HEADQUARTERS
DEPARTMENT OF THE ARMY
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*NATIONAL GUARD REGULATION 601-2

Personnel Procurement

ARMY NATIONAL GUARD STRENGTH MAINTENANCE PROGRAM

By Order of the Secretary of the Army:

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Lieutenant General, USA
Chief, National Guard Bureau

Official:

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Summary. This regulation defines the strength maintenance concept, recruiting and retention/attrition management programs and philosophies.

Applicability. This regulation applies to the Army National Guard. It does not apply to the Army Reserve or Active Army soldiers assigned or attached to the ARNG.

Impact on Unit Manning System. This regulation does not contain information that affects the Unit Manning System.

Internal Control Systems. This regulation is subject to the requirements of AR 11-2. NGR 601-1 contains checklists for conducting internal control reviews.

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

Interim Changes. Interim changes are official when authenticated by the Chief, Administrative Services, NGB. Users will destroy interim changes on their expiration dates, unless sooner superseded or rescinded.

Suggested improvements. The proponent for this regulation is the Recruiting and Retention Division (NGB-ARP-R), National Guard Bureau. Users are invited to send recommendations for changes or improvements on DA Form 2028 directly to Chief, National Guard Bureau, **ATTN:** NGB-ARP-R, 111 S. George Mason Drive, Arlington, VA 22204-1382.

Distribution: A

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*This regulation supersedes NGR (AR) 601-280, 1 April 1992; NGR (AR) 672-2, 1 October 1992; and NGB Pam 601-200, 1 July 1985

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Glossary

Chapter 1
General

1-1. Purpose
The purpose of this regulation is to provide comprehensive guidance on Army National Guard strength maintenance (SM) activities, programs, policies, and procedures.

1-2. References
Required and related publications are listed in **appendix A**.

1-3. Explanation of abbeviations and terms
Abbreviations and special terms used in this regulation are explained in the **glossary**.

1-4. Policy
The policy stated in this regulation is established by the Department of the Army (DA) and the National Guard Bureau (NGB). The Adjutants General (TAG) of each State will develop a SM program to accomplish their end strength mission.

1-5. Philosophy
This regulation represents a fundamental change in Army National Guard personnel procurement, attrition management and retention. The SM philosophy is one of total sales and service, committed to improving and maintaining personnel readiness. This philosophy consists of three major tenets; recruiting quality soldiers, retaining Military Occupational Specialty (MOS) qualified soldiers, and attrition management intended to reduce first term soldier losses. This "Oath to Reenlistment" philosophy is accomplished by combining MOS 79R and MOS 79S into one recruiting and retention force that maintains contact with the soldier throughout their military career. This philosophy eliminates specialization and builds teamwork that establishes a partnership with the chain of command. It also balances recruiting, retention and attrition management with the needs of the unit; increases personnel readiness by filling unit vacancies; and maintains qualified soldiers in the unit by reducing turnover in that unit and throughout the ARNG.

1-6. Equal Opportunity
The Army National Guard Strength Maintenance Program does not discriminate based on, race, color, national origin, religion, gender, or non-disqualifying handicap.

Chapter 2
Strength Maintenance Organization

Section I
Responsibilities

2-1. General
This chapter prescribes the policies and guidance for the responsibilities of State and unit personnel, structure, and organization of the Recruiting and Retention Force (RRF). Strength maintenance is a command responsibility with technical guidance and support provided by the RRF. Each command is responsible to attain and maintain their strength maintenance goals and objectives.

2-2. Chief, National Guard Bureau (CNGB)
The CNGB provides to each State:

a. The personnel authorizations, policies, guidance and program missions to meet the ARNG personnel end strength and readiness requirements.

b. National, ARNG-wide, advertising and publicity items and awareness support.

c. Strength maintenance training through the National Guard Professional Education Center(Strength Maintenance Training Center), other TRADOC elements, and when appropriate, nationally contracted civilian training.

d. Initial Entry Training (IET) opportunities to newly accessed ARNG nonprior service soldiers.

e. Guidance and assistance to the State RRMs on ARNG Army Medical Department (AMEDD) SM matters.

2-3. State Adjutant General (TAG)
The State Adjutant General will--

a. Ensure the development and implementation of a comprehensive State Strength Maintenance Program.

b. Ensure compliance with personnel management policies outlined in this and other appropriate regulations.

c. Ensure that subordinate elements adequately implement, actively support and maintain the Strength Maintenance Program.

d. Establish fiscal year end strength missions for each organization within the State, based on the mission given by CNGB.

e. Ensure all unit personnel involved with SM receive the necessary training, development, and supervision to effectively perform SM tasks.

f. Ensure RRF personnel receive required training to perform SM duties.

g. Ensure commander accountability in attaining and maintaining strength maintenance goals and objectives.

2-4. Commanders
Commanders at all levels will--

a. Establish subordinate unit end strength missions.

b. Achieve established end strength missions.

c. Achieve attrition management goals.

d. Implement and conduct comprehensive SM programs using this regulation, State organizational regulations and policies.

e. Provide the personnel, administration, equipment, facilities, and other resource support to the Strength Maintenance Program as authorized and required by current policies and guidance.

f. Ensure all new soldiers without prior service receive pre-Initial Active Duty Training (IADT) training.

g. Encourage subordinate personnel to refer quality individuals (leads).

h. Ensure every soldier is counseled in accordance with this regulation and FM 22-101, and provided every reasonable opportunity to become qualified for continued service.

i. Ensure every qualified soldier who meets the criteria in NGR 600-200, chapter 7 (including disqualifications) is interviewed to determine career opportunities for which the soldier may be qualified and eligible.

j. Ensure every qualified soldier is given the opportunity for continued service and given the opportunity to compete for position vacancies to enhance personal and professional growth.

k. Ensure all soldiers are counseled on incentives, processed for those which they are eligible, and implement a follow-up system.

l. Ensure all commissioned, warrant and noncommissioned officers are periodically informed of current policies, procedures, responsibilities, and required actions for soldiers who do not attend training, and their responsibilities for those soldiers.

m. Ensure unsatisfactory participants who possess the potential for rehabilitation or who had extenuating circumstances that led to being declared unsatisfactory participants, are not summarily separated.

n. Ensure soldiers defined in AR 135-178 and NGR 600-200 as untrainable, unsuitable, or who cannot or will not be qualified and immediately available for mobilization, are barred from reenlisting, extending or immediately reenlisting. Soldiers with temporary problems preventing their immediate response to an active duty call may be qualified for transfer to the Inactive National Guard (ING) IAW NGR 614-1.

o. Ensure soldiers who are barred from reenlisting IAW NGR 600-200, chapter 7, or flagged IAW AR 600-8-2 are counseled on criteria for removal of the bar or flag.

2-5. Command Sergeants Major (CSM)
Each Command Sergeant Major will--

a. Emphasize SM responsibilities to First Sergeants, first line leaders, and others in the NCO support channel, providing guidance where necessary.

b. Ensure that the Noncommissioned Officer Development Program (NCODP) and leadership training includes NCO and First Line Leader (FLL) responsibilities in SM.

c. Make SM a prime point of interest during all unit visits and inspections.

d. Advise the commander on all actions and events that affect SM.

2-6. First Sergeants (1SGs)
The First Sergeant is the focal point for all NCO actions in a unit. His/her perception of SM, as the unit trainer, is vital to unit strength. First Sergeants will–

a. Become involved in the problem solving process when a problem cannot be solved by subordinate NCOs.

b. Be responsible for the execution of the unit attrition management program.

c. Ensure interviews are being conducted IAW chapter 4 of this regulation.

d. Ensure the unit sponsorship program is implemented.

e. Ensure all soldiers are informed of the unit plans and programs.

f. Include FLL and other SM training in NCODP.

g. Advise the commander on all actions and events that affect SM.

h. Ensure contact is maintained with unit members transferred to the ING for the purpose of bringing them back to active ARNG participation.

i. Monitor "Oath to Reenlistment" for each soldier.

2-7. First line leaders
FLLs are key individuals in the SM success of any organization. They are the most important and influential leaders on individual soldier actions and decisions. FLLs will--

a. Know their soldiers, their soldiers' family status, civilian occupations, ETS dates, and other information affecting their soldiers' careers and duty performance.

b. Commit themselves to training and assisting their soldiers in their career development.

c. Interview their soldiers to include personnel transferred to the ING.

d. Be alert for potential problem creating situations for their soldiers, (e.g., training requirements that might have a negative impact on employment, family considerations) and take proactive measures to reduce or eliminate any adverse impact.

e. Assume personal responsibility for the soldiers in their squads, sections, and teams.

f. Be accountable for the attendance of all subordinate personnel at all prescribed training. This includes making personal contact when subordinates are absent (unexcused) from training.

g. Be responsible for newly assigned soldiers who should be integrated into their squad, section, or team in a timely manner using the unit sponsorship program.

Section II
Structure

2-8. The ARNG Recruiting and Retention Force (RRF)
The CNGB (NGB-ARP-F) allocates RRF requirements and authorizations to the States based on program guidance from CNGB (NGB-ARP-R). These allocations are Active Guard/Reserve (AGR) tables of distribution and allowances (TDA) positions in the State Area Command (STARC) Headquarters, under the supervision and control of the Recruiting and Retention Manager (RRM) for the exclusive use in the Strength Maintenance Program. Staffing will be IAW State TDA.

2-9. Required positions
The ARNG RRF required positions are (for all States):

a. Command Headquarters Section.

(1) Recruiting and Retention Manager (RRM), LTC, branch immaterial. One RRM is required.

(2) Recruiting and Retention Specialist (RRS), CPT/SW, branch immaterial. One RRS is required.

(3) Recruiting and Retention Training NCO, MOS 79T, SFC. One R&R Training NCO is required for a RRF 74 or less, two R&R Training NCOs are required for a RRF greater than 74.

(4) Supply NCO, CMF 92, SSG. One Supply NCO required.

(5) Administrative Specialist, CMF 71, SSG. One SSG, administrative specialist, is required for a RRF 49 or less personnel, two SSG administrative specialists for a RRF of 50 to 124, and three SSG administrative specialist for a RRF greater than 124.

b. Operations and Training Section.

(1) Operations and Training (O&T) Officer, branch immaterial, Major/SW. One (O&T) Officer for an Area R&R NCO force of zero to two, two for an Area R&R NCO force of three to four, three for an Area R&R NCO force of five to seven, four for an Area R&R NCO force eight to ten, and five O&T Officers for an Area R&R NCO force of 11 or more.

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

(a) One additional Marketing NCO (SFC) is required for:

1. Any State exceeding 7,500 force structure allowance (FSA), but less than 55,000 square miles.

2. Any State exceeding 5,000 FSA, but with 55,000 to 95,000 square miles.

(b) Any State exceeding 10,000 FSA with more than 95,000 square miles require two additional Marketing NCOs (SFC). One Marketing NCO will be graded MSG for any State requiring three positions.

(3) ARNG Military Entrance Processing Station (MEPS) Guidance Counselor (GC), MOS 79T, MSG/SFC. Two MEPS guidance counselors (one SFC and one MSG) are required for each MEPS. A third MEPS GC (SFC), is required for those MEPS which process, on an average, 11 to 15 customers per day. A fourth MEPS GC (SFC), is required for those MEPS which process, on an average, 16 or more customers per day. In lieu of one Area R&R NCO, any State which does not have a MEPS will receive one MSG MEPS GC requirement to assist in processing its' applicants.

(4) O&T Reserve Component Transition/Inter State Transfer (RCT/IST Coordinator), MOS 79T, SFC. One RCT/IST coordinator is required for States with an annual average of 200 or more total RCT accessions and IST accessions; States with over 500 annual average RCT accessions and IST accessions are required two RCT/IST Coordinators.

(5) Administrative specialist, CMF 71, SSG. One administrative specialist is required for all States with

zero to four Area R&R NCOs, two administrative specialists are required with five to seven Area R&R NCOs, and three administrative specialists are required with eight Area R&R NCOs.

*c. **AMEDD Section.*** AMEDD Recruiter, Major/ Senior Warrant, branch immaterial. One AMEDD Recruiter is required for any State with 25 to 99 authorized Medical Officer positions (AOC 60A through 68Z.) Two AMEDD Recruiters are required for any State with 100 or more Medical Officer positions.

*d. **Officer Section.*** Officer Strength Manager, CPT/ Senior Warrant, branch immaterial. One Officer Strength Manager is required for States with an officer end strength over 149. Two officer strength managers are required for States with an officer end strength greater than 1,299.

*e. **Enlisted Strength Maintenance Section.***

(1) State Recruiting and Retention SGM, MOS 79T, SGM. One State R&R SGM is required for each State with an enlisted end strength up to 749. Two SGMs (one is Chief Accessions SGM, other is Chief Attrition Management/Retention SGM) with an average enlisted end strength of 750 or more.

(2) Area R&R NCO, MOS 79T, MSG. Area R&R NCOs are required based on the state enlisted end strength.

Enlisted End Strength

0	to	2,699	1 Area R&R NCO	9,150	to	11,099	8 Area R&R NCO
2,700	to	4,199	2 Area R&R NCO	11,100	to	13,499	10 Area R&R NCO
4,200	to	5,399	3 Area R&R NCO	13,500	to	16,949	13 Area R&R NCO
5,400	to	6,899	5 Area R&R NCO	16,950	to	18,249	14 Area R&R NCO
6,900	to	8,399	6 Area R&R NCO	18,250	to	19,650	15 Area R&R NCO
8,400	to	9,199	7 Area R&R NCO				

(3) A R&R NCO is required for each increment of 140 enlisted personnel end strength. Two additional R&R NCOs are required for States with an area greater than 50,000 square miles; four additional R&R NCOs are required for States with an area greater than 100,000 square miles; six additional R&R NCOs are required for States with an area greater than 150,000 square miles.

Section III
Organization

2-10. General

The RRF is organized under the guidance of each State Adjutant General through the State Recruiting and Retention Office (RRO). A sample organization is shown in **figure 2-1**.

2-11. Authorized committees

*a. **National Recruiting and Retention Advisory Committee (NRRAC).***

*(1) **Purpose.***

(a) To advise and assist the National Guard Bureau Director of Personnel, (NGB-ARP), in the enhancement of strength maintenance programs, policies, procedures and activities.

(b) To conduct studies and surveys of strength maintenance activities, responsibilities and/or requirements as directed and approved by the Chief, NGB-ARP-R.

*(2) **Membership.***

(a) Committee membership will consist of seven active members. One Recruiting and Retention Manager from each Area. (See **fig 2-2**.) Areas are defined as--

RRAC AREAS

Area 1	Area II	Area III	Area IV	Area V	Area VI	Area 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				

(b) One alternate committee member will also be nominated by Area Recruiting and Retention Managers to serve only in the absence or temporary incapacitation of the regular appointed member.

*(3) **Quorum.*** Before transacting any committee business, a quorum consisting of the chairman or vice chairman and four committee members must be present.

*(4) **Membership Service.*** Members will serve a two year tour and will normally be appointed on 1 October.

*(5) **Administration.*** The NRRAC shall operate under the general guidance of the Chief, NGB-ARP-R.

(a) Officers of the committee shall be a chairman, vice chairman, and a secretary.

(b) Upon the death, resignation or failure of the regular committee member to carry out the duties of his office, the alternate committee member will fill the unexpired term.

(c) Selection of committee members. One RRM from each Area will be elected to the committee by Area RRMs. Each member shall be appointed on orders by the Chief, NGB-ARP-R to serve a two year term, which may be renewed. The terms for committee members will be staggered to provide committee continuity. Odd numbered RRAC areas will be elected in odd years, even numbered in even years. The appointed committee members will elect a chairman, vice chairman and a secretary from their membership for a one year period, which may be renewed. Each committee member will perform this service and associated travel in an assigned technician or military status.

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

*(6) **Special Subcommittees.*** The Chairman may appoint subcommittees as he deems necessary to perform functions as approved by the Chief, NGB-ARP-R. A member of the NRRAC will serve as an ex officio member of each subcommittee. The subcommittee chairman may select RRF personnel of the States as additional members with the concurrence of the State RRMs and TAGs concerned. Subcommittee membership should be limited to the minimum number necessary to accomplish the assigned tasks. Tenure will be limited to the time required to complete the assignment.

*(7) **Meetings.***

*(a) **Committee.*** The NRRAC will meet quarterly or at the discretion of the NRRAC Chairman. Whenever possible, meetings will be in conjunction with other scheduled events.

*(b) **Subcommittee.*** Subcommittee meetings will be held at the direction of the subcommittee chairman and with the concurrence of the Chairman, NRRAC.

*(8) **Reports.*** The Chairman, NRRAC will furnish a written report of the findings and recommendations to the Chief, NGB-ARP-R, within 30 days after a NRRAC meeting. The chairman of a subcommittee shall furnish a report to the committee in such format and time schedule as required following completion of assigned tasks.

b. Area RRAC (ARRAC).

*(1) **Purpose.***

(a) To advise and assist the Chairman, NRRAC and the Chief, NGB-ARP-R in the enhancement of strength maintenance programs, policies, procedures and activities.

(b) To conduct studies and surveys of strength maintenance responsibilities and/or requirements as directed and approved by the Chairman, NRRAC and the Chief, NGB-ARP-R.

*(2) **Membership.*** Committee membership will consist of the RRM from each State within the Area.

(a) One alternate committee member will also be nominated by each State within the Area to serve only in the absence or temporary incapacitation of the regular appointed member.

*(3) **Quorum.*** Before transacting any committee business, a quorum consisting of the Area chairman or vice chairman and the majority of committee members must be present.

*(4) **Membership Service.*** The members will serve a two year tour and will normally be appointed on 1 October.

*(5) **Administration.*** The ARRAC will operate under the general direction of the Chairman, NRRAC and the Chief, NGB-ARP-R.

(a) Officers of the committee will be a chairman, vice chairman and secretary.

(b) Upon the death, resignation or failure of the regular committee member to carry out the duties of his office, the alternate committee member will fill the unexpired term.

(c) Funding. Travel costs associated with ARRAC duty are a responsibility of the State concerned.

*(6) **Meetings.*** The ARRAC will meet quarterly or at the discretion of the ARRAC Chairman. Whenever possible, meetings will be in conjunction with other scheduled events.

*(7) **Reports.*** The Chairman, ARRAC will furnish a written report of findings and recommendations to the Chairman, NRRAC within 30 days after an ARRAC meeting.

c. Strength Maintenance Automation Steering Committee.

*(1) **Purpose.***

(a) Review hardware and software acquisition and training proposals.

(b) Recommend changes for the improvement of policies, plans, programs and practices affecting automation capabilities designed to enhance the efficiency and effectiveness of the RRF.

*(2) **Membership.*** Committee membership will consist of eight voting members including: one NGB representative and one representative from each ARRAC. The ARRAC representatives should consist of: one RRF officer, one RRF SGM, two RRF Area NCOs, and three R&R NCOs.

*(3) **Meetings.*** Meeting schedules and agendas will be approved by the Chairman, NRRAC and the Chief, NGB-ARP-R.

*(4) **Funding.*** Travel costs associated with steering committee duty are a responsibility of the State concerned.

*(5) **Reports.*** The committee will furnish a written report of the findings and recommendations to the Chairman, NRRAC within 30 days after a committee meeting.

d. Marketing Advisory Committee (MAC).

*(1) **Purpose.***

(a) Provide input and analysis regarding advertising programs, policies and procedures.

(b) Review advertising acquisition and training proposals.

*(2) **Membership.*** Committee membership will consist of eight active members including: one NGB

representative and one Marketing NCO from each ARRAC.

*(3) **Meetings.*** Meeting schedules and agendas will be approved by the Chairman, NRRAC.

*(4) **Funding.*** Travel costs associated with MAC duty are a responsibility of the State concerned.

*(5) **Reports.*** The committee will furnish a written report of the findings and recommendations to the Chairman, NRRAC within 30 days after a committee meeting.

*(6) **Administration.*** The MAC will operate under the general direction of the Chairman, NRRAC and the Chief, NGB-ARP-R.

*e. **AMEDD Advisory Committee.***

*(1) **Purpose.***

(a) Provide input and analysis regarding AMEDD programs, policies and procedures.

(b) Review AMEDD acquisition and training proposals.

*(2) **Membership.*** Committee membership will consist of eight active members including: one NGB representative and one AMEDD representative from each ARRAC.

*(3) **Meetings.*** Meeting schedules and agendas will be approved by the Chairman, NRRAC and the Chief, NGB-ARP-R.

*(4) **Funding.*** Travel costs associated with ARRAC duty are a responsibility of the State concerned.

*(5) **Reports.*** The committee will furnish a written report of the findings and recommendations to the Chairman, NRRAC within 30 days after a committee meeting.

*(6) **Administration.*** The AMEDD advisory committee will operate under the general direction of the Chairman, NRRAC and the Chief, NGB-ARP-R.

2-12. Full-Time National Guard Duty Special Work (FTNGDSW)

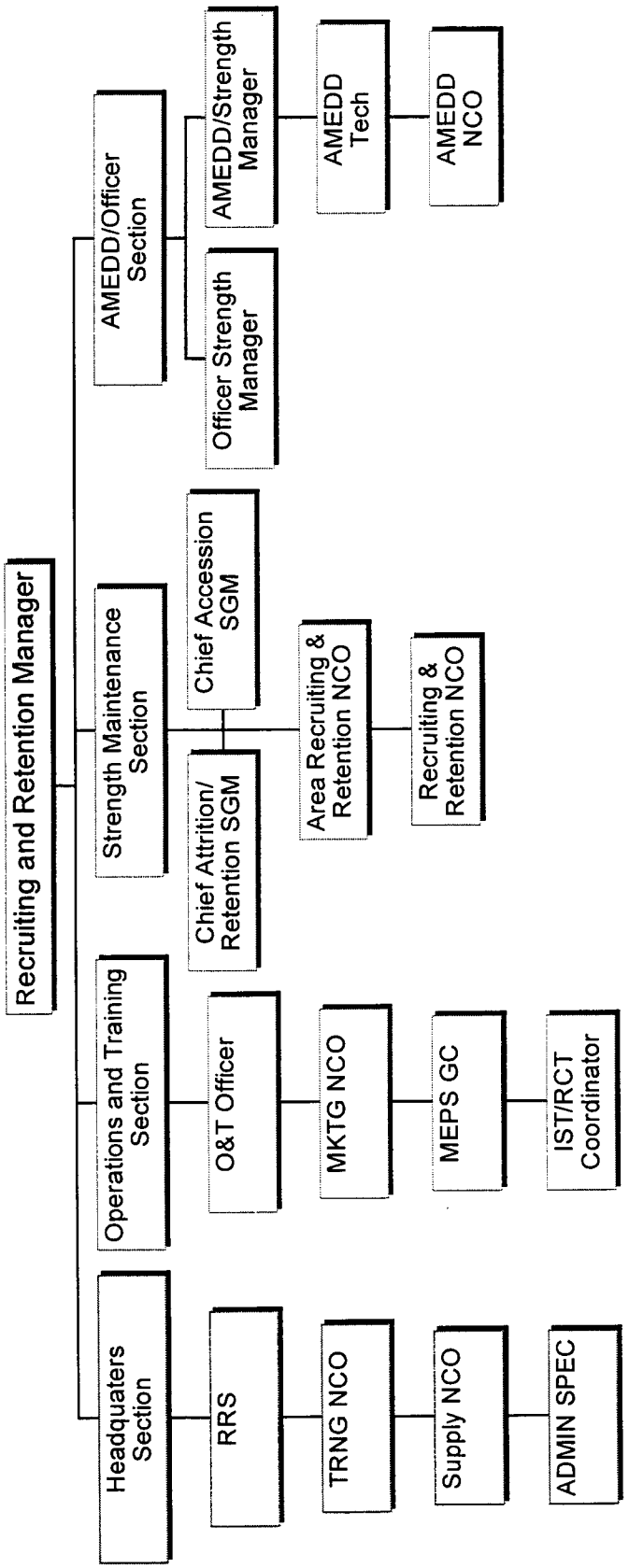
Authorization. (The authorization is in dollars, not in numbers of FTNGDSW mandays.)

*a. **Organization.*** Soldiers ordered to FTNGDSW in support of the RRF are not authorized as a distinct force. Individual ARNG soldiers who meet the training and qualification criteria of NGR 601-1 are ordered to FTNGDSW for specific periods of time with a stated RRF support objective, including RRF training, or other activities required to support the RRF.

*b. **Utilization.*** FTNGDSW utilization guidance and restrictions are in NGR 601-1. FTNGDSW soldiers may be used only for SM missions and for SM mission support. Examples of activities and methods for effective FTNGDSW utilization are: RRF aide duty (prospecting, career days, workshops, and public displays); assisting during increased workload periods due to applicant processing; SM conferences; meetings and seminars; advertising and publicity development.

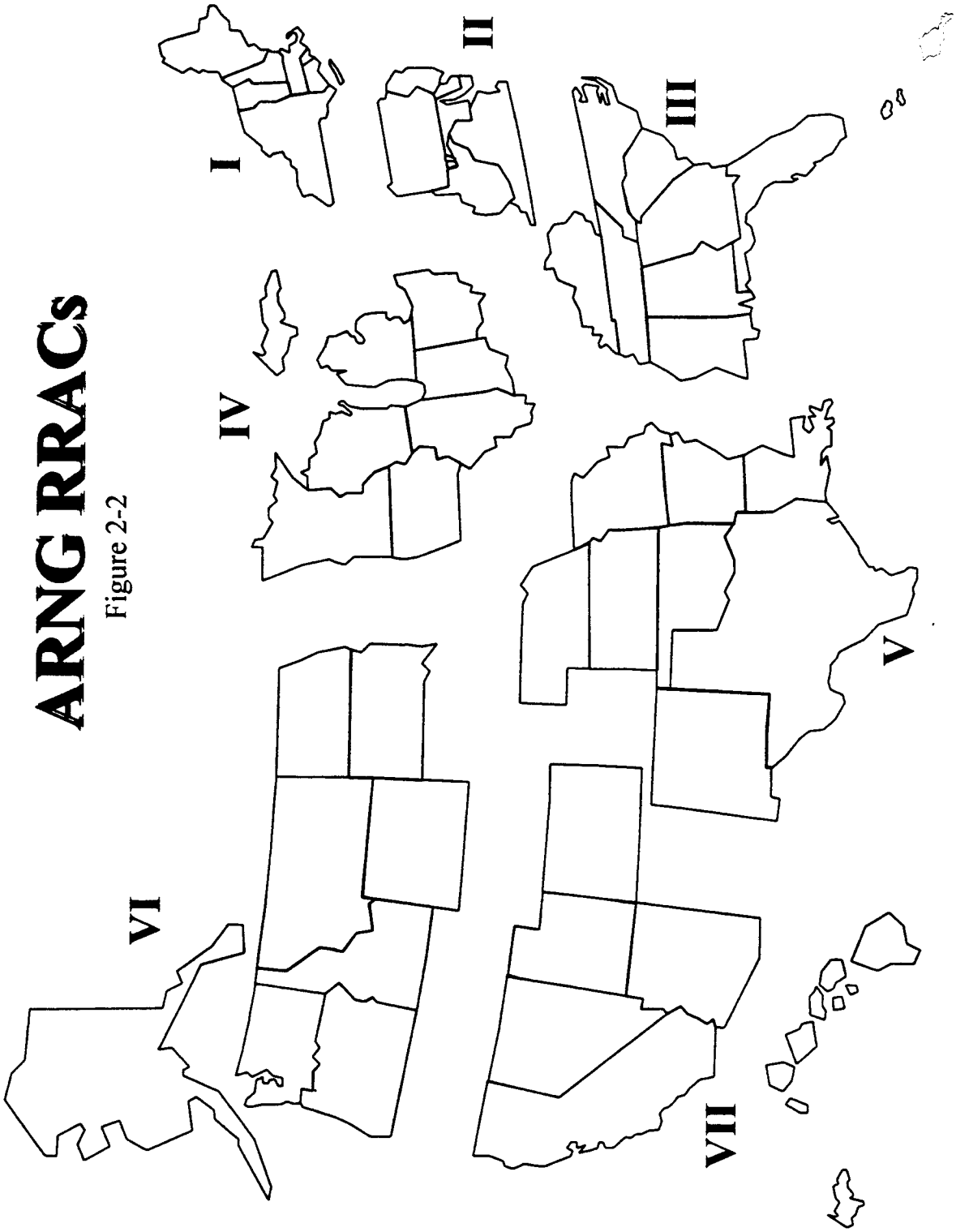
Recruiting and Retention
Organizational Chart

Figure 2-1



ARNG RRACs

Figure 2-2



Chapter 3
Recruiting and Retention Personnel Management

Section I
Authorization

3-1. General
This chapter prescribes the authorization, utilization, and assignment policies for the RRF.

3-2. Letter of authorization
The RRF is provided by special letter of authorization by the CNGB(NGB-ARP-F) to the States. The allocations are AGR additional TDA positions authorized in the State Area Command (STARC) Headquarters, under the supervision and control of the RRM, and are for use only as full-time RRF members.

3-3. Utilization
RRF assets will be used only for SM purposes. NGR 600-5, NGR 601-1, and this regulation describe the mandatory and optional considerations affecting the use of RRF fiscal, personnel, and logistical resources.

3-4. Organization
The State RRF organization is determined by each State TAG using the following NGB guidance:

a. The RRM may be a special staff member of the State TAG; work under the direction of the Assistant AG (Army) or Chief of Staff; or be placed under the State Military Personnel Management Officer for general staff supervision.

b. The RRM centrally supervises and manages all aspects of the RRF except as prescribed by NGR 600-5. The RRM, due to the requirements of the position, fulfills many of the functions normally reserved to commanders. These functions include; training, discipline, records maintenance, personnel actions, supplies, and funding. Depending on the State AG's guidance and staff relationships, these functions may be set in State policy or negotiated through memorandum of agreement.

c. O&T Officers and AMEDD Recruiters may be in the direct supervisory chain or devoted to special RRF support activities as determined by the State RRM.

d. The MEPS Guidance Counselors (GCs) are assigned to State TDAs. The RRM will provide operational support as required.

3-5. Work conditions and hours
The nature of the SM mission requires a unique mixture of noncommissioned officer professionalism and salesmanship. Working with civilian leads, prospects, applicants and soldiers during their available time requires nontraditional work schedules. This dictates a flexible duty day schedule (determined by NGR 600-5 and State policies).

3-6. Assigned mission
Each Recruiting and Retention NCO must be assigned a strength maintenance mission which includes the three basic tenets of the Strength Maintenance Program: recruiting quality soldiers; attrition management designed to reduce first term soldier losses; and retention and extension of quality soldiers at ETS. Specifically:

a. Each R&R NCO must be missioned to recruit to MOS vacancies within their State in support of any unit. This individual recruiting mission will be determined by the State RRM based on the specific State end strength mission, but will be no less than two enlistments per month per R&R NCO.

b. Each R&R NCO must be assigned a 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 R&R 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 an 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.

Section II
Assignment

3-7. Assignment of RRF personnel
RRF personnel are assigned to TDA positions in the R&R portion of the STARC HQ, and work under the direction, supervision, and control of the RRM IAW NGR 600-5. Their duty stations are assigned based on the States SM needs, demographics, and other locally developed criteria. FTNGDSW RRF personnel remain assigned to their current units. For the duration of their recruiting and retention duties, the RRM specifies their duty location(s) and function(s) to perform. A RRF member is usually designated for supervision.

3-8. Transfer
See NGR 600-200, Chapter 5.

3-9. Involuntary separation
Separation for cause and procedures for separation are located in NGR 600-5. See **appendix C** and AR 135-178 for sample letter of reprimand, counseling statement, and recommendation for involuntary release from recruiting and retention duty.

3-10. Performance incentives

a. National incentives.

(1) See NGR 672-1 for the Chief's Strength Maintenance Awards criteria.

(2) See annual criteria for the Secretary of the Army Recruiting/Retention NCO of the Year Awards.

b. Local Incentives.
The State and area RRAC are encouraged to develop local incentive policies.

c. Challenges.
RRAC Challenges are designed to provide R&R NCOs incentives to gain additional enlistments and extensions. Schedules, dates, location, agendas, attendees

and estimated cost will be sent to the Chief, NGB-ARP-R for approval prior to contracting the proposed challenge.

3-11. Strength Maintenance Badges

The State RRM will recommend the authorization or withdrawal of badges through proper channels to the State TAG.

a. The State TAG will announce by memorandum approval or withdrawal of the ARNG SM badge(s) for the state RRF. The Chief, ARNG Recruiting and Retention Division will announce approval or withdrawal of ARNG SM Badges for Title 10 R&R NCOs.

b. The Strength Maintenance Basic and Senior Badges are authorized for temporary wear only. They may be worn only while assigned to a SM TDA position. If either badge is kept as a memento for a successful R&R tour it will be so stated in a memorandum.

c. The Strength Maintenance Master Badge is authorized for wear as a permanent part of the uniform. The soldier may wear it after reassignment from a SM TDA position, unless withdrawn for cause.

e. Any SM badge withdrawn for cause cannot be worn or kept by the soldier affected. Reasons for withdrawal, as defined in the Joint Ethics Regulation (DOD Regulation 5500.7-R) are:

(1) Impropriety.

(2) Malpractice.

(3) Misconduct.

f. Badges should be presented in an appropriate ceremony.

g. Record all awards and withdrawal of badges on DA Form 2-1. IAW AR 600-8-104, as supplemented by NGR 600-8-104.

h. Award all badges IAW AR 600-8-22.

i. Wear all badges IAW AR 670-1.

j. Supply.

(1) State RRMs will maintain an adequate stock of all three badges, subdued and nonsubdued, with a minimum of two badges each per R&R NCO. Replacements are at no cost to the soldier provided the individual was not at fault for loss.

(2) All nonsubdued badges are available through supply channels:

(a) Basic Badge NSN 8455-00-401-3897

(b) Senior Badge NSN 8455-01-085-1551

(c) Master Badge NSN 8455-01-246-4125

(3) The subdued cloth badges may be purchased from commercial sources (or at Army/Air Force Exchange System (AAFES) Clothing Sales Store using available R&R expense funds IAW NGR (AR) 601-1, paragraph 5-4. The subdued badges are issued to R&R NCOs for wear on the battle dress uniforms.

k. Description.

Army National Guard SM badges are identification badges with two stars and the Minuteman symbolizing the Army National Guard. Detailed descriptions are as follows:

(1) The nonsubdued Army National Guard SM Badges:

(a) ARNG Strength Maintenance Basic Badge is a silver-colored disc two inches in diameter.

(b) ARNG Strength Maintenance Senior Badge is a gold-colored disc two inches in diameter.

(c) ARNG Strength Maintenance Master Badge is identical to senior badge surrounded by a gold-colored metal wreath, 5/16 of an inch wide.

(2) The subdued Army National Guard SM badges:

(a) ARNG Strength Maintenance Basic Badge is a black colored disc with green writing on a green background, two inches in diameter.

(b) ARNG Strength Maintenance Senior Badge is a green colored disc with black writing on a black background, two inches in diameter.

(c) ARNG Strength Maintenance Master Badge is a black colored disc two inches in diameter with green writing, stars and rope border, surrounded by a black colored wreath, 5/16 of a inch wide on an OD green background.

(3) Alterations to badges are prohibited.

l. See **table 3-1** for badge awarding criteria.

m. See **figures 3-1** through **3-3** for examples of memorandums authorizing/withdrawing badges.

CAMP-RR (672) (DATE)

MEMORANDUM FOR Sergeant First Class John B. Doe

SUBJECT: Announcement of the Army National Guard Strength Maintenance Basic Badge

1. DOE, JOHN B., 123-45-6789, SFC, HQ (-) STARC (W8AYUY)(FGT), Sacramento, CA 95815-0000.

2. AWARD: Army National Guard Strength Maintenance Basic Badge.

3. AUTHORITY: NGR 601-2, chapter 3.

4. SPECIAL INSTRUCTIONS: This badge is authorized for temporary wear. Reassignment from Strength Maintenance duty terminates authority to wear the Army National Guard Strength Maintenance Basic Badge. The soldier may keep the badge as a momento of successful completion of SM duties except when relieved from SM duties for cause.

FOR THE ADJUTANT GENERAL:

JACK N. CHARGE
COL, FA
Director of Administration

CF:
2-RRM
2-Indiv
2 File

Figure 3-1. Example Memorandum of SM Basic Badge Award

CAMP -RR (672) (DATE)

MEMORANDUM FOR Sergeant First Class John B. Doe

SUBJECT: Announcement of the Army National Guard Strength Maintenance Master Badge

1. DOE, JOHN B., 123-45-6789, SFC, HQ(-) STARC (W8YRT5E) (A01), Sacramento, CA 95815-0000.

2. AWARD: Army National Guard Strength Maintenance Master Badge. Date: (effective date)

3. AUTHORITY: NGR 601-2, chapter 3.

4. SPECIAL INSTRUCTIONS: The ARNG Strength Maintenance Master Badge is authorized for wear as a permanent part of the uniform. The soldier may wear the badge after reassignment from SM duties. The soldier cannot wear the ARNG Master Strength Maintenance badge nor keep it as a memento when relieved from recruiting duties for cause.

FOR THE ADJUTANT GENERAL:

JACK N. CHARGE
COL, FA
Director of Administration

CF:
2-RRM
2-Indiv
2 File

Figure 3-2. Example Memorandum of Permanent Award

CAMP-RR (672) (DATE)

MEMORANDUM FOR Sergeant First Class John B. Doe

SUBJECT: Withdrawal of the Army National Guard Strength Maintenance Master Badge

1. DOE, JOHN B., 123-45-6789, SFC, HQ (-) STARC (W76RY) (8TR), Sacramento, CA 95715-0000.

2. WITHDRAWN: Army National Guard Strength Maintenance Master Badge Date (effective date)

3. AUTHORITY: NGR 601-2, chapter 3.

4. SPECIAL INSTRUCTIONS: The soldier may not wear the ARNG Strength Maintenance Master Badge nor keep it as a memento when relieved from Strength Maintenance duties for cause.

FOR THE ADJUTANT GENERAL:

JACK N. CHARGE
COL, FA
Director of Administration

CF:
2- RRM
2- Indiv
2- File

Figure 3-3. Example Memorandum of Withdrawal

Table 3-1
Army National Guard Strength Maintenance Badge Criteria

RULE	A	B	C	D
	when	**has been**	**and has**	**then award the**
1	an enlisted RRF soldier	ordered to an AGR Strength Maintenance position in a State or as a RC Career Counselor and has been awarded PMOS 79T	never been awarded any ARNG SM badge	ARNG SM Basic Badge
2			held the SM Basic badge for 1 year and has achieved 100 percent of assigned mission for the last 12 consecutive months (notes 1, 2, and 5)	ARNG SM Senior Badge
3			held the SM Senior badge for 1 year and has achieved 100 percent of assigned mission for the last 12 consecutive months (notes 1, 2, and 5)	ARNG SM aster Badge
4		ordered to an AGR status SM position at NGB, NGB-PEC-T-R, TAPC-EPR-T, or MEPCOPT-NG and has been awarded PMOS 79T	never been awarded any ARNG SM badge	ARNG SM Basic Badge
5			as the last awarded ARNG SM badge, the basic, senior, or master badge	See note 3
6	a commissioned or warrant officer	assigned to SM/ AMEDD duties as AGR or military technician	never been awarded any ARNG SM badge	ARNG SM Basic badge
7			as the last awarded ARNG SM badge, Basic, Senior, or Master badge	See notes 1, 3, 4, and 5

NOTES:

1 Service for SM senior and master badges is computed from 21 Mar 80, or the SM Basic Badge award date, whichever is later.

2 For advanced awards, service credited in one position may be carried forward to another. For example, service credited before an assignment in Table 3-1, Rule 5 may be carried forward and combined with a later period of service under Rules 2 and 3.

NOTES:

[3] The latest badge award will continue for the duration of the current assignment, and any subsequent SM assignments with no break in those assignments. The ARNG SM Basic Badge is the only badge authorized for officers and warrant officers assigned to recruiting and retention, except in note 4 and 5.

[4] RRF officers with an assigned officer/AMEDD mission may qualify to receive the Senior or Master Badge providing they meet the criteria in notes 2, 3, and 5. Officers and warrant officers who were former enlisted RRF NCOs, and awarded the SM Master Badge, may wear the Master Badge.

[5] Assigned Mission: See appendix A, section II, terms. An area, collective, or State mission does not qualify as an "assigned mission," and therefore, does not qualify as awarding criteria for the SM Senior or Master Badge.

Chapter 4
Strength Maintenance Operations

Section I
The Army National Guard Strength Maintenance Program

4-1. General

This chapter prescribes the policies and procedures for strength maintenance operations. ARNG Strength maintenance operations include, the Strength Maintenance Program, administration, logistics, communication, interviews, sponsorship, attrition management control, specialized strength maintenance activities, and marketing and advertising.

4-2. Strength Maintenance Program

This program establishes procedures for R&R NCOs in procurement and attrition management/retention to improve the Army National Guard's overall readiness. This system for procurement and attrition management is explained in the following appendixes:

a. **Appendix D** - The Eight Step Process.

b. **Appendix E** - Recruiting and Retention Area Information.

c. **Appendix F** - Time Management System.

d. **Appendix G** - School Programs.

e. **Appendix H** - Interviews (procurement, attrition, retention).

f. **Appendix L**- Employer Support of the Guard and Reserves

4-3. Administrative support

a. The Commander, HQ, STARC will provide the administrative, clerical, and supply support for the strength maintenance force.

b. The RRM is responsible for the following:

(1) Ensure strength maintenance activities adhere to current regulations (NGR 600-200, NGR 601-1, NGR 600-5).

(2) Provide required publications to R&R NCOs through State publications supply activities.

c. Commanders will not use RRF and FTNGDSW personnel for any non-strength maintenance administrative tasks.

4-4. Office supplies

The State RRM will establish procedures to requisition and issue office supplies. The NGR 601-1 prohibits the use of R&R expenses for the routine purchase of these supplies.

4-5. Office space

Supported units and organizations must provide adequate space for strength maintenance activities. When establishing a strength maintenance office or store front recruiting office consider the following:

a. Federal funds are not authorized to build, modify, replace, or refurbish a strength maintenance office or Store Front Recruiting Office (SFRO) without prior written approval of CNGB (NGB-ARZ). (See NGR 601-1 and MCA Appendix 9 for guidance).

b. Limit furnishings to those in Common Tables of Allowance (CTA), General Service Administration (GSA) catalogs, and those provided from State/local funds.

c. Logistics and facilities officers will support strength maintenance office requirements to the maximum extent allowable.

Section II
Logistics

4-6. Equipment

In addition to the equipment authorized for administrative tasks, RRF personnel require the following items to accomplish their mission. These items are available through GSA and/or commercial sources. NGR 601-1, chapter 5, authorizes local purchase of nonstandard items.

a. Each member of the RRF personnel requires-

(1) Briefcase, approximately 4" or 5" deep.

(2) Sales case, approximately 8" x 8" x 13".

(3) File box, wood or metal or card board, with alpha and numeric dividers.

(4) Planning book.

(5) Three-ring binders for 8 1/2" x 11" paper/books in 1", 2" and/or 3" size(s).

b. Additional strength maintenance support items such as typewriters, laptops, VCRs, and printers may be authorized in the RRF TDA when justified and documented. When required, send written requests to Chief, NGB Attn: NGB-ARP-R, 111 S. George Mason Drive, Arlington, VA 22204-1382.

4-7. Vehicles

a. RRF TDA authorized GSA vehicle. These vehicles are used in direct support of strength maintenance activities and will not be used for private non strength maintenance activities or off-road use. The strength maintenance portion of the State annual budget identifies funds for the number of vehicles authorized. The standard is a GSA sedan, although other multi-pas-

senger vehicles such as mini-van or van type may be obtained with justification. TMP vehicles may be used in the absence of GSA or substituted lease cars. When authorized by the RRM, individuals may be reimbursed for POV mileage. Instructions for vehicle control, use, and reporting are in NGR 58-series and State publications.

b. References.

(1) AR 37-106.

(2) NGR 601-1, para 2-4.

(3) NGR 58-1.

(4) NGR 58-3.

(5) Vol 1, JFTR.

4-8. Uniforms

RRF personnel are authorized:

a. Full duty uniforms and clothing allowances when entering AGR status (AR 700-84 and CTA 50-900).

b. The Army Dress Blue uniform through monetary allowance (AR 700-84). This allowance is only for RRF members with MOS 79T.

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

4-9. Logistics requests

Use established supply channels to request normal or usual logistical actions. R&R personnel may use the STARC or the unit chain of command to request unusual or nonstandard items. Other short-term requirements may be met by hand receipting from supported units, supply activities, or supporting training aids support offices(TASO).

Section III
Communication/Information Management

4-10. Telephone

AR 105-23 and NGR 105-23 outline communication services. Submit all requests for communications service to the US Property and Fiscal Offices (USPFO).

a. The RRM may authorize the use of telephone credit/calling cards to conduct strength maintenance activities. The USPFO and/or supporting communication/electronics officer will perform an economic analysis to determine cost-effectiveness as required by AR 105-23.

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

4-11. GAINS+/ARADS

Guard Accession Information Network System Plus (GAINS+) is designed to provide ARNG R&R NCOs an automated tool for capturing, tracking, and managing applicant processing data. The GAINS+/Army Recruiting Accession Data System (ARADS) interface provides the R&R NCO the capability to transmit applicant data via electronic media to MEPS and receive current applicant processing status information and prior service leads. States with hardware capabilities will use GAINS+/ARADS for applicant processing, and to generate prior service leads.

Section IV
Fiscal

4-12. RRF travel

a. Volume I, Joint Forces Travel Regulation (JFTR) outlines the entitlement to temporary duty (TDY) expense reimbursement, including local travel. Use DD Form 1351-series or SF 1164 to claim for reimbursement.

b. Entitlement to local mileage expense reimbursement may be restricted due to budget limitations. When required, state the restriction in the travel authorization (format 400). If the traveler elects to exceed this ceiling, the total mileage traveled is still entered on the claim. The reimbursement can not exceed the restricted amount. Use SF 1164 (Claim for Reimbursement for Expenditures on Official Business) to claim for reimbursement.

c. RRF personnel will travel to Inactive Duty Training (IDT)/Annual Training (AT) in support of assigned units in a temporary duty (TDY) status (See NGR 600-5).

4-13. Applicant travel

Applicants may travel to MEPS and other designated sites for enlistment processing in one of the following methods.

a. Applicant's own transportation, R&R NCO, or unit personnel.

b. RRF personnel may provide public transportation, usually bus and/or taxi tickets/vouchers in quantity (block issue). Bus tickets are furnished through TRANSCOR on national contract. The USPFO will purchase the tickets using appropriate funds. They are issued to, accounted for, and controlled by RRF personnel.

c. MEPS personnel will coordinate for applicant quarters and meals incident to MEPS processing according to existing intra-service support agreements. Applicants will not receive any TDY allowances nor reimbursement for any expenses.

4-14. Strength maintenance expenses

Vol I, JTR; AR 37-106 and NGR 601-1 outlines the reimbursement for certain SM expenses.

4-15. Special Duty Assignment Pay (SDAP)

See NGR 601-1.

4-16. Accession activities

a. All persons who process applicants for enlistment in the ARNG will use the utmost care to procure qualified personnel. Eligibility of personnel will be based on their ability to meet all requirements to include, procurement of prescribed waivers. No applicant will be accepted before approval of any required waiver is documented. See chapter 6 for standards of conduct.

b. Buddy Platoons.
States will utilize Buddy Platoons to the maximum extent possible. See NGR 600-200 for further guidance.

Section V
Interviews

4-17. Interviews
Interviews are based on and guided by respect for the individuals' positions, duties and responsibilities. There are three types of SM interviews; procurement interviews, attrition management interviews and retention/extension interviews (**Appendix H**).

4-18. Records
State Adjutants General determine the forms, formats, and filing procedures for the collection and maintenance of SM data (AR 25-400-2). Regardless of the choice made, there are some principles that must be followed.

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 Strength Maintenance Program. Maintain proper 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.

4-19. Personnel files
Personnel performing attrition management interviews or counseling are authorized access to the personnel records of the soldiers they are interviewing. All interviewers will be cautioned to secure and keep private the information contained in those records. Record updates should only be made by authorized personnel as specified in State/organization policy.

Section VI
Sponsorship

4-20. Design
The Sponsorship Program is an important element of ARNG attrition management. It is designed to ensure the early and complete integration of soldiers, both non-prior service and prior service, into their units. Information in this regulation will help commanders develop a program that will meet both the organization's and the soldier's needs.

4-21. Purpose
The purpose of any unit sponsorship program is the assimilation of new soldiers. This is true regardless of unit type, soldier rank and soldier MOS. The unit sponsorship program must establish the authority of the NCO, get the new soldier assimilated and in the process, enhance team spirit and unit readiness.

4-22. Application
Commanders, Command Sergeants Major, First Sergeants, and First Line Leaders (FLL) are responsible for the implementation of the sponsorship program. R&R NCOs will support the unit program by coordinating appointments of sponsors within the unit, initiating the sponsorship checklist, and provide sponsorship program oversight.

4-23. Selection
A sponsor will be assigned to each new unit member. 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, crew) and should hold the same MOS, grade and duty assignment as the new member. The sponsor must be aware of and understand the unit mission and unit operations. The sponsor must be able to articulate unit/State policies, SOPs and other regulatory guidance. **Figure 4-1** shows a sample sponsorship checklist.

4-24. Appointment
A sponsor must be appointed by the 1SG, or designated representative, as soon as the new soldier is assigned to the unit. A sponsor checklist must be developed by the State RRF for unit use. This checklist may serve as the sponsors appointment document. 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.

4-25. Administration
The First Sergeant is responsible for the administration of the sponsorship program. The First Sergeant will ensure training and assistance is given for personnel designated as sponsors.

4-26. Procedures
a. Develop specific sponsorship procedures. A sponsorship checklist will enhance the completion of all required steps in successful sponsorship (See **figure 4-1**).

b. 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, First Sergeant, FLLs, supervisors, duty section members; and full-time support 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 soldiers role and participation policies; military justice; and the commanders policies.

(3) The processing of issuing appropriate items such as clothing, equipment, soldiers training publications, and local standing operation procedures (SOP).

(4) Enrollment in, and arrangements to attend, pre-initial entry training (pre-IET) classes, normally 36 training hours, for non-prior service enlistments (See NGR 350-1).

(5) Other items that, historically, are locally beneficial.

c. Appoint a sponsor for each soldier who has had an extended absence from the unit, such as IET, ING, IRR, or attached to another unit. The sponsor will reacquaint the soldier with the unit.

4-27. Termination

The First Sergeant is responsible for termination of the sponsorship effort. Adequate integration of the soldier is a primary objective. However, the quality of the sponsorship program must not suffer in the interest of speed.

Section VII
Attrition Management Measures

4-28. Training

Measures to improve participation in training should be used to decrease the number of enlisted separations/discharges. Each measure has proven effective in achieving these objectives. Commanders will ensure that:

a. Personal contact and follow-through is made whenever possible.

b. Soldiers are offered alternatives to discharge when warranted or required.

c. Each soldier is required to satisfactorily participate in training to the required standards.

d. Intrastate and interstate transfers are coordinated and accomplished efficiently.

e. The rehabilitative efforts and other procedures in AR 135-91 and AR 135-178 are followed.

f. Soldiers are counseled on the reasons for pending separations/discharge.

g. All administrative and management options are available to the unit and used adequately and properly.

4-29. Accountability

Accountability is a basic requirement of leadership. Leaders must engage in all areas of attrition management in order to accommodate training attendance. Soldiers who are absent from training must be contacted by their squad leaders or FLLs immediately after formation. States must establish policies and procedures for contacting and following up on the disposition of all unexcused absent soldiers.

4-30. Attrition Management Review Methods

Each State will establish an Attrition Management System (i.e. attrition management control numbers). This system must ensure each soldier being separated or discharged has been properly counseled IAW NGR 600-200. 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.

4-31. Attrition Management Control Mechanisms (Unit)

Each State will establish attrition management control mechanisms for each unit. At a minimum, the RRF will establish annual and quarterly strength goals for each unit and communicate those goals to the units. You may choose to expand this to include accession and/or end strength goals. If goals are not being realized, a system of follow-up must also be established where unit leadership can respond with actions taken to reduce losses (improve strength posture). Memorandums may be prepared with an applicable command signature block and RRF personnel listed as points of contact. A sample memorandum is at **figure 4-2**.

4-32. Attrition Management Control Mechanisms (Soldier)

Each State will establish attrition management control mechanisms oriented towards first-term soldiers. The RRF will maintain contact with each first-term soldier over the term of their enlistment. At a minimum, the RRF will contact the first-term soldier monthly between phase I and phase II, after MOSQ, semi-annually and/or when the soldier: completes initial entry training (OSUT, Phase I and Phase II), is continually absent from training, completes NCOES, enters the time frame regarding ETS and ETS counseling. Sample narratives which you may choose to incorporate in a "post card" format are at **figure 4-3**.

Section VIII
Marketing and Advertising

4-33. Functional responsibilities

Each state will develop and implement a well executed marketing and advertising program in support of Strength Maintenance programs. Functional responsibilities are as follows:

a. The Advertising Branch, Recruiting and Retention Division (NGB-ARP-RA) will:

(1) Develop, direct, and administer the national advertising program plan, including the financial aspects.

(2) Work with the State Marketing NCOs to implement nationally developed advertising materials in a localized community environment.

(3) Provide project officers to arrange and coordinate all visual "shoots."

(4) Coordinate with other HQDA activities for the production of audiovisual materials, and obtain the clearance for release of materials.

(5) Provide program guidance to the contracted national advertising agency.

(6) Ensure compliance with equal opportunity and other special guidance, such as concentrating on campaigns for critical shortages.

(7) Develop required materials in a timely manner.

(8) Coordinate with other HQDA activities and the Government Printing Office (GPO) to process printed marketing materials for distribution to the States.

(9) Compile information on the effectiveness of specific advertisements, media tests, and campaigns, as well as of the overall program.

(10) Respond to requests from State Marketing NCOs, the Marketing Advisory Council (MAC), and RRF.

b. The State Marketing NCO will--

(1) Develop the State marketing plan and budget request in accordance with the national plan.

(2) Oversee the distribution of advertising generated leads to the RRF.

(3) Coordinate state level execution of all nationally produced advertising.

(4) Develop state localized advertising which supports state specific requirements.

(5) Obtain promotional items which supports state specific requirements.

(6) Coordinate with the State DOIM and Public Affairs office for assistance.

4-34. Procurement

NGR 601-1, chapter 5, discusses the authorized expenditures for, use of, and restrictions on, locally developed marketing and advertising items, materials, and support.

Section IX
ARNG AMEDD Strength Maintenance Program

4-35. Accomplishment of AMEDD Recruiting and SM mission

The ARNG AMEDD Strength Maintenance program relies on AMEDD Recruiters, AMEDD NCOs, and AMEDD Technicians for the accomplishment of the AMEDD Recruiting and SM mission. AMEDD SM begins with the initial contact by the AMEDD Recruiter, AMEDD NCO or the AMEDD Technician and ends on the day the individual retires from the Army National Guard.

4-36. NGB AMEDD Recruiting Manager

The NGB AMEDD Recriting Manager will provide--

a. The mission and implementation guidance to meet the ARNG AMEDD personnel end strength and readiness requirements, based on guidance from the Chief, NGB-ARP-R.

b. National (ARNG-wide) publicity items and support.

c. AMEDD Recruiter, AMEDD NCO, and AMEDD Technician training.

d. AMEDD Appointments SOP's and updates.

e. Assist State AMEDD Recruiters at national medical conferences.

f. Liaison with other NGB Divisions, and USAREC on medical matters.

g. Information on medical programs.

h. Assistance with resolution of processing problems on AMEDD accession applications.

i. Provide publicity items as needed by the states.

j. Assist the AMEDD Recruiters, and AMEDD Technicians in the processing of AMEDD applications when requested.

4-37. AMEDD appointment applications processing

a. All AMEDD applications will receive a quality review and be processed IAW the AMEDD appointments application SOP.

b. Applications must be thoroughly reviewed by the AMEDD Recruiter, AMEDD NCOIC, and the AMEDD Technician. Every effort must be made to ensure that the applications are complete and all required documentation is present.

c. Applications will be sent to NGB-ARP-R for control, a quality review and forwarding. After review, if everything is acceptable, the applications will be forwarded to USAREC.

d. Applications must be received at NGB-ARP-R, 15 working days prior to USAREC's board schedule close date.

e. All information regarding applicant status is maintained at NGB-ARP-R.

f. After review/evaluation by NGB-ARP-R, the State may grant temporary Federal recognition.

4-38. AMEDD Boards

a. All selection boards are held at USAREC, Ft. Knox, Kentucky.

b. Applications are forwarded to the appropriate Corps Program Manager at USAREC after receiving a quality review by NGB-ARP-R.

c. Boards are held twice a quarter.

d. After the board, recommended applications are returned to NGB-ARP-R for forwarding to NGB-ARP-CO, who grant permanent Federal recognition.

e. If there are any discrepancies found in the application, USAREC will contact NGB-ARP-R for assistance and correction.

f. It is imperative that the AMEDD Recruiter, AMEDD NCO, or AMEDD Technician respond to the request as soon as possible, in order to expedite the processing.

4-39. Integration of AMEDD personnel

a. The sponsorship program as outlined in Section VI of this chapter will be implemented to ensure that the AMEDD personnel feel like they are an important asset to their unit.

b. If the individual is moving, interstate or intrastate transfers should be utilized rather than losing the professional AMEDD assets.

c. The AMEDD Recruiter, AMEDD NCO and AMEDD Technician need to maintain contact with the individual and if necessary assist the individual in any way possible.

Sponsorship Checklist

Soldier's Name: _____ Rank: _____

Address: _____ Phone: _____

Business Address: _____ Phone: _____

Date Assigned: _____ DMOS: _____ Section: _____ Platoon: _____

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

R&R NCO: _____ Date Signed Off to Unit: _____

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

Sponsor: _____ Date: _____

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

Commander: _____ Date: _____

1. Unit Mission
2. Unit History/goals
3. Organization
4. Personal standards
5. Promotion Policy
6. Introduce to Unit
7. Safety
8. Other

First Sergeant/DetachmentSergeant _____ Date: _____

1. Appearance standards
2. Absence policy
3. Chain of Command
4. DEERS (if applicable)
5. Attendance policy
6. Family support program

Supply _____ Date: _____

1. Uniforms
2. Organizational equipment
3. Other

Figure 4-1. Sample Sponsorship Checklist

Sponsorship Checklist -- Continued

Readiness NCO: _____ Date: _____

1. Training goals
2. Soldier's manual
3. Schedule all NPS for PRE-IET within 60 days
4. Correspondence courses
5. Resident schools
6 Family care plan (if applicable)

Administrative In-Processing _____ Date: _____

1. ID card
2. Administrative processing
3. Pay procedures
4. List of drill dates
5. List of key personnel
6. Reporting changes of status
7. Other

Unit Retention NCO _____ Date _____

1. Unit retention program
2. Benefits
3. Employer support
4. Retention chain of assistance
5. Other

Soldier's first line leader _____ Date _____

1. Section mission
2. Soldier's job
3. Introduce to section
4. Ensure that PRE-IET has been scheduled for all NPS _____
5. Chain of command/support
6. Career development
7. Enter soldier into career phase

Figure 4-1. Sample Sponsorship Checklist--**Continued**

OFFICE OF THE ADJUTANT GENERAL
STATE OF NORTH DAKOTA
Post Office Box 5511
Bismarck, ND 58502-5511

AGND-ZB (601) 19 December 19xx

MEMORANDUM FOR COMMANDER, HQ 142ND ENGR CBT BN (HVY), ATTN: LTC OLSON 31410 AVENUE EAST, WEST FARGO, ND 58078

SUBJECT: Exceeding Allowable Losses

1. The Adjutant General has established his FYXX loss goal not to exceed 18 percent. Units are monitored monthly to insure losses do not exceed 1.5 percent per month. Immediate action must be taken in the event a unit in your command exceeds 1.5 percent loss goal.

2. The following unit in your command has exceeded the 1.5 percent loss goal during November FY XX.

Unit	Maximum Allowable Losses For FY XX	Unit Losses this month	Maximum Allowable Losses Remainder FY XX
HSC 142ND ECB	27	5	22

3. HSC 142nd ECB maximum attrition losses for FY XX is twenty-seven(27) soldiers based on 30 Sep XX assigned strength of 229 personnel. HSC 142nd ECB lost five (5) soldiers during the month of November 19XX. The unit has lost five (5) soldiers during the first quarter FY XX, and cannot lose more than twenty-two (22) soldiers for the remainder of FY XX.

4. The five (5) November losses consisted of three (3) soldiers who ETS'd from the ING, one (1) for Continued and Willful Absence, and one (1) for completion of 20 years of service. I want to know by name what actions were taken to account for these people. Were all the interviews done? Were soldiers personally contacted? Did anyone try to work with the employer? Was everything possible done to retain these soldiers?

5. As I stated before, strength maintenance is our most powerful weapon in our fight for force structure. The annualized rate for the state is 15%. HSC 142nd ECB annualized loss rate is 18 percent.

6. You are directed to reply in writing within ten (10) days of receipt of this memorandum as to what actions are being taken and what plan you have now put in place to keep down your attrition. You are further directed to attach to your RBI the detailed plan to alleviate any further erosion of unit strength in HSC 142nd ECB (Hvy).

7. Point of contact is the State Recruiting and Retention Force at 703-607-5170, or DSN 327 7170.

Appropriate Command
Signature Block

Figure 4-2. Office of The Adjutant General

Initial Entry Training/NCOES

"Congratulations on your recent and successful completion of AIT/NCOES and welcome back. You have completed a challenging program. You should be proud of your accomplishment. We are! I am anxious to hear about your training experiences. Let me know if I can assist in your transition in any way."

Missed Training

"I noticed you recently missed training. Both your unit and I are concerned. Is something wrong? Is there a problem or situation I need to be aware of? I encourage you to call me as soon as possible at XXX-XXX-XXXX. I will do everything within my power to assist you and mediate this situation. Remember, your membership and continued service with the (unit) is vital. You are important to the Army National Guard and we need your active participation."

ETS

"Within the next twelve months your current enlistment is scheduled to expire. I hope you have thought about continuing your military career.
I want to take this opportunity to remind you of the many benefits your association with the Army National Guard brings you: additional income, retirement, training, professional development training, leadership experience, PX/Commissary privileges not to mention the pride and sense of accomplishment that you get from serving your state and nation.

I look forward to visiting with you at drill within the next couple of months. Please feel free to contact me at your convenience at XXX-XXX-XXXX."

Figure 4-3. Sample Narratives for Postcards

Chapter 5
Training Requirements

Section I
General

5-1. Purpose
This chapter outlines SM training in five areas: MOS qualification training; leader development training, enhancement training, functional training, and sustainment training. Additionally, this chapter discusses mobile and transportable training, training for unit personnel, contracted training and AMEDD training.

5-2. Required training
This chapter describes several types of required and available training, training priorities, and methods of funding. **Appendix J** prescribes the timelines to accomplish training. Every RRM responsible for training must plan, schedule, coordinate funding, and arrange for the required training for the RRF.

Section II
MOS Qualification Training

5-3. Training
Individuals assigned to the RRF, including AMEDD and management positions, must attend training at the Strength Maintenance Training Center (SMTC), National Guard Professional Education Center (NGPEC),Camp Robinson, Little Rock, AR, within the stated time periods. Individuals attending these courses must be forecasted on the Total Army Centralized Individual Training Solicitation (TACITS) to ensure State allocations are issued by CNGB (NGB-ARO).

5-4. Military Occupational Specialty (MOS) Course
All enlisted soldiers entering the full-time RRF must attend the 79T MOS-producing course within 6 months after assignment. This is mandatory formal resident training required by NGR 600-200 and AR 611-201 under the auspices of the SMTC. Former active Army or Army reserve recruiters and retention NCOs, (MOS OOR, OOE, 79D, 79R, 79S) must attend the Strength Maintenance NCO course within six months of assignment. See NGR 601-1 for award of SDAP.

Section III
Leader Development Training

5-5. Noncommissioned Officer Education System (NCOES)
The criteria for NCOES and promotion are found in NGR 600-200.

Section IV
Enhancement Training

5-6. MOS Enhancement Courses
Enhancement courses authorize the award of an additional skill identifier (ASI) for RRF personnel. Each course identifies specialized skills and requirements that are closely related to and are in addition to the skills inherent in MOS 79T.

a. ARNG Military Entrance Processing Station (MEPS) Guidance Counselor Course. States will award the ASI V7 upon completion of the MEPS Guidance Counselor course at the Strength Maintenance Training Center. This course is required for all soldiers serving at a MEPS (AR 611-201). Students receive additional 79T skills necessary for processing applicants through MEPS. **Appendix B** lists the duties of the MEPS Guidance Counselor.

b. Reserve Component Transition NCO Course (ASI 4R). Soldiers must have been awarded 79T. 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 RC Transition Office, U.S. Total Army Personnel Command (PERSCOM).

Section V
Functional Training

5-7. Functional Courses
Functional courses enhance the soldier's skills and abilities to perform the mission required in SM at levels of increased responsibility. Training is designed to afford career opportunities for currently assigned duty position qualified RRF personnel. Functional courses are not designed to qualify soldiers in the MOS 79T.

a. Area Recruiting and Retention Noncommissioned Officer Course. This course teaches senior R&R NCOs (SFC & above with PMOS 79T) duties of the Area R&R NCO. Students learn skill level 5 tasks necessary to perform successfully at managing and training subordinates in skill levels 2 through 4. Training enhances the senior NCOs existing leadership skills.

b. Marketing NCO Course. This course teaches the soldier how to perform the mission of supporting the RRF with advertising and public awareness information. The course design teaches the R&R Marketing NCO how to use the media in support of effective SM activities. It involves developing and placing advertisements, public service announcements and specially designed media tools.

c. Recruiting and Retention Managers Course. This course is designed to teach officers and senior NCOs how to manage the RRF. The training is for management level personnel on the general operation of the RRF. It is not designed to teach the technical skills required to perform SM tasks.

d. Training NCO Course. This course, conducted by the Professional Education Center, teaches the R&R Training NCO how to establish effective training programs.

Section VI
Sustainment Training

5-8. Soldier Training Publication (STP)
The Soldier Training Publication establishes all tasks a R&R NCO is responsible to perform. R&R FLLs are required to perform unit level training for all tasks selected for unit training and sustainment of all skill level tasks listed in the STP. Each task identifies steps a R&R NCO must correctly perform. The R&R FLL evaluates the R&R NCO on performing the task according to standard. The R&R training NCO will support the R&R FLL by establishing and providing training materials to complete STP training. The STP contains an evaluation guide for assistance in the evaluation process.

Section VII
Mobile and Transportable Training

5-9. Mobile Training Teams (MTT)
The Strength Maintenance Training Center can design mobile training teams to assist States in their individual or group training programs. These teams complement the States efforts on technical development, assist in conducting unit schools, and help address any group of ARNG personnel to promote the SM philosophy. States should analyze each unit's strength to determine MTT needs. The MTT can assist the commander in resolving deficiencies by training soldiers or leaders. Training is tailored to the needs of the requester. Note the following:

a. States request MTT via memorandum (**fig 5-1**) to the Commandant, Professional Education Center, ATTN: NGB-PEC-ST, P.O.Box 797, N. Little Rock, AR 72119-9600. The request must contain the dates of training, topics, funding citation for instructor travel and the intended audience. The RRM may expend Fiscal Accounting Code (FAC) 2060 to fund mobile training travel.

b. Mobile training may also be paid for from existing training funds (FAC 3130). Submit a request through The State Plans, Operations and Training Officer (POTO).

5-10. Transportable Training
Transportable training changes the training location of an entire course from the SMTC to a unit location. This may include both MOS producing and functional training. Conducting MOS producing training requires extensive logistical preparation to perform the course to standard. States request "Exportable Training Packages" to NGB (through NGB-PEC-ST for NGB-ARO-TI).

5-11. Contracted Training
See NGR 601-1. Contracted training does not qualify for award of MOS.

Section VIII
Training for Unit (additional duty) Retention NCO

5-12. Unit Retention Course
The Unit Retention Course is designed to teach additional duty retention NCOs MOS 79T skills. It concentrates in areas that enable unit leaders to have a direct positive effect on end strength, i.e., sponsorship, attrition management, unit climate profiles. The course is designed for all leadership levels in the unit and may be transported to State locations by applying to NGB (through NGB-PEC-ST for NGB-ARO-TI). Advance coordination is required to ensure that adequate staffing is available to conduct training. The R&R NCO may conduct unit SM training in cooperation with unit leaders, based on specific needs of the unit. This is not an MOS or ASI producing course. Training support packages are available. (See para 5-10.)

Section IX
AMEDD Training

5-13. Medical recruiting personnel
It is the intent of this training program to insure that all medical recruiting personnel are up-to-date on changes in the program including incentive programs, application processing and recruiting techniques.

a. NGB-ARP-R will prepare training classes for the AMEDD Recruiters, AMEDD NCOICs and AMEDD Technicians.

b. The training will take place semi-annually at a location to be decided by NGB-ARP-R.

c. Changes to the ARNG AMEDD appointments application SOP and other changes will be discussed at these training classes and disseminated.

d. It is imperative that newly hired AMEDD Recruiters, AMEDD NCOs and AMEDD Technicians attend the first available class.

Office Symbol (350) (Date)

MEMORANDUM FOR ARNG Strength Maintenance Training Center, LaVern E. Weber NGPEC, PO Box 797 Camp Robinson, N. Little Rock, AR 72119-9600

SUBJECT: Mobile Training Request

I request Mobile Training Team assistance for Below is information pertaining to the training.

a. Date of Training (including travel days): _____

b. Training Location: _____

c. Training Subjects: _____

d. Personnel for Training (# and type): _____

e. Point of Contact: _____

JACK N. CHARGE
COL, FA
Recruiting and Retention Manager

Figure 5-1. Memorandum Requesting Mobile Training

Chapter 6
Standards of Conduct

Section I
General

6-1. Professionalism
Because most RRF personnel work in the communities where they live, they must have and present a high degree of professionalism on and off duty. Maintaining a high degree of professionalism assists RRF personnel in establishing trust in their community.

6-2. Conduct and performance
The conduct and performance of the RRF encompasses higher than normal standards. In addition to the technical aspects of SM, the following items require compliance.

a. AR 670-1, Proper composition, wear, and condition of the uniform.

b. AR 600-20, Army Command Policy Procedures.

c. AR 600-9, The Army Weight Control Program, and AR 350-41, Army Forces Training.

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 Alcohol and Drug Abuse Prevention and Control Program provides guidance on identifying and correcting problems.

f. NGR(AR) 601-1, Recruiting and Retention Resource Management, and NGR(AR) 600-5, Support Personnel Management list effects of non-compliance. Administrative and logistical policies that affect the SM effort are generally listed in the State SM program or SOPs.

g. NGRs 58-1 and NGR 58-3 list policies affecting the administrative use of GSA vehicles; an item of critical interest to RRF Personnel.

Section II
Allegations of Strength Maintenance Irregularities

6-3. Sources
Strength maintenance activities provide several checks to disclose improper or irregular actions on the part of the applicant, soldier or RRF 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, ENTNAC interviewers, unit administrators, training liaison NCOs, and drill sergeants. When a possible irregularity is discovered, the applicant or soldier is interviewed and statements taken.

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

b. If at a reception or training station, send the case, through channels, to CNGB (NGB-ARP-PE).

c. If discovered in a unit, send the case to the State HQ according to State policy.

6-4. Referral
Cases received by NGB-ARP-PE are forwarded to State RRMs to determine if there is any wrongdoing on the part of the applicant, soldier or RRF personnel. The responsibility for investigation/inquiry lies solely with the States unless the US Army Criminal Investigation Command or an Inspector General becomes involved. NGB can investigate/inquire.

6-5. Screening
The State RRM screens every allegation received to determine the required action. Many allegations are proved or disproved at this point. There is no need for an investigation if any supporting statements clearly indicates the RRF personnel innocent. Action against the soldier or applicant will also be based on the accuracy of the information.

Section III
Investigation/Inquiry (AR 15-6)

6-6. 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 RRF personnel, it may be resolved without a formal investigation. Any case settled in this manner is reviewed personally by the State RRM before it is closed.

6-7. Formal
A case is formally investigated according to State policies and procedures when a major allegation is made or the State RRM feels there is cause for a formal investigation. AR 15-6 provides guidance for these investigations.

6-8. Recruiting and Retention NCO status
In all cases involving formal investigations of the RRF personnel, the State RRM will determine whether or not the RRF personnel continues in a normal duty status. When the situation warrants, the R&R NCO may be suspended from SM duties and directed to report to a duty location specified by the State RRM pending completion of the investigation and final determination by the designated State authority. (See NGR 601-1 for suspension of SDAP.)

6-9. Unfulfilled and Erroneous Commitments
All enlistments, reenlistments, 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 SM processes are cautioned by NGR 600-200 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. The applicants, soldiers or RRF personnel's military personnel record jacket (MPRJ), other available forms, records, and documents are to be thoroughly reviewed to determine the validity of claims and allegations.

a. Actions by the applicant or soldier. Applicant or soldier allegations of either unfaithful or erroneous commitment that cannot be solved by the unit commander are referred to the State Military Personnel Management Officer (SPMO) through the chain of command.

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

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

(2) Determinations in the applicant's or soldier's favor complete the process. Information copies of each resolved claim are then sent through command channels to the State RRM, and forwarded to the State personnel office.

(3) The State Adjutant General has the authority to rule on all claims generated by their State except incentive eligibility; CNGB (NGB-ARP-PP) is the adjudicating authority in such cases. Only the State Adjutants General can rule negatively. In doubtful cases, TAG may forward the claim to Chief, National Guard Bureau, ATTN: NGB-ARP-PE (or NGB-ARP-PP for incentives/ bonuses), 111 South George Mason Dr, Arlington, VA. 22204-1382, for determination or guidance.

(4) The applicant or soldier may appeal the case in writing to CNGB (NGB-ARP-PE) or (NGB-ARP-PP in cases involving bonus incentive eligibility) 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.

Section IV
Disposition

6-10. Determination

The State RRM 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.

6-11. Notification

Once final determination is made--

a. The final determination is clearly explained to the RRF 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 includes planned or proposed corrective or punitive action (see chapter 3 on withdrawal of badge). When RRF personnel are exonerated, it must be clearly explained to them.

b. In cases referred to the States by NGB, the referral is to be endorsed back to CNGB (NGB-ARP-PE) clearly stating the State's determination and any action taken or proposed. This endorsement will close the case. This action is not subject to NGB approval.

Appendix A
References

Section I
Required Publications

DOD 5500.7-R
The Joint Ethics Regulation

AR 15-6
Procedure for Investigating Officer and Boards of Officers

AR 25-1
The Army Information resource Management Program

AR 25-10
Reduction and Control of Information Transfer in an Emergency (MINIMIZE)

AR 25-30
The Army Integrated Publishing and Printing Program

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

AR 40-501
Standards of Medical Fitness

AR 105-23
Administrative Policies and Procedures for Base Telecommunications Services

AR 135-7
Selective Reserve Incentive Program (SRIP)

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 135-178
Separation of Enlisted Personnel

AR 350-37
Army Individual Training Evaluation Program

AR 350-41
Army Forces Training

AR 600-8-2
Suspension of Favorable Personnel Action (Flags)

AR 600-8-22
Military Awards

AR 600-9
The Army Weight Control Program

AR 600-20
Army Command Policy Procedures

AR 600-200
Enlisted Personnel Management

AR 601-222
Armed Services [Institutional] Vocational Testing Program) [OPANVINST] 1230.1B, MCO 1130.52B; AFR 33-6, CG COMDINST 1130.52B

AR 601-270
Military Entrance Processing Stations) [MEPS] AFR 33-7; [OPANVINST 1100.4; MCO p-1100.75A]

AR 611-101
Commissioned Officer Classification System

AR 611-112
Manual of Warrant Officer Military Occupational Specialties

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

AR 600-8-10
Leave, Passes

AR 670-1
Wear and Appearance of Army Uniforms and Insignia

AR 700-84
Issue and Sale of Personal Clothing

FORSCOM Reg 500-3-3
FORMDEPS Vol 3, Reserve Component Unit Commander's Handbook

FORSCOM Reg 500-3-4
FORMDEPS Vol 4, Instillation Commander's Handbook

CTA 50-900
Clothing and Individual Equipment)

DA Pam 601-5-3
National Guard REQUEST Users Manual

Misc Pub 8-3
Joint Travel Regulations: Volume I, Members of the Uniformed Services

NGR 40-501
Medical Examination for Members of the Army National Guard

NGR 58-1
Administrative Use Motor Vehicle Management [Modifies AR 58-1 and AR 700-88]

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

NGR 58-3
Use, Control, and Management of GSA Interagency Motor Pool Systems IAMPS Vehicles in the ARNG

NGR 105-23
Telephone Communications Services

NGR 350-1
Army National Guard Training

NGR 351-3
Noncommissioned Officer Education System

NGR 600-5
The Active Guard/Reserve Program

NGR 600-12
National Guard Family Program

NGR 600-85
The Alcohol and Drug Abuse Prevention and Control Program

NGR 600-100
Commissioned Officers Federal Recognition and Related Personnel Actions

NGR 600-200
Enlisted Personnel Management

NGR 601-1
Recruiting and Retention Resource Management

NGR 614-1
Inactive National Guard

NGR 640-10
Individual Military Personnel Records

NGR 5-1/60-100
Store Front Recruiting

NGR 640-10
Individual Military Personnel Records

NGR 5-1/60-100
Store Front Recruiting Office

NGB Pam 611-53
Enlistment Screening Test (EST)

MCA Appendix 9
Store Front Recruiting Office

FM 22-101
Leadership Counseling.

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 publication. State RRMs should determine which, if any, of these publications will be maintained by RRF personnel, and at what level.

AR 5-9
Intraservice Support Installation Area Coordination

AR 135-91
Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures

AR 350-17
Noncommissioned Officer Development Program (NCODP)

AR 600-15
Indebtedness of Military Personnel)

AR 600-8-1
Line of Duty Investigations)

AR 600-37
Unfavorable Information)

AR 600-85
Alcohol and Drug Abuse Prevention and Control Program

AR 601-209
In-Service Recruiting Program (ISRP)

DA Pam 135-2
Briefing on Reemployment Rights of Members of the Army National Guard and the US Army Reserve

DA Pam 351-4
US Army Formal Schools Catalog

DA Pam 351-20
Army Correspondence Course Program Catalog

DA Pam 360-525
Family Assistance Handbook for Mobilization

NGR 351-15
US Army Sergeants Major Academy

NGR 600-21
Army National Guard Equal Opportunity Program

STP 12-79T25-SM
Soldier's Manual and Trainer's Guide, MOS 79T, TG Skill Levels 2/3/4/5

Section III
Forms

DA Form 1811
Physical Data and Aptitude Test Scores Upon Release From Active Duty

DD Form 93
Record of Emergency Date

DD Form 369
Police Record Check

DD Form 398-2
Personnel Security Questionnaire (National Agency Check) Replaces DD Form 1584 which will be used until supplies are exhausted

DD Form 1351
Travel vouchers
series

DD Form 1610
Request and Authorization for TDY Travel of DOD Personnel

DD Form 1966
Application for Enlistment Armed Forces of series the United States (Pages /1 through /4).

DD Form 2246
Applicant Medical Prescreening Form

FD Form 258
FBI US Department of Fingerprint Care Applicant
MEPCOM Form 701 Report of Additional Information

MEPCOM Form 714-A
Request for Examination

NGB Form 125
Center of Influence Card

NGB Form 219
Recruiting Prospect Card

NGB Form 219-1
Prospect Card Locator

NGB Form 446
School Program

NGR Form 446-1
School Program Insert

NGR Form 539
Lead Refinement List

SF 88
Report of Medical Examination

SF 93
Report of Medical History

SF 1164
Claim for Reimbursement of Expenditures on Official Business

Appendix B
ARNG Recruiting and Retention Force Duty Requirements

B-1. State Recruiting and Retention Manager (RRM)
The State RRM will--

a. Manage, support, supervise, and control the ARNG full-time RRF for their State.

b. Develop and administer the SM portion of the State budget to ensure that all elements are equitably supported to achieve and maintain specified strength levels, and accomplish the SM mission.

c. Provide liaison between the Strength Maintenance Program and other related organizations and activities that affect SM, to include the State Family Support Coordinator and ESGR Committee within each state.

B-2. Recruiting and Retention Specialist (RRS)
The State RRS will--

a. Develop and maintain administrative and personnel management systems within the SM office to support the RRF.

b. Formulate and submit budget requirements for the RRF.

c. Maintain fiscal accountability for all budget programs and keep the RRM notified as to the status.

d. Maintain close liaison and coordination with the Budget Officer, NGB-ARP-R, and State Comptroller and Budget Officer.

e. Serve as functional POC in the development and maintenance of a data base to store all the data pertaining to accessions and losses within the strength of the State. Reports this data as required.

B-3. Operations and Training Officer
O&T officers are utilized according to directions and position description in the State SM Program under the direction and control of the State RRM. Authorized duties may include but are not limited to; officer procurement, marketing efforts, recruiting special projects officer(s), R&R NCO supervision, operations officer, manage SM Programs in an assigned area, and other duties as assigned by the RRM and authorized in the position description.

B-4. Chief Accessions SGM and Retention/ Attrition Management SGM
These sergeants major supervise subordinate personnel, identify deficiencies and take corrective action, and will--

a. Assist the RRM in developing and preparing SM objectives.

b. Obtain and distribute demographic and environmental data.

c. Maintain accession/attrition statistics.

d. Plan and conduct SM conferences and seminars.

e. Advise the State RRM on all RRF enlisted matters.

f. Process and monitor all RRF enlisted personnel actions and requests.

g. Ensure all subordinates are trained.

B-5. Recruiting and Retention Training NCO
The R&R Training NCO who holds primary MOS 79T should--

a. Analyze SM evaluations and inspection reports to identify performance deficiencies.

b. Prepare and maintain SM training programs for the RRF and FTNGDSW personnel. These programs should include at least the following areas:

(1) New R&R NCO evaluation and reinforcement training throughout the first several months after attending resident training.

(2) Periodic update training on new policy, doctrine, and procedural changes.

(3) Periodic refresher and remedial training for experienced R&R NCOs.

(4) FTNGDSW qualification and refresher training.

c. Coordinate individual R&R NCO training to strengthen skills and correct deficiencies.

d. Coordinate SM training for area teams and the RRF as a group.

e. Monitor a physical fitness program for the RRF.

B-6 ARNG MEPS Guidance Counselor
ARNG Military Entrance Processing Station guidance counselors will:

a. Review enlistment/reenlistment packets and processing documents for applicants processed through the MEPS.

b. Code and complete enlistment and reenlistment documents.

c. Brief applicants on and conduct MEPS processing.

d. Explain Phase II training requirements for split-training enlistees.

e. Establish and maintain ARNG MEPS processing SOP and files.

f. Obtain training seats for ARNG applicants using REQUEST.

B-7. Area Recruiting and Retention NCO
Area R&R NCOs supervise subordinate R&R personnel, interpret directives and policies for subordinates, and take corrective action to ensure accomplishment of area objectives. Area R&R NCOs:

a. Verify eligibility of applicants, enlistees, and reenlistees as appropriate.

b. Evaluate enlistment and reenlistment packets and waiver requests.

c. Establish individual performance objectives and evaluate time management/work places, prospecting techniques, accession/attrition data sheets, and evaluate and inspect SM activities and programs.

d. Evaluate SM files and prospect card files.

e. Evaluate public relations and school programs.

f. Evaluate sales presentations/interviews and speeches about the ARNG.

g. Update subordinate R&R NCOs on market changes and trends.

h. Conduct new R&R NCO orientations.

i. Evaluate SM training and R&R NCOs training levels.

j. Counsel R&R NCOs on performance, stress, standards of conduct, ethics, appearance, and personnel/administrative/career development action/ options.

k. Rate R&R NCOs assigned to their area as required.

l. Coordinate with organizational commanders on SM issues.

B-8. Marketing NCO

Marketing NCOs are responsible for the following specific duties in addition to the duties of MOS 79T of equal rank.

a. Conduct state level market analysis utilizing nationally supplied and locally obtained data.

b. Review national marketing and advertising strategies to develop state and local plans and budgets in accordance with a national plan.

c. Determine publicity and promotional items available from NGB, and ensure that they are obtained and distributed.

d. Plan, develop, and coordinate/arrange for production of state and local brochures, posters, audio and/or visual materials including tailored national items.

e. Coordinate, contact, and maintain liaison with media outlets and, when appropriate, the R&R NCO and area NCOICs responsible for each.

f. Place paid and unpaid advertising and public awareness materials in media which supports the States specific requirements.

g. Coordinate and arrange for placement of outdoor and transit advertising.

h. Advise and train R&R personnel in the development of target advertisements and preparation of news releases publicizing new enlistments, unit events, promotions, and IET completions.

i. Coordinate marketing plans and efforts with State, command, and organizational public affairs and command information programs and personnel.

j. Evaluate the effectiveness of marketing efforts and materials, develop proposals, advise the RRM, supervise, and evaluate the RRF on the marketing program including budgetary matters.

k. Provide evaluation and feedback through the Marketing Advisory Council (MAC) for modification or improvement of nationally produced advertising and marketing programs.

l. Develop recommendations and proposals for new initiatives for input through the MAC to the ARNG Advertising Branch.

m. Obtain promotional items for the RRF.

B-9. Unit Retention NCO

Unit Retention NCOs will be appointed on "additional duties" orders. Unit Retention NCOs--

a. Assist the commander, First Sergeant, and FLLs in executing the unit SM program.

b. Have direct access to the commander, First Sergeant, and FLLs with regard to attrition management issues.

c. Receive technical assistance, guidance and training from the R&R NCO on attrition management issues.

d. Assist the unit chain of command and the noncommissioned officer support channel to solve soldiers' problems

e. Assist in monitoring the required interview and counseling schedules required in this regulation and other publications.

f. Assist in monitoring the unit sponsorship program to ensure compliance of this regulation and other publications.

g. Assist in monitoring the unit's attendance.

h. Assist with attrition management training for unit personnel.

i. Coordinate with the unit clerk to ensure reenlistment contracts are completed

B-10. Recruiting and Retention NCO

a. These duties are the basis for all training, evaluation, and doctrinal materials used to support the ARNG Strength Maintenance Program. Each R&R NCO is required to be proficient in the tasks that follow and should become proficient in the added, higher level tasks of their specific position.

b. All individuals who hold primary MOS 79T should--

(1) Prospect by territory canvass, and by telephone to gain referrals.

(2) Prequalify referrals using APPLEMD, determine their eligibility for enlistment or reenlistment, and refine leads.

(3) Prepare and process in draft form enlistment /reenlistment packets for prior service and nonprior service personnel.

(4) Counsel qualified and disqualified applicants on either their nonselect or enlistment contracts and service obligations.

(5) Explain initial entry training (IET) requirements and the Selected Reserve Incentive Program and brief applicants on their test results and the pre-IET program.

(6) Prepare applicants for MEPS processing.

(7) Apply management by objective techniques, and develop and maintain time management/work plans.

(8) Establish and maintain liaison with command, staff, and/or field elements affecting the SM program.

(9) Assist leaders at all levels to establish and maintain required references and files.

(10) Analyze audiences and occasions, prepare, and give speeches about the ARNG on such topics as missions, programs, facts, features, benefits, and opportunities.

(11) Conduct sales presentations/interviews to obtain enlistments and reenlistments.

(12) Assist commanders in developing, maintaining, and implementing SM action plans for major training activities, unit events, classes, and seminars.

(13) Assist commanders in developing, conducting, evaluating, and maintaining SM incentive and awards programs to include extension ceremonies, and publicity programs.

(14) Distribute and display SM promotional items.

(15) Conduct interviews with soldiers, and family members, employers, and others as required to evaluate programs and train leaders.

(16) Maintain contact with unit members for attrition management.

(17) Train FLLs in career planning, incorporating the evaluation of background information and qualifications, determining needs, wants, desires, goals, and aspirations. Recommend available programs, options, and the requirements the soldier must meet.

(18) Assist, coordinate, and provide guidance and training for unit retention personnel.

(19) Assist with implementing, conducting, and maintaining the State SM program.

(20) Prepare and process SM drafts and working papers, correspondence, reports and other required items; research and interpret SM publications.

(21) Explain ARNG opportunities to soldiers and their families; research and explain the facts, features, programs, rights, and entitlements, and the procedures to gain benefits from ARNG membership through presentations, briefings, interviews.

(22) Advise leaders on SM matters; reinforce positive actions and recommend changes to areas that adversely affect SM.

(23) Prepare, conduct, and evaluate SM training, seminars, workshops, and conferences.

(24) Prepare and maintain prospect files and school program folders.

(25) Assist leaders and commanders, through the state liaison for ESGR, and national ESGR, with solving employer conflict problems. See **appendix L.**

(26) Assist in monitoring the unit environment; effective recruiting and attrition management programs, and identify corrective actions.

(27) Assist in transfer, separation, and discharge request; determine if positive action(s) has/have been taken to retain the soldier. Review records and reports for background information;

(28) Assist in the preparation and staffing of Family Assistance Centers (FACs) as directed by respective Adjutants General through the State Family Support Coordinator. Recruiting and Retention (R&R) NCOs will be trained to provide personnel and administrative services as needed to support family members of activated (mobilized) sponsors. Family Assistance Centers are referenced in FORSCOM Regulations 500-3-3 and 500-3-4. See NGR 600-12, NG Family Program, for additional guidance and mission parameters relating to R&R NCO support of activated FACs.

(29) Compile, maintain, and submit data/reports as required by the State SM plan and other local administration policies and procedures.

(30) Are reviewed and rated by senior R&R NCOs on noncommissioned officer evaluation reports (NCOERs).

B-11. Administrative Specialist

The administrative specialist provides clerical and administrative support for the RRF. The administrative specialist will--

a. Supervise specialized SM administrative functions.

b. Prepare correspondence formats, ensuring compliance within regulations and directives.

c. Answer inquiries from staff members and field activities relating to administrative policies and procedures.

B-12. RCT/IST Coordinator

The RCT/IST coordinator works under the supervision and control of the Chief, Accessions SGM. The RCT/IST coordinator will--

a. Maintain liaison between RCCCs and the ARNG unit of assignment.

b. Maintain liaison between the gaining and losing state unit of assignment.

c. Coordinate ARNG enlistment of eligible soldiers transitioning from the Active Army.

d. Coordinate, with the gaining or losing State or unit of assignment, IST of eligible soldiers IAW NGR 600-200.

e. Obtain information from the RCCC or gaining/losing State RCT/IST Coordinator to include name, grade, SSN, MOS of soldier, current address and phone number after separation or transfer, projected date of enlistment, and projected date of arrival.

B-13. The State AMEDD Recruiter/NCO

The State AMEDD Recruiter/NCO will provide--

a. Implementation and accomplishment of the AMEDD SM mission.

b. Coordination with the State Recruiting Retention Manager and NGB AMEDD Program Manager on all matters relating to AMEDD recruiting and SM.

c. Coordination with State Advertising NCO to insure the availability and distribution of AMEDD advertising materials and literature.

d. Preparation and review of all AMEDD accession applications.

e. Tracking of AMEDD positions and availability.

f. Advise the State Recruiting Retention Manager on all AMEDD issues.

g. Provide input to the RRAC's on AMEDD issues and problems.

h. Plan, direct and assist the AMEDD Technician in the accomplishment of the AMEDD SM mission.

i. Provide training opportunities for the AMEDD Technician to maintain their proficiency.

j. Insure that the AMEDD Technician is performing only those duties associated with AMEDD SM.

k. Provide genuine and positive interest in the welfare of the AMEDD personnel, and other individuals and insure that problems are resolved as rapidly as possible.

l. Be knowledgeable about the ARNG AMEDD Appointments Application SOP, and all requirements.

m. Submit monthly reports through the RRM to the AMEDD Program Manager at NGB.

n. Provide prompt and accurate response to questions and requests for information.

o. Process all leads provided in a timely manner.

p. Carefully and completely screen, in accordance with the ARNG AMEDD Appointments Application SOP, all applications prior to submission to CNGB (NGB-ARP-R) for processing. Insure that all information receives a quality review and all documents are complete and correct.

B-14. AMEDD Technician

The AMEDD Technician provides the key administrative support for the recruiter and is often times the primary point of contact for the applicant. The technician must be straight forward, and professional in all of their dealings with applicants or individuals seeking information. The technician will--

a. Provide administrative support for the AMEDD Recruiter or NCO.

b. Collect and process information for the completion of AMEDD applications.

c. Interface between the applicant and NGB on issues dealing with the processing of the AMEDD applications.

d. Monitor application processing to insure timely response and problem resolution.

e. Be a positive first step in the SM process by insuring that the application is properly processed and the applicant is kept advised of any problems incurred in the process.

f. Carefully and completely screen, in accordance with the ARNG AMEDD appointments application SOP, all applications prior to sending to NGB for processing. Insure that all information receives a quality review and that all documents are complete and correct.

g. Provide timely and accurate response to inquiries.

Appendix C
Involuntary Release from Recruiting and Retention Duty

These examples provide general guidance on involuntary release for cause and the procedures pertaining to soldiers assigned to the RRF. It does not take precedence over or change the requirements contained in AR 135-178 or NGR 600-5, paragraph 6-5. In doubtful cases, contact your State Human Resource Office (HRO).

a. Procedures to rehabilitate **BEFORE** recommending involuntary release:

(1) Counseling statement or letter of reprimand. This must be specific in nature and include proposed corrective action. (See **figs C-1** and **C-2**.) There is no set guideline on the number of counseling statements or letters of reprimand before recommending a soldier for involuntary release; however it is strongly recommended to have a minimum of three such documents. In addition, appropriate completion and documentation of training must take place.

(2) Counsel soldier concerning actions, give soldier counseling statement or letter of reprimand, and obtain soldiers signature or verification of receipt (for letter of reprimand).

b. Procedures to recommend soldier for involuntary release.

NOTE: Prior to recommending soldier for involuntary release review options in NGR 600-5, paragraph 6-5a(2).

a. Supervisor will complete a written recommendation for involuntary release (**fig C-3**) stating the specific reason for the action.

b. Supervisor will contact the soldier and provide a copy of the recommendation in person. See NGR 600-5, paragraph 6-5b.

GENERAL COUNSELING FORM

For use of this form, see AR 635-200; the proponent agency is MILPERCEN

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 5 USC 301, 10 USC 3012(G). PRINCIPAL PURPOSE: To record counseling data pertaining to service members.
ROUTINE USES: Prerequisite counseling under paragraphs 5-8, 5-13, chapters 11, 13 or section III, chapter 14, AR 635-200. May also be used to document failures of rehabilitation efforts in administrative discharge proceedings.
DISCLOSURE: Disclosure is voluntary, but failure to provide the information may result in recording of a negative counseling session indicative of the subordinate's lack of a desire to solve his or her problems.

PART I - BASIC DATA

1. NAME *(last, first, MI)*	2. SOCIAL SECURITY NO.	3. GRADE	4. SEX
Recruiter, Ian A.	123-45-6789	SFC/E7	Male

5. UNIT	*FOR TRAINING UNITS ONLY*	
	6. WEEK OF TRAINING	7. TRAINING SCORES
HQ Starc (-) City, State 11122-3344	NA	HIGH _____ MED _____ LOW _____

PART II - OBSERVATIONS

8. DATE AND CIRCUMSTANCES

During the month of January XXXX, you failed to meet your mission. After reviewing copies of DA Forms 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 Charge personally telephoned 10 of those leads and found that you had never contacted them. Your failure to do so contributed to your failure to meet mission during the month of January. Additionally, the unit stated that they requested Attrition Management training for NCODP, which you have yet provided.

9. DATE AND SUMMARY OF COUNSELING

SFC Recruiter was counseled on 1 February XXXX. He was informed that MSG Charge would be in his office at 0900 2 February XXXX to determine his training requirements and begin training with him in the areas of telephone prospecting, lead follow up, and training of unit first line leaders. He was also informed that MSG Charge would be available to provide further training as needed throughout the month of February. SFC Recruiter and MSG Charge were both present for the counseling session.

DISPOSITION INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement.

DA FORM 4856, JUN 85 EDITION OF JUL 84 IS OBSOLETE.

Figure C-1. Sample Counseling Statement

PART III - AUTHENTICATION

10. NAME, GRADE, SIGNATURE OF COUNSELOR	DATE
Jack N. Charge E8	1 Febraury XXXX

11. I acknowledge having been counseled by the above individual and understand the reason for this counseling session. I concur/nonconcur that the information above accurately reflects this counseling session. I nonconcur for the following reasons:

12. NAME, GRADE, SIGNATURE OF INDIVIDUAL COUNSELED	DATE
Ian A. Recruiter, SFC SFC/E7	1 Febraury XXXX

13. IF COUNSELED INDIVIDUAL REFUSES TO SIGN COUNSELING NOTES, COUNSELOR WILL INITIAL THIS BLOCK.

PART IV - REHABILITATION

14. REHABILITATION RESULTS/COMMENTS

2 FEB XX - SFC Recruiter received 8 hrs of training on telephone prospecting & training first line leaders by MSG Charge.
3 FEB XX - SFC Recruiter received 2 hrs of training on lead follow up by MSG Charge.
7 FEB XX - SFC Recruiter received 2 hrs of training on lead follow up by MSG Charge.
9 FEB XX - SFC Recruiter was visited by MSG Charge to review the effectiveness of training and to determine further training needs; it was agreed by both parties the training is being used and is proving effective (which has been shown with 2 enlistments since 2 FEB XX, and by documented improvements in SFC Recruiter's attrition management results). It was determined by both parties that no further training was required at this time.

15. NAME, GRADE, SIGNATURE OF INDIVIDUAL COUNSELED	DATE
Ian A. Recruiter, SFC SFC/E7	9 February XXXX

16. NAME, GRADE, SIGNATURE OF COUNSELOR	DATE
Jack N. Charge E8	9 February XXXX

PART V - UNIT COMMANDER INTERVIEW

17. INTERVIEW RESULTS AND RECOMMENDATION

18. NAME, GRADE, SIGNATURE OF UNIT COMMANDER	DATE

1990-261-871/11388

Figure C-1. Sample Counseling Statement--Continued

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

Office Symbol (MARKS #) (Date)

MEMORANDUM FOR SFC John J. Jones, 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 copies of DA Forms 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 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 Smith 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 Smith 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 Smith 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)

Figure C-2. Sample Letter of Reprimand

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

Office Symbol (MARKS #) (Date)

MEMORANDUM FOR SFC John J. Jones, 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 RRF 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 JAGC officer in preparing your rebuttal.

4. Point of contact for this action is the undersigned, (555) 555-5555.

SIGNATURE BLOCK

CF:
HRO
Supporting Unit

Figure C-3. Sample Recommendation for Involuntary Separation

Appendix D
The Strength Maintenance Eight Step Process

Selling the Army National Guard requires a structured approach that meets the need for unit strength, accession mission, training, readiness, deployability, and attrition management. A successful SM program follows eight steps. These steps are interwoven and depend on each other.

Step 1 Analyze
A complete analysis of a SM area is imperative for consistent, long-term success. Analysis should include, accession mission, retention mission and attrition management mission.

Step 2 Plan
Based on the analysis and known requirements, the successful R&R NCO sets goals and develops work plans. See **appendix F** Time Management Model.

Step 3 Marketing
Localized marketing and sales promotion helps the R&R NCO reach the community and unit members. Constant exposure, favorable image building, and publicity favorably promote the ARNG.

Step 4 Prospecting
Prospecting is the collective means of gaining access to potential enlistees and providing service and support to unit members. The successful R&R NCO develops centers of influence (COI), very influential persons (VIP), media outlets, and current service members to obtain referred names for individual interviews.

Step 5 Contacting
Contacting individuals is a very important interpersonal skill requiring interview skills and techniques. The R&R NCO who contacts sufficient numbers of leads, schedules an adequate number of appointments with qualified prospects and unit members, and conducts good interviews/sales presentations, will be successful. Contacting unit members is imperative to determining soldier satisfaction and other issues that impact retention/attrition management.

Step 6 Interviews
After the initial contact is made an interview is held to "SELL" the ARNG to new prospects by basically meeting their needs through the ARNG and ensure applicants meet minimum requirements. Other required interviews are found in **Appendix H**.

Step 7 Process
The processing step covers all actions required to confirm qualification of the applicant for enlistment, reenlistment, or extension. See NGR 600-200, chapters 2 and 7.

Step 8 Follow-up
Each R&R NCO must determine specific follow-up actions, how much time is available to devote to each, and the ultimate value of each action. While there is no set list of follow-up actions, as a minimum, R&R NCOs make sure that soldiers are properly integrated into the unit through the sponsorship program, that all contractual agreements are kept, and they actively solicit soldiers for referral of friends and associates for possible enlistments. When considering follow-up actions, R&R NCOs should note that satisfied soldiers are one of the most productive sources of quality leads. The quality of follow-up actions is also a key to the soldier's potential for retention/extension.

Appendix E
The Strength Maintenance Area Information Model

E-1. General
The Army National Guard SM Area information model indicates target population bases, current market data, production experience, and assists in developing future plans. The State RRM obtains and distributes demographic and environmental information. Sources of this information are State and Federal agencies in the State, and the ARNG Strength Maintenance Branch (NGB-ARP-R). Regional and county agencies often provide information on request. Area R&R NCOs and R&R NCOs can also obtain information from local civic agencies or business groups. Due to the accuracy and currency of local information in some areas, this last source may be the best source of data. Recruiting and retention area information is similar to local market analysis.

E-2. Responsibilities
Each level of management in the RRF has their own area of responsibility with regards to area information.

a. It is the responsibility of the RRM to conduct, formulate, and maintain a formal State area information analysis, consisting of all current city and county market data. RRMs should receive current data from the Area R&R NCO, and coordinate with local commanders to determine specific requirements of units.

b. It is the Area R&R NCOs responsibility to interpret the State area information and break that data down for each R&R NCO, within their area of responsibility. In addition, they will assist the RRM in establishing goals for each R&R NCO assigned to them. Area R&R NCOs should receive current data from the R&R NCO to provide constant updates to the RRM.

c. It is the responsibility of each R&R NCO to obtain the latest area information data from the Area R&R NCO, and ask their assistance in analyzing the target market area. The R&R NCO should procure a current map of assigned area(s) (city or county). Using the map as a data base, identify schools and major industries in the SM area. The R&R NCO must identify where their target population (age 18-25) go to school, where they work and other details necessary for a viable accession plan. See **figure E-1** for essential points in analyzing a SM area.

1	Determine location of the SM office (either armory or SFRO) reference to the community and market area, schools, industry, establishments frequented by the target population.
2	Establish a SM perimeter, what portion of the assigned area is potentially more productive.
3	Learn the attitudes of the community and activities that go on within the community.
4	The number of qualified potential prospects, ages 18-25, available.
5	The number of the post-secondary educational facilities in the area (colleges, vocational schools, trade schools, etc.) and the number of potential prospects attending.
6	The high schools in the area and the number of juniors/seniors plus the total numbers of males/females at tending. It is also helpful to know how many of these individuals are planning to continue their education.
7	The industries within the area and the employment/ unemployment rate. It is also very important to know what their attitude is toward the community and the military.
8	The number and location of other reserve units and Armed Forces recruiters in the area and how well they are doing.
9	Past production statistics and benefits that are successful. (educational bonuses, cash bonuses).
10	The attitude and assistance of the supported units towards the SM mission. It can be extremely helpful to the Recruiting and Retention NCO, to know how the units are involved within the community.
11	The names of all soldiers who have an ETS within four years.
12	A copy of your assigned unit's unit vacancy report.

Figure E-4. Essential points in analyzing a SM area

Appendix F
The Strength Maintenance Time Management Model

F-1. General
Proper time management allows for early and careful planning. This appendix offers guidance that will help the R&R NCO achieve high levels of productivity. Proper time management:

a. Helps Area R&R NCOs develop attainable goals to meet the needs of the supported units and the ARNG.

b. Focuses R&R NCOs efforts on the most productive activities during the best time of day.

c. Helps the R&R NCOs have efficient schedules that allow for maximum use of all resources to accomplish the mission yet provide adequate time for the family.

F-2. Variables
Many variables affect the time a R&R NCO works. Early MEPS schedules then late evening MET site testing may dictate early hours that stretch into a very long duty day. This makes a traditional 0800-1700 duty day unrealistic. Supervisors will--

a. Make sure R&R NCOs take adequate leave as discussed in AR 600-8-10.

b. Make sure R&R NCOs are able to have one or two days off per week.

c. Make sure R&R NCOs are productive yet be aware of the symptoms of job related stress, and have appropriate quality family time.

F-3. Objective
a. The best way for R&R NCOs to accomplish their mission is to set goals. These goals express the R&R NCO's plans for achieving their individual mission. Each R&R NCO should develop an annual work plan (long term, yearly) that lists the major goals in functional terms.

b. The mid-term plans are monthly-quarterly (3-month) plans. They list the major activities for each month.

c. The short-term plan include tasks that, when accomplished, serve as catalysts in achieving each daily goal. The daily work plan provides important benefits to both the Area R&R NCO and R&R NCO. It--

(1) Provides reminder to check mid and long term plans.

(2) Serves as a reminder to check prospect cards, school appointments, any other appointments necessary for mission accomplishment.

(3) Shows the effectiveness of time management.

(a) Provides personnel log of activities

(b) Serves as a basis for better mid-term and long-term planning.

(4) Provides a daily record of contacts, appointments, enlistments, and extensions.

Appendix G
The Strength Maintenance School Program

G-1. General
A good school program is a R&R NCO's best opportunity to gain leads within the market. Schools present an opportunity for contact with large numbers of high quality leads. Successful R&R NCOs develop good school programs. While much of this information is geared toward high schools, the same general principles apply to other types of schools, colleges and universities. There is no one formula for success that will work in every school. Each R&R NCO must develop and implement programs that will work with each school involved. Relationships with schools are very fragile, and must be handled with professionalism. Each R&R NCO will always keep the following in mind and adhere to them:

a. Determine and follow school policies, protocol and rules for campus recruiting efforts.

b. Contact students at the schools recommended times and at the counselor's office or other designated area only.

c. Do not distract students from their studies or activities

d. Offer your programs as a contribution to the students' education, maturation, potential and growth resources.

e. Whenever possible, offer your assistance to help the school administration with courses, classes, workshops, functions, activities, meetings or seminars in which you have interest or have access to expertise or resources.

f. Always maintain a professional appearance and the highest standards of conduct in your relationships with staff, faculty and students.

G-2. Annual plan
When developing the long term plan (see **Appendix F**, Time Management), plan major activities for each school by programming activities using NGB Form 446. Competition from other branches of the military, colleges, business, industry and each students' personal goals and aspirations will challenge the R&R NCO's efforts. The R&R NCO must enhance their chances of success through early and thorough planning. A properly planned "School Program" starts in May/June and runs for a twelve month period. It is imperative that the R&R NCO start their program during this time frame. Reasons for this are:

a. A properly organized and early planned program proves to have the best results.

b. Meets or exceeds your competitions' programs.

c. Provides time to order necessary materials needed for the school year.

d. Provides school officials lead time to program ARNG purchased programs into the class schedules during the upcoming school year. Proper planning also includes follow up and recording all school information on the NGB Form 446 and in the ARNG Planning guide.

G-3. School Priorities
Each of the schools in a given area fit into one of the categories listed below. Evaluate the type of school and the potential for producing results. Based on this determination, establish a priority for each school and enter it on the school programs folder.

a. Priority 1 - Highly productive.

b. Priority 2 - Large, or potentially productive.

c. Priority 3 - Small and productive, or minimally productive based on a limited interest due to specialized curricula, student body composition or other special factors.

d. Priority 4 - Unproductive, or impenetrable.

Appendix H
Strength Maintenance Interview and Counseling Program

H-1. Introduction
Good selling and interview techniques are critical to the success of a R&R NCO.

H-2. Procurement Interviews
The procurement interview is used to sell the prospect on enlisting in the ARNG. There are several other situations that may be called interviews, such as meeting with COIs, VIPs, media contacts, and school officials. Proper sales interview techniques can be easily adapted to any interview situation.

H-3. Attrition Management/Retention Interviews and Counseling
Attrition management/retention interviews are required to determine eligibility, desire, and motivation to extend enlistment as well as determine any problems which might affect extensions of enlistment. Commanders, First Sergeants, FLLs and R&R NCOs will ensure that all ARNG soldiers, included ING members, are periodically interviewed and counseled. These leaders must research, develop, and practice techniques and methods for interviewing that will help satisfy and retain qualified soldiers for longer periods of service. These interviews have been labeled only to convey several important events found common to most ARNG soldiers. The types of attrition management/retention interviews and counseling:

a. Orientation Counseling. These interviews provide information to soldiers who are new to the unit. They acquire information that will be useful in future interviews such as the goals, aspirations, expectations, wants, and desires that the soldier wants the ARNG to fulfill. FLLs should conduct an orientation interview as part of the sponsorship program immediately after a soldier reports to the first unit training assembly, and upon the soldier's return from IET. This type of interview provides an opportunity to identify problems, ensure that personnel records are up to date, clothing is correct, incentive forms are prepared, and the soldier is informed of all training dates.

b. Career Development Counseling. These are a combination of performance counseling sessions IAW FM 22-101. 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.

(1) 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 nonsupportive families will become active supporters of the ARNG. Commanders will ensure these interviews are conducted, when appropriate, after the member joins and annually thereafter.

(2) Unit sponsored family activities can enhance this support and also provide a forum for discussion to reinforce these points. Family support is critical to retention.

d. Employer Interviews. Interviews between an officer or NCO and the soldier's employer can resolve or diminish an employer 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 interviews lies with the soldier and the soldier's unit. Whenever difficulty is encountered, the unit may ask for assistance from the R&R NCO and national or State Committees for Employer Support of the Guard and Reserve (ESGR).

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 toward the end of the enlistment period. They focus on the soldiers qualifications for extension, options, goals, decisions, and available incentives.

f. Unscheduled Interviews.

(1) Unexpected problems will often cause someone to contact a soldier at other than a predicted time per the interview schedule. Unit leaders must be constantly aware of their soldiers attitudes and be alert for indications and trends that will affect the soldier's decision to continue their service.

(2) Every commander, FLL and the NCO support channel must be involved in the attrition 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.

Appendix I
ARNG Marketing

I-1. General

a. The objective of Market Analysis is to define the target audience for ARNG marketing and advertising efforts. Market analysis initiatives will be the responsibility of NGB-ARP-R in close coordination with the Marketing Advisory Council (MAC). All market analysis will use the marketing starting point of:

(1) Know your customer.
(2) Know your product.
(3) Know your sales force.

b. NGB Advertising Branch will direct its' primary market analysis efforts towards knowledge of the customer. Individual states will be responsible for analysis of the sales force and product on the local level.

I-2. Customer Analysis

The objective of customer analysis is to segment the existing force and new recruits into demographic and psychographic segments which facilitate targeted marketing.

*a. **Existing force data.*** ARNG Advertising Branch will be responsible for the annual report "A Portrait of the Army National Guard" that presents a demographic portrait of our existing soldiers. Demographic characteristics will include age, sex, marital status and race. Categories of analysis will include present force, annual gains, Individual Ready Reserve (IRR) file, prior service, and non-prior service. Additional categories will include rank, MOS, gains and losses analyzed by CMF by month. "A Portrait of the Army National Guard" will be published by ARNG Advertising Branch in January of each year using the most recent fiscal year data. This report is a national "roll-up" with each individual State receiving the same formatted reports on a State breakout. The objective of this report is to provide a market analysis tool for each State Marketing NCO to use in the development of State marketing and annual advertising budget plans. The 84 reports contained in "A Portrait of the National Guard" are listed in **table I-1**.

*b. **Psychographic analysis.*** ARNG Advertising Branch will periodically contract for research to facilitate psychographic market segmentation. This analysis is designed to further segment the marketplace to support targeted marketing. An additional objective of this effort will be to aid in the retention of soldiers. Each Marketing NCO will use this analytical tool in the development of their state marketing plan.

I-3. Market Segmentation

Market segmentation is the first and most important step in the market analysis effort. Market segmentation is designed to create efficiency in the development of advertising and marketing efforts. The marketing effort segments the population into pockets of opportunity and develops strategic marketing and advertising to reach each of those segments. The market analysis effort will use the following market segments which represent the largest segments presently being recruited:

a. Non-prior service (Presently in high school).
b. Non-prior service (High school graduate in civilian work force).
c. Non-prior service (College student).
d. Prior service (Presently Army active duty).
e. Prior service (In civilian work force-less than 2 years off Army active duty).
f. Prior service (In civilian work force-more than 2 years off Army active duty).
g. Prior service (Army Reserves, other Services reserves, other Services active duty).
h. Prior service (Former National Guard soldiers)
i. Guard member friends (Although this segment crosses over into all other segments, it represents the largest single segment for all new recruits).

I-4. Media Analysis

Once the market segmentation process is complete, media analysis is conducted to determine the best and most cost efficient way of delivering the advertising message to the targeted market segment. Media analysis initiatives are developed by NGB-ARP-R with extensive input from the Marketing Advisory Council. Although some media vehicles will reach many or all market segments simultaneously, the percentage breakdown of each market segment must be known before the creative planning of each advertising product. The following media analysis tools are presently available for Marketing NCO use:

*a. **Television.*** Television PSAs are tracked using Nielson "Sigma" data in all 211 television markets. Each quarter NGB-ARP-R contracts for the "PSA Red Book" which lists every spot with key demographic information broken out by TV market. No monitoring service is presently available to monitor cable TV stations. The "PSA Red Book" is published 15 June, 15 September, 15 December and 15 March to coincide with Nielson rating periods.

(1) The "PSA Red Book" contains the following 16 detail reports:

(a) Market detail by DMA.
(b) Market summary-Alphabetical by DMA.
(c) Market summary-DMA ranked by frequency.
(d) Market summary-DMA ranked by 18-34 CUME%.
(e) Market summary-DMA ranked by 18-34 GRP's.
(f) Market summary-DMA ranked by dollar value.
(g) Market summary-Alphabetical by state.
(h) Market summary-State ranked by frequency.
(i) Market summary-State ranked by 18-34 CUME%.
(j) Market summary-State ranked by 18-34 GRP's.
(k) Market summary-State ranked by dollar value.
(l) Creative summary-National roll-up.
(m) Day part summary-National roll-up.
(n) Campaign analysis.

(2) Key terms in understanding these reports are:

*(a) **DESIGNATED MARKET AREA (DMA).*** A TV market designation that is generally a group of

counties in which the commercial TV stations in the metro central area achieve the largest audience share. They do not overlap geographically but do cross state lines. The United States is broken down into 211 DMA's.

(b) FREQUENCY. The average number of times a person is exposed to a commercial.

(c) CUME. The total number of persons who listen to a station for five minutes in a daypart(unduplicated audience) expressed as a percentage of the population being measured. For ARNG purposes, the formula is as follows:
18-34 year old viewers divided by 18-34 year olds in the TV market X 100=CUME %.

(d) GROSS RATING POINTS (GRPs). The sum of all ratings delivered by a PSA schedule, or the gross impressions expressed as a percentage of the population being measured.
Gross impressions divided by population X 100=GRPs.

(3) Marketing NCO Use. Upon receipt of the quarterly "PSA Red Book", each Marketing NCO is responsible to use this tool to develop a strategic PSA distribution and marketing plan to accomplish the following marketing tasks:

(a) Positive reinforcement to PSA directors that provide air time.

(b) Personal visit and telephone call schedule for stations not providing air time.

(c) Analysis of distribution method to determine if the type of distribution used is providing the most effective use of available time.

(4) NGB-ARP-R will provide support analysis and recommended methods for improving air time with each quarterly report and provide support in accomplishing tasks listed in (3)(a) above.

b. Radio.
No monitoring service is available for radio monitoring. Despite the lack of monitoring, Marketing NCOs should continue to incorporate radio PSA directors in their sales and marketing efforts.

c. Direct Mail. NGB-ARP-R will conduct analysis of all national direct mail campaigns. This analysis will be provided to Marketing NCO's at the completion of each direct mail campaign. Analysis of state generated mailings are the responsibility of each state Marketing NCO. NGB Advertising Branch will provide analytical assistance on a by request basis for state generated direct mail campaigns. NGB will also provide IRR, prior service, and high school mailing lists on a recurring basis for State use.

d. State Classified Advertising. NGB-ARP-R will conduct periodic analysis of the State classified advertising program. This analysis will be provided to Marketing NCO's at the completion of each study. Analysis of the State classified advertising program at the local level is the responsibility of the State Marketing NCO.

e. Print Media.
NGB-ARP-R conducts national print media analysis on an annual basis in conjunction with the national print plan. Upon completion of this plan, each Marketing NCO is provided a copy to incorporate into their local advertising plan. This analysis is provided for informational purposes only and requires no additional input from the state Marketing NCO.

f. MAP INFO Software. NGB-ARP-R is in the development of a media analysis tool using on-line MAP INFO for release in FY96. To access this market analysis tool, the Marketing NCO must have computer capability to run MAP INFO and modem capability to accept downloads if real time data is desired. For States without modem capability, this program can be set up for quarterly updates. This tool allows the Marketing NCO to identify a unit within the state and determine the following information:

(1) Unit strength.

(2) Unit shortages by MOS.

(3) TV stations(with all PSA director data) serving this unit.

(4) Radio stations(with all PSA director data) serving this unit.

(5) Newspapers serving this unit.

(6) Billboard companies serving this unit.

I-5. Product Analysis
Advertising and marketing efforts must be programmed to support existing or projected shortages by MOS. The annual report "A Portrait of the Army National Guard" provides shortages by CMF that are critical facts in the development of annual advertising and marketing plans. Product analysis that deals with benefits of membership in the National Guard remains a responsibility of the State Marketing NCO.

I-6. Market Analysis Input to the Annual Marketing Plan
Each state's marketing plan will incorporate market analysis and product analysis in the development of this plan. Budget plans should reflect appropriate emphasis on the target markets and media vehicles that support those target markets.

I-7. General
A well-conceived and carefully executed marketing strategy is essential to successful SM programs. See fig I-1.) The ARNG Marketing Program helps--

a. Contact general and specific audiences at a reasonable cost per contact.

b. Develop a compelling, personal reason for individuals to "see your ARNG Recruiting and Retention NCO."

c. Gain the assistance and support of parents, educators, and other influencers by providing them with information which is perceived to give significant value to service in the Army National Guard.

d. R&R NCOs by providing them the tools to graphically illustrate their presentations, and by providing printed, recorded, and/or multi-media promotional aids.

I-8. Program elements
The Marketing Program has five major elements or services.

a. Advertising. conveying the Army National Guard messages through the use of mass communications media:

(1) Radio.
(2) Television.
(3) Outdoor and Transit.
(4) Newspapers.
(5) Magazines.
(6) Direct Mail.

b. Promotions. Coordination with mass communications media to obtain publicity support.

c. Strength maintenance support. Advertising response referrals (leads); school entry materials and programs; assistance with media contacts; and innovative means to contact groups of students, other potential prospects, and current members.

d. Educator liaison. Programs which improve contact with educational personnel and gain their support by establishing the value and mutual benefit of service in the Army National Guard.

e. Sales presentation/promotional items. Materials for R&R NCOs to help explain and/or reinforce the ARNG message. Also called advertising promotional items (API), these include brochures, pamphlets, folders, catalogs, guides, booklets, films, slides, posters, etc.

I-9. Direction

National, State, and local marketing efforts must be carefully planned and integrated with all other SM and command and public affairs information efforts. This ensures that resources are used to their maximum benefit. Messages will be consistent, and uniformly accurate. Most importantly, all of these efforts must capitalize on recurring themes to establish and maintain one unified image of the Army National Guard.

a. A written plan that lists program objectives, market analysis, subprograms, creative strategies, media plans, specific projects and products, dates for accomplishment, and individual and group/organizational responsibilities is necessary for success. It does not have to be extremely detailed, but it must fit into the SM plans at each level. The written plan will incorporate the use of as many media as is necessary. At the same time, it must be flexible to allow incorporation of new ideas and concepts without requiring major change in direction or resource allocations.

b. The planner must consider market analysis data, and the overall SM goals. The Marketing NCO's efforts must be integrated to ensure that maximum benefit is gained from the total resource investment. Everyone in the force must understand the details of the marketing program, how it is intended to help their productivity, and what their responsibilities are to ensure success.

I-10. Advertising messages

There are four qualities or standards required for all advertising messages, regardless of the media used to convey them. Every ARNG SM message must be--

a. Honest. The words, pictures and ideas must represent the ARNG "the way it is."

b. Accurate. Ensure that materials, both copy and pictures, are technically correct. Review all proposed materials with qualified individuals to ensure content accuracy and conformance with technical and tactical doctrine and policies.

(1) Uniforms and the appearance of individuals pictured must conform with current standards and authorized uniform composition policies.

(2) Weapons and equipment used and/or displayed must be shown in a manner that conforms with regulations, tactics, techniques, approved practices, doctrine, and policies, with emphasis on safety.

c. Compelling. Effective messages catch the attention of and communicate with the target audience. Study how to fit the message to the audience. A message which appeals to an officer or noncommissioned officer who sees an advertisement may neither appeal to nor catch the attention of an 18- to 25-year old nonprior service individual. Effective advertising generally does not, and need not, conform to accepted rules of English and grammar usage; it must be short, quick, eye catching, appealing, and memorable.

d. Balanced. Army and ARNG equal opportunity goals and policies require a good balanced representation of women and minorities.

I-11. Development considerations

Assisting the R&R NCO in developing a local advertising plan is the key to generating leads for the Army National Guard. When this planning is effective it not only provides leads, but also obtains the maximum results for a minimum investment. To obtain this, consider:

a. Target audiences. High school diploma graduates (HSDG) and high school seniors (HSSR), ages 17 to 21, are an important target audience. Your message must reach them and the persons who influence them: parents, peers, teachers, counselors, coaches, community leaders, etc.

b. Audience delivery. How many people can be reached as many times as possible for each dollar spent? Reach, frequency, and unit of time are the measures; the value of each is unknown.

(1) Of a potential audience of 100, 90 people see your message for a 90 percent reach.

(2) If you see your message twice, that is a two-time frequency.

(3) Four seconds (glimpsing a billboard), 30 seconds(seeing your PSA on TV), and two minutes (reading/scanning your print ad) are examples of units of time.

c. Penetration. Audience reaction is the penetration measure. If the message was strong enough, they will respond. You must design an attractive, striking message; use as many media as necessary; and gain the maximum reach, frequency of exposures, and longest unit of time per possible exposure.

d. Timing. Advertising and promotional efforts must be carefully timed. Each medium has its own period of maximum effectiveness. Within each medium, consider how and where you place your message. An additional factor is: "What are end strength program needs and objectives as relates to the number of leads needed, and when?"

e. Response. Telephone and mail inquiries are the desired results of advertising. They are the measures of advertising effectiveness. Examine these responses to show the quality of the respondents. If they are high quality leads, the message and medium are

effective. The responses are your cues to continue or modify your advertising approach. A system to pass these leads to strength maintainers as soon as possible is required to fulfill the moral responsibility inherent in advertising. The R&R NCO must contact the respondents quickly to maintain and reinforce their perceptions of the advertisement's value. Develop a message that meets the five considerations in paragraph 8-8, and respond quickly to inquiries. The advertising only sells a message or idea, or builds an image; the recruiting and retention NCO sells the program and obtains enlistments.

I-12. Procurement

NGR 601-1, chapter 4, discusses the authorized expenditures for, use of, and restrictions on, locally developed marketing and advertising items, materials, and support.

State: Kansas

Budget: $21,600

Goal: 200 enlistments, 175 reenlistments

Program: Non-Prior Service (NPS), Prior Service (PS), Attrition Management

Marketing
Objectives:
a. Deliver 50 NPS accessions during the period 1 Oct-30 Sep.
b. Deliver 100 PS accessions during the period 1 Oct-30 Sep.
c. Manage attrition by delivering 175 reenlistments during the period 1 Oct-30 Sep.
d. Deliver minority accessions, included in the total, at the rate of 9.5% Black, 6.5% Hispanic, and 1% Native American.

Strategies:
a. Concentrate effort toward prime target markets in conjunction with priority units.
b. Focus simultaneous appeals to all three target markets.
c. Use local advertising, paid and PSA, to generate leads.

Advertising
Objective:
a. Generate 200 leads from target accession audiences.
b. 100% reach to all soldiers eligible to reenlist.

Strategies
a. Provide lead-generating advertising against target audiences.
b. Weight advertising schedule with historic enlistment periods in coordination with NGB annual marketing plan
c. Recognize budget limitations and concentrate on the most efficientsources.

Creative
Objectives:
a. Communicate that the Army National Guard is an excellent place to serve and gain job training and experience.
b. Communicate that continued service in the Army National Guard provides a necessary service to the country and local communities and adds value to both.
c. Communicate that service in the Army National Guard offers the opportunity to become one of "America's Best".

Media
Objectives:
a. Deliver lead generating advertising to prime prospects.
b. Deliver meaningful reenlistment information to eligible soldiers.
c. Provide coverage throughout the local area of responsibility.

Strategies:
a. Use newspaper classified advertising to support targeted efforts.
b. Use PSA radio to cover all local markets.
c. Use PSA television to gain statewide image exposure.
d. Use localized billboards to support accessions and attrition management.
e. Use direct mail and local publications as secondary lead-generators.

Promotion
Objectives:
a. Generate and accession leads from all Army National Guard supported events.
b. Enhance the image of the Army National Guard through PSA promotion of these events.

Figure I-1. Sample FYXX Local Marketing/Advertising Plan

Strategies:

a. Develop contingency plans for each known event.
b. Schedule regular PSA efforts to publicize events.
c. Use direct mail to send out flyers and invitations.
d. Use presentation items which give the participants a lasting favorable impression of the Army National Guard.

Comments:

a. NPS/PS Accession goals require generating 2000 leads.
b. Efforts are targeted in the most efficient and effective media to generate these leads i.e., newspapers, direct mail.
c. Direct mail is also a principle method of lead follow-up and a good means of contacting reenlistable soldiers.
d. Army National Guard awareness is the main thrust of most PSA advertising.
e. Paid advertising is used exclusively for generating leads.

Sample Budget Summary

MEDIA	BUDGET	% OF TOTAL	ACTIVITY (WK/MON)
Direct Mail:	$ 5,625	25	52 weeks
Newspaper:			
Classifieds	$10,125	46	48 weeks
School	$ 2,300	10	9 months
Other(name)	$ 2,250	9	24 weeks
Magazine:	$ 800	4	3 months
PromotionalItems:	$ 1,000	6	52 weeks
PSA Production	0	0	N/A
TV	0	0	N/A
Radio	0	0	N/A
TOTAL:	$22,100	100	

NOTE: When planning your budget requirements for the fiscal year, it is a good idea to give your quarterly advertising plan to your budget officer. You have the flexibility to adjust your quarterly ceiling to accommodate strategy needs, but always remember not to exceed your yearly program. Regulatory requirements for submission of state marketing/advertising plan and operating budgets is found in NGR 601-1 para 4-6.

Summary of Advertising activity:

a. Direct Mail: All NPS/PS leads placed on direct mail list and mailed first week of each month.
b. Newspaper: Main source of lead-generation. Classified ads every Sunday/Monday issue in major metropolitan daily. Feature different job weekly. School ads every other monthly issue.
c. Magazine: Used in specialized publications that target prime audiences. Paid: Jan, May, Sep; key months for specialized magazine ad.
d. Broadcast PSA: Television distributed each quarter. Radio distributed each month.
e. Outdoor PSA: distributed and posted based on availability of space. Outdoor and Transit companies will be contacted monthly.

Figure I-1. (Sample) FYXX Local Marketing/Advertising Plan--**Continued**

Table I-1
ARNG Marketing Program

1. AGE	E1-E4	PRESENT FORCE	
2. AGE	E1-E4	1994 GAINS	
3. AGE	E1-E4	1994 GAINS	NON-PRIOR SERVICE
4. AGE	E1-E4	1994 GAINS	PRIOR SERVICE
5. AGE	E1-E4	IRR LIST	
6. AGE	E5	PRESENT FORCE	
7. AGE	E5	1994 GAINS	
8. AGE	E5	1994 GAINS	PRIOR SERVICE
9. AGE	E5	IRR LIST	
10. AGE	WO-WO1	PRESENT FORCE	
11. AGE	WO-WO1	1994 GAINS	
12. AGE	WO-WO1	1994 GAINS	PRIOR SERVICE
13. AGE	WO-WO1	RR LIST	
14. AGE	O1-O3	PRESENT FORCE	
15. AGE	O1-O3	1994 GAINS	
16. AGE	O1-O3	1994 GAINS	PRIOR SERVICE
17. AGE	O1-O3	IRR LIST	
18. SEX	E1-E4	PRESENT FORCE	
19. SEX	E1-E4	1994 GAINS	
20. SEX	E1-E4	1994 GAINS	PRIOR SERVICE
21. SEX	E1-E4	1994 GAINS	NON-PRIOR SERVICE
22. SEX	E1-E4	IRR LIST	
23. SEX	E5	PRESENT FORCE	
24. SEX	E5	1994 GAINS	
25. SEX	E5	1994 GAINS	PRIOR SERVICE
26. SEX	E5	IRR LIST	
27. SEX	WO-WO1	PRESENT FORCE	
28. SEX	WO-WO1	1994 GAINS	
29. SEX	WO-WO1	1994 GAINS	PRIOR SERVICE
30. SEX	WO-WO1	IRR LIST	
31. SEX	O1-O3	PRESENT FORCE	
32. SEX	O1-O3	1994 GAINS	
33. SEX	O1-O3	1994 GAINS	PRIOR SERVICE
34. SEX	O1-O3	IRR LIST	
35. MARITAL STATUS	E1-E4	PRESENT FORCE	
36. MARITAL STATUS	E1-E4	1994 GAINS	
37. MARITAL STATUS	E1-E4	1994 GAINS	NON-PRIOR
38. MARITAL STATUS	E1-E4	1994 GAINS	PRIOR SERVICE
39. MARITAL STATUS	E1-E4	IRR LIST	
40. MARITAL STATUS	E5	PRESENT FORCE	
41. MARITAL STATUS	E5	1994 GAINS	
42. MARITAL STATUS	E5	1994 GAINS	PRIOR SERVICE
43. MARITAL STATUS	E5	IRR LIST	
44. MARITAL STATUS	WO-WO1	PRESENT FORCE	
45. MARITAL STATUS	WO-WO1	1994 GAINS	
46. MARITAL STATUS	WO-WO1	1994 GAINS	PRIOR SERVICE
47. MARITAL STATUS	WO-WO1	IRR LIST	
48. MARITAL STATUS	O1-O3	PRESENT FORCE	
49. MARITAL STATUS	O1-O3	1994 GAINS	
50. MARITAL STATUS	O1-O3	1994 GAINS	PRIOR SERVICE
51. MARITAL STATUS	O1-O3	IRR LIST	
52. RACE	E1-E4	PRESENT FORCE	
53. RACE	E1-E4	1994 GAINS	
54. RACE	E1-E4	1994 GAINS	PRIOR SERVICE
55. RACE	E1-E4	1994 GAINS	NON-PRIOR SERVICE
56. RACE	E1-E4	IRR LIST	
57. RACE	E5	PRESENT FORCE	

Table I-1--Continued
ARNG Marketiing Program

58.	RACE	E5	1994 GAINS	
59.	RACE	E5	1994 GAINS	PRIOR SERVICE
60.	RACE	E5	IRR LIST	
61.	RACE	WO-WO1	PRESENT FORCE	
62.	RACE	WO-WO1	1994 GAINS	
63.	RACE	WO-WO1	1994 GAINS	PRIOR SERVICE
64.	RACE	WO-WO1	IRR LIST	
65.	RACE	O1-O3	PRESENT FORCE	
66.	RACE	O1-O3	1994 GAINS	
67.	RACE	O1-O3	1994 GAINS	PRIOR SERVICE
68.	RACE	O1-O3	IRR LIST	
69.	GAINS BY CMF BY MONTH	E1-E4	1994 GAINS	
70.	GAINS BY CMF BY MONTH	E1-E4	IRR LIST	
71.	GAINS BY CMF BY MONTH	E5	1994 GAINS	
72.	GAINS BY CMF BY MONTH	E5	IRR LIST	
73.	GAINS BY CMF BY MONTH	WO-WO1	1994 GAINS	
74.	GAINS BY CMF BY MONTH	WO-WO1	IRR LIST	
75.	GAINS BY CMF BY MONTH	O1-O3	1994 GAINS	
76.	GAINS BY CMF BY MONTH	O1-O3	IRR LIST	
77.	SHORTAGES BY CMF BY STATE	E1-E4		
78.	SHORTAGES BY CMF BY STATE	E5		
79.	SHORTAGES BY CMF BY STATE	WO-WO1		
80.	SHORTAGES BY CMF BY STATE	O1-O3		
81.	LOSS RATE OF PRIOR VS NON-PRIOR SERVICE			
82.	SEASONAL LOSS CHART			
83.	MARKET PENETRATION NON-PRIOR SERVICE			
84.	MARKET PENETRATION PRIOR SERVICE			

Appendix J
Strength Maintenance Required Training Timelines

Career Management in the 79T force is designed for soldier career development through progressive and sequential training. R&R NCOs must attend mandatory training to ensure a trained, highly qualified and competent force. R&R personnel must attend the following courses within the timelines established below, unless granted an exception by CNGB (NGB-ARP-R) except for NCOES.

Course	Who must attend	Timeline	Remarks
79T MOS Course	Newly assigned RRF NCOs	Within 6 months of assignment	Soldiers who were dual qualified under previous CMF 79 are not required to attend
Marketing NCO	Newly assigned Marketing NCOs	Within 6 months of assignment	Must be PMOS 79T.
MEPS Guidance Counselor	Newly assigned MEPS GCs	Within 6 months of assignment	Must be PMOS 79T and have 1 year experience. in the MOS.
Area R&R NCO	SFC & MSG selected with a projected assignment as Area R&R NCO	Within 6 months of assignment	Must be PMOS 79T and have 1 year experience in the MOS.
RCCC	Soldiers assigned as Title 10 RCCCs	See AR 601-280	Must be PMOS 79T.
Training NCO	Newly assigned RR TNG NCOs	Within 6 months of assignment	Must be PMOS 79T.
RRM	Newly assigned RR SGMs, RRF officers	Within 6 months of assignment	Enlisted soldiers must be PMOS 79T and graduate of Area R&R NCO Course.
AMEDD	AMEDD: recruiters, NCOs, and Technicians	First available course	
NCOES	See NGR 600-200, chapter 11.	See NGR 600-200, chapter 611	Individual must be selected for promotion to attend.

Appendix K
Store Front Recruiting Office Program

K-1. General
NGR 5-1/63-101 and appendix 9 (MCA) are the references for this program.

K-2. SFRO Program
SFROs position R&R NCOs in strategically suitable locations to enhance ARNG accessions. This program will allow R&R NCOs greater access to a large and diversified target market..

K-3. Purpose
To provide procedures for the operation of Leased Store Front Recruiting Offices (SFRO).

K-4. Scope
This appendix applies to all personnel involved with leasing and operating SFROs.

K-5. Exceptions
Exceptions are authorized only with prior written approval from NGB -ARP-R.

K-6. Priority
NGB-ARP-R will approve all SFROs requests IAW priorities established in **figure K-1**.

K-7. Responsibilities
a. Chief, NGB-ARP-R. Appoint a point of contact (POC) within NGB-ARP-R to provide central management of the SFRO program and to ensure compliance with this Appendix.

b. State Recruiting and Retention Manager (RRM). Will appoint a POC to manage requests for and operation of the States SFROs.

c. State POC. Will manage the request for and operation of the State SFRO program by performing the following:

(1) Upon appointment, immediately contact the NGB-ARP-R POC to establish a line of communication and update SFRO POC roster.

(2) Monitor site selection.

(3) Process requests for SFROs IAW instructions contained in this appendix.

(4) Submit monthly production IAW instructions contained in this appendix.

(5) Ensure operations of SFRO are IAW this appendix.

K-8. Requirements
a. NGB-ARP-R must approve all locations for SFROs.

b. SFROs must locate in areas which provide high visibility and easy access to the target markets.

c. Office hours will be posted at the entrance area convenient to the public and will be manned during those hours.

d. SFROs must be easily accessible to the physically challenged.

e. Office space will allow 250 square feet for the first R&R NCO then 100 sq. ft. for each additional R&R NCO.

f. Each SFRO will have a mission of 3 enlistments per month per R&R NCO assigned to it.

g. Strict adherence to this appendix is required; failure to comply may result in SFRO funding termination.

h. The State POC must submit monthly production reports. Complete NGB Form 210-1-R (Store Front Recruiting Office (SFRO) Monthly Production Report) and forward to NGB-ARP-R not later than the tenth day of the following month. **A copy of this form is located at the back of this publication.**

K-9. Administration
a. Lease agreements will include the following clauses:

(1) Lease agreement will not obligate funds past 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.

b. Permanent change of station (PCS) for R&R NCO is not authorized when establishing a SFRO.

c. SFRO funds cannot be used for booths or newsstands.

d. SFRO leasing with the Corps of Engineers is prohibited.

e. SFROs are for the full-time RRF only.

f. SFRO cost will not include--

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

(2) Office furniture and equipment..

(3) Communication cost..

(4) Office supplies.

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

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

(7) Parking.

g. SFRO costs may include--

(1) Utilities.

(2) Maintenance.

(3) Janitorial services.

(4) Recruiting signs.

K-10. Positive consideration for site selection
a. Will be within a 50 mile radius, if in support, of high priority units.

b. Enhancing female and minority recruiting efforts.

c. Proximity of high traffic areas pertaining to the target market (i.e. movie theaters, video arcades, fast food restaurants, etc).

d. Visibility for high schools and colleges.

e. Shopping malls.

f. Demographic review of the area.

K-11. Procedures
a. SFRO requests will include the following:

(1) The Master Cooperative Agreement (MCA) with Appendix 9 (ARNG Store Front Recruiting Lease) completed in accordance with NGR 5-1/63-101, Cooperative Agreements. No additional action is re-

quired by the State. A copy of the lease must be submitted each year on the anniversary date.

(2) SFRO requirements will be submitted with each request. Complete NGB Form 210-R (Store Front Recruiting Office (SFRO) Request). **A copy of this form is located at the back of this publication.**

(3) A certificate from the State Contracting Officer certifying the following will be submitted with each request:

(a) No suitable Federal or State facility is available to support the requirement.

(b) The requested space is the most cost-effective, suitable location available.

(c) The SFRO is for the exclusive use of two or more full - time R&R NCOs.

(d) 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.

(e) The SFRO has adequate lavatory facilities either in the office or readily accessible in the building.

(f) The SFRO is accessible to persons who are physically challenged.

b. A monthly production report (NGB Form 210-1-R) will be submitted to NGB-ARP-R, **ATTN:** SFRO Manager not later than the tenth day of the following month.

K-12. Lease Agreement

a. The State official that signed the MCA will normally be the individual authorized to sign the lease agreement .

b. Lease agreements will be executed only after receiving written approval from NGB-ARP-R.

c. A copy of the lease agreement is required every year on the lease agreement anniversary date

d. All Leases will be executed on a fiscal year to year agreement, subject to cancellation for one of the following reasons:

(1) Poor production.

(2) Unsafe conditions.

(3) TAG or NGB-ARP-R directive.

e. Cancellation clause will spell out parties 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.

K-13. Local reproduction

Local reproduction of NGB forms 210-R and 210-1-R is authorized. These forms may be reproduced on 8 1/2 by 11-inch paper. **Copies of these forms are located at the back of this publication.**

K-14. Requests

Submit requests to Chief, ARNG Recruiting and Retention Division (NGB-ARP-R), **ATTN:** Recruiting Operations, 111 S. George Mason Drive, Arlington, VA. 22204-1382.

The approval for future Store Front Recruiting Office requests will be according to the following:

1. **First priority** - Direct support of Force Support Package (FSP) units (Enhanced Brigades and SP 1-7).

2. **Second priority** - Direct support of Special Operations Forces (SOF) units /Force Activity Designation II (FAD II) units.

3. **Third priority** - Direct support of FSP/ Echelons Above Division (EAD) FA units.

4. **Fourth priority** - Direct support of all other units.

Figure K-1. Priotity List

Appendix L
Employer Support of the Guard and Reserve

L-2. Applications

Employer support-related tasks are duties of the R&R NCOs when appropriate. The State Adjutants General and STACOM should mutually determine the activities in which R&R NCOs can most effectively participate. Examples of Employer Support activities are--

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. Assist at the local level by explaining employer support to unit personnel.

d. Assist unit personnel in resolving employer/employee (soldier-related) employment conflicts.

e. Encourage interaction between unit and organization key personnel and the local civilian volunteer member(s) of the STACOM.

f. Support and encourage nominations of supportive employers, for appropriate recognition, to the State Adjutant General, STACOM, and/or the NCESGR office, as appropriate.

g. Encourage 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. Encourage local participation in NCESGR designed programs such as "bosslifts", national multimedia advertising campaigns, statement of support for the National Guard and Reserve, and breakfast with the boss.

i. Provide to commanders, the STACOM, and local committee member(s) findings on situations, problems and conflicts.

L-3. Support

ESGR materials and other support resources may be obtained through a State R&R SGM, STACOM, or directly from the NCESGR office at--

National Committee for Employer
Support for the Guard and Reserve
1555 Wilson Blvd, Suite 200
Arlington, VA 22209-2405
1-800-336-4590

Glossary

Section I
Abbreviations

AFQT
Armed Forces Qualification Test

AMEDD
Army Medical Department

APPLEMD
Age, Prior Service, Physical Law Violations, Education, Marital Status, Dependency

ARADS
Army Recruiting Accession Data System

ARNG-MTT
Army National Guard Mobile Training Team

ARPERCEN
Army Reserve Personnel Center

ASI
Additional Skill Identifier

ASVAB
Armed Services Vocational Aptitude Battery

COI
Center of Influence

DOIM
Director of Information Management

DSN
Defense Switched Network

ESGR
Employer Support of the Guard and Reserve

FAC
Fiscal Accounting Code
Family Assistance Center

FLL
First Line Leaders

FTNGDSW
Full-Time National Guard Duty Special Work

GAINS+
Guard Accession Information Network System Plus

GPO
Government Printing Office

GSA
General Services Administration

HRO
Human Resources Office

HSDG
High School Diploma Graduate

HSJR
High School Junior

HSSR
High School Senior

IADT
Initial Active Duty Training

IET
Initial Entry Training

JFTR
Joint Forces Travel Regulation

LRL
Lead Refinement List

MAC
Marketing Advisory Council

MCA
Master Cooperative Agreement

MEPCOM
Military Entrance Processing Command

MEPS
Military Entrance Processing Station

METS
Mobile Examining Test Site

MOS
Military Occupational Specialty

MOSQ
Military Occupational Specialty Qualification

MPMO
Military Personnel Management Officer

MQD
Mentally Qualified, Declined

MTT
Mobile Training Team

NCESGR
National Committee for Employer Support of the Guard and Reserves

NCODP
Noncommissioned Officer Development Program

NCOES
Noncommissioned Officer Education System

NPS
Nonprior Service

OPE
Out of Pocket Expenses

PDQ
Permanently Disqualified

PEC
Professional Education Center

PERSCOM
Personnel Command

POTO
Plans, Operations and Training Officer

PPC
Physical Profile Category

PS
Prior Service

PSA
Public Service Announcement

QMA
Qualified Military Available

QNE
Qualified, Not Enlisted

REQUEST
Recruit Quota System

RRF
Recruiting and Retention Force

R&R
Recruiting and Retention

RRM
Recruiting and Retention Manager

SDAP
Special Duty Assignment Pay

SFRO
Store Front Recruiting Office

SM
Strength Maintenance

SMP
Simultaneous Membership Program

SMTC
Strength Maintenance Training Center

SPD
Separation Program Designator

SPN
Separation Program Number

SRIP
Selected Reserve Incentive Program

STACOM
State Committee Employer Support of the Guard and Reserves

STP
Soldier Training Publication

STPA
Select, Train, Promote and Assign

TASC
Training Aid Support Center

TASO
Training Aids Support Office

TDY
Temporary Duty

TMP
Transportation Motor Pool

TRAP
Training Requirements Arbitration Panel

USASSI
United States Army Soldier Support Institute

USPFO
United States Property and Fiscal Office

VIP
Very Influential Person

Section II
Terms

Applicant
A person who desires voluntary enlistment/reenlistment/rement in the ARNG and is being considered for entry and found fully qualified.

Assigned Mission
Each Recruiting and RetentioNCO must be assigned a strength maintenance mission which includes the three basic tenets of the Strength Maintenance Program: recruiting quality soldiers; attrition management designed to reduce first term soldier losses; and retention and extension of quality soldiers at ETS. Specifically:

a. Each R&R NCO must be missioned to recruit to MOS vacancies within their State in support of any unit. This individual recruiting mission will be determined by the State RRM based on the specific State end strength mission, but will be no less than two enlistments per month per R&R NCO.

b. Each R&R NCO must be assigned retention/extension mission and be charged with providing assistance to a specific unit or units in achieving their attrition management mission.

c. In order to qualify for the Strength Maintenance Senior or Master badge, each R&R 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 an 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, reenlist or extend in the ARNG and provide leads to ARNG RRF personnel.

CUME
The total number of different people who listen to a station for at least five minutes in a daypart. Also called Unduplicated Audience.

CUME Rating
The CUME expressed as a percentage of the population being measured.

Lead Refinement
A systematic approach to prospecting in which the R&R 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).

Prospect
An individual who has agreed to an appointment.

Prospecting
A systematic approach to obtaining leads, prospects, referrals and applicants for enlistment.

Qualified, Not Enlisted (QNE)
An individual who is fully qualified but who has not enlisted or accepted appointment.

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.

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
Name, telephone number, and other information, of a person given to the R&R NCO by a certain person.

Recruiting
The act of replenishing/reinforcing our Armed Forces with prior service and nonprior service personnel.

Recruiting and Retention Manager
The term RRM is synonymous with Recruiting and Retention Commander.

Retention
Maintaining ARNG membership through extension of ETS or immediate reenlistment.

Strength Maintenance Area
A specific area with one or more R&R NCOs assigned under the supervision of an Area R&R NCO.

Strength Maintenance NCO
The term Strength Maintenance NCO and Recruiting and Retention NCO are synonymous.

State
Also Refers to any district, territory or possession of the United States of America.

Very Influential Person (VIP)
Individuals or organizations who provide direct or indirect assistance to R&R NCOs, but who do not actually refer individuals.

Store Front Recruiting Office (SFRO) Request
(The proponent is NGB-ARP-R)

PART 1: Current recruiting office address.

Address: _____

_____

_____

R&R NCOs assigned Rank & Last name:	Production Last 12 mo.	Projected Enlistments next 12 mo.	Estimated Population Ages 17 - 24 5 mi. radius.
_____	_____	_____	_____
_____			
_____			
_____			

Supported unit designation: _____

Distance to current R&R NCO recruiting location _____ mi. From Armory.

PART 2: Information on proposed SFRO location.

Address: _____ Total Sq. Ft. _____

_____ Distance from unit to SFRO _____ mi.

_____ Street level YES NO

Is SFRO located in shopping mall? YES NO

Will this location support your mission in all targeted markets? YES NO

PART 3: Estimated annual cost.

_____ sq. Ft. X $ _____ mo. X 12 mo. = $ _____ annual cost.

Additional annual costs if not included in lease:

Utilities _____ Communication

Maintenance contract _____ Janitorial services

Recruiting signs _____

Grand Total Annual Costs $ _____

PART 4: NGB-ARP-R Approved Funds for FY _____ .

Recruiting signs $ _____ Lease cost per year $ _____ FY _____

Grand Total for SFRO $_____

Store Front Recruiting Office (SFRO) Monthly Production Report (The proponent is NGB-ARP-R)

SFRO Location: _____

_____

_____

STATE: _____

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
# of R&R NCOs												
Total Enlisted												
SFRO Generated												
Unit Leads												
NPS												
CAT 1 HOW CATII MANY CAT III WERE...												
TIER 1 W TIER II MANY TIER III WERE...												
CATEGORY		I	II	III								
TIER						I	II	III				
CAUCASIAN												
BLACK												
ASIAN												
HISPANIC												
NATIVE AMERICAN												
OTHER												
MALE												

TYPES OF UNITS SUPPORTED:

NGB FORM 210-1-R
1 JUN 96