

Personnel

**AIR NATIONAL GUARD RECRUITING EXPENDITURES
AND MANAGEMENT OF RECRUITING AND RETENTION PROGRAMS**

This instruction implements AFPD 36-26 and prescribes policies and procedures for administering and expending funds in support of Air National Guard recruiting, retention, and advertising programs as well as recruiting and retention management programs. This instruction applies to all Air National Guard recruiting and retention activities. In case of conflict, this instruction takes precedence over any existing Air National Guard directive which deals with administering and expending funds and management of programs, except where prohibited by public law or United States Code. Unit commands must not change any policy or procedure set by this instruction. Unit or subordinate commands must not issue supplements without prior written consent from ANG/MPPA, 3500 Fetchet Avenue, Andrews AFB, MD 20762.

SUMMARY OF CHANGES: This publication is a revision of ANGI 36-2602 (corrected copy) dated 30 January 1997. It includes minor additions and corrections identified by a bar code.

Chapter 1

EXPENDITURES

1.1. References, Abbreviations, Acronyms, and Terms. See attachment 1.

1.2. General. Federally appropriated funds for recruiting and advertising program element codes (58150F - Recruiting, 58154F - Advertising) are sub-allotted by the National Guard for issue to each of the states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. These funds are sub-allotted specifically to assist with executing field level recruiting and advertising programs through procuring materials and/or services. Federally appropriated funds are also sub-allotted to reimburse recruiters for authorized expenses in connection with performing official recruiting duties.

1.3. Responsibilities and Management:

1.3.1. ANG/MPPA:

1.3.1.1. Distributes, manages, and monitors the administration and expenditure of ANG recruiting, and advertising funds.

1.3.1.2. Grants final authorizations, on a case-by-case basis only, of any requests to exceed or deviate from the budget expenditure limitations specified in this instruction.

1.3.2. State Adjutant General. Responsible for managing federal recruiting and advertising funds within the state.

1.3.3. Recruiting and Retention Superintendent (RRS):

1.3.3.1. Advises and assists the State adjutant general on all matters concerning the management of ANG Federal recruiting and advertising funds.

1.3.3.2. Summarizes and combines annual unit financial plans into one financial summary sheet for each recruiting office which receives monies by their Allotment Serial Number (ASN).

1.3.3.3. Forwards summary sheet to ANG/MPPA IAW paragraph 2.16.2. of this regulation.

1.3.3.4. Any increase of requested funds from the previous year must be justified by EEIC to ANG/MPPA.

1.3.4. The RRS or the Recruiting Office Supervisor (ROS), will be designated the Cost Center Manager for recruiting and advertising funds within their area of responsibility. Responsibilities include, but are not limited to:

1.3.4.1. Developing requirements and justification for the budget and financial plan within their area of responsibility.

1.3.4.2. Monitoring expenditures/funds status and planning expenditures to insure quarterly fund targets are not exceeded.

1.3.4.3. Advise resource advisors and perform other tasks as defined in ANGI 65-601, *ANG Resource Management Policies and Responsibilities for Commanders*.

1.3.4.4. Include in the annual recruiting and advertising financial plan the projected use of 58150F and 58154F funds by recruiting personnel for the fiscal year. Forward copies of these financial plans through the appropriate chain of command to the RRS.

1.3.4.5. The RRS will evaluate and validate plans before submitting a summary sheet to ANG/MPPA by 15 March.

1.3.4.6. Receive initial and recurring RMS training IAW ANGI 65-601.

1.4. Authorized Expenditures. Cite 58154F funds for advertising and/or 58150F funds for operations for payment of expenses.

1.4.1. Local Advertising. The local advertising program should be an extension of the national advertising program. Base commanders will insure national advertising materials and themes are used to their best advantage when developing local advertising programs. Independent advertising programs can diminish efficiencies and effectiveness, while confusing target audiences through advertising fragmentation, and can weaken the complementary nature of national/local advertising programs. Caution should be used when utilizing an independent advertising program.

1.4.2. Broadcast Media. Air National Guard recruiting locations may purchase radio or television advertising time. Purchase of such advertising must be coordinated by the RRS prior to implementation. Programs containing ANG paid advertisements must be in good taste and not reflect negatively on the Air National Guard.

1.4.2.1. Broadcast materials produced by ANG/MPPA specifically for use as public service announcements must not be used in paid broadcast advertising. Waivers of this provision will not be granted.

1.4.3. Printed Materials. Units may supplement nationally produced printed materials with their own projects. The projects should be designed to meet unique state or unit mission needs, and must contain facts about ANG recruiting and retention programs without duplicating national brochures. Print materials IAW AFI 37-162, *Managing the Processes of Printing, Duplicating, and Copying*, and other government printing and binding regulations. Printed products must be procured through the Defense Printing Service (DPS) and/or the Government Printing Office (GPO).

1.4.4. Periodicals:

1.4.4.1. The purchase of advertising space in newspapers or other locally printed news media having circulation within the general boundaries of the target area is authorized. Any advertising of education benefits will specifically reference the Montgomery G.I. Bill. Blind advertising is prohibited.

1.4.4.2. The editorial content of publications containing ANG advertisements must be in good taste and not reflect negatively on the Air National Guard.

1.4.5. Booth Space Rentals and Purchases of Displays. Rent booth space at fairs and conventions, and purchase recruiting displays as required. Base Commanders, Directors of Personnel, and recruiting personnel will weigh the cost of these items against anticipated gains.

1.4.6. Business Cards. Business Cards are purchased to give the recipient a reminder of the name, address, and telephone number of the local Air National Guard Recruiter.

1.4.6.1. The Congressional Joint Committee on Printing (JCP) authorizes the purchase of business cards for personnel assigned to recruiting billets and actively engaged in recruiting activities. Business cards for ANG recruiters must be purchased through the Defense Printing Service (DPS) or the Government Printing Office (GPO) when using government funds.

1.4.6.1.1. The specifications JCP provides for printing business cards are not waiverable. All cards must be obtained through GPO according to the following specifications and IAW NGR (AF) 4-1, *Policies, Procedures, and Standards for Printing and Copying Services*.

- The trim size must be exactly 3-1/2 by 2 inches.
- The paper must be white, 25 percent rag index paper, 220 pounds, 25-1/2 by 30-1/2 inch, 1000 sheets, JCP K20 or equal.
- Print one side only in blue ink, match PMS 300. Under no conditions will cards be embossed, engraved, or thermographically printed.
- The composition must be hot metal or photo composition (cold type composition is not acceptable), as follows:
- Names must be in 10-point Times Roman, caps and small caps.
- Telephone numbers and addresses must be in 6-point Gothic type.

- The identification line (the position title) must be one line, in 6-point Gothic type.
- The type page size must be 18 picas wide, by about 10 picas in depth.
- All cards must show the following information:
 - Name and address of the Air National Guard activity represented.
 - Name and business telephone numbers of the military recruiter. Under no circumstances will the use of personal telephone numbers and home addresses be allowed.
 - Either the official Department of the Air Force seal and/or the official Air National Guard seal must be reproduced as a fine line drawing, exactly three-fourths of an inch in diameter.
 - The identification line must clearly show the individual as a representative actively engaged in the recruiting of Air National Guard military personnel.
 - The electronic mail (e-mail) address of the military recruiter may be included on business cards, if desired.

1.4.7. Telephone Services. All costs associated with recruiting, toll charges, private lines, and/or special telephone devices will be funded from 58150F funds. AFI 33-111, *Telephone Systems Management*, provides guidelines for ordering new communications equipment or devices.

1.4.8. Recruiting Office Furniture and Equipment. Recruiting office furniture and equipment will normally be procured through supply channels using flying mission Program Element Codes (PECs). In situations where funds are not available to purchase recruiting office furniture or equipment, ANG recruiting offices should use recruiting funds to procure these items IAW current applicable tables of allowance documents, i.e. TA006/007. If a requirement exists for an item not authorized in the tables of allowance document, the equipment custodian will submit an AF Form 601, to the allowances and authorization section of the supporting base supply requesting authorized approval. Recruiting funds will not be used to purchase equipment when the unit price is \$15,000 or more. Such Base Procured Investment Equipment (BPIE) acquired from GSA/DLA/other services/local purchase is funded with BP3080.

1.4.9. Recruiting Vehicles. Every effort should be made to utilize USAF vehicles to support the recruiting mission.

1.4.9.1. The Table of Allowance (TA) 012 provides guidelines for issue of fleet vehicles for recruiting use.

1.4.9.2. Leased vehicles are authorized if USAF vehicles are not available. ANG/LGT provides specific guidance and procedures for renting recruiting vehicles.

1.4.10. Federal Supply Schedule Items. GPO provides many of the printed items which are used by recruiters and ROMs. All requests for Federal Supply Schedule items must be submitted through the base supply system to process and submit to the local procurement office.

1.4.10.1. Base level supply requires all requests be submitted on DD Form 1348-6.

1.4.10.2. Request services on AF Form 9.

1.5. Applicant Processing. Applicants for the ANG are entitled to travel at government expense from the place where they make application or from their home to Military Entrance Processing Stations (MEPS) and Mobile Examination Testing (MET) sites (ref JFTR, part B, M5050- Travel Incident to Applicant Processing). The JFTR also establishes the criteria for use of government transportation requests, meal tickets, and temporary duty allowances.

1.5.1. AFI 24-101, *Passenger Movement* and AFJI 24-211V1, formerly AFM 75-2, should be consulted regarding policies and procedures related to transportation, meals, entitlement, and accommodations for ANG applicants.

1.5.2. Maintain adequate records of both the number of people and estimated dollar amounts to be billed by the MEPS. Provide these estimates to ANG/MPPA so that obligations will be recorded and paid.

1.5.3. ANG/MPPA will be responsible for paying all MEPS expenses (meals and lodging) incurred by recruiting locations. Recruiting offices will no longer pay MEPS bills.

1.5.4. Transportation costs to and from MEPS will still be incurred by recruiting locations.

1.6. Out-of-Pocket Expenses. ANG recruiters may be reimbursed for expenses incurred in the performance of their duties IAW JFTR, Chapter 36, U7C-1, Part C. Claims for all legitimate expenses incurred by recruiters should be paid, even when it is not always possible to adhere to the dollar-per-month limitations. For auditing purposes, maintain a recruiting office copy of paid SFs 1164 with supporting receipts for a 36-month period.

1.7. Vicinity Travel. Vicinity travel expenses incurred while performing official duties in and around the recruiting duty station are reimbursable IAW JFTR, volume 1, part K.

1.8. Persons Authorized Reimbursement. ANG personnel placed on orders to perform full-time recruiting duty are the only personnel authorized reimbursement of expenses IAW this paragraph. Individuals must be on a minimum 140-day tour to be considered a full-time recruiter.

1.9. Center of Influence (COI) Events.

1.9.1. Authority. The legislative authority for sponsoring COI events is 37 U.S.C. 428. Adopt a procedure for direct payment to the vendor to avoid the inconvenience and, in some cases, financial burden which could be imposed on recruiters by requiring them to advance funds out-of-pocket and later seek reimbursement for such events. If a direct payment procedure is not feasible, a receipt must be obtained from the vendor for reimbursement.

1.9.2. Objectives. COI events are designed to generate leads and gain support for Air National Guard recruiting and retention programs by informing prospective applicants and civilian influencers about Air National Guard opportunities. (It is neither a protocol function nor should it be used to reward past support).

1.9.3. Explanation. The Air National Guard recruiting and retention program receives, as part of its operating budget, authority to incur expenses to gain support of recruiting objectives. Funds are available for events involving civic and business leaders, educators, employers, members of professional groups, age-qualified prospective Air National Guard applicants, student leader groups, news media representatives, and other influential groups. COI events are usually, but not limited to, a luncheon or dinner for invited guests from such groups. Generation of a guest list of specific individuals invited to attend on a specified date, at a specified time, and at a specific location is required. All events must be planned to meet objectives defined in paragraph 1.9.2.

1.9.3.1. Guests generally include influencers or prospective applicants.

1.9.3.2. In some cases a one-on-one (one recruiter to one prospective applicant) event will be more productive. Critical officer specialties will be the only case approved for a one-on-one event. Critical officer specialties will be identified by the State adjutant general or his/her designated representative based upon unit requirements to fill a vacancy or projected vacancy. Only health professional applicants may attend two events; all others are limited to one.

1.9.3.3. Mini-COI events. Recruiters are authorized to hold mini-COI events when approved by the State adjutant general or their designated representative. Catered or take-out food can be taken to an influencer's place of business by a recruiter during business hours to minimize disruption of the influencer's workplace in order to deliver ANG recruiting message. A maximum of \$75 per event per recruiter is reimbursable under out-of-pocket expense procedures outlined in the JFTR.

1.9.4. COI Program Funding and Attendance:

1.9.4.1. COI breakfasts, brunches, luncheons, and dinners should be for five or more persons identified under paragraph 1.9.3.1. All requests for COI events will be coordinated through the accountable RM and command channels prior to submitting the request to State Headquarters for approval.

1.9.4.2. The State adjutant general or designated representative may approve requests to sponsor COI events based upon the following restrictions.

1.9.4.2.1. Do not exceed \$25 per individual for dinners, and \$15 per individual for breakfasts, brunches, or luncheons. These limitations apply to all individuals identified in paragraph 1.9.3.1.

1.9.4.2.2. Schedule COI events in advance, with appropriate approval, for a specified time and date. Proposed COI events should be included in the annual recruiting, retention, and advertising plan.

1.9.4.2.3. Do not use COI funds to purchase alcoholic beverages, personal expenses of tour guests, rental of facilities, hiring personnel, or lavish events that would be an inappropriate reflection on the Air National Guard image.

1.9.4.2.4. Plan the event with a qualified Air National Guard /Air Force representative, usually a commander, a public affairs officer, or a trained spokesperson for things like speeches, films, question and answer sessions, etc.

1.9.4.2.5. Documentation. Complete an after action report and keep it on file for not less than 18 months after the event. List in the report those who attended, their title, and the specific purpose of their attendance (prospect, media representative, employer, educator, parent, spouse, critical officer specialty, etc.)

1.9.4.2.6. Other provisions of this regulation are not waived in conjunction with the COI event.

1.9.4.2.7. JFTR, volume 2, chapter 6, will be the basis for authorizing the payment of travel and transportation expenses for centers of influence tours.

1.9.5. Military to Civilian COI Event Ratio:

1.9.5.1. Care must be taken when expending appropriated funds for COI programs in order not to provide a negative public perception. Do not exceed the normal ratio of one military per four civilian guests for each event. Exception to this one-to-four ratio is covered under paragraph 1.9.3.2. When large numbers of civilian guests are involved, a lower ratio of military to civilian guests is encouraged.

1.9.5.2. Consistent with accomplishing the objective of the event, military and civilian spouses at a COI event must be kept to a minimum. Spouses of military members attending an event count as military representatives in the one-

to-four ratio. If the spouse of a military member is included, indicate this on the guest list. Attending spouses must be active participants in the event. There are specific circumstances when spouses should not attend, such as a visit with luncheon, to a television or radio station where spousal influence is unnecessary. No family members, other than the military or participating spouse, may attend an event unless they are an age-qualified prospective applicant or a bona fide influencer.

1.9.5.3. Military personnel required to participate in a COI function are furnished the COI meal at no cost to the member. If personnel in temporary duty (TDY) status are furnished the COI meal at no cost, they must declare the meal as a government furnished meal on their travel voucher. The COI host will brief any TDY personnel of this requirement.

1.10. Unauthorized Expenditures. Examples of items which cannot be procured with 58150F or 58154F funds.

1.10.1. Hiring dance bands.

1.10.2. Office space rental.

1.10.3. Cash awards, gift certificates, services, tickets, or similar expendable items as a recruiting incentive.

1.10.4. State and Federal installation improvements.

1.10.5. Sponsoring vehicles, sport teams, or similar activities.

1.11. Control and Use of Funds. Expenditures of 58150F and 58154F funds will be IAW AF and ANG 65 and 177 series regulations.

1.12. Requests for Sub-allotment of Additional Recruiting Funds. Additional sub-allotment of 58150F and 58154F funds may be requested. Include in requests the description, the intended use, the PECs affected, and the EEICs for fund expenditures and budget ceiling adjustments. ANG/MPPA will approve validated requirements for additional funds based on:

1.12.1. Justification and intended purpose of additional funds.

1.12.2. Effective management of recruiting/advertising funds at the ASN.

1.12.3. Funds availability.

1.12.4. Documentation of spending history reported on FM's DBT report.

Chapter 2

RECRUITING & RETENTION MANAGEMENT AND PROGRAMS

2.1. Terms Applicable. See attachment 1.

2.2. Responsibilities:

2.2.1. Manpower Requirements Division (ANG/MPMR) validates requirements for recruiter positions and ensures they are reflected on state/unit SMPDs and UMDs based on the Recruiter Manpower Guide computations prepared by the Air National Guard Readiness Center, Accessions Branch (ANG/MPPA).

2.2.2. Air National Guard Readiness Center, Manpower and Organization Branch (ANG/MPMO) allocates recruiter employment authorizations to each State (HRO).

2.2.3. ANG/MPPA recommends policy, develops and monitors ANG recruiting and retention plans and programs. Develops and coordinates recruiter course curriculums conducted at Lackland AFB and ANG P MEC at McGhee-Tyson ANGB. Develops and coordinates the ANG retention courses conducted at P MEC and Unit Career Advisor (UCA) Outreach courses.

2.2.4. The Adjutant General (TAG) authorizes and evaluates the State recruiting and retention programs.

2.2.5. The Executive Support Staff Officer (ESSO) directs and administers the state recruiting and retention program through the Recruiting and Retention Superintendent (RRS). The ESSO ensures that the state ANG manpower procurement objectives are met. The ESSO works a quality effort with the RRS, the DPs, the ROMs, and the ROSs to achieve successful state recruiting and retention plans and programs.

2.2.6. The RRS is assigned to the State by the TAG through a selection process involving the TAG, ESSO, HRO, and the Assistant AG for Air. The RRS will administer and evaluate the State recruiting and retention program for its

effectiveness utilizing NGR (AF) 50-7, *Recruiter Training Management*. The RRS will perform the duties as identified in their position description.

2.2.7. Wing/Group commanders are responsible for their unit recruiting and retention program to maintain unit strength at a level to ensure mission capability and readiness. Geographically Separated Unit (GSU) commanders supervise authorized recruiters who function as production recruiter, ROS, and ROM within the GSU.

2.2.8. The Unit Director of Personnel (DP) manages the recruiting and retention program, through the recruiting office supervisor (ROS) and retention office manager (ROM), to ensure information is provided to the recruiting office and retention office on vacancies. The unit DPs manage recruiting and retention efforts to minimize excesses and ensure positions considered critical are filled by qualified personnel.

2.2.9. The ROS ensures that unit critical positions are given priority and that vacancies are promptly filled and performs duties identified in the ROS PD and JQS. The ROS positions are filled by a selection process headed by the Wing/Group Commander, or their representative, the DP, HRO, and the RRS. In GSUs, Recruiting/Retention NCO positions are filled by a selection process headed by the GSU commander, HRO, and the RRS.

2.2.10. The ROM serves as the OPR for the administration and management of all retention related programs. The ROM aids commanders in maintaining strength, and assists members in achieving their personal career goals as appropriate. This is accomplished by ensuring members are interviewed/counseled as required, by managing and disseminating current information concerning benefits and entitlements, and by involvement in family and employer support programs and activities. The ROM positions are filled by a selection process headed by the Wing/Group Commander, or their representative, the DP, HRO, and the RRS.

2.2.11. Production Recruiter positions are filled by a selection process involving the Wing/Group commander, or their representative, the unit DP, RRS, ROS, and the HMO. This selection will be IAW ANGI 36-101, *The Guard/Reserve (AGR) Program*. Production Recruiters perform the basic recruiting duties of filling critical officer/enlisted AFSC positions first and other unit vacancies that exist within the unit. Production Recruiters also perform other recruiting duties identified in their position description and the JQS.

2.3. Programs. The purpose of ANG Recruiting and Retention is to provide the TAG and unit commanders with quality personnel resources to fill ANG critical positions and all authorized UMD positions, as prescribed by ANG/MPPA. It is designed to provide the tools and programs to assist in the retention of quality members as prescribed by ANG/MPPA. Recruiting and retention personnel assist units in meeting unit readiness and force management objectives to include diversity goals.

2.3.1. Objective. To fill all ANG positions at 100 percent; priority is given to fill critical positions that impact the ability to perform wartime tasking and to retain quality members.

2.3.2. Programs Outlined. The following programs are designed to provide recruiters and ROMs an effective means to find and keep qualified applicants.

2.3.2.1. PALACE CHASE. This program allows active Air Force officer and enlisted members to voluntarily transfer from active military service to the ANG or AFRUS. Enlisted members must serve two times the amount left of their commitment and an officer must serve three times the amount left. Contract time is not less than 1 year or greater than 3 years. It is administered IAW AFI 36-3205, *Palace Chase & Palace Front Program*. ANG recruiters will work with MPFs to place PALACE CHASE referrals when authorized by unit commanders.

2.3.2.2. PALACE FRONT. This program permits individuals leaving the active USAF to join the ANG without incurring a break in service. This program is administered IAW AFI 36-3205. ANG recruiters will work with the active duty MPF to provide information on the opportunities, benefits and obligations of membership in the ANG.

2.3.2.3. Project Capture. The Project Capture Program provides prior service leads on Air Force enlisted and officer personnel separated from active duty for less than 6 years. The list is provided by the RRS who has access to the HAF File at state headquarters.

2.3.2.4. Incentive Program. The incentive program is authorized for traditional ANG members who enlist, reenlist, or are appointed to serve in selected wartime critical AFSCs. Incentives are to be used primarily to control personnel inventories.

2.3.2.5. Montgomery GI Bill (MGIB) Program. The MGIB is a recruiting and retention entitlement for ANG members who meet established requirements and continue to participate satisfactorily.

2.3.2.6. Career Motivation Program (CMP). The CMP provides retention and career counseling to assigned personnel by supervisors and commanders IAW NGR (AF) 35-16, *Air National Guard Career Motivation Program*. It ensures that guidance, direction, and recognition are given to the Unit Career Advisor (UCA) Management Program and ensures UCAs conduct unit level retention programs in accordance with directives.

2.3.2.7. Family and Employer Support Programs. The Family and Employer Support Programs assist commanders in establishing and maintaining pro-active programs within each unit, by informing our families and employers of missions and requirements, as well as information on the benefits and services available to families.

2.3.2.8. Newcomer's Orientation/Sponsorship. A newcomers' Orientation/Sponsorship Program for newly enlisted/appointed members provides an appropriate welcome to new members and ensures a smooth transition into the unit. This is an opportunity to explain the mission of the ANG, specific state and unit missions and history, as well as ANG and state benefits and services available. It provides awareness of the functions of offices such as the Chaplain, Inspector General, Social Actions, Education, Finance, Personnel, and the Family Program.

2.4. Recruiter and Retention Resource Management:

2.4.1. Recruiter and Retention Authorizations and Orders. States will be authorized a number of recruiters and retainers based on criteria established in the ANG Recruiter and Retention Manpower Guide. (Attachment 2).

2.4.2. States are given the maximum number and grade authorizations for AGR personnel which cannot be exceeded. Recruiting/Retention positions must be managed within these established state limits and the recruiting and retention manpower guide.

2.4.2.1. ANG Recruiter and ROM positions are addressed in the fiscal year (FY) Employment Authorizations issued by ANG/MPMO. There is a set number of these positions which must be maintained at approved budget levels.

Authorized recruiter grades are:

2.4.2.1.1. Recruiting and Retention Superintendent (RRS) - SMSgt/E-8.

2.4.2.1.2. Recruiting Office Supervisor (ROS)- MSgt/E-7.

2.4.2.1.3. Geographically Separated Unit Recruiter/Retention NCO (GSU) - MSgt/E-7.

2.4.2.1.4. Production Recruiter - TSgt/E-6.

2.4.2.1.5. Retention Office Manager (ROM) - MSgt/E-7.

2.4.2.2. Recruiting and retention positions are for specific purposes; use of these positions for purposes other than as intended may result in their withdrawal and redistribution to meet ANG needs.

2.4.3. Orders. Placing recruiters and retainers on military duty tours will be published by units with recruiter and retainer employment authorizations IAW ANGI 37-101 and ANGI 36-101, and HRO directives.

2.4.4. RRSs will forward a copy of any special order affecting ANG recruiting and retention personnel to ANG/MPPA.

2.5. Internal Reallocations. States wishing to reallocate recruiter resources will submit a request with justification to ANG/MPPA for approval. State headquarters, coordinating with the RRS, are authorized to move recruiter employment authorizations within the State, provided authorized grades and the maximum number or authorizations are not exceeded. ROM positions will not be reallocated.

2.6. Redistribution of Positions. ANG/MPPA will periodically review the allocations and redistribute recruiter requirements and employment authorizations to ensure ANG requirements. Adequate notice will be provided to affected states and individuals. Redistribution will coincide with the positions being vacated.

2.7. Recruiting Offices. Refer to AFI 32-1024, *Standard Facility Requirements*, for guidance on recruiting offices, equipment and space allocations. One recruiting office will be authorized at the location indicated below and designated with the standard office symbol.

2.7.1. Individual flying unit locations with collocated mission support units.

2.7.2. Combined flying unit locations with collocated mission support units.

2.7.3. Geographically separated unit (GSU) or a cluster thereof.

2.7.4. TAGs may approve establishment of off-base recruiting resources (coordinate with ANG/MPPA and ANG/CE).

2.8. Retention Offices. One retention office will be located at each flying unit, and should be collocated with recruiting offices whenever possible. Consideration should be given for a private counseling area to enable the ROM to maintain privacy and confidentiality when counseling members about career concerns.

2.9. Recruiter and Retainer Application, Selection, and Appointment:

2.9.1. Recruiter and Retainer Application procedures will be administered IAW ANGI 36-101 thru the HRO.

2.9.2. Selection Criteria. Individuals selected for recruiter and retainer duty must meet all specialty qualifications listed in respective position descriptions.

2.10. Recruiter Identification Code (RIC). The RIC is a four digit code that identifies the recruiter responsible for ANG accessions. The first two digits designate the state as specified in APDS Local Table 061. The last two digits (issued in ascending order) identify the recruiter. RICs are not for temporary tour positions.

2.10.1. The RRS will assign RICs to recruiters to identify individual accessions, both officer and enlisted. Submit the RIC to ANG/MPPA upon assignment.

2.10.2. RICs can be used for data analysis in the Personnel Data System (PDS) to track and analyze the quality of recruits accessed and/or career production performances by the individual recruiters. The RIC code will be listed in the remarks section of any orders affecting recruiters.

2.10.3. RRSs will provide the following information when informing ANG/MPPA of RICs:

2.10.3.1. Name, grade, and social security number (SSN).

2.10.3.2. Name of recruiter course (ANG, AFRES, or USAF) attended and date of graduation.

2.10.3.3. Statement that the individual meets all requirements IAW with this and other regulations, such as ANGI 36-101, ANGI 36-2101, *Assignments within the ANG*, and AFI 36-3017, *Special Duty Assignment Pay (SDAP) Program*.

2.10.3.4. Unit of assignment, tour length and tour start date.

2.11. Recruiter/Retainer Duty Tours:

2.11.1. Recruiting duty carries Special Duty Identifier (SDI) 8R000; initial and continued assignment in this duty will be IAW regulations AFI 36-3017, ANGI 36-2101, and ANGI 36-101.

2.11.2. Individuals selected for recruiting duty will be placed on military duty IAW Title 32 U.S.C. 502(f) and tours will be no longer than 4 years.

2.12. Duties of ANG Recruiters and Retainers. Duties and responsibilities are addressed in the separate position descriptions for ANG production recruiters, recruiting office supervisors, retention office managers, and recruiting and retention superintendents.

2.12.1. Recruiting and Retention Superintendent (RRS). This position is designed to be used under the direction and supervision of the Executive Support Staff Officer at the State headquarters. The RRS will be involved with both recruiting and retention matters throughout the State. The RRS must perform all duties contained in the State RRS position description to qualify for and maintain the grade of SMSgt/E-8.

2.12.2. Recruiting Office Supervisor (ROS). Locations with more than one recruiter will appoint a ROS using the criteria in the ANG ROS position description. The ROS will report to the Director of Personnel (DP) and is responsible for supervising recruiter training, office managerial responsibilities, production recruiters, and implementing the unit plans according to the submitted budget.

2.12.3. Retention Office Manager (ROM). This position reports to the DP and assists commanders in achieving and maintaining unit strength. Additionally, the ROM assists ANG members in achieving their career goals as appropriate. The ROM manages the Montgomery GI Bill program, the ANG Incentive Program, the Career Motivation Program, and the ANG Family and Employer Support Programs.

2.12.4. Production Recruiter. Production recruiters will report to the ROS and DP; they plan and work their individual recruiting territories to provide for quality recruits.

2.13. Temporary Recruiting Support Workday Program. When available, ANG/MPPA allocates special workdays to each unit during each FY according to the Recruiting, Retention, and Advertising summary sheet. These workdays are normally for recruiting assistance tours of 29 days or less. The program is administered by the RRS for special recruiting events, centers of influence (COI) functions benefiting recruiting, recruiting drives, or to provide temporary recruiting/retention administrative support.

2.13.1. Workday distribution is based on past use and projected needs specified in the state FY recruiting and retention plans submitted to the RRS.

2.13.1.1. Guidelines for utilization of these workdays are:

2.13.1.1.1. Workdays are for both enlisted and officer personnel.

2.13.1.1.2. Each recruiting location submitting a NGB Form 599RA will report the actual use of these workdays to ANG/MPPA quarterly. (due no later than the 10th of the month for the previous quarter during the FY).

2.13.1.1.3. When orders are approved, the authority portion of individual orders published by the unit will or state:

- Title 32 502F and this regulation.
- P543 funds will be used to pay and allowances.
- TDY funds are authorized in conjunction with these days.
- AGR short tour code "95".

2.14. Temporary Military Duty Tour Program. Temporary AGR assistance for tours of 30-139 days may be requested IAW ANGI 36-101. This program can be used for extended programs, recruiter/retainer absences, administrative support, etc.

- 2.14.1. When orders are approved, the authority portion of individual orders published by the unit will state:
- 2.14.2. Title 32 502F and this regulation.
- 2.14.3. P543 funds will be used for pay and allowances.
- 2.14.4. Active Duty Status Code "D" for recruiting and "P" for retention.
- 2.14.5. Tech ID code "3".
- 2.14.6. Tour start and stop date.

2.15. Program Management:

- 2.15.1. Reporting. Recruiting personnel will report to the individual appointed by State headquarters. Recruiting functions as a separate work center of the MPF, GSU or the State Headquarters.
- 2.15.2. Special Duty Assignment Pay (SDAP). ANG recruiters are entitled to SDAP. This is a monthly amount of pay in addition to any other pay and allowances, awarded to eligible ANG airmen serving as recruiters, IAW AFI 36-2101.
- 2.15.3. Performance Appraisals, Probation and Termination. ANG recruiters and retainers will comply with all applicable AF and ANG regulations.
 - 2.15.3.1. Performance Appraisals will be completed IAW ANGR 39-62, *Enlisted Performance Appraisal*, on an annual basis and performance standards and expectations will be stated in writing.
 - 2.15.3.2. Probation. Unsatisfactory performance, not corrected through normal documented counseling with ample opportunity for correction, can result in probation. Probation is normally a last resort effort to correct a recruiter's or retainer's deficiencies. Failure to improve during probation will result in termination.
 - 2.15.3.2.1. The reporting official, in coordination with the HRO, RRS, and ESSO, will place the recruiter or retainer on probation with a letter of notification. The letter must outline the areas of deficiency and the expected improvement of corrective action. The letter must contain information to the individual that, if the expected improvement or corrective actions are not achieved, the recruiting or retainer duty tour will be terminated IAW ANGI 36-101. Copies of the letter will be provided to the individual, his/her immediate supervisor, RRS, and the unit DP.
 - 2.15.3.2.2. Probation periods will be from 60 to 120 days at the discretion of the ESSO. The period of probation must be specified in the letter of notification and indicate that the individual will reaccomplish the JQS during this period IAW ANGI 36-101.
- 2.15.4. Termination of recruiting or retention tours will be as follows:
 - 2.15.4.1. IAW ANGI 36-101.
 - 2.15.4.2. At the end of a probationary period when sufficient improvement is not noted.
 - 2.15.4.3. In the event that willful violations of recruiting or retention standards and/or policies occur.

2.16. State Recruiting and Retention Plans. Consists of the unit recruiting and retention plans along with a summary report prepared by the RRS on the overall state requirements.

- 2.16.1. The plans developed in each separate unit will be forwarded to the RRS for review and determination of required resources. The plan will include an outline for the RRS to include objectives/goals; financial/workday requirements, planned activities, training plan, and other needed information
- 2.16.2. The plan must be received by the RRS NLT 1 February of each FY. All plans submitted by a unit will be coordinated with the DP, and for GSUs, the unit commander. Plans will be reviewed and validated by the RRS and allocations of funds will be determined to include incentive funds projection. The RRS will submit a summary report for each unit submitting a plan with recommended fund allocations. Increases of requested funds from the previous fiscal year must include justification by EEIC. The summary report should be coordinated with the unit FM before submission to ANG/MPPA. Final determination for funds allocation will be made by ANG/MPPA. After the budget is announced, ANG/MPPA will monitor execution of funds through DBT reports provided by ANG/FM. The RRS will ensure State funds are executed in accordance with the plan.

2.17. Office Administration Procedures. An office administration file will be established and maintained IAW AFI 37-138, *Records Disposition - Procedures and Responsibilities*. Files will include sections on leads, both active and inactive, advertising and publicity, recruiting activities (COI events, school folders, etc.); financial records; and vehicle/equipment records; and incentive and MGIB records, and retention activities as appropriate.

2.18. Special Operating Instructions (SOIs)/Checklists and Forms. The ROS and the RRS will use the Staff Assistance Visit Checklist provided by ANG/MPPA. RRS/ROS should develop State/unit procedures governing local recruiting programs. The following NGB Forms are necessary to manage ANG recruiting and retention programs:

2.18.1. NGB Form 595/595-1, Air National Guard non-prior service checklist and Air National Guard prior service checklist. These forms help track applicants through the enlistment process.

2.18.2. NGB Form 597, School Program Folder. This form is a territory management tool for managing school programs and is maintained by the recruiter assigned to each school.

2.18.3. NGB Form 598, Personnel Interview Record (PIR). This form is the initial application used to determine the basic qualifications of applicants. The PIR cards will be maintained until the individual enlists or one year after he/she is no longer a candidate.

2.18.4. NGB Form 599RA. ANG Recruiting report. Used to account for ANG recruiting (financial) usage, lead referral, Stripes for Skills and AFSC Conversion information. Each RRS submits this form quarterly to arrive at ANG/MPPA NLT the 10th day of the month for the previous quarter.

2.18.5. NGB Form 173. Record of Retention Interviews. This form will be used to document all retention related interviews. Interviewees will sign and date in appropriate blocks upon completion of interview. A brief summary of the interview must be completed by the interviewer and placed in the folder. It is expressly forbidden to use this folder to maintain any other information.

2.18.6. NGB Form 38-4. Authorization for Incentive Payment. Used to authorize all cash bonus and student loan repayment plan payments for eligible bonus program participants. Each form must be signed by the respective member's commander.

2.18.7. NGB Form 38-5. Incentive Bonus Case File Cover Sheet. Used to track a bonus program participant's bonus payment history.

2.19. Staff Assistance Visits (SAV). ANG/MPPA will periodically conduct SAV to units. Visits are coordinated through the ESSO and RRS utilizing the SAV checklists which have been provided by ANG/MPPA. The RRS will conduct assistance visits at units (using the self inspection checklists) as directed by the ESSO to monitor, evaluate and recommend improvements to State or unit recruiting and retention programs where needed.

2.20. Recruiter Clothing. Because of the public visibility of the recruiting career field, a recruiter's appearance should be beyond reproach. All recruiters will be given periodic clothing allowances IAW AFI 36-3014, *Clothing Allowances for Air Force Personnel*, TA 4.14.

2.21. Recruiter Badges and Awards:

2.21.1. Description. The ANG recruiter badge is a distinctive and dignified circular insignia incorporating the Minuteman design. Different badges are available for basic recruiter; senior and master longevity; GSU/MSU Recruiter of the Year, Production Recruiter of the Year, Recruiting Office Supervisor of the Year, and Rookie Recruiter of the Year.

2.21.2. Authority for Wear. ANG Supplement to AFI 36-2903, *Dress and Personal Appearance of AF Personnel*, governs the wear of ANG recruiter badges.

2.21.2.1. Recruiter badges are authorized for wear while assigned to SDI 8R000. Initial issue will consist of two badges per recruiter. The RRS will submit written request with justification to ANG/MPPA for issuance of longevity badges. A certificate will be issued with the badge by ANG/MPPA for presentation from State Headquarters and will be signed by the TAG or his representative.

2.21.2.1.1. Basic recruiter badge is authorized/awarded upon being awarded SDI 8R000. ANG recruiters wear this badge for the first 3 years of recruiting duty.

2.21.2.1.2. Senior Recruiter Badge (basic badge with star) authorized/awarded upon completion of 3 years of recruiting duty.

2.21.2.1.3. Master Recruiter Badge (basic badge with star encircled by wreath) authorized for wear upon completion of 6 years of recruiting duty.

2.21.2.1.4. Rookie Recruiter of the Year Badge (Master Recruiter badge in a gold tone) is awarded by ANG/MPPA to the recruiter who is selected with less than 2 years of recruiting duty and will be worn for the duration of the person's assignment as a recruiter. Regional Rookie Recruiter of the Year winners are authorized to wear this badge for 1 year. Eligibility for this award is good for only one time.

2.21.2.1.5. Production Recruiter of the Year Badge (Master Recruiter Badge in a gold tone) is awarded to the production recruiter of the year with more than 2 years of ANG recruiting or if an individual previously won the Rookie Recruiter of the Year award, the badge can be worn for the duration of the assignment as a recruiter. Regional Production Recruiter of the Year winners are authorized to wear this badge for 1 year.

2.21.2.1.6. GSU/MSU Recruiter of the Year Badge (Master Recruiter Badge in a gold tone) is awarded to the recruiter of the year with more than 2 years of ANG recruiting and can be worn for the duration of the assignment as a recruiter. Regional GSU/MSO Recruiter of the Year winners are authorized to wear this badge for 1 year.

2.21.2.1.7. Recruiting Office Supervisor of the Year Badge (Master Recruiter Badge in a gold tone) is awarded to the recruiter of the year with more than 2 years of ANG recruiting and can be worn for the duration of the assignment as a recruiter. Regional Recruiting Office Supervisor of the Year winners are authorized to wear this badge for 1 year.

2.21.3. All nationally recognized regional winners will receive an ANG watch.

2.21.4. All Recruiting and Retention awards must be coordinated and endorsed by the RRS.

2.21.5. Replacement Badges. ANG/MPPA maintains a supply of ANG recruiting badges to be used as replacements. The RRS will submit a written request for replacement badges to ANG/MPPA.

2.22. Awards/Recognition Programs. The recruiter and retainer awards programs will be administered IAW ANGI 36-2802, *ANG Special Trophies and Awards*.

2.22.1. National recognition for recruiters and/or units in other areas relative to recruiting will be determined by ANG/MPPA.

2.22.2. States are encouraged to develop appropriate programs for recognizing personnel responsible for noteworthy achievements within their State.

2.23. Waiver Authority. ANG/MPPA has the waiver authority for this regulation (ANGI 36-2602) and its requirements.

Waivers will be submitted in writing to ANG/MPPA for consideration.

Chapter 3

STANDARDS FOR PROFESSIONAL CONDUCT

3.1. Professional Conduct:

3.1.1. Standards. Within the ANG, the following standards serve as the foundation for professionalism and integrity in the conduct of day-to-day business. Recruiting and retention personnel who violate any standard in this chapter are subject to disciplinary action under Title 32 USC, and applicable State Laws.

3.2. Malpractice, Misconduct, and Irregularities. Malpractice, misconduct, and irregularities by recruiting and retention personnel will not be condoned.

3.3. Recruiting Personnel:

3.3.1. Will not initiate any action to influence lawyers, attorneys, law enforcement officials, or judicial authorities to release, dismiss, drop charges, or otherwise mitigate dispositions in order to qualify an individual for ANG enlistment, assignment, or appointment. Recruiting personnel will not accompany applicants to court.

3.3.2. Will maintain high standards of conduct and be totally professional in their relationships with applicants.

3.3.3. Will not release any applicant information to agencies or persons outside of the Department of Defense (DoD). Refer all such inquiries to the recruiting office supervisor.

- 3.3.4. Will not attempt to develop or maintain an intimate personal relationship with applicants (such as making sexual advances toward applicants or seeking or accepting sexual advances from applicants).
- 3.3.5. Will not use their personal resources to provide applicants with lodging.
- 3.3.6. Will not accept an applicant's personal belongings or household goods for storage or any other reason.
- 3.3.7. Will not sponsor an alien for permanent residence by citing the ANG as a prospective employer.
- 3.3.8. May answer correspondence from an overseas APO or FPO address.

3.4. Reporting and Investigating Recruiting and Retention Malpractice, Misconduct, and Irregularities.

3.4.1. Recruiting and retention personnel MUST report actual or suspected recruiting and retention malpractice, misconduct, or irregularities through the appropriate chain of command.

3.5. Notary Public Service. Recruiting personnel (all grades) who are notary publics will not use their status as notaries to administer oaths or authenticate copies of substantiating documents for any armed forces enlistment.

DONALD W. SHEPPERD
Major General, USAF
Director, Air National Guard

OFFICIAL

DEBORAH GILMORE
Chief
Administrative Services

2 Attachments
1. References, Abbreviations, Acronyms, and Terms
2. ANG Recruiter Manpower Guide

Attachment 1

REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS

References

NGR (AF) 4-1	Policies, Procedures, and Standards for Printing and Copying Services
NGR (AF) 35-16	Air National Guard Career Motivation Program
NGR (AF) 50-7	Recruiter Training Management
ANGI 36-101	The Guard/Reserve (AGR) Program
ANGI 36-2002	Enlistment and Reenlistment in the Air National Guard and as a Reserve of the
ANGI 36-2101	Assignments Within the Air National Guard
ANGI 36-2802	ANG Special Trophies and Awards
ANGI 37-101	Air National Guard Administrative Orders
ANGI 65-601	ANG Resource Management Policies and Responsibilities for Commanders
ANGR 39-62	Enlisted Performance Appraisal
AFI 10-201	Status of Resources and Training System
AFMAN 10-401	Operation Plan and Concept Plan Development and Implementation

AFI 24-101	Passenger Movement
AFI 32-1024	Standard Facility Requirements
AFI 33-111	Telephone Systems Management
AFI 36-2903	Dress and Personal Appearance of Air Force Personnel
AFI 36-3014	Clothing Allowances for Air Force Personnel
AFI 36-3017	Special Duty Assignment Pay (SDAP) Program
AFI 36-3205	Applying for the Palace Chase and Palace Front Programs
AFI 37-138	Records Disposition - Procedures and Responsibilities
AFI 37-162	Managing the Processes of Printing, Duplicating, and Copying
AFR 75-2	Defense Traffic Management Regulation

Abbreviations/Acronyms

AFSC	Air Force Specialty Code
AG/R	Active Guard/Reserve
ASN	Allotment Serial Number
BPIE	Base Procured Investment Equipment
CCM	Cost Center Manager
CMP	Career Motivation Program
COI	Center of Influence
DBT	Data Base Transfer
DLA	Defense Logistics Agency
DoD	Department of Defense
DP	Director of Personnel
DPS	Defense Printing Service
EEIC	Economic Element Indicator Code
ESSO	Executive Staff Support Office
FWG	Financial Working Group
FMB	Financial Management Board
GPO	Government Printing Office
GSA	General Services Administration
GSU	Geographically Separated Unit
HRO	Human Resources Office
JCP	Joint Committee on Printing
JFTR	Joint Federal Travel Regulation
JQS	Job Qualification Standard
MDP	Military Duty Personnel
MEPS	Military Entrance Processing Stations
MET	Mobile Examination Testing
MGIB	Montgomery GI Bill
MPF	Military Personnel Flight
OPR	Office of Primary Responsibility
PAS	Personnel Accounting System
PD	Position Description
PDS	Personnel Data System
PMEC	Professional Military Education Center
PEC	Program Element Code
RA	Resource Advisor
RIC	Recruiter Identification Code
RMS	Resource Management System
ROM	Retention Office Manager
ROS	Recruiting Office Supervisor
RRS	Recruiting and Retention Superintendent

SAV	Staff Assistance Visit
SDAP	Special Duty Assignment Pay
SDI	Special Duty Identifier
SORTS	Status of Resources and Training Systems
SOI	Special Operating Instruction
SPMD	Support Personnel Manning Document
TA	Table of Allowance
TAG	The Adjutant General
TDY	Temporary Duty
UCA	Unit Career Advisor
UMD	Unit Manning Document
UTC	Unit Type Code
U.S.C.	United States Code

Terms

Resource Advisors (RAs). A member of the financial working group (FWG) which represents their organization or staff agency and assists in the management of their organization's financial resources. The RAs prepare operating budget and financial plan requests for their organization and administer the approved operating budget authority distributed by the FWG and the Financial Management Board (FMB).

Cost Center Manager (CCM). Designated individual responsible for requirements development and justification of the budget and financial plan within their area of responsibility.

Resource Management System (RMS). Refers to a management philosophy and the variety of systems used to achieve the overall objectives of resource management. The system captures and reports execution of financial resources for top defense management to make decisions to carry out Department of Defense and Air Force principal missions.

Resource Management Training. Provides designated RAs and CCMs knowledge of RMS reports and procedures, and outlines the functions and assigned duties of resource managers.

Influencers. Persons who, by their positions, have strong and obvious influence on prospective applicants to join the Air National Guard. These are normally educators, parents or guardians of prospective applicants, civic and business leaders, employers of ANG personnel, and media representatives.

Influencer Groups. Any organization or group (i.e. broadcasting organizations) which, through a concerted effort, provides support for the Air National Guard recruiting and retention program.

Prospects. An age qualified prospective applicant for a recruiting program under ANGI 36-2002.

Printed Material. Advertising materials produced or developed on behalf of the Air National Guard. The materials include full color, halftone, and black and white printed on paper stock other than standard bond or index card. Printing processes used for these materials will be other than standard copier reproduction.

Blind Advertising. Advertising that masks the identity of the advertiser.

Active Guard/Reserve (AGR). All personnel of the National Guard and Reserve Forces serving on active/full-time duty under sections 10301, 10211, 12301, 12310, or 12402 of Title 10, United States Code (U.S.C.) or sections 502(f) of Title 32, United States Code in connection with organizing, administering, recruiting, instructing, or training reserve components.

Critical (Skill) Position. Positions on a unit manning document (UMD) relating to specialties defined in AFI 10-201 table 4-4, Status of Resources and Training Systems (SORTS), which have been identified as required by a unit type code (UTC) listing to ensure a unit's wartime tasking capability.

Military Duty Personnel (MDP). Those members of the ANG in AGR status IAW Title 32 U.S.C. 502(f) and ANGI 36-101.

Recruiter. Any ANG member assigned to a valid Support Personnel Manning Document (SPMD) AGR recruiter position who has successfully completed one of the approved recruiting courses, has been assigned Special Duty Identifier (SDI) 8R000 and is on a 140 day or longer duty tour.

Retention Office Manager (ROM). Any ANG member assigned to a valid Support Personnel Manning Document (SPMD) AGR retention position who has successfully completed the ANG Retention Course at McGhee-Tyson ANGB, TN.

Recruiter Authorization. Position authorized on a SPMD and/or UMD. Determined by authorized strength

Recruiter Manpower Guide. Identifies the maximum number of ANG recruiter positions and ROM positions and associated grades in each unit based on the number of full time and drill status personnel authorized.

Support Personnel Manning Document (SPMD). A document containing authorized full-time requirements.

Unit. A military organization duly constituted by competent directive and defined in the manpower and personnel data system by a single personnel accounting symbol (PAS) code.

Unit Manpower Document (UMD). A document containing all authorized wartime and pre/post mobilization manpower requirements for an ANG unit.

Unit Type Code (UTC). The code which identifies an organization by kind and/or its associated mission tasking(s) as discussed in JCS Pub 6, Vol. V. USAF Reporting Instructions: AFMAN 10-401, Operation Plan & Concept Plan Development & Implementation, and AFI 10-201, Status of Resources and Training Systems.

Attachment 2

ANG RECRUITER MANPOWER GUIDE

A2.1. WORK CENTER TITLE

Recruiting

A2.2. APPLICABILITY STATEMENT

This guide applies to full-time ANG Recruiting/Retention Superintendents assigned to ANG State Headquarters, ANG Recruiters assigned to Flying Units, and ANG Recruiters assigned to GSUs.

A2.3. WORKLOAD FACTOR IDENTIFICATION

Total drill pay authorization of supported ANG units. Source: ANG Command Manpower Data System (CMDS) - funded authorizations by MPF.

A2.4. APPLICATION INSTRUCTIONS

- A2.4.1. ANG state headquarters are not included in authorization totals. However, detachments and operating locations of state headquarters are included where otherwise appropriate.
- A2.4.2. A GСУ location for the purpose of this recruiter manpower guide is a non-flying unit or geographic cluster of non-flying units more than 50 miles from the supporting Military Personnel Flight.
- A2.4.3. Where two flying units are collocated, that is defined as a single flying location.
- A2.4.4. This guide applies only within the limits shown in the tables of Part 5.

A2.5. MANNING TABLES

A2.5.1. Recruiting/Retention Superintendent, ANG State Headquarters.

Authorized: 1 SMSgt per State HQ (Exception will be Guam and Virgin Islands).

A2.5.2. GСУ or Cluster of GСУ Locations

Workload Value

Title	SDI	Max Grade	Manpower Requirement	
			Up to 500	Over 500
Recruiter	8R000	MSgt	1	1
Recruiter	8R000	TSgt	0	1
Total			1	2

A2.5.3. Flying Unit Locations to include collocated Non-Flying Units within 50 Miles of supporting MPF.

Workload Value

Title	SDI	Max Grade	Manpower Requirement			
			Up to 900	901 to 1300	1301 to 1600	Over 1600
Recruiter	8R000	MSgt	1	1	1	1
Recruiter	8R000	TSgt	1	2	3	4
Total			2	3	4	5