

Personnel-General

RECRUITING AND RETENTION RESOURCE MANAGEMENT

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By Order of the Secretary of the Army:

**EDWARD D. BACA**  
Lieutenant General, USA  
Chief, National Guard Bureau

Official:

**DEBORAH GILMORE**  
Chief  
Administrative Services

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**Summary.** This regulation covers the management of Army National Guard (ARNG) resources for the Strength Maintenance Program. It has been completely revised. It sets the responsibilities, procedures and limitations for all Strength Maintenance Funds, qualification and utilization guidance for the Full-Time National Guard Duty Special Work (FTNGDSW), includes Special Duty Assignment Pay (SDAP) policy for the ARNG and sets Recruiting and Retention training policy. This revision aligns the chapters with the budget activities they support.

**Applicability.** This regulation applies to the ARNG Recruiting and Retention Force (RRF); Active Army and Army Reserve personnel who supervise ARNG recruiting and retention personnel, such as Reserve Component Career Counselor Noncommissioned Officers (RCCC NCOs); and the use of Family Support Services funding.

**Impact on Army Manning System.** This regulation does not contain information that affects the Army Manning System. Internal Control Systems. This regulation is subject to the requirements of AR 11-2. It contains checklists for conducting internal control reviews.

**Internal control systems.** This regulation is subject to the requirements of AR 11-2. It contains an internal control checklist for conducting internal control reviews.

**Supplementation.** Supplementation of this regulation is prohibited without prior approval from Chief, NGB, **ATTN:** NGB-ARP-R, 111 S. George Mason Drive, Arlington, VA 22204-1382.

**Interim Changes.** Interim changes are not official unless they are authenticated by the Chief, Administrative Services. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

**Suggested Improvements.** The proponent agency of this regulation is the Army Recruiting and Retention Division, National Guard Bureau. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Chief, National Guard Bureau, **ATTN:** NGB-ARP-R.

**Distribution: A**

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## CHAPTER 1 INTRODUCTION

### Section I General

#### 1-1. Purpose

This regulation sets policies and procedures for managing and administering recruiting and retention resources as they apply to the Army National Guard of the United States (ARNGUS).

#### 1-2. References

Required and related references are listed at appendix A.

#### 1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the **Glossary**.

### Section II Responsibilities

#### 1-4. Chief, National Guard Bureau (CNGB)

The CNGB, through the Director, Army National Guard (DARNG), provides States with required manning levels, annual budget/funding guidance and programs, approves certain expenditures, provides manpower allocations and utilization policy for the RRF, as well as guidance to comply with Congressional, Department of Defense (DOD), and Department of the Army (HQDA) policies.

#### 1-5. The State Adjutant General (TAG)

The State AG directs, monitors and reviews the State recruiting and retention program.

#### 1-6. Recruiting and Retention Manager (RRM)

The RRM plans, develops, implements and manages the recruiting and retention program. This includes identifying both monetary and non-monetary resources.

**a.** Ensures monetary resources are identified, requested and managed within specific time frames. The United States Property and Fiscal Officer (USP&FO) governs the resources. There are four different budget accounts associated with recruiting and retention:

**(1) Recruiting and Retention Expense.** This account funds related expenses in direct support of officer and enlisted recruiting and retention activities. These expenses include: contracted training, professional development, space rental for conferences, awards and plaques, edibles for applicants, expendable office supplies, approved automation equipment and software, expenses for leased vehicles (when applicable) and communication, out-of-pocket reimbursables and applicant transportation, reimbursable personnel compensation and benefits, technician travel, per diem and transportation expenses.

**(2) Advertising.** This account funds cost specifically identified for the design and implementation of advertising campaigns for both paid and non-paid media, the purchase of advertising time/space in any media with the express purpose of stimulating interest in the

ARNG. Includes resources for direct mail campaigns, cost for processing inquiries (mail and phone), toll free telephone cost, expenses to erect or affix outdoor billboards, mall posters, banners, etc. and sales promotion.

**(3) Store Front.** This account funds the rental, maintenance, signs and utility charges for the rental of commercial recruiting office space.

**(4) RRF Travel.** This account funds expenses for required travel activities in direct support of recruiting and retention. This includes travel, per diem and reimbursable expenses related to such travel. Expenses incurred for permanent change of station (PCS), service schools, NCOES, WOES, and OES courses, will not be paid from this account.

**b.** Ensures all resources are utilized appropriately so that the State strength objectives can be met.

**c.** Ensures all individuals read DOD 5500.7-R at least semi-annually. All individuals are expected to comply with these standards of conduct. This is required whether the soldier is directly or indirectly involved in the procurement process.

## CHAPTER 2 RECRUITING AND RETENTION DUTY

### Section I General

#### 2-1. Purpose

This chapter sets the policies, procedures and duty status for soldiers involved in recruiting and retention programs. It gives basic guidance and specific requirements for the use of these soldiers.

#### 2-2. Duty Status

Duty assignment and status determine the manner and degree of a soldier's involvement in recruiting and retention efforts.

**a.** M-Day (Title 32, United States Code, drill status) soldiers will perform recruiting and retention duties as follows:

**(1)** Commanders, senior NCOs and First Line Leaders (FLL) have responsibility to maintain their organization's strength. These soldiers may devote their Unit Training Assembly (UTA) or Multiple Unit Training Assembly (MUTA) as needed to accomplish their strength responsibilities without regard to primary specialty or Military Occupational Specialty (MOS).

**(2)** Unit retention personnel (special duty) are provided to devote their attention to attrition management and retention efforts. Unit personnel will maintain proficiency in their primary MOS.

**(3)** Full Time Support (FTS) Officers and Non-Commissioned Officers (NCOs) have the responsibility for maintaining unit strength levels as directed by their leadership.

**(4)** Other soldiers may be required periodically to support recruiting and retention efforts designed to maintain established strength levels as directed by their leadership.

**b.** Soldiers in the Active Guard and Reserve (AGR) (Title 32, United States Code, 502(f) assigned to

strength maintenance positions are authorized solely for recruiting retention duties and attrition management. Under no circumstances will these individuals be assigned duties other than recruiting, retention and attrition management.

**c.** Soldiers on Recruiting and Retention Full-Time National Guard Duty Special Work (FTNGDSW) will be used only in direct support of recruiting and retention.

(1) Soldiers ordered to FTNGDSW in a paid status must perform at least eight hours of duty each day of active duty.

(2) All periods of recruiting and retention FTNGDSW will be announced in orders. The order will state whether the duty includes pay and allowances. It must specify the payment(s) to which the soldier is entitled or is specifically not entitled to. The options and conditions for each are in AR 37-104-3, AR 37-106, the DOD Military Pay and Allowance Entitlements Manual (DODPM) and Volume I, Joint Federal Travel Regulation (Vol I, JFTR). Orders will be published with approval of the RRM.

(3) Authorization for pay and allowances follows:

(a) Production recruiting as a recruiter assistant or part of a recruiting team will be performed by soldiers in grade E-5 or below.

(b) Selection of soldiers in grade E-6 and above, officers and warrant officers is limited to soldiers who, because of a specific position or background, are uniquely qualified to support a short-term element of recruiting or retention. These soldiers will be closely monitored to ensure their activities are commensurate with their grade.

(c) Retention and attrition management require command leadership involvement as prescribed in NGR 601-2. RRM's may place selected leaders on periodic FTNGDSW as needed to ensure that objectives are met. Reference NGR 37-111.

(4) Dual compensation and military status.

(a) A soldier will not be ordered to FTNGDSW on any day covered by any other paid military status.

(b) Recruiting and retention FTNGDSW will not be used to support any form or duration of State Active Duty (SAD). Soldiers on Recruiting and Retention duty who are called to SAD will be immediately released from FTNGDSW.

(c) Military technicians may be ordered to FTNGDSW only when they are in an appropriate leave status (annual leave, military leave, compensatory leave, leave without pay, etc.).

(d) Soldiers scheduled to perform FTNGDSW on any day in which they earn compensation from their primary employer will be closely monitored to ensure that their primary employment does not interfere with their FTNGDSW duties. Cautions against conflict with primary employment must be observed.

(5) The individual limit for FTNGDSW in any Fiscal Year (FY) is 179 days. This includes all periods of active duty for each soldier including non-pay status. This does not include days of accrued leave paid upon termination of FTNGDSW. DARNG approval for a second or subsequent tour beyond the 180 day limit, provided there is a 60 day break between tours, is required. A 60 day break between tours is required only when an individual completes 30 days of FTNGDSW in

the last quarter of the fiscal year. Waivers of the 60 day break will be considered on a case by case basis by the National Guard Bureau, Full-Time Support Division (NGB-ARP-F). Reference NGR 37-111.

## **Section II Management**

### **2-3. RRF Management**

Centralized management will be used to supervise and train soldiers in the RRF. RRM's develop the recruiting and retention programs and direct training duties of recruiting and retention soldiers.

## **Section III Travel**

### **2-4. Travel**

Travel funds for the ARNG recruiting and retention program provide adequate support for the RRM to ensure that soldiers working in direct support of recruiting and retention activities as well as with applicants are provided necessary transportation to accomplish their assigned task. RRM's will ensure that soldiers ordered to recruiting and retention duty are provided with Government transportation or are authorized reimbursement for utilization of Privately Owned Vehicles (POV) when applicable.

#### **a. General Services Administration (GSA)**

Vehicles (GSA) or leased substitutes may only be used by RRF soldiers on Title 10 and Title 32. These vehicles must be used in direct support of recruiting and retention and will not be used for off-road use. Reference NGR 58-3.

#### **b. Transportation Motor Pool (TMP) Vehicles**

Except for special events or displays, administrative type vehicles (sedans) should be used in lieu of tactical and combat vehicles. In addition, these vehicles should be provided to recruiting and retention soldiers who attend training sites to visit or work with their supported units.

#### **c. Privately Owned Vehicles (POVs)**

POVs may be used only in direct support of recruiting and retention activities when there is no other means of transportation available. Mileage reimbursement may be authorized under Vol I, JFTR and AR 37-106.

#### **d. Domicile-to-Duty Travel**

Travel by Government-owned or Government-controlled vehicles is authorized for recruiters and retention personnel only when performing field work as part of official recruiting and retention duties. RRM's will ensure that Government vehicles are not used by recruiting and retention personnel as routine transportation to and from the home and office. Reference NGR 58-2 and Determination DA1D.93 and DA2D.93 dated 27 January 1997.

### **2-5. Applicant Travel**

Applicants may be transported by recruiter vehicles or commercial transportation (bus, train, airplane, etc.) during the processing phase.

## CHAPTER 3 SPECIAL DUTY ASSIGNMENT PAY

### Section I General

#### 3-1. General

This chapter applies to Army National Guard (ARNG) soldiers. It prescribes the policies and provides instructions for the administration of Special Duty Assignment Pay (SDAP) for the ARNG.

**a.** SDAP is authorized for ARNG Recruiting and Retention NCOs. It is a monetary incentive intended to encourage soldiers to qualify for and serve in MOS 79T.

**b.** SDAP entitlement criteria will only be based on the criteria contained in this chapter.

**c.** Soldiers receiving SDAP will work in their Primary Military Occupational Specialty (PMOS) according to the duties prescribed for their positions by NGB. Any other use constitutes misutilization.

### Section II Eligibility

#### 3-2. Entitlement

To meet the basic conditions of entitlement and to be eligible for award of SDAP, the soldier must be:

**a.** An ARNG enlisted soldier serving in an AGR tour that is initially specified in orders for 180 days or more.

**b.** Properly assigned to a position authorized SDAP.

**c.** Qualified in the SDA MOS according to NGR 600-200, chapter 5, and this chapter.

**d.** Not excluded from receiving SDAP by criteria in table 3-1.

#### 3-3. Payment

SDAP levels and rates are specified in table 3-2.

### Section III Administration

#### 3-4. Authority

The RRM will request the publication of orders to initiate, increase or terminate SDAP entitlement for those soldiers assigned to the state's recruiting and retention force.

#### 3-5. Orders

AR 600-8-105, will be used for actions to award, increase, reinstate, terminate, suspend or withdraw SDAP.

**a.** Administrative actions will follow Procedure 3-28, Special Duty Pay, DA Pam 600-8, and State policies and procedures.

**b.** Soldiers attached to organizations other than RRF such as those in NGB staff positions, Reserve Component Career Counselors, recruiting and retention instructors, and ARNG training liaison NCOs, will be provided orders by the unit of attachment at their duty installation Personnel Center (ARPERCEN).

**c.** The effective date of the MOS award and SDAP is the date on which the soldier meets the last of the required criteria. Individuals must successfully complete

training requirements (including height and weight requirements of AR 600-9) for award of the SDA MOS (NGR 600-200, chapter 5). Those who are issued a document showing conditional completion, or who are released from training under special considerations, are not fully MOS qualified or qualified for SDAP until they receive a standard graduation certificate or document. Additionally, completion of a functional, advanced level or special course for recruiting or retention training does not replace the requirement for completion of the appropriate basic MOS qualification course.

**d.** When an individual leaves a special duty assignment or transfers to another type of SDAP position, a determination will be made to continue or change SDAP entitlement.

(1) If entitlement will continue at the same rating and level, no action is required.

(2) If the type or level will change, announce the change in orders during outprocessing.

(3) If entitlement will cease, withdraw SDAP on orders during outprocessing.

**e.** Self-terminating orders (those with "from" and "to" dates, multiple time-phased awards to the same recruiter on one order, and those issued "for the duration of this tour") will not be used.

**f.** A copy of each SDAP order and supporting document that constitutes a basis of authority for an SDAP action, such as diplomas, MOS orders, National Agency Check (NAC), counseling statements, etc., will be maintained.

#### 3-6. Errors in SDAP

**a.** Soldiers who are entitled to SDAP at any level, but due to an administrative error are not paid that rate, will be issued amendatory orders and paid the amount due from the date on which they met the conditions of entitlement.

**b.** Soldiers who are overpaid or erroneously paid SDAP when incorrectly assigned will be issued amendatory orders and have the overpayment recouped.

#### 3-7. Standards

Continued entitlement to SDAP requires maintenance of MOS qualification and adherence to published standards of performance, efficiency and conduct.

**a.** Individuals are required to attend periodic or refresher training to maintain and enhance their SDA skills as well as fulfill career training requirements. Attendance at training, with the exception of the U. S. Army Sergeants Major Course (resident), will not affect SDAP entitlement. An exception to this occurs when the RRM formally documents a specific loss or lack of qualification and subsequently suspends or withdraws SDAP.

**b.** The results of the Common Task Test (CTT) or its equivalence will not be used to suspend SDAP.

**c.** RRFs will suspend SDAP when they determine that allegations of impropriety, complicity, or malpractice are substantial enough to warrant suspension for investigation. When reinstated to duty the soldier's SDAP will be reinstated at the same level and time-phase credit from which suspended. The soldier's time-phase (if applicable) will be adjusted to exclude the pe-

riod of suspension. Therefore, SDAP is not payable for that period (para 3-2c above).

**d.** Failure to maintain the required level of duty performance constitutes authority for the RRM to terminate or suspend SDAP. Lack of production will not be used as a sole criterion to determine the adequacy of the soldiers duty performance. Failure to maintain proficiency in the MOS for which SDAP is paid constitutes grounds for suspension.

**e.** SDAP suspension is warranted when:

**(1)** The soldier receives two or more written counseling statements (DA Form 4856) or written admonishments for failure to follow established recruiting or retention practices as set forth in the most recent versions of NGR 600-200, NGR 601-2, and the State Recruiting and Retention Program. Counseling statements will include the deficiencies, the remedial efforts provided the soldier, and specific progress or lack of progress.

**(2)** A written reprimand for a specific, major deficiency (except lack of production) which identifies significant shortcomings in the soldier's recruiting or retention practices. An infraction must be of a recruiting or retention practice, not a break in discipline. An example is: failure to go to an appointed or designated place constitutes a breach of discipline rather than a failure under (1) or (2) above. A breach of discipline does not subject the recruiting and retention NCO to suspension or withdrawal of SDAP.

**f.** Exception to SDAP suspension: A soldier's SDAP will not be suspended when that individual is attending a course of instruction in a new military specialty that has been designated to receive SDAP and the reclassification action is determined to be in the best interest of the Army National Guard. The amount of special duty assignment pay awarded such personnel while they are in a retraining status shall be the current award rate in their previous military specialty, or the award rate in the military specialty to which they are being retrained, whichever is lower.

<b>TABLE 3-1 CONDITIONS AFFECTING SDAP</b>				
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>Rule Number</b>	<b>When an SDAP recipient</b>	<b>and</b>	<b>then SDAP status is</b>	<b>and SDAP entitlement</b>
<b>1</b>	Has it terminated for any reason ( <b>Note 1</b> )		withdrawn	continues through the date stated in the orders
<b>2</b>	Is suspended from the SDA	assigned to other duties during the suspension	continued	continues through the day before the suspension
<b>3</b>	Was awarded SDAP without original basis of authority		withdrawn by revoking or amending the order	did not exist and payment will be recouped
<b>4</b>	Fails to maintain minimum SDA MOS qualification	the RRM approves the disqualification recommendation ( <b>Notes 2 and 3</b> )	continued	continues through the day before the effective date
<b>5</b>	Duty status is pass, leave (excluding convalescent leave rules 18 and 19), or	is otherwise qualified to receive SDAP	continued	continues during the entire period
<b>6</b>	Who is otherwise entitled although SDAP is terminated without original basis	continues performing the SDA MOS duties	continued by revoking or amending the erroneous order	continues during the entire period
<b>7</b>	Is on temporary duty (TDY)	continues performing the SDA	continued during the entire period	continues during the entire period
<b>8</b>	Is on special duty (SD)	is not performing SDA MOS	continued for not over 90 days	continues through the 90th day
<b>9</b>	Is reclassified from an SDA MOS	the new MOS is not authorized SDAP	withdrawn on the effective date of the reclassification	continues through the day prior to reclassification
<b>10</b>	Is reduced to paygrade E-4 or below		withdrawn on the effective date of reduction	continues through the day prior to reduction
<b>11</b>	Is reassigned (PCS not required) or detailed to duty not requiring SDA skills	the RRM determines the duty to be permanent (over 90 days) ( <b>Note 4</b> )	withdrawn on the departure date from SDA assignment	continues through the day prior to departure from SDA assignment
<b>12</b>	Is reassigned (PCS not required) or detailed to duty not requiring SDA skills	the RRM determines the duty to be temporary and it subsequently exceeds 90 days	withdrawn on the 91st day of the assignment or detail	continues through the 90th day
<b>13</b>	Is attending a resident course of instruction (see <b>Note 4</b> )	the course is directly related to or required for the SDA	continued during the entire period	continues during the entire period
<b>14</b>	Is attending a resident course of instruction (see <b>Note 4</b> )	not required for the SDA not required for assignment or position (SDA)	continued for 90 days when the member will return to the SDA	continues through the 90th day

	A	B	C	D
Rule Number	When an SDAP recipient	and	then SDAP status is	and SDAP entitlement
15	Is attending a resident course of instruction (see Note 4)	not required for the SDA nor required for the assignment or position (SDA)	withdrawn on date of departure when member will not return to SDA	continues through the day prior to departure for training
16	Is attending a resident course of instruction (see note 4)	course results in officer commission or warrant (see Note 5)	withdrawn on date of departure for training	continues through day prior to departure
17	Is AWOL		withdrawn	stops during AWOL period
18	Is in a patient status (this includes convalescent leave) (Note 6)	intemperate alcohol/habit-forming drug use is the cause of disease or injury	continued	stops while in patient status
19	Is in a patient status (this includes convalescent leave) (Note 6)	disease/injury not due drug/alcohol use and condition exists for over 12 months	withdrawn the 1st day of the 13th month when in a patient status	
20	Is confined (Note 7)	result of court-martial or Non-judicial (NJP) punishment (Federal or State)	withdrawn date sentence is approved date confined per NJP	continues until the day prior sentence approved or confined per NJP
21	Is discharged	does not immediately reenlist	withdrawn on discharge date	continues through discharge date
22	Is separated from active duty	does not enter or reenter an AGR tour	withdrawn on separation date	continues through separation date

**Table 3-1 Notes**

1. The word "terminated" means withdrawal, reduction or other words used to stop status and/or entitlement except as in rule 2.
2. The use of CTT results as an SDA MOS qualification standard will not be used.
3. A soldier must serve a 6 month requalification period to reestablish SDA entitlement terminated under this provision. Reinstatement will be to the same rating and rate from which removed, and the time phase will be adjusted to exclude the requalification period.
4. Attendance at the US Army Sergeant's Major Academy (resident course) requires a PCS move and rule 11 applies.
5. Officer Candidate Schools conducted by State Military Academies which AGR soldiers may attend during non-duty hours (weekend MUTAs), and on permissive TDY status (Annual Training Periods) per current directives are not included.
6. SDAP may be awarded, increased, terminated, suspended, reduced or withdrawn while a member, otherwise eligible, is in a patient status.
7. When a member is confined by civil authorities, the RRM will determine the soldier's duty status. The results of this determination will dictate the specific condition (and rule) to use in deciding the member's status and entitlement.

<b>TAB:E 3-2 SPECIAL DUTY ASSIGNMENT PAY (SDAP) LEVELS AND RATES</b>				
<b>RULE</b>	<b>When a MOS qualified AGR soldier is (Note 1)</b>	<b>serving in SDA</b>	<b>then award</b>	<b>Remarks</b>
<b>A</b>	79T	(Note 2b)	SD-1 - \$55 SD-2 - \$110 SD-3 - \$165 (Note 3)	(Note 4 and 6)
<b>B</b>	79T	(Note 2a)	SD-4 - \$220	(Notes 5 and 6)
<b>C</b>	79T	(Note 2c)	SD-5 - \$275	(Notes 5 and 6)
<b>D</b>	79T	(Note 2d)	SD-6 - \$375	(Notes 5 and 6)

**Table 3-2 Notes:**

1. Prior experienced gained from previous successful tours, in the same or equivalent special duty in which SDAP was awarded, is creditable toward computation of the SDAP award level, once meeting ARNG training qualifications. Do not credit officer service.
2. The following identifies SDAP positions.
  - a. Recruiting and Retention Instructors (NGB-PEC-SMTC/USA RRS), Recruiting and Retention Division staff (NGB-ARP-R), OASD/RA, NCESGR (ARNG), PERSCOM Liaison NCO and MEPCOM Liaison NCO (Title 10 positions).
  - b. Training Liaisons (TLNCO) and Reserve Component Career Counselors (RCCC), Title 10 positions.
  - c. Recruiting and Retention Training NCOs, Marketing NCOs, Reserve Component Transition (RCT)/Inter State Transfer (IST) coordinators and ARNG USAREC Guidance Counselor.
  - d. Recruiting and Retention NCOs, MEPS Guidance Counselors, Area Recruiting and Retention NCOs, and Recruiting and Retention Sergeants Major. To be classified as a Recruiting and Retention NCO on production, the soldier must practice all three tenets of the Strength Maintenance Program, recruiting, attrition management and retention; be assigned a mission; and be actively involved in production activities. Assigned Mission: each Recruiting and Retention NCO must be assigned a strength maintenance mission which includes the three basic tenets of the Strength Maintenance Program: recruiting quality soldiers; attrition management designed to reduce first term soldier losses; and retention and extension of quality soldiers at ETS. Specifically: each R&R NCO must be missioned to recruit to MOS vacancies within their State in support of any unit. This individual recruiting mission will be determined by the State RRM based on the specific State end strength mission, but will be no less than 2 enlistments per month; and each R&R NCO must be assigned retention/extension mission and be charged with providing assistance to a specific unit or units in achieving their attrition management mission.
3. 79T (TLNCO and RCCC) SDAP ratings and rates will be paid on the following schedule:
  - a. SD-1 (0-6 months)      \$ 55.00 per month
  - b. SD-2 (7-12 months)    \$110.00 per month
  - c. SD-3 (13 + months)    \$165.00 per month
4. Retention training, duty and qualification in MOS 79S does not qualify for award of SDAP in MOS 79T.
5. Recruiter training, duty and qualification in MOS 79R does not qualify for award of SDAP in MOS 79T.
6. 79T solely working recruiting duties or solely working retention duties are not eligible for SDAP.

## CHAPTER 4 ADVERTISING AND MARKETING

### Section I Introduction

#### 4-1. General

Recruiting and retention advertising and marketing programs are designed primarily to support the three tenets of strength maintenance; recruiting quality soldiers, retaining Military Occupational Specialty (MOS) qualified soldiers, and attrition management intended to reduce first term soldier loss. Advertising and marketing programs are also designed to increase public awareness of the ARNG, to strengthen family and employer support, and to enhance the overall image of the ARNG as a part of America's Army. All ARNG advertising efforts will be executed in a manner that is consistent with NGB goals and standards for equal opportunity.

#### 4-2. National Advertising

The ARNG Recruiting and Retention Division (NGB-ARP-R) at the National Guard Bureau (NGB) executes a national advertising program utilizing the services of a full-service advertising agency. Together they develop national advertising programs designed to set the tone and national theme to be used by all States in support of the ARNG image and mission.

#### 4-3. State Advertising

ARNG Marketing NCOs, at the direction of RRM, develop and execute advertising and marketing programs that promote the ARNG and unique State benefits. These programs support State recruiting and retention objectives and must be consistent with the national advertising campaign.

#### 4-4. Army National Guard Slogan and Logo

The Army National Guard slogan is "You Can." The ARNG Logo is the tilted flag with "Army" in the upper left corner, "National Guard" below the flag, and the words "You Can" to the right side. States will use the Logo Standards Quick Reference Guide CD when developing State-specific advertising products. The slogan and logo will be used in all State advertising to ensure message continuity throughout the Army National Guard. State Logos may also be used, or states may add their name to the logo, but it may not be modified in any other way. As a quality measure, all state-developed logos will be staffed through NGB-ARP-RA for approval prior to implementation.

### Section II State Advertising Standards

#### 4-5. General

The intent of national advertising is to generate leads and provide general image exposure in support of the recruiting and retention effort. It serves as the corporate umbrella and foundation for State advertising. States are encouraged to develop advertising materials targeted at specific requirements. States will address the "Montgomery GI Bill" (not "G.I. Bill") when referring

to educational benefits. States may also request targeted national advertising programs to address special needs. All video, audio, and print materials will incorporate the ARNG slogan and logo. Marketing NCOs will manage State advertising programs and monitor results.

**a. Electronic Media (radio and television, and the Internet World Wide Web (WWW)).** Generally, the ARNG is a public service advertiser. States are prohibited from purchasing television and/or radio air time. States are strongly encouraged to solicit radio and television PSA air time and to utilize Non-Commercial Sustaining Announcement agreements (NCSA) with their State Broadcasting Associations (SBA). A working rapport must be established with radio and television public service directors which facilitates air time for both nationally and locally produced PSAs. States may develop and implement home pages for placement on the (WWW). All information placed on the (WWW) must be in compliance with NGB Standards. Specific guidance for (WWW) access and standards can be obtained from NGB-AIS-OS.

**b. Advertising Calendar.** A well-planned execution of advertising programs is essential to achieve maximum program effectiveness. An advertising calendar will assist the Marketing NCO in implementing all phases of the advertising program effectively. Utilizing the Strength Maintenance Planning Calendar, each Marketing NCO will develop a State advertising calendar. This process will ensure maximum public service air time, print insertions, and overall advertising benefits to promote the three tenets of strength maintenance or the image of the ARNG.

**c. State Public Relations Program.** This program is the foundation of a successful advertising program. Building rapport with State media representatives is essential to this effort. Letters of appreciation, thank you notes, and Federal and State media awards should be used to enhance locally established public relations programs.

**d. Outdoor.** Billboards and transit ads are effective media to convey the ARNG message to a wide audience. Marketing NCOs can increase billboard placement by knowing and understanding the scheduling procedures of billboard companies in their States.

**e. Print.** A broad based print media plan will enhance all State advertising efforts. Marketing NCOs will monitor the effectiveness of print advertising by verifying if ads are running as planned and track the results of those placements.

### Section III Marketing Plan

#### 4-6. State Marketing Plan

The Marketing NCO will develop a written marketing plan for the State that is based on strength maintenance goals and objectives. This plan will include the marketing objective, market analysis, identification of target audiences, advertising strategy, creative strategy, media plan, and promotional strategy. Budget information will identify the specific dollar amounts budgeted to support items contained in the plan. This plan will consider the national FY Marketing Implementation

Plan and Strength Maintenance Planning Calendar. Marketing plans will be approved by the Recruiting and Retention Manager and should be available for review by all members of the State recruiting and retention force NLT 1 Nov of each fiscal year.

#### **Section IV General**

##### **4-7. Advertising Funding**

The funds discussed in this chapter are provided to support State and unit level advertising efforts.

##### **4-8. Print**

Purchase of display and classified ads in local area media such as newspapers and other similar periodicals is authorized. Purchase of display and classified ads must be processed through the national advertising contract or appropriate USPFO/State contracting office. Borders are permitted for classified ads. Clearly identify the ARNG as the advertiser in all print advertisements. Blind ads and other types of advertising that do not clearly identify the advertiser are prohibited. Marketing NCOs should use discretion in the placement of display advertising to protect the status of the ARNG as a public service advertiser.

##### **4-9. Outdoor**

Use advertising funds to pay fees to produce and post (erect or affix) public service outdoor advertising such as billboards, transit cards, banners and similar types of outdoor displays. Rental fees for outdoor space are prohibited, although requests for exception with appropriate justification may be submitted to NGB-ARP-R. State funds are authorized for the production of billboard artwork. Incorporate the national theme and logo and State or local telephone numbers on outdoor advertising.

##### **4-10. Public Service Announcements: Television**

States may use advertising funds to produce television public service announcements (PSAs) or Non-Commercial Sustaining Announcements (NCSA). The national toll free fulfillment number 1-800-GO-GUARD only, must be included in all television products, except OCONUS. Only ARNG soldiers will portray Guard personnel on camera. Celebrity spokesmen may be used when they volunteer their efforts at no cost and have signed appropriate written releases. Production costs may include, but are not limited to: studio and location production, editing, production of special effects, dubbing, duplicating, color correction, and audio recording and mixing. Short term rental (30 days or less) of audio visual equipment not readily available through government channels is also authorized. Props may be purchased as required. Advertising funds may also be used to buy blank tapes for video reproduction. States are encouraged to use the Visual Information Support Center (VISC) for production services whenever feasible. All PSAs and NCSAs will contain International Standard Code Identification (ISCI) and SIGMA coding information to ensure effective electronic monitoring. States will obtain ISCI codes and coding instructions from NGB-ARP-RA. State produced PSAs and NCSAs

must be forwarded to NGB-ARP-RA for approval and encoding prior to distribution. Further information on video production may be found in DA PAM 25-91.

##### **4-11. Public Service Announcements: Radio**

Advertising funds may be used for audio talent, music, and studio time to produce radio PSAs. However, use discretion to control costs when using professionals. State advertising funds may be utilized to purchase blank tapes to reproduce all audio items contained in this chapter. The national toll free fulfillment number 1-800-GO-GUARD only, must be included in all radio products, except OCONUS.

##### **4-12. Non-Commercial Sustaining Announcements**

Non-Commercial Sustaining Announcement services obtained from State Broadcasting Associations that promote increased radio or television PSA airings or that enhance placement of PSAs in these media are authorized.

##### **4-13. State Recruiting and Retention Promotional Items (RPIs)**

RPIs may include brochures, pamphlets, flyers, counter cards, transit cards, bumper stickers, school advertisements, and other expendable items that, although expendable, provide multiple exposures to ARNG target audiences. Use State advertising funds for typesetting and artwork to produce these materials. Funds are also authorized to overprint or modify text to localize information on nationally produced materials such as posters, transit cards, brochures, etc. Large volumes of printed materials will be sent to Defense Printing Service (DPS) or the Government Printing Office (GPO) for printing, as required. Request printing per AR 25-30. IAW Government Printing Office Circular Letter 410, 2 August 1996, non-repetitive or non-continuous printing work, costing \$1000 or less, may be commercially obtained, provided that GPO has issued a waiver. These waiver requests may be granted on a case by case basis, if GPO cannot meet State requirements.

##### **4-14. Photographic Production Supplies**

Photographic film, processing supplies, and film processing services such as developing, and image digitizing for use with desktop publishing systems is authorized.

##### **4-15. Promotional Displays**

Rental of display space to promote the ARNG at fairs, conventions, meetings, symposia etc., including mandatory, non-waiverable registration fees, are authorized. Purchase and repair (materials and labor) of commercially available recruiting and retention displays, signs, and equipment utilized in these activities is authorized for purchase from advertising funds.

##### **4-16. Imprinted Aids**

Pencils, combs, balloons, plastic bags, rulers, chalk holders, note pads, and similar low cost expendable items that convey a message to the public are authorized. The cost of these items will not exceed \$2.00 each. These items may be used by recruiters, retention NCOs, and marketing NCOs and must be issued IAW

paragraph 4-17 a-c. Property book accountability is not required. Marketing NCOs will develop a distribution plan to provide maximum advertising value and equitable support.

#### 4-17. Presentation Items

A well-planned, fully coordinated presentation program stimulates interest in the Army National Guard. It provides Recruiting and Retention NCOs marketing tools to reinforce their personal contacts by providing a durable message or logo on a useful item that recipients will display.

**a.** Presentation items such as T-shirts, caps, cups, belt buckles, and similar items will convey a recruiting or retention message to the recipient. Presentation items are only authorized for proposed recruits. Property book accountability is not required, however, Marketing NCOs will develop a distribution plan to provide maximum advertising value and equitable support.

**b.** AR 601-208 and DA PAM 37-100-95 state that presentation items will have only a slight monetary value. The ARNG limits the cost of these items to \$25.00 each, to include surcharges, shipping, etc. Requests for authority to exceed the \$25.00 limit must be submitted, with justification, to NGB-ARP-R. These items may only be presented to the following personnel:

**(1) Centers of Influence (COI).** Individuals who can help develop a better image of the ARNG, influence individuals to enlist into the ARNG, or refer names of leads to Recruiting and Retention NCOs. They can be civic or business leaders, educators, members of professional groups, groups of high school or college students, media representatives, medical personnel, convention officials, or other influential individuals or groups. Authority is AR 601-208 and AR 601-2.

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

**(3) Applicants.** Individuals who have applied for membership in the Army National Guard and are involved in various levels of processing.

**(4) M Day soldiers** who serve in a civilian capacity within their community as a center of influence.

**c.** Presentation items will be procured in accordance with Federal Supply Schedule IG 731, Part 1, Section A, [Recruiting Aid Promotional Material]. Items not listed in the schedule or which do not meet the specification requirements may be locally procured within the value stated in paragraph b above.

**d.** In order to ensure a well-rounded advertising program, States will not spend more than 20 percent of their original advertising budget on the procurement of presentation items and imprinted aids without submitting justification and receiving prior approval from NGB-ARP-R.

## CHAPTER 5 SUPPLIES, SERVICES AND SUPPORT

### Section I Introduction

#### 5-1. General

This chapter defines policies, procedures, limitations and restrictions on the procurement of supplies and services to support ARNG recruiting and retention programs. Recruiting and retention expense funds pay for the items in this chapter.

#### 5-2. Authorized Funding

Funding discussed in this chapter is provided solely to support recruiting and retention programs. This includes the development, production, purchase, placement and distribution of expendable and non-expendable materials and services. Payment for out-of-pocket expenses are provided for in this chapter. The use of these funds for other than direct support of recruiting and retention is prohibited. The use of the IMPAC or government wide commercial purchase credit card IAW FAR Part 13 is authorized for the expenditure of recruiting and retention supplies and services. These cards should be requested through each State's Head of the Contracting Activity (HCA).

### Section II Awards

#### 5-3. General

Recruiting and retention award programs are designed to recognize individuals working within the program, individuals actively supporting the program or Centers of Influence (COIs), and Very Influential Persons (VIPs) exerting a positive influence in their communities. Awards for military members and units of the Department of Defense shall comply with DOD Directive 1348.19 (May 12 1989). Awards for private citizens shall comply with DODI 1432.2.

**a.** AR 672-5-1 is the basic authority for awards to military members and units for excellence in competitions or accomplishments relating to the Armed Forces of the United States. Care must be taken to ensure that locally designed awards do not violate the statutory and regulatory guidance in these references.

**b.** The National Committee for Employer Support of the Guard and Reserve has several awards available. NGR 601-2 discusses the retention aspect of employer support. Additional information is available through State committees. Each State's recruiting and retention efforts should be designed to capitalize on ESGR committee efforts.

**c.** Awards designed and purchased with recruiting and retention expense funds include medals, trophies, badges, and similar devices. Care must be exercised to ensure that locally designed awards do not violate guidance in AR 672-5-1. Applicable Federal Supply Schedules should be utilized where possible.

**(1)** Awards must be tastefully designed and promote the ARNG image. The quality of the award should make the recipient proud to receive and display it.

**(2)** The total cost for each award including engraving and imprinting is limited to \$75.00 for individual awards and \$200.00 for team or group awards. In exceptional cases, Recruiting and Retention Division may authorize a higher amount.

**5-4. Identification**

States are authorized to purchase subdued identification badges for Battle Dress Uniform (BDU) wear. These badges are an organizational item and are authorized to be worn by enlisted soldiers assigned to authorized (MOS 79T) duty positions. Purchase of these badges is not consistent with other organizational purchases.

**Section III  
Goods and Services****5-5. Purpose**

The procurement of "other goods and services" enables the RRM to conduct professional recruiting and retention programs. Items and activities not specifically provided for in this regulation but deemed appropriate by the RRM should be referred to Recruiting and Retention Division for determination prior to requisition.

**5-6. Supplies and Services**

Assorted low-cost supplies and miscellaneous services not provided for in other budget accounts which are unique to recruiting and retention programs are authorized. These include, but are not limited to the following:

- a. Photographic film, flashbulbs and film developing may be purchased to cover recruiting and retention activities or events.
- b. Space rental on a short-term basis for the rental of meeting and training rooms when adequate or more cost effective government facilities are not available.
- c. Expendable recruiting and retention office supplies not available through normal supply channels.
- d. Membership dues and magazine subscriptions are authorized at the discretion of the Recruiting and Retention Division. It is not the intent that each recruiter and/or retainer be a member of an organization or have a magazine subscription. Memberships will be purchased in the name of the National Guard Bureau, only if NGB-ARP-R determines that the expenditure is of substantial, direct, and primary benefit to the organization and is necessary to carry out its recruiting and retention functions effectively.

**5-7. Training Contracts and Materials**

a. All courses conducted by the National Guard Professional Education Center, Strength Maintenance Training Center (NGB-PEC-SMTC) are MOS producing, enhancement, or positional required courses, and will be funded from training funds. (See NGB Pam 601-200). Attendance at courses conducted by NGB-PEC-SMTC will not be funded with recruiting and retention expense funds without prior approval by Recruiting and Retention Division.

b. Training for AGR Title 10 tour personnel, i.e., In-Service Recruiters, ARNG liaison NCOs, etc., are funded by NGB-ARO.

c. M-Day soldiers attending training conducted by a Mobile Training Team (MTT) from NGB-PEC-SMTC i.e., will be in an Inactive Duty Training (IDT) or Active Duty for Training (ADT) status.

d. States requesting an MTT will include a funding citation for instructor travel and per diem in the written

request for training. Recruiting and retention travel funds available to the RRM are authorized for this purpose. This support should be considered when preparing annual budget requirements.

e. Soldiers in support of recruiting and retention training as deemed necessary by the RRM, i.e. commanders, 1SGs etc., may be funded from the FTNGDSW account managed by the RRM or other accounts managed by the State.

f. RRM's are authorized to request contract training of a motivational nature with prior approval from the Recruiting and Retention Division. This includes the purchase of pamphlets, tapes, films, books, records, fees for motivational speakers or other similar items required for training purposes. Training other than motivational must also have prior written approval.

**5-8. Commercial Items**

Commercial items required to support recruiting and retention activities may be purchased subject to the following conditions:

- a. Items (excluding those classified as controlled or visual information systems) costing more than \$2,000.00 each or exceeding a total cost of \$5,000.00, must be approved by Recruiting & Retention Division.
- b. All procurement requirements, TDA documentation and property book accountability must be met. Reference AR 71-13 and AR 710-2.

**5-9. Edibles**

Food and non-alcoholic beverage items, including meals, are authorized for certain recruiting and retention activities that are directly influential in generating leads or prospects for recruitment/reenlistment into the ARNG. The most common use is to provide sandwiches, pastries, baked goods or similar snack items and assorted nonalcoholic beverages during orientations, open houses, retention centers, etc., in connection with recruiting and retention efforts. RRM's should determine reasonable spending limits for these functions. In special cases, a meal may be provided for COIs at events such as counselor orientation programs, media promotional events, etc. Cost of this type meal must not exceed \$15.00 per individual and not more than \$1,000.00 per event. Requests for exception to this limitation must be forwarded with written justification to NGB-ARP-R. AR 601-2 paragraph 5-2 authorizes procurement for COI functions.

**Section IV  
Reimbursable Expenses****5-10. Authorization**

Recruiting and retention soldiers are authorized reimbursement for certain miscellaneous expenses. These expenses are distinct from those covered by travel and per diem accounts and are limited to personnel serving under orders (paid or unpaid) for recruiting or retention duty. RRM's and Recruiting and Retention Specialists (RRSs) whether or not they are in a technician or AGR status are entitled to these reimbursable expenses as defined in the JFTR U7030-U7033.

### 5-11. Reimbursement

Recruiting and retention soldiers are entitled to reimbursement of expenses. General guidance for documenting and paying these expenses is in paragraph M5600, Vol I, JFTR and Chapter 19, AR 37-106, respectively.

a. Reimbursement will be limited to the maximum amount per month per soldier authorized by JFTR and AR 37-106 unless the RRM authorizes higher levels. Subject to budget constraints, RRM's may establish a limit lower than the JFTR authorizes. Such a limit must apply to all recipients in a state. Individuals on duty less than one month are limited to a prorated share of the monthly amount. The following limits are provided as a guide:

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

b. Individuals not present for duty during the full month should not normally expend the full allowance. Examples are those on one or more weeks of leave, hospitalization or sick in quarters, or attending training for several days or weeks. RRM's should use this as a guide, not as a rigid rule, when reviewing claims for reimbursement. The RRM will make the final determination.

c. Expenses normally claimed by recruiting personnel include:

- (1) Snacks, non-alcoholic beverages and occasional meals for applicants.
- (2) Parking fees while at itinerary stops.
- (3) Photocopy fees for applicants' documents required for processing.
- (4) Police Records Checks.
- (5) Official telephone calls, including facsimile transmissions.
- (6) Other necessary expenses which the recruiter must pay such as applicant meals and lodging while going to or from MEPS stations of MET sites, when not provided by MEPCOM or another government agency.
- (7) Business Cards:

Reimbursement for business cards will be limited by the RRM to a reasonable level in order to provide control and standardization. Cards will be limited to one color on standard card stock. Cards will be provided for RRM, RIO, RRS, AMEDD Recruiter, Recruiting SGM, Retention SGM, NCOICs, MNCO, Recruiters, Retention NCOs and MEPS Guidance Counselors.

d. Expenses normally claimed by retention personnel include:

- (1) Parking fees while at itinerary stops.
- (2) Photocopy fees for documentation affecting soldier's employment, attendance and other retention actions.
- (3) Official telephone calls.

e. RRM's may also issue prior written approval for recruiting and retention soldiers to claim occasional expenses for expendable office supplies that are not oth-

erwise available. Examples are small amounts of pens, pencils and paper when normal supplies are not available.

### 5-12. Claims.

Claims for reimbursement are submitted on SF 1164. Each claim should cover the total period of duty. Every authorized expense will be recorded without regard to how much is authorized for reimbursement. Support documents are not required unless a single item of expense exceeds \$25.00 or more. Recruiting and retention soldiers will maintain individual records of expenditures. These expenditures may be recorded on any format(s) specified by the RRM.

### 5-13. Approval

The RRM is the approving authority for recruiting and retention expenses and local travel claims. The USP&FO is the certifying officer.

### Section V Prohibited Expenses

#### 5-14. Goods and Services

These are certain goods, services and expenses which are specifically excluded from payment under this chapter. Soldiers authorized reimbursement under this chapter and those who approve and certify vouchers must periodically review this list.

- a. Hiring of entertainers or dance bands.
- b. Improvements to State, Federal, or privately owned installations or facilities including the purchase of furnishings and furniture.
- c. Awards, that by their nature, could be classified as taxable income by the Internal Revenue Service (IRS). This includes, but is not limited to, cash, redeemable or negotiable bonds, certificates, notes, coupons, or open market commercial merchandise of other than negligible value.
- d. Items of "jewelry" except when specifically authorized as an award by NGB Recruiting and Retention Division.
- e. "Uniform" items such as caps, shirts, etc. for sponsored teams whether part of or supported by an ARNG unit unless specifically authorized by NGB Recruiting and Retention Division.
- f. Lavish or extravagant functions, entertainment, meals, etc.
- g. Purchase of food or beverages for Military Personnel who are receiving subsistence.
- h. Purchase of any alcoholic beverage.
- i. Expenses related to or which may be construed as paying a "bounty" for recruiting or retention activities.
- j. Any expenditure to a public or special event or function where admission, seating, participating or other accommodations or facilities connected with it are restricted as to race, creed, color, sex, ethnic group, national origin or political affiliation.

**Internal Control Checklist**

**TASK:** Personnel Activities

**SUBTASK:** Recruiting and Retention Activities

**THIS CHECKLIST:** Resource Management Recruiting and Retention Duty

**ORGANIZATION:**

**ACTION OFFICER:**

**REVIEWER:**

**DATE COMPLETED:**

**ASSESSABLE UNIT:** The Chief of Staff has responsibility for ensuring that a review is conducted using this checklist. Assessable unit manager is the Recruiting and Retention Manager (RRM). The mandatory schedule for using the checklist will be shown in the annually updated Management Control Plan.

**EVENT CYCLE 1:** Recruiting and Retention Duty

**STEP 1:** Ensure that all AGR and FTNGDSW recruiting and retention personnel are on orders for recruiting and retention duty.

**RISK:** Recruiting and retention personnel on AGR or FTNGDSW are performing duties other than recruiting and/or retention duties.

**CONTROL OBJECTIVE:** Ensure that all AGR and FTNGDSW recruiting and retention personnel are performing only recruiting and retention duties.

**CONTROL TECHNIQUES:** Check personnel on AGR or FTNGDSW to see if orders specify recruiting or retention duty.

TEST QUESTIONS:	YES	NO	NA
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1. Are AGR or FTNGDSW personnel on orders for recruiting or retention duty being utilized for recruiting or retention as intended IAW current regulations?			
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**RESPONSE:**

**\*REMARKS:**

TEST QUESTIONS	YES	NO	NA
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2. Are there any AGR or FTNGDSW personnel working in diverted positions?			
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**RESPONSE:**

**\*REMARKS:**

TEST QUESTIONS	YES	NO	NA
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3. Are Part-Time duty personnel performing recruiting or retention duties working at least eight hours of duty for each day of the order?			
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**RESPONSE:**

**\*REMARKS:**

**Internal Control Checklist--Continued**

<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
4. Are recruit assistant or unit recruiting team member duties performed by personnel in grade E-5 or below?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
5. Are personnel in grades E-6 through E-9, officer or warrant officers functioning in recruiting and retention activities commensurate with their grades?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
6. Are personnel in short tour positions performing less than 180 days on active duty per fiscal year?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<p><b>TASK:</b> Personnel Activities</p> <p><b>SUBTASK:</b> Recruiting and Retention Activities</p> <p><b>THIS CHECKLIST:</b> Resource Management: Special Duty Assignment Pay (SDAP)</p> <p><b>ORGANIZATION:</b></p> <p><b>ACTION OFFICER:</b></p> <p><b>REVIEWER:</b></p> <p><b>DATE COMPLETED:</b></p>			
<p><b>ASSESSABLE UNIT:</b> The Chief of Staff has responsibility for ensuring that review is conducted using this checklist. Assessable unit manager is the RRM. the mandatory schedule for using the checklist will be shown in the annually updated Management Control Plan.</p> <p><b>EVENT CYCLE 1:</b> Special Duty Assignment Pay (SDAP)</p> <p><b>STEP 1:</b> Monitor orders to ensure that only qualified recruiting and retention personnel are receiving SDAP.</p> <p><b>RISK:</b> Recruiting and retention personnel receiving SDAP when they are performing a position not authorized SDAP</p> <p><b>CONTROL OBJECTIVE:</b> Ensure all individuals receiving SDAP are assigned to and performing in an authorized SDAP position.</p> <p><b>CONTROL TECHNIQUE:</b> Check orders against TDA to verify.</p>			

**Internal Control Checklist--Continued**

<b>TEST QUESTIONS:</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
1. Are soldiers receiving SDAP performing the duties prescribed for their positions IAW NGB directives.			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
2. Are authorized soldiers awarded SDAP as of their dates of eligibility?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
3. Is the SDAP program being monitored to ensure rate increases are received when due?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
4. Are soldiers being suspended from SDAP for reasons other than those authorized?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<p><b>TASK:</b> Personnel Activities</p> <p><b>SUBTASK:</b> Recruiting and Retention Activities</p> <p><b>THIS CHECKLIST:</b> Resource Management Advertising</p> <p><b>ORGANIZATION:</b></p> <p><b>ACTION OFFICER:</b></p> <p><b>REVIEWER:</b></p> <p><b>DATE COMPLETED:</b></p>			
<p><b>ASSESSMENT UNIT:</b> The Chief of Staff has responsibility for ensuring that a review is conducted using this checklist. Assessable unit manager is the RRM. The mandatory schedule for using the checklist will be shown in the annually updated Management Control.</p> <p><b>EVENT CYCLE 1:</b> Advertising</p> <p><b>STEP 1:</b> Is the ARNG recruiting and retention advertising program being implemented to promote organizational image, make the public aware of the ARNG, and enhance the knowledge of ARNG programs.</p> <p><b>RISK:</b> Funds not expended IAW NGR 601-1.</p>			

**Internal Control Checklist--Continued**

<b>CONTROL OBJECTIVES:</b> Ensure all advertising completed promotes the ARNG.			
<b>CONTROL TECHNIQUE:</b> Check all requests for the advertising, presentation items, and awards to insure compliance with NGR 601-1.			
<b>TEST QUESTIONS:</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
1. Does all recruiting and retention advertising promote the ARNG image, make the public aware of the ARNG and enhance the knowledge of ARNG?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
2. Are all classified adds placed in area media IAW NGR 601-1?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
3. Does all advertisement clearly identify the ARNG?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
4. Do all state and local recruiting and retention promotional items (RPIs) provide multiple exposure to the advertising audience?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
5. Are all newspaper adds within size and format limitations?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
6. Are all newspaper ads clearly labeled as National Guard, are there no "blind" ads?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
 <b>EVENT CYCLE 2: Presentation Items</b>  <b>STEP 1.</b> Do all presentation items enhance the ARNG image, simulate the interest of qualified personnel and provide the recruiting and retentin personnel with marketing tools?			

**Internal Control Checklist--Continued**

**RISK:** Expenditure of advertising funds without enhancing the ARNG image.

**CONTROL OBJECTIVE:** Ensure all presentation items convey a recruiting and retention message and are purchased IAW NGR 601-1.

**CONTROL TECHNIQUE:** Check all requests for purchases of presentation items to verify the guidance of NGR 601-1 is followed.

<b>TEST QUESTIONS:</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
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1. Are all presentation items purchased IAW NGR 601-1?			
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**RESPONSE:**

**\*REMARKS:**

<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
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2. Do all presentation items convey an appropriate recruiting or retention message?			
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**RESPONSE:**

**\*REMARKS:**

<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
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3. Are all presentation items presented to prospects or those who enlist, reenlist, extend or support the program?			
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**RESPONSE:**

**\*REMARKS:**

<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
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4. Do expenditures for presentation items fall within the limitations of NGR 601-1?			
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**RESPONSE:**

**\*REMARKS:**

<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
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5. Do purchased presentation items fall within the definition guidance of NGR 601-1?			
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**RESPONSE:**

**\*REMARKS:**

**TASK:** Personnel Activities

**SUBTASK:** Recruiting and Retention Activities

**THIS CHECKLIST:** Resource Management Supplies, Services and Support

**ORGANIZATION:**

**Internal Control Checklist--Continued**

<b>ACTION OFFICER:</b>			
<b>REVIEWER:</b>			
<b>DATE COMPLETED:</b>			
<p><b>ASSESSABLE UNIT:</b> The Chief of Staff has responsibility for ensuring that a review is conducted using this checklist. Assessable unit manager is the RRM. The mandatory schedule for using this checklist will be shown in the annually updated Management control Plan.</p> <p><b>EVENT CYCLE 1: Awards</b></p> <p><b>STEP 1:</b> Accomplish an effective awards program.</p> <p><b>RISK:</b> Awards not purchased and presented IAW NGR 601-1.</p> <p><b>CONTROL OBJECTIVE:</b> Ensure that all awards are purchased and presented IAW NGR 601-1.</p> <p><b>CONTROL TECHNIQUE:</b> Establish an effective awards program to ensure that all awards are presented to individuals who deserve recognition.</p>			
<b>TEST QUESTIONS:</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
1. Is there an established Awards Program?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
2. Are Center of Influence awards presented as service awards?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
3. Are all awards purchased within the guidance of NGR 601-1?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
4. Do all awards promote the ARNG image?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<p><b>EVENT CYCLE 2: Supplies and Services, Professional Development Materials, Commercial Items and Edibles.</b></p> <p><b>STEP 1:</b> Ensure that supplies and services not provided for in other budget accounts are unique to recruiting and retention.</p>			

**Internal Control Checklist--Continued**

**RISK:** Purchase of Supplies and Services not authorized in NGR 601-1.

**CONTROL OBJECTIVE:** Ensure supplies and services requested and not provided for in other budget accounts are unique to recruiting and retention.

**CONTROL TECHNIQUE:** Check request for supplies and services to verify they are within guidance of NGR 601-1.

<b>TEST QUESTIONS:</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
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1. Are supplies and services purchased provided for in other budget accounts?			
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**RESPONSE:**

**\*REMARKS:**

<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
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2. Are supplies and services purchased authorized by NGR 601-1?			
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**RESPONSE:**

**\*REMARKS:**

**EVENT CYCLE 3:** Miscellaneous Reimbursable Expenses.

**STEP 1:** Are payments being monitored so as not to exceed \$75.00 per individual per month unless approved by the RRM.

**RISK:** Payments being made which exceed the maximum authorized by NGR 601-1.

<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
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4. Are vouchers required to be itemized when submitted for payment?			
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**RESPONSE:**

**\*REMARKS:**

<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
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5. Are only authorized expenditures being submitted and paid?			
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**RESPONSE:**

**\*REMARKS:**

<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
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6. Is a blanket dollar amount per recruiter the method of payment used?			
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**RESPONSE:**

**REMARKS:**

<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
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7. Are dollar limitations followed when individuals are utilized for less than 1 month?			
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**RESPONSE:**

**REMARKS:**

**Internal Control Checklist--Continued**

<b>TASK:</b> Personnel Activities			
<b>SUBTASK:</b> Recruiting and Retention Activities			
<b>THIS CHECKLIST:</b> Resource Management Recruiting and Retention Duty			
<b>ORGANIZATION:</b>			
<b>ACTION OFFICER:</b>			
<b>DATE COMPLETED:</b>			
<p><b>ASSESSABLE UNIT:</b> The Chief of Staff has responsibility for ensuring that a review is conducted using this checklist. Assessable unit manager is the RRM. The mandatory schedule for using the checklist will be shown in the annually updated Management Control Plan.</p> <p><b>EVENT CYCLE 1:</b> Recruiting and Retention Travel and Per Diem.</p> <p><b>STEP 1:</b> Ensure that all travel is essential and accomplished IAW applicable regulations.</p> <p><b>RISK:</b> Payments are made for unauthorized travel or vouchers are not submitted within prescribed timelines.</p> <p><b>CONTROL OBJECTIVE:</b> Ensure that travel requests (DD Form 1610) are completed and processed IAW current applicable travel regulations.</p> <p><b>CONTROL TECHNIQUE:</b> Only appoint requesting and authorizing officials who know and understand their authority and responsibility.</p>			
<b>TEST QUESTIONS:</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
1. Is a DD Form 1610 approved and provided to individuals prior to departure for travel?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
2. Does the stated purpose of each trip support the recruiting and/or retention mission and is it reasonable in light of conditions known to the approving official?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
3. Is government transportation always used when it is the most advantageous to the government?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<b>TEST QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>NA</b>
4. Is a supervisors verbal approval required for every trip involving individuals issued "blanket TDY orders"?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			

**Internal Control Checklist--Continued**

TEST QUESTIONS	YES	NO	NA
5. Are all reimbursement vouchers (SF 1164) being submitted within specified time limits?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<p><b>EVENT CYCLE 2: GSA Vehicles</b></p> <p><b>STEP 1:</b> Ensure the use of GSA vehicles is within the limitations of NGR 601-1.</p> <p><b>RISK:</b> GSA vehicles being used for purposes other than recruiting and retention.</p> <p><b>CONTROL OBJECTIVE:</b> Monitor the use of GSA vehicles and maintain certificates for those authorized domicile-to-duty.</p> <p><b>CONTROL TECHNIQUE:</b> Ensure that GSA vehicles are only utilized by authorized individuals for the purposes cited in NGR (AR) 601-1.</p>			
TEST QUESTIONS:	YES	NO	NA
1. Are only recruiting or retention personnel in an AGR status using GSA vehicles (with the exception of the RRM and RIO)?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
TEST QUESTIONS	YES	NO	NA
2. Are GSA vehicles used only for recruiting and retention activities?			
<b>RESPONSE:</b>			
<b>*REMARKS:</b>			
<p><b>NOTE:</b></p> <p>* Explain the rationale for responses that are not in strict accordance with applicable regulations. Cross reference to where corrective action plans can be found. Also, explain the rationale for any response of NA.</p>			

**APPENDIX A  
REFERENCES**

**Section I  
Required Publications**

**AR 37-104-3**  
Military Pay and Allowances Procedures: Joint Uniform  
Military Pay System (JUMPS-ARMY)

**AR 37-106**  
Finance and Accounting for Installations: Travel and  
Transportation Allowances

**AR 71-13**  
Department of the Army Equipment Authorization and  
Usage Program

**AR 135-200**  
Active Duty for Training, Annual Training and Full-Time  
Training Duty for Individual Members

**AR 600-8-22**  
Military Awards

**AR 600-8-105**  
Military Orders

**AR 600-9**  
The Army Weight Control Program

**AR 600-50**  
Standards of Conduct for Department of the Army  
Personnel

**AR 601-280**  
Total Army Retention Program

**AR 710-2**  
Supply Policy Below the Wholesale Level

**DA Pam 600-8**  
Management and Administrative Procedures

**NGR 37-111**  
Administration of Training and Special Work Workdays

**NGR 58-2**  
Administrative Use Vehicles Utilized in Domicile-to-Duty  
Travel

**NGR 58-3**  
Use, Control and Management of GSA Inter-agency  
Motor Pool Systems(IAMPS) Vehicles in ARNG

**NGR 600-200**  
Enlisted Personnel Management

**NGR 601-2**  
Army National Guard Strength Maintenance Program

**Section II  
Related Publications**

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

**AR 1-100**  
Gifts and Donations

**AR 1-101**  
Gifts for Distribution to Individuals

**AR 5-1**  
Army Management Philosophy

**AR 5-3**  
Installation Management and Organization

**AR 25-30**  
The Army Integrated Publishing and Printing Program

**AR 58-1**  
Management, Acquisition and Use of Administrative  
Use Motor Vehicles

**AR 135-200**  
Enlisted Personnel Management

**AR 601-270**  
Military Entrance Processing Stations (MEPS)

**AR 611-201**  
Enlisted Career Management Fields and Military  
Occupational Specialties

**AR 735-5**  
Policies and Procedures for Property Accountability

**DA Pam 351-4**  
Army Formal Schools Catalog

**NGR 105-23**  
Telephone Communications Services

**NGR 130-6**  
United States Property and Fiscal Officers Appointment, Duties and Responsibilities

**NGR 350-1**  
Army National Guard

**NGR 351-1**  
Individual Military Education and Training

**NGR 600-5**  
The Active Guard/Reserve (AGR) Program Management of Title 32 USC Full-Time National Guard Personnel

**GLOSSARY****Section I  
Abbreviations****(T)AG**

(The) Adjutant General

**ADT**

Active Duty for Training

**AFG**

Annual Funding Guidance

**ARPERCEN**

Army Personnel Center

**AFP**

Annual Funding Program

**AGR**

Active Guard and Reserve

**AMEDD**

Army Medical Department

**ARNG**

Army National Guard

**AT**

Annual Training

**BDU**

Battle Dress Uniform

**CNGB**

Chief, National Guard Bureau

**COI**

Center of Influence

**CTT**

Common Task Testing

**DARNG**

Director, Army National Guard

**DOD**

Department of Defense

**DODPM**Department of Defense Military Pay and Allowances  
Entitlements Manual**DPS**

Defense Printing Service

**ESGR**National Committee for Employer Support of the Guard  
and Reserve**FLL**

Front Line Leader

**FTNGDSW**

Full-Time National Guard Duty Special Work

**FTS**

Full Time Support

**FTUS**

Full Time Unit Support

**FY**

Fiscal Year

**GPO**

Government Printing Office

**GSA**

General Services Administration

**GTR**

Government Transportation Request

**IDT**

Inactive Duty Training

**IG**

Inspector General

**IRS**

Internal Revenue Service

**ISCI**

International Standard Code Identification

**IST**

Inter-State Transfer

**JFTR**

Joint Federal Travel Regulations

**M-DAY**

Mobilization Day

**MEPCOM**

Military Entrance Processing Command

**MEPS**

Military Entrance Processing Station

**METS**

Military Entrance Test Site

**MOS**

Military Occupational Specialty

**MTT**

Mobile Training Team

**MUTA**

Multiple Unit Training Assembly

**NAC**

National Agency Check

**NCO**

Noncommissioned Officer

**NCOIC**

Noncommissioned Officer- In- Charge

**NCSA**

Noncommercial Sustaining Announcement

**NGB**

National Guard Bureau

**NGB-ARO**

National Guard Bureau, Operations, Training, and Readiness Directorate

**NGB-ARP-F**

National Guard Bureau, Full-Time Support Division

**NGB-ARP-R**

National Guard Bureau, Recruiting and Retention Division

**NGB-PEC-SMTC**

National Guard Bureau Professional Education Center, Strength Maintenance Training Center

**NGR**

National Guard Regulation

**PCS**

Permanent Change of Station

**PMOS**

Primary Military Occupational Specialty

**POV**

Privately Owned Vehicle

**PSA**

Public Service Announcement

**RCCC**

Reserve Component Career Counselor

**RCT NCO**

Reserve Component Transition NCO

**RIO**

Recruiting &amp; Induction Officer

**RRF**

Recruiting and Retention Force

**RPI**

Recruiting and Retention Promotional Item

**RRM**

Recruiting &amp; Retention Manager (State)

**R&R**

Recruiting &amp; Retention

**RRS**

Recruiting and Retention Specialist

**SAD**

State Active Duty

**SDA**

Special Duty Assignment

**SDAP**

Special Duty Assignment Pay

**STPA**

Select Train Promote Assign

**SOB**

State Operating Budget

**TAG**

The (State) Adjutant General

**TDA**

Table of Distribution and Allowances

**TMP**

Transportation Motor Pool USP&amp;FO United States Property &amp; Fiscal Officer

**UTA**

Unit Training Assembly

**VIP**

Very Influential Person

**VISC**

Visual Information Support Center

**www**

Worldwide Web

**1SG**

First Sergeant

**Section II  
Terms****Applicant**

A person who desires voluntary enlistment, reenlistment or extension in the ARNG, and who is being considered or processed for entry or retention.

**Center of Influence (COI)**

Individuals who can help develop a better image of the ARNG, influence individuals to enlist or reenlist in an ARNG Program, provide recruiters access to prospects or refer names of leads to ARNG recruiters and retainers. COIs are primarily educators, but they may include civic or business leaders, members of professional groups, HS or college students identified as class leaders or influencers, news media representatives, nurse counselors, convention officials or other influential individuals.

**Centralized Management**

A method used to supervise and train soldiers in the RRF. The RRM is the first line supervisor of the Recruiting and Induction Officers, the Recruiting Training Officers, and the Recruiting and Retention SGMs. Recruiting and Retention SGMs are the first line supervisor of the Area R&R NCOs. Area R&R NCOs are first line supervisors for Production Recruiting and Retention NCOs.

**Enlistee**

An applicant who has been found eligible, and who has been accepted for an original enlistment in the ARNG.

**Extender**

An ARNG soldier who has extended a current ARNG enlistment or reenlistment contract for an additional period of service. In the application of this regulation, the term is synonymous with "immediate reenlistee" (a soldier who reenlists without a break in ARNG service into the same or another State) although the administrative actions are different.

**Full-Time National Guard Duty Special Work (FTNGDSW)**

Full Time National Guard duty under Title 32, US Code 502(f) with or without pay or allowances, or any combination of these.

**Imprinted Aids**

Low cost, expendable items which convey a recruiting and retention message. These items can be used by Recruiters, Retention NCOs, MNCO, and other R&R personnel to convey an advertising message to COIs, VIPs and any other person who can favorably influence an individual to enlist, reenlist or extend.

**Presentation Item**

An expendable item given to potential or actual prospects, applicants, enlistees, reenlistees, extendees or other authorized individuals with the intent to favorably influence the individual's feelings toward the ARNG and to convey an ARNG recruiting or retention message.