

Personnel-Procurement

Army National Guard Strength Maintenance Program

By Order of the Secretaries of the Army and the Air Force:

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History. This printing publishes a consolidation of NGR 601-1, Recruiting and Retention Resource Management, 15 September 1997; and NGR 601-2 Army National Guard Strength Maintenance Program, 1 October 1996.

Summary. This regulation is a consolidation of NGR 601-1 and NGR 601-2 that covers the Army National Guard Strength Maintenance Program. This regulation integrates all of the recruiting and retention programs, policies and procedures necessary for developing, implementing and monitoring a successful strength maintenance program at the State/Territory level.

Applicability. This regulation applies to the Army National Guard (ARNG). It does not apply to the Army Reserve or the Active Army.

Proponent and Exception Authority. The proponent of the regulation is the Chief Army Strength Maintenance Division (NGB-ASM). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation.

Management Control Process. This regulation contains management control provisions in accordance with AR 11-2, but does not contain a management control checklist to use in conducting evaluations of the program.

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

Supplementation. Supplementation of this regulation is prohibited without prior approval from the Chief, National Guard Bureau, ATTN: NGB-ASM, 1411 Jefferson Davis Highway, Arlington, VA 22202-3231.

Suggested Improvements. Users are invited to send recommended changes on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Chief, National Guard Bureau, ATTN: NGB-ASM, 1411 Jefferson Davis Highway, Arlington, VA 22202-3231.

Distribution: A

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Chapter 1

Introduction

1-1. Purpose

The purpose of this regulation is to provide comprehensive guidance to the Army National Guard on the recruiting and retention policies, procedures, programs and activities needed for the successful development and implementation of the Strength Maintenance (SM) Program at the State/Territory level.

1-2. References

Required and related publications are listed in Appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary. In addition, the use of the term 'State' throughout this regulation will apply to all 54 States and Territories.

1-4. Policy

The Department of the Army, National Guard Bureau (NGB), establishes the policies stated in this regulation. The Adjutants General of each State will develop and implement a SM program in their States in accordance with this regulation to achieve their assigned end strength mission. (See Paragraph 2-2 and 2-3 for CNGB and State AG responsibilities).

1-5. Strength Maintenance Philosophy

a. The SM philosophy is one of total sales and service, committed to improving personnel readiness. This philosophy consists of three major tenets:

- (1) Recruiting. Recruiting quality non-prior service and prior service Soldiers.
- (2) Attrition Management. Reducing losses while still under contractual military service obligation.
- (3) Retention. Retaining Soldiers who reach their Expiration Term of Service (ETS).

b. This "Oath to Re-enlistment" philosophy focuses on building teamwork and establishing a partnership between the Recruiting and Retention Command (RRC) and the unit chain of command by balancing recruiting, attrition management and retention activities with the needs of the unit.

c. When implemented effectively, the SM philosophy increases personnel readiness by focusing recruiting efforts on filling unit vacancies and focusing attrition management/retention efforts on reducing turnover and maintaining more qualified Soldiers in the unit and the ARNG.

Chapter 2

Responsibilities

2-1. Purpose

This chapter prescribes the responsibilities of the Chief, National Guard Bureau (CNGB), The State Adjutant General (AG), unit personnel and the full-time RRC within the SM Program.

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

2-2. Chief, National Guard Bureau

To help States meet their assigned end strength mission and readiness requirements, the Chief, National Guard Bureau (CNGB) through NGB-ASM missions each State and provides them with:

- a. Monetary resources and personnel authorizations.
- b. SM policies, guidance, programs and initiatives and State end strength missions.
- c. National advertising publicity items, awareness and support.
- d. SM Military Occupational Specialty (MOS) training, Non-Commissioned Officer Development Program (NCO DP), Officer Professional Development (OPD), functional training and sustainment training.

- e. Initial Entry Training (IET) seats for newly accessed ARNG non-prior service (NPS) Soldiers.

2-3. The Adjutant General

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

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

2-4. Commander

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

- a. Develop and implement a comprehensive SM Plan in coordination with the Recruiting and Retention Command (RRC), using NGR 601-1, state regulations and local policies, to achieve established end strength goals. Establish subordinate unit attrition management goals and implement/assign attrition/retention goals in officer evaluation support forms, officer evaluation reports, and non-commissioned officer evaluation reports to ensure accountability of the goals to these leaders.
- b. Provide the personnel, administrative equipment, facilities and other resources required to support the RRC and the strength maintenance program.
- c. Conduct retention and attrition training using the full spectrum retention tools available through the RRC.
- d. Appoint an additional duty Unit Career Counselor to assist in SM-related matters.
- e. Ensure that all incoming Soldiers are assigned a sponsor.
- f. Ensure that every qualified Soldier is provided counseling on the opportunity for continued service in the ARNG or offered an alternative to separation or discharge.
- g. Ensure that interviews and counseling are conducted on time and to standard to uncover and overcome challenges or obstacles to retention and to determine career opportunities for their Soldiers.
- h. Ensure that every Soldier is provided the opportunity to compete for position vacancies to enhance personal and professional growth.
- i. Ensure that all Soldiers are made aware of available ARNG incentives and benefits and are processed for those for which they are eligible, and that a tracking system is implemented to ensure that their benefits are received.
- j. Develop and implement rehabilitative programs for unsatisfactory participants who are qualified for continued service in the ARNG in order to encourage active participation.
- k. Ensure that eligible Soldiers who are unable to continue their active participation are afforded the opportunity to transfer to the Inactive National Guard (ING) IAQ NGR 614-1.
- l. Maintain contact with Inactive National Guard Soldiers for assimilation back into an active status within the unit.
- m. Appoint an additional duty Employer Support Representative (ESR) Officer or NCO to handle Employer Support of the Guard and Reserve (ESGR) and Uniformed Services Employment and Reemployment Rights Act (USERRA) matters.
- n. Use the Director's Strength Readiness Overview (DSRO) to maintain visibility of the unit's strength readiness posture. The DSRO program allows "pushing" of the data to subordinate commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling. Subscribe subordinate leaders to the "push" reports. The DSRO program and reports are available at www.arngdsro.com.
- o. Maximize the use of StayGuard Survey Series focused at identifying those influencers affecting Soldiers and family members' decision to continue a career in the Army National Guard.

2-5. Command Sergeant Major

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

- a. Emphasize SM responsibilities to Sergeants Major, First Sergeants, FLLs, and others in the NCO support channel, providing guidance.
- b. Ensure that the Noncommissioned Officer Development Program (NCOBP) includes SM training and emphasizes the role of FLLs.
- c. Emphasize SM during all unit visits and inspections, placing special emphasis on attrition management and retention related activities.
- d. Advise commanders and unit leaders on all actions and events that affect SM.
- e. Ensure the development and execution of the Unit Sponsorship Program to assimilate new or incoming Soldiers into the unit. Effective use of this program results in quicker integration of Soldiers into the existing team and increases Soldiers satisfaction leading to increased retention and decreased attrition.
- f. Ensure that interviews and counseling are conducted on time and to standard to uncover and overcome challenges or obstacles to retaining each Soldier in the ARNG.
- g. Ensure that the communication flow of information from the company leadership to the individual Soldier and family member is properly executed. By ensuring that all unit members and family members are receiving the same information, the rumor control and dissatisfaction of not knowing what is happening will greatly reduce. Keep all Soldiers informed on the unit's plans and programs.
- h. Implement/assign attrition/retention goals in non-commissioned officer evaluation reports to ensure accountability of the goals to these leaders.
- i. Ensure that retention and attrition training is conducted using the full spectrum retention tools available through the RRC.
- j. Use the Director's Strength Readiness Overview (DSRO) to maintain visibility of the unit's strength readiness posture. The DSRO program allows "pushing" of the data to subordinate commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling. Subscribe subordinate leaders to the "push" reports. The DSRO program and reports are available at www.arngdsro.com.

2-6. First Sergeant

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

- a. Assist the Commander in developing, implementing and monitoring the unit SM Plan.
- b. Implement and monitor the Unit Sponsorship Program. See Appendix I.
- c. Ensure that retention and attrition training is conducted using the full spectrum retention tools available through the RRC.
- d. Ensure that interviews and counseling are conducted on time and to standard.
- e. Include SM training in NCOBP to give those junior leaders the training and tools to properly counsel, identify, uncover, and resolve or give direction to the myriad of challenges or problems facing Soldiers and family members.
- f. Ensure that Re-enlistment/Extension Ceremonies are conducted for each Soldier, the "Oath of Extension" ceremony is conducted with dignity and honor, and appropriate incentive/recognition items are presented.
- g. Maintain contact with Inactive National Guard (ING) Soldiers for assimilation back into an active status within the unit.
- h. Use the Director's Strength Readiness Overview (DSRO) to maintain visibility of the unit's strength readiness posture. The DSRO program allows "pushing" of the data to subordinate commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling. Subscribe subordinate leaders to the "push" reports. The DSRO program and reports are available at www.arngdsro.com.

2-7. Full-Time Support

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

- a. Assist the Commander and the First Sergeant in developing, implementing and monitoring the unit SM Plan.
- b. Appoint sponsors to newly assigned Soldiers as directed by the First Sergeant.

- c. Maintain unit vacancy data and Soldier information for the Commander utilizing the Automated Unit Vacancy System (AUVS).
- d. Work with the unit leadership and the Unit Career Counselor to ensure that Soldiers complete their enlistment obligation and extend, if eligible.
- e. Use the Director's Strength Readiness Overview (DSRO) to maintain visibility of the unit's strength readiness posture. The DSRO program allows "pushing" of the data to subordinate commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling. Subscribe subordinate leaders to the "push" reports. The DSRO program and reports are available at www.arngdsro.com.

2-8. First Line Leaders

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

- a. Assist the Commander, First Sergeant and FTS personnel to implement and monitor the unit SM Plan.
- b. Know their Soldiers, to include civilian occupations, ETS date, family status and any other important information affecting their career (military and civilian) and duty performance.
- c. Determine the needs, wants and desires of their Soldiers and regularly inform the unit leadership to help maintain a positive unit climate.
- d. Create an effective career development environment for their Soldiers by fulfilling their role as a leader, mentor, counselor, coach and trainer.
- e. Maintain regular contact with Soldiers, including those personnel assigned to the ING to bring them back to an active drilling status.
- f. Hold subordinates accountable for their attendance at all scheduled training; this includes making personal contact with and counseling subordinates who are absent from training.
- g. Ensure that newly assigned Soldiers are properly sponsored, receive their initial counseling, and are integrated into the unit in an effective and timely manner.
- h. Use the Director's Strength Readiness Overview (DSRO) to maintain visibility of the unit's strength readiness posture. The DSRO program and reports are available at www.arngdsro.com.

2-9. Career Counselors (Battalion/Unit/Forward Deployed)

ARNG Battalion Career Counselors assist the Command by providing continuous attrition management and retention focus within each ARNG battalion. Career Counselors will counsel Soldiers on re-enlistment options and alternatives to discharge/separation. They will work in partnership with their unit to plan and conduct regular attrition management and retention activities. Career Counselors should strive to become fully integrated into the unit as follows:

- a. Battalion Career Counselors. Battalion Career Counselors will work with senior leaders and the RRC to identify "at risk" Soldiers and Soldiers scheduled to ETS. Dual slotting of these NCOs leadership or primary battle staff positions is highly discouraged as it creates competing priorities, especially during mobilization. All mobilized elements should employ their additional duty career counselors to perform retention support duties. Battalion Career Counselors will:
 - (1) Conduct attrition management and retention activities to assist unit commanders to reduce the first term losses and retain the Military occupational Skill Qualified (MOSQ) individuals to achieve and/or maintain specified strength and readiness levels of the affiliated unit(s).
 - (2) Conduct a StayGuard Citizen-Soldier Survey annually and teach leaders how to gather and interpret resulting data. For deployed units, the survey should be conducted prior to the deployment and at the first drill after Release from Active Duty (REFRAD) to measure the influencing factors. The results of the survey indicate areas of improvement and provide focus for the leadership in development of the retention plan of action.
 - (3) Promote use of the web-based StayGuard Citizen-Soldier at least annually and teach leaders how to gather and interpret resulting data. The tool provides the leadership with information on family members' satisfaction which has an influence on the Soldiers' continued participation in the ARNG. Analyze the results of the survey and assist unit leadership in developing and implementing a plan to address the shortcomings (from family perspectives) and build upon the successes determined from the survey data.
 - (4) Develop a strength maintenance plan with the Unit Commander, First Sergeant and Readiness NCO/FTS Staff.

- (5) Prepare and submit an After Action Review to the BN CSM after a weekend drill summarizing Soldiers' retention status, comments and concerns.
 - (6) Work with and assign duties to a Unit Career Counselor.
 - (7) Assist unit leadership in administering the Unit Sponsorship Program. Follow through with interviews/counseling of new unit members to assess success of the program ensuring positive integration into the unit.
 - (8) Ensure that Soldiers retention interviews are conducted as required. Evaluate the counseling to ensure that the interview is effective and focused on uncovering any objections or obstacles to retaining the Soldiers.
 - (9) Attend weekend drills, administrative nights, and attend annual training to surface any issues not uncovered during retention counseling. Address these issues with the unit leadership in order to prevent a negative climate or perception of poor leadership.
 - (10) Communicate benefits of being an active ARNG member and family member via unit newsletter, unit web page, or email distribution to Soldiers, leaders, and family members.
 - (11) Develop and implement a unit attrition/retention awards program to recognize those who extend or bring new recruits to the unit.
 - (12) Coordinate with the Chamber of Commerce and local employment agency to conduct periodic job fairs in the armory. This effort makes visible the efforts of the ARNG, leadership, and Career Counselors in providing civilian employment opportunities and true concern for the lives of the Soldiers and families outside of drill weekends.
 - (13) Use the Director's Strength Readiness Overview (DSRO) to maintain visibility of the unit's strength readiness posture. The DSRO program allows "pushing" of the data to subordinate commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling. Subscribe subordinate leaders to the "push" reports. The DSRO program and reports are available at www.arngdsro.com.
 - (14) Provide an out brief to the Company Leadership Team identifying all Soldiers in the 365 day window. Identifying each Soldier's intention regarding extension/re-enlistment. Provide a complete summary of undecided Soldiers and those who plan to ETS or retire.
 - (15) Ensure that all eligible extending/re-enlisting Soldiers and their families are properly recognized. Soldiers and family members should be recognized in front of the unit formation for their continued support of the Army National Guard.
 - (16) Identify Soldiers scheduled to ETS within 12 months of mobilization. Determine bonus eligibility and counsel Soldiers on re-enlistment options to promote in theater enlistment for eligible Soldiers to receive the maximum tax free benefit.
 - (17) Extend eligible Soldiers after arriving, or while in theater, allowing Soldiers to take advantage of specified extension/re-enlistment incentives for those mobilized/deployed to declared tax-free combat zones.
 - (18) Identify Soldiers who are eligible for promotion to ensure that those Soldiers are promoted prior to mobilization.
 - (19) Identify Soldiers who were previously ordered to active duty under Title 10 USC 12302 (partial mobilization) in response to the World Trade Center and Pentagon attacks. Determine and record individual requirements for those Soldiers requiring Contingency Temporary Tours of Active Duty (COTTAD) packets to meet unit mission requirements and provide personnel roster to the servicing mobilization station upon arrival.
- b. Unit Career Counselor. The Unit Career Counselor is an additional duty position, appointed on orders by the Unit Commander. The position is MOS immaterial. The Unit Career Counselor plays a critical role in SM by assisting the Commander, the First Sergeant, FTS, FLLs and the Recruiting and Retention NCO (RRNCO) in implementing the unit SM Plan. Career Counselors will attend the ARNG Career Counselor Course (805B-Unit-Ret) by the Strength Maintenance Training Center (SMTC) or Mobile Training Team (MTT). Unit Career Counselors will:
- (1) Perform all assigned strength maintenance duties as directed by the First Sergeant or Commander.
 - (2) Have direct access to the Commander and the First Sergeant with regard to SM related issues and provide recommendations to improve the unit's SM Plan execution and activities.
 - (3) Receive technical assistance, guidance and training from the RRC on SM related issues as required.
 - (4) Identify and help solve/prevent attrition and retention related problems, causes and impediments.
 - (5) Ensure that leaders conduct retention interviews in a timely manner.
 - (6) Assist the First Sergeant with implementing and monitoring the sponsorship program and ensure that the program adheres to SOP.
 - (7) Monitor and improve unit attendance by assisting FLLs with contacting absent Soldiers.
 - (8) Assist in conducting SM related training as required or necessary.

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

(10) Interview Soldiers regularly to identify and help prevent potential problems. Ensure that they are receiving the incentives and the benefits they are eligible for and determine their desire and eligibility for extension.

(11) Coordinate with unit leadership to schedule, plan and conduct extension ceremonies.

(12) Contact Soldiers who have been in an inactive drilling status (i.e. Soldiers in the ING or on the non-validated pay list) and make every attempt to bring the Soldier back to an active drilling status.

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

(14) Execute the unit SM Plan.

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

(16) Conduct strength maintenance related training, briefing, and activities as required.

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

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

(1) Perform assigned retention/attrition management duties as directed by NGB-ASM and assist the deployed ARNG unit with implementation of the SM Plan.

(2) Maintain direct access to the unit leadership and assigned Career Counselors.

(3) Assist in identifying Soldiers scheduled to ETS within 12 months, determining bonus eligibility and promote in theater extensions to receive the maximum tax-free benefit.

(4) Work with leadership and personnel teams to identify Soldiers who are eligible for promotion to ensure that those Soldiers are promoted prior to mobilization.

(5) Assist the unit leadership in conducting a unit re-enlistment ceremony and support the unit by providing necessary resources.

(6) Assist the leadership in maintaining awareness of possible Soldiers concerns due to personal difficulties or family problems and assist the leadership in taking proactive measures to prevent, reduce, or eliminate any adverse impact.

(7) Establish a liaison between unit Career Counselors and NGB staff in theater and CONUS.

(8) Provide technical assistance, guidance interpretation, and training on retention related issues.

(9) Ensure that Soldiers are receiving the incentives and benefits for which they are eligible and determine eligibility for extension.

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

(11) Assist in maintaining an effective career development environment for the unit's Soldiers by serving as a mentor, counselor, coach, and trainer on retention/attrition management skills.

(12) Serve as the unit representative for education benefits briefing and assist with in theater support of this process.

(13) Apply retention lessons learned and forward through NGB-ASM to State Joint-Forces Headquarters.

(14) Promote use of leader reintegration training at demobilization site.

(15) Identify Soldiers who were previously ordered to active duty under Title 10 USC 12302 (partial mobilization) in response to the World Trade Center and Pentagon attacks. Determine and record individual requirements for those Soldiers requiring Contingency Temporary Tours of Active Duty (COTTAD) packets to meet unit mission requirements and provide personnel roster to the servicing mobilization station upon arrival.

2-10. Full-Time Recruiting and Retention Command

This section lists the responsibilities of the positions currently authorized in the RRC organization of each State. These responsibilities are the basis for all training, evaluation, and doctrinal materials used to support the Strength Maintenance (SM) Program. For a complete listing of RRC tasks, consult the appropriate Soldiers Training Publication (STP) and other published guidance related to the specific positions.

2-11. State Recruiting and Retention Commander

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

a. Develop, implement and monitor the State SM Program based on guidance from NGB and State leadership.

- b. Develop and implement short, mid and long range planning guidance for the RRC and ensure that adequate funding, training, advertising and logistical support is allocated for the successful operation and support of the RRC.
- c. Develop organizational plans and strength studies that integrate demographic analysis for military command structure location/relocation, organizations and reorganizations to determine the impact command structure changes will have on the future structure and composition of the ARNG and on SM, and to ensure that RRNCOs are focusing on the most lucrative markets.
- d. Develop and implement presentations and informational briefings to diverse centers of influence such as deans of medical schools, colleges, universities, secondary school committees, superintendents of school districts, principals, guidance counselors and other school officials regarding the ARNG state and federal mission and educational benefit programs.
- e. In coordination with appropriate agencies and RRC leaders, manage and supervise the hiring, placement and assignment of RRC personnel. Ensure that Personnel Application (PER) and Force Structure Address, & Zip Code Realignment (FAZR) is updated to keep Army Recruiter Information Support System (ARISS) information accurate.
- f. Review and follow NGB established enlistment criteria, incentive policies, benefit programs, training and career development policies for RRC functional positions and national SM programs and initiatives and incorporate into existing State SM policies and plans.
- g. Develop, implement and manage a comprehensive SM awards program that provides incentive for the RRC, traditional Soldiers, schools and civic organizations.
- h. Develop, staff and publish specific state regulations, plans and policies pertaining to SM.
- i. Monitor and evaluate unit strength throughout the State to determine SM strengths, weaknesses and trends and provide recommendations for improvement.
- j. Ensure that unit leaders at all levels and FTS personnel are adequately trained to implement the State SM Program and develop unit SM Plans.
- k. Develop and implement a comprehensive RRC training program that includes training prior to MOS schooling, after MOS schooling, sustainment/refresher training and remedial training.
- l. Develop a performance review process that measures job performance and outlines the courses of action to be followed when any member of the RRC fails to maintain duty proficiency and perform to established standards.
- m. Adjudicate processing issues at the MEPS by participating in the Inter-service Recruiting Committee (IRC).
- n. Ensure that position vacancies (enlisted, officer and warrant officer) are posted on AUVS to facilitate accessions.
- o. Mandate usage of ARISS within the RRC and monitor compliance.
- p. Ensure that ARISS processing is completed accurately to allow the new Soldier's personnel record to transfer from ARISS to other Personnel accountability systems. (SIDPERSs / ARISS Interface)
- q. Ensure that all RRC positions remain staffed at all times.
- r. Serve as Battalion Commander to the RSP.

2-12. Operations and Training Officer

The primary responsibility of the O&T Officer is to support the efforts of field RRC personnel in the following activities:

- a. Provide guidance and recommendations to commanders and other unit leaders regarding SM activities.
- b. Recommend or administer disciplinary action as required.
- c. Coordinate with the RRC in developing and implementing long range planning guidance that addresses issues that affect the command structure.
- d. Ensure that PER & FAZR tables in ARISS are updated regularly.
- e. Provide input to the RRC on the annual budget to ensure adequate resources in support of SM programs.
- f. Ensure proper, fair and equitable three tenet SM missioning of members of the RRC in order to meet end strength objectives.
- g. Coordinate the hiring and dismissal of members of the RRC as directed by the RRC under the applicable provisions of this regulation.
- h. Make presentations at civic and military functions regarding membership in the ARNG.
- i. Review, monitor and submit all requests for ADSW, advertising and miscellaneous purchases in support of the SM program.
- j. Assist and advise the RRC concerning SM operations, training, and administration and personnel matters.
- k. Implement sustainment training and monitor compliance.
- l. Command and control over RSP unit training.

2-13. Officer Strength Manager

The OSM serves as the primary officer recruiter and retainer for the State. He/she is responsible for achieving the annual officer/warrant officer mission assigned by NGB with duties as follows:

- a. Develop an annual officer SM Plan to include AMEDD, Chaplain, JAG, Warrant Officer, and Basic Branch officers.
- b. Coordinate with the MILPO, RRC, Officer Personnel Manager and other senior leaders and commanders as directed to develop officer procurement priorities.
- c. Assist the Regional Training Institute (RTI) with the development of an effective OCS recruiting program.
- d. Establish liaison with State ROTC programs and assigned Associate Professors of Military Science (APMS).
- e. Develop recruiting programs and materials to increase the number of ROTC graduates/candidates that join the ARNG.
- f. Actively recruit qualified officers assigned to the IRR, to include all military services.
- g. Ensure that applications for appointment are complete and submitted IAW guidance provided by Department of the Army and NGB.
- h. Facilitate officer transfers into and out of the state and from the Active Duty. Ensure that officer and warrant officer vacancies are visible on AUVS.
- i. Work with commanders to ensure that effective officer sponsorship and retention programs are in place.
- j. Coordinate with the Officer Personnel Section and Standard Installation/Division Personnel System (SIDPERS) to develop and provide statistical data on officer recruiting and retention to the RRC.
- k. Utilize ARISS IAW prescribed guidance from NGB.

2-14 ARNG Reserve Officer Training Corps (ROTC) Personnel

ARNG Professors of Military Science (PMS) and Associate Professors of Military Science (APMS) are responsible for recruiting cadets from ARNG units into ROTC and officer accessions from the ROTC into the ARNG.

- a. Serves as the primary POC for ARNG officer recruiting on their respective campus.
- b. Advises campus personnel regarding scholarships, benefits, and career opportunities associated with membership in the ARNG.
- c. Advises and coordinates with state/ territory leadership regarding Guaranteed Reserve Forces Duty (GRFD) and dedicated ARNG scholarship distribution.
- d. Monitor Automatic Unit Vacancy System (AUVS) for ARNG vacancies.

2-15. Recruiting and Retention Specialist

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

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

2-16. Recruiting and Retention Sergeant Major

The RRS GM positions are RRC field positions. Incumbent is responsible for a specified region of the State and supervises half of the RRNCOICs in the state (for states 1000 or less end strength, supervises all RRNCOICs.). The RRS GM serves as the State subject matter expert on all matters pertaining to SM and as the primary advisor to the RRC on all enlisted matters. Personnel in these positions are not authorized to hold a Command Sergeant Major position in another unit (see Chapter 9, paragraph 9-16, section a (2)). Responsibilities are as follows:

- a. Assist the RRC in developing the State SM Plan and implementing and monitoring the State SM Program. Make recommendations as appropriate to successfully achieve assigned end strength mission.

- b. Assist the RRC in the development and implementation of a SM awards program that provides incentives for all RRF personnel to exceed assigned mission requirements.
- c. Assist in the planning of recruiting and retention conferences, seminars and workshops.
- d. Obtain and analyze demographic and market share data to determine the most effective utilization of assigned RRNCOICs and RRNCOs.
- e. Supervise, counsel, and serve as rater for subordinate RRNCOICs assigned to their region in accordance with AR 623-205 and locally established policy.
- f. Establish and assign written mission requirements and performance standards for all assigned RRNCOICs.
- g. Establish and implement a written training program designed to address initial, sustainment, and remedial training needs and levels of experience of assigned RRNCOICs and sponsorship program for newly assigned RRNCOICs.
- h. Develop and implement a written policy that addresses poor job performance.
- i. Assist in the hiring and dismissal of members of the RRC within assigned region and other RRC personnel as directed by the RRC.
- j. Monitor all RRC enlisted personnel actions and requests within the assigned area.
- k. Provide SM guidance and recommendations to Administrative Officers (AO) and commanders at brigade and battalion levels.
- l. Coordinate with the RRC regarding development and implementation of long range SM programs within assigned region.
- m. Ensure fair and equitable mission assignment for all assigned RRNCOICs and RRNCOs. The goal is to balance the available market, so RRNCO resources produce maximum production.
- n. Ensure proper training and career development for all RRC personnel within assigned area.
- o. Assist and advise the RRC concerning production, operations, training, administration, and personnel status or actions within assigned area.
- p. Monitor the SM Plans of subordinate RRNCOICs within the region.
- q. Assist the RRC in monitoring the efficiency of the RRC through the use of ARISS.
- r. Assist leaders and commanders, through the State Liaison for ESGR, and national ESGR, with solving employer conflict issues.
- s. Implement the Non-Commissioned Officer Professional Development (NCODP) program for NCOs in assigned region.
- t. Must be 79T qualified.
- u. Serve as SGM to all Soldiers assigned to the RSP.
- v. Serve as the primary advisor to the State CSM on all strength maintenance issues.

2-17. Recruiting and Retention Noncommissioned Officer-in-Charge

RRNCOICs should supervise between eight and ten RRNCOs, interpret directives and policies for subordinates, and take corrective action to ensure accomplishment of area SM objectives. Personnel in these positions are not authorized to hold a First Sergeant position in another unit. RRNCOIC duties include the following:

- a. Establish performance standards, monitor and evaluate RRNCOs on the overall effectiveness of their recruiting and retention activities/programs (e.g. presentations and briefings, sales interviews and techniques, enlistment and re-enlistment packets, waiver requests, ARISS usage and provide training as needed).
- b. Counsel and rate RRNCOs assigned to their area in accordance with AR 623-205 and locally established policy. At a minimum, conducts monthly performance counseling with each assigned RRNCO.
- c. Establish and implement a written yearly Team Training Program designed to address the specific training needs and levels of experience of assigned team members.
- d. Provide RRNCOs with market data, trends, and other pertinent demographic information.
- e. Coordinate with State Quota Manager for training seats and conduct new RRNCO orientations and training as required.
- f. Work with unit leaders to ensure awareness of and compliance with the SM Program. Discuss and plan activities to meet strength missions and conduct SM training, presentations and briefings as required.
- g. Assist RRNCOs by making and evaluating periodic presentations to local school, government, civilian and other influential persons and informing them of the benefits available in the ARNG.
- h. Assist in the hiring of new RRNCOs as directed by the RRC. Provide names of Soldiers interested in becoming RRNCOs to the RRC by constantly scanning assigned units for qualified Soldiers.
- i. Assess the effectiveness of area recruiting, attrition management and retention incentive/awards programs and make recommendations for improvement.

- j. Provide administrative guidance and technical support to assigned RRNCOs.
- k. Monitor assigned RRNCOs to ensure compliance with applicable regulatory guidance in the use of GSA vehicles, information technology hardware/software and expense accounts.
 - l. Assign and assist in the training of recruiter assistants.
- m. Advise the O&T Officer or RRS GM concerning mission accomplishment, operations, training, administration and personnel status of assigned area.
- n. Assist in developing, maintaining and analyzing statistical data of assigned area demographics, as well as unit losses, unit climate information and SIDPERS data to form current and projected trends.
- o. Work with the State Family Assistance Program representative and coordinate program activities as well as the development and implementation of State Family Assistance Centers in the event of mobilization.
- p. Provide sustainment and remedial training for assigned team members as needed to maintain skills and prevent poor performance.
- q. Make recommendations for disciplinary action and/or dismissal of RRNCOs as required.
- r. Verify priority leads are “worked”, MEPS-bound Soldiers are projected, and prior service Soldiers are entered into ARISS to allow the state leadership to validate funding levels. Ensure that ARISS data correctly portrays the work completed by their team, and avoid duplicate state reporting systems.
- s. Will assist in developing the RRNCO complete waivers packets through the OC process prior to submission to waiver authority using the ECM for specific guidance.
- t. Will ensure that all accessions are submitted to SIDPERS within 72 hours of enlistment.

2-18. Recruiting and Retention NCO

RRNCOs are the backbone of the RR organization. Every effort should be made to ensure that they are adequately trained and supported to accomplish their assigned three tenet SM mission. One RRNCO is assigned to each 120-140 member unit. When RRNCOs change duty position, every effort must be made to ensure that a backfill is hired in accordance with the current policy. RRNCOs will utilize Leads-Reports for all recruiting prospecting and processing activities to include lead refinement, telephone prospecting, test/physical project and MEPS processing. All included will be all schools, civic, COI/VIP, and unit activities. RRNCO duties include the following:

- a. Area canvass and telephone prospect to find prospects, referrals and leads.
- b. Pre-qualify referrals, prospects, leads and/or current members to determine their eligibility for enlistment, re-enlistment or extension and update record in Leads-Report.
- c. Schedule appointments and conduct sales interviews to obtain enlistments and re-sale interviews to retain current enlistments and gain re-enlistments, then update record in Leads-Report.
- d. Counsel applicants on test results (mental and physical), enlistment contracts, service obligations, incentives and benefits, IET requirements and disqualification update record in Leads-Report.
- e. Prepare PS and NPS enlistment packets in ARISS and conduct a MEPS pre-enlistment screening briefing as required.
- f. Prepare and conduct presentations about the ARNG on such topics as the role of the ARNG, state/federal missions, features and benefits, employment opportunities and ARNG history.
- g. Establish and maintain a partnership with assigned unit and assist the Commanders and First Sergeant in executing the unit strength maintenance plan and attrition management program.
- h. Assist unit leaders in all matters pertaining to SM by providing SM guidance, support and recommendations, conducting SM training, and assisting in the development of SM incentive award programs.
 - i. Attend at least a portion of each MUTA for unit(s) supported.
 - j. Distribute and display SM promotional items in the unit and in the community.
- k. Conduct interviews with Soldiers, family members, employers and other key individuals to determine the effectiveness of current policies, unit training, ARNG benefit programs and other initiatives and provide recommendations to the unit leadership for improvement.
 - l. Maintain regular contact with unit members to help prevent and solve problems, discuss issues, provide information and answer questions. Provide trends and recommendations to unit leadership.
 - m. Train FLLs in career planning, recommend available programs and options.
 - n. Provide strength maintenance guidance and training for unit attrition personnel and on all administrative requirements necessary for Soldiers retention.
 - o. Provide feedback as required after each unit drill and provide information papers and other reports as needed or required to keep the unit leadership informed of strength status and provide the company leadership the following information:
 - (1) Identification of all Soldiers in the 180 day ETS window.

- (2) Each Soldier's intention regarding extension/re-enlistment.
- (3) Complete summary of why any Soldier is undecided or plans to ETS if no intention to extend/re-enlist.
- p. Explain ARNG opportunities to soldiers and their families; research and explain available features, benefits, rights and entitlements.
- q. Use ARISS to complete and send all enlistment packets to MEPS, download leads, update leads as they progress, and make appointments. Use ARISS to demonstrate work activity to allow higher echelons to validate RRC funding. Use the systems provided to maintain prospect information, school program information and other prospect, COI, VIP and unit member information as required.
- r. Assist in transfer, separation, and discharge requests.
- s. Assist in the preparation and staffing of Family Assistance Centers (FACs) as directed.
- t. Scan all supporting documents with a MEPS projection, prior to the applicant being on the floor.
- u. Have knowledge of State NPS Recruit Sustainment Program, Warrior Transition Course for PS, and the Army Training Requirements and Resources System (ATRRS) if providing career planning and training programs available. Will also have knowledge on Recruiter Temporary Reservation System (RTRS).
- v. Will produce/scan all required hard core documents for enlistment waivers and forward to RRNCOIC for OC process.
- w. Will complete the waiver information screen in ARISS for applicants requiring and choosing the State Level approving authority for all waivers.
- x. Have direct access to the Commanders and First Sergeant with regard to attrition management issues.
- y. Obtain, prepare, distribute, and display attrition management promotional items.
- z. Assist in the development and implementation of the Unit Sponsorship Program.
- aa. Assist with ETS Counseling when the Soldiers are not available during the scheduled drill.
- bb. Plans, coordinates, conducts administrative and retention training for Unit Retention NCOs and FLLs as necessary.
- cc. Works directly with unit administrative personnel to support/complete retention issues at the lowest level.
- dd. Personally interview all Soldiers who have Expired Term of Service (ETS) within 180 days of the last IDT and update the Unit Activity section in ARISS.
- ee. Ensure that all extending/re-enlisting Soldiers receive their extension award. The request award must be presented in front of the unit formation to recognize the Soldier's continued commitment to serve the Army National Guard.
- ff. Ensure that all extending/re-enlisting Soldiers' families receive an appreciation award. The request award should be presented in front of the unit formation to recognize the families' continued support of their significant other's commitment to serve the Army National Guard.
- gg. Perform administrative or logistical tasks necessary to prepare the Soldier for entrance into and success while part of the RSP.

2-19. Reserve Component Transition NCO

The primary function of the RCTNCO is to ensure the successful transition of ARNG Soldiers between States and coordinate the accession of active duty Soldiers into the ARNG. Duties are as follows:

- a. Follow applicable state and federal regulatory guidance and current policies to determine the enlistment and incentive eligibility of Soldiers desiring intrastate transfer, interstate transfer or in-service enlistment.
- b. Identify and contact the new unit of assignment for all Soldiers desiring interstate transfer or in-service enlistment and obtain the name and phone number of a sponsor.
- c. Coordinate with and maintain contact, as applicable, between the gaining or losing State RCT NCO, the Reserve Component Career Counselor (RCCC), the national IST help desk and the national RCT help desk to ensure the successful completion of all transfers and in-service enlistments.
- d. Prepare and conduct briefings to units and installations to streamline and improve the Interstate Transfer (IST) and Reserve Component Transition (RCT) recruiting process.
- e. Prepare and process After Action Reviews, information papers, production reports and other correspondence as required and make recommendations to the RRC to improve IST/RCT processes.
- f. Prepare and submit IST worksheets to the national IST help desk and gaining unit.
- g. Monitor and update the REQUEST System (Recruit Quota System) for the ARNG on a daily basis paying specific attention to the 'manage unit vacancies' functionality, to include maintaining unit information and unit POC. Ensure current and accurate vacant positions are posted on REQUEST system using AUVS.

2-20. Recruiting and Retention Operations NCO

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

- a. Collect, review and monitor SM reports to identify strengths and weaknesses in the State SM Plan and make recommendations as appropriate.
- b. Develop a comprehensive RRC training program that addresses pre and post MOS training for RRNCOs, RRC sustainment/refresher training for all RRC positions, ADSW/recruiter assistant training, CTT, APFT, weapons qualification, and other areas as needed or directed.
- c. Monitor and evaluate RRC training requirements and develop, conduct or coordinate individual, team and region RRNCO motivational training targeted at improving attitudes, knowledge and skills.
- d. Monitor and evaluate training requirements for the RRC to include MOSQ requirements as well as NCOES, using ATRRS. Coordinate any RRNCO training requirements with the RRNCOICs.
- e. Assist the RRC by obtaining applicant information and documents required by RRNCOs.
- f. Complete quality control activities on prior service enlistment packets. ARISS is the primary conduit for SIDPERS and future electronic personnel systems.
- g. Complete and submit various requests for orders, military awards, personnel actions and other correspondence as required.
- h. Will initiate all NGB level waivers workflows to the National Guard Bureau through the use of Guidance Counselor Resource Center (GCRC) after receipt from RRNCO and verify all documents are present.
- i. Ensures the State accession mission is input into ARISS.

2-21 Marketing NCO

Marketing NCOs provide direct advertising support to RRNCOs with the primary purpose of generating leads and accessions. They are responsible for developing and implementing the advertising/marketing plan for the State and providing advertising/marketing support to the RRC. Marketing NCO duties are as follows:

- a. Conduct State level market analysis as a basis for the development of marketing strategies utilizing nationally supplied and locally obtained census reports and demographic data.
- b. Review national marketing and advertising strategies to develop State and local plans and budgets in accordance with a national plan.
- c. Attend conferences and seminars and provide advertising support to national and State RR events as required.
- d. Plan, develop, and coordinate the production of state and local brochures, posters, audio and/or visual materials including tailored national items.
- e. Maintain liaison with media outlets and, when appropriate, the RRNCO and RRNCOICs responsible for each.
- f. Place paid and unpaid advertising and public awareness materials in media that supports the State's specific requirements.
- g. Coordinate and arrange for placement of outdoors and transit advertising.
- h. Develop and obtain promotional items for the RRC in support of the State and national advertising campaign.
- i. Advise and train RRC personnel in the development of target advertisements and preparation of news releases publicizing new enlistments, unit events, promotions, and IET completions.
- j. Coordinate marketing plans and efforts with State and organizational public affairs and command information programs and personnel.
- k. Evaluate the effectiveness of State marketing efforts and materials by consulting with members of the RRC, develop proposals and recommendations for improvement and advise the RRC.
- l. Provide evaluation and feedback through the Marketing Advisory Council (MAC) for modification or improvement of nationally produced advertising and marketing programs.
- m. Develop recommendations and proposals for new initiatives and submit through the MAC to the ARNG Advertising Branch at NGB-ASM-A.
- n. Develop and train an internal MAC within the State with the purpose of assisting in matters listed in the previous sub-paragraphs.
- o. Use ARISS to determine that all priority one leads are being properly worked by the state's RRC and avoid duplicate state channels of distributing leads to RRNCOs. ARISS provides a ready-made method of validating funding requirements for marketing efforts.

2-22. Recruiting and Retention Automation NCO

The Recruiting and Retention Automation NCO serves as the primary automation point of contact, advisor and troubleshooter for the RRC. He/she supports the SM efforts of all RRC personnel by ensuring that automated RRC missioning, tracking, awarding and applicant presentations and processing are unhindered. Automation NCO duties are as follows:

- a. Obtain, maintain, train and deploy existing and future Information Technology (IT) resources.
- b. Manage USAAC Form 101/USAREC Form 1189, Request for ADP II or III Category Access Pending Completed Background Surety Investigation [1JUN 2003] V4.10 for the RRC.
- c. Assist the State Security Manager in scheduling periodic Re-Investigations of National Agency Checks (NAC) for the RRC.
- d. Manage Public Key Infrastructure (PKI) accounts for the RRC.
- e. Provide Internet Service Provider (ISP) account management for the RRC.
- f. Maintain Virtual Private Network (VPN) using tunneling technology for secure transmission of sensitive data through standard phone lines and GUARDNET LAN Access.
- g. Provide the RRNCOIC with resources and information needed to train their subordinate personnel on automation related issues.
- h. Monitor and evaluates performance and compliance of automated system users, communicates technical information to operators, develops training solutions to enhance performance where necessary and assists them locally and remotely in functional support.
- i. Coordinate the acquisition, service and property accountability of all automation equipment and manages all warranty and non-warranty technical support issues.
- j. Prepare technical studies and reports and maintains records pertaining to this functional area.
- k. Provide technical support for networked systems.
- l. Inform new users of automation requirements and responsibilities through the use of an in-processing checklist.
- m. Inform the chain of command of automation configuration control violations.
- n. Initiate MIPR process for purchase of additional automation equipment, if required.
- o. Ensure that all DOD mandated virus updates and software patches are loaded onto ARISS computers, to avoid work stoppages.
- p. Make adjustments to FAZR and PER to ensure that the RRC personnel are correctly recorded in the ARISS System.
- q. Have access to ATRRS and input Army Automated Training Application Module (AATAM) training applications for schools needed.
- r. Will assist personnel assigned to recruiting and retention to obtain the correct User Id and passwords for the required systems access.
- s. Serve as the state/territory POC in the administration of the Virtually Armory Website.
- t. Will provide NGB ROC with any changes in personnel for user ID's for REQUEST program.

2-23. ARNG Military Entrance Processing Station Guidance Counselor

ARNG MEPS GCs complete the final phase of the enlistment process. Their primary role is to ensure that all qualified applicants for ARNG enlistment are enlisted into the ARNG and that non-prior service applicants obtain a valid training seat reservation. Guidance Counselors are responsible for the following:

- a. Process electronic MEPS projections received in Guidance Counselor Redesign (GCR) from RRNCOs. Scan documents missing from the Soldier's packet for storage in ECM and MIRS.
- b. Submit projections from Guidance Counselor Redesign to MIRS for submission of the Applicant Processing List (APL).
- c. Provide liaison support between the ARNG and the local MEPS on any issues that surface concerning ARNG applicants.
- d. Provide quality control checks on applicant accession packets submitted by the RRNCO using ARISS/GCRC.
- e. Ensure that all information in the Electronic Personnel Security Questionnaire (EPSQ) is correct prior to submission. All accessions will have a National Agency Checklist, Local Agency Check, and credit check (NACLC). Will check JPAS report and ensure that ALL users are corrected and submitted. Confirm all corrections 48 hours later. No Soldier will ship to training without an approved clearance.
- f. Perform Security Officer verification/certification function in the processing of EPSQ.

- g. Verify that all ARNG applicants meet the eligibility requirements for enlistment in the ARNG and MOS chosen.
- h. Re-sell an applicant when necessary and secure the enlistment by performing a sales presentation and overcoming any applicant indifference, misunderstandings or objections that may arise.
- i. Maintain all OSUT and Phase I shipper packets until ship date.
- j. Perform the pre-ship interview with all shippers, ensuring that all information in the original enlistment packet is still correct and make changes prior to shipping as necessary.
- k. Coordinate with State Headquarters on the receipt of Phase II Shipper packets, ensuring that all required information is included prior to ship date.
- l. Request/coordinate the issuance of Phase II (AIT) orders through the MEPS Operations Section when needed.
- m. Manage and report all changes to ship dates for ARNG Soldiers.
- n. Confirm daily, all IET ship transactions and IET reservations in Electronic Record Management (ERM) and REQUEST.
- o. Counsel disqualified applicants.
- p. Provide RRC leadership with information and updates regarding changes to processing procedures, training seat availability and qualification standards.
- q. Notify RRC of issues pertaining to qualification of applicants or recruits for adjudication at the RRC/MEPS Commander level.
- r. Provide information for training the RRNCOs, RRNCOICs and RRSGMs in MEPS processing, packet preparation, EPSQ, and other issues pertaining to MEPS processing of applicants.
- s. Conduct and/or coordinate MEPS Orientations for new members of the RRC.
- t. Determine pre- and post-charges and provide data to the proper Government IMPAC card for payment of applicant meals and lodging.
- u. Transfer training records back to owning unit via the ERM system, as the soldier's record is updated at the training base.
- v. Make reservations for Navy, Air Force, and Coast Guard PS only in the Warrior Transition Course.
- w. High school graduates and GED reservations will have training reservations made to start training within 90 days of enlistment.
- x. CAT IV enlistments must ship within 90 days of enlistment.
- y. Counsel split option soldiers that they may miss the fall semester or may have to coordinate late entry with the college. Phase 2 OSUT/AIT schedule will govern your return date, no MRD for Phase 2 soldiers.
- z. Assist the State Operation NCO on submitting medical waivers through GEMR when needed and forward approvals to NGB for control # and waiver code.

2-24. Administrative NCO

The Administrative NCO positions are used in both the RR Headquarters Section (CMF 71, E6) and the Operations and Training Section (42A, E6) to provide clerical and administrative support for the RRC. The Administrative NCO performs a myriad of duties and is detailed at the discretion of the RRC. At a minimum, Administrative NCOs duties are as follows:

- a. Prepare and send correspondence, ensuring compliance with current regulations, policies and directives.
- b. Answer inquiries relating to administrative policies and procedures.
- c. Review all outgoing correspondence for completeness, grammatical accuracy, spelling, punctuation, and conformance with current policy and required format.
- d. Maintain office files in accordance with applicable regulations and ensure the timely response to suspense actions.
- e. Receive incoming mail and make proper distribution.
- f. Prepare and distribute required forms and documents as directed by the RRC (e.g. DD Form 1610, DA Form 31, DD Form 1351-2, and SF 1164).
- g. Maintain official military personnel records and financial data records for members of the RRC.
- h. Prepare presentations, briefings and reports as directed by the RRC.

2-25. Supply NCO

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

- a. Coordinate with other units within the State for training equipment and/or field items and/or restricted access items as necessary.
- b. Maintain item accountability using the PBUSE computer system.
- c. Participate with the truck convoy planning for movement of unit's equipment for statewide activities.
- d. Obtain supply items through federal warehouses and/or initiate procurement forms to obtain the requested items.
- e. Perform inspections of equipment for serviceability.
- f. Clean and maintain unit assigned equipment and conduct the weekly PMCS of TMP assigned vehicles.
- g. Provide assistance as required to the RR Automation NCO in the procurement, accountability and distribution of assigned automation items.

2-26. AMEDD Technician

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

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

Chapter 3

Organization and Structure

3-1. General

The RRC is organized per the current Table of Distribution and Allowance (TDA) maintained by the CNGB, ATTN: Command Management Division (NGB-ARF). An outline of the RRC organization based on the current authorized TDA is at Figure 3-1.

- a. Each State AG determines the placement of the RRC organization.
- b. The RRC may be a special staff member to the AG, work under the direction of the Assistant AG (Army) or Chief of Staff, or be placed under the Military Personnel Management Officer (MILPO).

3-2. Policy

- a. The RRC, due to the requirements of the position, fulfills many of the functions normally reserved to commanders. These functions include leadership, training, discipline, personnel actions, logistics and resource management.
- b. The RRC functions as a commander and will centrally supervise and manage all of the positions in the RRC, regardless of where the RR organization is placed in the State.

3-3. Required Positions

RRC requirements are full-time Active Guard/Reserve (AGR) positions determined by the CNGB, ATTN: Full-Time Support Division (NGB-ARM). Effective 1 December 2002, these positions are located on the Recruiting and Retention Division Table of Distribution and Allowances (TDA) and are under the control of the RRC for the exclusive use of RR duties in support of the Strength Maintenance Program.

- a. Headquarters Section
 - (1) RRC, LTC, FA 43A, branch immaterial, One required.
 - (2) RRS, CPT/WO-CW4, branch immaterial. One required.
 - (3) RR Operations NCO, SFC, MOS 79T.
 - (a) One required.
 - (b) Two are required with end-strength of 7,000 or more.
 - (4) RR Automation NCO, SFC, MOS79T.

- (a) One required.
- (b) Two are required for end-strength of 5,000 – 9,999.
- (c) Three are required with end-strength of 10,000 or more.
- (5) Supply NCO, SSG, CMF 92. One required.
- (6) Administrative NCO, SSG, CMF 42A.
- (a) One required.
- (b) Two are required with end-strength of 7,000 – 9,999.
- (c) Three are required with end-strength of 10,000 or more.
- (d) Four are required with end-strength of 15,000 or more.

b. Operations and Training Section

(1) Operations and Training (O&T) Officer, MAJ/FA 43/WO, branch immaterial. Requirements for the O&T Officer position are based on the number of required RRNCOIC positions in the RRC as follows:

NCOICs	O&Ts
0 - 3	1
4 - 5	2
6 - 8	3
9 -11	4
12 +	5

(2) Marketing NCO, MSG/SFC, MOS 79T.

- (a) One required (SFC).
- (b) Two are required (both SFC) for any State with end-strength of 8,000 – 14,999.
- (c) Two are required (1 SFC, MSG for any State exceeding 15,000 end-strength).
- (3) ARNG Military Entrance Processing Station (MEPS) Guidance Counselor (GC), SFC, MOS 79T, ASI V7.
- (a) Two are required for each MEPS.
- (b) Three are required for those MEPS which process, on an average, 10 to 15 applicants per day.
- (c) Four are required for those MEPS which process, on an average, 16 or more applicants per day.
- (4) Reserve Component Transition NCO (RCT NCO), SFC, MOS 79T.
- (a) One required.
- (b) Two are required for States with over 500 annual IST/RCT accessions.

c. Strength Maintenance Section

(1) RRSKM, MOS 79T.

- (a) One required.
- (b) Two are required for States with enlisted end strength of 1,000 or more.

(2) RRNCOIC, MSG, MOS 79T. RRNCOIC requirements are determined based on the number of RRNCO requirements in the RRC as follows:

- (a) One RRNCOIC is required for every 10 RRNCO requirements for States with end-strength up to 7,999.
- (b) One RRNCOIC is required for every 9 RRNCO requirements for States with end-strength of 8,000 – 11,999.
- (c) One RRNCOIC is required for every 8 RRNCO requirements for States with end-strength of 12,000 or more.

(d) In States with less than 10 RRNCO requirements, one RRNCOIC is required.

(3) RRNCO, SFC, MOS 79T or SQI-4. Requirements for the RRNCO position are determined based on enlisted accession mission, and geographic area. Determination will also be made with the three-tenet mission in mind, and the State's ability to maintain an enlisted accession rate of 2.5 per month, per RRNCO.

d. Officer Strength Section

(1) Officer Strength Manager, (OSM) MAJ, Functional Area (FA) 43/WO, branch immaterial.

- (a) One is required for States with officer end strength of 150 or more.
- (b) Two are required for States with officer end strength of 1,300 or more.

(2) AMEDD Technician, (AMEDD Tech) GS9, CMF 42, 79, 91. The AMEDD Tech position is an additional asset provided to assist States in their AMEDD RR efforts. Distribution of these requirements is not subject to any prescribed formula but is determined by the CNGB, ATTN: Full-Time Support Division (NGB-ARM).

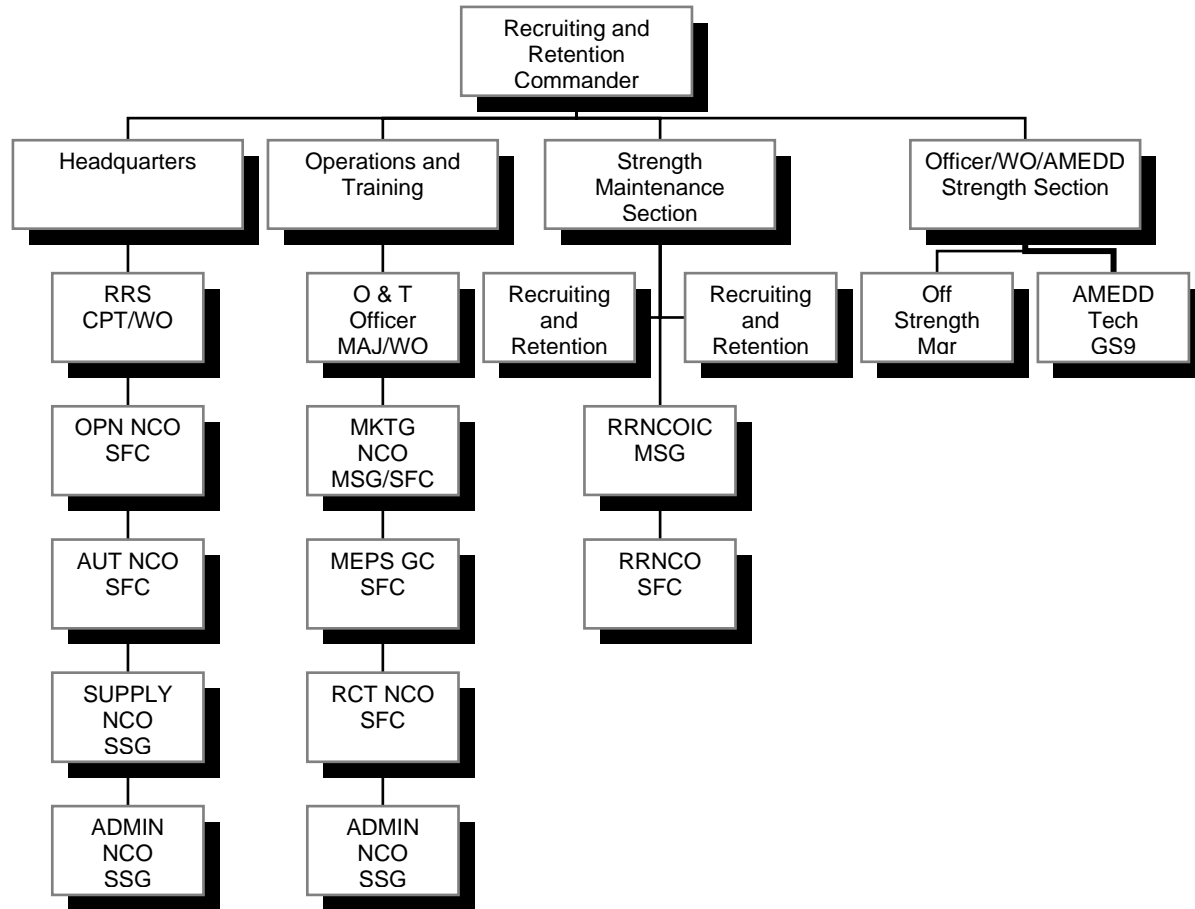


Figure 3-1. Table of Distribution

**Chapter 4
Personnel Management**

4-1. Purpose

This chapter prescribes the personnel distribution, utilization, and selection and assignment policies for the RRC.

4-2. Distribution

The CNGB, ATTN: Personnel Programs, Manpower and Resource Division (NGB-ARM) distributes all manpower authorizations to the States via the Manpower Authorization Voucher.

a. RRC authorizations are determined based on input provided by the Chief, Strength Maintenance Division (NGB-ASM).

b. Several factors are considered to determine the RRC authorization distribution, including command structure allowance, end strength, demographics, geography, population trends, future strength projections, and current SM performance statistics.

4-3. Utilization

a. RRC authorizations will only be used to fill the RRC required positions listed in Chapter 3 of this regulation. RRC authorizations will not be used to fill non-RRC required positions.

b. RRC positions are authorized solely to perform RR related duties. Under no circumstances will these individuals be assigned duties other than RR related duties or perform duties inconsistent with the responsibilities of the RRC positions listed in Chapter 2 of this regulation.

4-4. Selection

The selection process for RRC personnel is at the discretion of the RRC with the following guideline: RRCs will maintain an annual or open position vacancy announcement in their State and ensure that RRC positions remain filled at all times.

4-5. Assignment

RRC personnel are assigned to TDA positions in the RRC TDA and work under the supervision and direct control of the RRC in accordance with this regulation and NGR 600-5. Their duty stations will be based on the States SM needs, demographics, other locally developed criteria and the following guidance:

- a. Assign one RRNCO to every 120-140 member sized element.
- b. Assign one RRNCOIC to every 8-10 RRNCOs.
- c. Assign each RRSKM to supervise one half of the assigned RRNCOICs.

4-6. Work Conditions and Hours

The nature of the SM mission requires a unique mixture of NCO professionalism and salesmanship. Working with civilian leads, prospects, applicants and Soldiers during their available time requires non-traditional work schedules. This requires a flexible duty day schedule as determined by NGR 600-5 and State policies.

4-7. Position Qualifications

ARNG Soldiers applying for a MOS 79T position within the RRC must meet the requirements for award of Skill Qualification Identifier (SQI) 4 as listed in DA Pam 611-21 and NGR 600-200, chapter 3, utilization management.

- a. Awarding SQI-4. All RRC Soldiers, SGT-SFC, who are assigned to an MOS 79T position, meet the minimum requirements for award of SQI-4 and successfully complete the ARNG Recruiting and Retention NCO Course conducted by the SMTC, PEC, will be awarded SQI-4.
- b. Period of Assignment. The period of assignment for a Non-Career RRNCO will be 36 months, extendable up to 12 months with a recommendation from the RRC.
- c. Conversion.
 - (1) Non-Career RRNCOs in the grade of Sergeant First Class and Staff Sergeants who meet the promotion criteria to SFC per NGR 600-200 may request through proper channels to convert to primary MOS (PMOS) 79T (career RRNCO) at the discretion of the RRC.
 - (2) Conversion to PMOS 79T requires a signed memorandum by the RRC stating that the Soldier meets the criteria for awarding PMOS 79T and becomes a part of the Soldier's official 201 military personnel file. An example conversion memorandum is provided at Appendix B.

4-8. Mission Requirements

Each RRSKM, RRNCOIC, RRNCO, Officer Strength Manager and AMEDD Strength Manager must be assigned a SM mission that includes the three basic tenets of the SM Program. The three tenets of the SM Program include recruiting quality Soldiers, attrition management designed to reduce unprogrammed losses of Soldiers under contractual military service obligation (MSO), and retention and extension of quality Soldiers at ETS. RRNCOs will be assigned an individual SM mission, RRSKM and RRNCOICs will be assigned a region or area SM mission, and Officer and AMEDD Strength Managers will be assigned an individual mission. Further information on missioning is covered in Chapter 6, Section II of this regulation.

- a. Recruiting Mission. The recruiting mission will focus on recruiting non-prior service and prior service applicants into the MOS vacancies of an assigned unit or units.
- b. Attrition Management Mission. The attrition management mission will focus on providing assistance to a specific unit or units in reducing unprogrammed losses of soldiers with a contractual MSO with special emphasis placed on training pipeline losses, first term losses, and achieving their attrition management objectives.
- c. Retention Mission. The retention mission will focus on helping an assigned unit or units re-enlist/extend qualified Soldiers in the ARNG.

4-9. Performance Counseling

Each Soldier is entitled to regular and consistent performance counseling by the chain of command. At a minimum, RRC leaders should counsel their assigned Soldiers on a monthly basis, providing essential feedback regarding the performance of their duties and the status of their assigned mission. Regular and consistent performance counseling will help RRC leaders identify Soldier weaknesses before they become problematic.

4-10. Career Progression

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

b. RRNCO experience is required to ensure that the best-qualified Soldiers fill the MSG and SGM positions in the RRC. The following Senior RRC positions require the incumbent to have the RR Master Badge:

- (1) Senior Marketing NCO
- (2) Senior MEPS GC
- (3) RRNCOIC
- (4) RRS GM

c. Based on the above requirements, Soldiers in the grade of E7 and E8 who fail to possess the R&R Master Badge will not be considered during the annual promotion cycle—without an approved waiver. Waivers are approved from NGB-ASM.

4-11. Awards

A properly designed SM award program should recognize the outstanding accomplishments and significant contributions of individuals in a tangible manner. Awards should never be automatic and should be awarded only when performance is well above established minimum standards. Information regarding the purchase of awards is in Chapter 9 of this regulation.

a. State SM Award Program. Designed to motivate and recognize individuals working within the SM program as well as individuals actively supporting the program (e.g. Centers of Influence (COIs) and Very Influential Persons (VIPs) exerting a positive influence in their communities on behalf of the ARNG). RRC leaders must ensure that these award programs are designed to award accomplishments in all three tenets of SM.

When recommending or approving an individual for a SM incentive award, RRCs must consider the “whole person” concept. When evaluating the “whole person”, factors such as personal appearance, height and weight standards, educational accomplishments, physical fitness, leadership skills, and involvement in the civilian community as well as mission accomplishment should all be considered.

b. National SM Award Program. See the Annual Strength Maintenance Incentive Program (SMIP) and other official guidance published by the Chief, NGB-ASM for national and regional SM incentive award criteria.

c. Authority. AR 600-8-22, Military Awards is the basic authority for awards to military members and units for excellence in competitions or accomplishments relating to the Armed Commands of the United States. Additionally, awards for military members and units of the Department of Defense shall comply with DOD Directive 1348.19 (12 May 1989). Awards for private citizens shall comply with Subchapter 451 of DOD 1400.25-M, “Civilian Personnel Manual, December 1996. Care must be exercised to ensure that locally designed awards do not violate the guidance contained in these references.

4-12. Recruiting and Retention Badges

RR badges will be awarded IAW Table 4-1 of this regulation and will be annotated on DA Form 2-1 (effective date is the date of this publication). See Appendix C for RRNCO Badge Upgrade memorandum.

a. Awarding.

- (1) The RRC will recommend the authorization of RR badges through proper channels to the State AG.
- (2) The State AG will announce by memorandum, approval of ARNG RR badges.
- (3) The Chief, NGB-ASM will announce by memorandum, approval of ARNG RR Basic Badge for Title 10 Soldiers.

Soldiers.

- (4) RR badges will be presented to recipients in an appropriate award ceremony.

b. Withdrawal.

(1) When circumstances warrant, RR badges may be withdrawn for cause by the appropriate approving authority.

(2) Reasons for withdrawal for cause, as defined in the Joint Ethics Regulation (DOD Regulation 5500.7-R) is impropriety, malpractice and misconduct.

c. Wear.

- (1) RR badges will be worn IAW AR 670-1.

(2) All RR Badges are authorized for wear as a permanent part of the uniform. They may be worn when reassigned to a position outside the RRC. Officers who receive a badge while enlisted are authorized to wear the highest badge awarded during their enlisted time.

(3) Chief's 54 and Master 7 badge awardees must meet the criteria for the ARNG RR Master badge IAW Table 4-1 for permanent wear of these badges.

(4) The Soldier may not wear any RR badge that is withdrawn for cause.

d. Supply.

(1) RRCs will maintain an adequate stock of all three RR badges, subdued and non-subdued, with a minimum of two badges provided to each eligible recipient. Replacements are at no cost to the Soldier provided the individual was not at fault for loss.

(2) Non-subdued RR badges are available through supply channels using the following NSN numbers:

(a) Basic, 8455-01-459-6225

(b) Senior, 8455-01-459-6089

(c) Master, 8455-01-246-4125

(3) The subdued cloth badges may be purchased from commercial sources, the Army/Air Command Exchange System (AAFES), or Military Clothing and Sales Stores using available RR expense funds IAW with Chapter 9 of this regulation.

e. Description. ARNG RR badges are identification badges with the ARNG minuteman in the center with a star on each side. Detailed descriptions are as follows:

(1) RR Badges:

(a) The Basic Badge is a silver-colored disc two inches in diameter.

(b) The Senior Badge is a gold colored disc two inches in diameter.

(c) The Master Badge is similar to the RR senior badge but is surrounded by a gold wreath, 5/16 of an inch wide.

(2) Subdued RR Badges:

(a) The RR Basic Badge is a square cloth badge with black insignia and green writing on a green background.

(b) The RR Senior Badge is a square cloth badge with green insignia and black writing on a black background.

(c) The RR Master Badge is a square cloth badge with black insignia and green writing, surrounded by a black colored wreath, 5/16 of a inch wide on an OD green background.

f. Alterations.

(1) The Chief's 54 Badge is an RR Master Badge with the words "Chief's 54" engraved in the bottom center of the badge. This badge is presented to recipients of the Chief's 54 Award.

(2) The Master 7 Badge is an RR Master Badge with the words "Master 7" engraved in the bottom center of the badge. This badge is presented to recipients of the Master 7 Award.

(3) The criteria for the Chief's 54 and Master 7 awards are published in the annual Chief's Strength Maintenance Award Program (CSMAP) by NGB-ASM.

(4) Any other alterations to recruiting and retention badges are prohibited.

g. Upon assignment to ARNG RRNCO positions, Soldiers are no longer authorized to wear recruiting badges awarded from other components (IAW AR 670-1).

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

	A	B	C	D
R U L E	When	and has	and has	then award the
1	an enlisted Soldier is assigned to a valid ARNG RR position	successfully completed the ARNG Recruiting and Retention NCO Course (805B-SQI4)	never been awarded an ARNG RR Badge	ARNG RR Basic Badge (see note 4)

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

2	an officer has served at least 12 consecutive months in any authorized RRC TDA position(s) prior to 1 Jan 2004 or has successfully completed the RRF Leadership Course	been recommended by his/her RRC or NGB-ASM	never been awarded a higher level RR Badge as an enlisted Soldier	ARNG RR Basic Badge (see note 2, 4)
4	an RRNCO has held the RR Basic Badge for 12 months	achieved 100% of cumulative assigned mission for 12 consecutive months	been recommended by his/her RRNCOIC to receive a badge upgrade	ARNG RR Senior Badge (See notes 1, 2)
5	an RRNCO has held the RR Senior Badge for 12 months	achieved 100% of cumulative assigned mission for 12 consecutive months	been recommended by his/her RRNCOIC to receive a badge upgrade	ARNG RR Master Badge (See notes 1, 2, 3)
6	an officer and/or enlisted Soldier assigned as the OSM	successfully completed ARNG Officer Strength Manager Course (805B-F17(NG))	never been awarded an ARNG RR Badge	ARNG RR Basic Badge (See note 2, 3, 5)

Notes:

1. To be eligible for the RR Senior or Master Badge, an enlisted Soldier must be assigned to an RRNCO position on the RR TDA, effective 01 December 02, (Title 32) and must be assigned an individual, three tenet, strength maintenance mission IAW paragraph 4-8 of this regulation.
2. Officers are only authorized to receive the Basic Badge.
3. An area, collective, State or "prior service only" mission does not qualify as an assigned mission, and therefore, does not qualify as awarding criteria for the RR Senior or Master Badge.
4. All RR Badges are permanent awards and may be worn by any Soldier, in any position, who has been awarded that badge. Should a Soldier receive a commission after being awarded a Badge, that officer is authorized to wear the highest level Badge they were awarded.
5. Approved Officer Strength Manager course as determined by the Chief, SMTC.

4-13. Standards of Conduct

Because most RRC personnel work in the communities where they live, they must present a high degree of professionalism on and off duty. Maintaining a high degree of professionalism assists RRC personnel in establishing rapport and trust in their community.

4-14. Conduct and Performance

The conduct and performance of the RRC requires higher than normal standards. RRC leaders will ensure that their subordinates understand and adhere to the policies and guidance in this regulation and the following regulations at all times:

- a. AR 670-1, Wear and Appearance of Army Uniforms and Insignia.
- b. AR 600-20, Army Command Policy.
- c. AR 600-9, The Army Weight Control Program.
- d. DOD Regulation 5500.7-R, The Joint Ethics Regulation. Major areas are conflict of interest, political activities, and secondary employment.
- e. AR 600-85, The Army Substance Abuse Program provides guidance on identifying and correcting problems.

f. NGR (AR) 600-5, The Active Guard/Reserve Program.

g. AR 58-1 Management, Acquisition And Use Of Motor Vehicles lists policies affecting the administrative use of GSA vehicles.

4-15. Allegations and Sources of Irregularity

Strength maintenance activities provide several checks to disclose improper or irregular actions on the part of the applicant, Soldier or RRC personnel. Actions such as failure to disclose police records, failure to list disqualifying medical condition, providing modified or false documents, or improperly preparing for aptitude testing, are often discovered by ARNG MEPS guidance counselors, ENTRANCE NATIONAL AGENCY CHECK (ENTNAC) interviewers, unit administrators, TRADOC Liaison NCOs, and Drill Sergeants. When a possible irregularity is discovered, the applicant or Soldier is interviewed and statements are taken.

a. If discovered at MEPS, refer the case directly to the RRC.

b. If discovered in a unit, send the case to the State HQ according to State policy, with copy furnished to NGB-ASM.

c. If discovered at a reception or training station, send the case directly to the State AG with copy furnished to NGB-ASM.

4-16. Informal Investigation/Inquiry

When a case is based on a relatively minor point, or when the statements and supporting document(s) clearly show an improper action on the part of the applicant, Soldier and/or the RRC personnel, it may be resolved without a formal investigation. Additionally, there is no need for an investigation if any supporting statements clearly absolve the RRC personnel of any wrongdoing.

4-17. Formal Investigations

A case is formally investigated according to State policies and procedures when a major allegation is made or the RRC feels there is cause for a formal investigation. AR 15-6 provides guidance for these investigations.

4-18. Status

In all cases involving formal investigations of RRC personnel, the RRC will determine whether or not RRC personnel will continue in a normal duty status. When the situation warrants, the Soldier may be suspended from RR duties and directed to report to a duty location specified by the RRC pending completion of the investigation and final determination by the designated State authority. (See paragraph 9-20 regarding suspension of SDAP).

4-19. Unfulfilled and Erroneous Commitments

All enlistments, re-enlistments, and extensions of enlistment agreements will be honored. All rights, requirements, entitlements, and options are fully explained and agreed upon before each contract is affected. Individuals involved in the RR processes are cautioned against committing a federal and/or verbal commitment that cannot be made a matter of contract. All claims of unfulfilled or erroneous commitments will be investigated promptly. Enlistment packets, military personnel record jackets (MPRJ), other available forms, records, and documents are to be thoroughly reviewed to determine the validity of claims and allegations.

4-20. Actions by the Applicant or Soldier

Upon receipt of a claim, the first commander in the Soldier's chain of command will review that claim to see if the situation can be resolved at that level.

a. Commanders who do not resolve the claim or allegation in the applicant or Soldier's favor will forward the claim, with a recommendation, to the next higher commander for resolution at the lowest level.

b. Determinations in the applicant or Soldier's favor complete the process. Information copies of each resolved claim are then sent through command channels to the RRC, and forwarded to the State personnel office.

c. The State Adjutant General has the authority to rule on all claims generated by their State except incentive eligibility; the CNGB, ATTN: Personnel Policy, Programs, and Manpower Division (NGB-ARH) is the adjudicating authority in such cases. Only the State Adjutant's General can rule negatively. In questionable cases, the AG may forward the claim to CNGB, ATTN: Personnel Policy, Programs, and Manpower Division (NGB-ARH).

d. The applicant or Soldier may appeal the case in writing to the CNGB, ATTN: Personnel Policy, Programs, and Manpower Divisions (NGB-ARH) if the claim is not resolved by the State in the claimant's favor and provided the claim is not based on a point or factor governed by State law.

4-21. Final Determination

The RRC makes a final determination based on a preliminary screening or an informal investigation. In a formal investigation, the investigating officer submits the findings and recommendation(s) for approval and action. Each case will have a clear, final determination.

4-22. Notification

Once final determination is made it must be clearly explained to the RRC personnel involved and the applicant/Soldier if applicable. All determinations will be made a matter of record via memorandum for record or counseling form. The explanation will include planned or proposed corrective or punitive action if required. If the case was referred to the RRC by the MEPS, forward a copy of the determination to the MEPS Commander.

4-23. Involuntary Release

Involuntary release from RRC duty is to be used only as a last resort. Every effort must be made to retrain and rehabilitate Soldiers prior to release. A sample counseling statement, letter of reprimand, and recommendation for involuntary release from recruiting and retention duty can be found in Appendices E, F, and G respectively.

4-24. Rehabilitation

RRCs will establish a probation policy on retraining and rehabilitating RRC personnel who do not meet established standards. At a minimum, these policies and procedures will address the use of performance counseling, sustainment training, counseling statements and remedial training.

a. Sustainment Training. Each State will establish a sustainment-training program that addresses basic RR skills, knowledge and attitudes. The development and use of a successful RRC sustainment-training program will help prevent poor performance and weaknesses from occurring. See paragraph 5-18 for further information on sustainment training.

b. Counseling Statements.

(1) A counseling statement or letter of reprimand is the next step when regular and consistent performance counseling and sustainment training efforts have failed to improve Soldier performance. These statements must be specific in nature and include proposed corrective action (see Appendix D for an example).

(2) There is no set guideline on the number of counseling statements or letters of reprimand before recommending a Soldier for involuntary release; however, a minimum of two such documents is required before any release action can be taken against a Soldier due to job performance.

c. Remedial training.

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

(2) Before any involuntary release actions are taken against an RRC Soldier due to job performance, remedial training efforts aimed at improving the Soldier's performance will be conducted, documented and signed by the Soldier.

4-25. Reclassification

RRC Soldiers (SQI-4) who are not recommended by the RRC for a career RRNCO position (PMOS 79T), or PMOS 79T RRC Soldiers who are no longer able to maintain MOS proficiency should be provided every opportunity for reclassification into another AGR position within the State. Consult with the HRO for available reclassification options and alternative courses of action.

4-26. Release Procedures

The following procedures are recommended when processing a Soldier for involuntary release. These procedures do not take precedence over or change the requirements contained in AR 135-178 or NGR 600-5. In questionable cases, contact the State HRO.

a. Supervisor will provide completed and signed copies of counseling statements or letters of reprimand as well as a complete written record of remedial training efforts.

b. Supervisor will complete a written recommendation for involuntary release stating the specific reasons for the action.

c. Supervisor will contact the Soldier and provide a copy of the recommendation in person.

**Chapter 5
Training**

5-1. Purpose

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

5-2. RRC Training Program

a. The 79T career management field (CMF) is designed for Soldier career development through progressive and sequential training.

b. A successful RRC strength maintenance training program is essential to maximizing the SM efforts of all RRC personnel. RRCs must develop a training program that includes the necessary training to ensure a well-trained, highly qualified and competent RRC. Table 5-1 provides a listing of the RRC required training timelines. The components of an RRC Training Program include:

- (1) Pre-MOS Training
- (2) MOS Qualification Training
- (3) NCOES (SQI4-Based on PMOS / Career RRNCO – Based on CMF 79T)
- (4) Functional Training
- (5) Sustainment Training

**Table 5-1.
Recruiting and Retention Command Required Training Timelines**

Course	Who must attend	Timeline	Remarks
ARNG Recruiting and Retention NCO Course (805B-SQI4)	Newly assigned RRNCOs	Phase I - Upon assignment as RRNCO Phase II - within 6 months of assignment	Must meet the requirements for award of SQI-4
ARNG Recruiting and Retention ANCOC (805B-79T40)	See NGR 600-200 and published guidance	per NGR 600-200	Must be a SSG or SFC and IAW NGR 600-200 Chapter 3
ARNG Marketing NCO Course (805B-F34)	Newly assigned Marketing NCOs	within one year of assignment	Must be PMOS 79T or SQI-4
ARNG MEPS Guidance Counselor Course (805B-ASIV7)	Newly assigned MEPS GCs	within 6 months of assignment	Must be PMOS 79T or SQI-4
ARNG Reserve Component Transition NCO Course (805B-F23) (Title 32)	Newly assigned RCT NCOs	within one year of assignment	Must be PMOS 79T or SQI-4
Reserve Component Transition NCO (Title 10)	Newly assigned RCCCs	as directed by DA-HRC	Must be PMOS 79T or SQI-4
ARNG Recruiting and Retention Automation NCO Course (805B-F16(NG))	Automation NCOs	within 6 months of assignment	Must be PMOS 79T or SQI-4
ARNG Liaison / Initial Active Duty Training (IADT) Managers Course (805B-F03)	TRADOC Liaisons/State IADT Managers	within 6 months of assignment	Must be PMOS 79T or SQI-4
ARNG Recruiting and Retention NCOIC Course (805B-F31)	SFC & MSG with a projected assignment as Area RRNCO	within 6 months of assignment	Must be PMOS 79T

**Table 5-1.
Recruiting and Retention Command Required Training Timelines -- Continued**

ARNG RRF Leadership Course (805B-F21)	Newly assigned RRSgMs and RRC officers	within 6 months of assignment	
ARNG Battalion Career Counselor Course (805B-UNIT-RET)	Newly assigned Career Counselors	within 6 months of assignment	MOS immaterial
ARNG Officer Strength Manager Course (805B-F17(NG))	Newly assigned OSF	within 6 months of assignment	Enlisted Soldiers must be 79T or SQI4, Officers are branch immaterial

5-3. General

A pre-MOS training program is essential to ensure that newly assigned Soldiers are aware of their duties and responsibilities and are prepared for formal school training.

5-4. Pre-Military Occupational Specialty Training(MOS)Training

RRC leaders should use a pre-MOS training program to help newly assigned RRC personnel transition into a sales and service environment.

5-5. ARNG Recruiting and Retention NCO Course (Phase I / II)

a. All enlisted Soldiers assigned to a 79T position in the full-time RRC must complete the RR NCO Course (Phase I and Phase II) within 6 months after assignment. Phase I is web-based and must be successfully completed prior to attendance of the Phase II resident course. This is mandatory formal training required by NGR 601-1 and DA PAM 611-21 under the auspices of the Strength Maintenance Training Center (SMTC), National Guard Professional Education Center (NG-PEC), Camp Robinson, Little Rock, AR. School Code 1038.

b. Individuals attending these courses must be forecasted on the annual Total Army Centralized Individual Training Solicitation (TACITS) to ensure that State allocations are issued by CNGB, ATTN: Training Division (NGB-ART).

c. RRCs must plan, schedule, coordinate funding, and arrange for the required training for their personnel.

d. Former ARNG, Army Reserve or Active Army Recruiters and Retention NCOs, (MOS OOR, OOE, 79D, 79R, 79S) must also attend the RR Basic course within six months of assignment.

e. All SMTC courses meet the approval of the United States Army Recruiting and Retention School at the Soldier Support Institute at Ft. Jackson, SC. Training is conducted in accordance with United States Army Training and Doctrine Command Regulations.

f. All Soldiers must become fully qualified in a twelve month period and are not authorized SDAP until fully qualified, to include any additional skill identifier (ASI) requirements.

5-6. Noncommissioned Officer Education System (NCOES)

a. Career RRNCOs (PMOS 79T), and non-career RRNCOs (SQI-4) who have been selected for conversion to MOS 79T will attend the 79T ANCOC conducted at the SMTC under the auspices of the USA Sergeants Major Academy.

b. Attendance at the 79T ANCOC is limited to those Soldiers in the grade of SSG-SFC who meet the promotion criteria listed in NGR 600-200 and the 79T ANCOC criteria as listed in ATRRS.

c. Further guidance regarding NCOES requirements can be found in NGR 600-200.

5-7. Functional Training

a. Functional courses enhance the RRC Soldier's skills, knowledge and abilities to perform at increased levels of responsibility.

b. Functional courses are not designed to qualify Soldiers in MOS 79T. Training is designed to increase duty position proficiency and afford career opportunities for currently assigned and qualified RRC personnel.

c. While some functional courses authorize the award of an additional skill identifier (ASI) for RRC personnel, each course identifies specialized skills and requirements that are closely related to or are in addition to the skills inherent in MOS 79T.

d. Refer to Table 5-1 for individual course training timelines.

5-8. ARNG RRC Leadership Course (805B-F21)

This course is designed to teach officers and senior NCOs how to manage the RRC. The training is for management level personnel and covers the general operation of the RRC. It is not designed to teach the technical skills required to perform RR tasks.

5-9. ARNG Recruiting and Retention NCOIC Course (805B-F31)

a. This course is required for all RRC personnel currently assigned to or projected to be assigned to an RRNCOIC position.

b. The course teaches senior RRNCOs (SFC & above with PMOS 79T) the duties of the RRNCOIC. Students learn skill level 5 tasks necessary to successfully lead, manage and train subordinates.

5-10. ARNG MEPS Guidance Counselor Course (805B-ASIV7)

a. This course is required for all RRC personnel assigned to a MEPS Guidance Counselor or Senior MEPS Guidance Counselor position. States will award the ASI V7 upon completion of the MEPS Guidance Counselor course.

b. This course teaches MEPS Counselors duties and responsibilities required for this duty position.

c. MEPS GCs without the V7 ASI will be immediately scheduled for the MEPS Guidance Counselor Course.

5-11. ARNG Marketing NCO Course (805B-F34)

a. This course is required for all RRC personnel assigned to the Marketing NCO position. It teaches the Soldier how to perform the mission of supporting the RRC with advertising, marketing and public awareness information.

b. The course teaches the RR Marketing NCO how to effectively use the media in support of SM activities. It involves developing and placing advertisements, Noncommercial Sustaining Announcements, public service announcements and specially designed media tools.

5-12. ARNG Recruiting and Retention Automation NCO Course (805B-F16 (NG))

a. This course is designed for RRC personnel assigned to the RR Automation NCO position.

b. The course will cover managing user accounts, recruiter workstations, information security, introduction to ARISS and duties of the Automation NCO.

5-13. ARNG Reserve Component Transition (RCT) NCO Course (805B-F23) (Title 32)

a. This course, designed for RRC personnel assigned to the RCT NCO position.

b. This course will introduce Keystone's organizational structure, PERSCOM organizational structure, Request and military incentives. Coordinate inbound / outbound Interstate Transfers and process In-Service Recruits.

5-14. ARNG Reserve Component Transition (RCT) NCO Course (Title 10)

a. This course is required for all 79T qualified Soldiers who have been assigned to a Title 10 Reserve Component Career Counselor (RCCC) position. Completion of this course entitles the Soldier to the ASI 4R.

b. This course is conducted at the United States Army Recruiting and Retention School, Soldier Support Institute, Ft. Jackson, SC, and must be coordinated with the Reserve Component Transition Office, Human Resources Command (HRC).

5-15. ARNG Liaison / Initial Active Duty Training (IADT) Manager Course (805B-F03)

a. This course is designed for all 79T qualified Soldiers who have been assigned to a Title 10 ARNG Liaison NCO position or as the State IADT Manager. Both duties share several critical tasks, so this course brings personnel assigned to both positions together for training.

b. The common responsibilities of Liaison NCOs and IADT Managers is to ensure coordination between TRADOC, Training Installations and each State when dealing with Soldiers in Training.

5-16. ARNG Officer Strength Manager Course (805B-F17 (NG))

a. The Officer Strength Manager Course is designed for all newly assigned Officer Strength Managers. It is imperative that all newly hired Officer Strength Managers attend this course as soon as possible after initial assignment.

b. The course teaches Officer Strength Managers their respective duties. It concentrates on areas that will enable Officer Strength Managers to meet end of year missioning.

5-17. ARNG Career Counselor Course (UAMC) (805B-Unit-Ret).

a. This course is primarily for traditional soldiers who have been designated as the additional duty Battalion Career Counselor (or Unit Career Counselor). The CCC is not a MOS or ASI producing course. It concentrates on areas that enable unit leaders to have a direct positive effect on end strength, (e.g. sponsorship, attrition management, retention programs, family care programs, etc.)

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

5-18. Sustainment Training

a. Sustainment training is the training that RRC personnel periodically undergo to maintain and sharpen their MOS and functional skills. It is, by far, the most important aspect of each State's RRC training program.

b. Leaders use sustainment training to maintain their Soldiers' proficiency and prevent poor performance. RRC leaders, through regular and routine performance counseling coaching and mentoring, should identify Soldier weaknesses and direct relevant sustainment training aimed at improving deficiencies.

c. RRC leaders are reminded that the most important aspects of a salespersons job are not only skills, knowledge and abilities but also attitude. Sustainment training should, therefore, focus on motivating and improving Soldier attitudes as well as their skills, knowledge and abilities to ensure success and maximize performance.

d. Sustainment training for the RRC will consist of:

(1) Production Soldiers will attend at least 40 hours of sustainment training annually.

(2) Other RRC personnel will attend at least 20 hours of sustainment training annually.

e. Methods available to help States implement a successful sustainment training program are discussed in Paragraphs 5-21 through 5-24 of this chapter.

5-19. Soldier Training Publication (STP)

a. The 79T STP lists the tasks an RRNCO is responsible to perform. RRC leaders are required to evaluate the proficiency of each task from their assigned subordinates and conduct periodic sustainment training as required.

b. Each task identifies steps an RRNCO must perform. The RRC leader evaluates the RRNCO on performing the task according to standard. The STP contains an evaluation guide for assistance in the evaluation process.

c. When a subordinate fails to perform a task to standard, the RRC leader will conduct immediate remedial training aimed at improving the Soldier's performance. This training should continue to take place until the soldier is able to meet the required standards of the task.

d. The SMTC is responsible for publishing changes to the STP and will conduct periodic Task Review Panels to keep the STP current.

5-20. Resident Training

All of the training courses listed in this chapter (unless otherwise noted) are conducted at the SMTC, PEC. In most cases, resident training is the preferred method of training because it provides the best training environment for Soldiers to interact with instructors and peers. All courses and course dates are listed on ATRRS under school code 1038.

5-21. Mobile Training Teams (MTT)

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

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

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

5-22. Automation Training

There are three primary categories of Automation training.

a. Initial/Sustainment Training. This training will be available for utilization by each state. A State RRC or representative will request training assistance from the ARNG ARISS Liaison Office or SMTC Operations.

b. RRC Field Training. This training will be developed and conducted IAW with the ARNG ARISS MTT Yearly Training Plan developed by the ARNG ARISS Liaison Office. This plan will be disseminated to each state for planning purposes.

c. State RRO ISSO Training. Additional training for the State RRO ISSO will be a state responsibility or will be coordinated through ARNG ARISS Liaison Office.

5-23. Commercial Training

a. RRCs are authorized to procure commercial training and motivational guest speakers in accordance with paragraph 9-9d of this regulation.

b. Commercial training can be an excellent tool in a State's RRC Sustainment Training program. Training should be motivational in nature and focus on improving RRC personnel attitudes as well as skills and abilities.

c. Before scheduling commercial training, RRCs should consult with RRAC leadership and NGB to validate the effectiveness of the training organization and to ensure that civilian sales techniques do not conflict with current ARNG sales techniques.

5-24. Distance Learning

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

a. 79T Basic Course Phase I is a prerequisite to attending the Resident Phase II portion at the SMTC and may be utilized by the RRC for sustainment training.

b. For additional information on web sustainment training packages visit the www.VirtualArmory.com website or at www.arng-smtc.org.

Chapter 6 Operations

6-1. General

a. This chapter prescribes the general operational policies and procedures needed to implement a successful State SM Program.

b. Areas covered include:

- (1) Logistics.
- (2) Missioning.
- (3) Measurement.
- (4) Recruiting.
- (5) Attrition Management.
- (6) Retention.
- (7) Store Front Recruiting Offices.
- (8) Family Assistance Centers.
- (9) Employer Support of the Guard and Reserve (ESGR).

6-2. Office Space and Supplies

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

a. When located in an ARNG armory, RR offices should be on the first floor, at least 250 square feet, easily identifiable and close to entrances. For policy on store front offices see paragraphs 6-28 through 6-34.

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

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

d. Logistics and facility officers will support RR office requirements to the maximum extent possible in order to provide a professional working atmosphere.

e. Office start-up kits and Store Front kits complete with various advertising display items are available for newly assigned RRC personnel subject to availability. These kits may be obtained by contacting NGB-ASM-A

6-3. Equipment

The items listed below are the minimum items needed by RRC personnel to effectively accomplish their assigned RR mission and may be obtained through GSA and/or commercial sources. RRCs may add to these lists as technology and program needs dictate.

a. References. RRC leaders will provide RRNCOs with all applicable regulations and policies pertaining to the development and implementation of the strength maintenance program. Due to changes and updates, references may vary.

- (1) AR 40-501, Standards of Medical Fitness.
- (2) AR 135-7, Incentive Programs.
- (3) AR 600-9, Army Weight Control Program.
- (4) AR 601-222, Armed Services Military Personnel Accession Testing Program.
- (5) ARNG Enlisted Certification Program.
- (6) DA PAM 611-21, Military Occupational Classification and Structure.
- (7) DODI 6130.4, Criteria and Procedure for Physical Standards for Appointment, Enlistment, or Induction in the Armed Commands.

(8) FM 21-20, Physical Fitness Training.

(9) FM 3-21.5, Drill and Ceremonies.

(10) MEPCOM REG 601-23, Enlistment Processing.

(11) MEPCOM REG 40-1, Medical Processing and Examinations.

(12) NGR 600-5, The Active Guard/Reserve Program, Title 32, Full-Time National Guard Duty (FTNGD).

(13) NGR 600-200, Enlisted Personnel Management.

(14) NGR 601-1, The ARNG Strength Maintenance Program.

(15) Strength Maintenance Planning Guidance (SMPG).

(16) Current State and Unit Strength Maintenance Plan.

b. Administrative Items. In addition to the usual administrative items needed to conduct RR duties (e.g. paper, binders, folders, pens, pencils, paperclips, staplers, etc.), RRC personnel require and are authorized additional administrative items to maximize and ensure their effectiveness.

(1) Briefcase.

(2) Sales case.

(3) Planning guide.

c. Automation Items. See Chapter 8 of this regulation, NGR 105-23 and applicable state references for further information and requirements regarding the issue and use of authorized automation, electronic and communication equipment. Purchase of automation equipment with RR funds is not authorized.

(1) Computer (desktop and laptop).

(2) Printer (desktop and portable).

(3) Telephone (office and cellular).

(4) Answering machine.

(5) Pager.

(6) Television and VCR.

(7) Computer projection machine.

6-4. Uniforms

Enlisted RRC personnel are authorized the following uniforms and allowances:

a. An additional quantity of uniforms when initially ordered to an AGR status. This additional uniform allowance must be ordered within the first six months of AGR duty IAW AR 700-84, CTA 50-900 and established State procedures.

b. Organizational clothing and equipment needed for health and safety (AR 670-1) and for participation in field exercises. Health and safety items, such as parkas, may be issued on a long-term basis. The supporting unit will issue selected field gear items on a long-term basis or issue when needed.

c. A monetary allowance for the purchase of the Army Dress Blue uniform (reference AR 700-84). This allowance is only for enlisted members of the RRC who are qualified in primary MOS 79T or SQI-4 and are assigned to a DMOS 79T position.

6-5. Vehicles

a. GSA vehicles are authorized for use in support of RR activities. Instructions for GSA vehicle use, control and reporting can be found in, DFAS IN Manual 37-1, Vol. 1, JFTR, and Chapter 9 of this regulation.

b. When authorized by the RRC, Transportation Motor Pool (TMP) vehicles, leased vehicles or Privately Owned Vehicles (POVs) may be used in the absence of GSA vehicles.

c. Though anyone performing RR related duties may be authorized by the RRC to use a GSA vehicle, the following positions, listed on the RR TDA, are the only positions authorized to be 'assigned' a GSA vehicle:

- (1) O&T Officer.
- (2) AMEDD Strength Manager.
- (3) Officer Strength Manager.
- (4) RRS GM.
- (5) RRNCOIC.
- (6) RRNCO.

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

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

6-6. Missioning

This section provides the policy and guidance regarding RRC missioning requirements within the SM program. Additional mission requirements will be published annually in the Strength Maintenance Planning Guidance (SMPG) by NGB-ASM.

6-7. Enlisted Recruiting Mission

An effective enlisted recruiting mission begins with a State mission that is distributed down to appropriate regions, areas and individuals.

a. State Missioning. The state enlisted recruiting mission can be determined by utilizing the following formula: Enlisted End Strength Mission X Enlisted Attrition Rate = Accession Mission. For example, a State with a projected enlisted end strength mission of 10,000 and a current enlisted attrition rate of 20% will have an enlisted accession mission of 2,000 enlisted Soldiers (10,000 X .2 = 2,000).

(1) This number is only a baseline figure and is not intended to be an exact accession mission. Specific State circumstances such as current strength status command structure projections, current shortfalls, demographics, non-validated pay rate, and other unique State factors must all be considered when developing a state enlisted accession mission.

(2) Consult the current Strength Maintenance Planning Guidance (SMPG) published annually by NGB-ASM for further enlisted accession missioning guidance.

b. Regional, Area and Individual Missioning. A detailed SM Plan assigning regional, area, and individual enlisted recruiting missions to RRS GMs, RRNCOICs, and RRNCOs respectively must be developed by each State.

(1) Regional Mission. RRS GMs must be assigned and held accountable for a regional recruiting mission. To calculate a regional enlisted recruiting mission, RRCs should take their State enlisted accession mission and distribute it to each assigned RRS GM according to the region's market, end strength, number of units, and various other State and local specific considerations. Ultimate responsibility for a region's success must rest with the RRS GM.

(2) Area Mission. RRNCOICs must be assigned and held accountable for an area-recruiting mission. When calculating an area-recruiting mission, RRC leaders should begin with the region mission and distribute a portion of

that mission to each area/team according to demographics, units and various other State and local specific considerations. Ultimate responsibility for an area's success must rest with the RRNCOIC.

(3) Individual Mission. The RRNCO is the foundation of the SM program. To be effective, each RRNCO must be assigned and held accountable for an individual enlisted recruiting mission aimed at filling unit vacancies. When calculating this mission, RRC leaders should begin with the area mission and distribute a portion of that mission to each RRNCO according to demographics, unit strength, various other State and local factors and the annually published SMPG from NGB-ASM.

c. Reserve Component Transition (RCT) Missioning. To maximize interstate and in-service accessions, each RCT NCO and RCCC must be assigned and held accountable for a reserve component transition (RCT) accession mission. This mission can be made up of any combination of interstate or intrastate transfers (ISTs), and in-service recruits (ISRs) from the active Army and USAR. RRC leaders should use historical IST/ISR accession data as a benchmark to determine an appropriate recruiting mission for RCT NCOs.

6-8. Officer Recruiting Mission. State OSMs Strength Managers must be assigned and held accountable for accomplishing an assigned mission. Officer accession missions are determined annually and are provided in the annual Strength Maintenance Guidance.

6-9. Attrition Management Mission

a. Perhaps the most important aspect of the SM philosophy is the concept of attrition management or managing losses. Assigning an attrition management mission focuses RRC personnel on keeping more Soldiers in the ARNG by reducing unprogrammed Soldier losses. The mission is developed based on TAG guidance, unit strength, historical unit attrition percentages, NGB goals, and DA goals.

b. RRNCOs will be assigned an individual attrition management mission; RRSGBMs and RRNCOICs will be assigned a region or area attrition management retention mission; Officer Strength Managers will be assigned a retention mission as directed by the RRC. The mission will be based on the unit(s) supported.

c. The two primary methods of assigning an attrition management mission are:

(1) Percentage Method. With this method, an annual attrition percentage is assigned to and shared by both the RRC representative and the unit leadership. This mission should be obtained by using historical unit attrition percentages and established NGB and State attrition management goals and objectives. The attrition management mission objective will be captured in writing on appropriate NCOERs and OERs, as applicable.

(2) Activity Method. With this method, a list of specific attrition management activities to be conducted in the unit by the RRC representative are identified, scheduled, and implemented by the RRC representative and then evaluated by the RRC leader.

d. Leaders at all levels must realize and accept that it is simply impossible to out recruit losses. Though attrition management is primarily a command/unit responsibility, assigning an attrition management mission to RRC personnel helps to ensure that they will work in partnership with their assigned unit(s) to reduce losses and achieve unit strength.

6-10. Retention Mission

a. A final part of the SM philosophy is assigning the retention mission. A retention mission focuses on keeping more Soldiers in the ARNG by retaining more Soldiers at ETS. The mission is developed based on TAG guidance, unit strength and historical unit retention percentages.

b. RRNCOs will be assigned an individual retention mission, RRSGBMs and RRNCOICs will be assigned a region or area retention mission, and Officer Strength Managers will be assigned a retention mission as directed by the RRC. The mission will be based on the unit(s) supported.

c. The primary methods of assigning a retention mission are:

(1) Percentage Method. With this method, a retention percentage is assigned to and shared by both the RRC representative and the unit leadership. This mission should be obtained by using historical unit retention percentages and established NGB and State retention goals and objectives. The retention mission objective will be captured in writing on appropriate NCOERs and OERs, as applicable.

(2) Activity Method. With this method, a list of specific retention activities to be conducted in the unit by the RRC representative are identified, scheduled, and implemented by the RRC representative and then evaluated by the RRC leader.

6-11. Managing and Measurement Activities

a. RRC leaders must hold their subordinates accountable for accomplishing their assigned SM mission. A well-developed measurement method will help manage the daily activities of Soldiers, establish a benchmark of success, and improve morale and productivity. Fair and equitable measurement encompasses recruiting, attrition management and retention and will enable your Soldiers to focus on all three tenets of strength maintenance rather than focusing only on the accession mission.

b. ARISS is the ARNG standard for measurement of RRNCO production.

6-12. Systematic Approach

5-1-2-1 and 1 is a systematic management approach used to measure RR activities to effectively execute the three tenets of the SM program. Though 5-1-2-1 and 1 is not a mandatory measurement tool, it is an excellent model that can be easily adjusted to suit the competency of any Soldier. Recommended adjustments will be published annually in the SMPG.

6-13. Records

The RRC will primarily use ARISS/ Top of System, and the Business Intelligence Portal to track accessions data. See Chapter 8 for further guidance on automated systems.

a. Forms, formats, and files should require a minimum of administrative effort and time. Existing forms should be used as is or adapted with instructions published for their use.

b. Forms, filing system and instructions should allow subordinate commanders as much latitude as possible to ensure that the items used support and enhance the SM Program. Maintain forms and files at the lowest level possible (company, battery, troop, or detachment) to allow their use in preparing for and recording the results of interviews.

c. The requirements of the Privacy Act of 1974 (5 USC 522a) must be followed. The Act requires that information collected must be used only for the purpose(s) for which collected. Use SM data only for SM purposes.

6-14. Personnel Files

Personnel performing attrition management/retention interviews or counseling are authorized access to personnel records of the Soldiers they are interviewing. All interviewers will be made aware of their responsibility to secure and keep private the information contained in those records. Authorized personnel as specified in State/organizational policies should only make personnel record updates.

6-15. Market Timing

To help you focus your recruiting efforts throughout the year, your recruiting program must include quarterly market objectives. Below is the primary, secondary, and tertiary market guidance for you to consider when developing your quarterly market objectives.

a. First Quarter. (Percent of Yearly Mission, 22-24%)

(1) Primary Market. A recommended primary market for first quarter is high school (HS) seniors. Servicing this market during the first quarter targets proactive HS Seniors who are planning for their futures and understand how we can assist in meeting their needs. Synchronized use of the following will enhance your effort: targeted mailings (complementing the NGB HS Senior direct mailing in Sep), telemarketing activities, school presentations (Career Direction and/or G.E.A.R. Program), Post-High School Planning Session participation, and using HS Senior unit members who have completed Phase I of IADT (basic Training) for referrals, ADSW and a hometown recruiting program.

(2) Secondary Market. A recommended secondary market is high school graduates/college students. Servicing these secondary market targets late decision-makers that may have attained a deeper understanding of their needs for membership in the Army National Guard. Use of targeted mailings (complementing the NGB direct mailing in Nov) synchronized with telemarketing activities using high school senior and college lists (all available using the Solomon Amendment) will enhance success. This market maximizes utilization of non-Summer training seats. An additional subset of this market that can be prospected is ROTC classes at the universities in your State with host or satellite ROTC programs to inform members of the benefits of the Simultaneous Membership Program (SMP), as well as to inform them of opportunities as officers in the ARNG.

(3) Tertiary Market. A recommended tertiary market is Prior Service Soldiers in the Individual Ready Reserve (IRR). Servicing this market during the first quarter provides target coverage to an accessible subgroup of the prior service market. It acknowledges time constraints based on forecasted primary and secondary market recruiting activities and the restricted access/approachability of other PS sub-market groups due to weather, holiday season

reluctance, and other factors. Success can be enhanced by use of targeted mailings synchronized with telemarketing activities.

b. Second Quarter. (Percent of Yearly Mission, 27-29%)

(1) Primary Market. A recommended primary market for the second quarter is high school juniors. The primary market should shift to HS Juniors on/about 15 Dec. In servicing this market, you must maximize what is nearly an exclusive population against the other services. Selling advantages include the immediate drill pay opportunities and the split training option program compared to the DEP offered by the active services. In addition, individual State benefits should be highlighted over the USAR that is unable to offer State benefit programs. Focus should be on proactive HS Juniors who are planning for their futures and will understand how the ARNG can help meet their needs. Synchronized use of the following should be considered: targeted mailings, telemarketing activities, school presentations, and Post-High School Planning Session participation, encouraging HS unit members to informally differentiate our programs versus our competitors.

(2) Secondary Market. A recommended secondary market for the second quarter is College Students. You should target prospects that may now understand that their original plans were inadequate to meet their financial and/or personal needs, and may now be ready to attain a deeper understanding of how membership in the ARNG can help offset their financial shortfall. Plan to enhance success by college visits (to include the financial aid advisor) and mail-outs synchronized with telemarketing activities using college student guides when available. You should prospect for all to ensure that they are aware of the benefits of the SMP.

(3) Tertiary Market. A recommended tertiary market in the second quarter is prior service in the Inactive National Guard (ING) and local ARNG discharges over the last three years. Effort should be made to encourage these Soldiers to rejoin the ARNG in order to protect their personal investment of time and service. RRNCOs should focus their selling strategies on job security, retirement benefits, pay and allowances, as well as reminding them of their value to the community, State and the nation as an Army National Guard Soldier.

c. Third Quarter. (Percent of Yearly Mission, 25-26%)

(1) Primary Market. A recommended primary market for the third quarter is high school seniors. Focus should be on the late decision-makers who may have attained a deeper understanding of their need for membership in the ARNG and the importance of financial assistance. Targeted mailings should be synchronized with telemarketing activities. Targeting this sub-group of the NPS market at this time provides an opportunity to enlist high school seniors who are not affected by the lack of training seats due to the summer surge. It also maintains momentum during the lull between split training option availability and 360-day delay availability for the Junior market.

(2) Secondary Market. A recommended secondary market for the third quarter is high school juniors. RRNCOs should continue their recruiting activities toward the Junior market until training seat availability wanes.

(3) Tertiary Market. A recommended tertiary market for the third quarter is prior service Soldiers in the IRR. Return to this sub-group of the PS market to re-contact 1st quarter prospects as well as to contact recently discharged new additions to the IRR listing. Nationally and locally targeted mailings should be synchronized with telemarketing activities. On or about 1 June the focus shifts to prior service - any component (no MSO).

d. Fourth Quarter. (Percent of Yearly Mission, 24-25%)

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

(2) Secondary Market. A recommended secondary market for the fourth quarter is high school seniors. Re-contacting these previous high school juniors with emphasis on 360-day delay training seats should be the primary focus of mail/telemarketing activities during this quarter. Major selling points are the many advantages of early enlistment, including time in service, pay, promotion and training opportunities not afforded to last minute/late decision-makers.

(3) Tertiary Market. A recommended tertiary market for fourth quarter is high school graduates. Re-contacting these previous high school seniors will target the non-college bound Soldier and the late college planners with emphasis on either 360-day delay or OSUT with a planned second semester college start.

6-16. Lead Generation

When developing your recruiting program, one of the most important considerations RRC leaders must consider is the development and distribution of leads. Leads are the driving command behind a successful recruiting program.

Without lead generation, enlistments suffer, production fails and achieving end strength is not possible. The key areas of a successful lead generation program include prospecting by telephone, mail and Internet, area/territory canvassing, COI/VIP development, school program development, and targeted marketing and advertising strategies. Lead tracking should be done in ARISS to avoid duplicate systems.

a. Typically it takes between 20-25 generic leads to enlist one Soldier into the ARNG. Though each RRNCO has a different contact to contract ratio, RRC leaders must be aware of the importance of lead generation and that they have a sound plan to develop enough leads to support their RRNCOs. For example, a State with 50 RRNCOs will need nearly 30,000 leads to generate 24 enlistments per RRNCO.

b. Since unit leads tend to convert into enlistments at a much quicker rate (usually 3-5 leads are required), States are encouraged to develop incentive programs to encourage lead generation at the unit level. These programs should reward M-day/traditional Soldiers for providing the names of qualified men and women to their unit RRNCO. When developing the unit SM Plan, RRC personnel should encourage unit leaders to assign a lead requirement to all Soldiers. A successful unit lead referral program is the key to a unit's strength success and to a successful State-recruiting program.

6-17. Applicant Processing

The processing phase of recruiting is an essential step in recruiting qualified applicants into the ARNG. During this phase RRNCOs and Officer/AMEDD Strength Managers sell applicants on joining the ARNG. The steps include:

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

RRC leaders must ensure that each step in the processing phase is covered in detail in the State SM Plan. Additionally, RRC leaders must develop set and monitor standards for each step in order to measure performance and ensure that maximum efficiency is obtained in your recruiting program.

6-18. Reserve Component Transition

a. RCT consists of assessing interstate transfers (ISTs) and in-service recruits (ISRs) and can account for nearly 1/3 of a States total recruiting mission. Effective RCT begins with assigning experienced RRNCOs to RCT NCO positions. Once assigned, RCT NCOs must be assigned a mission and held accountable for maximizing RCT production, see paragraph 6-7c.

b. Allowing personnel other than RCT NCOs (e.g. RRNCOs) to receive enlistment credit for RCT accessions is not permitted.

6-19. Officer Recruiting

A final aspect of a successful recruiting program is the development and implementation of an officer-recruiting program.

a. When developing an officer-recruiting program, RRC leaders should focus their procurement efforts on developing methods and standards to penetrate the following primary applicant pool areas:

- (1) Colleges and Universities
- (2) Reserve Officer Training Corps (ROTC) Programs
- (3) Current ARNG members
- (4) Active Duty personnel

Additionally, RRC leaders must ensure officer recruiting programs use State OCS programs and the SMP to their fullest extent to maximize officer accessions.

b. Individuals applying for appointment in AMEDD specialty branches in the ARNG require boarding by the U.S. Army Recruiting Command (USAREC) Medical Selection Boards. All Medical Branch applications for appointment are forwarded to the CNGB, ATTN: Strength Maintenance Division (NGB-ASM). Applications are completed IAW NGR (AR) 600-100 and the ARNG AMEDD Officer Accession SOP.

(1) USAR AMEDD Officers. USAR AMEDD Officers transferring in branch and grade to the ARNG must complete a Permanent Federal Recognition packet IAW ARNG AMEDD Officer Accession SOP and forward it to NGB-ASM-O. USAR transfers do not go before the USAREC board.

(2) Temporary Federal Recognition (TFR). States may convene a Federal Recognition Board to consider an applicant's qualification for an appointment to an AMEDD branch prior to receiving USAREC selection board results. However, Temporary Federal recognition shall not be extended, nor an oath administered, until the

application packet is professionally boarded and selected by USAREC Selection Board. The official date of release of board results is used as the earliest date of appointment.

(3) Permanent Federal Recognition (PFR). After the TFR has been granted, the completed TFR documents are forwarded to NGB-ASM-O. NGB-ASM-O will complete the constructive credit worksheet (DA Form 5074-R or DA Form 5074-1-R) and forward for PFR.

6-20. Unit Sponsorship Program

a. General. The ARNG uses sponsorship to ensure a new Soldier's first impression is positive. The retention process begins with a good sponsorship program. Effective sponsorship programs have a positive effect on retention. Potential Soldier issues can be alleviated through a well-designed sponsorship program. An effective sponsorship program begins prior to the Soldier's arrival at the unit and continues with the Soldier's integration into the unit as a "team member" from day one. Commanders own and will implement a sponsorship program.

b. Design and Purpose. The sponsorship program is an important element of ARNG attrition management. It is designed to ensure the early and complete integration of both NPS into an RSP command and PS into their units. This guidance will help commanders develop a program that will meet both the organization's and the Soldier's needs. The purpose of any unit sponsorship program is the assimilation of new Soldiers regardless of unit type, Soldier rank and Soldier MOS. The Unit Sponsorship Program establishes the authority of the NCO, integrates the new Soldier into the unit, and ensures unit readiness.

c. Administration and Application. The administration of the Unit Sponsorship Program is the responsibility of the Commander. Commanders, CSM, 1SGs and FLLs execute the sponsorship program. RRNCOs assist the command on successfully transitioning new Soldiers into their assigned unit or RSP command. Commanders are responsible for coordinating appointments of sponsors within the unit, initiating the sponsorship checklist, and provide sponsorship program oversight.

d. Appointment. A sponsor must be appointed by the 1SG, or designated representative, as soon as a new Soldier is assigned to the unit. The sponsor should be the new member's FLL. If this is not possible, the sponsor must be from the new member's team (squad, section, fire team, and crew) and should hold the same MOS, grade, and duty assignment as the new member. The sponsorship period may be determined at the time of appointment. Factors to be considered are the new member's age, background, and any previous military experience as well as the unit situation. The sponsor must be aware of and understand the unit mission and unit operations. The sponsor must have knowledge of unit/State policies, SOPs and other regulatory guidance.

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

(1) Introduce key personnel: Commander, 1SG, FLLs, supervisors, duty section members; and FTS personnel such as unit clerk, training NCO, supply sergeant, and readiness NCO.

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

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

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

f. The 1SG is responsible for termination of the sponsorship effort. Adequate integration of the Soldier is a primary objective. The quality of the sponsorship program must not suffer in the interest of speed.

6-21. Initial Entry Training (IET) Loss Prevention (Training Pipeline Losses)

States will utilize the Recruit Sustainment Program (RSP) to reduce losses prior to IET (non-shippers), during IET, and after completion of Phase I (between phases). RSP is a mandatory State program that is an extremely effective way to prep your Soldiers for success during Basic Combat Training (BCT) and Advance Individual Training (AIT) and increase RRNCO leads. It combines military indoctrination, administrative attention, physical readiness and sponsorship in such a focused and controlled environment that NPS Soldiers actually look forward to BCT.

6-22. Recruit Sustainment Program

a. The ARNG Recruit Sustainment Program (RSP) integrates Non Prior Service Soldiers into a viable, productive training program that fosters the "handshake to DMOSQ" Strength Maintenance philosophy and increases the readiness of the ARNG. The program is mandatory and tailorable to the specific needs and structure of

the state. The RRC owns the RSP and must fully utilize the SEAR Curriculum and the Vulcan database to meet the accreditation standards. The DSRO database provides further visibility on Training Pipeline successes. Each program focuses on developing Soldier skills through both hands-on and classroom instruction to prepare ARNG Soldiers for Basic Combat Training (BCT) and Advanced Individual Training (AIT). Integrated and interactive RRNCOs in the RSP promote lead generation from the RSP Soldiers as well as training of the ARNG recruits in lead prequalification skills.

b. Recruit Sustainment Program Tools:

(1) The RSP Operations Handbook provides states the tools needed to establish, operate, sustain, and strengthen an RSP. The handbook gives leaders the power to minimize Training Pipeline Losses (TPLs), create standardized operating procedures for RSPs, and ensure that RSP recruits excel throughout Initial Entry Training (IET).

(2) The SEAR program is the base academic portion of RSP and provides a structured program where trainees will learn basic information over a number of phases that have been configured to correspond to the phases of BCT. SEAR is a modular program comprised of Solder testimonials, footage from BCT and other multimedia content. The training material provides recruits with a better understanding of their upcoming challenge, reduces fear of the unknown, and highlights moment of truth issues that must be resolved prior to arrival at BCT. SEAR is CD-based with PowerPoint presentations and a comprehensive training outline that can be used with any laptop or desktop computer and a projector. The CDs include the presentations, instructor lesson plans, and student handouts. The ARNG authorizes duplication of SEAR disks to meet local requirements. The lectures are frequently punctuated with discussions, exercises, activities, and video scenarios to keep students engaged and learning. States should augment the SEAR curriculum with recruiting/high-adventure activities, state and unit lineage and other training to further focus the RSP indoctrination process. SEAR consists of five training phases for easy integration into existing RSP programs.

(a) Red Phase: The Soldier's first RSP drill weekend begins with the Red Phase. During Red Phase, Soldiers are in-processed, integrated and provided instruction on Army Values, chain of command, rank structure, saluting, military time, phonetic alphabet, and more. Warriors receive their Battle Book and Challenge Coin during this drill. Red Phase is usually conducted monthly to inculcate new enlistments into the RSP.

(b) White Phase: This phase varies in length but covers the period between the first drill weekend and the final drill weekend before the Soldier ships to BCT. Many topics are covered, generally falling into three main categories: the training community, military history and background, and physical readiness. This phase should be supplemented by personalized state and unit level blocks of instruction.

(c) Blue Phase: This is the final drill before shipping and covers what the Soldier should expect both at Reception Battalion and BCT.

(d) Green Phase: This phase is for Soldiers who enlisted in the Split Training Option (STO) Program and have completed Phase 1 (BCT). Green Phase Warriors may serve as student leaders while they receive additional physical readiness, leadership and BCT refresher training in preparation for Phase 2 (AIT).

(e) Gold Phase/Battle Handoff: The Soldier's first drill after successful completion of IADT is their final weekend at the RSP. Gold Phase teaches Soldiers what to expect at their unit of assignment, as well as what will be expected from them. Most importantly, it provides the Battle Hand-off from the RSP to the Soldier's new unit/sponsor.

(3) VULCAN Database. VULCAN is a web-based RSP data management tool (www.armgvulcan.com) that allows the RSP to track and manage Soldiers, schedule and plan drills, manage RSP staff, track training and generate reports. User guides and training are available through the VULCAN website. This database is used by the RRC, RSP personnel, TRADOC Liaisons, IADT managers, MEPS Guidance counselors, and parent units of assignment (UOA).

c. Areas of Responsibility

(1) The Adjutant General (TAG)

(a) Review and approve the RSP.

(b) Approve resources to establish RSP training.

(c) Provide command emphasis to MACOM commanders to ensure the success of the RSP.

(2) The State Command Sergeant Major

(a) Ensure the NCO support channel at all levels promotes the success of the RSP.

(b) Monitor cadre selection process and criteria established by RRSKM

(3) DCSOPS

(a) Provide funding for additional instructors at the unit as necessary.

(b) Task MACOMs to provide equipment for RSP training.

- (4) Recruiting and Retention Commander (RRC)
 - (a) Establish an effective RSP training climate.
 - (b) Appoint a state RSP Coordinator.
 - (c) Appoint RSP Site Coordinators.
 - (d) Provide NCOICs and Cadre to the RSP.
 - (e) Ensure MEPS, IADT MGR, RSP State Coordinator, RSP Site Coordinators, RRNCOs and RSP Cadre are aware of their specific duties and responsibilities to ensure Soldiers are prepared to successfully complete IADT.
 - (f) Ensure RRNCOs maintain communication with Soldiers from enlistment to completion of IET.
 - (g) Review RSP YTC and Monthly Training Schedules.
 - (h) Serve as Battalion Commander to RR Battalion and the RSP.
 - (i) Encourage Unit CDRs to support the RSP program.
 - (j) Assess and approve RSP YTC and Training Schedules.
 - (k) Assess and approve all RSP POIs.
- (5) Recruiting and Retention Battalion XO
 - (a) Create and submit a Course of Action for the RSP.
 - (b) Serve as RSP Unit Commander (in the absence of RSP Commander).
 - (c) Ensure all training is mission focused.
 - (d) Review and access all proposed changes to POIs, YTCs and Training Schedules.
 - (e) Ensure training is resourced and coordinated prior to drill weekend.
- (6) Recruiting and Retention Sergeant Major
 - (a) Coordinate and communicate with MACOM Sergeants Major promoting support for the RSP.
 - (b) Serve as SGM to all Soldiers assigned to the RSP.
 - (c) Establish and monitor cadre development selection and criteria.
 - (d) Establish NCOER rating scheme and enforce counseling and evaluations are completed by established deadlines.
- (7) RSP Unit Commander
 - (a) Establish command and control of RSP training.
 - (b) Provide resources to training as necessary.
 - (c) Incorporate command intent and Battle Focused Training into the YTC.
 - (d) Assess and approve RSP YTC and Training Schedules.
 - (e) Assess and approve all RSP POIs.
 - (f) Ensure all training is mission focused to ensure Soldier success at IET.
- (8) RSP State Coordinator/NCOIC
 - (a) Develop, revise and implement RSP SOP, POIs, YTCs and Training Schedules
 - (b) Ensure all training is mission focused to support completion of IET.
 - (c) Research and address all RSP Soldier issues as necessary.
 - (d) Oversee daily RSP site operations.
 - (e) Review and assess all AARs.
 - (f) Ensure all pay and training issues are resolved.
 - (g) Visit sites, oversee instruction, and enforce standards.
 - (h) Provide feedback to the RRC.
 - (i) Assign new recruits to an RSP site.
- (9) RSP Site NCOIC
 - (a) Conduct RSP Rehearsals and training meetings.
 - (b) Serve as senior NCO and oversee all training.
 - (c) Accountable for all assigned RSP Soldiers and Cadre.
 - (d) Ensure all Warriors are physically fit, mentally prepared and administratively correct.
 - (e) Address administrative and logistical issues as necessary.
 - (f) Ensure all training is conducted to standards.
 - (g) Ensure counseling is conducted on all assigned RSP Soldiers.
 - (h) Ensure Risk Assessments are developed for all training.
 - (i) Review all lesson plans prior to training.
- (10) RSP Site Coordinator/Full-time Unit Support (FTUS)
 - (a) Responsible for pay and administration for RSP Unit.
 - (b) Verify documentation of all training and attendance.
 - (c) Responsible for establishing and maintaining individual RSP Training Files.

- (d) Coordinate activities and training as necessary with armory facilitator.
- (e) Update and maintain Training Schedules.
- (f) Coordinate use of local unit training aides and training sites.
- (g) Coordinate meals and billeting for RSP drills.
- (h) Forward all AARs to RSP NCOIC.
- (i) Contact Warriors by phone or in person at least once per month.
- (j) Mail monthly newsletters to Warriors.
- (k) Prepare Warriors for shipping and ensure Shipper Packets are screened and administratively correct.
- (l) Ensure communication with IADT manager and MEPS to ensure every Soldier has been prescreened.
- (m) Ensure all Warrior data in VULCAN is administratively correct.
- (n) Optimize Warrior utilization of Tuition Assistance and educational opportunities
- (o) Monitor seat utilization and promote off-peak and quick ship opportunities.
- (11) RSP Cadre
 - (a) Responsible for accountability of assigned RSP Soldiers.
 - (b) Mentor and train Warriors.
 - (c) Be technically and tactically proficient in all areas of instruction.
 - (d) Conduct RSP Phase training using SEAR Curriculum.
 - (e) Be physically fit, display military bearing at all times and present a positive and professional leadership image.
- (12) RRNCO
 - (a) Conduct all administrative and logistic tasks necessary to prepare the Soldier for success while at RSP and IADT.
 - (b) Ensure Soldiers are assigned handed off to RSP within 5 business days of enlistment
 - (c) Notify the RSP of all new enlistments.
 - (d) Serve as Cadre as required.
- (13) Initial Active Duty Training (IADT) Manager
 - (a) Serves as the Point of Contact for coordination and communications between RSP, NGB, TRADOC, States/Territories, MEPCOM and the Soldier's UOA on all Soldier training matters.
 - (b) Assist the RSP Coordinator and RSP Commander in tracking Soldier ship and training status.
 - (c) Provides assistance to all IADT Soldiers.
 - (d) Assists Initial Entry Training Managers with IET training seat projections.
 - (e) Coordinate, facilitate and recommend actions regarding IADT Soldiers when dealing with reclassification, recycles, entry level separation (ELS) counseling and all other matters that require the involvement of the IADT Manager.
 - (f) Identify/establish mandatory return dates (MRD) for Split Train Option Phase 1 Soldiers.
- (14) Initial Entry Training Managers (IETRM)
 - (a) Work with their State leadership (MILPO, POTO, RRC) to identify projected IET requirements, constraints, and ongoing IET training requirements. Ensure new force structure changes are identified to ensure IET requirements are met for the transforming units.
 - (b) Develop projected IET requirements for the Structured Manning Decision Review (SMDR) Board.
 - (c) Analyze USR data identify present/future force structure changes, historical MOS usage, vacancy/readiness requirements.
 - (d) Identify requirements for Split Train Option Phase 1 (STO-1), Split Train Option Phase 2 (STO-2), One Station Unit Training (OSUT), and Thru-Ticket Soldiers.
- (15) MEPS Guidance Counselor
 - (a) Conduct a comprehensive Pre-Shipper Brief and screen for problems that may adversely affect a Soldier while at training.
 - (b) Coordinate with the IADT Manager, RSP Coordinator and RRNCO to ensure:
 - (1) Training seats that must be cancelled are done so at least 60 days from the original ship date.
 - (2) Training seats are renegotiated at least 30 days prior to the original ship date.
 - (3) Shippers are verified in the Recruit Quota System (REQUEST) the same day the Soldier ships to training.
- (16) Army National Guard Liaison (ARNG LNO)
 - (a) Assist in resolving ARNG Soldiers issues from the Reception Battalion to completion of IET.
 - (b) Assist the training base, unit, RSP and state/territory in managing conflicts with ARNG Soldiers MRDs and BCT completion.
 - (c) Notify the state/territory of any issue that may prevent Soldiers from successfully completing IET.
 - (d) Utilize the VULCAN Database to input Soldier IADT issues.

- (e) Assists the RECBN/training centers in the reception, orientation, processing, and initial training assignment of RC Soldiers.
- (f) Resolve recruitment problems, reclassification/recycle actions.
- (g) Provide information to the RRC, TRADOC, and NGB for coordination and resolution of ARNG Soldier problems.
- (h) Supports the training unit in reclassification, recycle, ELS counseling and coordination with RC parent unit.

6-23. First Term Loss Prevention

States must develop policies and programs that target those Soldiers in their first term to ensure that they make it to their scheduled ETS. Some of the primary methods of reducing first term losses are below.

- a. Assigning an additional duty Unit Attrition NCO and sending that Soldier to the ARNG Unit Attrition Management Course (805B–Unit-Ret) as described in paragraph 5-18. Each unit commander should appoint one NCO to perform the duties of a Unit Attrition NCO. This individual works with the unit's assigned RRNCO with guidance/direction from the First Sergeant and/or Unit Commander to improve the attrition and retention rate of the unit. When used properly, Unit Retention NCOs are an invaluable asset and key to the success of the attrition management and retention program.
- b. Making Unit Member Contacts. Ensuring unit members are contacted regularly is essential to prevent and solve potential problems. As part of their attrition management mission, RRNCOs must be held accountable for maintaining contact with unit members. An attrition management measurement tool is provided at Appendix H for this purpose.
- c. Conducting Unit Surveys. Periodically surveying the unit is an excellent method to determine the needs of Soldiers, their perception of the leadership, training and administration of the unit, the reasons why they join, stay and or leave the ARNG and many other important pieces of information.
- d. Providing Attrition Management Training. The Strength Maintenance and Attrition Retention Tool (SMART) kit is an attrition management and retention tool currently used by the ARNG. The kit contains inserts that help the company level leadership team impact attrition and retention. The kit provides the necessary tools and guidelines to help RRC and unit leaders reduce the loss rates of their units while integrating information beneficial to both their personal life and their Guard life.

6-24. Retention Interviews

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

- a. Orientation Counseling. FLLs should conduct an orientation interview as part of the sponsorship program immediately after a Soldier reports to the first unit training assembly. These interviews provide information, goals, aspirations, expectations, wants and desires that the Soldier expects the ARNG to fulfill. Interviews provide an opportunity to identify problems, ensure that personnel records are up to date, rank is correct, all clothing items have been issued and clothing records are correct, initial incentive forms have been submitted for payment, and the Soldier is informed of all training dates.
- b. Career Development Counseling. These are a combination of performance counseling sessions IAW FM 22-100. This counseling will be conducted by FLLs and all leadership up to the Company Commander. Unit Career Counselors and Battalion Career counselors will also provide career development counseling. Besides personal and performance discussions, the Soldier's eligibility for continued service and advancement should be discussed periodically. These interviews will lead to extension interviews. The Soldier must be prepared to meet the criteria for extension and other personnel actions. Important topics for these discussions are the Soldier's opportunities and qualifications for advancement, training, education, and other items important to the Soldier. When not otherwise required, these interviews should be conducted annually as a minimum. Interview results and points covered must be recorded IAW appropriate publications (i.e. NCOER counseling record).

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

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

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

f. Unscheduled Interviews. Unexpected problems will often result in interviewing the Soldier at other than a predicted time. Every commander, FLL and the NCO support channel must be involved in the retention management effort. They must be prepared to take prompt action to resolve any real problems or provide information and assistance to overcome real or perceived problems. Soldiers who require an extension waiver to continue their membership must be identified and processed 90 days prior to his/her scheduled ETS date to eliminate a possible break in service.

6-25. Extension Ceremonies

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

6-26. Alternatives to Separation/Discharge

Another key element of a successful retention program is identifying alternatives to separation or discharge. Most Soldiers undergo numerous challenges and difficulties in managing a full-time civilian lifestyle with a part-time military lifestyle. RRC personnel must ensure that all Soldiers are aware of their alternatives to separation or discharge. Alternatives such as a different MOS/CMF, team, squad, section, platoon, unit, State, and the ING must all be explored before considering alternatives that may not allow the Soldier to maintain his/her ARNG membership.

6-27. Discharge/Separation Procedures

Soldiers who are absent from training must be contacted by their squad leaders or FLLs immediately. Absenteeism can be an indicator of Soldier problems that may lead to eventual separation or discharge. States must establish policies and procedures for contacting and following up on the disposition of all unexcused absent Soldiers. At a minimum each State will ensure each Soldier being separated or discharged has been properly counseled IAW NGR 600-200, Chapter 8. This counseling must accurately describe the reason for separation or discharge. The loss reason code entered in SIDPERS-ARNG must correspond to the reason for separation or discharge.

6-28. Store Front Recruiting Office (SFRO) Program

Store Front Recruiting Offices are tools used to maximize non-prior service accessions in highly populated metropolitan areas and increase ARNG market share. SFROs position RRNCOs in strategically advantageous

locations that provide increased access to a large target market in order to enhance ARNG accessions. SFRO will be opened, closed, or moved only with written approval from Chief, NGB-ASM.

6-29. SFRO Responsibilities/Requirements

State Recruiting and Retention Commanders (RRC) will appoint a point of contact (POC) to manage requests for and operation of the SFRO. The POC will manage the SFRO program by performing the following:

- a. Upon appointment, contact NGB-ASM SFRO Manager to establish a line of communication and update SFRO point of contact roster.
- b. Process SFRO opening/closing/relocating requests IAW instructions contained in this regulation and current SM guidance and Appendix J of this regulation.
- c. Ensure that SFRO production is properly recorded in ARISS, to validate SFRO expense to NGB-ASM.
- d. Ensure SFROs are operated IAW instructions contained in this regulation and current SM guidance.
- e. Each RRNCO assigned to a SFRO will have a three tenet Strength Maintenance mission. Ensure SFRO RRNCOs are missioned in accordance with current SM Guidance. Each SFRO will be staffed with a minimum of two RRNCOs. Chief, NGB-ASM is the sole approval authority for exceptions to SFRO requirements.
- f. Permanent change of station (PCS) for an RRNCO is not authorized when establishing a SFRO.
- g. Supervisory personnel may not locate their offices in a SFRO. The only exception to this is for SFROs located in shopping malls and educational institutions.

6-30. Funding

Funding for SFROs is provided to the States solely for the purpose of fulfilling the SFRO Lease Agreements. States must open SFROs within 4 calendar months of NGB-ASM funding approval. SFRO funds can not be used for the following.

- a. Construction of any type. This includes but is not limited to paint, carpet, floor tile, ceiling tiles, dry wall, framework, etc.
- b. Office furniture and equipment.
- c. Communications costs.
- d. Office supplies.
- e. Security deposits (not authorized for government transactions).
- f. Insurance (The ARNG is covered by the tort claims act and does not pay insurance premiums).
- g. Parking.
- h. Kiosks, booths, or newsstands.
- i. Utilities.
- j. Maintenance.
- k. Janitorial services
- l. Recruiting signs.

6-31. Branding Initiatives and Setup Guidelines

All SFROs must confirm to NGB-ASM-A standards of interior and external branding. Intent is to ensure all SFROs have a similar appearance.

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

6-32. Lease Agreements

Lease agreements will be executed only after receiving written approval from Chief, NGB-ASM and will adhere to the following guidance:

- a. The State official that signed the Master Cooperative Agreement (MCA) will normally be the individual authorized to sign the lease agreement. Strict adherence to this regulation required.
- b. A copy of the lease agreement is required every year on the lease agreement anniversary date
- c. All leases will be executed on a fiscal year to year basis.
- d. All leases are subject to cancellation or non-renewal for any of the following reasons:
 - (1) Poor production.
 - (2) Unsafe conditions.
 - (3) TAG or NGB-ASM directive.

- (4) Non-compliance with NGR 5-1 / ANGI 63-101 and current SMOM guidance.
- e. Cancellation clause will spell out each party's rights and statutory State requirements.
- f. In accordance with State law, a paragraph should be included in the lease, which will set forth the method to settle for damages as a result of the cancellation of the lease.
- g. Standard contract protections against changes in subject matter, consideration, or time should be included.
- h. Lease agreements will include the following clauses:
 - (1) Lease agreements will not obligate funds past a current fiscal year.
 - (2) The ARNG will not pay a penalty or the remaining balance of the unexecuted portion of the agreement when the SFRO is closed before the contract end date.

6-33. Positive consideration for request approval

Strength Maintenance Commands should conduct extensive area demographic analysis in their states to determine if a SFRO would maximize production efforts and increase market share. Requests for a SFRO must be submitted to the CNGB, ATTN: Strength Maintenance Division (NGB-ASM) and include the following:

- a. Requests for new SFROs or relocations of existing SFROs will be submitted in writing using the Storefront Recruiting Office Request Form (NGB 210R).
- b. The Master Cooperative Agreement (MCA) with Appendix 9 (ARNG Store Front Recruiting Lease) completed in accordance with NGR 5-1 / ANGI 63-101, National Guard Grants and Cooperative Agreements. A copy of the lease must be submitted each year on the anniversary date to NGB-ARI and NGB SFRO Manager.
- c. A certificate from the State Contracting Officer certifying the following will be submitted with each request:
 - (1) No suitable Federal or State facility is available to support the requirement.
 - (2) The requested space is the most cost-effective, suitable location available within the targeted market location.
 - (3) The lease agreement will not obligate federal funds past the current fiscal year nor have a clause in the lease agreement penalizing ARNG for early closure of SFRO.
 - (4) The SFRO has adequate lavatory facilities either in the office or readily accessible in the building.
 - (5) The SFRO is in compliance with the standards set forth in the ADA.

6-34. Family Assistance Center (FAC) Operations

- a. The post mobilization mission of ARNG RRC personnel is to support FAC operations.
- b. The success of FAC operations in support of the post-mobilization mission requires close coordination between the MILPO, RRC, State Family Program Directors (SFPD), and Commanders at all levels.
- c. Providing family assistance will have a positive impact on the Soldiers, their families and the overall SM posture of the ARNG. The following information provides the policy and procedures for establishing and operating a FAC.

6-35. Authority

- a. The TAG determines the need and location of the FAC upon either federal or State mobilization.
- b. The RRC coordinates with the SFPD to provide assistance for the establishment and execution of FAC operations. The RRC chain of command, with input from the SFPD, maintains direct supervision of the RRC personnel supporting the FAC.

6-36. Special Duty Assignment Pay (SDAP)

Preparation, staffing and operation of a FAC are the primary mission of RRNCOs upon mobilization. Therefore, during FAC Operations, the RRNCO continues to receive SDAP at the same rate and level received prior to the family assistance mission.

6-37. Use of Assigned Equipment

- a. All equipment issued to the RRNCO remains the responsibility of the RRNCO. This equipment is authorized for use to support the family assistance mission.
- b. The RRNCO is authorized to use his/her assigned GSA vehicle during FAC operations in accordance with AR 58-1 and this regulation.

6-38. Training

Providing FAC training for RRC personnel will help to ensure ARNG Soldiers and their families will be taken care of during the critical time of mobilization. RRC leaders must take a proactive role in ensuring their personnel are fully trained and ready to operate a FAC.

a. Initial Training. The SMTC provides initial post-mobilization FAC training during the RR Basic Course. Family assistance refresher training is also provided during the 79T ANCOG.

b. Sustainment Training. Sustainment training for the RRC is an annual requirement. The Military Personnel Officer (MILPO) is responsible for ensuring training of currently assigned RRNCOs is conducted annually. The RRC and SFPD will coordinate to develop this training based upon the JFHQ Mobilization Plan. Each State/Territory can use the Operation R.E.A.D.Y. lesson plan and videotape and the online FAC training available on the Guard Family Website at www.guardfamily.org, in conjunction with locally developed policies and directives for training. This training must include the following subject areas:

- (1) FAC setup/operation.
- (2) DEERS enrollment.
- (3) Issue dependent ID cards.
- (4) Provide assistance and referrals on TRICARE and other state/local support agencies.
- (5) Employer Support of the Guard and Reserve.
- (6) Family readiness/support groups organization.
- (7) Financial and legal assistance issues.

6-39. Responsibilities

The following are the FAC responsibilities of RRC personnel during mobilization.

a. State RRC.

- (1) Provide support and liaison between the SM Program and Family Program office in execution of FAC mission.
- (2) Use available personnel and resources to accomplish the FAC mission.
- (3) Coordinate with SFPD for technical support of FAC operations.
- (4) Provide input to SFPD and JFHQ Staff in planning the State FAC operation plan and FAC SOP.
- (5) Coordinate with the SFPD for delivery of services to the families through the FACs.
- (6) Report to the Operations Section of the RR Command.
- (7) Coordinate RRNCO activities with the SFPD upon completion of family assistance training at the FAC to ensure continued excellence in the delivery of services to military families.
- (8) Coordinate statewide civilian/military support in relations to FAC operations.

c. RRNCO. RRNCOs will be trained to provide personnel and administrative support services as needed to assist family members of activated (mobilized) sponsors.

- (1) Serve as liaison with local community agencies.
- (2) Coordinate regional public affairs programs with assistance from the Public Affairs Office to publicize the location, hours of operation and any special information for dependents within the region.
- (3) Ensure confidentiality of information obtained from the dependents.

6-40. FAC References

- a. NGR 600-12, National Guard Family Program.
- b. DOD Instruction 1342.23, Family Readiness in the National Guard and Reserve Components.
- c. Operation R.E.A.D.Y. (Resources for Educating About Deployment and You).
- d. FORSCOM Regulations 500-3-3 and 500-3-4, Reserve Component Unit Commanders Handbook (RCUCH).

6-41. Employer Support of the Guard and Reserve (ESGR) Program

a. ESGR Mission: Gain and maintain active support from all public and private employers for the men and women of the National Guard and Reserve as defined by demonstrated employer commitment to employee military service.

b. ESGR is a DoD program comprised of a Headquarters Staff, an Executive Council and 55 volunteer committees. ESGR and its programs are designed to increase awareness and importance of the vital role of employers of the National Guard and all other Reserve Commands to maintain a strong National Defense.

c. The ESGR Program helps foster a close and positive working relationship between employers, the ARNG and its Soldiers. It provides unit leaders and Soldiers with the most current information on the rights and responsibilities of both Soldiers and employers regarding training and mobilization requirements.

d. The RRNCO should ensure that the new Soldier's personnel record properly records their employer information. The ESGR program uses this data to inform employers and track national trends during mobilizations.

6-42. Team Concept

ESGRs success is dependent upon the National staff, committee volunteers, and Guardsmen working together to obtain employer and community support ensuring the availability and readiness of Reserve commands. This is accomplished through:

- a. Statements of Support
- b. Employer Recognition
- c. Ombudsman Services
- d. Boss lift Program
- e. Annual Guardsmen briefings

6-43. ESGR Rights and Responsibilities

a. RRCs should ensure that RRC personnel are aware of the following Soldier rights and responsibilities, ensure Guardsmen know who their local ESGR volunteer committee member is and understand the chain of command to resolve Soldier/employer related challenges and work with unit leaders to brief Soldiers annually. At a minimum, annual briefings for all guardsmen must include familiarization with ESGR and the following information as found on the www.esgr.com web site.

(1) Public Law 103-353, "Uniformed Services Employment and Reemployment Rights Act of 1994", (USERRA) revises Chapter 43, Title 38, United States code to improve reemployment rights and benefits.

(2) Prohibits discrimination against those who choose to serve in the "uniformed services."

(3) Entitles uniformed service members a leave of absence from their civilian employment for the period necessary to perform military service, whether that service is voluntary or involuntary, for up to 5 years of cumulative voluntary service (They are not required to use their personal vacation during the period of service).

(4) Provides for continuation of seniority-based benefits during a period of service, such as pension credit that is granted upon reemployment. It also provides for continuation of non-seniority benefits in some cases. The law has a separate provision for continuation of coverage under a health plan during a period of military service.

(5) Entitles uniformed service members returning from military service to prompt reinstatement of employment, with seniority, status, and rate of pay as if continuously employed.

(6) Enables uniformed service members to seek relief, through the Veterans' Employment and Training Service, U.S. Department of Labor, if a conflict cannot be satisfactorily resolved.

b. Guardsmen must also be aware of their responsibilities:

(1) Guardsmen must notify their unit commander via chain of command as soon as an employer conflict occurs.

(2) Advance Notification. Guardsmen will inform their employer as soon as possible, written or verbal, about scheduled training that will interfere with their civilian job.

(3) Character of Service. You must serve satisfactorily or have been released from service under conditions other than dishonorable.

(4) Cumulative Service Limit. You must not have exceeded the 5-year cumulative limit on periods of service.

(5) Reporting back to work. Soldiers must report back to their place of employment, after a reasonable rest period of 8 hours plus travel time, following completion of training of 30 Days or less, Guardsmen must submit an application for reemployment within 14 days upon completion of service following duty of 31-180 days. For periods of service greater than 180 days, an application must be submitted within 90 days upon completion of service.

6-44. RRC Application

It is recommended that each State include employer support-related tasks in the duties of their RRC personnel, based on the guidance provided by the State AG, HQ ESGR, and State employer support committee chairperson.

Examples of ESGR activities include:

a. Maintain current ESGR materials that explain the employer support program, and provide them to FLLs for local use.

- b. Include ESGR information in State, organization, and unit programs, meetings, briefings, and attrition management training sessions.
- c. Provide employer relations training to Soldiers using the ESGR “Preemptive Strike” video. This video may be found on the ESGR web site under the ESGR resources tab.
- d. Advise unit personnel in resolving employer/employee (Soldier-related) employment conflicts.
- e. Encourage interaction between unit members, employers, and local civilian volunteer member(s) of the State ESGR committee.
- f. Support and encourage nominations of supportive employers for appropriate recognition by nominating them for awards via the ESGR web site.
- g. Encouraging unit and public recognition of supportive employers and civilian supervisors at unit meetings, open houses, mobilization briefings, other public events, and through appropriate media releases.
- h. Provide to commanders, the State committee, and local committee member(s) findings on situations, problems and conflicts.

6-45. Support Materials

ESGR materials, support resources, and any other ESGR related topics may be obtained through or www.esgr.com. Information not found on the web may be referred to:

OASD/RA (ESGR)
1555 Wilson Blvd, Suite 200
Arlington, VA 22209-2405

Chapter 7

Advertising and Marketing

7-1. General

a. A well-conceived and carefully executed advertising program is a vital part of the National Guard’s accession system. It enables the National Guard, at reasonable cost, to contact prospects and give them compelling reasons to see a National Guard Recruiting and Retention NCO (RRNCO). A well-executed program will also elicit the assistance of parents, teachers, and other influencers by providing them information about National Guard opportunities and options.

b. Recruiting and retention advertising and marketing programs are specifically designed to support the three tenets of strength maintenance: recruiting quality Soldiers, retaining MOS qualified Soldiers, and attrition management intended to reduce first term Soldier loss. Advertising and marketing programs must also be designed to increase the 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 Total Army. All ARNG advertising efforts will be executed in a manner consistent with NGB goals and standards for equal opportunity.

7-2. National Advertising

The ARNG Recruiting and Retention Division, Marketing and Advertising Branch (NGB-ASM-A) at the National Guard Bureau (NGB) executes, under contract, a national advertising program using the services of a full-service advertising agency, separate commercial production companies, government-run Visual Information facilities and many other marketing and advertising-related contractors. NGB-ASM-A develops national advertising programs designed to set the tone and national theme used by all States and Territories to support and enhance the ARNG image and mission.

7-3. State Advertising

a. Recruiting and Retention Commanders (RRCs) develop the State Advertising Plan and include this plan in the State Strength Maintenance Plan, which is submitted to NGB-ASM annually. ARNG Marketing Personnel, at the direction of RRCs, will develop, coordinate, and execute the RRCs State Advertising and Marketing Plan that promotes the ARNG and emphasize unique State benefits. These programs will support State recruiting, retention, and attrition management objectives and must maintain consistency with the national advertising program in style, tone, and the use of basic advertising appeals.

b. Recruiting and Retention NCO (RRNCO) and Officer Strength Manager (OSM) activities and needs should be carefully considered in the design of advertising and public affairs programs. RRNCOs must be kept informed of

advertising and promotional programs and strategies so they are able to answer questions raised by prospects and centers of influence (COI).

c. Advertising and public affairs materials will be accurate in depicting military personnel and equipment. The appearance of military personnel will conform to appropriate regulations governing wear of uniform and personal grooming. Displays of weapons and other equipment shall be in accordance with all regulations and approved military practices.

7-4. Army National Guard Slogan and Logo

a. The Army National Guard slogan is “You Can” and may be incorporated into print ads, ARNG literature and broadcast spots.

b. The ARNG Logo is rectangular in design. The words “National Guard” are capitalized and stacked horizontally. A small United States flag will be placed on the right side of the word “National.” When using color logos the following Pantone colors will be used, Red 295, Blue 1797. States may add state names, unit names, or the “You Can” tag line to the design of the logo placed underneath and centered on the base logo. It is recommended that the logo be accompanied by a call-to-action, which can be 1-800-GOGUARD, www.1-800-GO-GUARD.com, or both. Several versions of the logo have been developed in anticipation of various marketing and production situations. States will use the Logo Standards Quick Reference Guide CD which provides acceptable formats and different versions of the logo (4-color, B&W, PMS color, etc.). To serve as a quality check and assure continuity across the States and Territories, all locally developed logos will be staffed through NGB-ASM-A for approval prior to implementation.

7-5. State Advertising Standards

a. The intent of the national advertising program is to generate leads and provide general image exposure in support of the recruiting and retention effort. It serves as the corporate umbrella and provides a foundation for State advertising program to build upon. States are encouraged to develop local advertising materials targeted at specific requirements. States will address the “Montgomery G.I. Bill” (not “G.I. Bill”) when referring to educational benefits. States may also request targeted national advertising programs to address special needs. All advertising and marketing materials, recruiting and retention promotional items and imprinted aids will incorporate the ARNG logo. Marketing Personnel will manage State advertising programs and monitor results.

b. In keeping with the Strength Maintenance Philosophy, advertising and marketing for the ARNG should focus not solely upon accessions into the ARNG but also balance expenditure of resources on helping retain quality Soldiers and affect attrition of first term Soldiers. A balanced and solid Advertising and Marketing Plan will address how advertising and marketing resources are being used to affect all three tenets of Strength Maintenance.

c. Any implication that the National Guard encourages young people to drop out of school, either high school or college, must be avoided. Additionally, any implication that the ARNG encourages active duty personnel to ETS so that they may join the ARNG is to be avoided. Communications directed to active duty personnel should target those who, for whatever reason, have already decided to ETS.

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

e. It must be made clear that benefits are available “only if you qualify.” Career relevance advertising must show National Guard service as an enriching experience which may help a person develop qualities sought in the civilian job market without in any way implying that he or she will succeed.

7-6. State Marketing Plan

a. Marketing Personnel will, under the guidance and direction of the RRC, develop and utilize a written marketing plan for the State that is based on strength maintenance goals and objectives established by the RRC. This plan will be submitted via the Virtual Armory web site each year NLT 31 August. This plan is an on-line form that is a part of the overall Strength Maintenance Plan on-line submission via the Virtual Armory. This plan must clearly support the three tenets of the ARNG Strength Maintenance philosophy and will include the marketing objective, a detailed market analysis, identification of target audiences, advertising strategy, creative strategy, media plan, promotional strategy and strategies for evaluating the effectiveness of marketing initiatives. Budget formulation will identify the specific dollar amounts budgeted to support items contained in the marketing plan.

This plan will consider the national FY Marketing Implementation Plan and Strength Maintenance Planning Calendar. Templates for the marketing plan may be found on the Virtual Armory Website.

b. The following must be integrated into and become an integral part of the marketing plan:

(1) Print. A broad-based print media (i.e., newspapers, magazines, events, and programs) plan will enhance all State advertising efforts. States can place ads in magazines, however, if the magazines are national or regional (e.g., multiple state circulations) in scope, Marketing Personnel must verify through NGB-ASM-A that there will not be a national ad placed in the same issue. Marketing Personnel should not depend on media sales reps to provide accurate information regarding NGB-ASM-A plans to run national ads. When discussing the possibility of ad placement in a given publication, Marketing Personnel should ask about any value-added options available to advertisers for either no --or greatly reduced--cost. Value-added options include a listing on the publication's web site, use of a subscriber mailing list, extra copies of the magazine in which the ad is running, printed ad slicks, ability to have a recruiting booth at a publication-sponsored event, or a listing on a "reader service card" within the publication. Marketing Personnel will monitor the effectiveness of print advertising by verifying if ads are running as planned and tracking the results of those placements. No "blind" ads (i.e., ads not clearly identifying ARNG as the advertiser) can be placed. Phone numbers that appear in the ads must be either State numbers or 1-800-GO-GUARD. As ARNG Soldiers cannot be disabled and must meet certain physical requirements on an ongoing basis, ads should not bear any statement indicating that the ARNG is an equal opportunity employer.

(2) Outdoor. Billboards and transit ads are an effective media to convey the ARNG message to a wide audience. Marketing Personnel can increase billboard placement by knowing and understanding the scheduling procedures of billboard companies in their States. Outdoor advertising media also includes, but is not limited to, aeriels/inflatable's, bus bench and transit shelter advertising, mobile billboards, transit ticketing or telephone kiosks.

(3) Out-of-Home. "Out-of-Home" advertising normally encompasses, but is not limited to outdoor and indoor billboards, transit ads, in-store displays, sporting events, theater advertising, mobile displays and place-based advertising (such as that which appears in airports, schools, libraries and sporting/concert venues.)

(4) Radio and television: Generally, the ARNG is a public service advertiser. States are prohibited from purchasing television and/or radio airtime. States are strongly encouraged to solicit radio and television PSA air time (particularly from cable TV and college stations) 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 that facilitate airtime for both nationally and locally produced PSAs.

(5) www.1-800-GO-GUARD.com: The ARNG recruiting web site generates leads within NPS, PS, and COI markets.

(a) All ARNG advertising and promotional items will have a call-to-action. To drive prospects to the web site, it is recommended that states, at minimum, use the call-to-action of www.1-800-GO-GUARD.com, which also represents the ARNG fulfillment phone number.

(b) A form-based lead gathering system available throughout the web will channel leads to the ARNG Lead Processing Fulfillment Center and distributed to RRNCOs via different means daily.

(6) States may develop and implement home pages for placement on the Worldwide Web (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-ASM-A.

(7) www.VirtualArmory.com: The Virtual Armory is a retention tool and information resource center, which Soldiers use for both professional and personal reasons. Marketing Personnel will provide guidance to RRNCOs on how to promote the Virtual Armory to Soldiers within their unit(s), ensuring Soldiers are aware of the resources available to help them and their career.

(8) The State Media Services Program. The State Media Services Program (SMSP) is provided by NGB-ASM-A to allow States to place localized marketing. States can place ads in many types of media while avoiding time-consuming administrative/production tasks by participating in this program. This program is part of the advertising contract between the NGB and the contracted supplier of these services. The program is designed to allow Marketing Personnel to place lead generating monthly ads with less paperwork and no bother of tear sheets and bills. If your state decides to be a part of the State Media Services Program, you will only pay for the media cost (the actual placement of the ads) for your state advertising budget. Prior to the start of the Fiscal Year, States will determine how much of their advertising budget will be committed to the program. That amount will be reserved from the state's Fiscal Year allotment for actual media costs.

(9) 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 (recognizing outstanding support from media in both small and large markets within the State) should be used to enhance locally established public relations programs.

(10) Advertising Calendar. A well-planned execution of advertising programs is essential to achieve maximum program effectiveness. An advertising calendar will assist the Marketing Personnel in implementing all phases of the advertising program effectively. In using the Strength Maintenance Planning Calendar, Marketing Personnel will develop a State advertising calendar. This process will ensure maximum public service airtime, print insertions, and overall advertising benefits to promote the three tenets of strength maintenance and the image of the ARNG. NGB-ASM-A posts the National Media Plan, as well as in-year updates, on the Virtual Armory Website – this should greatly assist States/Territories in planning their media.

c. Direct Marketing. Battalion level direct marketing is a required element of a state's marketing plan; Direct Marketing can complement the other required media executed at the local level. Direct marketing, which often, but not always, takes the form of a mailing of marketing materials to a select audience, can be an excellent means of targeting recruiting and retention problems within a highly defined population or geographic area. One benefit of direct marketing is that it delivers the ARNG message directly into a prospect's hands and can be used to provide significantly more information about ARNG programs and opportunities than other media types (such as a 30-second TV ad.) State direct marketing efforts may involve the use of mailing lists from a variety of sources, including in-house databases of current members or past responders, lists provided by schools, lists provided to States by NGB-ASM and lists procured commercially. It should be noted that commercial procurement of high school student lists is generally discouraged because most of those names will be found on the NGB-provided lists (which are procured commercially through the Joint Advertising and Marketing Program –JRAP-- within OSD). There are instances, however, such as responding to time-sensitive requirements, when commercially procuring a high school list may make sense for a state. It is incumbent upon the state to determine if this is a prudent use of their limited resources.

d. Marketing plans will be approved by the Recruiting and Retention Commander and should be available for review by all members of the State recruiting and retention command NLT 1 Oct of each fiscal year.

7-7. Advertising Funding

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

7-8. Media

Media can range from the simple to very high tech. however all media source should be able to be tracked for effectiveness in their ability to generate leads, promote retention in the Guard, impact COI's, and develop the National Guard brand and or reducing attrition among current members. Media venues included but not limited to; print; Magazines, Newspaper (community, daily, employment, high school, and college) Prior service and base advertising; Base newspaper print ads, Base signage, floor decals, counter mat ads, tray liners. Internet; targeted email campaigns, Geo-Demo targeted banners, lead generation programs, online college newspapers. Auto Wraps, Inflatable's, Movie Theater; Digital spots, Movie slides. All kinds of out of home marketing; Event signage, Stadium signage, Source boards for High School and College, Campus, Poster Ad Racks for High School and College, Mall & Airport Advertising. Transit display ads, promotional and recognition items.

7-9. 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 contracting office. Borders are permitted for classified ads. Ads must clearly identify the ARNG as the advertiser in all print advertisements. Blind ads and other types of advertising that does not clearly identify the ARNG as the advertiser are prohibited. Marketing Personnel should use discretion in the placement of display advertising to protect the status of the ARNG as a public service advertiser.

7-10. Outdoor/Out-of Home

States may use advertising funds to pay fees to produce and post (erect or affix) public service outdoor advertising such as billboards, transit cards, airport advertising, banners and similar types of displays. Rental fees for outdoor space are prohibited, although requests for an exception, with appropriate justification, may be submitted to NGB-ASM-A. State advertising funds are authorized for the production of artwork. Marketing Personnel will incorporate the national theme and logo and www.1-800-GO-GUARD.com and State or local telephone numbers on all outdoor/out-of-home advertising. Advertising funds can be used to pay for all other types of Out-of-Home advertising media provided the media selected does not run counter to other guidance in the regulation.

7-11. Public Service Announcements: Television

States may use advertising funds to produce television public service announcements (PSAs) or Non-Commercial Sustaining Announcements (NCSA). Storyboards and scripts for proposed State-produced PSAs must be submitted to NGB-ASM-A for review prior to the start of production. The national toll free fulfillment number 1-800-GO-GUARD must be included in all television products, except OCONUS. Only ARNG Soldiers will portray Army Guard personnel on camera. Celebrity spokespersons may be used if 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 calendar days or less) of audiovisual equipment not readily available through government channels is also authorized. Props may be purchased as required. Advertising funds may also be used to buy blank tapes for video reproduction. States are encouraged to use the Strength Readiness Support Center (SRSC) for production services whenever feasible. All PSAs and NCSA's 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-ASM-A. State produced PSAs and NCSAs must be forwarded to NGB-ASM-A for approval and encoding prior to distribution. Further information on video production may be found in DA PAM 25-91.

7-12. Public Service Announcements: Radio

Advertising funds may be used for audio talent, music, and studio time to produce radio PSAs. Scripts for proposed State-produced PSAs must be submitted to and reviewed by NGB-ASM-A prior to the start of production. However, discretion must be used 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 must be included in all radio products, except those to be aired in OCONUS locations.

7-13. Non-Commercial Sustaining Announcements

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

7-14. Video and Photographic Production Equipment and Supplies

Video and photographic equipment, photographic film, processing supplies, video tape duplication, photo CD's, and film processing services such as developing, and image digitizing for use with desktop publishing systems and marketing and advertising programs is authorized.

7-15. Promotional Displays/Special Events

Rental of display space to promote the ARNG at fairs, conventions, sporting/school/community events, locations within the community with high traffic levels such as malls, local transportation hubs, airports, sports venues, concerts, meetings, symposia, etc., including mandatory, non-waiver-able registration fees, is 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.

7-16. Imprinted Aids

Pencils, combs, balloons, plastic bags, rulers, chalk holders, note pads, and similar low-cost expendable items that convey a message to COIs, VIP's, and any other person who can favorably influence an individual to enlist, re-enlist or extend are authorized. If decision is made to proceed locally, State Marketing Personnel are urged to research the availability of this type of item on the Mission Zone (paragraph 7-17) as the staffing and resources required may be less than if items are procured and produced locally. The cost of these items will not exceed \$2.00 each. These items may be used by the Recruiting and Retention Force (RRF) personnel and must be issued IAW paragraph 7-16 a-c. Property book accountability is not required. Marketing Personnel will develop a distribution plan for items produced locally to provide maximum advertising value and equitable support of field RRNCOs.

7-17. State Recruiting and Retention Recognition and Promotional Items (RRRPI)

a. A well-planned, fully-coordinated presentation program stimulates interest in the Army National Guard. It provides Recruiting and Retention NCOs, ROTC Personnel, and Officer Strength Managers with marketing tools to reinforce their personal contacts by providing a durable message or logo on a useful item that recipients will display. RRRPIs 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. If a decision is made to proceed locally, State Marketing Personnel are urged to research the availability of this type of item on the Mission Zone (7-17) as the staffing and resources required may be less than if items are procured and produced locally. Marketing Personnel will develop a distribution plan for items produced locally to provide maximum advertising value and equitable support of field RRNCOs.

b. State advertising funds can be used for 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 \$1,000.00 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.

c. The use of Recruiting and Retention Promotional Items (RRRPI) as a means of generating and exploiting contact opportunities is justified but can be perceived by the public to be wasteful. Therefore, limits on the nature and use of such items are necessary, as follows:

(1) RRRPI must clearly serve to influence recipients or otherwise communicate a recruiting and retention message. They must not be cheap looking or undignified and should be items that are used repeatedly in a way that will cause them to be seen. RRRPIs should be marked with either the State or ARNG logo consistent with national advertising.

(2) Recruiting and Retention Promotional Items such as T-shirts, caps, cups, belt buckles, wristbands and similar items will convey an ARNG recruiting or retention message to the recipient. Property book accountability is not required; however, Marketing Personnel will develop a distribution plan to provide maximum advertising value and equitable support.

(3) The ARNG limits the cost of these items to \$150.00 each, to include surcharges, shipping, etc. Requests for authority to exceed the \$150.00 limit must be submitted, with justification, to NGB-ASM-A. (Examples of these items are shirts, pullovers, coins, trophies, medals, badges, flags, posters, paintings, or other similar items.) These items may only be presented to the following personnel:

(a) Centers of Influence (COI). Individuals who can help foster a better image of the ARNG, influence individuals to enlist or re-enlist in an ARNG program, or provide RRNCOs access to prospects or refer names of leads to RRNCOs. COIs are individuals who have contact with the ARNG market of NPS, PS and Current Member and can be useful in promoting a positive inclusive message about membership in the ARNG. COIs are primarily educators, but they may include civic or business leaders, veterans of the armed commands, parents/parental figures or other families members, employers, members of professional groups, high school or college students identified as class leaders or influencers, news media representatives, nurse counselors, convention officials, or other influential individuals or groups. Current members of the ARNG who have successfully deployed and redeployed from operations in the GWOT are excellent COIs within their communities. There is no greater influence on prospects or current members than a Soldier who has actually experienced the full scope of being a Citizen-Soldier. Their stories and experiences normally have great influence on prospects considering joining the ARNG.

(b) 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.

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

(d) M-Day Soldiers who serve in a civilian capacity within their community as a center of influence and who provide a contribution to the strength readiness and brand awareness of the ARNG..

(e) AGR Soldiers who have a role in the ARNG that contributes to recruiting, retention and attrition management efforts that are not assigned to the RRC.

(f) Family member of military personnel.

(g) Other individuals recognized as providing support that substantially facilitates service in the armed forces.

(4) By definition, RRRPIs are to be personally presented to prospects and COIs by RRF personnel. They are not to be distributed in bulk through third parties, such as high schools or scout troops. RRRPIs are not to be used as contest prizes, either for ARNG sponsored events or by third parties. RRRPIs are not authorized for persons who are neither prospects nor influencers.

(5) Recruiting and Retention Recognition and Promotional Items will be procured through supporting USPFO Contracting Offices. Whenever possible, bulk discounts should be obtained through consolidating purchases.

(6) RRNCOs may not use their expense allowance or personal funds to purchase additional RRRPIs.

(7) Personal Presentation/Recognition Items will be procured in accordance with the current Federal Acquisition Regulation. Items not listed in the schedule or which do not meet the specification requirements may be locally procured within the value stated in paragraph c above.

(8) In order to ensure a well-rounded advertising program, States will not spend more than 25 percent of their initially issued advertising budget (does include withdrawals for National Advertising Programs) on the procurement of presentation items and imprinted aids without submitting justification and receiving prior approval from NGB-ASM-A.

7-18. Mission Zone

a. The Mission Zone is an online web site, which personalizes the ordering of RRPIs to promote the ARNG and increase leads, enabling RRNCOs to select the items they believe work best in their area. Ordering is limited to missioned RRNCOs with a valid RSID. Items ordered by RRNCOs will be shipped directly to the RRNCOs.

b. RRNCOs order items from the site by the use of credits. New RRNCOs will receive an initial distribution of credits, plus additional credits for each enlistment. It is imperative RRNCOs use credits wisely to ensure they obtain the accessions required. Credits are issued as follows:

(1) Missioned RRNCOs, will receive an initial, one time issue of credits.

(2) RRNCOs will receive credits for NPS enlistments and for PS enlistments.

(3) Only enlistments entered into ARISS will be honored for Mission Zone credit. Credits will not be issued for IST and ING accessions.

(4) RRNCOs will keep their current credits when transferring to a different station within the same state or to a different State. They will not receive another distribution of initial credits.

(5) Past RRNCOs returning to recruiting are treated as a new RRNCO and will receive an initial distribution of credits.

c. Having a well-balanced spending plan is essential to a great marketing program. It is recommended that RRNCOs do not spend all credits on one type of RRRPI (i.e. T-shirts or other wearable items). RRNCOs are strongly encouraged to order a variety of RRRPIs to increase exposure of the Guard in their area.

(1) A recommended order should focus on the NPS market, with half the items ordered used towards the NPS market, and the remaining portion first focused on the PS, COIs. Each order should include 40% Printed Materials, 10% Giveaways/Award Items, 25% Wearable Items, and 25% Recruiting Promotional Items, for use in the different markets.

(2) RRNCOs are encouraged to consult their State Marketing Personnel or NCOIC for assistance with creating a plan for their area.

d. RRRPIs within the Mission Zone are ordered based on research completed by NGB-ASM-A and by recommendations provided by user suggestions.

7-19. Incentive Programs

a. At the discretion of the RRC, advertising funds may be used to purchase goods or services related to the administration of a state recruiting and retention incentive program to recognize superior performance by personnel (including but not limited to 79Ts and military and civilian personnel in supporting positions) within state recruiting organization during a specific period of time (such as, but not limited to a quarter or month). Note that the incentive programs are not intended to replace official award programs (such as Chief's 54, which runs on a yearly basis), rather the intent is to stimulate and motivate personnel on a shorter term basis to support "level loading" of recruiting production and retention activities throughout the year.

b. Any incentive program developed requires a detailed written description of the program that is disseminated to all personnel within the state recruiting organization, to include the title of the incentive program, the timeframe related to the incentive program, the criteria that will be used to administer the incentive program and to determine which personnel qualify for the incentive.

c. Goods and services that may be purchased in support of the incentive program may include but not be limited to presentation items, motivational speakers, and team building events.

7-20. Lead Fulfillment

a. NGB-ASM-A has secured the services of a contractor to process and disseminate to the appropriate State personnel information provided by individuals (leads) who have inquired about the ARNG. This contractor also sends the person making the inquiry appropriate ARNG literature (e.g. a letter and possibly a brochure). Individuals who are found to be valid leads (i.e., not too young, too old, living within the US) are given the local Recruiting and Retention NCOs phone number in the letter that they are sent. Inquiries are typically e-mailed to the appropriate

state with 24 hours of receipt by the contractor, whose phones are staffed 24 hours per day, seven days a week (except Christmas day). Lead tracking should always be done in ARISS, which can tie the lead source directly to the Soldier contract later in the recruiting process. The RRNCO should get the lead as fast as possible, but accountability of the “lead” should be done in ARISS. This will allow federal and state leaders to see cost / benefit of each lead source to steer future promotional efforts.

b. Leads come from a variety of sources, including the toll-free telephone line; business reply cards (BRCs), the “electronic BRC” on the www.1-800-GO-GUARD.com web site, and unsolicited letters. The cost to process these different types of inquiries ranges from a few dollars per inquiry to a few cents. States are encouraged to make use of the lead fulfillment contractor and can do so by putting 1-800-GO-GUARD or www.1-800-GO-GUARD.com on their local marketing materials. Taking advantage of this contractor frees State Marketing Personnel from having to receive, screen and forward caller information and allows the Marketing Personnel to execute other marketing projects with their time. Use of the national fulfillment contractor also saves States money that might otherwise have been spent in mailing literature.

c. In exchange for taking advantage of the services offered by the national lead fulfillment contractor, which is paid for by NGB-ASM-A, States are required to provide the following support to NGB-ASM-A:

(1) Immediate notification, in writing (via e-mail) of changes in State POCs for leads data transmissions and the e-mail addresses of the new State POCs.

(2) Notification in writing (via e-mail) of significant changes in State benefits so that the “state customization paragraph” contained in the fulfillment letter can be adjusted accordingly.

(3) Notification in writing (via e-mail) of changes in State AG or RRC (depending on whose signature is used in the outbound fulfillment letter) so that the signature block on the fulfillment letter can be changed. Also required is a sheet of unlined paper with five signatures (not overlapping) from the new AG or RRC, executed in black ink from a felt-tip or roller-ball pen to be electronically scanned and incorporated into the new signature block for the outbound fulfillment letter.

(4) Each RRNCO’s address and phone number is recorded in ARISS’s FAZR application. States should ensure that FAZR is constantly updated to avoid misdirecting leads.

(5) Vigilant updating of the FAZR database which “drives” both ARISS leads distribution and NGB-contracted lead processing. Each zip code must have an RSID assigned and all phone numbers and e-mail addresses should be kept current.

d. Questions about the ARNG Lead Fulfillment System should be directed to the POC for this program, who can be located via the Virtual Armory Website.

7-21. Desktop Publishing Systems

a. State marketing departments localize promotional and advertising material to the RRNCO. Job requirements require software and hardware solutions beyond the standard RCAS system and other traditional government computer systems and software.

(1) Agencies such as GPO and civilian contracted printing companies require specialized formats and proofing that is unavailable in standard Microsoft Office or other document creation software.

(2) Specialized software, such as Adobe, Macromedia, and Quark Xpress products, require increased hardware capabilities to function properly. These are not available with standard issue AIS.

b. The purchase of software and hardware to support the mission requirements of state marketing departments is approved.

Chapter 8 Automation

8-1. Purpose

a. The automation of the accession process provided by ARISS is focused on one time entry, reduction of errors, efficient use of time, and accountability during each step of the accession process. State leaders will require use of ARISS for all enlisted accessions. ARISS will be part of their required sustainment training, and all recruiter production will be tracked using ARISS. This chapter prescribes the policies and procedures to provide timely and effective automation support service for RR automation resources and personnel.

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

8-2. Information Systems Security Officer/Assistant Information Systems Security Officer (ISSO/AISSO)

- a. An Information Systems Security Officer/Assistant Information Systems Security Officer (ISSO/AISSO) for the RRC must be established in each State by submitting an information systems security packet.
- b. The RR Automation NCO will be appointed as the RR ISSO for the RRC. A minimum of one RR AISSO will be appointed within the RRC.
- c. The RRC appoints an ISSO and AISSO as defined in AR 380-19. These individuals will be the “trusted agents” authorized to request digital signatures via electronic mail once they have “registered” with the USAREC Information Security Office.
- d. The ISSO/AISSO appointment procedures and requirements will be IAW “ARNG Procedures for Establishment of User Accounts” published under separate policy memorandum by the RRC.

8-3. ISSO/AISSO Responsibilities

- a. The ARNG ISSO/AISSO will ensure each RR user has a completed USAAC Form 101 on file, which verifies that the individual has successfully completed a suitability background investigation prior to requesting ARISS Access.
- b. The ARNG ISSO/AISSO will notify the USAREC ISSPM/ISSO immediately in the event the individual loses their ARISS Access.
- c. The ARNG ISSO/AISSO will notify the USAREC ISSPM/ISSO immediately in the event of actual or suspected security violations.
- d. The ISSO/AISSO will notify USAREC ISSPM if any user gets terminated under the provisions of AR 380-67.

8-4. RRC Automation In-Processing

- a. The ARNG State ISSO and/or AISSO will be responsible for ensuring that each prospective ARISS user, including all MEPS GCs, has a current successful background investigation and a completed USAAC Form 101 on file.
- b. The ARNG State ISSO is the only individual authorized to request user accounts from USAREC. The USAAC Form 101 will be maintained for a period not less than 1 year after the user’s access has been terminated.

8-5. User Management

- a. This procedure applies to RRC Automation personnel who will create, modify and delete AIS accounts for all RR personnel (military, DA civilian, civilian contractor) requiring and requesting access to USAREC AIS.
- b. All requests for access to USAREC AIS will be submitted using a USAAC Form 101, (USAAC Information System Access Request). See reference above.
- c. After the USAAC Form 101 is completed the user’s Information Systems Security Manager (ISSM) or ISSO follows the procedures outlined under separate policy memorandum to have accounts created.

8-6. Applicant Projections and Control Numbers

- a. Projections for applicant processing at MEPS will be performed electronically through the ARISS Recruiter Work Station (RWS) Application. This includes NPS and PS accessions. The RRNCO will scan all supporting documents for the MEPs visit, so the GC can do a complete quality check of the prospective Soldier’s personnel life.
- b. In the event of a documented RWS failure, manual applicant projections may be authorized. A control number, IAW paragraph 8-6, c. below, must be utilized in this procedure.
- c. In the event of RWS equipment or component failure, the RRNCO will:
 - (1) Call the ARISS “Help Desk” to report the deficiency.
 - (2) Obtain a Ticket Number to be used as a Manual Projection Control Number.
 - (3) Communicate the Manual Projection Control Number to the MEPS GC at the time of applicant scheduling.
- d. The Customer Assistance Team (CAT) is the telephonic help desk, which helps ARISS customers resolve problems. The CAT can be contacted through the Service Oversight Center (SOC) at 1-800-223-3735 extension 6-1700.

8-7. Security Requirements

The security requirement for ARNG ARISS users for the background investigation is as follows:

- a. Enlisted personnel must meet the security clearance requirement for their appropriate grade IAW NGR 600-200. All officers must have a minimum of a secret clearance.
- b. Must meet the security requirements for MOS 79T IAW DA PAM 611-21.

c. Individual must have the appropriate level background investigation, as determined in paragraph a and b above, on file in the CCF database.

8-8. Equipment Security

a. Laptop computers and accessories must be kept under constant security. Laptops should not be left unattended at any time unless properly secured in a non-visible location, however, keep the RWS protected from environmental extremes and static electricity surges.

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

8-9. Requesting USAREC AIS Access

All requests for access to USAREC AIS will be submitted using USAAC Form 101, USAAC Information System Access Request. This validates and documents the individual's credentials to access Department of the Army and/or USAREC AIS. The USAAC Form 101 ensures the following requirements/conditions are met:

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

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

c. The individual has a satisfactory background surety investigation recorded on file in the CCF or obtains a waiver from the USAREC Designated Accreditation Authority (DAA) prior to gaining access to any USAREC AIS, see paragraph 8-10 below.

d. The individual is briefed on care, use, and protection of their user ID/password.

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

Individuals requiring USAREC AIS access whose background security investigation cannot be documented by their State Security Manager when submitting a USAAC Form 101 must submit an USAREC Form 1189, USAREC Request for ADP II or II Category Access Pending Completed Background Security Investigation, to request a waiver. The USAREC Form 1189 is the only means authorized for ARNG personnel to obtain a waiver and ensure the following regulatory conditions for waiver are met:

a. The first O-5-level commander or civilian equivalent in the chain of command of the individual has endorsed the decision.

b. All investigative request documentation has been submitted to the appropriate investigative agency.

c. A local files check has been completed, and potentially derogatory information is brought to the attention of the DAA.

d. The decision is documented.

8-11. Baseline Zones

Baseline zones are the lowest levels at which hardware and software configuration is released to the user. There will be more than one configuration operational at any one time within the ARNG due to the anticipated periodic release of upgraded equipment and software, including the fielding process. However, a single configuration will be the only configuration used in a baseline zone. States are single baseline zones. Every effort will be made to ensure each state will have the same software and hardware configuration throughout fielding.

8-12. Authorized Software

Items of software, which are not part of the "Baseline Load", must be approved for use by the ARNG ARISS Liaison Office prior to use.

a. A copy of any proposed software must be submitted to the ARNG ARISS Liaison Office for testing against the Baseline to ensure compatibility in order to obtain approval for use on ARISS supplied hardware.

b. Exception to this paragraph is given to the RR Automation NCO. The RR Automation NCO may load items locally procured onto his/her laptop for the purpose of a local test for software/hardware compatibility.

c. After software is locally tested by the RR Automation NCO, it will be documented and at no time violate any usage agreement of the tested resource. Documentation of the test and results will be forwarded to the ARNG ARISS Liaison office. The resource must enhance RRNCOs directly in their mission. Software such as SMAM II

or the DANTES supplied ASVAB “Prep” (ARNGAS -The Smart Choice) are not authorized for load on ARISS issued Laptops.

d. This restriction is to avoid laptop failures. Every piece of software used on the ARISS Computers is tested for compatibility. Using non-compatible software can cause the laptop to require complete software reload.

8-13. Property Accountability Procedures

All persons entrusted with Government property are responsible for its proper use, care, custody and safekeeping IAW DA PAM 710-2-1.

8-14. Responsibilities

Army Regulation 735-5, Policies and Procedures for Property Accountability define the three levels of responsibility.

a. Command Responsibility. Command responsibility is placed upon the RRC of each state. The obligation of a commander is to ensure that all Government property within his or her command is properly used and cared for, and that proper custody and safekeeping of Government property are provided. Command responsibility is inherent and cannot be delegated. It is evidenced by assignment at any level and includes:

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

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

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

(4) Taking administrative or disciplinary measures when necessary.

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

(1) Providing proper guidance and direction.

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

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

c. Direct Responsibility. This applies to the end users of the RWS. Direct responsibility is the obligation of a person to ensure that all Government property hand receipted to an individual is properly used and cared for, and that proper custody and safekeeping is provided. Direct responsibility results from assignment as an accountable officer, receipt of formal written delegation or acceptance of the property on hand receipt or sub-hand receipt from an accountable officer. Commanders and/or supervisors will determine and assign, in writing, the individuals who will have direct responsibility for property.

8-15. Basis of Issue (BOI)

The BOI of the RWS and related equipment (e.g. printers) is outlined in paragraph 8-21 of this chapter.

8-16. TDA Redistribution of Positions

A state that loses authorization for positions on their TDA will contact the ARNG ARISS Liaison Office for turn-in of ARISS equipment issued to support those positions. If a state has gained authorizations (approved by NGB-ASM), they must contact the Information Management Section, Resource Management Branch (NGB-ASM-R), Strength Maintenance Division to coordinate lateral transfer of ARISS equipment. ARISS equipment will be updated as technology improves. States must complete property transfers IAW NG Regulations, example “shipping and receiving reports must be signed and forwarded to ARISS LNO office when new equipment arrives.” State procured resources are exempt from cross leveling to other states.

8-17. MEPS Automation Hardware

ARNG Guidance Counselors assigned to MEPS utilizes equipment belonging to outside agencies.

a. The MIRS workstation hardware belongs to MEPCOM and will be supported by the servicing MEPS.

b. The GC workstation hardware belongs to the USAREC Recruiting Battalion assigned to support those MEPS. Any support needed for this hardware will be called in to the Service Oversight Center for resolution.

c. Expendable supplies such as floppy disks, paper, toner cartridges, etc. are the responsibility of the individual states.

8-18. Repair/Replacement of Warranty and Non-Warranty Equipment

Refer to Figure 8-1 for the process flow of ARISS RWS Warranty repair procedures.

a. RWS In-Warranty Repair. The current warranty provides for pre-paid shipment of a replacement item via overnight mail and pre-paid return shipment of the faulty item to the vendor.

(1) If the CAT, in coordination with the state, determines that the problem is an in-warranty condition, the caller, (either the State RR ISSO or the PBO/PHRH) will provide the RSID, item serial number, and model number of the system. The ARISS CAT will initiate the replacement action with warranty vendor and track the repair to ensure contractor responsiveness and customer satisfaction. The CAT will notify the ARNG ARISS Liaison Office that a potential in-warranty call repair has been initiated and provide to ARNG ARISS Liaison Office the RSID, model number and serial number.

(2) Upon the request of the CAT, the warranty vendor will ship a replacement item directly to the State RRC ISSO via overnight mail. The State RR ISSO will receive the replacement item and ship the faulty item back to the vendor in the same box. Shipping is pre-paid by the vendor and the vendor will provide return shipment paperwork with each shipment. Items must be shipped to the vendor within five (5) working days. States will return all required equipment.

(3) An item shipped to the vendor for repair will not be returned. The State RRC ISSO needs to initiate a change document IAW DA PAM 710-2-1 to the PBO/PHRH so that records on equipment can be adjusted.

b. RWS Out-of-Warranty Repairs. If the CAT determines that an item is an out-of-warranty repair, it will instruct the State RR ISSO, PBO or PHRH to contact the RWS Support Team. If the damaged equipment is due to negligence, a Relief of Responsibility document will be initiated IAW AR 735-5. This may include a completed Statement of Charges or Report of Survey.

(1) Upon receipt of the item, the RWS Support Team will notify the ARNG ARISS Liaison Office that the Systems Integration Office (SIO) has an item ready for evaluation by the vendor. The ARNG representative will give approval if potential repair costs appear reasonable. If approval is received, SIO will ship the item to the vendor for evaluation.

(2) The RWS Support Team may ship an operational spare RWS to the State RRC ISSO or PBO/PHRH and coordinate with the ARNG ARISS/USAREC Liaison Office for each shipment. Operational spares will not be provided in the event the non-warranty issue is due to negligence.

(3) The RWS Support Team will notify the ARNG ARISS Liaison Office and the receiving State of the property transaction. SIO will forward appropriate documents to the State RRC ISSO. If the damaged equipment is due to negligence, a release from the Report of Survey officer will be included.

(4) Any equipment returned to the SIO will not be returned to the State. Change documents must be initiated and forwarded to the State PBO/PHRH. All out-of-warranty vendor repaired items will be returned to SIO where they will be returned to Operational Float Stock. SIO shall notify (via e-mail or telephonically) the ARNG ARISS Liaison Office when an item is returned from the contractor.

(5) If the ARNG ARISS Liaison Office chooses not to have an item repaired due to it being uneconomically repairable, SIO will retain the equipment and ship an operational spare to the state. SIO will coordinate with the ARNG ARISS Liaison Office to obtain a replacement item.

(6) Replacement of equipment damaged or missing due to negligence will be the responsibility of the state. Replacement of this category of ARISS equipment will be coordinated through the ARNG ARISS Liaison.

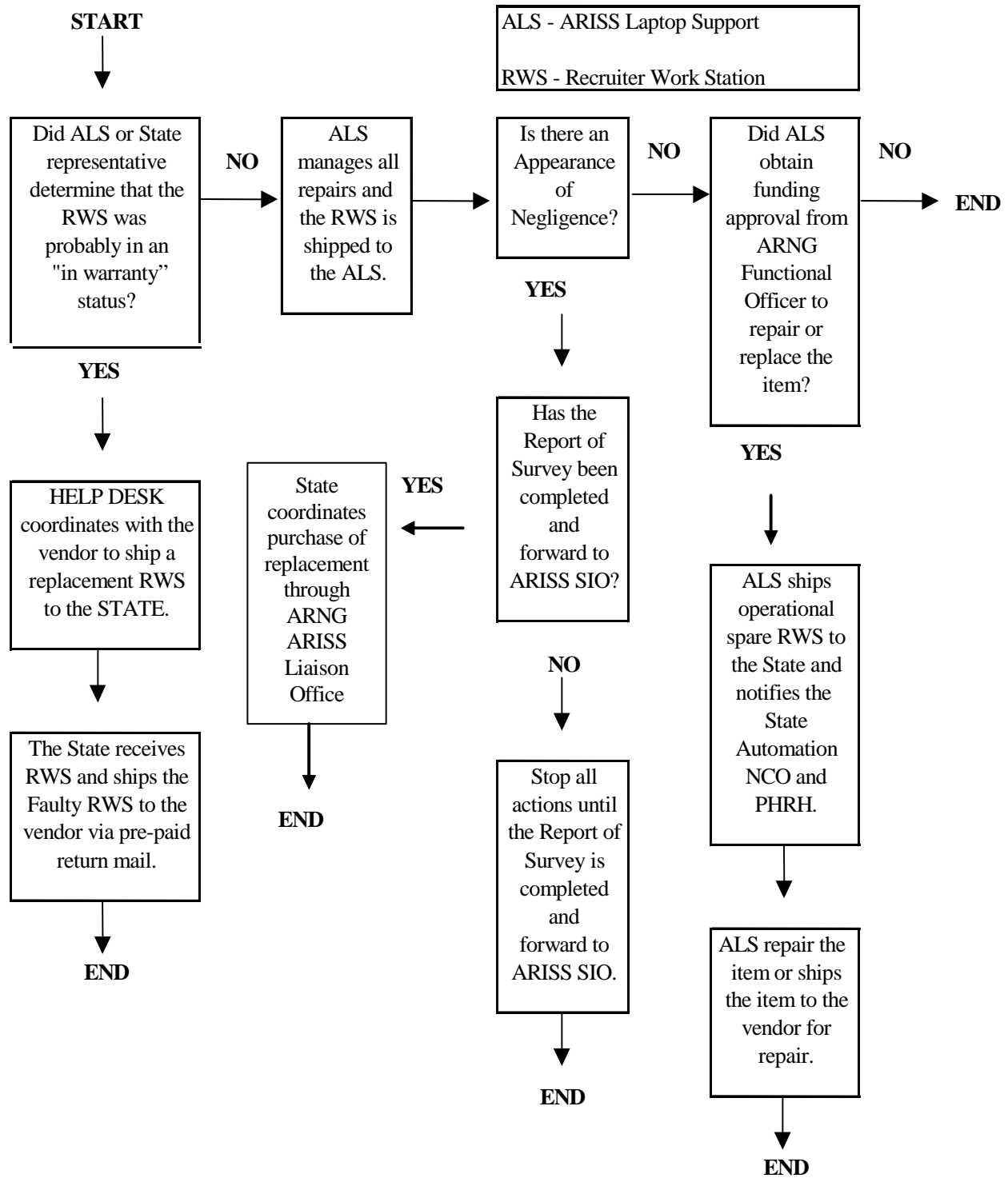


Figure 8-1 ARRIS Recruiter Work Station Warranty Repair Procedures

NOTE: Any Recruiter Work Station turned in for repair will not be returned. The State will retain the replacement permanently. The State PBO or PHRH will make the necessary property adjustments in accordance with DA Pam 710-2-1 or AR 735-5

8-19. Replacement of Peripheral, Expendable, and Spare Equipment

- a. States will utilize the IMPAC system for replacement of expendable and durable/peripheral items. Reference DFAS-IN Manual 37-100.
- b. Expendable and durable/peripheral items authorized for replacement by state-level personnel are included in, but not limited by, the list in the ARISS Recruiter Workstation Electronic Reference Guide.
- c. Life Cycle Replacements of systems peripherals will be planned in funding documents to ensure that system peripherals can be life-cycled in five (5) years.

8-20. Authorized Use of Government Information Technology Equipment

DOD Directive 5500.7-R, the Joint Ethics Regulation, Section 2-301 provides guidance on the authorized use of Government Equipment. Government property and Information Technology (IT) systems are furnished to employees for the conduct of official government business. Even under today's more relaxed guidelines, these resources are intended to be used only for official business and other properly authorized purposes.

8-21. Recruiter Workstation Basis of Issue (BOI)

The duty positions listed below must be on the TDA as required and authorized.

Field:

- 1 per RRNCO
- 1 per RRNCOIC
- 1 per Region Supervisor (Operations & Training Officer or RRS GM)
- 1 per Officer Strength Manager
- 1 per AMEDD Technician

State RRO:

- 1 per RR Automation NCO
- 1 per RR Operations NCO
- 1 per O&T Officer (not a field supervisor)
- 1 per RRS GM (not a field supervisor)
- 1 per RRC

NGB-ASM:

- 120 - SMTC
- 1 per RR Operations NCO
- 1 per RR SGM
- 1 per RR Operations Officer
- 1 per Deputy Division Chief
- 1 per Division Chief

8-22. Printers

Field:

- 1 per RRNCO
- 1 per RRNCOIC
- 1 per Region Supervisor

Store Front:

1 printer and printer sharing device (switch and three 6-ft cables) per every 2 RRNCOs in a Store Front Recruiting Office.

8-23. Recruiter Workstation Warranty

- a. In general, the warranty for the recruiter workstation will be available for five years unless there is damage beyond fair wear and tear. Laptops that exhibit unreasonable damage could be considered out-of-warranty. If such conditions exist, a Report of Survey or other cash collection action may be required.
- b. Examples of damage, which could void the warranty, are:
 - (1) Bent, split or smashed casing.
 - (2) Bent or broken hinge.
 - (3) Damaged lid-locking mechanism.
 - (4) Liquid spilled into the keyboard or on other sensitive components.
 - (5) Environmental damage (e.g., frozen/overheated screen).

- (6) Physical damage, beyond fair wear and tear, to ports or drives rendering them non-operational.
- (7) Scratched, cracked or otherwise damaged screen.
- (8) Physical attachments (example: unauthorized decals, patches, stickers, markings, etc.).
- (9) Physical damage, beyond fair wear and tear, to components (power supplies, batteries, etc.).
- (10) Internal damage caused by impact.
- (11) Damage caused by lightning.

8-24. Common Causes of Reports of Survey for RWS

Out of warranty conditions may require a Report of Survey. Reports of Survey result from three common errors:

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

Chapter 9 Resource Management

9-1. General

This chapter defines policies, procedures, limitations and restrictions in regards to resource management in support of the ARNG SM Program.

9-2. Authorized Funding

a. Funding discussed in this chapter is provided solely to support RR activities and programs. This includes the development, production, purchase, placement and/or distribution of expendable and non-expendable materials and services. Payments for out-of-pocket expenses are provided for in this chapter. The use of these funds for other than direct support of RR is prohibited.

b. The use of the IMPAC or government wide commercial purchase credit card IAW Federal Acquisition Regulations (FAR) Part 13 is authorized for the purchase of RR supplies and services. These cards should be requested through each State's USPFO Purchasing and Contracting Office.

c. Funding is sent from NGB-ARC to the States' USPFO by MDEP/AMSCO. Movement of funds within and between MDEPs and AMSCOs is under the provisions and procedures as found in DFAS-IN Manual 37-100-FYXX, and the procedures of the States' USPFO.

9-3. Budget Accounts

The budget accounts used in RR are as follows:

a. Recruiting and Retention Expense. This account funds related expenses in direct support of officer and enlisted RR activities. These expenses include; contracted training, professional development, space rental for conferences/conventions/fairs, awards and plaques, business cards, edibles for applicants, expendable office supplies, expenses for leased vehicles, out-of-pocket reimbursable and applicant transportation, reimbursable personal compensation and benefits, technician travel, per diem and transportation expenses, and the cost of communication expenses. It excludes expenses for automation equipment, software and computer associated hardware/software maintenance. Funds may be reprogrammed to the automation activity to purchase these items.

b. Advertising. This account funds costs 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, resources for direct mail campaigns, costs for processing inquiries (mail and phone), toll free telephone cost, expenses to erect or affix outdoor billboards, mall posters, banners and sales promotions.

c. Store Front Recruiting Office (SFRO). This account funds the rental, maintenance, signs and utility charges for the use of commercial recruiting office space. The SFRO policy is explained in paragraphs 6-30 through 6-35 of this regulation.

d. RRC Travel. This account funds expenses for required travel activities in direct support of RR. 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 course will not be paid from this account.

e. General Services Administration (GSA) Vehicles. This account funds vehicles (GSA) or leased substitutes utilized only by RRC personnel on Title 10 or Title 32 status. These vehicles will only be used in direct support of RR activities.

f. Active Duty for Special Work (ADSW). This account provides funds for temporary personnel for special projects that are in direct support of RR activities. AR 135-200 governs all personnel in an ADSW status. See paragraphs 9-33 through 9-35 of this Chapter for the policy on utilizing ADSW personnel.

9-4. Procurement Policy

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

b. The State's USPFO Purchasing and Contracting Office provide local procurement support for ARNG units. The actual procedural requirement for submitting Purchase Requests (DA Form 3953, Purchase Request and Commitment) to the supporting contracting office will be established by local implementing regulations.

c. No member of the ARNG RRC may lawfully commit the Government to any contractual obligation without proper written delegation of authority to do so.

d. No member of the ARNG RRC can direct contractors, subcontractors, or prospective contractors or subcontractors to initiate work prior to the award of a contract or issuance of purchase or delivery orders by a Contracting Officer (or his/her designee).

e. Unless explicitly authorized by a Contracting Officer, no one in the RRC has authority to solicit bids from a prospective contractor or advise a potential contractor that the Government intends to make a purchase. Only the Contracting Officer or his or her duly authorized representative has the authority to solicit bids or release information to prospective vendors about a proposed procurement.

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

9-5. Purchasing

a. Awards designed and purchased with RR expense funds include medals, trophies, badges, plaques, printed certificates and similar devices and objects in recognition of accomplishment or outstanding achievement.

b. Awards must be symbolic of achievement and of no intrinsic value. As a limited exception, the purchase of baseball caps, T-shirts, jackets, gym bags, jogging suits, coffee mugs, coins and hanging garment bags as trophies or similar devices is permitted. To comply with this regulation, these items must clearly denote that they are awards for recruiting and retention excellence and must display the area, region or state's name. Specific reference of an individual's name is not authorized. Applicable federal supply schedules should be utilized where possible.

c. Awards must be tastefully designed and promote a positive ARNG image. The quality of the award should make the recipient proud to receive and display it.

d. The total cost for each award including set-up, engraving, imprinting, and embroidering is limited to \$75 for individual awards and \$250 for team or group awards. In exceptional cases, the CNGB, (ATTN: NGB-ASM) may authorize a higher amount.

9-6. Identification Badges

States are authorized to purchase subdued and non-subdued Recruiting and Retention Identification Badges. These badges are an organizational item and are authorized to be worn by individuals assigned to recruiting and retention duty positions IAW paragraph 4-12 of this regulation.

9-7. Supplies and Services

Supplies and miscellaneous services not provided for in other budget accounts/AMSCOs may be authorized by the RRC for local purchase. These include, but are not limited to the following:

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

b. Space rental on a short-term basis for the usage of meeting and training rooms when adequate or more cost effective government facilities are not available.

c. Expendable and durable supplies and equipment for use by RR personnel, not otherwise available through normal supply channels.

d. Membership dues and magazine subscriptions. It is not the intent that each RRNCO or RR Officer be a member of an organization or have magazine subscriptions. If it is determined by the RRC that the expenditure is of substantial, direct, and primary benefit to the organization and is necessary to carry out its RR functions effectively, memberships may be purchased and will be placed in the name of the State RR Organization. Examples of

memberships are civic organizations and Chamber of Commerce. Examples of magazine subscriptions would include any magazine that is professional in nature and features Army National Guard articles or advertisements.

9-8. Training Courses and Materials

a. All courses conducted by the SMTC which produce SQI 4, MOS enhancement, or positional required courses and will be funded from State training funds. Attendance at courses conducted by the SMTC will not be funded with RR expense funds without prior written approval by CNGB, ATTN: NGB-ASM. (Title 10 RR personnel will be funded by NGB-ARO). Military technicians will be funded through normal technician training accounts.

b. M-Day Soldiers attending training conducted by an MTT from the SMTC will be in an Inactive Duty Training (IDT), Active Duty Training (ADT), Annual Training (AT) or Additional Duty Special Work (ADSW) status.

c. Soldiers in support of RR training (e.g. commanders, 1SGs, etc.) may be funded from the RR ADSW account or from other accounts managed by the State, as deemed by the RRC.

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

(1) Commercial training is authorized up to \$2,000 per event. Training exceeding \$2,000 must obtain prior written approval from the CNGB, ATTN: NGB-ASM-R.

(2) For guest speakers, an honorarium dollar amount will not exceed \$500 per speaker.

9-9. Commercial Items

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

a. Single items costing more than \$2,000 each or total purchase exceeding a total cost of \$5,000, must be approved by CNGB, ATTN: NGB-ASM-R.

b. All procurement requirements, TDA documentation and property book accountability requirements must be met. Reference AR 710-2 and DA Pam 710-2-1.

9-10. Edibles

a. Food and non-alcoholic beverage items, including meals, are authorized for certain RR activities that are directly influential in generating leads or prospects for recruitment/re-enlistment into the ARNG. The most common use is to provide sandwiches, pastries, baked goods or similar snack items and assorted non-alcoholic beverages during RR orientations, open houses, presentations and displays. RRCs should determine reasonable spending limits for these functions not to exceed \$15 per individual and \$1,000 per event.

b. Use of RR Expense Funds in support of events will only be used to pay for meals, refreshments, and non-alcoholic beverages. 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 per individual and not more than \$1,000 per event. Requests for exception to this limitation must be forwarded with written justification to CNGB, ATTN: NGB-ASM-R.

9-11. Uniforms

See paragraph 6-4 of this regulation.

9-12. Reimbursable Expenses

These expenses as described in Financial Management Regulation, Vol. 9 (DoDFMR) are distinct from those covered by travel and per diem accounts and are subject to certain limitations. General guidance for documenting and paying these expenses is, Vol. I, JFTR.

a. Eligible Personnel. Members of the Full-time RRF and ADSW personnel assigned over 30 continuous days whose principle assignment is to perform RR duty and who are assigned a SM mission (individual, team or region) are entitled to reimbursement of certain miscellaneous RR expenses.

b. Limitations. Reimbursement will be limited to the maximum amount per month per Soldier authorized by JFTR unless the RRC authorizes higher levels. Subject to budget constraints, RRCs may establish a limit lower than the JFTR authorizes. Such a limit must apply to all recipients in a State.

c. Prorated Reimbursement. Individuals on duty less than one month are limited to a prorated share of the monthly amount. Individuals not present for duty during the full month should not 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. RRCs should use this as a guide, not as a rigid rule, when reviewing claims for reimbursement. The RRC will make the final determination. The following limits are provided as a guide:

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

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

- (1) Snacks, nonalcoholic beverages, and "occasional" meals for applicants, COIs and VIPs.
- (2) Photocopy fees for required documents.
- (3) Parking fees and tolls while conducting official RR activities.
- (4) Official telephone calls, cell phone, pager costs, and facsimile transmissions.
- (5) Educational transcript and/or evaluations of applicants.
- (6) Police background checks for applicant processing.
- (7) Applicant meals and lodging while going to or from MEPS stations or MET sites, when not provided by MEPCOM or another government agency.
- (8) POV mileage, with prior approval of the RRC, when government transportation is not available.

e. Business Cards. Business cards may be provided to RRC personnel (including Additional Duty Unit Retention NCOs) or costs reimbursed as determined by the RRC. Reimbursement for business cards will be limited by the RRC to a reasonable level in order to provide control and standardization.

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

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

9-13. Prohibited Expenses

Unless specifically authorized by the CNGB, ATTN: NGB-ASM, the following supplies, services and expenses are specifically excluded from payment under this chapter:

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

9-14. Special Duty Assignment Pay (SDAP)

Special Duty Assignment Pay is authorized for ARNG RRC NCOs serving in a Special Duty Assignment (SDA) designated as a 79T Duty Military Occupational Specialty (DMOS) position. It is an additional pay entitlement designated to compensate enlisted Soldiers who are performing duties that have been designated as extremely difficult or that involve an unusual degree of responsibility in a military skill.

9-15. Entitlement

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

- a. An ARNG enlisted Soldier serving in an AGR tour that is specified in orders for 180 days or more.

- b. Assigned to an authorized SDA position (DMOS 79T) as prescribed on the RR TDA.
- c. Qualified in SQI-4 or MOS 79T. To be SQI-4 or MOS 79T qualified, Soldiers must:
 - (1) Meet the eligibility criteria for award of SQI-4 or MOS 79T, in accordance with NGR 600-200, DA PAM 611-21 and current policy.
 - (2) Successfully complete the RR Basic Course conducted by the Strength Maintenance Training Center, Professional Education Center, Camp Robinson, and Little Rock, AR.
- d. Performing the duties required by the SDA position.
 - (1) These duties will be based on the current STP, nationally developed position descriptions and Chapter 2 of this regulation.
 - (2) Any other use of personnel assigned to SDA positions constitutes misuse and will affect the Soldiers' entitlement to receive SDAP.
- e. Soldiers who transfer into the ARNG and were receiving SDAP for a recruiting assignment in another branch or component of the military are not authorized to receive SDAP until they meet the entitlement criteria listed above.

9-16. Orders

AR 600-8-105 is used for actions to award, increase, reinstate, terminate, suspend or withdraw SDAP. Administrative actions will follow Procedure 3-28, Special Duty Pay, and State policies and procedures.

- a. The RRC will request the publication of orders to initiate, suspend, change the rate, terminate or reinstate SDAP entitlement for those Soldiers assigned to the State's RRC.
- b. Title 10 Soldiers in approved 79T TDA positions are provided orders by Chief, National Guard Bureau, ATTN: ARZ-T, Staff Management Office.
- c. The effective date of the award of SDAP is the date on which the Soldier is awarded SQI-4 or MOS 79T, whichever is earlier.
- d. Self-terminating orders (i.e. those with from and to dates) will not be used.

9-17. Payment

SDAP is paid in accordance with rates and levels specified in Chapter 8, Volume 7A, DODFMR 7000.14-R and current DOD policy. Paragraph 9-23 of this regulation lists current SDAP rates.

9-18. Changes and Errors

- a. When an individual leaves a SDA or transfers to another type of SDA, a determination will be made to continue, change or stop the SDAP entitlement. Further information regarding eligibility and conditions affecting SDAP entitlement are located in DOD Financial Management Regulation, Volume 7a, Chapter 8, Table 8-1 and 8-2.
 - (1) If the SDAP entitlement will continue at the same level, no action is required.
 - (2) If the SDAP entitlement will change to a different level, publish orders announcing the change. The effective date of the change is the effective date of the transfer or reassignment.
 - (3) If the SDAP entitlement will stop, publish orders announcing the withdrawal. The effective date of the withdrawal is the effective date of the transfer or reassignment.
- b. 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.
- c. Soldiers who are overpaid or erroneously paid SDAP when incorrectly assigned will be issued amendatory orders and have the overpayment recouped.

9-19. Sustainment

- a. Continued entitlement to receive SDAP requires maintenance of MOS qualification, sustainment of DMOS 79T skills, and adherence to published standards of performance, efficiency and conduct.
- b. RRC personnel assigned to a SDA position are required to attend periodic refresher training to maintain and enhance their SDA skills.

9-20. Suspension

When sustainment and remedial training efforts have failed, RRCs may have to result to suspension of SDAP for various performance deficiencies. The guidelines for SDAP suspension are below:

- a. Failure to maintain duty proficiency and meet the required level of duty performance for the SDA position assigned constitutes authority for the RRC to terminate or suspend SDAP. Continuation of recruiting activities would be at the discretion of the RRC. If the Soldier does not meet the training requirements of his/her duty

position within the time outlined in Table 5-1, then the SDAP will be suspended at the state level. If the state does not comply with the suspension of SDAP, then NGB-ASM can intervene and suspended the SDAP. SDAP suspension for failure to maintain duty proficiency will be warranted when:

(1) The Soldier receives two or more written counseling statements (DA Form 4856), formal notifications or written reprimands for failure to follow established RR practices as set forth in the most recent versions of NGR 600-200, this regulation and the State RR Program.

(2) Counseling statements include the deficiencies, the remedial training efforts provided to the Soldier, and the specific progress or lack of progress.

b. Misconduct. RRCs will suspend SDAP when they determine that allegations of misconduct, 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 previously awarded level prior to the suspension.

c. Exceptions. The following exceptions apply to RRC Soldiers regarding SDAP suspension:

(1) Failure to achieve mission. Failure on the part of an RRC Soldier to meet his/her assigned SM mission will not be used as the sole criteria to suspend SDAP. RRC leaders must base SDAP suspension on failure to maintain duty proficiency as established in paragraph 9-21a (1) and (2) above.

(2) Breach of discipline. A breach of discipline, such as failure to report to an appointed or designated place or failure to make designated phone calls, does not automatically subject the Soldier to suspension or withdrawal of SDAP. An offense such as this may result in suspension or withdrawal, but will be reviewed on a case by case basis.

(3) Changing an MOS. 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 ARNG. The amount of SDAP 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.

(4) Common Task Testing (CTT). The results of CTT or its equivalent will not be used as a basis to suspend SDAP.

9-21. Reinstatement

SDAP reinstatement occurs when the Soldier is retrained, rehabilitated and/or demonstrates proficiency in assigned duties and MOS skills.

9-22. Levels and Rates

The following are the levels, rates and RRC 79T (Title 10 and 32) positions authorized to receive SDAP (Reference MILPER message #03-261, Subject: Special Duty Assignment Pay (SDAP) Changes of Rates (Active & Reserve Component) :

a. Level 3, \$225. (Not Applicable)

b. Level 4, \$300. This level of SDAP is reserved for Title 10 NCOs performing RR staff and liaison duties at a national level.

(1) RR Staff (NGB-ASM)

(2) ESGR Liaison NCO

(3) PERSCOM Liaison NCOs

(4) MEPCOM Liaison NCOs

(5) ARISS Liaison NCOs

(6) ARNG Liaison NCOs (TRADOC)

(7) Reserve Component Career Counselor NCO

c. Level 5, \$375. This level of SDAP is reserved for Title 32 NCOs performing RR staff duties at the State/Territory level.

(1) RR Operations NCOs

(2) RR Automation NCOs

(3) Marketing NCOs

(4) Reserve Component Transition NCOs (RCT NCOs)

(5) HRC Liaison NCOs

d. Level 6, \$450.

(1) This level of SDAP is for Title 32 RRNCOs assigned to 'field production positions' which process non-prior service (NPS) and prior service (PS) applicants for enlistment into the ARNG and/or are assigned a three tenet SM mission. The SM mission must include a NPS and a PS accession mission, an attrition management mission

and a retention/extension mission as specified in Chapter 4 of this regulation. RRNCOs, RRNCOICs and RRSGMs who are only working recruiting or retention duties are not eligible for SDAP. Any Title 32 Recruiting and Retention Soldier assigned to a 79T position that is not performing duties as per the nationally developed position description and Chapter 2 of this regulation is not eligible for SDAP.

- (a) RRNCOs
- (b) RRNCOICs
- (c) RRSGMs

(2) This level of SDAP is also for MEPS Guidance Counselors assigned to a 79T MEPS Guidance Counselor RR TDA position and Soldiers assigned to the SMTC-PEC.

9-23. Transportation Management

Funds for the ARNG SM Program are provided to ensure Soldiers working in direct support of RR activities, as well as with applicants, are provided necessary transportation to accomplish their assigned tasks. RRCs will ensure that Soldiers ordered to RR duty are provided government transportation or are authorized reimbursement for utilization of Privately Owned Vehicles (POV) when applicable.

9-24. Invitational Travel Orders (ITOs)

Periodically, NGB-ASM may authorize the use of ITOs for the travel of civilian spouses/relatives. However, NGB-ASM does not approve, fund or process ITOs. Funding for ITOs is at the State's discretion and will be processed through normal State channels. RRCs are authorized to transfer funds from RR accounts to the appropriate account in order to process ITOs. Reference DFAS IN Manual 37-100-FYXX for further information on ITOs.

9-25. General Services Administration (GSA) Leased Vehicles

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

- (1) Transportation of family members of RRC personnel except as provided by AR 58-1 and applicable GSA directives.
- (2) Transportation of unit supplies and services not directly in support of RR operations.
- (3) Transportation of personnel to civil, State, or national conferences, conventions, or meetings unless in direct support of RR activities.
- (4) Personal business and personal affairs.
- (5) Domicile to Duty transportation, except as provided in AR 58-1 and as determined by published guidance provided by the Secretary of the Army.

b. States can increase the number of GSA vehicles assigned to the RRC using other funds provided to the State.

9-26. 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 TMP vehicles should be provided to RR Soldiers who attend training sites to visit or work with their supported units.

9-27. Privately Owned Vehicles (POVs)

POVs may be used in support of RR activities when there are no other means of transportation available. Government personnel in POVs will not transport applicants. Applicants can only be transported in government vehicles. Mileage reimbursement may be authorized under Vol. I, JFTR.

9-28. Applicant Travel

GSA, TMP vehicles, or commercial transportation (bus, train, airplane, etc.) may transport applicants during the processing phase. Government personnel in POVs may not transport applicants. Applicants may travel to MEPS and other designated sites for enlistment processing in one of the following methods:

- a. Bus tickets are furnished through TRANSCOR on national contract. They are issued to, accounted for, and controlled by RRC personnel in accordance with TRANSCOR procedures.
- b. MEPS personnel will coordinate for applicant quarters and meals incidental to MEPS processing according to existing intra-service support agreements and established procedures.
- c. Applicants will not receive any TDY allowances or reimbursement for any expenses.

d. RRNCO maintains responsibility for applicant while in transit to the MEPS, while staying at the MEPS contract lodging facility, and while processing.

9-29. Active Guard and Reserve Travel

This account funds expenses for required travel activities in direct support of RR. This account includes travel, per diem and reimbursable expenses related to such travel. This excludes expenses incurred for permanent change of station (PCS), service schools, NCOES, WOES, and OES courses. Travel expenses are authorized and claimed IAW the applicable chapter of the JFTR and the procedures of the State's USPFO.

9-30. Communications

AR 25-1, NGR 105-23 and NGB published guidance outline communication services. Requests for communications service should be sent to the State's Director of Information Management (DOIM).

a. The RRC may authorize the use of telephone credit/calling cards and Internet connections to conduct RR activities. The supporting Director of Information Management (DOIM) will perform an economic analysis to determine cost-effectiveness as required by published guidance.

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

9-31. Army Recruiting Information Support System

ARISS is designed to provide the ARNG RRC an automated tool for missioning, capturing, tracking, and managing applicant processing data. The RRNCO has the capability to transmit applicant data via electronic media to MEPS and receive current applicant processing status information and leads.

a. Fielding and warranty repair of ARISS hardware and software is provided by the ARNG ARISS Liaison Office. The ARISS equipment is solely for the use of RR personnel in the RR process.

b. The State may purchase additional ARISS hardware, peripherals, software and related items in accordance with procedures established by the ARNG ARISS Liaison Office and Chapter 8 of this regulation. Purchase of approved ARISS hardware, peripherals, software, repair, and other related supplies in direct support of RR operations and activities is authorized using funds provided to the State for this purpose.

9-32. Active Duty for Special Work

ADSW personnel remain assigned to their current units for the duration of their RR assignment but may be attached to the RRC. The RRC specifies their duty location and functions to be performed under the supervision of a designated RRC member.

9-33. Authorization

Soldiers ordered to ADSW in support of the RRC are not a distinct command. Soldiers selected to perform a temporary tour in RR will be ordered to ADSW for a specific period of time with a stated objective in support of RRC personnel.

9-34. Selection

RRCs should use the following as a guide, not a rigid rule, when selecting ADSW personnel:

a. Soldiers in grade E-5 or below will perform recruiter assistant duty.

b. Selection of enlisted 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, retention or attrition management. RRCs will closely monitor assignment and utilization of these Soldiers to ensure their activities are commensurate with their grade.

9-35. Utilization

a. ADSW Soldiers hired with RR funds or with the purpose of providing support to the RRC are hired to assist the RRC during increased workload periods. They will only be used to support RRC tasks, missions and objectives. Examples include: applicant processing, prospecting, RR displays and presentations, unit attrition and retention duties and RR conference, meeting and seminar support.

b. Retention and attrition management requires command leadership involvement. RRCs may place personnel on periodic ADSW as needed to ensure that attrition management and retention objectives are met.

9-36. Orders

- a. Soldiers ordered to ADSW must perform at least eight hours of duty each day of active duty. {Applicable passes, weekends, and holidays are authorized for those on continuous 30 day or longer orders}.
- b. All periods of ADSW will be announced in orders. The published 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 DFAS-IN Regulation 37-1, the DOD Financial Management Regulation (DODFMR) and Volume I, Joint Federal Travel Regulation (Vol. I, JFTR). Orders will be published with approval of the RRC.

9-37. Restrictions on Dual Compensation and Military Status

- a. A Soldier will not be ordered to ADSW on any day covered by any other paid military status.
- b. ADSW will not be used to support any form or duration of State Active Duty (SAD). Soldiers on RR duty who are called to SAD will be immediately released from ADSW.
- c. Military technicians may be ordered to ADSW only when they are in an appropriate leave status (annual leave, military leave, compensatory leave, leave without pay, etc.).
- d. Soldiers scheduled to perform ADSW on any day in which they earn compensation from their primary employer will be closely monitored to ensure their primary employment does not interfere with their ADSW duties. Precautions against conflict with primary employment must be observed.

9-38. Limitations

The individual limit for ADSW is 179 days cumulative during any one fiscal year. 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 ADSW. Approval for a second or subsequent tour beyond the 179-day limit requires a waiver from the State chain of command. AR 135-200 governs the limitations and restrictions for all ADSW personnel.

Chapter 10**ARNG RRC Authorized Committees****10-1. General**

The use of committee's representative of the seven established recruiting and retention regions is necessary to ensure that field input is obtained and that SM programs and policies are comprehensive and indicative of the individuals using them.

10-2. National Recruiting and Retention Advisory Committee

The purpose of the NRRAC is to serve in an advisory capacity and assist the Chief, ASM in the enhancement and execution of SM programs, policies, procedures and activities.

- a. Membership
 - (1) NRRAC membership shall consist of eight RRCs as active members: one Chairman and a representative from each of the seven RRACs.
 - (2) The NRRAC Chairman's host RRAC shall appoint a Chairman to handle their RRAC affairs, leaving the NRRAC Chairman time to focus on his/her appointed duties.
 - (3) Each RRAC will also select an RRAC Vice Chairman and RRAC Secretary who will serve, in order of precedence only in the absence or temporary incapacitation of the RRAC Chairman.
- b. Quorum. Before transacting any committee business, a quorum consisting of the NRRAC Chairman or Vice Chairman and four other committee members must be present.
- c. Membership Service:
 - (1) Committee membership shall be for a two-year period, 1 October through 30 September.
 - (2) The terms for committee members will be staggered to provide committee continuity. Odd number RRACs will be elected in odd years, even numbered in even years.
 - (3) In those cases in which the NRRAC Chairman is unable to fulfill his/her term, the NRRAC Vice Chairman will assume those duties for the remainder of the unexpired term.
 - (4) Committee membership will be limited to two consecutive terms.
- d. Administration. The NRRAC shall operate under the general direction of the Chief, ASM.

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

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

(3) Travel costs associated with NRRAC duty are a responsibility of the State concerned.

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

(5) Committee meetings will be at a minimum quarterly or at the discretion of the Chief, Army Strength Maintenance Division. Whenever possible, meetings will be in conjunction with other scheduled events or meetings. Location, agenda and logistical arrangements for the meetings will be the responsibility of the NRRAC Chairman or his designee. Meeting agendas proposed issues and new business should be well planned in advance to provide everyone concerned sufficient time to research and prepare for items of discussion. The NRRAC Chairman will be responsible to provide this information to the members of the NRRAC and NGB staffs no later than thirty days prior to the meeting date.

(6) The NRRAC Chairman will furnish a written report of the meeting to the Chief, ASM within ten days following any meeting. Upon approval of the Chief, ASM, the written report will be provided to each RRC through their respective RRAC Chairman within fifteen days following the meeting.

10-3. Recruiting and Retention Advisory Committee

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

a. Membership.

(1) AN RRAC will be established in each RR region. Membership shall consist of one RRC from each State within the region.

(2) Each RRAC will elect an RRAC Chairman, Vice Chairman and RRAC Secretary who will serve, in order of precedence only in the absence or temporary incapacitation of the RRAC Chairman.

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

c. Membership Service.

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

(2) In those cases in which the RRAC Chairman is unable to fulfill his term, the RRAC Vice Chairman will assume those duties for the remainder of the unexpired term.

d. Administration. The RRAC shall operate under the general direction of the Chief, ASM and the NRRAC Chairman.

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

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

(3) Travel costs associated with RRAC duty are a responsibility of the State concerned.

(4) Committee meetings will be at a minimum quarterly or at the discretion of the Chief, ASM, NRRAC Chairman and/or RRAC Chairman. Whenever possible, meetings will be in conjunction with other scheduled events or meetings. Location, agenda and logistical arrangements for the meetings will be the responsibility of the RRAC Chairman or his designee. Meeting agendas proposed issues and new business should be well planned in advance to provide everyone concerned sufficient time to research and prepare for items of discussion.

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

10-4. Supporting Committees

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

a. Recruiting and Retention Sergeant Major Advisory Committee (SMAC). Enhancement of SM programs, policies, procedures and activities.

- b. Army Medical Department (AMEDD) Advisory Committee (AMAC). Enhancement of AMEDD SM programs, policies, procedures and activities.
- c. Automation Committee (NRRAC Automation Committee). Enhancement of SM programs, policies, procedures and activities, specifically focused in the area of automation.
- d. Marketing and Advertising Advisory Committee (MAAC). Enhancement of marketing and advertising programs, policies, procedures and activities.
- e. Reserve Component Transition Advisory Committee (RCTC). Enhancement of RCT (interstate and in-service) operations, programs, policies, procedures and activities.
- f. Officer Strength Advisory Committee (OSAC)
 - (1) To assist the NRRAC and RRACs in the enhancement and execution of SM programs, policies, procedures, and activities specifically focused in the area of officer and warrant officer recruiting.
 - (a) Serve in an advisory status to the NRRAC/RRAC on strength maintenance matters and issues effecting the officer and warrant officer strength (not including health professionals).
 - (b) Provide the NRRAC/RRAC with a "sounding board" on impacts of policies and issues that affect strength maintenance operations and state and unit level programs effecting officer programs.
 - (c) Conduct studies and surveys of strength maintenance actions as directed, that assist the NRRAC in the evaluation and execution of officer and warrant officer Strength Maintenance Programs.

10-5. Supporting Committee Guidelines

Below are the guidelines for each authorized RR supporting committee:

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

10-6. Recruiting and Retention Regions

Below are the seven authorized RR regions and corresponding states.

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

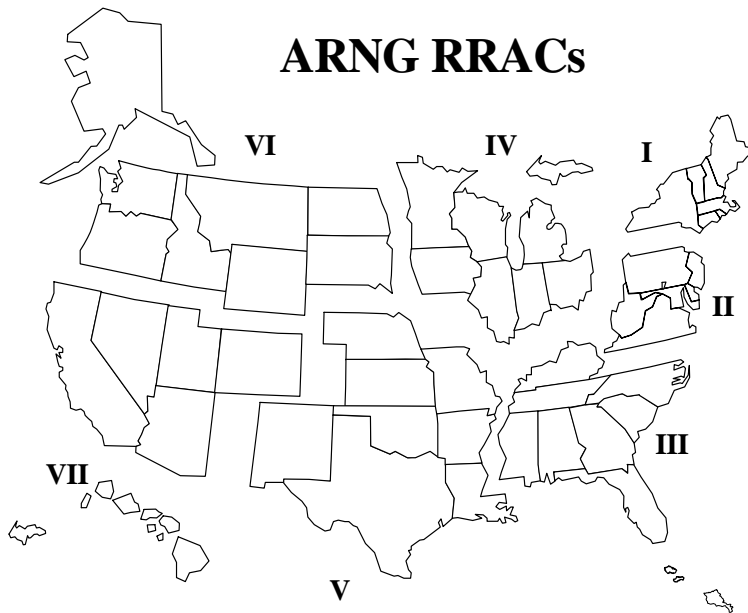


Figure 10-1 Recruiting and Retention Regions

**Appendix A
References**

**Section I
Required Publications**

AR 11-2

Management Control (Cited in paragraph Management Control Process)

AR 58-1

Management, Acquisition and Use of Motor Vehicles (Cited in paragraphs 4-14g, 6-37b, 9-26a (1) & (5))

AR 135-178

Enlisted Administrative Separations (Cited in paragraph 4-26)

AR 735-5

Policies and Procedures for Property Accountability (Cited in paragraph 8-14, 8-18b, Fig 8-1)

DA Pam 611-21

Military Occupation Classification and Structure (Cited in paragraphs 4-7, 5-5a, 6-3a (6), 8-7b, 9-15c (1))

DA Pam 710-2-1

Using Unit Supply System (Manual Procedures) (Cited in paragraphs 8-13, 8-18a (3), Fig 8-1, 9-9b)

DFAS-IN Regulation 37-1

Finance and Accounting Policy Implementation (Cited in paragraphs 6-5a, 9-2c, 8-19a)

DODFMR 7000.14R, Volume 7A

Military Pay Policy and Procedures – Active Duty and Reserve Pay (Cited in paragraph 9-18a)

NGR 600-5

The Active Guard/Reserve (AGR) Program, Title 32, Full-Time National Guard Duty (FTNGD) (Cited in paragraphs 4-5, 4-6, 4-26, 6-3a(12), Appendix F)

NGR 600-200

Enlisted Personnel Management (Cited in paragraphs 4-7c(1), 5-6b, 5-6c, Table 5-1, 6-3a(13), 6-27, 8-7a, 9-15c(1), 9-20a(1), Appendix B)

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

Total Army Quality Management

AR 15-6

Procedure for Investigating Officer and Boards of Officers

AR 25-1

Army Knowledge Management and Information Technology Management

AR 25-10

Reduction and Control of Information Transfer in an Emergency (MINIMIZE)

AR 25-30

The Army Publishing Program

AR 40-501

Standards of Medical Fitness

AR 135-7

Army National Guard and Army Reserve Incentive Programs

AR 135-91

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

AR 135-100

Appointment of Commissioned and Warrant Officers of the Army

AR 135-155

Promotion of Commissioned and Warrant Officers Other Than General Officers

AR 135-200

Missions, Projects, Training for Reserve Component Soldiers

AR 135-205

Enlisted Personnel Management

AR 350-17

Noncommissioned Officer Development Program (NCO DP)

AR 350-41

Training in Units

AR 380-19

Information Systems Security

AR 380-67

The Department of the Army Personnel Security Program

AR 600-8-1

Army Casualty Operations/Assistance/Insurance

AR 600-8-2

Suspension of Favorable Personnel Action (Flags)

AR 600-8-10

Leave, Passes

AR 600-8-22

Military Awards

AR 600-8-105

Military Orders

AR 600-9

The Army Weight Control Program

AR 600-20

Army Command Policy

AR 600-85

Army Substance Abuse Program (ASAP)

AR 601-2

Army Promotional Recruiting Support Programs

AR 601-208

Recruiting/Re-enlistment Advertising Program

AR 601-209

In-Service Recruiting Program (ISRP)

AR 601-222

Armed Services Military Personnel Accession Testing Program [OPANVINST] 1100.5, MCP 1130.52E; AF J1 36-2016, CG COMDINST 1130.24

AR 601-270

Military Entrance Processing Stations (MEPS) AFR 33-7; [OPANVINST 1100.4; MCO p-1100.75A]

AR 601-280

Army Retention Program

AR 611-1

Military Occupational Classification Structure Development and Implementation

AR 623-205

Noncommissioned Officer Evaluation Reporting System

AR 670-1

Wear and Appearance of Army Uniforms and Insignia

AR 700-84

Issue and Sale of Personal Clothing

AR 710-2

Inventory Management Supply Policy below the Wholesale Level

CTA 50-900

Clothing and Individual Equipment

DA Pam 25-91

Visual Information Procedures

DA Pam 37-100-95

The Army Management Structure (AMS) Fiscal Year 1995

DA Pam 351-4

US Army Formal Schools Catalog

DA Pam 601-5-3

National Guard REQUEST Users Manual

DA Pam 601-110

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

DFAS 37-100-FYXX

Department of Defense Federal Acquisition Regulation Supplement (DFARS)

DOD Directive 1348.19

Award of Trophies and Similar Devices in Recognition of Accomplishments

DOD Directive 5500.7R

The Joint Ethics Regulation (JER), Section 2-301

DODFMR 7000.14R, Volume 9

Travel Policy and Procedures

DOD Instruction 1342.23

Family Readiness in the National Guard and Reserve Components

DOD Instruction 6130.4

Medical Standards for Appointment, Enlistment, or Induction in the Armed Forces

DOD 1400.25-M

Civilian Personnel Manual

FAR

Federal Acquisition Regulation

FORSCOM Reg. 500-3-3

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

FORSCOM Reg. 500-3-4

FORMDEPS Vol. 4, Installation Commanders Handbook

FM 3-21.5

Drill and Ceremonies

FM 21-20

Physical Fitness Training

FM 22-100

Army Leadership Be, Know, Do

JFTR-1

Joint Federal Travel Regulations Volume 1- Military

JFTR-2

Joint Federal Travel Regulations Volume 2 – DOD Civilians

Master Cooperative Agreements Appendix 9

Store Front Recruiting Office

MEPCOM REG 40-1

Medical Processing and Examinations

MEPCOM REG 601-23

Enlistment Processing

NGB Pam 611-53

Administrating and Scoring the Enlistment Screening Test (EST)

NGR 5-1 / ANGI 63-101

National Guard Grants and Cooperative Agreements

NGR 37-111

Administration of Training and Special Work Workdays

NGR 40-501

Standards of Medical Fitness - Army National Guard

NGR 105-23

Telephone Communications Services

NGR 130-6

United States Property and Fiscal Officer Appointment, Duties and Responsibilities

NGR 350-1

Army National Guard Training

NGR 351-1

Individual Military Education and Training

NGR 351-3

Noncommissioned Officer Education System

NGR 351-15

US Army Sergeants Major Academy Courses

NGR 600-12

National Guard Family Program

NGR 600-21

Equal Opportunity (EO) Program in the Army National Guard

NGR (AR) 600-85

Drug Abuse Prevention and Control Program

NGR (AR) 600-100

Commissioned Officers - Federal Recognition and Related Personnel Actions

NGR 614-1

Inactive Army National Guard

PL 103-353

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

STP 12-79T25-SM-TG

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

5 USC 522a

Privacy Act of 1974

Section III**Prescribed Forms**

This section contains no entries

Section IV**Referenced Forms****DA Form 2-1**

Personnel Qualification Record (Cited in paragraph 4-12 and Appendix D)

DA Form 31

Request and Authority for Leave (Cited in paragraph 2-26f)

DA Form 1059

Service School Academic Evaluation Report

DA Form 3953

Purchase Request and Commitment (Cited in paragraph 9-4b)

DA Form 4856

Developmental Counseling (Cited in paragraph 9-21a (1) and Appendix D)

DA Form 5074-R

Record of Award of Entry Grade Credit (Medical and Dental Officers) (Cited in paragraph 6-19b (3))

DA Form 5074-1-R

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

DD Form 93

Record of Emergency Data

DD Form 369

Police Record Check

DD Form 1351

Travel Voucher Series (Cited in paragraph 2-26f)

DD Form 1610

Request and Authorization for TDY Travel of DOD Personnel (Cited in paragraph 2-26f)

DD Form 1966

Record Of Military Processing - Armed Forces Of The United States

DD Form 2807-1

Report of Medical History

DD Form 2807-2

Medical Prescreen of Medical History Report

FD Form 258

FBI US Department of Fingerprint Care Applicant MEPCOM Form 701 Report of Additional Information

USMEPCOM Form 680-3A-E

Request for Examination

NGB 210-R

Storefront Recruiting Office Request (Cited in paragraph 6-33a)

SF 1164

Claim for Reimbursement of Expenditures on Official Business (Cited in paragraph 2-26f and 9-13f)

USAAC Form 101

USAAC Information System Access Request (Cited in paragraphs 2-24b, 8-3a, 8-4a, 8-4b, 8-5b, 8-5c, 8-9, 8-10)

USAREC Form 1189

Security Classification (Cited in paragraph 2-24b, 8-10)

Appendix B
SQI 4 Status to Primary MOS 79T Conversion Memorandum

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

OFFICE SYMBOL

(DATE)

MEMORANDUM FOR Recruiting and Retention Manager, City, State 55555

SUBJECT: Request for MOS Conversion

1. I, (SSG or SFC only) John L. Smith, 123-45-6789, request to convert to MOS 79T.
2. I am presently a Staff Sergeant (grade E-6), a Non-Career RRNCO, that meets all promotion criteria to Sergeant First Class and be awarded MOS 79T per NGR 600-200, paragraph 11-27 **OR** I am presently a Sergeant First Class (grade E-7) and a Non-Career RRNCO that meets all criteria to be awarded MOS 79T per NGR 600-200, paragraph 11-27.
3. The point of contact for this action is the undersigned at 333-333-3333.

JOHN L. SMITH
SSG, XXARNG
RRNCO, Team V

CF:
RR SGM
RRNCOIC

Appendix C
Recruiting and Retention NCO Identification Badge Upgrade Memorandum

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

OFFICE SYMBOL

(DATE)

MEMORANDUM THRU Recruiting and Retention SGM, City, State 55555

FOR Recruiting and Retention Manager, City, State 55555

SUBJECT: Recruiting and Retention NCO Identification Badge Upgrade

1. Request orders to issue the (Senior / Master) Recruiting and Retention NCO Identification Badge for SFC John L. Smith, 123-45-6789.
2. SFC Smith was awarded his (Basic / Senior) badge on XX May 1996. SFC Smith is a field production RRNCO that has achieved his assigned recruiting mission for the last 12-month period. Assigned mission for this 12-month period was XX and mission achieved for this period was XX.
3. This award is authorized IAW NGR 601-1, paragraph X-X.
4. Point of contact for this action is the undersigned at 333-333-3333.

JOHN L. DOE
MSG, XXARNG
RRNCOIC, Team V

CF:
RRNCO

**Appendix D
Sample Performance Counseling Statement**

DEVELOPMENTAL COUNSELING FORM			
For use of this form see FM 22-100.			
DATA REQUIRED BY THE PRIVACY ACT OF 1974			
AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)			
PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.			
ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.			
DISCLOSURE: Disclosure is voluntary.			
PART I - ADMINISTRATIVE DATA			
Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling
Doe, John L.	SFC/E7	123-45-6789	
Organization HQ STARC(-)	Name and Title of Counselor		
City, State 11122-4540	MSG Jones, Team V RRNCOIC		
PART II - BACKGROUND INFORMATION			
Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):			
This counseling is for your performance during the month of January XXXX.			
<ul style="list-style-type: none"> • You failed to meet your assigned recruiting mission. Your assigned mission for January was X Educational(s), X Non-Prior Service and X Prior Service accessions for a monthly total of X. Currently, you are at XX% of your year to date overall mission. You are XX% of your educational mission, XX% of NPS mission and XX% of PS mission. • After reviewing copies of DA Form 360, Reports of Authorized Official Toll Telephone Calls, it is apparent that you failed to Prospect by telephone during the month of January. Your failure to do so had a direct impact on your failure to obtain mission. • Through communications with unit commanders and full time support personnel for the units in which you support, I was informed that you were provided with 43 unit leads during the month of January. MSG Jones personally telephoned 10 of those leads and found that you had never contacted them. Your failure to do so contributed to your failure to meet mission during the month of January. 			
Additionally, the unit stated that they requested Attrition Management training for NCOBP, which you have not yet provided.			
PART III - SUMMARY OF COUNSELING			
Complete this section during or immediately subsequent to counseling.			
Key Points of Discussion:			
<ul style="list-style-type: none"> • SFC Doe was counseled on 1 February XXXX and this discussion will be documented for your personnel record. • You are informed that MSG Jones will be in your office at 0900 2 February XXXX to determine your training requirements. • This discussion makes you aware of the areas to be trained. Those areas of training are: telephone prospecting, lead follow up and training of unit first line leaders. • You are informed that MSG Jones will be available to provide further training as needed throughout the month of February. 			
OTHER INSTRUCTIONS			
This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.			

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

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

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

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

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

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

Individual counseled: I agree / disagree with the information above

Individual counseled remarks:

Signature of Individual Counseled: _____ Date: _____

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

- MSG Jones will conduct and observe training on telephone prospecting & training first line leaders.
- MSG Jones will be available to provide further training as needed throughout the month of February.
- MSG Jones will conduct follow up visits for job performance

Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

- Both parties agreed the training is being used and is proving effective.
- SFC Doe has 2 enlistments since 2 FEB XX.
- Documented attrition management results indicate increased improvements in SFC Doe's attrition management plan.
- Both parties determined that no further training was required at this time.

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

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

Appendix E
Sample Letter of Reprimand

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

OFFICE SYMBOL

(DATE)

MEMORANDUM FOR SFC John L. Doe, 123-45-6789, HQ STARC, City, State 55555-0000

SUBJECT: Letter of Reprimand

1. During the month of January this year you failed to meet your mission by _____ (State assigned SM mission) against your assigned mission of _____.
2. After reviewing 5-1-2-1+1 program data, it is apparent that you failed to prospect by telephone during the month of January. Your failure to do so had a direct impact on your failure to obtain your enlistment mission. In addition, you spent only 4 hours at your assigned unit's drill without counseling Soldiers or speaking with the first line leaders. This action also affected your failure to obtain your attrition management mission.
3. Through communications with unit commanders and full-time support personnel for the units that you support, I was informed you were provided 13 unit leads. MSG Jones personally telephoned those leads and found you had never contacted them. This also contributed to your failure to meet mission for the month of January.
4. MSG Jones will be in your office at 0900 __ February to determine your training requirements and begin training with you in the area of telephone prospecting, lead follow-up and attrition management interviews. MSG Jones will be available to provide further training as needed throughout the month of February.
5. Your mission for the month of February is _____. I fully expect you to meet your assigned mission.

SIGNATURE BLOCK

Receipt Acknowledged.

(signature)

(date)

**Appendix F
Involuntary Release**

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

OFFICE SYMBOL

(DATE)

MEMORANDUM FOR SFC John L. Doe, 123-45-6789, HQ STARC, City, State 55555

SUBJECT: Recommendation for Involuntary Release for Cause

1. This is to inform you that in accordance with NGR 600-5, paragraph 6-5, you are being recommended for involuntary release for cause from the RRC for unsatisfactory duty performance.
2. You failed to meet your state assigned mission during the months of January, February, March, May, June, and July. You were counseled and received training each month, yet you continued to perform well below assigned mission. Your assigned mission achieved during the period 1 January and 31 July was _____ against a state assigned mission of _____.
3. IAW NGR 600-5, paragraph 6-5, the following information is provided:
 - a. You have the opportunity but are not required to request voluntary release in lieu of involuntary release for cause.
 - b. You have 15 days from receipt of this recommendation to rebut or comment and return comments to the undersigned.
 - c. Upon request you will be provided assistance of a JAG officer in preparing your rebuttal.
4. Point of contact for this action is the undersigned, (555) 555-5555.

SIGNATURE BLOCK

CF:
HRO
Supporting Unit

Glossary**Section I
Abbreviations****AAR**

After Action Report

ADSW

Additional Duty Special Work

ADT

Active Duty for Training

AFG

Annual Funding Guidance

AFQT

Armed Commands Qualification Test

AGR

Active Guard and Reserve

AIS

Automation Information System

AISSO

Automation Information Systems Security Officer

AIT

Advanced Individual Training

ALS

ARISS Laptop Support

AMAC

Army Medical Advisory Committee

AMEDD

Army Medical Department

AMSCO

Army Management Structure Code

ANCO

Automation NCO

ANCOC

Advanced Noncommissioned Officer Course

AO

Administrative Officer

APFT

Army Physical Fitness Test

APL

Applicant Processing List

APMS

Assistant Professor Of Military Science

APPLEMD

Age, Prior Service, Physical, Law Violations, Education, Marital Status, Dependency

ARISS

Army Recruiting Information Support System

ARNG-MTT

Army National Guard Mobile Training Team

ARPERCEN

Army Reserve Personnel Center

ASI

Additional Skill Identifier

ASVAB

Armed Services Vocational Aptitude Battery

AT

Annual Training

BDU

Battle Dress Uniform

BT

Basic Training

CD-ROM

Compact Disk Read Only Memory

CMF

Career Management Field

CNGB

Chief, National Guard Bureau

COI

Center of Influence

CSM

Command Sergeant Major

CSMAC

Chief's Strength Maintenance Awards Ceremony

CSMAP

Chief's Strength Maintenance Awards Program

CTA

Common Table of Allowances

CTT

Common Task Testing

DAA

Designated Accreditation Authority

DARNG

Director, Army National Guard

DFAS

Defense Finance Accounting System

DMOS

Duty Military Occupational Specialty

DOD

Department of Defense

DODPM

Department of Defense Military Pay and Allowances Entitlements Manual

DOIM

Director of Information Management

DPS

Defense Printing Service

DSN

Defense Switching Network

EPSQ
Electronic Personnel Security Questionnaire

ESGR
Employer Support of the Guard and Reserve

ETS
Expiration Term of Service

FAC
Family Assistance Center

FAC
Fiscal Accounting Code

FAR
Federal Acquisition Regulations

FAZR
Command Alignment Zip Code Register

FLL
First Line Leader

FLLT
First Line Leader Training

FTNGDSW
Full-Time National Guard Duty Special Work

FTS
Full Time Support

FTUS
Full Time Unit Support

FY
Fiscal Year

GEAR
Guard and Educators Achieving Results

GPO
Government Printing Office

GSA
General Services Administration

GTR
Government Transportation Request

HRO
Human Resources Office

HSDG
High School Diploma Graduate

HSJR
High School Junior

HSSR
High School Senior

IADT
Initial Active Duty Training

IDT
Inactive Duty Training

IET
Initial Entry Training

IG
Inspector General

IHE
Increasing Human Effectiveness

IMPAC
International Merchant Purchase Authority Card

IMS
Interpersonal Management Skills

ING
Inactive National Guard

IRS
Internal Revenue Service

ISCI
International Standard Code Identification

ISP
Internet Service Provider

ISR
In-Service Recruiting Process

ISSO
Information System Security Officer

ISSPM
Information System Security Program Manager

IST
Inter-State Transfer

IT
Information Technology

ITO
Invitational Travel Orders

JER
Joint Ethics Regulation

JFTR
Joint Commands Travel Regulation

LRL
Lead Refinement List

LSR
Leadership, Strength, Readiness

MAAC
Marketing and Advertising Advisory Committee

MAC
Marketing Advisory Council

MCA
Master Cooperative Agreement

M-DAY
Mobilization Day

MEPCOM
Military Entrance Processing Command

MEPS
Entrance Processing Station

MEPSGC
Military Entrance Processing Station Guidance Counselor

METS
Mobile Examining Test Site

MILPO
Military Personnel Management Officer

MIRS
MEPS Integrated Resource System

MOS
Military Occupational Specialty

MOSQ
Military Occupational Specialty Qualification

MPMO
Military Personnel Management Officer

MPRJ
Military Personnel Records Jacket

MQD
Mentally Qualified, Declined

MTT
Mobile Training Team

MUTA
Multiple Unit Training Assembly

NAC
National Agency Check

NCESGR
National Committee for Employer Support of the Guard and Reserves

NCO
Noncommissioned Officer

NCODP
Noncommissioned Officer Development Program

NCOES
Noncommissioned Officer Education System

NCOIC
Noncommissioned Officer-In-Charge

NCSA
Noncommercial Sustaining Announcement

NGR
National Guard Regulation

NPS
Non-Prior Service

OES
Officer Education System

OPD
Officer Professional Development

OPE
Out of Pocket Expenses

OSM
Officer Strength Manager

OSUT
One-Station Unit Training

O&T
Operations and Training

PAT
Process Action Team

PBO
Property Book Officer

PCS
Permanent Change of Station

PDQ
Permanently Disqualified

PEC
Professional Education Center

PERSCOM
Personnel Command (Army)

PHRH
Primary Hand Receipt Holder

PKI
Public Key Infrastructure

PL
Public Law

PMOS
Primary Military Occupational Specialty

POI
Program of Instruction

POTO
Plans, Operations and Training Officer

POV
Privately Owned Vehicle

PPC
Physical Profile Category

PS
Prior Service

PSA
Public Service Announcement

PMS
Professor of Military Science

QMA
Qualified Military Available

QNE
Qualified, Not Enlisted

REQUEST
Recruit Quota System

RCCC
Reserve Component Career Counselor

RCT
Reserve Component Transition NCO

ROC
REQUEST Operations Center

ROTC
Reserve Officer Training Corps

RR
Recruiting and Retention

RRC
Recruiting and Retention Commander

RRNCO
Recruiting and Retention Non-Commissioned Officer

RRNCOIC
Recruiting and Retention Non-Commissioned Officer in Charge

RRPI
Recruiting and Retention Promotional Item

RRS
Recruiting and Retention Specialist

RRSGM
Recruiting and Retention Sergeant Major

RSID
Recruiting Station Identification Designator

RSP
Recruit Sustainment Program

RWS
Recruiter Work Station

SAD
State Active Duty

SDA
Special Duty Assignment

SDAP
Special Duty Assignment Pay

SFPC
State Family Program Coordinator

SFRO
Store Front Recruiting Office

SIDPERS
Standard Installation/Division Personnel System

SIO
Systems Integration Office

SM
Strength Maintenance

SMAC
Sergeant Major Advisory Committee

SMAM
Strength Maintenance Attrition Model

SMG
Strength Maintenance Guidance

SMP
Simultaneous Membership Program

SMPG

Strength Maintenance Planning Guidance

SMTC

Strength Maintenance Training Center

SOB

State Operating Budget

SOC

Service members Opportunity Colleges

SPD

Separation Program Designator

SPN

Separation Program Number

SQI

Special Qualification Identifier

SRIP

Selected Reserve Incentive Program

STACOM

State Committee Employer Support of the Guard and Reserves

STARC

State Area Command

START

Soldiers Training Attrition Retention Tool Kit

STP

Soldier Training Publication

STPA

Select, Train, Promote and Assign

TAG

The Adjutant General

TASC

Training Aid Support Center

TASO

Training Aids Support Office

TDA

Table of Distribution and Allowances

TDY

Temporary Duty

TMP

Transportation Motor Pool

TRAP

Training Requirements Arbitration Panel

TSP

Training Support Package

UAMC

Unit Attrition Management Course

USAREC

United States Army Recruiting Command

USASSI

United States Army Soldier Support Institute

USERRA

Uniformed Services Employment and Reemployment Rights

USPFO

United States Property and Fiscal Office

UTA

Unit Training Assembly

VIP

Very Influential Person

VISC

Visual Information Support Center

VPN

Virtual Private Network

WOES

Warrant Officer Education System

WWW

Worldwide Web

1SG

First Sergeant

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

A person, who is prequalified, desires voluntary enlistment in the ARNG and is being considered for entry.

Assigned Mission

Each Recruiting and Retention NCO must be assigned a strength maintenance mission that 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:

a. Each RR 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 RRC based on the specific State end strength mission.

b. Each RR 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.

c. In order to qualify for the Strength Maintenance Senior or Master badge, each RR NCO must be engaged in all three tenets of strength maintenance: recruiting, attrition management and retention/extension. An area, collective or overall State recruiting, attrition management or retention/extension mission does not qualify as individual strength maintenance "assigned mission". Recruiting, attrition management and retention/extension missions are individual in nature and must be maintained consistent with the awarding criteria established for the Strength Maintenance Senior and Master badge.

Attrition

Separation of ARNG Soldiers prior to achieving their expiration term of service (ETS).

Center of Influence (COI)

Individuals, who influence individuals to enlist, re-enlist or extend in the ARNG and provide leads to ARNG RRC personnel. (i.e. Unit Members, Teachers and Counselors)

Centralized Management

A method used to supervise and train Soldiers in the RRC. The RRC is the first line supervisor of the Operations and Training Officers, the Recruiting and Retention Specialist and the Recruiting and Retention SGMs. Recruiting and Retention SGMs are the first line supervisors of the Area RRNCOs. Area RRNCOs are the first line supervisors for Production Recruiting and Retention NCOs.

CUME

The total number of different people who listen to a station for at least five minutes in a day. Also called Unduplicated Audience.

CUME Rating

The CUME expressed as a percentage of the population being measured.

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 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 that convey a recruiting and retention message. These items can be used by Recruiting and Retention NCOs, Marketing NCOs, and other RRC personnel to convey an advertising message to COIs, VIPs, and any other person who can favorably influence an individual to enlist, re-enlist or extend.

Kiosk

A small light structure with one or more open sides (e.g. newspaper stand or telephone booth).

Lead

The name, address and phone number of someone who may be interested or has expressed interest in joining the ARNG.

Lead Refinement

A systematic approach to prospecting in which the RR NCO sorts leads, sets contact priorities, and records the results.

Loss

A reduction in assigned strength due to attrition or lack of extension.

Mentally Qualified, Declined (MQD)

An individual who has completed aptitude testing and is qualified, but who declines further enlistment processing.

Permanently Disqualified (PDQ)

An individual medically unacceptable for enlistment by reason of medical unfitness for one or more conditions or physical defects listed in AR 40-501.

Pre-qualify

Questions used to determine an applicant's age, citizenship, prior service, physical/testing status, law violations, education, marital status, and dependency/number of dependents (APPLEMD).

Presentation Item

An expendable item given to potential or actual prospects, applicants, enlistees, re-enlistees, 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.

Prospect

An individual who has agreed to an appointment.

Prospecting

A systematic approach to obtaining leads, prospects, referrals and applicants for enlistment.

Qualified Military Available (QMA)

Male and female citizens, 17 through 24 years of age, who are physically, mentally, and morally qualified for military service. Estimates of QMA may be calculated for a county or other geographic area by applying experienced rejection rates to military available from a geographic area.

Qualified, Not Enlisted (QNE)

An individual who is fully qualified but who has not enlisted or accepted appointment.

Recruiting

The act of replenishing/reinforcing our Armed Commands with prior service and non-prior service personnel.

Recruiting and Retention Commander

The term RRC is synonymous with Recruiting and Retention Commander.

Reevaluation Believed Justified (RBJ)

Examinees initially rejected as medically unacceptable by reason of medical unfitness when the medical fitness standards in chapters 2, 3, 4, 5, 6, 7, and/of 8 or AR 40-501 cannot be met, and the examining physician believes that further evaluation will be justified after actions occur or conditions are met.

Referral

Information on a person given to an RRC representative for the purpose of pursuing enlistment.

Retention

Maintaining ARNG membership through extension of ETS or immediate reenlistment

State

Also refers to any district, territory or possession of the United States of America.

Strength Maintenance Area

A specific area with one or more RRNCOs assigned under the supervision of an Area RRNCO.

Strength Maintenance NCO

This term has been replaced by Recruiting and Retention NCO.

Very Influential Person (VIP)

Individuals who provide direct or indirect assistance to RRC representatives, but who do not actually refer individuals.