_____	
13. Interview with Cdr? Statement of Understanding? Enroll in Family Support Group?	_____	
14. Interview with Readiness NCO/ Training NCO?	_____	
15. Interview with 1SG?	_____	
16. Interview by PSG?	_____	
17. Interview by FLL?	_____	
18. Community tour? Notify local "Welcome Wagon"?	_____	
19. Status of Soldiers QFI?	_____	
20. Unit yearly drill schedule given?	_____	
21. Introduce to Unit Career Counselor	_____	
DMAMT Form 22R 1 June 2011 page 1 of 2		

[Return to Chapter 5](#)

Intentionally Blank

Extension Counseling Schedule Example from MTARNG

[Return to Chapter 2](#)

Extension Counseling Schedule			
Counseling's	Conducted By	Discussion Details	Tasks
360 Days from ETS	BCC	<ul style="list-style-type: none"> • Eligibility • ARNG Benefits • Incentives • Goals • Future Plans • Alternatives to ETS 	<p>If Soldier Committed:</p> <ul style="list-style-type: none"> • Complete DA 4836 • Upload DA 4836 to Soldiers RMS file <p>If Soldier does not Commit:</p> <ul style="list-style-type: none"> • Ensure Soldier has stated his/her intent in the signature block and has signed the DA 4856 • Upload DA 4856 into Soldier RMS file • Annotate Counseling comments in RMS on the Soldier Case Details panel
270 Days from ETS	UCC	<ul style="list-style-type: none"> • Eligibility • ARNG Benefits • Incentives • Goals • Future Plans • Alternatives to ETS 	<p>If Soldier Committed:</p> <ul style="list-style-type: none"> • Complete DA 4836 • Upload DA 4836 to Soldiers RMS file <p>If Soldier does not Commit:</p> <ul style="list-style-type: none"> • Ensure Soldier has stated his/her intent in the signature block and has signed the DA 4856 • Upload DA 4856 into Soldier RMS file • Annotate Counseling comments in RMS on the Soldier Case Details panel
180 Days from ETS	1SG & PLT SGT's	<ul style="list-style-type: none"> • Eligibility • ARNG Benefits • Incentives • Goals • Future Plans • Alternatives to ETS 	<p>If Soldier Committed:</p> <ul style="list-style-type: none"> • Complete DA 4836 • Upload DA 4836 to Soldiers RMS file <p>If Soldier does not Commit:</p> <ul style="list-style-type: none"> • Ensure Soldier has stated his/her intent in the signature block and has signed the DA 4856 • Upload DA 4856 into Soldier RMS file • Annotate Counseling comments in RMS on the Soldier Case Details panel
120 Days from ETS	BCC	<ul style="list-style-type: none"> • Eligibility • ARNG Benefits • Incentives • Goals • Future Plans • Alternatives to ETS 	<p>If Soldier Committed:</p> <ul style="list-style-type: none"> • Complete DA 4836 • Upload DA 4836 to Soldiers RMS file <p>If Soldier does not Commit:</p> <ul style="list-style-type: none"> • Ensure Soldier has stated his/her intent in the signature block and has signed the DA 4856 • Upload DA 4856 into Soldier RMS file • Annotate Counseling comments in RMS on the Soldier Case Details panel
90 Days from ETS	Unit Commanders	<ul style="list-style-type: none"> • Eligibility • ARNG Benefits • Incentives • Goals • Future Plans • Alternatives to ETS 	<p>If Soldier Committed:</p> <ul style="list-style-type: none"> • Complete DA 4836 • Upload DA 4836 to Soldiers RMS file <p>If Soldier does not Commit:</p> <ul style="list-style-type: none"> • Ensure Soldier has stated his/her intent in the signature block and has signed the DA 4856 • Upload DA 4856 into Soldier RMS file

		<ul style="list-style-type: none"> • OCIE/Equipment Turn In 	<ul style="list-style-type: none"> • Annotate Counseling comments in RMS on the Soldier Case Details panel • Complete a DA 4187 (with intent to ETS) • Upload DA 4187 into the Soldiers RMS file • Soldier is removed from further training • Soldier is moved to excess • All NCOER's will be started and completed within 30 days. • Supply NCO is required to collect the Soldier OCIE and any other government equipment that the Soldier was signed for, if the OCIE and/or equipment is not turned in the Soldier is required to sign a statement of charges.
60 Days from ETS	BN CO / BN CSM	<ul style="list-style-type: none"> • Eligibility • ARNG Benefits • Incentives • Goals • Future Plans • Alternatives to ETS 	<p>If Soldier Committed:</p> <ul style="list-style-type: none"> • Complete DA 4836 • Upload DA 4836 to Soldiers RMS file <p>If Soldier does not Commit:</p> <ul style="list-style-type: none"> • Ensure Soldier has stated his/her intent in the signature block and has signed the DA 4856 • Upload DA 4856 into Soldier RMS file • Annotate Counseling comments in RMS on the Soldier Case Details panel
30 Days from ETS	Unit CO & 1SG	<ul style="list-style-type: none"> • Eligibility • ARNG Benefits • Incentives • Goals • Future Plans • Alternatives to ETS 	<p>If Soldier Committed:</p> <ul style="list-style-type: none"> • Complete DA 4836 • Upload DA 4836 to Soldiers RMS file <p>If Soldier does not Commit:</p> <ul style="list-style-type: none"> • Ensure Soldier has stated his/her intent in the signature block and has signed the DA 4856 • Upload DA 4856 into Soldier RMS file • Annotate Counseling comments in RMS on the Soldier Case Details panel • Any ETS or Service related Awards are presented to the Soldier • Thank the Soldier for his/her service

[Return to Chapter 2](#)

Intentionally Blank

Career Development Worksheet Example from MTARNG

[Return to Chapter 6](#)

ARNG Career Development Worksheet

With the help of your First Line Leader/ Career Counselor, complete the following worksheet. This is the first step in Career Planning.

Name: _____ Grade: _____ Auth. Grade: _____

Age: _____ Current ETS: _____

Primary MOS: _____ Qualified? YES NO

Additional MOS Qualifications: _____ ASI: _____ SQI: _____

Incentive Eligibility/Participation: _____

NCOES Level: _____ Reserved for next level? YES NO

Height: _____ Weight: _____ Within standards of AR 600-9? YES NO

Date of last Physical Exam: _____ Physical Profile (PULHES): _____

Date of last APFT: _____ Score: _____ PASS FAIL

Test Scores: AFQT: _____

CL _____ CO _____ EL _____ FA _____ GM _____ GT _____ MM _____ OF _____
SC _____ ST _____

Board Action: _____

Enlisted Promotion Overview

Time in Grade: _____ { } Time in Service: _____ { }

NCOES Level: _____ { } * Weapons Qual: _____ { }

* APFT Score: _____ { } * Civilian Education: _____ { }

Decorations/Awards: _____ { }

* Other Resident Courses: _____ { }

* Correspondence Courses: _____ { }

Based on current Enlisted Promotion Guidance enter information, current promotion points, and attach a copy of your last NCOER.

* Indicates areas you control.

ARNG Career Development Worksheet (Where Am I Going?)

Now that you have completed the first step in mapping your future- your personal and professional qualifications- it's time to figure out what direction you should be heading. Let's assume you decide to stay in the Guard for a few more years. Answer the following questions carefully, and see where they lead you...

Where do you see yourself in the next year? What do you wish your duties to be?
How about three years from now? Four, five, or six years from now?
Is there a particular job, MOS, or skill you feel may be the key to your career potential?
Assume you stay in the military; do you see your future as a troop leader, or a staff specialist? Which is more appealing?
What are your present goals? Which one is more important?

Use the qualifications you outlined on the first page, and the answers to the questions above, to plot your next step. Talk about the possibilities with your First Line Leader/Career Counselor. You may consider:

Skill Development Training

Changing your MOS

Promotion potential

Working toward a commission or warrant

Change in CMF

Transfer to another unit

NCOES and Leadership training

ARNG Career Development Worksheet (How Do I Get There?)

Now that you know where you are, and where you are going... it is important to ask yourself, "How do I get there?"

First get with your First Line Leader/Career Counselor and set your goals. Once they are set, list what action(s) are required for you to accomplish the goal.

For example, if your goal is to attend an NCOES course, list what course, when you want to go, and when you need to apply. Be specific.

GOAL #1	ACTION:
GOAL #2	ACTION:
GOAL #3	ACTION:
GOAL #4	ACTION:

The following questions may assist you to reach your goal(s). Remember, set your goal, and then formulate your action.

- *Do I need to change my duty assignment?*
- *Do I need specialized training?*
- *Do I need more civilian education?*
- *Is my Physical Profile okay?*
- *Do I need to lose weight?*
- *How's my APFT score?*
- *Do I meet time-in-grade and time-in-service requirements for promotion?*
- *Do I have a remaining Military Service Obligation? If so, how long?*
- *Can I improve my Aptitude Area scores?*
- *Which tests must I re-take?*
- *Is my security clearance current, and at the proper level?*
- *Do I have enough time on my current enlistment to reach my goals?*

[Return to Chapter 6](#)

Intentionally Blank

DA Form 4856 ETS Counseling Statement Example from MTARNG

[Return to Chapter 7](#)

DEVELOPMENTAL COUNSELING FORM For use of this form, see FM 6-22; the proponent agency is TRADOC.		
DATA REQUIRED BY THE PRIVACY ACT OF 1974		
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 <i>(Last, First, MI)</i>	Rank/Grade	Date of Counseling
Organization	Name and Title of Counselor	
PART II - BACKGROUND INFORMATION		
Purpose of Counseling: <i>(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.)</i> _____ Day ETS Counseling		
PART III - SUMMARY OF COUNSELING		
Complete this section during or immediately subsequent to counseling.		
Key Points of Discussion:		
I would like to take this opportunity to thank you for your service in the Montana Army National Guard and also discuss the options and benefits available to you for your continued service.		
-Extension Bonus * \$4,000 2 Year REB - Paid in a lump sum on the contract start date. * \$12,000 6 Year REB - Paid 50% on contract start date and 50% on 4th anniversary of the contract.		
-Steady Reliable Monthly Income * Monthly IDT Drill Pay		
-Health Insurance for Soldier and Family * \$51.68 per month for a single Soldier * \$ 204.29 per month for a Soldier and his or her family		
-Dental Insurance for Soldier and Family * \$10.66 per month for single Soldiers * \$31.96 per month for a Soldier and his or her family		
-Retirement Benefits * Soldier is eligible to receive a retirement check at age 60 for 20 qualifying years of service in the National Guard		
-Educational Benefits * \$50,000 Student loan repayment plan (SLRP - W/a 6 year extension) * Federal / State Tuition assistance, GI-Bill, and MT State Guard Scholarship * Transfer educational benefits to your dependants (W/a 4 Year extension)		
-Alternatives to ETS, i.e.. ING, New MOS, New Unit, AGR jobs, Technician jobs, or, OCS / WOC		
OTHER INSTRUCTIONS		
This form will be destroyed upon: reassignment <i>(other than rehabilitative transfers)</i> , separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.		

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 specified time line for implementation and assessment (Part IV below)

_____ Revisit Quarterly with Battalion Career Counselor
Initial _____

_____ Possible Phone call from Battalion Commander and/or Battalion CSM
Initial _____

_____ Further counseling conducted by unit chain of command or BCC. (Extension counseling are required to be conducted at
Initial 365, 270, 180, 120, 90, 60, and 30 days prior to your ETS date)

_____ Ensure that you have an educated answer on whether or not you will extend or ETS prior to 120 days from your ETS date.
Initial _____

_____ Understand that once you're 90 days from ETS without a decision whether to extend or ETS you will need to turn in
Initial all issued equipment (OCIE) to your supply NCO.

_____ Understand that once you're 90 days from ETS without a decision whether to extend or ETS you will be required to sign
Initial a DA 4187 with intent to ETS and you will then be slotted as excess and your slot will then be open to fill whether by recruit, promotion, or transfer.

_____ Understand you currently have until the day prior to your ETS date to extend for incentives i.e. Bonus or SLRP

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:

What are your current plans regarding whether to ETS or Extend, if you plan on ETSing what is the reason for your decision?

Signature of Individual Counseled: _____ Date: _____

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

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.)

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

Intentionally Blank

AWOL Contact Form Example from MTARNG

[Return to Chapter 8](#)

Unauthorized Absence Contact Report

UNIT: _____ DATE: _____

NAME: _____

SSN: _____ RANK: _____

HOME ADDRESS: _____

WORK ADDRESS: _____

HOME TELEPHONE: _____ CELLULAR: _____ WORK: _____

AWOL LETTER: _____ HAS BEEN _____ WILL BE _____ WILL NOT BE SENT

CONTACT MADE BY CHAIN OF COMMAND: _____ YES _____ NO

IF MADE, REASON GIVEN FOR UNSAT:

IF UNABLE TO CONTACT, GIVE REASON(S)/NEXT ACTION:

RESULTS OF NEXT ACTION:

CONTACT MADE BY BATTALION CAREER COUNSELOR: _____ REQUESTED _____ NOT REQUESTED

ADDITIONAL REMARKS:

SIGNATURE/PRINTED NAME OF FIRST LINE SUPERVISOR _____

[Return to Chapter 8](#)