

**National Guard
Regulation 601-1**

Personnel – Procurement

Army National Guard Strength Maintenance Program

Department of Defense
National Guard Bureau
Arlington, VA 22204-1382
1 April 2025

UNCLASSIFIED

SUMMARY of CHANGE

NGR 601-1

Army National Guard Strength Maintenance Program

This major revision, dated 1 April 2025

- Updates ARNG Strength Maintenance Division (ARNG-HRR) Chief duties and responsibilities.
- Updates Director, Army National Guard duty description (para 2-2).
- Adds ARNG-HRR Sergeant Major and Division's Branches duties and responsibilities (para 2-3).
- Adds ARNG-HRR Programs Reserve Component Transition (RCT) and Liaison Noncommissioned Officer (LNCO) description (para 2-3).
- Removes of Career Counselors (Battalion/Unit/Forward Deployed), replaced with Retention Non-Commissioned Officers (AGR/Unit).
- Removes Command Chief Warrant Officer (CCWO) duty description.
- Updates Executive Officer duty description (para 2-11).
- Updates Inter-State Transfer and In-Service Recruiting Process Specialist position requirement to PMOS 79T (para 2-21).
- Changes Marketing and Education Specialists to Marketing NCO (para 2-22).
- Updates Recruiting and Retention Information Systems Specialist duty description (para 2-23).
- Updates Recruit Sustainment Program Sergeant duty description (para 2-26).
- Adds Initial Active Duty Training (IADT) Manager duties and responsibilities (para 2-27).
- Updates Automated Unit Vacancy Software Manager qualification to 79T or SQL 4 qualified (para 2-31).
- Removes Chapter 3 Organization and Structure Policy section to eliminate redundancy.
- Updates RRB Required and Recommended Position Fills (para 3-2).
- Updates Table 4-1 criteria for awarding badges to Officers along with upgrades.
- Clarifies the considered factors in determining Production RRNCO authorizations (para 4-2).
- Adds E4 waiver guidance for position qualification (para 4-6).
- Clarifies the meaning of "recruiter" as related to recruiter misconduct (para 4-15).
- Clarifies reporting and processing guidance for recruiter irregularities (para 4-17).
- Changes Strength Maintenance Training Center (SMTTC) to Strength Maintenance Training Battalion (SMTB) throughout regulation.
- Updates New Recruiting and Retention NCO training (para 5-3).
- Describes how Strength Maintenance Division (ARNG-HRR) publishes periodic guidance through Strength Maintenance Operational Messages (SMOM)s (para 6-2).

- Removes Recruit Force Pool section from Chapter 6.
- Updates Store Front Recruiting Office (SFRO) Funding and guidance for proposed new storefronts (para 6-20).
- Adds SFRO Interior Refresh guidance (para 6-23).
- Enhances guidance on Marketing and Advertising Funds (para 7-7).
- Updates for Individual and Team award amount (para 7-16).
- Updates State Marketing and Advertising Plan (para 7-18).
- Updates Recruiting Presentation Item to Recruiting Publicity Item (RPI) IAW AR 601-208 throughout regulation.
- Updates Systems Administrator to Privileged User throughout regulation.
- Updates Privileged User Responsibilities (para 8-3).
- Updates Security Requirements and Requesting Access (paras 8-6 – 8-7).
- Clarifies processing IT Waiver procedures (para 8-8).
- Removes Table 9-1 Criteria and Source for Printing Requirements.
- Updates Authorized Funding (para 9-2).
- Removes section titled Budget Accounts and merge with Authorizes Funding (para 9-2).
- Removes Table 9-2 Reimbursement Limits Based on Duty Days Work and paragraph on prohibited expenses directs reader to current DODFMR and JTR guidance.
- Updates single commercial display item amount (para 9-4 e1).
- Removes printing verbiage (paras 9-5 f-h).
- Updates Property Responsibilities (para 9-27).
- Adds Army National Guard Recruit, Retain, and Train Readiness Advisory Council (R2TRAC) committee (para 10-2).
- Removes Supporting Committees and Supporting Committees Guidelines sections from Chapter 10.
- Updates Table 10-1 aligns States to Regions.
- Updates National Agency Local and Credit Checks (NACLC) references to NACLC/Tier 3 Investigations throughout regulation.
- Updates Army Recruiting Information Support System (ARISS) references to ARISS/Accessions Information System (AIE) throughout regulation.
- Replaces Strength Maintenance Advisory Group (SMAG) with Strength Readiness Advisory Groups (SRAG) throughout regulation.
- Removes Appendixes: MOS Conversion Memorandum, Sample Performance Counseling, Sample Letter of Reprimand, and Sample Involuntary Release.
- Adds the following terms to the glossary: Army Training Requirements and Resources System (ATRRS), Glossary Non-prior Service (GNPS), Market Share Analysis Report, Moral Turpitude, Qualified Military Available (QMA) Population, End Strength Objective (ESO), Force Structure Allowance (FSA), Warriors, Write Rate, Initial Active Duty Training (IADT).

Personnel-Procurement

Army National Guard Strength Maintenance Program

By Order of the Secretary of the Army:

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Lieutenant General, USA
Director, Army National Guard

Official:

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Deputy Chief of Staff

History. This publication supersedes NGR 601-1, 1 January 2019.

Summary. This regulation covers the Army National Guard Strength Maintenance Program and integrates all recruiting and retention programs, policies and procedures necessary for developing, implementing and monitoring a successful strength maintenance program at the State and Territory level.

Applicability. This regulation applies to Army National Guard (ARNG) personnel. It does not apply to the Army Reserve or the Active Army. Nothing in this regulation shall be construed to vary or modify standards, requirements, or benchmarks set forth by the Department of the Army pursuant to authority provided for in law that properly apply to Title 10 and Title 32 ARNG Personnel. Where appropriate, standards, requirements, and benchmarks set forth in relevant Army Regulations and guidance shall be referenced and shall govern all discrete functional areas of the ARNG Strength Maintenance Program.

Proponent and Exception Authority. The proponent of the regulation is the Chief, Strength Maintenance Division (ARNG-HRR). The proponent has the authority to approve exceptions to this regulation that are consistent with current law and regulation. This authority may not be further delegated.

Management Control Process. This regulation contains management control provisions in accordance with AR 11-2 and provides the Recruiting and Retention Battalion with a sample management control checklist for use in program evaluation (Appendix C). Title 10 and Title 32 ARNG Personnel will follow the guidance of this regulation.

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

Supplementation. Any supplementation to this regulation is prohibited without prior approval from the Chief, National Guard Bureau, ATTN: ARNG-HRR, 111 S George Mason Drive, Arlington, VA 22204.

This regulation supersedes NGR 601-1 dated 1 January 2019

Suggested Improvements. Users are invited to send recommended changes on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Chief, National Guard Bureau, ATTN: ARNG-HRR, 111 S George Mason Drive, Arlington, VA 22204.

Distribution: A

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Glossary of Terms

Chapter 1

Introduction

1-1. Purpose

The purpose of this regulation is to provide comprehensive guidance to the Army National Guard (ARNG) on Recruiting and Retention (RR) policies, procedures, programs, and activities needed to develop a successful Strength Maintenance program.

1-2. References

Required and related publications are listed in Appendix A.

1-3. Explanation of Abbreviations and Terms

- a. Abbreviations and special terms used in this regulation are explained in the glossary.
- b. The use of the term "State" in this regulation includes all U.S. States, the U.S. Virgin Islands, Guam, Puerto Rico and the District of Columbia.

1-4. Policy

Army National Guard (ARNG) sets forth guidance outlined in this regulation pursuant to authority outlined in Department of Defense Directive 5105.77 in a manner consistent with relevant Department of the Army (DA) regulations and standards. The Adjutants General (TAG) of each State will develop and implement a SM program, in according with this regulation to achieve assigned end strength missions.

1-5. Strength Maintenance Philosophy

- a. The Strength Maintenance (SM) philosophy is one of total service, committed to improving personnel readiness. This philosophy consists of three tenets Recruiting, Retention, and Attrition Management:
 - (1) Recruiting is the process of attracting quality Non-Prior Service (NPS) and Prior Service (PS) individuals to serve in the ARNG.
 - (2) Retention is the process of retaining ARNG Soldiers who reach their Expiration Term of Service (ETS).
 - (3) Attrition management is the process of reducing ARNG Soldier losses while they are still under contractual obligation.
- b. The SM philosophy focuses on team building and partnerships between the Recruiting and Retention Battalion (RRB) and the unit chain of command to balance recruiting, attrition management and retention activities.
- c. The effective implementation of SM philosophy significantly improves personnel readiness by concentrating on three key principles: filling unit vacancies, retaining qualified ARNG Soldiers, and minimizing losses.
- d. SM should strive to have units reflect the local community in which they serve.

Chapter 2

Responsibilities

Section I

2-1. General

Strength Maintenance is a command responsibility. The successful implementation of the SM Program described herein is dependent on State command coordination with the RRB. This chapter prescribes the responsibilities of the Director, Army National Guard (DARNG), the Strength Maintenance Division (ARNG-HRR), The State Adjutant General (TAG), key unit personnel, and the RRB within the SM Program.

a. State leadership is responsible for the development and implementation of the SM program. Specific program responsibilities listed include but are not limited to:

- (1) Develop and implement a comprehensive State SM Program.
- (2) Establish fiscal year (FY) end strength missions.
- (3) Develop, staff, and publish specific State SM regulations policies and guidance.
- (4) Ensure States have adequate resources and authorized personnel to support the SM mission.
- (5) Ensure all RRB personnel are provided the required SM training.
- (6) Ensure organizational elements effectively implement, support, and maintain the SM Program.

b. SM is a unit commander responsibility with technical guidance and support provided by the RRB.

- (1) Each unit commander is responsible to work in partnership with the RRB to achieve their assigned SM goals and objectives.
- (2) From the TAG to the First Line Leader (FLL), all leaders play a critical role in SM.

(3) The following positions and corresponding responsibilities are essential to ensure the successful implementation of a State SM Program.

2-2. Director, Army National Guard

Assist States in obtaining their assigned end strength mission and readiness requirements. The DARNG, through the Operations Division (ARNG-HRM/HRR), missions each State and through ARNG-HRR provides each State with:

- a. Monetary resources and personnel authorizations.
- b. SM policies, guidance, programs, and initiatives.
- c. National advertising publicity items, awareness, and support.
- d. Proponency for 79T MOS which supports SM Military Occupational Specialty (MOS) training, Non-Commissioned Officer Professional Development (NCOPD), Officer Professional Development (OPD), functional training and sustainment training.
- e. Initial Entry Training (IET) program for newly accessed NPS and PS Soldiers.

2-3. Army National Guard Strength Maintenance Division

The mission of the Army National Guard Strength Maintenance Division is to partner with stakeholders to provide policies, guidance, oversight, and resources to reinforce success of ARNG strength maintenance programs in the achievement of healthy end strength and personnel readiness goals. The Strength Maintenance Division consist of multiple branches that offer specialized support in marketing and advertising, recruiting standards, resource management, maintenance of enlisted strength, officer accessions, accessions systems, and recruiting operations.

- a. Division Headquarters.

(1) Chief, Strength Maintenance Division. The Chief functions as the Senior Strength Maintenance Program (SMP) Manager and supervises personnel and operations of the division. The Chief supports SM and associated programs, activities, and operational personnel, as the primary advisor for the ARNG SMP. The Chief is responsible for directing the formulation and execution of policies, guidance, programs, and systems that ensure the SMP aligns with the ARNG's mission, goals, and objectives. Additionally, the Chief is tasked with developing and coordinating objectives, priorities, requirements, policies, and programs in collaboration with the RRBs and higher-level authorities. Ultimately, the Chief establishes and implements operational programs to address mission requirements assigned to or proposed for the ARNG through regulations, Congressional initiatives, General Officer mandates, statutes, and other directives. The Chief's responsibilities also include the following:

- (a) Develops ARNG SM programs, policies, and procedures and conducts functional reviews and analyses as required.
- (b) Serves as the proponent for planning, developing, and monitoring programs for leader development of ARNG SM personnel, continuously refining training programs and methods. This includes, but is not limited to, schools, workshops, seminars, Staff Assistance Visits (SAV) for RRBs, key unit personnel, ARNG Liaisons, ARNG Reserve Component Career Counselor (RCCC), Strength Maintenance Division staff.
- (c) Coordinates with the Director, Reserve Components Department, U.S. Army Recruiting Command (USAREC), and the U.S. Army Human Resource Command (HRC) on SM matters.
- (d) Researches, recommends, requisitions, and provides direct oversight of national purchases for goods and services in the support of SM.
 1. Develops and monitors attrition management efforts and training pipeline success.
 2. Monitors the ARNG Reserve Component Transition (RCT) Program.
 3. Aid States in determining means to accomplish recruiting and retention objectives and recommends actions to improve program effectiveness.
 4. Plans and manages national marketing campaign for the ARNG.
 5. Supports the States' advertising, sales, and promotional programs.
 6. Conduct the annual Director's Strength Maintenance Awards Conference (DSMAC) and awards ceremony. This combined event will not exceed 3 days excluding travel days to and from the event. This event will include 3 days of recruiter and leader professional development. The awards ceremony must be held after hours to not interfere with the primary focus of professional development.
 7. Conduct national level RRNCO awards programs to inspire increased RRNCO production in support of end strength goals.
 8. Submit recommendations for Army awards in accordance with (IAW) AR 600-8-22 for RRB staff who have directly impacted national end strength.
 9. Serves as the principal authority for SRSC in all functions, including but not limited to staffing, policy, funding, and other day-to-day actions.

10. Specific requirements to ensure coordination of technical, functional, and operational aspects of support for other agencies covered by a Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA) between the Strength Maintenance Division and the agency or command involved.

(2) Division Sergeant Major. The Division Sergeant Major is the Senior 79T and serves as the Principal Advisor to the Division Chief. He/she is paramount in establishing, recommending, and reviewing policy changes from HQDA and NGB that affect accessions and force structure within the 79T MOS. The Division Sergeant Major's responsibilities include the following:

- a. Establish direct communication with United States Army Recruiting Command (USAREC) CSM, Army Recruiting School CSM, ARNG CSM, ARMY G1 SGM, ARNG State SEL's, and other leaders/agencies as needed.
- b. Develop, implement, and monitor the ARNG-HRR Non-Commissioned Officer Development Program.
- c. Lead, counsel, and serve as rater IAW appropriate regulations and established rating chains.
- d. Oversee Soldier care throughout the Division and lead the NCO Chain.
- e. Play a key role in the development of the annual awards program and planning/execution of the Director's Strength Maintenance Awards Ceremony.
- f. Coordinate with ARNG-HCM for position assignments for all Title-10 79T positions.
- g. Oversee hiring, assignment and career development of the T10 79T workforce to include participating in the annual slating and Guard Force Total Army Analysis processes.
- h. Ensure appropriate balance of T10 79T support to ARNG-HRR, RCCC, TRADOC LNO and Strength Maintenance Training Battalion (SMTB).
- i. Engage with the 54 States/Territories on transition of suitable T32 79Ts to T10 service.
- j. Work closely with the proponent NCO, Army Recruiting College, and SMTB to maintain the health of the career field.
- k. Oversee the continued review and development of ARNG Strength Maintenance Doctrine.
- l. Represent the Division at internal and external engagements.
- m. Execute special duties as assigned by the HRR Division Chief.

(3) ARNG-HRR Branches. The following provides a brief overview of HRR branches and primary duties:

a. Marketing and Advertising Branch. The Marketing branch is composed of four integral sections - State Media Services Program (SMSP), multimedia, Strength Readiness Support Center (SRSC) and National Advertising. This branch oversees diverse contracts associated with marketing and advertising campaigns while also working with a full-service advertising agency, separate commercial production companies, government-run visual information facilities and other marketing and advertising contractors. This branch also handles the allocation of marketing funds for all States. This branch plays a pivotal role in providing guidance that fosters and upholds an authentic representation of what it means to be a part of the ARNG and supports the SM three tenet mission. The branch also provides guidance to the Strength Readiness Advisory Groups (SRAGs) regarding branding and social media standards.

b. Recruiting Operations Branch (ROB). The ROB supports the States in meeting their recruiting and retention mission by effectively managing training seat utilization, processing waivers, override requests, security and suitability requests. The ROB monitors and manages quality production as well as manages the Recruit Sustainment Program (RSP) and training pipeline success.

c. Recruiting Standards Branch (RSB). The RSB conducts and ensures the completion of local and centralized screening of all Army National Guard of the United States (ARNGUS) personnel nominated or serving in designated positions. Ensure the suitability screening process is included in the Organizational Inspection Program. Ensure compliance with Department of Defense requirements regarding Recruiter Irregularity and Misconduct. Provide biannual reports to Office of the Assistant Secretary of Defense to ensure the integrity of the recruiting process and adherence to Army regulations and policies.

d. Enlisted Strength Maintenance Branch (ESM). The Enlisted Strength Maintenance Branch seeks to synchronize the fundamentals of enlisted accessions, with resources and policy to align with the Operational Environment (OE), in support of ARNG SM. The branch develops and implements national-level initiatives and programs that set conditions for the ARNG recruiting and retention enterprise to achieve the annual accession mission and end-strength objectives.

e. Officer Strength Maintenance Branch (OSM). The Officer Strength Maintenance Branch is to synchronize Army National Guard's Officer, AMEDD, Chaplain, JAG, Basic Branch, and Warrant Officer accessions. Develop and implement national-level plans, policy, and program guidance to achieve ARNG Officer and Warrant Officer end strength. Provide timely and professional support to NGB leaders, staff, and States.

f. Accessions System Branch (ASB). The ASB provides analysis, support, sustainment, and National Guard requirements for accessioning systems. Training is provided to the States to ensure users are proficient in using the accessioning systems and recruiting operations. The ASB manages the life cycle requirements of the Recruiting and

Retention end-user devices. The branch provides systems compliance oversight and support to the Information Systems Specialist.

(4) ARNG-HRR Programs.

(a) Reserve Component Transition (RCT). The Army's Retention Program (AR 601-280) governs the RCT Program. Soldiers serving in these positions complete and facilitate the enlistment and transfer of Soldiers being released from the Regular Army who elect to affiliate with the ARNGUS, USAR, or the IRR.

(b) Liaison Noncommissioned Officer (LNCO) Program. The Liaison Noncommissioned Officer (LNCO) program aims to reduce ARNG Soldiers attrition rates during Initial Entry Training (IET) to facilitate successful completion. ARNG LNCOs play a vital role in the reception, processing, and support of ARNG Soldiers throughout their training journey.

2-4. The Adjutant General

TAGs of each State are the ultimate authority for the development and implementation of the State SM program. The TAGs duties include the following:

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

2-5. MTOE/TDA Commander

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

- a. Develop and implement a comprehensive SM Plan in coordination with the RRB, using this regulation, state regulations and local policies, to achieve end strength goals. Issue subordinate units attrition management and retention goals. Counsel subordinate commanders on officer evaluation support forms, officer evaluation reports to ensure accountability of the mission.
- b. Provide personnel, administrative equipment, facilities, and other resources required to support the RRB and the SM program.
- c. Conduct retention and attrition training using the full spectrum retention tools available through the RRB.
- d. Appoint an additional duty Unit Retention NCO to assist in SM-related matters.
- e. Ensure that all incoming Soldiers are assigned a sponsor, IAW AR 600-8-8.
- f. Ensure that every qualified Soldier is provided counseling on the opportunity for continued service in the ARNG or offered an alternative to separation or discharge.
- g. Ensure interviews and counseling are conducted on time and to standard to uncover and overcome challenges or obstacles to retention and to determine career opportunities for their Soldiers.
- h. Ensure that every Soldier is provided the opportunity to compete for position vacancies to enhance personal and professional growth.
- i. Confirm all Soldiers are made aware of available ARNG incentives and benefits. Ensure Soldiers that are eligible for ARNG incentives and benefits are tracked in RMS or Guard Incentive Management System (GIMS) ensuring their incentives and benefits are received.
- j. Ensure that all Soldiers participating in the Student Loan Repayment Program (SLRP) are provided DD Form 2475 to request their annual repayment prior to their date of entitlement.
- k. Develop and implement rehabilitative programs for unsatisfactory participants who are qualified for continued service in the ARNG and encourage active participation.
- l. Ensure that eligible Soldiers who are unable to continue their active participation are afforded the opportunity to transfer to the Inactive National Guard (ING) IAW NGR 614-1.
- m. Maintain contact with ING Soldiers for assimilation back into an active status within a unit.
- n. Appoint an additional duty Employer Support Representative (ESR) Officer or NCO to handle Employer Support of the Guard and Reserve (ESGR) and Uniformed Services Employment and Reemployment Rights Act (USERRA) matters.
- o. Use the Director's Personnel Readiness Overview (DPRO) to maintain visibility of the unit's strength readiness posture. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling.

o. Maximize the use of Retention Management Software (RMS) and exit surveys focused on identifying those influencers affecting Soldiers and family members' decision to continue a career in the ARNG.

2-6. MTOE/TDA Command Sergeant Major

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

- a. Direct and provide guidance of SM responsibilities to Sergeants Major, First Sergeants, First Line Leaders (FLL), and all NCOs in the support channel.
- b. Ensure Noncommissioned Officer Professional Development (NCOPD) includes SM training and emphasizes the role of FLLs.
- c. Emphasize SM during all unit visits and inspections, placing special emphasis on attrition management and retention related activities.
- d. Advise commanders and unit leaders on all actions and events that affect SM.
- e. Ensure the development and execution of the Unit Sponsorship Program to assimilate new or incoming Soldiers into the unit. Effective use of this program results in quicker integration of Soldiers into the existing team and increases Soldier satisfaction leading to increased retention and decreased attrition.
- f. Ensure that interviews and counseling of all Soldiers are conducted on time and to standard to uncover and overcome challenges or obstacles to retain qualified Soldiers.
- g. Develop and implement rehabilitative programs for unsatisfactory participants who are qualified for continued service in the ARNG to encourage active participation.
- h. Implement and assign attrition and retention goals in non-commissioned officer evaluation reports to ensure accountability.
- i. Ensure that attrition and retention training is conducted using the retention tools and personnel available through the RRB.
- j. Use the Director's Personnel Readiness Overview (DPRO) program or applicable automation systems to maintain visibility of the unit's strength readiness posture. The DPRO program allows "pushing" of the data to subordinate commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling. Subscribe subordinate leaders to the "push" reports. The DPRO program or applicable automation systems and reports are available through the ARNG G1 portal.

2-7. MTOE/TDA First Sergeant

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

- a. Assist the commander in developing, implementing, and monitoring the unit SM Plan.
- b. Implement and monitor the Unit Sponsorship Program.
- c. Ensure retention and attrition training is conducted using the retention tools and personnel available through the RRB.
- d. Ensure that interviews and counseling are conducted on time and to standard.
- e. Include SM training in NCOPD to provide leaders the training and tools to properly counsel, identify, and resolve the myriads of challenges facing Soldiers and family members.
- f. Ensure that Extension Ceremonies are conducted for each Soldier. Ensure the "Oath of Extension" ceremony is conducted with dignity and honor, and the Soldier is provided the appropriate incentive.
- g. Maintain contact with Inactive National Guard (ING) Soldiers for integration back into a drilling status within the unit.
- h. Use DPRO or applicable automation systems to maintain visibility of the unit's strength readiness posture. DPRO or applicable automation systems allows "pushing" of the data to subordinate commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling. Subscribe subordinate leaders to the "push" reports. The DPRO program or applicable automation systems and reports are available through the ARNG G1 portal.

2-8. MTOE/TDA First Line Leaders

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

- a. Assist the Commander, First Sergeant, and Full Time Staff (FTS) personnel to implement and monitor the unit SM Plan.
- b. Know their Soldiers, to include civilian occupations, ETS date, family status and any other important information affecting their career (military and civilian) and duty performance.
- c. Assess the morale of their Soldiers and regularly inform the unit leadership to help foster and maintain a positive unit climate.
- d. Create an effective career development environment for their Soldiers by fulfilling their role as a leader, mentor, counselor, coach, and trainer.
- e. Maintain regular contact with Soldiers, including those personnel assigned to the ING to bring them back to an active drilling status.
- f. Hold subordinates accountable for their attendance at all scheduled training; this includes making personal contact with and counseling subordinates who are absent from training.
- g. Ensure that newly assigned Soldiers are properly sponsored, receive their initial counseling, and are integrated into the unit in an effective and timely manner.

2-9. Retention Non-Commissioned Officers (AGR/Unit)

ARNG Retention Non-Commissioned Officers (RNCOs) must be primary MOS (PMOS) 79T. They will assist the Command by providing attrition management and retention support. They will utilize Retention Management Software (RMS) to track and manage retention efforts. RNCOs should attend the ARNG Unit Retention NCO Course conducted by the Strength Maintenance Training Battalion (SMTB) or Mobile Training Team (MTT). RNCOs should strive to become fully integrated into the unit as follows:

- a. AGR Retention NCOs will work with senior leaders and the RRB to identify “at risk” Soldiers and Soldiers scheduled to ETS. Dual slotting of these NCOs with leadership or primary battle staff positions is highly discouraged as it creates competing priorities, especially during mobilization. All mobilized elements should employ their additional duty Retention NCOs to perform retention support duties. Battalion Retention NCOs will:

- (1) Conduct attrition management and retention activities to assist unit commanders to reduce first term losses and retain the Military Occupational Specialty Qualified (MOSQ) individuals to achieve and/or maintain specified strength and readiness levels of the affiliated unit(s).

- (2) It is imperative that units conduct Azimuth Check Surveys and Exit Surveys. RNCOs will provide training to unit leaders on the methods for collecting and interpreting the survey results. Azimuth Check Survey are administered to each Soldier every three years, while Exit Surveys are conducted 120 days prior to a Soldier's ETS. RNCOs will evaluate the outcomes of each survey and support unit leadership in formulating and executing a strategy to rectify identified deficiencies and enhance the strengths revealed by the survey data.

- (3) Conduct web-based Stay Guard Exit Feedback Survey for Soldiers nearing ETS.

- (4) Develop a SM plan with the Unit Commander, 1SG, and Readiness NCO/FTS.

- (5) Prepare and submit an After-Action Review to the BN and RRB CSM after a weekend drill summarizing Soldiers' retention status, comments, and concerns.

- (6) Provide training, guidance, and resources to assigned Unit Retention NCO.

- (7) Assist unit leadership in administering the Unit Sponsorship Program. Follow through with interviews/counseling of new unit members to assess success of the program ensuring positive integration into the unit.

- (8) Ensure that Soldiers retention interviews are conducted as required. Evaluate the counseling to ensure that the interview is effective and focused on uncovering any objections or obstacles to retaining Soldiers.

- (9) Attend weekend drills, administrative nights, and attend annual training to surface any issues not uncovered during retention counseling. Address these issues with the unit leadership to prevent a negative climate.

- (10) Communicate benefits of being an active ARNG member and family member via unit newsletter, unit web page, or email distribution to Soldiers, leaders, and family members.

- (11) Develop and implement a unit attrition/retention recognition program to recognize those who extend or bring new recruits to the unit.

- (12) Coordinate with local employment agencies to conduct periodic job fairs in the armory.

- (13) Use DPRO or applicable automation systems to maintain visibility of the unit's strength readiness posture. The DPRO program or applicable automation systems allows “pushing” of the data to subordinate commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling. Subscribe subordinate leaders to the “push” reports. The DPRO program or applicable automation systems and reports are available through the ARNG G1 portal.

- (14) Ensure all eligible extending Soldiers and their families are properly recognized. Soldiers and family members should be recognized in front of the unit formation for their continued support of the ARNG.

(15) Identify Soldiers scheduled to ETS within 12 months of mobilization.

(16) Utilize RMS to verify extensions are completed accurately and in a timely manner. Execute incentive issuance from the RMS or GIMS. All incentive agreement signatures will be CAC (inclusive of date and time stamps) unless granted an exception by ARNG Incentives Oversight Branch (HRM-I). Validate extension eligibility and incentives using the current policies, the annual ARNG Selected Reserve Incentive Program Policy (SRIP) and/or the Voluntary Education (VoIED) Program policy.

b. Unit Retention NCOs. The URNCO is an additional duty position, appointed by the Unit Commander. The Retention NCO plays a critical role in SM by assisting the Commander, First Sergeant, FTS, FLLs, and the RRNCO in implementing the unit SM Plan. URNCO will:

(1) Perform all assigned SM duties as directed by the Commander and First Sergeant.

(2) Have direct access to the Commander and First Sergeant regarding SM related issues and provide recommendations to improve the unit's SM plan.

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

(4) Identify and help mitigate and/or prevent attrition and retention related problems.

(5) Assist leaders in conducting retention interviews.

(6) Assist the First Sergeant in implementing and monitoring the sponsorship program, ensuring the program adheres to the SOP.

(7) Monitor and improve unit attendance by assisting FLLs with contacting absent Soldiers.

(8) Assist in conducting SM related training as required.

(9) Utilize RMS to coordinate with FTS personnel to ensure that extension documents are completed accurately.

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

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

(12) Promote use of ARNG provided web-based applicable survey(s) and instruct leaders on how to obtain and interpret data. The tool provides the leadership with information on family members' satisfaction which has an influence on the Soldiers' continued participation in the ARNG. Analyze the survey results and assist unit leadership in developing and implementing a plan to address the shortcomings (from family perspectives) and build upon the successes determined from the survey data. The survey should be conducted prior to deployment and at the first drill after Release from Active Duty (REFRAD) to measure the influencing factors.

(13) Conduct web-based Stay Guard Exit Feedback Survey for Soldiers nearing ETS.

(14) Post publications, announcements, and all other SM related material to the unit retention bulletin board.

Section II

Recruiting and Retention Battalion (RRB)

This section lists the responsibilities of the positions currently authorized in the RRB organization of each State. These responsibilities are the basis for all training, evaluation, and doctrinal materials used to support the Strength Maintenance (SM) Program. For a complete listing of RRB tasks, consult the 79T Individual Critical Tasks List (ICTL) and other published guidance related to the specific positions. The ICTL can be found in the Central Army Registry (CAR).

2-10. Recruiting and Retention Battalion Commander (RRC)

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

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

b. Develop and implement long-range, mid-range, and short-range planning guidance ensuring adequate funding, training, advertising, and logistical support is allocated for RRB operations.

c. Study impacts, conduct organizational plans and strength studies that integrate demographic analysis for military command structure location/relocation, organizations, and reorganizations. Evaluate the impact of command structure changes on the future structure and composition of the ARNG and SM. Ensure that RRNCOs are focusing on the most lucrative markets through market share analysis.

d. Develop and implement presentations and informational briefings to diverse centers of influence (COI) such as deans of medical schools, colleges, universities, secondary school committees, superintendents of school districts, principals, guidance counselors and other school officials regarding the ARNG State and federal mission and educational benefit programs.

e. Oversee agencies and RRB leaders to manage and supervise the hiring, placement, assignment of RRB personnel and ensure the completion of local and centralized suitability screening of all ARNG/ARNGUS personnel serving in or nominated for designated positions, recruiters, training cadre, recruiting officers, recruiting warrant

officers at the company level and below, and all Soldiers performing a direct recruiting function that supports the accomplishment of the recruiting mission. Ensure personnel serving in designated positions are rescreened every 3 years from the date of their initial assignment to the position.

f. Review and incorporate the following into the State SM plan: NGB established enlistment criteria, incentive policies, benefit programs, training, and career development policies for RRB functional positions, national SM programs, and initiatives.

g. Develop, implement, and manage a comprehensive SM awards/recognition program that provides incentives for the RRB, traditional Soldiers, and COIs.

h. Develop and publish State plans and policies pertaining to SM.

i. Monitor and evaluate unit strength throughout the State to determine SM trends and provide recommendations for improvement.

j. Ensure that all unit leaders and FTS personnel are adequately trained to implement the State SM program and develop unit SM plans.

k. Develop and implement RRB apprenticeship training programs that includes training before and after SM schooling, sustainment/refresher training, and remedial training.

l. Develop a performance review process that measures job performance and outlines the courses of action to be followed when a member of the RRB fails to maintain duty proficiency and perform to established standards.

m. Adjudicate processing issues at the MEPS by participating in the Inter-service Recruiting Committee (IRC).

n. Ensure that position vacancies (enlisted, officer and warrant officer) are posted within the system of record to facilitate accessions.

o. Mandate frequent usage of Army Recruiting Information Support System (ARISS)/Accessions Information System (AIE) within the RRB and monitor compliance.

p. Ensure that IPERMS processing is completed accurately to allow new Soldier personnel data record to transfer from ARISS/AIE to other personnel accountability systems (IPPS-A/IPERMS).

q. Maintain good order and discipline by tracking violations of recruiting and training cadre suitability, recruiter irregularities, and any other violations of military discipline.

r. Authorized to approve spending of FARC funds for commercial and sales training not to exceed \$5,000 per event. FARC expenditures for commercial and sales training exceeding \$5,000 for a single event requires ARNG-HRR Division Chief approval.

s. Authorized to approve spending of up to \$15,000 FARC funds annually for commercial and sales training. FARC expenditures for commercial and sales training exceeding \$15,000 annually requires ARNG-HRR Division Chief approval.

t. Appoint risk management and internal control (RMIC) personnel to complete audits of special duty assignment pay (Appendix C).

u. Utilized Full Time Support Management Control System (FTSMCS) to accurately code all personnel assigned (AGR and ADOS) to the RRB.

v. Develop, implement, and manage a comprehensive Commander's Recruiting Standards Program (CRSP) to support the Army National Guard's current Strength Maintenance Standards Program (SMS). The CRSP will include but is not limited to:

(1) Detailed internal packet Quality Controls (QC) with annotated accountability measures and a final packet approving authority.

(2) Guidance for recruiters and battalion operations on identifying and correcting Administration Errors (AE) regarding packet processing.

(3) Guidance that addresses and implements detection, prevention, and mitigation of Recruiter Irregularities (RI).

(4) Standardized Recruiter Irregularity processing guidance.

2-11. Executive Officer

The Executive Officer (XO) is second in command and serves as the Commander's principal staff officer. At all times the XO must be prepared to assume the duties of the Commander. The XO is directly responsible to the RRC for ensuring the Staff is integrated, coordinated, synchronized, and supervised. Their duties may include but are not limited to:

a. Conducts staff coordination and ensures efficient and prompt staff response.

b. Primary Point of Contact (POC) and responsible for congressional and legislative inquiries.

c. Monitors all suspense dates, ensuring accurate and timely completion.

d. Serves as the Military POC for Family Support.

e. Represents the Commander in their absence.

f. Establishes and enforces staff operating procedures.

g. Ensures the Commander and the staff are informed on matters affecting the RRB.

- h. Supervise and direct financial operations.
- i. Responsible for assembling and supervising the staff ensuring a coordinated and synchronized plan.
- j. Ensures accurate information flow between the staff and the field regarding staff recommendations and the Commander's intent.
- k. Monitor overall operations and supervise the planning of future operations.
- l. Oversee the overall readiness of the RRB personnel.
- m. Serves as the materiel readiness officer and supervising unit status reporting.
- n. Coordinates RRB logistical support.
- o. Recommend or administer disciplinary action as required.
- p. Assist in the hiring and dismissal of members of the RRB as directed by the RRC under the applicable provisions.
- q. Assist and advises the RRC on SM operations, training, administration, and personnel matters.
- r. Certifies and validates military pay for the purposes of Special Duty Assignment Pay and any additional recruiting incentive payments.
- s. Validates personnel Table of Distribution and Allowances (TDA) assignments in the FTSMCS to ensure personnel are properly assigned and coded.
- t. Validates personnel assignments and coding in Force Structure, Address, Zip Code Realignment (FAZR) to ensure Recruiting Station Identification (RSID) codes are assigned and distributed with in the proper geographical borders and zip codes.
- u. Perform all additional duties as determined by the RRC.

2-12. Officer Strength Manager

The Officer Strength Manager (OSM) serves as the primary officer recruiter and retainer for the State. OSMs are responsible for achieving the annual officer mission assigned by the RRB with duties as follows:

- a. Develop an annual officer SM Plan to include AMEDD, Chaplain, JAG, Basic Branch, and Warrant Officers.
- b. Coordinate with the G1/HRO, RRB, Officer Personnel Manager (OPM) and other senior leaders and commanders as directed to develop officer procurement priorities.
- c. Develop an effective OCS recruiting program. Provide OCS pipeline projections to the Regional Training Institute (RTI)/RSP and coordinate resources to support OCS candidates during shipping and training.
- d. Liaison with State ROTC programs and assigned Associate Professors of Military Science (APMS) while managing any applicable scholarship programs.
- e. Develop recruiting programs and materials to increase the number of ROTC/WOC graduates/candidates that join the ARNG.
- f. Actively recruit qualified officers assigned to the IRR from all military services.
- g. Ensure applications for predetermination and appointment are complete and submitted IAW guidance provided by the DA and NGB.
- h. Facilitate commissioned officer and warrant officer transfers. Including in state, out of state, and active-duty transfers. Ensure that officer and warrant officer vacancies are accurately annotated and visible within the AUVS.
- i. Work with commanders to obtain Letter of Acceptance (LOA) and ensure effective officer/warrant officer sponsorship and retention programs are in place.
- j. Coordinate with the Officer Personnel Section and IPPS-A to develop and provide statistical data on officer recruiting and retention to the RRB.
- k. Utilize ARISS/AIE IAW prescribed guidance from the RRC.
- l. Coordinate with the Officer Personnel Section and IPPS-A to develop and provide statistical data on warrant officer recruiting and retention to the RRC.
- m. Ensure warrant officer candidates (WOC's) are properly assigned to a vacancy as a 09W and complete WOCS IAW NGR 600-101.
- n. Establish and maintain all order of merit lists (OML) for Soldiers who have completed the predetermination process but do not have a vacancy to occupy.
- o. Perform all additional duties as determined by the RRC.
- p. Verify, initiate, and submit requests regarding officer incentives to the state incentives manager.

2-13. Warrant Officer Strength Manager (WOSM)

The WOSM serves as the State/Territory primary warrant officer recruiter. The WOSM is responsible for achieving the annual warrant officer mission assigned by the RRC with duties as follows:

- a. Develop an annual Warrant Officer SM Plan.

- b. Coordinate with the Command Chief Warrant Officer (CCWO), Military Personnel Officer (MILPO), Recruiting & Retention Commander (RRC), Officer Personnel Manager (OPM) and other senior leaders and commanders as required to develop warrant officer procurement priorities.
- c. Coordinate with G1-OPM Personnel and the Personnel Information Service Branch Chief to develop and provide statistical data on warrant officer recruiting and retention to the RRC.
- d. Coordinate with G1-OPM Personnel to facilitate warrant officer transfers of current NG Soldiers into the state or territory, and transfers of Soldiers from the Active Duty, USAR, IRR, into the ARNG.
- e. Assist the Regional Training Institute (RTI) with the development of an effective WOCS recruiting program and support the Warrant Officer Candidate program.
- f. Develop marketing and recruiting tools/materials to increase warrant officer awareness throughout the State.
- g. Ensures completion of predetermination, appointment and initiation of Warrant Officer Incentives are complete and submitted IAW guidance provided by the DA and NGB.
- h. Establish and maintain all order of merit lists (OML) for Soldiers who have completed the predetermination process but do not have a vacancy to occupy.
- i. Liaison with RRNCO's, 09W Coordinators and RCCC to identify WO Procurement priorities.
- j. Ensure warrant officer candidates (WOC's) are properly assigned to a vacancy as a 09W and complete WOCS IAW NGR 600-101.
- k. Support WOSM regional SRAG to facilitate improvements in the warrant officer program.

2-14. Recruiting and Retention Resource Specialist

The Recruiting and Retention Resource Specialist (RRRS) serves as the primary budget/finance officer/NCO for the RRB. To be fully qualified for this position, the officer/NCO must complete the Planning, Programming, Budgeting, and Execution System Course (PPBES), the Resource Management and Budgeting Course (RMBC), and the Fiscal Law Course. Duties are as follows:

- a. Develop and maintain administrative and personnel management systems to support the RRB.
- b. Formulate and submit budget requirements for the RRC.
- c. Maintain close liaison and coordination with the State Comptroller, the State Budget Officer and Chief, SIDPERS Interface Branch (SIB), Supply NCO, and Marketing NCO as required.
- d. Assist the RRC in developing long-range, mid-range, and short -range goals, objectives and plans by providing essential budget information.
- e. Advise the RRC on all RR budget activities, including RR expense, AGR travel, Full Time National Guard Operational Support (FTNGD-OS), production objectives, special projects, actions, and other considerations that may affect the utilization of resources.

2-15. RRB Command Sergeant Major

The RRB Command Sergeant Major (CSM) serves as the Senior Recruiting and Retention NCO in the organization. This NCO acts as the Commander's representative in supervising those aspects vital to operations determined by the Commander. The RRB CSM serves as a subject matter expert to the State CSM on all matters regarding SM. The CSM is generally the most experienced RRNCO in the organization, and essential to the unit's success. The RRC and CSM engage in regular dialogue to synchronize the RRB initiatives, goals, and progression. The RRB CSM must be primary PMOS 79T with an Expert Recruiting and Retention Badge. All CSM's take personal responsibility to ensure that the SM objectives for their assigned command are achieved as follows:

- a. Mandate use of ARISS/AIE within the RRB and monitor compliance.
- b. Ensure Soldier Training Readiness Modules (STRM) are being conducted during RSP unit training.
- c. Provide oversight for the Recruiting and Training Cadre Suitability program screening process IAW current DoD and Army guidelines.
- d. Manage Recruiter Irregularities (RI) within NGB's database of record.
- e. Ensure NCOPD includes SM training and emphasizes the role of FLLs.
- f. Emphasize SM during all unit visits and inspections, placing emphasis on attrition management and retention related activities.
- g. Advise commanders and unit leaders on any actions or events that affect SM.
- h. Ensure the development and execution of the unit sponsorship program to assimilate new or incoming Soldiers.
- i. Assist with mentoring and training RRNCOs to be successful.
- j. Ensure that interviews and counseling are conducted to standard to uncover and overcome challenges thus retaining Soldiers in the RRB.

k. Assist in developing a performance review process that measures job performance and outlines the courses of action to be followed when a member of the RRB fails to maintain duty proficiency or perform to established standards.

l. Develops and implements RRB awards and recognition programs IAW this regulation.

m. Lead, counsel, and serve as rater IAW appropriate regulations and established rating chains.

n. Work with the State Family Assistance Program representative and coordinate program activities with State Family Assistance Centers in the event of mobilization.

o. Develop, implement, and manage a career management program for all RRB Soldiers to ensure proper utilization of talent and resources.

p. Work with Behavioral Health Professionals to ensure all RRB Soldiers are evaluated IAW with Recruiting and Training Cadre Suitability program requirements, current DoD, and Army guidelines.

q. Monitor DPRO and other applicable automation system reports.

r. Establish direct communication with NGB, other States, State Leadership, and other leaders/agencies as needed.

s. Work directly with State Leadership on Attrition Management and Retention.

t. Verifies data for RR Badge upgrades.

u. Monitors BI-Zone Reports Management/Accessions, shipping, market analysis, and demographics.

v. Supports state production and accessions.

w. Initiates training and workshops.

x. Monitor recruiting events and lead success.

y. Analyze area population, propensity to serve demographic ratios, and marketing attempts for all RRNCOs.

z. Advises on recruiting and retention standard operating procedures.

aa. Assist in the coordination of RRB training workshops, yearly range fire, and biannual ACFTs.

bb. Support Army Talent Management strategy to engage and prepare organizational members for successful future assignments.

cc. Ensure Soldiers are assigned and provided opportunities for successful duty tours within the career field.

dd. Ensure all assigned members tasked with reviewing and processing any medical documents for an applicant complete HIPAA training annually.

ee. Recommend RRNCO(s) for conversion to MOS 79T.

2-16. RRB Operations Sergeant Major

The RRB Operations Sergeant Major (OPS SGM) assists the RRC, RRB CSM and RRB 1SGs in planning, coordinating, and supervising all Strength Maintenance activities; supervising those aspects vital to Enlisted Accessions and Recruiting Operations. The OPS SGM oversees the day-to-day operations of the Recruiting Operations NCOs, Military Entrance Processing Station Guidance Counselors (MEPS GCs) and serves as the subject matter expert on all matters regarding Enlisted Accessions. Ensures accessions are compliant with enlistment eligibility programs and policies of current Army/NG Regulations. Interprets and converts complex information and instruction on current regulation eligibility and enlistment applicant standards of policy and provides procedural guidance. The OPS SGM is engaged in regular dialogue with G-1, MEPCOM and NGB ROB to synchronize SM matters. The OPS SGM must be PMOS 79T with an Expert Recruiting and Retention Badge. The OPS SGM will maintain ARISS/AIE access and takes responsibility to ensure that the Enlisted Strength Maintenance objectives are achieved as follows:

a. Synchronize the efforts of all the support teams within the RRB to support the SM program.

b. Ensure that enlisted position vacancies (enlisted, officer, and warrant officer) are posted in AUVS to facilitate accessions.

c. Monitors compliance of the use of ARISS/AIE within the RRB.

d. Assist and advise the RRC concerning SM operations and training matters.

e. Supervises all input into Joint Personnel Adjudication System (JPAS) to include periodic investigations.

f. Manages Recruiter Irregularities within NGB's database of record.

g. Supervises the use of Army Training Requirements and Resources System (ATRRS) and ATRRS Funding Allocation Model administration.

h. Review reports and supervises the use of Recruit Quota Enlistment System (REQUEST).

i. Provides oversight for all applicant enlistment eligibility.

j. Notify RRC of issues pertaining to qualification of applicants or recruits for adjudication at the RRB/MEPS Commander level.

k. Adjudicate processing issues at the MEPS and Direct Ship by participating in the IRC.

l. Develops and implements a written policy related to SM.

- m. Develop and implement an apprenticeship RRB training program that includes training before and after SM schooling, sustainment/refresher training and remedial training.
- n. Implement sustainment training and monitor compliance.
- o. Coordinate with State Quota Manager for training seats and conduct new RRNCO orientations and training as required.
- p. Monitor Digital Training Management System (DTMS) for the RRB.
- q. Monitor and supervise the Range Facility Management Support System (RFMSS).
- r. Work in conjunction with the State G3 when applicable and assist Commanders and primary staff officers.
- s. Monitors BI-Zone Reports Management/Accessions, shipping, market analysis, and demographics.
- t. Assist with mentoring and training RRNCOs to be successful.
- u. Supports State's production and accessions.
- v. Monitor recruiting events and lead success.
- w. Analyze area population, propensity to serve demographic ratios, and marketing initiatives for all RRNCOs.
- x. Primary policy advisor regarding Recruiting and Retention standard operating procedures.
- y. Initiates and assists in the coordination of Battalion training workshops, yearly range fire, and biannual ACFTs.
- z. Prepare and update policies.
- aa. Supervise, counsel, and serve as a rater IAW AR 623-3 and locally established policy pertaining to the Battalion Operations section and MEPS staff.
- bb. Manages RCT recruiting objectives and efforts by providing program oversight and supervision.
- cc. Actively engages IADT training post LNOs and Leadership to resolve IADT Soldier issues.
- dd. Supervises IST/ISR operations supporting the Commander's intent and performance objectives.
- ee. Prepares the RRB for SAVs, IG, and Command Inspections.
- ff. Coordinates all enlistment waiver requests including training the force on current waiver policy.
- gg. Forecast training seats as required.
- hh. Manages excess slot percentages daily with NGB and state guidance.
- ii. Manages an ASVAB Test Score Category IV (CAT IV) (AFQT 16–30) order of merit list (OML) to ensure proper utilization of NGB authorizations.
- jj. Provide oversight for the RRNCO Recruiting and Training Cadre Suitability program screening process.
- kk. Emphasize SM during all unit visits and inspections, placing emphasis on attrition management and retention related activities.
- ll. Ensure that Soldier Training Readiness Modules (STRM) are being conducted during RSP unit training.

2-17. RRB First Sergeant

The RRB First Sergeant (1SG) positions are RRB field positions. 1SGs are responsible for a specified region within the RRB. The chief duty of the 1SG is to support the commander. 1SGs are the Commander's technical and tactical strength maintenance expert and provides mentorship to new Commanders. The 1SG advises the Commander and assists in all aspects of RR operations. The 1SG oversees the health, welfare, morale, and training of Soldiers. The 1SG sets and enforces the standards of conduct and appearance, manages the company's professional development program, and is the senior leader within the NCO support channel. Personnel in these positions are not authorized to hold a 1SG position in another unit. A 1SG must be PMOS 79T with an Expert Recruiting and Retention Badge and complete the Recruiter Leader Course within 12 months of assignment, please refer to TC 7-22.7 for 1SG responsibilities.

2-18. Recruiting and Retention Section Chief

The Recruiting and Retention Section Chief (RRSC) will supervise RRNCOs, SQI-4 qualified Soldiers and all other Soldiers assigned to their section. The RRSC will interpret directives and policies for subordinates and take corrective action to ensure SM objectives are accomplished. The RRSC will be held responsible for the overall recruiting and retention mission assigned to their area of operation including all zip codes associated with their three-digit, four-digit, and five-digit RSIDs assigned to the section. A RRSC must be PMOS of 79T with an Expert Recruiting and Retention Badge and is required to attend the Recruiting Leader Course at first available opportunity. Personnel in these positions are not authorized to hold a First Sergeant position in another unit. RRSC duties include the following:

- a. Establish performance standards, monitor, and evaluate RRNCOs on the overall effectiveness of their recruiting and retention activities/programs (e.g. presentations and briefings, sales interviews and techniques, enlistment and extension packets, waiver requests, ARISS/AIE use and provide training as needed.
- b. Supervise, counsel, and serve as rater IAW appropriate regulations and locally established policy.
- c. Maintain a written yearly training program designed to address the specific training needs and levels of experience of assigned team members.

- d. Instruct RRNCOs on proper ways to manage market data, trends, and other pertinent demographic information.
- e. Work with unit leaders to ensure awareness and compliance with the SM Program. Discuss and plan activities to meet strength missions and conduct SM training, presentations and briefings as required.
- f. Assist RRNCOs by evaluating periodic presentations to local school, government, civilian and other influential persons and inform them of available ARNG benefits.
- g. Assist in the hiring of new RRNCOs as directed by the RRC. Provide names of Soldiers interested in becoming RRNCOs to the RRC by consistently scanning assigned units for qualified Soldiers.
- h. Assess the effectiveness of area recruiting, attrition management, and retention recognition/awards programs and make recommendations for improvement.
- i. Provide administrative guidance and technical support to assigned RRNCOs.
- j. Monitor assigned RRNCOs to ensure compliance with applicable regulatory guidance in the use of GSA vehicles, information technology hardware/software, and expense accounts.
- k. Advise the RRC and RRCSM concerning mission accomplishment, operations, training, administration, and personnel status of assigned area.
- l. Assist in developing, maintaining, and analyzing statistical data of assigned area demographics, unit losses, unit climate information and DPRO or applicable automation systems data to form current and projected trends.
- m. Responsible for sustainment and remedial training for assigned team members as needed to maintain skills and improve overall performance.
- n. Make recommendations for disciplinary action and/or dismissal of RRNCOs as required.
- o. Verify priority leads are "worked", MEPS-bound Soldiers are projected, and PS Soldiers are entered into ARISS/AIE to allow the State leadership to validate funding levels. Ensure ARISS/AIE data correctly portrays the work completed by their team and avoid duplicate State reporting systems.
- p. Assist the RRNCO with the waivers process.
- q. Ensure all accessions are tracked through ARISS/AIE within 72 hours of enlistment.
- r. Serve as primary trainer for the apprenticeship RRB training program that includes training before and after SM schooling, sustainment/refresher training and remedial training.

2-19. Recruiting and Retention NCO

Recruiting and Retention NCOs (RRNCO) are the backbone of the RRB. Every effort should be made to ensure that they are adequately trained and supported to accomplish their assigned three tenet SM mission. Each RRNCO is assigned to a unit. When RRNCOs change duty position, every effort must be made to ensure a backfill is hired IAW the current policy. RRNCOs will utilize ARISS/AIE for all recruiting prospecting and processing activities to include lead refinement, telephone/sales prospecting, test/physical project, and MEPS processing. This will include but not limited to, all schools, civic activities, COI/VIP, and unit activities. RRNCO duties include the following:

- a. Enlist applicants in an available para/line, avoiding double slotting.
- b. Lead Generation: Area canvassing, contact referrals and leads.
- c. Prepare and conduct ARNG presentations on topics involving the role of the ARNG, state/federal missions, features and benefits, employment opportunities and ARNG history.
- d. Pre-qualify referrals, prospects, leads and/or current members to determine their eligibility for enlistment or extension and update records in ARISS/AIE.
- e. Schedule appointments and conduct sales interviews to obtain enlistments and conduct follow-up interviews to retain current enlistments and gain extensions. Complete necessary Live Scan Authorizations, then update records in ARISS/AIE.
- f. Prepare PS and NPS enlistment packets in ARISS and conduct a MEPS pre-enlistment screening.
- g. Counsel applicants on test results (mental and physical), enlistment contracts, service obligations, incentives, and benefits, IET requirements and disqualifications.
- h. Complete the waiver information screen in ARISS for applicants requiring a waiver, upload all required waiver documents, and choosing the State Level approving authority for all waivers.
- i. Complete annual HIPAA training.
- j. Use ARISS to complete and send all enlistment packets to MEPS, download leads, update leads as they progress, and make appointments. Use ARISS/AIE to demonstrate work activity to allow higher echelons to validate RRB funding. Use the systems provided to maintain prospect information, school program information and other prospect, COI, VIP, and unit member information as required.
- k. Perform administrative or logistical tasks necessary to prepare the Soldier for entrance into the RSP and Initial Entry Training (IET).
- l. Attend a portion of each Inactive Duty Training (IDT) period for supported unit(s).

- m. Distribute and display SM promotional items in the unit and in the community to create brand awareness and generate leads.
- n. Conduct interviews with Soldiers, family members, employers, and other key individuals to determine the effectiveness of current policies, unit training, ARNG benefit programs and other initiatives and provide recommendations to the unit leadership for improvement.
- o. Maintain regular contact with unit members to build rapport, help prevent unit retention and attrition problems, discuss issues, provide information, and answer questions. Provide trends and recommendations to unit leadership that affect retention and attrition.
- p. Train unit FLLs in career planning, recommend available programs and options.
- q. Provide strength maintenance guidance and training for unit attrition personnel and on all administrative requirements necessary for Soldiers retention.
- r. Utilize RMS to track and monitor the following information:
 - (1) Identification of all Soldiers in the 365-day ETS window.
 - (2) Each Soldier's intention regarding extension.
 - (3) Complete summary of why any Soldier is undecided or plans to ETS if no intention to extend/re-enlist.
- s. Assist unit leaders in all matters pertaining to SM by providing SM guidance, support, and recommendations, conducting SM training, and assisting in the development of SM award/recognition programs.
- t. Establish and maintain a partnership with assigned unit and assist the Commander and 1SG in executing the unit SM plan and attrition management program.
- u. Have direct access to the MTOE/TDA Commander and 1SG regarding attrition management issues.
- v. Obtain, prepare, distribute, and display SM promotional items.
- w. Assist in the development and implementation of the Unit Sponsorship Program.
- x. Assist with ETS counseling when the Soldiers are not available during the scheduled drill.
- y. Plans, coordinates, conducts administrative and retention training for Unit Retention NCOs and FLLs as necessary.
- z. Works directly with unit administrative personnel to support/complete retention issues at the lowest level.
- aa. Personally interview all Soldiers who are within 180 days of their ETS date.
- bb. Ensure that all extending/re-enlisting Soldiers receive extension recognition. An appropriate recognition item (see para 7-15 for PPI criteria) may be presented in front of the unit formation to recognize the Soldier's continued commitment to serve the ARNG.

2-20. Recruiting and Retention Operations NCO

The RR Operations NCO PMOS is 79T. The responsibilities of the RR Operations NCO may include but are not limited to:

- a. Collect, review, and monitor SM reports to identify strengths and weaknesses in the State SM Plan and make recommendations as appropriate.
- b. Develop a comprehensive RRB training program that address SQI4, pre and post MOS training for RRNCOs, RRB sustainment or refresher training for all RRB positions, FTNGOS, ACFT, weapons qualification, and other areas as needed or directed.
- c. Monitor and evaluate RRB training requirements and develop, conduct, or coordinate individual, team, and region training.
- d. Monitor and evaluate training requirements for the RRB to include MOSQ requirements and the Noncommissioned Officer Education System (NCOES), using ATRRS. Coordinate any RRNCO training requirements with the RRSCs.
- e. Obtain applicant's information and documents required by RRNCOs.
- f. Submit and complete request for orders, military awards, personnel actions, and other correspondence as required.
- g. Ensure the State's accession mission is added into ARISS/AIE.
- h. Serves as subject matter expert on eligibility and suitability questions for the RRB.
- i. Performs suitability reviews on applicant records IAW regulatory guidance, policies, and procedures.
- j. Complete annual HIPAA training.
- k. Verify the proper classification level of charges listed on the Suitability Review checklist per AR 601-210 and process at the appropriate level.
- l. Recommend adjudication to the RRC for State level suitability and waiver workflows.
- m. Thoroughly review all NGB level suitability reviews for completeness and accuracy in Electronic Records Management (ERM) prior to forwarding to ARNG-HRR-O.
- n. Facilitate interviews with the applicant when directed by the approval authority.
- o. Utilize ARISS/AIE to manage all Suitability workflows.

- p. Provide training for the RRF on all Eligibility and Suitability issues.
- q. Track all Suitability Reviews for reporting purposes.
- r. Complete post enlistment quality check on at least 10% of NPS/GNPS records.
- s. Perform quality control review on all Prior Service and field enlistment packets.
- t. Process retention procedures for Soldiers with post enlistment charges.

2–21. Inter-State Transfer and In-Service Recruiting Process Specialist

An Inter-State Transfer and In-Service Recruiting Process Specialist must be PMOS 79T. The primary function of the Inter-State Transfer (IST) and In-Service Recruiting (ISR) Process Specialist is to ensure the successful transition of ARNG Soldiers between States and coordinate the accession of Active-Duty Soldiers into the ARNG. Duties are as follows:

- a. Follow applicable State and federal regulatory guidance and current policies to determine the enlistment and incentive eligibility of Soldiers desiring IST or in-service enlistment.
- b. Identify and contact the new unit of assignment for all Soldiers obtaining an IST or in-service enlistment. Obtain the name and phone number of a sponsor.
- c. Coordinate and maintain contact, as applicable, between the gaining and losing State IST/ISR, the Reserve Component Career Counselor (RCCC), and the national IST/ISR help desk to ensure completion of all transfers and in-service enlistments.
- d. Prepare and conduct briefings to units and installations to streamline and improve the IST/ISR process.
- e. Prepare and process After Action Reviews (AARs), information papers, production reports and other correspondence as required and make recommendations to the RRC to improve IST/ISR processes.
- f. Submit IST worksheets and documents through RMS for both incoming and outgoing ISTs.
- g. Monitor and update the REQUEST System for daily managing of ARNG unit vacancies' functionality, to include maintaining unit information and unit POC. Ensure current and accurate vacant positions are posted within the REQUEST system using the AUVS.

2–22. Marketing NCO

Marketing NCO PMOS is 79T. They must be a graduate of the ARNG Marketing NCO course, or complete within 6 months of assignment to position. They will provide direct advertising support to RRNCOs with the primary purpose of generating awareness and leads in support of end-strength mission achievement. They are responsible for developing and implementing the advertising/marketing plan for the State and providing advertising/marketing support to the RRB. Marketing NCO duties are as follows:

- a. Conduct State-level market analysis as a basis for the development of marketing strategies utilizing nationally supplied and locally obtained census reports and demographic data.
- b. Review national marketing and advertising strategies to develop State and local plans and budgets IAW the national plan.
- c. Attend appropriate marketing training, including all NGB provided marketing training and relevant marketing seminars and provide advertising support to national and State RR events as required.
- d. Plan, develop, and coordinate the production of State and local brochures, posters, audio and/or visual materials including localizing national items.
- e. Maintain liaison with media outlets.
- f. Place paid and unpaid advertising and public awareness materials in media that supports the State's specific requirements.
- g. Coordinate and arrange for the placement of outdoor and transit advertising.
- h. Develop and obtain promotional items for the RRB in support of the State and national advertising campaign.
- i. Advise and educate RRB personnel on state marketing and advertising initiatives.
- j. Coordinate marketing plans and efforts with the State, organizational public affairs, and command information programs and personnel.
- k. Consult with RRB personnel to evaluate the effectiveness of State marketing efforts and materials. Develop proposals, and recommendations for improvement and advise RRB leadership.
- l. Provide evaluation and feedback through the Marketing Advisory Council (MAC) for modification or improvement of nationally produced advertising and marketing programs.
- m. Develop recommendations and proposals for new initiatives and submit through the MAC to the ARNG Advertising Branch at ARNG-HRR-M.
- n. Develop and train an internal MAC within the State with the purpose of assisting in matters listed in the previous sub-paragraphs.

2-23. Recruiting and Retention Information Systems Specialist

The Recruiting and Retention Information Systems Specialist (ISS) serves as the primary automation point of contact, advisor, and troubleshooter for the RRB. This position PMOS can be either a 79T or 25B. The ISS supports the SM efforts of all RRB personnel by ensuring that automated RRB missioning, tracking, and applicant processing is unhindered. ISS duties are as follows:

- a. Obtain, maintain, train, and deploy existing and future Information Technology (IT) resources.
- b. Manage system access request and waiver request for the RRB.
- c. Provide the RRSC with resources and information needed to train their subordinate personnel on automation related issues.
- d. Monitor and evaluate cyber security compliance of system users, communicate technical information to operators, develop training solutions to enhance performance when necessary and assist users locally and remotely in functional support.
- e. Coordinate the acquisition, service, and property accountability of all automation equipment and manage all warranty and non-warranty technical support issues.
- f. Prepare technical studies, reports, and maintain records pertaining to this functional area.
- g. Provide technical support for all end user devices and mission applications.
- h. Inform new users of automation requirements and responsibilities using an in-processing checklist.
- i. Inform the chain of command of automation configuration control violations.
- j. Initiate the acquisition process for the purchase of additional automation equipment, if required.
- k. Ensure all end user devices maintain cyber security compliance.
- l. Provision and maintain user accounts in mission applications.
- m. Provide ARNG REQUEST Operations Center (ROC) with any changes in personnel for user ID updates in the REQUEST program.

2-24. ARNG Military Entrance Processing Station Guidance Counselor

ARNG Military Entrance Processing Station (MEPS) Guidance Counselor's (GC) PMOS is 79T and it is highly recommended, they possess an Expert Recruiting and Retention Badge. They complete the final phase of the enlistment process. Their primary role is to ensure all qualified applicants are enlisted into the ARNG. Guidance Counselors are responsible for the following:

- a. Process electronic MEPS projections received in RZ from RRNCOs. Upload documents missing from the Soldier's packet for storage in ERM.
- b. Submit projections from RZ to the USMEPCOM Integrated Resource System (USMIRS) for submission of the applicant processing list.
- c. Provide liaison support between the ARNG and the local MEPS on any issues concerning ARNG applicants.
- d. Provide quality control checks on applicant accession packets submitted by the RRNCO using ARISS/AIE/RZ.
- e. All accessions will have a National Agency Checklist, Local Agency Check (NACLC), and credit check conducted. Interview applicant and verify all information documented within the Standard Form 86 (SF 86) is correct prior to submission in JPAS.
- f. Check JPAS report daily and ensure all errors are corrected and submitted no later than (NLT) 48 hours from notification. No Soldier requiring a clearance will ship to training without an approved clearance.
- g. Perform Security Officer verification/certification function during SF 86 validation process.
- h. Verify that all ARNG applicants meet the eligibility requirements for enlistment in the ARNG and MOS.
- i. Maintain all MEPS shipper packets until ship date.
- j. Perform the pre-ship interview with all MEPS shippers, ensuring that all information in the original enlistment packet is still correct and make changes prior to shipping as necessary.
- k. Ensure coordination with RSP direct ship sites is maintained to update information/changes on the original shipper packet prior to ship confirm.
- l. Coordinate with State Headquarters on the receipt of Phase II Shipper packets, ensuring that all required information is included prior to ship date.
- m. Request/coordinate the issuance of Phase II Advanced Individual Training (AIT) orders through the MEPS Operations Section when needed.
- n. Manage and report all changes to ship dates for ARNG Soldiers.
- o. Confirm all enlistment transactions and IET ship transactions in ERM and REQUEST daily.
- p. Counsel disqualified applicants.
- q. Provide RRB leadership with information and updates regarding changes to processing procedures, training seat availability, and qualification standards.
- r. Notify the RRB of issues pertaining to qualification of applicants or recruits for adjudication at the RRB/MEPS Commander level.

- s. Provide information and training for the RRB staff on MEPS processing, packet preparation, SF 86 preparation, and other issues pertaining to MEPS processing of applicants.
- t. Conduct and/or coordinate MEPS orientations for new members of the RRB.
- u. Determine pre-charges and post-charges and provide data to the proper government purchase card for payment of applicant meals and lodging.
- v. Counsel split option Soldiers as they may be required to coordinate late entry with colleges. There is no mandatory return date for Phase 2 Soldiers.
- w. Verify all applicants qualifying for an incentive are IAW the annual ARNG SRIP and/or the Voluntary Education (VoED) Program policies prior to issuance. All incentive agreements require all parties, signatures via the electronic signature pad. No other form of signature is authorized unless granted by ARNG HRM-I.

2-25. Senior Recruit Sustainment Program Sergeant

The Senior Recruit Sustainment Program (RSP) Sergeant is required to be a PMOS 79T and is responsible for the overall daily execution of all activities of the RSP. Serves as the primary POC for ARNG LNCOs located at Army Training installations. These duties include, but are not limited to:

- a. Prioritizes ARNG-HRR-RSP training guidance, organizes, and implements company training schedules to reflect ARNG-HRR-RSP goals.
- b. Responsible for overseeing all IDT period activities and support.
- c. Provides training guidance to RSP companies.
- d. Ensure draft training schedules are submitted through DTMS to higher HQ NLT 120 days out and finalized schedule NLT 90 days out to reflect the Yearly Training Calendar (YTC).
- e. Publishes training goals, objectives, and YTC IAW STRM modules.
- f. Ensures all guidance is distributed to the RSP staff and the Initial Active-Duty Training (IADT) Manager.
- g. Responsible for coordinating all administrative and logistical actions within the RSP.
- h. Audits RSP training records.
- i. Designated Safety NCO for the RSP.
- j. Ensures RMS Vulcan database is updated regularly.
- k. Coordinate and conduct all RSP training/coordination meetings.
- l. Supervises subordinate FTS personnel assigned.
- m. Serve as the liaisons to the 1SG or RRSC to ensure that the RRNCOs maintain continuity with the Soldiers from enlistment through Battle Handoff (BHO).
- n. Facilitates weekly conference call (At Risk, 90-120-day shippers, 10 month no Basic Combat Training (BCT), 18-month non-MOSQ).
- o. Ensures monthly RSP AARs from each company are completed and submitted.
- p. Initiate corrective actions based upon AAR comments.
- q. Responsible for near-term planning (0-120 days).
- r. Coordinate shippers' day and night activities.
- s. Ensure Soldier is coded as MOSQ in IPPS-A at time of BHO.
- t. Performs Drill Sergeant duties during IDT period if qualified.
- u. Accountable for all assigned RSP Soldiers and cadre.
- v. Counsels, advises, and mentors Soldiers regarding all aspects of training. Identifying and correcting issues, removing barriers to ensure training pipeline success (TPS).
- w. Conducts quality checks and audits RMS Vulcan database.
- x. Monitor seat utilization and promote off-peak and quick ship opportunities.
- y. Prepare and mail monthly drill letters and welcome letters.
- z. Provides updates and feedback to ARNG-HRR-RSP as necessary.
- aa. Process discharge packets as required.
- bb. Coordinate with MEPS for all direct shippers.
- cc. Load all OPAT results.

2-26. Recruit Sustainment Program Sergeant

The Recruit Sustainment Program (RSP) Sergeant is required to be SQI-4 qualified and works in coordination with the Senior RSP Sergeant. The RSP SGT is responsible for the daily execution of all RSP activities. These duties include, but are not limited to:

- a. Prioritize ARNG-HRR-RSP training guidance, organizes and implements company training schedules to reflect ARNG-HRR-RSP goals.
- b. Responsible for overseeing RSP weekend training activities and support. Provides training guidance to RSP companies.

- c. Ensure draft training schedules are submitted through Digital Training Management System (DTMS) to higher HQ NLT 120 days out (draft) and finalized schedule NLT 90 days out (final) and to reflect the YTC.
- d. Publishes training goals, objectives, and YTC.
- e. Ensures all guidance is distributed to the RSP staff and the IADT Manager.
- f. Responsible for coordinating all administrative and logistical actions within the RSP.
- g. Audits RSP training records.
- h. Serves as the Safety NCO for the RSP.
- i. Ensures the Retention Management System (RMS) Vulcan module database is updated regularly.
- j. Coordinate and conduct all RSP training/coordination meetings.
- k. Serve as liaison to the 1SG or RRSC to ensure that the RRNCOs maintain continuity with the Warriors from enlistment through BHO at Gold Phase.
- l. Facilitates weekly conference call with stakeholders concerning at risk shippers.
- m. Ensures monthly RSP AARs from each company are completed and submitted.
- n. Initiates corrective actions based upon AAR comments.
- o. Responsible for near-term planning (0-120 days).
- p. Coordinates shippers' day/night activities.
- q. Transfers the Warrior's updated training records, received from training base to their initial unit.
- r. Performs Drill Sergeant duties during IADT weekends if qualified or coordinate Drill Sergeant support from qualified RRNCOs or RSP Cadre.
- s. Receives and integrates newly assessed Warriors into the RSP.
- t. Counsels, advises, and mentors Warriors regarding all aspects of training. Identifies and corrects issues, removing barriers to ensure training pipeline success (TPS).
- u. Responsible for all pay, training, and supply actions to include verification of Shipper packets, RMS Vulcan database updates, orders processing.
- v. Ensures welcome packets are complete and ready for RRNCOs to deliver to Soldiers in program.
- w. Responsible for contacting all RSP Warriors assigned to their site monthly.
- x. Load all OPAT results immediately upon successfully passing if within 90-days of shipping and NLT 30 days prior to ship.

2-27. Initial Active Duty Training (IADT) Manager

The IADT Manager is responsible for communication between the State and TRADOC Liaison NCOs located at TRADOC installations regarding ARNG Initial Entry Training (IET) Soldiers that are in the training pipeline. The ARNG IADT Manager must be a MOS 79T (Recruiting and Retention NCO). Those assigned to this position are required to graduate the ARNG Liaison/ Initial Active-Duty Training Manager course (ASI:3R), taught by the SMTB within one year of assignment. These duties include, but are not limited to:

- a. Respond to LNO Tickets in Vulcan.
- b. Monitor and process discharge packets.
- c. Update training pipeline losses report as required
- d. Communicate with RRNCOs about Soldiers issues, missing documentation, Stripes for Buddies, and referrals.
- e. Updates and address Negative End Strength Report.
- f. Verifies orders administrative data in RZ and MIRS.
- g. Facilitates renegotiation for IADT Soldiers.
- h. Reclassification of MOS for T32/T10 IET Soldiers
- i. Pull training reservations for Split Training Option (STO) 2 for those that are STO1 complete.
- j. Amends and revokes orders.
- k. Maintain and update the Soldiers Without Reservation Report.
- l. Build and sustain relationships with all TRADOC Installations.

2-28. Human Resources Specialist

The Human Resources Specialist positions are used in both the RRB S1 (CMF 42) and the RR companies/regions to provide clerical and administrative support. A Senior Human Resource specialist should serve as the RRB S1 to provide oversight. At a minimum, Human Resource Specialists duties are as follows:

- a. Prepare and send correspondence, ensuring compliance with current regulations, policies, and directives.
- b. Answer inquiries relating to administrative policies and procedures.
- c. Review all outgoing correspondence for completeness, grammatical accuracy, spelling, punctuation, and conformance with current local policy and AR 25-50.
- d. Maintain office files IAW applicable regulations and ensure timely response to suspense actions.
- e. Receive incoming mail and make proper distribution.

- f. Prepare and distribute required forms and documents as directed by the RRC or company commander.
- g. Maintain official military personnel records and financial data records for members of the RRB.
- h. Prepare presentations, briefings, and reports as directed by the RRC.
- i. Manages the workflow of all administrative documentation into applicable personnel database systems.
- j. Processes and manages IPPS-A transactions.

2-29. Battalion and Company Supply Sergeant

The RRB Supply Sergeant is responsible for supervising and performing tasks that provides the supplies, equipment, and logistics required to accomplish the RRB mission. The incumbent will follow established supply procedures for the storage, maintenance, distribution and accountability of all assigned supply and property book items IAW ATP 4-42. Supply Sergeants duties are as follows:

- a. Coordinate with other units within the State for training equipment and/or field items and/or restricted access items as necessary.
- b. Maintain item accountability using the Global Combat Support System (GCSS) Army.
- c. Manage available motor pool vehicles (NTVs/GSA vehicles).
- d. Obtain supply items through federal warehouses and/or initiate supply or acquisition action for needed supply items.
- e. Maintain Mobile Event Team (MET) equipment.
- f. Assist the RR Privileged Users in the procurement, accountability, and distribution of assigned automation items.
- g. Responsible for Command Supply Discipline Program.
- h. Manages all logistical documentation through applicable automation systems.
- i. Manages the Government Purchase Card (GPC).

2-30. Army Medical Department (AMEDD) Technician

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

- a. Collect and process information for the completion of AMEDD applications.
- b. Interface between the applicant and NGB, to mitigate issues and provide timely responses on AMEDD application(s) inquiries.
- c. Monitor application processing to ensure timely response and problem resolution.
- d. Ensure AMEDD applications are properly processed and advise the applicant of any problems incurred during the process.
- e. Carefully and completely screen applications IAW the ARNG AMEDD appointments application SOP and all other applicable regulations. Conduct a quality review and verify all information received is complete and accurate, prior to sending to NGB for processing.

2-31. Automated Unit Vacancy Software Manager

The Automated Unit Vacancy System (AUVS) Managers validate vacancy data within the ARNG enlistment systems. The AUVS manager must be 79T or SQI 4 qualified. They manage ARNG Vacancy Systems by maintaining accurate and approved applications used to facilitate Accessions, Retention, Interstate Transfers, and assignments of Soldiers in support of the ARNG Readiness and manpower requirements. AUVS managers responsibilities include:

- a. Managing ARNG unit vacancies to support the Commander, MEPS GC, RCT, IPPS-A and recruiting personnel utilizing Recruit Quota System (REQUEST) and AUVS.
- b. Ensures that vacancy data is validated and prepared for load into REQUEST.
- c. Maintains unit vacancy data and Soldier information for the RRC utilizing the AUVS.
- d. Monitors and evaluates unit strength throughout the State to determine strengths, weaknesses, and trends and provide recommendations to fill critical unit vacancies.
- e. Assists the recruiting and retention force in the identification of valid vacancies.
- f. Ensures that loaded vacancies are reviewed daily.
- g. Creates vacancies for use by the ARNG GC at MEPS or the Reserve Component Career Counselor (RCCC), as required for emergency mission requirements.
- h. Provides recurring and 'ad hoc' unit vacancy reports as required from both AUVS and REQUEST.
- i. Supports the IST/ISR processes and coordinators by ensuring complete and accurate unit information.
- j. Opens and closes units for accessioning according to State and national policy. Reviews unit priorities and conducts updates as needed.

k. Maintains responsibility for the creation of Facility IDs within REQUEST based on information received from the State facilities manager, support acquisition policies and assists in identification and assignment of Facility IDs to units, to alleviate vacancy load and assignment problems.

l. Responsible for the creation of the units within REQUEST.

m. Coordinates with other AUVS Managers for reassignment of units transferred from another State.

n. Reassigns units transferred from the Managers State to another by following set procedures and guidelines.

o. Assigns and updates the Point of Contact assigned to the unit within REQUEST.

p. Monitor and update the REQUEST System for accurate reporting of unit vacancies for ARNG. Ensure current and accurate vacant positions are posted within the REQUEST system using the AUVS.

Chapter 3

Organization and Structure

3-1. General

The RRB is organized per the current Table of Distribution and Allowance (TDA) maintained by the ARNG Force Management Division (ARNG-FM). Reference Smartbook DA Pam 611-21, Table 11-28 Standards of Grade TDA for ARNG Recruiting and Retention Battalions (ARNG RRB TDA Menu v1.2) and FMS Web.

a. Each State TAG determines the structure of the RRB.

b. The RRC may be a special staff member to TAG; may work under the direction of the Assistant TAG (Army), Chief of Staff, or as directed by TAG.

3-2. Required and Recommended Positions Fills

RRB requirements are full-time Active Guard/Reserve (AGR) positions outlined by the Force Management Division (ARNG-FM) and approved by the DARNG. Overall authority is with the RRC for the exclusive use of RR duties in support of the Strength Maintenance Program. The required positions are outlined below and in FMS Web.

a. Headquarters Section

(1) RRC, LTC, O1A, branch immaterial - one required

(2) RRCSM, PMOS 79T – one required

(3) RRRS, CPT/WO-CW4, or NCO, 36A preferred, can be filled by O1A, branch immaterial

(4) RRSGM, PMOS 79T

(a) States with FSA up to 4,999 - one required

(b) States with FSA of 5,000 to 9,999 - two required

(c) States with FSA above 9,999 - three – four required

(5) RR Operations NCO, SFC, PMOS 79T – one required

(6) RR Information Systems Specialist, SFC, PMOS 25B/79T - one required

(7) Supply NCO, SFC, Career Management Field (CMF) 92 – one required

(8) Human Resource NCO, SFC, CMF 42 – one required

(9) Automated Unit Vacancy Systems Manager, 79T – one required

(10) IADT Manager, 79T4O – one required

(11) Senior RSP NCO, PMOS 79T – one required

(a) States with FSA up to 4,499 - one required

(b) States with FSA of 5,000 to 9,999 - two – three recommended

(c) States with FSA above 9,999 – three – five recommended

(12) RSP NCO, PMOS 79T or OOF34/X – one required

(a) States with FSA up to 4,499 - 2-10 recommended

(b) States with FSA of 5000 to 9,999 - 10 – 20 recommended

(c) States with FSA above 9,999 - 20-40 recommended

(13) Marketing NCO, MSG/SFC, PMOS 79T – one required

(14) ARNG MEPS Guidance Counselor (GC), SFC, PMOS 79T, ASI V7 – one required

(15) ISR/IST Coordinator, PMOS 79T – one required

(16) Resource Management – one required

b. Strength Maintenance Company

(1) Strength Maintenance Commander (CDR), MAJ/O1A, branch immaterial. Requirements for the number of Strength Maintenance Companies are based on the number of RRSCs in the RRB.

(2) 1SG, PMOS 79T

(3) RR Operations NCO, SFC, PMOS 79T

(4) RR Information Systems Specialist, SFC, PMOS 25B/79T

(5) Supply NCO, SSG, CMF 92

(6) Human Resource NCO, SSG, CMF 42A

c. Strength Maintenance Section

(1) RRSC, MSG, PMOS 79T. RRSC requirements are determined based on the number of RRNCO requirements in the RRB as follows:

(a) One RRSC is recommended for every 8-10 RRNCOs

(b) In States with less than 5 RRNCOs, one RRSC is required

(2) Production RRNCOs, PMOS 79T or SQI-4. See para 4-2 for Production RRNCOs authorizations.

d. Officer Strength

(1) Officer Strength Manager (OSM) CPT/MAJ, O1A/CW2-CW4 O11A, branch immaterial

(a) Requirements for the OSM position is 1 per 220 officer end strength.

(b) In States with less than 220 officer end strength, one OSM is required.

(2) OSM NCO – one recommended

(3) AMEDD Technician (AMEDD Tech) GS9, the AMEDD Tech position is an additional asset provided to assist States in their AMEDD RR efforts. Distribution of these requirements is not subject to any prescribed formula but is determined by the DARNG, ATTN: Operations Division (ARNG-HRM).

Chapter 4

Personnel Management

4-1. Purpose

The RRC, RRCSM, 1SG, RRSC, RRNCO, OSM, and the AMEDD Strength Manager are assigned a three tenet SM mission. This chapter prescribes the manpower authorization and the personnel selection, assignment, and utilization policies for the RRB.

4-2. Manpower Authorization

The Chief, G1 Resource Integration Division (ARNG-HRF) distributes manpower authorizations to States through the Full Time Support Management Control System.

ARNG-HRM/HRR recommends Production RRNCO's allocations per State based on End Strength Objective (ESO), Force Structure Allowance (FSA), Enlistment Mission (Write Rate/Recruiting Mission) and other operational considerations. The DARNG is the final approval authority.

4-3. Utilization and Selection

States should not use RR authorizations to fill non-RR required positions. Individuals serving in RRB positions will perform duties and responsibilities as listed in Chapter 2. The selection process for RRB personnel is at the discretion of the RRC. Position vacancy announcements will aid in the selection process and ensure RRB positions remain filled.

4-4. Assignment

RRB personnel work in the RRB as outlined in this regulation and NGR 600-5, (The Active Guard Reserve (AGR) Program, Title 32, Full Time National Guard Duty (FTNGD) Management. Duty location is based on State SM needs, demographics, and other local requirements.

4-5. Work Conditions and Hours

The nature of the SM mission involves interaction with prospects, applicants, COIs, and Soldiers, which may require RRB members to work unpredictable or extended hours, including considerable amounts of time driving to appointments and recruiting events. A flexible duty day schedule may be authorized by RRC for each State.

4-6. Position Qualifications

Soldiers volunteering for an ARNG RRNCO position must meet award requirements for the Special Qualification Identifier 4 (SQI-4), as listed in DA Pam 611-21 and NGR 600-200.

a. Soldiers, in the rank of SGT through SFC, assigned to a RRNCO position within the RRB, will be awarded the SQI-4 upon completion of the ARNG Non-Career Recruiting and Retention NCO course conducted at the Strength Maintenance Training Battalion.

b. Soldiers in the grade of E4 can apply for a rank waiver through SMTB if they meet promotion requirements for SGT. They must be 21 years of age or older and have 3 years time in service.

c. The period of assignment for a Non-Career RRNCO is up to 36 months. The RRC can recommend a 12-month extension for Soldiers who did not convert to PMOS 79T through the HRR Division Chief.

4-7. Reclassification

SQI4 ARNG Non-Career Recruiting and Retention Noncommissioned Officers (RRNCOs) must meet the following criteria before obtaining the MOS 79T.

- a. Be a Title 32 FTNG production RRNCO (SSG through SFC) currently serving in a valid 79T position. No exceptions are authorized.
- b. Have graduated from the ARNG Non-Career Recruiting and Retention course (805B-SQI-4).
- c. Demonstrate at least 18 months as a T32 production RRNCO (Three Tenet Mission) with a Senior Recruiting and Retention badge since completion of the ARNG Non-Career Recruiting and Retention course. Former US Army Recruiting Command Recruiters who transfer to the ARNG RRF are authorized to convert 12 months post-graduation of 805B-SQI-4 and once awarded the Senior Recruiting and Retention badge.
- d. Meet all requirements of DA Pam 611-21 for MOS 79T. Exceptions to policy may be considered on a case-by-case basis for line scores.
- e. Soldiers request conversion with a DA Form 4187 and supporting documentation. This documentation is forwarded to Section Chief/1SG for recommendation.
- f. 1SG/Section Chief forwards the packet with recommendation to Recruiting and Retention CSM/SGM.
- g. The CSM/SGM forwards the packet with recommendation to the RRC. The RRC must recommend approval on the DA Form 4187 before forwarding to the 79T Senior Career Management NCO (Proponent).
- h. The 79T Senior Career Management NCO (Proponent) verifies all qualifications as outlined in DA Pam 611-21, NGR 600-200 and NGR 601-1 before forwarding to HRR Division Chief.
- i. The Chief, HRR will approve or disapprove conversion requests based on qualifications.
- j. The 79T Senior Career Management NCO (Proponent) will return the DA Form 4187 to the RRB.

4-8. Selection Criteria

This section prescribes the procedures and criteria for the selection of ARNG Soldiers for service as an ARNG Non-Career RRNCO. Soldiers selected for recruiting and retention duty represent the ARNG in the civilian community and must possess honesty, integrity, physical fitness, high standards, and a large base of ARNG knowledge. Soldiers selected for assignment as an ARNG Non-Career RRNCO are authorized to serve up to 3 years, before requiring a reclassification.

- a. To qualify for selection as an ARNG Non-Career RRNCO, a Soldier must—
 - (1) Be a United States citizen.
 - (2) Be a high school graduate or have a GED.
 - (3) Meet the qualifications for MOS 79T IAW DA Pam 611-21 Smart book. Waivers may be considered on a case-by-case basis.
 - (4) Be an ARNG Enlisted Soldier in the rank of SGT through SFC, who possess an Army MOS.
 - (5) Be at least 21 years old.
 - (6) At the time of selection must have 3 years' time in military service (waiver not authorized).
 - (7) Meet body fat standards IAW AR 600-9 (waiver not authorized).
 - (8) Have a minimum physical profile of 132221. Soldiers possessing a 3 in Upper Extremities must have prior Military Occupational Specialty Medical Review Board (MMRB) clearance. Additionally, Soldiers may not have a shaving profile (waiver not authorized).
 - (9) Must meet OPAT score in Physical Demand Category "Moderate" (Gold).
 - (10) Possess a valid civilian driver's license.
 - (11) Possess excellent military appearance and bearing. Tattoos must comply with AR/DA Pam 670-1.
 - (12) Must not be in violation of AR 600-20 regarding participation in extremist organizations and activities (waiver not authorized).
 - (13) Not currently or previously enrolled, voluntarily or involuntarily, in the past 12 months in a drug or alcohol dependency intervention program of any type (waiver not authorized).
 - (14) Have no record of conviction by special or general courts-martial or civilian courts of offenses listed in AR 27-10 (Military Justice), chapter 24 or otherwise required to register as a sexual offender under AR 27-10, chapter 24. Have no record of conviction by civilian courts of offenses listed in State Codes.
 - (15) Never been the subject of adjudication (including proceedings under the provisions of Article 15, State or Federal Uniform Code of Military Justice) or had adverse action taken by any authority for any offense that involves moral turpitude, regardless of sentence received or any offense under the State or Federal UCMJ for which confinement of 2 years or more may be adjudicated (waiver not authorized). All Soldiers must be screened against the National Sex Offender Registry database by the agency that currently conducts background screening on potential recruiters.
 - (16) Have no major medical problems that would hamper performance on recruiting duty (waiver authorized).

(17) Recruiting duty involves assignment in geographic areas that are away from military medical facilities. Soldiers with Family member(s) enrolled in the Exceptional Family Member Program (EFMP) may serve as recruiters. Every effort will be made to assign them near a military installation or in a civilian community where appropriate medical care for their Family member is available.

(18) Must meet the suitability screening requirements identified in AR 600-78 or superseding guidance. RRCs will validate that the Soldier has met all screening requirements to occupy a recruiting position.

(19) As part of the screening and selection process, recruiter candidates must have favorable NACLC/Tier 3 Investigations; results are verified by the RRC during the evaluation process. This section provides clarification to AR 614-200.

(a) Soldiers who are flagged, barred to enlist, or coded with any administrative information indicating legal investigation is underway are prohibited from initial appointment or service position of trust until the flag, bar, or code is removed.

(b) Soldier with a current revoked, denied, or suspended security clearance or who failed to attain or maintain a favorable NACLC/Tier 3 Investigations are not eligible for appointment to a position of significant trust.

(20) Not be a sole parent or guardian. (Waivable by RRC with approved family care plan).

(21) Have not filed a petition claiming bankruptcy within the last 3 years and not currently responsible for making any payments as a result of any such action. Soldiers are strongly encouraged to submit a DA Form 5425 (Applicant/Nominee Personal Financial Statement) to ensure their financial situation is considered in their assignment.

(22) Have at least 3 years of time-in-service remaining following the completion of the Non-Career Recruiting and Retention course (805B-SQI-4).

(23) Must not have received a Relief for Cause NCOER, IAW AR 600-78.

b. Soldiers who are former ARNG recruiters may apply for a return to recruiting and retention duty provided they meet the criteria above.

c. Former Army Reserve or Active Army Recruiters (MOS 79R) or DA Select Recruiters (DASR) must also attend the ARNG Non-Career Recruiting and Retention course within six months of assignment.

d. ARNG-HRR, is the waiver authority for RRNCO selection criteria (except suitability screening).

4-9. Career Progression

a. RR leaders must manage their commands to ensure they have a sufficient pool of qualified RRB personnel available to fill senior enlisted RR vacancies. The RR leaders should reference the Army Career Tracker (ACT) and DA Pam 600-25 to maximize development of future senior enlisted leaders within their organizations.

b. RRNCO experience is required to ensure the best-qualified Soldiers fill the 79T5O and 79T6O positions in the RRB, IAW DA Pam 600-25.

4-10. Recruiting and Retention Badges

The ARNG Basic, Senior, and Expert Recruiting and Retention Badges are awarded as outlined in Table 4-1. The Director's 54 and the Expert 7 are awarded annually IAW the annual Strength Maintenance Awards Policy. The Directors 54 and Expert 7 designs are the same as the Senior and Expert Recruiting and Retention Badges, with raised gold numerals 54 and 7 respectively in the six-sided raised area at the top. The RRB will use the format 320 orders, as outlined in AR 600-8-105 (Military Orders) to award badges. Orders are added to Soldier's iPERMS and IPPS-A records, see Appendix B for an example of the 320 orders format.

a. Awarding.

(1) The RRC awards RR badge upgrades.

(2) The ARNG-HRR Division Chief awards recommends ARNG RR Basic Badges for T10 officers who meet criteria other than a Basic Recruiting and Retention Badge producing course.

(3) RR badges should be presented to recipients in an award ceremony.

b. Withdrawal. RR badges may be withdrawn for cause (impropriety or misconduct) by the appropriate approval authority.

c. Wear.

(1) RR badges will be worn as outlined in AR/DA Pam 670-1.

(2) RR badges must be worn while assigned to a 79T position, verify criteria is met as outlined in table 4-1.

(3) RR Basic, Senior, and Expert Recruiting and Retention Badges are authorized for permanent wear. After ARNG RRNCOs leave recruiting and retention duty, they may wear the badge on the Army Combat Uniform (ACU)/OCP or the Army Service Uniform when all other awards and decorations are worn.

(4) Basic badges awarded to officers are also permanent awards. Officers who were awarded the ARNG RR badge as a permanent award while in an enlisted status are authorized to wear the highest badge awarded.

d. Supply.

(1) The RRB will furnish the awarded RR badges to eligible recipients. Pin-on or sew on badges can be purchased from authorized sources using RR expense funds.

(2) States are authorized to purchase and disseminate the Director's 54 and Expert 7 badges to eligible recipients.

e. Alterations to RR badges are prohibited.

f. Upon assignment to an ARNG RRNCO position, Soldiers are no longer authorized to wear recruiting badges awarded from other components IAW DA Pam 670-1.

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

	A	B	C	D
R U L E	When	and has	and has	then award the
1	an enlisted Soldier is assigned to a valid RRB position	successfully completed the ARNG Non-Career Recruiting and Retention course (SQI-4)	never been awarded an ARNG RR Badge	ARNG Basic Recruiting and Retention Badge
2	A T10 AGR/OTOT Officer/Warrant Officer who is currently serving in Strength Maintenance Division and has a minimum of 18 cumulative months in the Strength Maintenance Division assigned to a T10 AGR/OTOT position.	been recommended by ARNG-HRR	never been awarded an ARNG RR Badge	ARNG Basic Recruiting and Retention Badge (see note 1)
3	A T10/32 Officer/Warrant Officer has successfully completed the ARNG Recruiting Pre-Command Course, ARNG Recruiting Company Pre-Command Course, or Officer Strength Manager Course	been recommended by their RRC or ARNG-HRR	never been awarded an ARNG RR Badge	ARNG Basic Recruiting and Retention Badge (see note 1)
4	an RRNCO has held the RR Basic Badge for 12 months	achieved 100% of the assigned three tenet mission for 12 consecutive months	been recommended by his/her RRSC to receive a badge upgrade	ARNG Senior Recruiting and Retention Badge (see notes 2)
5	an RRNCO has held the RR Senior Badge for 12 months	achieved 100% of the assigned three tenet mission for 12 consecutive months	been recommended by his/her RRSC to receive a badge upgrade	ARNG Expert Recruiting and Retention Badge (See notes 2)
Notes: 1. The only authorized badge for Officers is the Basic Badge; however, Officers who receive a badge while enlisted are authorized to wear the highest badge awarded. 2. RRNCO must be assigned a three tenet SM mission for 12 consecutive months to receive a badge upgrade (Two separate non overlapping 12-month periods). A shared mission or PS only mission does not qualify a RRNCO for the RR Senior or Expert Recruiting and Retention Badge.				

4-11. Recruiting and Retention Shoulder Sleeve Insignia (SSI)

The RR SSI is authorized for wear by members assigned to any valid RRB position when authorized by State TAG.

4-12. Drill Sergeant Badge and Hat

a. The duty uniform for Drill Sergeants (DS) consists of the OCP, DS Campaign Hat, and DS Identification Badge and will be worn as outlined in AR 670-1.

b. Wear.

(1) DSs will wear components as outlined in AR/DA Pam 670-1.

(2) The DS Campaign Hat and identification badge will be worn while performing the duties of a DS in an ARNG SQI X TDA position. Upon release from this assignment, personnel are no longer authorized to wear the DS Campaign Hat.

(3) The DS Campaign Hat is authorized with the Class A, Class B, and Army Service Uniform (ASU) / Army Green Service Uniform (AGSU) on appropriate occasions.

4-13. Standards of Conduct and Performance

RRB personnel will conduct themselves in a professional manner, on and off duty. RRB leadership is responsible for reporting, investigating, and processing all Recruit Misconduct (RM) allegations within the RRB, unless held by higher. Investigations and/or disposition withheld by higher authority or required by law, for instance, sexual assault investigations are withheld from the unit IAW DoD and NGB policy. All RRB personnel will uphold the Army Values and adhere to the policies and guidance in this regulation and as outlined in all applicable ARs and NGRs, including but not limited to:

- a. DoD Directive 5500.07, (Ethics and Standards of Conduct).
- b. AR 58-1, (Management, Acquisition and Use of Motor Vehicles).
- c. AR 600-8-2, (Suspension of Favorable Personnel Actions (Flag)).
- d. AR 600-9, (The Army Body Composition Program).
- e. AR 600-20, (Army Command Policy).
- f. AR 600-32, (Conduct Between Soldiers of Different Grades).
- g. AR 600-78, (Army Suitability, Fitness, and Credentialing Program).
- h. AR 600-85, (The Army Substance Abuse Program).
- i. AR 600-100, (Army Profession and Leadership Policy).
- j. AR 670-1, (Wear and Appearance of Army Uniforms and Insignia).
- k. DA Pam 670-1, (Guide to the Wear and Appearance Army Uniforms and Insignia).
- l. NGR 600-5, (The Active Guard Reserve (AGR) Program Title 32, Full Time National Guard Duty (FTNGD) Management).

4-14. Recruiter Misconduct (RM)

a. Those intentional acts of misconduct perpetrated by a recruiter that involve a prospect, applicant, recruit, or RSP Warrior, including sexual misconduct, sexual harassment, fraternization/unauthorized relationships, concealment, or falsification, cheating on tests, and false promise or coercion and other misconduct.

b. The use of the word "recruiter" for the purpose of RI/RM, refers to any recruiting and retention personnel involved in the pre/post-accession process. This includes, but is not limited to: RRNCO, RRSC, RRC, MEPS GC (CIV/MIL), RSP NCO, RSP Cadre (includes NCOs and IADT Manager), RRB leadership, LNCO, DA Civilians, and civilian contractors regardless of role.

4-15. Recruiter Irregularity (RI)

Those intentional or unintentional acts of omission and improprieties that are perpetrated by a recruiter, or alleged to be perpetrated by a recruiter, to facilitate the recruiting process for an applicant.

4-16. Erroneous and Unfulfilled Commitments

a. RRB personnel will not knowingly use incorrect or inaccurate information to persuade an individual to join or remain in the ARNG. RRB personnel will:

- (1) Use current policies, regulations, and guidance to ensure the applicant or Soldier is entering into a lawful contract.
- (2) Ensure all options, entitlements, and incentives are current, and verify the applicant or Soldier meet eligibility standards.
- (3) Explain available options, entitlements, and incentives to the applicant or Soldier.
- (4) Assist the applicant or Soldier in understanding the information, prior to executing a contract.
- (5) Review contracts and supporting documents, such as personal records, iPERMS records, and other supporting documentation, to ensure accuracy.

b. The RRC will investigate claims of erroneous or unfulfilled commitments promptly.

4-17. Reporting and Processing of Recruiter Irregularity

Ultimately, the RRC or higher authorities' have discretion in determining the disposition and necessary course of action concerning the reported RI. The RRC will review all allegations with supporting documentation and ensure all incidents are reported in the Recruiting Irregularity (RI) Tracker, based on the date of the allegation, not the date of the possible infraction or final disposition. Multiple recruiters involved in any related RI incident will receive separate RI cases in the RI Tracker. Furthermore, multiple allegations discovered against one recruiter with one prospect, applicant, or RSP Soldier will be tracked as one RI. If more than one prospect, applicant, or RSP Soldier is involved in an incident with one recruiter, then everyone involved counts as a separate RI for RI Tracker reporting purposes.

a. RRCs will exercise due diligence in the RI process by:

(1) Gathering initial facts to determine if further investigation is warranted or disposition withheld. Ensure within three business days after the RI discovery, initiate appropriate flag code for Commander's Investigation on the Soldier(s) identified with the RI and remove/update flag upon completion of the inquiry/investigation IAW AR 600-8-2.

(2) Conducting a commander's inquiry, consulting the local SJA when applicable.

(3) Appointing an Investigating Officer (IO) to conduct an informal/formal investigation as applicable.

(4) Review the IO's recommendations to determine if the RI is substantiated or unsubstantiated.

(5) Submit all findings to RSB for internal review and addition to the RI Tracker. This includes RIs not previously discovered by RSB or other agencies.

(6) Consider the severity of the RI, previous RIs against the recruiter, and the strength of the evidence supporting the RI when determining possible ramifications, to include suspension from recruiting duty. Termination of Special Duty Assignment Pay (SDAP) is effective on the date of suspension, if applicable.

(7) Notify suspended recruiters in writing and provide them with a copy of all supporting documentation. Recruiters have an opportunity to submit matters for rebuttal as outlined in state and local statutes, policies, and/or laws.

(8) RRCs will send written notification to the recruiter after a decision indicating that final action was made, unless authority is withheld, or action is pending.

(9) RRCs must refer substantiated cases to the appropriate personnel for acknowledgement and rebuttal in a Memorandum for Record (MFR). The suspected individual is entitled to a copy of the full investigation and has ten calendar days from the date notified to review and submit for a rebuttal, extensions are authorized.

(10) Recruiters will forward submitted rebuttals to the State RRC for consideration.

(11) The RRC will evaluate each RI to determine if immediate action is needed regarding the applicant or enlistee involved. This includes unauthorized accelerated enlistment pay grades, incentives, and/or MOS changes. Incentive related matter will be in coordination with the State Incentive Manager/Education Services Officer. Cases needing further guidance should be referred to ARNG HRM-I or ARNG Personnel Policy Division (HRH) as applicable.

(12) Possible recommendations for substantiated RIs include but are not limited to:

(a) No action taken (unintentional).

(b) Other/training/counseling.

(c) Adverse administrative action.

(d) Non-judicial punishment (Article 15).

(e) Removal from the RRB.

(f) Separation from the AGR program.

(g) Separation from the ARNG.

(13) All completed RI/RM investigations will be forwarded to the RSB with all documentation, disposition selection, and recommendations for closure through the RI Tracker within the established suspense date as noted on the RSB notification memorandum. The RSB staff will review all case information prior to closing for accuracy and completeness.

(14) After the review of the State's RRC adjudication documentation, the RSB will determine if further investigation is required or if the case requires investigation by an outside agency. The case will be returned to the State RRC within the RI Tracker or emailed to the State's Chief of Staff for action, if determined the case requires additional action.

(15) All investigation findings will be uploaded into the SMT portal for permanent record and maintained by the State RRC in local files for two years.

(16) The status and disposition of each RI/RM will be maintained in the RI Tracker.

b. Other RM is any illegal, unethical, or immoral action not related to an applicant or the recruiting process. However, the action may have an impact on an RM or the SMSP and constitute violations of the applicable State Code of Military Justice, orders, or other regulations. This type of misconduct is handled at the State level and will not be uploaded or tracked within the RI Tracker.

c. Substantiated RI and/or RM may qualify as a reporting criteria under new derogatory information IAW suitability screening program requirements. Reference AR 600-78, Army Suitability, Fitness and Credentialing Program, Chapter 3 for further information on required reporting.

4-18. Investigations and Processing Claims

When statements and supporting documentation reveal misconduct on the part of an applicant, Soldier, or RRB personnel, it may be resolved with an informal or formal investigation.

a. Informal Investigation. A case based on a minor allegation may be resolved without a formal investigation if statements or supporting documents clearly show an improper action or if supporting statements absolve the individual(s) of any wrongdoing.

b. Formal Investigation. A case is formally investigated as outlined in State policies and procedures when a major allegation is made or if the RRC feels there is cause for a formal investigation. See AR 15-6 or SJA, for additional, guidance in handling investigations.

(1) When the determination is not in favor of the individual(s) being investigated, the RRC will forward the claim, with a recommendation, to the next highest level in the chain of command for further processing. States generally retain the authority to process administrative or punitive actions of unfavorable determinations.

(2) Determination in favor of the individual(s) completes the process. The RRC will forward informational copies of resolved claims to the State personnel office via the proper command channel.

(a) The individual may appeal the case in writing to the DARNG, ATTN: Strength Maintenance Division Recruiting Standards Branch (ARNG-HRR-I), 111 South George Mason Drive, Arlington, Virginia 22202 if the claim is not resolved by the State in the claimant's favor and the claim is not based on a governing State law.

(b) Upon completion upload all documentation regarding the investigation into the RSB RI Tracker including the RSB Form 1 annotating the disposition of the case.

(c) RRB leadership must annotate the findings and recommendations in the sections provided in the RSB Form 1 as well select the unsubstantiated, substantiated un-intentional, or substantiated intentional and select send forward to RSB.

4-19. Status During Investigation

The RRB will determine whether the involved individual or individuals will continue in a normal duty status during an investigation. When the situation warrants, the involved individual or individuals may be suspended from RR duties and directed to report to a duty location, specified by the RRC, pending completion of the investigation and final determination by the designated authority. Exceptions to this can be found in AR 600-78 Chapter 3-9 and 3-10 (Suspension and Removal Processes).

4-20. Final Determination

Each case will have a clear, final determination. Unless the disposition is withheld by other authority, the RRC can make a final determination when evidence, statements, and supporting documentation clearly absolve an individual or individuals of any wrongdoing.

a. The Investigating Officer will submit their findings and recommendation(s) to the RRC.

b. The investigation will recommend whether the Soldier should remain in the RRB, be reclassified, be released from the AGR program, or be separated from the ARNG, as outlined in applicable regulations.

4-21. Involuntary Release

Involuntary release from the AGR program for performance or disciplinary reasons may be appropriate in some cases. However, the RRC should generally make reasonable efforts to retrain and rehabilitate.

4-22. Rehabilitation

RRCs will establish a probation program to retrain and rehabilitate RRB personnel who do not meet established standards. The program will use performance counseling, sustainment training, and remedial training. Commanders will document training using counseling statements.

a. Sustainment Training. Each State will establish sustainment training that addresses basic RR skills, knowledge, and attitudes. It should assist in preventing underperformance.

b. Remedial training.

(1) The RRC will provide remedial training when performance counseling and sustainment training efforts have failed to improve a Soldier's performance. Unlike sustainment training, which is general in nature, remedial training is unique, targeted to an individual Soldier and designed to focus on specific weaknesses and performance deficiencies.

(2) Before recommending a Soldier for involuntary release for performance, the RRC will conduct remedial training aimed at improving the Soldier's performance. The training must be documented and signed by the Soldier.

c. Counseling Statements. A counseling statement or letter of reprimand (LOR) is the next step when performance counseling and sustainment training efforts have failed to improve the Soldier's performance. Counseling statements must be specific in nature and include proposed corrective action.

4-23. Release Procedures

If performance counseling, sustainment training, and remedial training fail to improve a Soldier's performance to acceptable levels as deemed by the RRC, and the Soldier is not eligible for reclassification, they will be released from the AGR program. The RRC will contact the State HRO for guidance.

Chapter 5 Training

5-1. Purpose

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

5-2. RRB Institutional Training

The MOS 79T is designed for Soldier career development through progressive and sequential training. Table 5-1 provides a listing of the RRB required training timelines. All training in Table 5-1 is conducted at SMTB. All courses and course dates are listed in Army Training Requirement and Resource System (ATRRS) under School Code 922.

Table 5-1. Recruiting and Retention Battalion Required Training Timelines

Course	Who must attend	Timeline	Remarks
ARNG Non-Career Recruiting and Retention NCO Course (805B- SQI4)	Newly assigned RRNCOs	Within six months of assignment or first available course	Must meet the requirements for award of SQI-4 IAW DA Pam 611-21 and NGR 601-1
ARNG Marketing NCO Course (805B-F34)	79T3-79T5 assigned to a marketing and advertising or marketing and education outreach position	Within six months of assignment or first available course	Must complete Phase I Distributed Learning (DL) course prior to attending Phase II Resident course
ARNG 79T Senior Leader Course (805B- 79T40-C46)	Soldiers requiring NCO Professional Military Education (PME) progressing through PMOS 79T	May attend after award of 79T MOS. No exceptions or waivers authorized.	Must be SSG/SFC with PMOS 79T in AGR status
ARNG MEPS Guidance Counselor Course (805B-ASIV7)	Military Entrance Processing Station Guidance Counselors (MEPS GCs)	Within six months of assignment or first available course	Must be PMOS 79T, complete MEPS Pre-Execution checklist and signed memo by RRC
ARNG Recruiting and Retention Information Technology Specialist Course (805B-F16)	Information System Specialists (ISS)	Within six months of assignment or first available course	Must be PMOS 25B, 79T
ARNG Liaison/Initial Active Duty Training Manager Course (805B-ASI3R)	TRADOC Liaisons/State IADT Managers	Within six months of assignment or first available course	Must be PMOS 79T for ARNG. USAR Soldiers may hold any MOS
ARNG Recruiting and Retention Company Pre-Command Course (805B-F31)	1LT-MAJ assigned to ARNG-HRR Branches or 1LT-MAJ or 1SG assigned to a RR Company. Enlisted PMOS must be 79T	Within six months of assignment or first available course	RR Company Commander, XO, 1SG. NCOs must be assigned to 79T50 TDA position
ARNG Recruiting and Retention Battalion Pre-Command Course (805B-F21)	ARNG-HRR Branch Chiefs. MAJ-LTC or SGM-CSM; assigned to a RRB 79T6 TDA position	Within six months of assignment or first available course	RRC, RRB XO, RRCSM/SGM. NCOs must be PMOS 79T60 TDA position
ARNG Unit Retention NCO Course (805B-F24)	Unit Retention NCOs or SPC w/ Basic Leadership Course (BLC) completion or above	Within six months of assignment or first available course	MOS immaterial Enlisted Soldiers only additional duty Unit Retention NCO
ARNG Officer Strength Manager Course (805B-F17)	Officers assigned to ARNG-HRR Branches or OSM/WOSM	Within six months of assignment or first available course	Enlisted Soldiers must be MOS 79T. AMEDD Techs require ETP Officers and Warrant Officers are branch immaterial
ARNG RSP Course (805B-F20)	Soldiers selected for RSP Cadre duties or ARNG HRR enlisted Soldiers assigned to RSP	Within six months of assignment or first available course	Must be E-4 or above

ARNG Recruiting and Retention Section Chief Course (805B-ASIR9)	Soldiers assigned or pending assignment as a Section Chief	Within six months of assignment or first available course	Must be 79T4/5 MOSQ with an Expert Recruiting and Retention Badge
Notes: Refer to ATTRS School Code 1038 for course descriptions and other relevant information. MOS 79T assigned to a RCCC position are required to attend the Transition NCO Course (501-ASI4R) governed under US Army Recruiting and Retention College (School code 805K) within 6 months of assignment or first available class.			

5-3. New Recruiting and Retention NCO (RRNCO) Training

New RRNCO training is the first step in creating a comprehensive training and assessment record. Furthermore, it is vital to mitigating and reducing turnover and increasing proficiency.

- a. New RRNCO training should be conducted monthly or as needed collectively at the BN level.
- b. Training should begin within 30 days of assignment.
- c. Training will cover basic tasks (see paragraph 5-5) all RRNCOs need to know to function as a RRNCO and in preparation for attendance at 805B-SQI4.
- d. RRNCOs will also receive follow up training from the Recruiting and Retention Section Chief (RRSC) monthly until 805B-SQI4 is complete. The RRSC ensures the new RRNCO is progressing and conducts developmental counseling to sustain or improve the RRNCO's performance.
- e. Trainings must be documented and recorded. The designated RRB trainer will review completed training exercises upon completion, to confirm proper training was received and understood.

5-4. Sustainment Training

Sustainment training focuses on developing individual skills, knowledge, and abilities to increase success and maximize performance.

- a. Paragraphs 5-5 through 5-8 identify various types of sustainment training.
- b. RRB personnel will attend sustainment training annually based on training needs.
- (1) RRB personnel are required to periodically undergo sustainment training to maintain and sharpen their MOS and functional skills. Sustainment training is one of the most important aspects of each RRBs program. Sustainment training should focus on motivating and improving the Soldier's attitude, skills, knowledge, and abilities to ensure success and maximize performance. SRAGs are required to conduct 40 hours of proficiency training annually.
- (2) RRBs can train multiple ways through institutional and operational methods. Often, the most effective method of training occurs amongst peers and by observing States' "Best Practices" and active component (AC) programs. Visiting BCT facilities, Recruit Sustainment Program Sites, Recruiting Office Storefronts, Military Entrance Processing Stations, and Reserve Component Career Counselors at COMPO 1 bases are highly effective training instructions to model or create success in the RRB community. Participation in these activities is an appropriate use of RRB funds.
- (3) SRAG training can occur in conjunction with other States among one or multiple SRAGs. ARNG-HRR can also initiate training. Ideally, training will occur at a military facility to minimize costs. Every effort should be made to engage in cost effective training while capturing the intended training value.
- (4) RRBs must take a balanced approach to scrutinize training spending while retaining the benefits that training provides to the Force. The intent of ARNG-HRR training oversight requirements is not to negatively impact critical day-to-day operations of our national recruiting mission, but to ensure training requirements are executed in a responsible manner. RRBs should exercise discretion when sending personnel to training hosted by others.

5-5. Individual Critical Task List

- a. The 79T Individual Critical Task List (ICTL) supports RRNCOs, Master Trainers (MT), and FLLs. It contains standardized training objectives, in the form of task summaries, to train and evaluate Soldiers on critical tasks. The 79T ICTL is located at the Central Army Registry (CAR) website <https://rdl.train.army.mil/catalog/dashboard>. Trainers and FLLs will ensure RRNCOs understand the importance of the ICTL and its location.
- b. Each task identifies steps RRNCOs must perform. MT and FLLs will evaluate RRNCOs to ensure they perform tasks according to standard. The ICTL contains an evaluation guide to assist in the evaluation process.
- c. When a subordinate fails to perform a task to standard, MT and FLLs will conduct immediate remedial training aimed at improving the Soldier's performance. Training should continue until the Soldier is able to meet the required task standards.
- d. The SMTB is responsible for publishing changes to the ICTL.

5-6. Mobile Training Teams

a. The Mobile Training Teams (MTT) provide sustainment training for the State RRB, FLLs, AGR leadership, and traditional Soldiers. The SMTB establishes content and creates targeted training to assist States in meeting their specific needs. Training should complement, but not take the place of States' existing sustainment training.

b. The SMTB will tailor training to the needs of the requester.

c. States will request MTT and sustainment training via the SMTB DoD Live site at <https://SMTC.dodlive.mil>.

Requests must include training dates, desired topics, and the intended audience. States will submit requests thirty to sixty days prior to training.

5-7. Information System Training

There are two primary categories of Information System training.

a. Initial/Sustainment Training. This training is available for utilization by each State. The State's RRC or representative will request training assistance from the ARNG-HRR Systems Branch (<https://ikrome.usaac.army.mil/group/national-guard>).

b. State RRB Information System Specialist (ISS) Training. Additional training for the State Privileged Users will be the State's responsibility or coordinated through the Strength Maintenance Division's System Branch (ARNG-HRR-S).

5-8. Commercial Training

a. The RRB is authorized to procure commercial training and motivational guest speakers as outlined in para 9-7.

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

c. Before scheduling commercial training, RRBs should consult with their Strength Readiness Advisory Groups (SRAG) leadership and ARNG-HRR to validate the effectiveness of the training organization and to ensure the civilian sales techniques do not conflict with current ARNG sales techniques.

5-9. Remedial Training

a. Remedial training is any training that is designated to improve a deficiency that was discovered through a performance assessment or the identification of a Recruiter Irregularity (RI).

b. Remedial training will be conducted at all levels and recorded in DTMS or applicable management system.

c. This training will be conducted on an as need basis, at every level, where deficiencies are discovered.

d. RRB FLL's are responsible for conducting remedial training. Their duties also include:

(1) Assisting MTOE/TDA unit leaders in all matters pertaining to SM by providing SM guidance, support, and recommendations.

(2) Conduct SM training and assisting in the development of SM incentive award programs.

5-10. Assessment

a. Formal written assessments are executed at all levels to validate comprehension of training concepts, instructions and tasks, ensuring exercises are conducted to standard.

b. RRB's provide a standardized performance measure checklists to be used and recorded in their individual training folder.

c. Assessments identify deficiencies which drives future sustainment and remedial training focus.

d. Assessments also serve as a record of progress on specific 79T skills, this is helpful in mentoring future 79T leaders and serves as a tool to focus training in identified areas of weakness to improve MOS proficiency to prepare Senior NCOs for future leadership assignments.

Chapter 6 Operations

6-1. General

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

b. Areas covered include:

(1) Mission

(2) Recruiting

(3) Measurement

(4) Retention

(5) Attrition Management

- (6) Logistics
- (7) Store Front Recruiting Offices (SFRO)
- (8) Recruit Sustainment Program

6-2. Mission

This section prescribes policy and guidance regarding RR mission requirements. Additional SM guidance is published periodically in Strength Maintenance Operational Messages (SMOM).

6-3. Enlisted Recruiting Mission

The State's current strength status, command structure projections, shortfalls, demographics, non-validated pay rate, and other unique State factors must be considered when developing a SMP.

a. The RRB mission is a detailed SM Plan that assigns company, section, and individual enlisted recruiting missions based on the State's end strength objectives.

(1) Company Mission. Companies will be assigned and held accountable for the Company recruiting mission. To calculate a Company enlisted recruiting mission the RRB should take their State enlisted accession mission and distribute to each Company Commander. The Company's market analysis, end strength, number of units, and various other State and locally specific considerations should be used to determine mission.

(2) Section Mission. RRSCs will be assigned and accountable for each section's recruiting mission. When calculating a section recruiting mission, RR leaders will distribute a portion of the Company mission to each section. The Section's number of assigned RSIDs, market analysis, number of units, unit strength, and various other State and locally specific considerations should be used to determine mission.

(3) Individual Mission. Each RRNCO will be assigned and accountable for an individual enlisted recruiting mission. When calculating individual missions, RR leaders will distribute a portion of the section's mission. Considerations that should be used to determine the RRNCOs mission are the area market analysis, number of units, unit strength, and various other State and locally specific.

6-4. Market Timing

All recruiting programs must include quarterly market objectives. Below are the primary, secondary, and tertiary market guidance to be considered when developing quarterly objectives. This strategy should incorporate a well-designed, localized marketing plan, which addresses RRB personnel requirements and needs.

a. First Quarter.

(1) Primary Market. High School (HS) seniors are an example of a first quarter primary market. Focusing on this market during the first quarter targets proactive HS seniors who are planning for their futures and understand how ARNG can assist in meeting their needs. Synchronized use of the following points will enhance the overall effort with targeted mailings, telemarketing activities, school presentations, Post-High School Planning Session participation, using HS senior unit members who have completed Phase I of IADT for referrals, the FTNGD-OS, and the Hometown Recruiter Assistance Program (HRAP).

(2) Secondary Market. HS graduates/college students are an example of secondary marketing that targets those interested in part-time service while actively pursuing their civilian goals. Use of targeted mailings synchronized with telemarketing activities using HS seniors and college lists (all available using the Solomon Amendment 10 U.S.C. § 983) will enhance success. This market maximizes utilization of non-summer training seats. An additional prospect subset of this market are ROTC classes at State universities that host or satellite ROTC programs to inform members of the benefits of the Simultaneous Membership Program as well as opportunities of becoming an officer in the ARNG.

(3) Tertiary Market. PS Soldiers in the IRR are an example of tertiary marketing that provides first quarter target coverage to an accessible subgroup of the PS market. It acknowledges time constraints based on forecasted primary and secondary market recruiting activities and the restricted access/approachability of other PS sub-market groups. Success can be enhanced by use of targeted mailings synchronized with telemarketing activities.

b. Second Quarter.

(1) Primary Market. HS juniors are an example of a second quarter primary marketing shift that occurs on or about 15 January. In this market, the recruiting effort must maximize an exclusive population against the other services. Selling advantages include the immediate drill pay opportunities and the split training option program compared to the Delayed Entry Program (DEP) offered by other services. In addition, individual State benefits should be highlighted over the USAR that is unable to offer State benefit programs. Focus should be on proactive HS juniors who are planning for their futures and understand how the ARNG can help meet their needs. Synchronized use of the following should be considered: targeted mailings, telemarketing activities, school presentations, post-HS planning session participation, and support HS unit members to informally differentiate our programs versus our competitors.

(2) Secondary Market. College students are an example of a second quarter marketing target, as they see their initial plans were inadequate to meet their financial and/or personal needs and are ready to appreciate how membership in the ARNG can help offset their financial shortfall. Increase success with college visits (to include the financial aid advisor) and mail-outs synchronized with telemarketing activities using college student guides when available. Include all prospects to ensure they are aware of the Simultaneous Membership Program benefits.

(3) Tertiary Market. PS in the IRR and local ARNG discharges over the last three years are examples of second quarter tertiary marketing that focus on Soldiers rejoining the ARNG to protect their personal investment of time and service. RRNCOs should sell strategies on job security, retirement benefits, pay and allowances, as well as reminder of their value to the community, State and the nation by serving as an ARNG Soldier.

c. Third Quarter.

(1) Primary Market. HS seniors are an example of third quarter primary marketing, which focuses on late decision-makers who now understand the importance of ARNG membership and the financial assistance. Targeted mailings should be synchronized with telemarketing activities. Targeting this sub-group of the NPS market is an opportunity to enlist HS seniors who are not affected by the lack of training seats due to the summer surge. It also maintains momentum during the lull between split training option availability and 360-day delay availability for the junior market to attend IET.

(2) Secondary Market. HS juniors are an example of third quarter secondary marketing. RRNCOs should continue their recruiting activities toward the junior market until training seat availability diminishes.

(3) Tertiary Market. PS Soldiers in the IRR are an example of a third quarter tertiary marketing focus. Reconnect with first quarter prospects as well as contact new additions to the IRR listings. Nationally and locally targeted mailings should be synchronized with telemarketing activities. On or about 1 June the focus shifts to PS - any component (no Military Service Obligation (MSO)).

d. Fourth Quarter.

(1) Primary Market. PS - any component is an example of a fourth quarter primary marketing. Primary focus during the fourth quarter should shift to the "PS" market, as the training seats opportunities generally declines due training seat utilization fiscal year to date. The most effective means of contacting prospects in this market is through community awareness events. Participation in local fairs, parades, and other community events, with heavy unit member support for equipment displays, job fairs and other open-house type activities will enhance production efforts.

(2) Secondary Market. An example of secondary marketing for the fourth quarter is HS seniors. Reconnecting with these previous HS juniors and focusing on 360-day delay training seats should be the primary objective of mail/telemarketing activities during this quarter. Major selling points are the advantages of early enlistment, including time in service, pay, promotion and training opportunities not afforded to last minute/late decision-makers.

(3) Tertiary Market. An example of fourth quarter tertiary marketing is HS graduates. Reconnecting with these previous HS seniors will target the non-college-bound Soldier and the late college planners.

6-5. Lead Generation

RRSCs should focus on the generation and distribution of leads. Achieving end strength is not possible, without lead generation. The key areas of a successful lead generation program include prospecting by telephone, mail and internet, area-territory canvassing, COI/VIP development, school program development, social media, and targeted marketing and advertising strategies. Lead tracking is executed in ARISS/AIE.

a. RRSCs will provide support and guidance to individual RRNCOs in assessing the number of generic leads necessary to recruit one Soldier into the ARNG. Given that each RRNCO operates with a distinct contact-to-contract ratio, it is essential for RRSCs to recognize the significance of lead generation and to formulate a robust strategy for generating sufficient leads to fulfill mission objectives.

b. Since unit leads convert to enlistments at a much higher rate, States should develop recognition programs for successful lead generation at the unit level. A successful unit lead referral program is vital to the unit's strength and to a successful State SM program. When developing the unit SM plan, unit leaders should assign a lead requirement to all Soldiers.

6-6. Applicant Processing

The processing phase is essential in recruiting qualified applicants. During this phase RRNCOs and Officer/AMEDD Strength Managers sell applicants on joining the ARNG. RRSCs must ensure that each step in the processing phase is thoroughly covered in the State SM plan. The RRSC sets, monitor standards, and follow-up for each step to measure performance and ensure maximum efficiency.

The steps include:

- a. Setting appointments
- b. Conducting interviews

- c. Determining applicant eligibility
- d. Preparing enlistment/appointment packet documentation
- e. Testing applicants (mentally and physically)

6-7. Officer Recruiting Mission

a. RR leaders must use a variety of programs to maximize officer accessions. The OSM is accountable for accomplishing the assigned officer recruiting mission. Officer and Warrant Officer accession missions are assigned annually by ARNG-HRM. Categorical assignments are published annually in a mission letter by ARNG-HRM. When developing an officer-recruiting program, RR leaders should focus on methods and standardize the utilization the following primary applicant pools:

- (1) Colleges and Universities.
- (2) Reserve Officer Training Corps (ROTC) Programs.
- (3) Current ARNG members (Through Officer Candidate School (OCS) and Direct Commissioning).
- (4) Active-Duty personnel (Through RCT Program, Marine to Guard (M2G Program) and Branch Transfers).

b. Individuals applying for an appointment to the AMEDD branch require boarding by the U.S. Army Recruiting Command (USAREC) Medical Selection Boards (MSB). All Medical Branch applications for appointment are forwarded to the DARNG, ATTN: ARNG-HRR-AC-O, 111 South George Mason Drive, Arlington, Virginia 22202. Applications are completed as outlined in NGR 600-100 (Commissioned Officers - Federal Recognition and Related Personnel Actions).

c. USAR AMEDD Officers. USAR AMEDD Officers transferring in branch and grade to the ARNG must complete a Permanent Federal Recognition packet and forward it to Personnel Services Division (ARNG-HRP). USAR transfers do not go before the USAREC board.

d. Temporary Federal Recognition (TFR). States may convene a Federal Recognition Board to consider an applicant's qualification for an appointment to an AMEDD branch prior to receiving USAREC selection board results. However, TFR shall not be extended, nor an oath administered, until the application packet is professionally boarded and selected by the USAREC selection board. The official release date of the board results is used as the earliest date of appointment.

e. Permanent Federal Recognition. After the TFR has been granted, the completed TFR documents are forwarded to ARNG-HRP via eTracker. ARNG-HRR will complete the constructive credit worksheet (use DA Form 5074-R or DA Form 5074-1-R) and forward to the Chief Surgeon General.

6-8. Attrition Management Goal

a. ARNG attrition management goals are focused on reducing unexpected, non-ETS losses to strength. These goals, which may vary by State and unit, are developed based on TAG guidance, unit strength, historical unit attrition percentages, NGB goals, and DA goals.

b. The two primary components of RRNCO attrition management goals are:

(1) Enlisted Training Pipeline Success Rate (TPS). RRNCOs are responsible for maximizing the success of individuals that they enlist into the ARNG. RRNCOs are assigned a TPS rate goal based on the individuals they have recruited.

(2) Assigned activities. A list of specific attrition management activities will be identified, scheduled, and implemented by the RRNCO and evaluated by the RRSC. Activities will include RRNCO participation in Training Pipeline programs with assigned units. The RRNCO will provide support to unit leadership assisting in the accomplishment of the unit's attrition management goal. Unit attrition includes losses of Soldier(s) in the training pipeline and losses of MOSQ Soldier(s) during their contractual obligation. RRNCOs will plan attrition management activities that support both scenarios.

c. Assigning an attrition management goal to RR personnel in partnership with their assigned units is essential to reduce losses and achieve both unit strength and personnel readiness.

d. Leaders at all levels should conduct regular in-progress reviews with unit leaders to discuss execution of retention activities and retention mission progress.

e. Unit Commanders at all levels are responsible for the Retention Management Program and must fully utilize the RMS database to meet the attrition management goals.

f. Retention Management Program (RMP) Tools:

(1) RMP Leader Guide. The purpose of the RMP Leader Guide is to assist States with the establishment, operation, and sustainment of RMP. It provides a basic overview of RMP, organizational structure, process, training, automation, metrics, and implementation guidance. The guide supports the goal of formation execution and optimization of a State retention program.

(2) Retention Management Software. RMS is a case management system that assists Unit Retention NCOs, Unit Leaders, and RRNCOs in execution of unit retention activities. The software was created to alleviate the antiquated

paper driven retention processes at the unit level. RMS is required for RMP operations and when executing bonus and incentives agreements during the extension process. Alternate is the GIMS, when RMS is offline and verification is provided. Program modules include Sponsorship, Interstate Transfer, AWOL Recovery, and Extension. The extension module of RMS provides visibility of the eligible population, enables documentation of retention counseling, captures Soldier intent, evaluates eligibility, and produces extension documents. This software has the capability to significantly improve the accuracy and efficiency of unit retention operations while providing State and Unit Leaders visibility of unit retention activities. User guides and trainings are available through the RMS website. ARNG HRM-I is the only approving authority to request authorization for completing incentives outside of RMS or the GIMS.

6-9. Recruit Sustainment Program

In the Recruit Sustainment Program (RSP) enlistees are referred to as Warriors.

a. Purpose:

(1) The RSP supports newly enlisted Warriors with training and administrative support to maximize training pipeline successes. The goal of the RSP is to set the conditions to provide MOS qualified Soldiers to ARNG units by ensuring applicants are mentally prepared, administratively correct, and physically fit for BCT and AIT.

(2) RSP is mandatory and tailorable to the specific needs and structure of the State. The RSP, supported by RRNCOs, plan and execute training IAW RSP Strength Training Readiness Modules (STRM). Integration of RRNCOs into the RSP mitigates attrition and facilitates lead generation from newly enlisted Warriors. The RRB is responsible for administration of the RSP.

b. Recruit Sustainment Program Tools:

(1) RSP Procedures Policy. The purpose of the RSP Procedures Policy is to assist States with the establishment, operation, and sustainment of an RSP. It provides a basic overview of RSP Cadre duties and responsibilities, administration, training, automation, logistics, metrics, and accreditation. The RSP Procedures Policy supports the goal of maximizing Training Pipeline Success (TPS) through documentation of proven concepts and processes that will prepare RSP Warriors to excel at BCT and AIT.

(2) Strength Training Readiness Modules (STRM). The STRM curriculum is the base instructional portion of RSP and provides a structured program where Warriors will learn basic information in each phase with content that reflects the knowledge, skills and abilities required at BCT/AIT.

(3) RMS Vulcan Module Database. RMS Vulcan is a web based RSP data management tool that allows the RSP Cadre to track training progress of Warriors, manage Warriors IET status, identify recruit issues requiring resolution, and generate reports. RSP Procedures Policy and training are available through the RMS Vulcan website. Use of RMS Vulcan is required for RSP operations. This database is used by the RRB, RSP personnel, TRADOC Liaisons, IADT managers, MEPS Guidance Counselors, and parent units of assignment.

(4) All RSPs are accredited every three years. The Accreditation Program is conducted to promote standardization, regulatory/policy compliance, and to capture best practices utilized by top performing RSP's.

6-10. Unit Sponsorship Program

a. General. Execution of the unit sponsorship program is the first step in meeting unit attrition and retention goals. Effective sponsorship programs have a positive effect on both attrition and retention by ensuring that Soldiers receive a good start when they arrive at the unit. Prior service Soldiers transferring between units and newly DMOSQ Soldiers from the training pipeline are all categories that require sponsorship. The program starts with the Soldier's arrival at the unit and continues through integration.

b. Administration and Application. Commanders are responsible for the administration of the unit sponsorship program. Commanders, CSMs, 1SGs and FLLs execute the sponsorship program. RRNCOs assist by transitioning new Soldiers into their assigned unit or RSP. The 1SG coordinates the appointment of sponsors, initiates the sponsorship checklist, and provides sponsorship program oversight. Utilization of the RMS database to execute sponsorship is required. The Sponsorship module provides visibility of Soldiers requiring sponsorship, enables required documentation and tracks activity completion. This software has the capability to significantly improve the accuracy and efficiency of unit attrition management operations while also providing State and Unit Leaders with visibility of unit attrition management activities.

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

d. Required Procedures and Duties of the Sponsor:

- (1) Introduction to key personnel.
 - (2) Explanation of the unit's history, lineage, honors, organization, missions and functions. Inform the Soldier of their role and expectations within the unit, policies, military justice, and Commander's guidance.
 - (3) Coordinate the issuance of appropriate items such as clothing, equipment, Soldiers training publications and local Standing Operation Procedures (SOP).
- e. The 1SG is responsible for termination of the sponsorship effort. Adequate integration of the Soldier is the primary objective. The quality of the sponsorship program must not suffer in the interest of speed.

6–11. First Term Loss Prevention

States must develop policies and programs that target Soldiers in their first term to ensure they serve until their scheduled ETS. Methods for reducing first term losses are listed below.

- a. Each unit Commander should appoint one NCO to perform the duties of a Unit Retention NCO. This individual works with the unit's assigned RRNCO with guidance from the 1SG and/or unit Commander to improve the attrition and retention rate of the unit. When used properly, Unit Retention NCOs are invaluable to the success of the attrition management and retention program.
- b. Making Unit Member Contacts. Ensuring unit members are contacted regularly is essential to prevent and solve potential problems. As part of their attrition management mission, RRNCOs must be held accountable for maintaining contact with unit members.
- c. Conducting Unit Surveys. RRNCOs and Unit Retention NCOs should periodically survey the unit. Surveys aid unit leadership's development of attrition and retention action plans based on the identified results, issues, and needs of the Soldiers.
- d. Participating in RSP Battle Handoff (BHO) Ceremonies. Units should make every effort to ensure a successful transition from the RSP to the unit of assignment.

6–12. Retention Mission

ARNG Retention Missions focus on supporting unit strength by retaining more Soldiers at ETS. These missions, which may vary by State and unit, are developed based on the extension eligible population, TAG guidance, unit's strength, historical reenlistment percentages, NGB goals, and DA goals.

- a. RRNCOs can be assigned individual retention missions based on the retention missions of their supported units; RRSGMs and RRSCs will be assigned a region or area retention missions based on RRNCO goals; OSMs may be assigned officer retention missions as directed by the RRC.
- b. The two primary components of a retention mission are:
 - (1) Completed Extensions. An annual number of required extensions should be assigned to the unit leadership and supported by the RRNCO. The number of required extensions is based on an analysis of the actual number of extension eligible Soldiers during that year in the unit, IAW the context of established NGB, ARNG and State retention goals and objectives. The retention mission objectives are outlined in writing on NCOERs and OERs.
 - (2) Assigned activities. A list of specific retention activities the RRNCO conducts at the unit. The RRSC evaluates the RRNCO on the identified, scheduled, and implemented activities. The accomplishment of assigned retention activities will be annotated on NCOERs and OERs.
- c. Assigning a retention mission to RR personnel in partnership with their assigned units is essential to reduce losses and achieve unit strength and personnel readiness.
- d. Leaders at all levels should conduct routine in progress reviews with unit leaders to discuss execution of retention activities and retention mission progress.
- e. The RRB is responsible for providing support to unit retention programs and supporting the utilization the RMS database and the Retention Management Program (RMP) Tools:
 - (1) RMP Leader Guide. The purpose of the RMP Leader Guide is to assist States with the establishment, operation, and sustainment of RMP. It provides a basic overview of RMP, organizational structure, process, training, automation, metrics, and implementation guidance. The guide supports the goal of formation execution, and optimization of a State retention program.
 - (2) Retention Management Software. RMS is a case management system that assists Unit Retention NCOs, Unit Leaders, and RRNCOs in execution of unit retention activities. The software was created to alleviate the antiquated paper driven retention processes at the unit level. RMS is required for RMP operations and when executing bonus and incentives agreements during the extension process. Alternate is the GIMS, when RMS is offline, and verification is provided. Program modules include Sponsorship, Interstate Transfer, AWOL Recovery, and Extension. The extension module of RMS provides visibility of the eligible population, enables documentation of retention counseling, captures Soldier intent, evaluates eligibility, and produces extension documents. This software has the capability to significantly improve the accuracy and efficiency of unit retention operations while providing State and Unit Leaders

visibility of unit retention activities. User guides and trainings are available through the RMS website. ARNG HRM-I is the only approving authority to request authorization for completing incentives outside of RMS or the GIMS.

6-13. Retention Interviews

Retention management and interviews are required to determine eligibility to extend enlistment and determine any issues that might affect extensions of enlistment. Commanders, 1SGs, FLLs and RRNCOs will ensure all ARNG Soldiers, including ING members, are interviewed and counseled. Leaders must research, develop, and practice techniques and methods for interviewing. The retention interviews must be relatable to the to the grade, length of service, and informative of eligible incentives, in order to result in successful retention of qualified Soldiers. Retention interviews encourage continued service, resolve issues, and enhance unit readiness. Preparation is essential for a successful interview. Knowledge of the Soldier's family needs, wants, and desires will assist in the success of the interview. The interview should be scheduled in advance to allow the Soldier time to prepare. Interviews should be conducted on an individual basis; they should never be conducted in groups. Types of retention interviews and counseling:

- a. Orientation Counseling. FLLs should conduct an orientation interview as part of the sponsorship program immediately after a Soldier report to the first unit training assembly. These counselings provides the necessary information and expectations to position the Soldier for success. It provides the Soldier the opportunity to identify problems, ensure personnel records are current, verify all required clothing items are issued, clothing records are correct, all training dates are provided, and verify that incentive addendums are loaded in iPERMS and eligible payments have been requested for payment.
- b. Career Development Counseling. These are a combination of performance counseling sessions as outlined in ATP 6-22.1. FLLs up to the Company Commander will conduct career developmental counseling. Besides personal and performance discussions, the Soldier's eligibility for continued service and advancement should be discussed periodically. Soldiers must be prepared to meet the criteria for extension. Important topics for these discussions are the Soldiers opportunities and qualifications for advancement, training, education, and other items important to the Soldier. When not otherwise required, these interviews should be conducted annually. Interview results and topics covered must be recorded as required (i.e., NCOER counseling record).
- c. Family Interviews. Dedicated Soldiers may receive pressure from their families to leave the ARNG. Interviews with the Soldier and their families may ease or eliminate this pressure. When families are given information on the value of service, the requirements, and benefits gained by the Soldier's contributions to the ARNG, many non-supportive families may become active supporters. Commanders will ensure these interviews are conducted annually. Unit sponsored family activities can enhance this support and will provide a forum for discussion. The Unit Commander will assign a unit member the responsibility to set up all units sponsored family events. Family support is critical to retention.
- d. Employer Interviews. Interviews between the Soldier's leadership and employer can resolve employment conflicts. Advance knowledge of training schedules and requirements, plus a discussion of the ARNG mission, will help the employer gain a better understanding, and often become more sympathetic toward the employee's military commitment. The principal responsibility for employer interview lies with the Soldier and the Soldier's unit. Whenever difficulty is encountered, the unit may ask for assistance from the RRNCO and the national or State committees for Employment Support of the Guard and Reserve (ESGR). Unit Commanders are encouraged to invite, at a minimum, an ESGR representative to brief the unit annually.
- 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 at 15 months, 12 months, 270, 180, 120, 90, 60, and 30 days from the Soldier's ETS date. They focus on the Soldier's qualifications for extension, options, goals, decisions, and available incentives.
- f. Unscheduled Interviews. Unexpected problems can result in an unscheduled interview with the Soldier. Commanders, FLLs and NCOs in the support channel must be involved in the retention management effort. Leadership must be prepared to take prompt action to resolve problems and address concerns, providing the required information and assistance to aid in the retention process. Soldiers who require an extension waiver to continue their membership must be identified and processed 90 days prior to his/her scheduled ETS date to eliminate a possible break in service.

6-14. Extension Ceremonies

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

6-15. Alternatives to Separation/Discharge

Identifying alternatives to separation or discharge is important to the success of a retention program. Some Soldiers undergo numerous challenges in managing family, civilian employer, and military service. Leaders must ensure that all Soldiers are aware of the alternatives to separation or discharge. Alternate MOS/CMF, team/squad/section/platoon or unit shift, State transfer, and the ING are alternative options that should be explored before pursuing separation and discharge from the ARNG.

6-16. Discharge/Separation Procedures

For discharge and separation procedures refer to AR 135-178 (Enlisted Administrative Separations) and NGR 600-200 (Enlisted Personnel Management).

6-17. Office Space and Supplies

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

If located in an ARNG armory, RR offices will be on the first floor, at least 250 square feet, which is easily identifiable and close to entrances. For additional store front office policy see paras 6-19 through 6-22.

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

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

c. Logistics and facility officers will support RR office requirements to present a professional working atmosphere.

6-18. Store Front Recruiting Office (SFRO) Program

Store Front Recruiting Offices (SFRO)s are tools used to maximize both NPS and PS accessions in highly populated metropolitan areas and increase ARNG market share. The RRB should conduct extensive area demographic analysis in their States to determine if a SFRO would maximize efforts and increase market share. SFROs should position RRNCOs in strategically advantageous locations that provide increased brand recognition and access to a large target market to enhance ARNG accessions. SFROs actions are facilitated through ARNG-HRR.

6-19. SFRO Responsibilities/Requirements

The RRB will appoint a POC to manage requests and operations of a SFRO. The POC will manage the SFRO program by performing the following:

a. Upon appointment, contact the ARNG-HRR SFRO Manager to establish a line of communication and update the SFRO POC roster.

b. Process NGB Form 210R for SFRO closing/opening /moving/annual lease extension/requests for the RRB to sign.

c. Process and submit NGB Form 210R for annual requirement due to ARNG-HRR NLT 15 June of the current FY.

d. Ensure that SFRO production is properly recorded in the appropriate automated accessioning system, to validate SFRO expense to ARNG-HRR.

e. Ensure SFROs are operated as outlined in with this regulation and current SM guidance.

f. Each RRNCO assigned to a SFRO will have a three-tenet SM mission. The SFRO will be staffed with a minimum of two RRNCOs. The Chief, ARNG-HRR, is the sole approval authority for any exceptions to SFRO requirements.

g. Permanent change of station (PCS) for an RRNCO is not authorized when establishing a SFRO.

6-20. SFRO Funding

Funding for SFRO is provided to the States solely for the purpose of paying the actual cost to lease the SFRO. States may propose new storefronts based on their assessed requirements, capturing anticipated costs in RM Online for the following fiscal year. Requests to open new storefronts within the current fiscal year will be evaluated on a case-by-case basis and will depend on the availability of funds. States must open a SFRO within four calendar months of receiving an approved NGB 210R from ARNG-HRR.

a. SFRO lease funds cannot be used for the following:

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

framework, etc. This applies if either the lessor completes the work in advance of the SFRO opening or if the State underwrites the work at a later date.

- (2) Utilities billed separately.
- (3) Recruiting exterior signage if purchased outside of the lease.
- (4) Office furniture and equipment.
- (5) Communication costs.
- (6) Office supplies.
- (7) Security deposits (not authorized for government transactions).
- (8) Insurance. The ARNG is covered by the tort claims act and does not pay insurance premiums.
- (9) Parking.
- (10) Maintenance.
- (11) Janitorial Services

b. SFRO lease funds can be used for the following (but only if negotiated in the initial lease Agreement) and the costs are amortized as part of a constant monthly lease payment IAW NG Pam 420-10, (Construction and Facilities Management Office Procedures), para 2-6s):

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

- (2) Utilities.
- (3) Recruiting exterior signage.

c. In those cases where utilities are billed separately, the Construction and Facilities Management Officer (CFMO) shall be responsible for funding the costs.

d. Lease funds are only obligated for the current fiscal year. To retain a SFRO for the next FY a completed NGB Form 210R requesting a lease extension must be submitted to ARNG-HRR NLT 15 June of the current FY.

6-21. Lease Agreements

Negotiations to enter into lease agreements may begin only after the State receives written approval from both, ARNG-HRR and ARNG G-9 Directorate Real Estate Branch (ARNG-IEI-R).

a. There are two main components of the lease approval process.

(1) ARNG-HRR approval requires a NGB Form 210R and its supporting documentation.

(2) ARNG-IEI-R requires an approved NGB Form 210R and a cover memo signed by the CFMO indicating the intent to use either Federal (US Army Corps of Engineers) or State leasing procedures. Upon award of the lease, State will create a site in Headquarters Installation Information System (HQIIS) with the lease attached to the HQIIS site record and create an asset record in PRIDE for the leased portion of the building.

b. Lease negotiations only take place through the support of the CFMO, who may choose only between the State Agency authorized to conduct Real Estate transactions or the Army Corps of Engineers.

c. All leases are subject to cancellation or non-renewal for any of the following reasons:

- (1) Inability to increase market share over a six-month period after being advised by ARNG-HRR to increase market share.
- (2) Unsafe Conditions.
- (3) At the discretion of TAG or by ARNG-HRR directive.
- (4) Non-compliance with the current NGR 601-1 and current Strength Maintenance Operational Message (SMOM) guidance.

d. Cancellation clause will spell out each party's rights and statutory State requirements.

e. Lease Agreements will include the following clauses:

- (1) Lease Agreements cannot obligate funds past a current fiscal year.
- (2) The ARNG will not pay a penalty or the remaining balance of the unexecuted portion of the Agreement when the SFRO is closed before the contract end date.
- (3) Requirements to comply with Americans with Disabilities Act (ADA) and to provide adequate lavatory space.

6-22. Branding Initiatives and Setup Guidelines

A SFRO must conform to ARNG-HRR-M Style Guide for graphics standards of interior and external branding.

Intent is to ensure all SFROs have a comparable appearance.

a. Internal layout of the building should adhere to either a square or rectangle shape. The first twelve (12) feet of space will be reserved for national branding. RRNCOs workspace requires an additional 250 square feet for the first RRNCO and 100 square feet for each additional RRNCO.

b. State POC must ensure that a SFRO conforms to the ADA.

6-23. SFRO Interior Refresh

Updates include interior and exterior items. The cost of the interior update is limited to \$18,000 per SFRO. Items included in the interior update are paint, carpet, and furniture. The exterior update is for the sign only and is limited to \$20,000 per SFRO. All items will reinforce the National Guard's branding message. The SFRO must be open for seven years to qualify for an update. The SFRO furniture update seven-year qualifying period, date starts the date of the furniture purchase. Requests for SFRO Updates for the next fiscal year must be submitted in writing to ARNG-HRR NLT 31 May of the current FY. The SFRO Updates are limited and the oldest SFROs will be approved first. Those SFROs older than seven years that have updated furniture may still request an exterior update.

6-24. Equipment

The items listed below are the minimum requirements for RRB personnel to accomplish their assigned RR mission. The RRB may add to this list as technology and program needs dictate, so long as those changes do not violate any laws or regulations.

a. References. RRSCs will provide RRNCOs with current regulations and policies pertaining to the development and implementation of the SM program. Due to changes and updates, references may vary.

b. Administrative Items. Usual administrative/office supply items needed to conduct RR duties (e.g., paper, binders, folders, pens, pencils, paperclips, staplers, etc.)

c. Information System Items. See Chapter 8 for information and requirements regarding the issue and use of authorized automation, electronic and communication equipment. Purchase of automation equipment with RR funds is not authorized without approved exceptions IAW Ch 8. Equipment items that RRB personnel require access to include but are not limited to the following:

- (1) Computer (laptop)
- (2) Printer, Scanner, Fax (desktop and/or portable)
- (3) Telephones (office and cellular)
- (4) Fingerprint Scanner
- (5) Digital Signature Pad
- (6) Access to an NTV/GSA Vehicle

6-25. Uniforms

Enlisted RR personnel are authorized the following uniforms and allowances:

a. IAW AR 700-84, Chapter 4-8, a., a monetary allowance for the purchase of the Army Service Uniform (Army Green Service Uniform (AGSU)). This allowance is for RR enlisted members, who are qualified as a PMOS 79T or SQI-4 and are assigned to a 79T position.

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

c. Funding is available to purchase and issue each RSP Soldier one complete ACU and APFU. The authority is ARNG-HRM.

6-26. Vehicles

GSA and other Non-Tactical Vehicles (NTVs) are authorized for use in support of RR activities. Instructions for GSA vehicle use, control and reporting can be found in the JTR (Joint Travel Regulations), and AR 58-1 (Management, Acquisition, and use of Motor Vehicles). Additional guidance is provided in Chapter 9.

6-27. Records and Personnel Files

The RRB personnel will use the appropriate automated accessions application to track accessions data. See Chapter 8 for further guidance on automated systems.

a. Only authorized forms will be used.

b. Maintain forms and files at the lowest level possible (Company, Battery, Troop, or Detachment).

c. Only personnel conducting attrition management/retention interviews or counseling are authorized access to a Soldier's records.

d. The requirements of the Privacy Act of 1974 (5 USC § 552a), and Health Insurance Portability and Accountability Act of 1996 (HIPAA) must be followed when collecting personally identifiable information (PII) and protected health information (PHI) data for SM purposes.

Chapter 7

Marketing and Advertising

7-1. General

a. A well-conceived and effectively executed marketing and advertising program is vital to the ARNG Strength Maintenance Philosophy. To improve personnel readiness, the program must address and support the three tenets of SM outlined in paragraph 1-5 of this regulation.

b. Marketing and advertising efforts must increase the public awareness of the ARNG, strengthen family and employer support, and enhance the overall image of the ARNG as a part of America's Total Army.

7-2. National Advertising

a. The intent of the national marketing and advertising program is to support the three tenets of the SM Philosophy, with the core objective of recruiting quality Soldiers. National efforts assist in the development of the ARNG brand and image throughout local communities. It serves as the corporate umbrella and provides a foundation for State advertising programs to build on. It establishes guidelines to be used throughout the ARNG.

b. The ARNG Strength Maintenance Division, Marketing and Advertising Branch (ARNG-HRR-M) executes a national advertising program by utilizing a full-service advertising agency, separate commercial production companies, government-run visual information facilities, and various marketing and advertising related contractors.

7-3. State Marketing and Advertising Objectives

a. The objective of a well-designed State marketing and advertising program is to complement and reinforce the efforts of the national program. It must assist individual States to promote the ARNG within local communities by utilizing grassroots efforts. The three tenets of the SM philosophy must be the program's focal point.

b. The State marketing and advertising program must support efforts of RRB personnel, local commanders, State and unit Retention NCOs, Soldiers managing RSP, and others responsible for maintaining and improving personnel readiness within the ARNG.

7-4. Army National Guard Trademarked (TM) Logo

a. The ARNG licensed TM logo is the foundation of all ARNG marketing and advertising. It assists in promoting the ARNG by creating brand recognition and consistency.

b. Users must always consult and comply with the current ARNG Graphic Standards Manual for existing ARNG logo guidance and proper usage of the TM logo.

c. The ARNG and the National Guard seals are not authorized for use as State or locally developed (TM) logos.

d. The TM logo will always be accompanied by a call-to-action directing prospects to NATIONALGUARD.com and/or 1-800-GO-GUARD. Exceptions are permitted only when the call-to-action would be too small to read or is deemed impractical, ARNG-HRR-M is the approval authority.

e. For most current guidance on logo specifications, contact HRR-M staff.

7-5. NATIONALGUARD.COM

a. ARNG HRR-M partners with a contractor to push robust content that is intuitive and engaging for prospective candidates. NATIONALGUARD.com serves as a centralized platform for the nationwide marketing campaign mission and call center at 1-800-GO-GUARD. These platforms are designed to enhance the user experience by making it easy for prospects to find relevant information about careers, benefits, and enlistment requirements as well as generating PS and COI inquiries.

b. NATIONALGUARD.com acts as a primary recruitment hub, capturing leads across various demographics, directing them to the appropriate RRB personnel. The website supports ARNG's branding and message consistency nationwide, ensuring that NPS, PS, and COI receive clear, professional, and trustworthy information.

c. To direct prospects to the website, RRB personnel should use NATIONALGUARD.com as a call to action on marketing materials. If NATIONALGUARD.com is not used, RRB personnel are required to use 1-800-GO-GUARD. However, if disadvantageous see para 7-4d for further instructions.

d. States are discouraged from developing and maintaining State-recruiting websites. This will exhaust limited resources, to include funding and man-hours with the potential to dilute the ARNG nationwide brand. If States find it necessary to host a recruiting website, they are to first use the State websites hosted on www.NationalGuard.com. The national wide website provides a cohesive approach, and each State has the flexibility to create their own website through the contracted platform. This feature allows States to address unique local recruitment needs while maintaining alignment with ARNG's overall marketing standards and guidelines. If additional unique State specific requirements are needed, contact the Program Manager.

e. All State recruiting websites outside the NATIONALGUARD.com must comply with para 7-4.

7-6. State Marketing and Advertising Standards

a. State and local marketing and advertising will reflect national standards, allowing States to prudently leverage and utilize limited resources. Additionally, a "top-down" approach builds the ARNG's brand equity, increasing awareness and targeted market preference for the ARNG, while making the ARNG a cohesive unit with synergized marketing communications.

b. States are encouraged to develop local programs and materials targeted at specific requirements. State and local ARNG entities will adhere to the following advertising and marketing standards:

(1) To support the SM Philosophy, State advertising and marketing efforts will not focus solely on ARNG accessions but balance the expenditure of resources on helping retain quality Soldiers while reducing the attrition of first term Soldiers.

(2) State advertising and marketing must maintain consistency with the current ARNG advertising campaign in style, tone, and use of basic advertising appeal. All components must comply with the current ARNG Graphic Standards Manual.

(3) All advertising and marketing materials, Recruiting Publicity Items (RPIs), and awards will incorporate the ARNG logo and a call-to-action of 1-800-GO-GUARD, NATIONALGUARD.com, and/or official national social media pages, however, if disadvantageous see paragraph 7-4d. above for further instructions.

(4) Any implication the ARNG encourages potential prospects to terminate their education, must be avoided. Additionally, any implication the ARNG encourages active-duty personnel to ETS so they may join the ARNG must be avoided. Communications directed towards active-duty personnel should target those who have already decided to ETS.

(5) Advertising and marketing will avoid any implication that the ARNG is "just another job". Terms of civilian employment such as "job", "salary", or "vacation" may be used only if necessary for effective communication with the youth audience and only if the context makes it clear the enlistee is incurring a contractual obligation that cannot be terminated at will. Discussion of time requirements should not include "just..." or "only one weekend per month and two weeks a year." Preferred reference to time requirements is "Guard members train a minimum of one weekend a month and two weeks a year, so they will be ready should the Nation or community need them."

(6) When referencing ARNG incentives and educational benefits, marketing personnel must reference the current SRIP policy and Strength Maintenance Operational Messages (SMOM) prior to placing an advertisement. Advertising must be clear that benefits are available "only if qualified" and "subject to change."

(7) Occupational advertising that promotes a career or a specific skill must show the ARNG service as an enriching experience that can assist individuals in developing qualities sought after in the civilian job market, without implying he or she will succeed.

(8) Advertising and public affairs materials must depict military personnel and equipment accurately. The appearance of military personnel must conform to appropriate Army regulations governing wear of uniform and personal grooming. Displays of weapons and other equipment shall be as outlined in AR 360-1 and other applicable Army regulations or approved military practices.

(9) Avoid references that promote direct comparisons with other military services or components.

7-7. Marketing and Advertising Funds

Army Market Program (VAMP) and Army Recruiting (FARC) accounts fall under the category of the Operation & Maintenance (OMNG) appropriating is for expenses, not otherwise provided for, necessary for the operation and maintenance of the Army (to include the National Guard) as authorized by law are provided to support national, State, and unit-level marketing and advertising efforts, and must be used as outlined in this regulation, Federal Acquisition Regulation (FAR), National Guard Budget Execution Guide and all other applicable Federal, State laws, regulations and policies governing the expenditure of government dollars.

a. VAMP. Provides for the actual marketing and advertising items used in support of the enlisted, officer, and warrant officer recruiting, retention, and attrition management mission. These expenses include but not limited to: the design and implementation of advertising campaigns in any media (paid or non-paid), production and distribution of audio or video tapes for airing on radio or television, marketing materials, mobile event displays, personal promotional items, direct mail campaign support, lead fulfillment activities, outdoor space rental and related costs for billboards, mall posters, banners, or sales promotions, and the purchasing of advertising time or space in any media with the express purpose of stimulating interest in the ARNG. FARC 2065 provides resources to support the ARNG Strength Maintenance Program mission, these expenses include but not limited to: contracted training, professional development, non-uniform clothing items, tablecloths, canopy tents, space rental for conferences/conventions/fairs, strength maintenance awards, plaques, and coins, business cards, provision of small meals and refreshments, expendable office supplies, desktop publishing systems, video and photographic production equipment and supplies.

b. FARC. Supports authorized full-time manning personnel and the overall State/Territory Strength Maintenance Mission. This account funds expenses in direct support of enlisted, warrant officer and officer R&R activities. Activities

include, but are not limited to printing, equipment maintenance, commercial purchases, SFRO furniture, Commercial sales training. Resources support headquarters operations, civilian pay and allowances, applicant meals, lodging and travel, military awards, GSA vehicles, equipment, and advertising. Automation requirements listed in the Centralized National Lifecycle Program will be procured at the national level unless state opts out. Appropriated funds will not be used for entertainment expenses or to provide meals at conferences or training events.

7-8. Recruitment Marketing Contracts

a. All State level marketing Contracts will adhere to the local USPF&O guidelines and policies. All media secured through State level contracting actions will adhere to the standards detailed in paragraph 7-6 and complement the National Advertising Program.

(1) Procurement below the micro-purchase threshold (\$10,000 for commodities and \$2,500 for services) are most appropriately secured through use of the GPC program.

(2) Marketing contracts below the Simplified Acquisition Threshold (Contracts of \$250,000 or less) will be approved by local commanders.

(3) Marketing contracts that exceed the Simplified Acquisition Threshold will be submitted to ARNG-HRR-M through the Marketing Clubhouse in TEAMS

b. National Level ARNG event contract actions, modifications, task orders, delivery orders, etc. that are based on an event or engagement whose purpose is to enhance the National Guard's recruiting efforts or targeted recruiting campaigns will adhere to marketing planning and approval as detailed in AR 601-208, Chapter 2-2, b, (3).

c. Unauthorized items/services:

(1) Paid recognition ceremonies for service member by sports related organizations, sporting events or professional sports teams. (ex: National Anthem, color guard, and enlistment/extensions)

(2) Tickets/passes of any kind except for set-up/ worker access

(3) Parking Passes except for set-up/worker access

(4) Anything else that could be construed as "personal in nature" or is considered "value added" as the government is not allowed to accept free services.

d. All sports marketing contracts must have an expected return in investment (ROI) that can be measured. Historic ROI shall be evaluated prior to exercising any options to renew an existing sports marketing contract.

e. States should contact ARNG-HRR or their State legal office for current applicable sports marketing guidance when seeking to utilize funds.

f. Before executing any recruitment marketing contract, task order, or purchase order in which the total cost to the government is greater than \$5,000 a metric or metrics will be established by which the success of the event or other deliverable asset(s) can be measured.

g. Travel for any individual(s) under contract to provide advertising/marketing services to a State in conjunction with the execution of said contract will not be in a Temporary Duty (TDY) or invitational travel orders status. All costs associated with travel requirements pertaining to a marketing/advertising contract should be contained within that contract.

7-9. Media

Media can range from simple and straightforward to technologically advanced; however, all media efforts should be measured and tracked for effectiveness and ability to generate leads, impact COIs, promote retention in the ARNG, and/or reduce attrition among current members.

a. Media types include, but are not limited to, print, internet, mobile, radio, television, out-of-home, theater, and event promotion. More specific media types include newspaper (community, daily, employment, HS, and college), social media, magazines, on-line banner ads and articles, targeted e-mail campaigns, theater slides and digital spots, GSA auto wraps, event and stadium signage, transit display ads, mall/retail advertising, and a myriad of other advertising venues.

b. The owning agency may authorize wrapping their GSA or State vehicle(s). States are not authorized to spend advertising or recruiting funds to wrap personal vehicles, boats, or equipment of any kind. Exceptions to this must be authorized, in writing, by ARNG-HRR-M.

c. Creating a comprehensive media plan includes gathering information and conducting in-depth research. This encompasses capturing data from sources that include, but are not limited to, media plans from the previous year, the current marketing and advertising plan, the RRB guidance, State demographics, and various other sources.

d. Media placement must provide the greatest exposure to your priority target market and focus on the highest potential of return. Plans should address media circulation, penetration, and readership/audience. For example, magazine circulation is the number of copies printed and delivered, penetration is the number of households reached in a specific area, and readership is the number of total readers reached by copies produced and delivered of a single issue of a magazine.

e. State media plans should leverage national programs and efforts. By doing so, States extend the reach of their media, the frequency of their advertisements, and the purchasing power of their limited budgets. Coverage of national programs is not uniform; thus, State marketing personnel must analyze national programs to identify areas of reduced coverage to cover shortcomings. States must know which audience(s) the national programs reach and how often, in order to carry out a successful media plan.

7-10. Radio and Television

- a. States may execute local TV and radio advertising as necessary in support of the local recruiting efforts.
- b. States are encouraged to solicit radio and television Public Service Announcement (PSA) airtime, particularly from cable TV and college stations to maximize funding availability. It is recommended that State marketing personnel inquire about whether a college station is a member of the local SBA. An SBA station, generally already has ARNG radio and/or television materials, therefore, asking for additional PSA airtime, in conjunction, to their donated time as outlined in their membership in the SBA may cause confusion. This includes efforts to engage Historical Black Colleges and Universities (HBCUs), Hispanic Associated Colleges and Universities (HACUs), Tribal Colleges (TCs) and All Women Universities.
- c. States may enter into agreements with their local Non-Commercial Sustaining Announcement (NCSA) Program. The NCSA program, sometimes referred to as the Public Education Partnership (PEP) program, gives the ARNG the ability to obtain television and radio advertising airtime at lower costs. Services obtained from SBAs that promote increased radio or television PSA airings or enhance placement of PSAs in media is authorized.

7-11. Print

- a. Advertising funds can be used for the purchase and placement of printed advertising in local area media, such as newspapers, magazines, and other similar periodicals. Marketing personnel can utilize SMSP, Government Purchase Card (subject to micro-purchase thresholds), or appropriate USPFO contracting office to pay for the ads.
- b. Ads must clearly identify the ARNG as the advertiser in all printed advertisements. Blind ads and other types of advertising not clearly identifying the ARNG as the advertiser are prohibited. Marketing personnel should use discretion in the placement of display advertising to protect the status of the ARNG as a public service advertiser.
- c. Reference and /or comparisons to the Air National Guard, other military services, or any other organization or employer within advertisements is strictly prohibited.

7-12. Direct Marketing

Direct marketing includes, but is not limited to, mailing marketing materials to a highly defined population or geographic area. It is an excellent means of targeting a select audience. Due to limited resources, States are discouraged from conducting mass mailings. As an alternative, State marketing personnel should assist RRB personnel in utilizing small-scale and highly targeted direct marketing to support recruiting, retention, and attrition efforts, including planning, execution, and list management. States are also encouraged to consider local e-mail direct marketing using targeted opt-in lists of individuals who granted permission to be contacted by the ARNG directly or provide information that the owner of the list considers will be of interest to the people who have opted in and provided their email address. Whether a traditional mailing or an e-mail direct marketing campaign, States should provide recipients with a means of being removed from future ARNG direct marketing efforts. While direct marketing is an effective tool, it must not replace personal contact with potential or current Soldiers. Requests received from individuals wishing to be removed from ARNG mailing lists should be shared with ARNG-HRR-M. Such requests should include the mailing recipient's full name, address and year of high school graduation. A description of the mailing received by the requestor will help expedite the request.

- a. Recruiting. Small, local mailings to select markets can assist RRNCOs and RRB personnel to improve opportunities to set initial appointments with individuals. This method is excellent for following up with prospects. It is recommended for RRNCOs not to exceed twenty direct mail pieces per week, maintaining a manageable list, the RRNCO can follow up within a week of initial mailings.
- b. Retention. RRNCOs and units can use direct marketing to increase communication and promote retention within the unit. It also provides an additional method of congratulating unit members who extend their contract and advising current ARNG members of career opportunities to include obtaining Officer or Warrant Officer commissions.
- c. Attrition Management. Direct marketing offers RRNCOs and units an additional method of remaining in contact with first-term Soldiers.

7-13. Outdoor/Out-of-Home

- a. States may use advertising funds to pay for outdoor/out-of-home advertising, to include transit ads, in-store displays, sporting events, theater advertising, transit ticketing or telephone/information kiosks, billboards, and place-

based advertising, such as ads, posters and signage in schools, libraries, malls, and sporting/concert venues. This includes production costs and rental fees associated with this media type.

b. States may use advertising funds to produce and post (erect or affix) ad materials for outdoor, mobile, and digital billboards.

c. State advertising funds are authorized to produce outdoor/out-of-home advertising artwork. Artwork must incorporate the national theme, the ARNG logo, and NATIONALGUARD.com and/or 1-800-GO-GUARD on all outdoor/out-of-home advertising.

d. States must be cautious when utilizing billboards, due to the potential affect they can have on media-donation-based programs such as NCSA. Billboards posted in donated spaces as a PSA, should be identified as such through notation such as "Provided as a Public Service" in small type on the lower left or right corner of the billboard artwork.

7-14. Social Media Networks

Social media networks is not a primary source of leads, but it may provide a private, unobtrusive setting for individuals to learn about and discuss, the different features and characteristics of the ARNG. It also allows ARNG Soldiers and family members to discuss important issues with other Soldiers and family members. These sites are an effective way to build organizational pride. Internet-based, social media networks allow individuals to remain informed via a computer, mobile handheld device, and other electronic methods.

a. Social media uses three strategic goals to affect personnel readiness in the ARNG: consideration, clicks, and conversation.

(1) Consideration. The use of social media networks must create brand awareness with the intended audience. At a minimum, it should provide a favorable and informed impression of the ARNG with potential applicants, current Soldiers, ARNG Families, and COIs.

(2) Clicks. Social media provides a direct measurement of the actions taken by viewers and should offer a method of generating leads. Interactions leading viewers to www.NATIONALGUARD.com or other ARNG programs.

(3) Conversation. Social media networks offer the opportunity to have a conversation with target audiences. It permits ARNG-HRR-M, State marketing personnel, and RRB personnel to collect relevant information about target audiences, while learning about their wants and needs. Additionally, it allows ARNG personnel monitoring the networks to address questions and concerns directly with the users. Although, quantifying the value of a conversation is difficult, regular reporting and audience feedback should be considered when planning future messaging and communication strategies.

b. ARNG-HRR-M maintains and frequently monitors specific national-level ARNG social media networks, creating additional methods of communication between RRB personnel and target audiences. This allows the ARNG to monitor its audience and its brand and respond to those discussing the ARNG. The medium also allows ARNG-HRR-M to circulate relevant and up-to-the minute information.

c. States are encouraged to develop and maintain social media networks at the State level. States that host a social media network, must monitor RRB personnel and the unit's use of social media networks, to ensure all users adhere to the below referenced guidance. At minimum, State social media networks must follow these explicit rules and guidelines.

(1) Social media networks must inform the public about prominent programs and events the ARNG supports and participates in throughout local communities and overseas.

(2) Networks must be monitored daily to foster interactions with potential leads and influencers, and to screen discriminatory or threatening comments.

(3) Networks must be monitored daily to maintain Operational Security (OPSEC).

(4) Networks must be updated weekly with new stories, informational posts, photos and videos.

(5) State social media networks must comply with DoD, NGB, Public Affairs, and ARNG-HRR-M guidelines and standards.

(6) State social media networks must comply with the ARNG Graphic Standards Manual.

(7) State social media networks should link to national social media networks and www.NATIONALGUARD.com.

(8) Networks must be monitored daily to intercept and remove graphic, obscene, explicit, or racially offensive submissions. Monitoring must avert abusive, hateful or intentional slandering of anyone or any organization. Sites must remain free of comments that suggest or encourage illegal activity.

(9) Networks will not contain any solicitations or advertisements. This includes promotion or endorsement of any financial, commercial, or non-governmental Agency/organization. Similarly, sites will not allow attempts to defame or defraud these organizations.

(10) Networks should inform visitors that participation is at their own risk, and users are responsible for their comments, username, and any information they provide.

(11) State social media networks should be optimized by monitoring analytics and metrics to ensure the greatest reach to targeted audience.

7–15. Personal Presentation Items (PPI) and Recruiting Publicity Item (RPI) Program

a. A well-planned and coordinated presentation program stimulates interest in the ARNG. It provides RRB personnel, who are in direct contact with the ARNG's target audiences, with marketing resources. These resources include Recruiting PPI and RPI items with an ARNG messaging.

b. Advertising funds may be used to purchase PPIs and RPIs; which are expendable items used for the purpose of influencing recipients and/or communicating a recruiting and retention message.

c. The use of PPIs and RPIs is justified, but can be perceived by the public as wasteful, therefore, limits on the nature and the use of such items are necessary. PPIs may only be presented to the following personnel:

(1) Prospects who express an interest in the ARNG that meet the established requirements, possessing the mental, physical, and moral prerequisites required to enlist in the ARNG.

(2) Applicants who have applied for membership in the ARNG and actively in the process of joining.

(3) COIs who foster a better image of the ARNG, influence individuals to enlist or re-enlist in the ARNG, or provide RRB personnel access to prospects or prospect lists. COIs must have contact with one or more ARNG markets, including NPS, PS, and current members. They are useful in promoting a positive, inclusive message about membership in the ARNG. COIs include educators, coaches, civic or business leaders, military veterans, parents/parental figures or other family members, employers, members of professional groups, HS or college students identified as class leaders or influencers, news media representatives, counselors, convention officials, or other influential individuals or groups. Current members of the ARNG who have successfully deployed in support of combat operations or State emergencies are excellent COIs within their communities. Their stories and experiences have a positive influence on prospects considering service in the ARNG, and those considering continued service in the ARNG.

(4) ARNG Soldiers who re-enlist or extend their service in the ARNG.

(5) Traditional ARNG Soldiers within the community who serve as a COI and contribute to strength readiness and brand awareness.

(6) AGR Soldiers, not assigned to the RRB, who contribute to recruiting, retention, and attrition management efforts.

(7) The family members of military personnel who encourage Soldiers and their families to continue service in the ARNG.

(8) Other individuals who significantly impacted service in the ARNG.

d. PPIs are not authorized for distribution to persons who are not prospects or influencers.

e. To properly influence individuals with the use of PPIs, they must be personally presented to prospects and COIs by RRB personnel. They are not to be distributed in bulk through third parties, such as high school administrators or Scout troops.

f. PPIs are not to be used as gifts, bargaining tools, contest prizes, raffle items, door prizes, or for auctions or sweepstakes. This prohibition applies to ARNG-sponsored events, non-ARNG sponsored activities and/or usage by third parties. The only authorized exception is utilizing PPIs as a low-cost, lead generating/gathering or COI-producing door prize at an ARNG recruiting event. Attendee information must be documented on a Contact a Recruiter (CAR) form and the individual must be present to receive the item. PPIs for these events must be value-appropriate and should not give the impression of wasteful usage.

g. PPIs must include the ARNG logo. PPIs and RPIs must also include a call-to-action, which can be NATIONALGUARD.com and/or 1-800-GO-GUARD, however, if disadvantageous see paragraph 7-4f. above for further instructions.

h. PPIs must not be used as an award item, as described in paragraph 7-16 of this regulation. Specific reference of an individual's name on a PPI is not authorized.

i. PPIs will not be used to recognize a contractor's exceptional effort if they work for ARNG State or federal contracts.

j. Tier I PPIs. These items include, but are not limited to, lanyards, pencils, pens, balloons, plastic bags, rulers, chalk holders, notepads, and similar type items. The cost of these items will not exceed \$3.00 each, IAW paragraph 9-5 of this regulation.

k. Tier II PPIs. These items include, but are not limited to, t-shirts, sweatshirts, hoodies, windbreakers, jackets, hats, reusable water bottles, coffee mugs, backpacks, gym bags, laptop bags, and similar type items that serve to influence recipients or communicate a recruiting and retention message. Tier II PPIs should be used repeatedly for high visibility and must not appear cheap or undignified. The cost of these items will not exceed \$50.00 each. Tier II PPIs may be used by the Recruiting and Retention Force (RRF) personnel, property book accountability is not required.

l. Tier II PPIs will be procured through supporting USPFO contracting offices. Marketing Personnel will develop a distribution plan for items to provide maximum advertising value and equitable support for the recruiting, retention, and attrition management mission. State marketing personnel must use the Government Printing Office (GPO) as a

first vendor choice when producing traditional print items (e.g., posters, retractable ads, business cards, calendars, trifolds, folders, booklets, pamphlets, etc.) (see paragraph 9-5f).

m. Marketing personnel will develop a distribution plan for PPI and RPI items to provide maximum advertising value and equitable support of field RRNCOs.

n. State marketing personnel and RRB leadership are responsible for educating RRB personnel about the proper and ethical usage of PPIs and selecting the best PPI and/or RPI for the various steps in the sales process.

7-16. Award Items

a. Strength Maintenance awards are single-purpose items presented to military members and units for excellence in accomplishments or competitions, which clearly contribute to the increased effectiveness of the unit. Awards can include plaques, trophies, medals, badges, and similar devices and objects. "Dual purpose" items, regardless of engravings or embroidery, are not considered awards. Items that cannot be classified as awards include, but are not limited to, backpacks, golf clubs, clothing, or electronic equipment, as these items can be used for purposes other than recognizing accomplishment or outstanding achievement. States should contact ARNG HRR-M for clarification as to whether an item is an award or a PPI.

b. SM awards must be symbolic of an achievement and have no intrinsic value. Items must clearly denote that they are awards for recruiting and retention excellence. Awards must be tastefully designed and promote a positive ARNG image. The quality and perceived value of the award should make the recipient proud to receive and display it so that the award can provide a positive and lasting impression of ARNG.

c. SM awards must include the ARNG logo and may display the State's name with the logo. Awards must also include a call-to-action, which can be NATIONALGUARD.com, and/or 1-800-GO-GUARD, however, if disadvantageous see paragraph 7-4d. above for further instructions.

d. Specific reference of an individual's name on an award is authorized.

e. SM awards will not be used to recognize contractors' exceptional efforts. Contractors will be recognized by their contract company.

f. As outlined in AR 600-8-22, awards will not exceed \$500 for an individual or team award.

7-17. State Media Services Program (SMSP)

SMSP is a national level Media Services contract facilitated by ARNG-HRR-M. This program allows the States to place advertisements in many types of media outlets by partnering with industry professionals to optimize media buys. This program allows States to conduct localized State marketing initiatives, in addition to regional campaigns, while avoiding time-consuming administrative and production tasks.

a. Prior to the start of each fiscal year, States will determine how much of their advertising budget will be committed (opted-in) to the program. That amount will be reserved from the State's fiscal year allotment for the program.

b. Funds are allocated by the States; however, ARNG-HRR-M is the Contracting Officer Representative (COR) for the SMSP program.

c. Services that are offered through the SMSP program include, but are not limited to:

1. Paid Social
2. Direct (Display, OLV, CTV/OTT, Audio)
3. Programmatic (Display, OLV, CTV/OTT, Audio)
4. Broadcast TV/Radio
5. Cable TV
6. TV and Radio Sponsorships
7. Sport Sponsorships (non-event)
8. Out of home (OOH)/Transit
9. Student Portals
10. Print
11. Email
12. PPI/RPI (giveaways)
13. Name Image and Likeness (NIL)
14. Vehicle Wraps
15. Storefronts
16. State Custom Exhibits
17. Event marketing such as Job fairs, community events, and fairs

7–18. State Marketing and Advertising Plan

a. Under the direction of the RRB, and based on the annual State SM plan, marketing personnel will develop, coordinate, and execute a State marketing and advertising plan. A balanced plan must clearly support the three tenets of the ARNG SM philosophy. Additionally, plans must reflect the National Guard commitment to reflect the local community.

b. ARNG Marketing Personnel shall ensure the National Marketing Plan template is followed.

c. This plan will incorporate local research, identify target audiences, and must include marketing objectives and a detailed market analysis. It will also include advertising and creative strategies, a media buy plan, local event marketing and promotional strategies, methods for evaluating the effectiveness of marketing initiatives and a summary page.

d. Budget formulation will identify the specific dollar amount required to support individual marketing and advertising plans. Additionally, the plan must identify the percentage of the budget obligated towards that fiscal year's "opt-in" programs offered through ARNG-HRR-M.

e. State marketing and advertising plans must take into consideration the national Strength Maintenance Planning Calendar and the national marketing and advertising plan set forth by ARNG-HRR.

f. Advertising Calendar. A well-planned and well-executed advertising program is essential to program effectiveness. An advertising calendar will assist marketing personnel to effectively implement all phases of the advertising program. The calendar should address goals of the RRB's annual State SM plan. This process will ensure maximum public service airtime, print insertions, and overall advertising benefits to promote the three tenets of SM and the image of the ARNG.

g. Marketing and advertising plans and summaries will be approved by the RRB and should be submitted to NGB NLT 1 August of each fiscal year.

7–19. Lead Management and Processing

ARNG HRR-M employs a contracted service to manage, and process lead inquiries which are directed to the appropriate State RRB Personnel. Leads can come from a variety of sources, including the national website, call center, and unsolicited letters. For further details on the national fulfillment contract.

a. CAMPO (Campaign Management Portal) is an essential web-based tool designed to support the National Guard's marketing and advertising operations. This web-based platform provides a centralized data base that provides RRB personnel with detailed reports on lead activity, campaign metrics, and platform usage. CAMPO provides ROI tracking which enables recruiters to identify which campaigns yield the best leads. RRB leadership can review comprehensive analytics to identify trends, evaluate performance, and refine recruitment strategies.

b. RRB Personnel can leverage CAMPO to evaluate campaign success, prioritize leads through the scoring tools, and use lead usage reports for performance tracking. These analytical insights support HRR-M on making informed budget decisions to enhance nationwide recruitment efforts.

c. Lead eligibility is determined based on ARNG criteria, including education, body fat standards, and other qualifying factors. Once validated, eligible leads are submitted to ARISS/AIE twice daily. This ensures a steady flow of qualified candidates for recruiters to follow up with promptly and provides accountability across all lead-generating activities.

d. Recruiters should understand ARISS/AIE vital role in managing leads into applicant processing data. With CAMPO moving toward integration with ARISS/AIE, recruiters can anticipate enhanced data accuracy and a more seamless recruitment flow. RRB leadership can reach out to HRR-M program manager for CAMPO training details.

7–20. Desktop Publishing Systems

a. State marketing departments localize promotional and advertising material used by RRB personnel, local commanders, State and unit Retention NCOs, and others responsible for increasing and maintaining personnel readiness within the ARNG. To do so, job requirements may call for specific software and hardware solutions beyond the standard government computer systems and software (for example, GPO may require specific formatting).

b. States must first request equipment through the Centralized Life Cycle Management (CLCM) program administered by the Accession Systems Branch (HRR-S). If the request falls outside the scope of CLCM, recruiting funds may be used to purchase and/or rent software and hardware to support mission requirements of State marketing. All IT requirements must be vetted through HRR-S and the State G6/J6. For questions or clarification contact ARNG HRR-S.

c. Publication products using Desktop Publishing Systems must adhere to mandatory source requirements (see paragraph 9-5f).

7-21. Video and Photographic Production Equipment and Supplies

a. RR media products may call for specific video and photographic production equipment to capture, record, and document ARNG events.

b. Recruiting funds may be used to purchase or rent digital video and photographic equipment, digital photographic media, and digital media processing supplies (to include, but not limited to, card readers, photo printers and editing software). These funds may also be used to purchase video/image duplication, photo CD's, film-processing services, image digitizing for use with desktop publishing systems, marketing, and advertising programs.

Chapter 8 Information Systems

8-1. Purpose

a. This chapter prescribes the policies and procedures to provide timely and effective automation support for RRB information system personnel. Automation of accession processes is focused on one-time data entry, reduction of errors, efficient use of time, and accountability. State RRB leaders require automated applications, automation sustainment training, and the ability to track and report accession data using a portfolio of secure applications.

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

8-2. Privileged Users

a. The Privileged Users for the RRB will be established in each State by submitting an information systems security packet to ARNG HRR-S - ARISS/AIE Functionals Office (usarmy.knox.ngb.list.arng-gss-asb-functionals@army.mil).

b. The RR Information System Specialist (ISS) will be appointed as the Privileged User for the RRB. 1 ISS for every 50 Recruiter Workstation (RWS) is recommended.

c. Appointment criteria and position requirements are listed in DA Pam 25-2-7, DA Pam 25-2-6, DoDM 8570.01M (superseded), and DoDD 8140.03.

d. Privileged Users must meet Information Assurance Technical Level II as listed in DoDM 8570.01M (superseded), and DoDD 8140.03.

e. AGR/ADOS Privileged users must be assigned to the RRB TDA.

f. Must complete training requirements outlined in Table 5-1 for ISS.

8-3. Privileged User Responsibilities

a. Privileged Users are responsible for the installation and maintenance of an Information System (IS), providing effective IS utilization, adequate security parameters, and sound implementation of established Information Assurance (IA) policy and procedures outlined in DoD Directive 8140.01 (Cyberspace Workforce Management) and AR 25-2 (Army Cybersecurity).

b. Ensure each RRB user requesting access to ARISS or AIE have a completed systems access request form on file RSN 101 (ARISS) or DD Form 2875 (AIE).

c. Notify ARNG HRR-S - ARISS Functionals Office immediately in the event a RRB Soldier's systems access is suspended, denied, or revoked.

d. Notify ARNG HRR-S - ARISS/AIE Functionals Office immediately in the event of actual or suspected security violations.

e. Notify ARNG HRR-S - ARISS/AIE Functionals Office immediately if any user is terminated under the provisions of AR 380-67 (Personnel Security Program).

8-4. RRB Automation In-Processing

a. The RRB ISS will be responsible for ensuring each prospective automated accessions application user, including all MEPS GCs, has a current favorable background investigation and has completed the required access documents.

b. The RRB ISS is the only individual authorized to request user accounts. The access forms will be maintained for a period not less than one year after the user's access has been terminated.

c. The RRB ISS uses an Automation In-processing Checklist with all members of RRB using the Recruiter Workstation (RWS). The checklist is retained locally with documents pertaining to an individual's Automation Systems support.

8-5. User Management

- a. This procedure applies to ISS personnel who will create, modify and delete accounts for all RRB personnel (military, DA civilian, civilian contractor) requiring and requesting access ARISS or AIE.
- b. Requests for access will be submitted using a RSN 101 (ARISS) or DD 2875 Army Accession Information Environment (AIE).
- c. After RSN 101 (ARISS) or DD 2875 Army Accession Information Environment (AIE) is completed the user's ISS follows the procedures outlined in the Automation System Support User Guide (ASUG) (<https://ikrome.usaac.army.mil/group/national-guard>).

8-6. Security Requirements

The background investigation security requirements for automated systems users are as follows:

- a. Enlisted personnel must meet the security clearance requirement for their appropriate grade as outlined in NGR 600-200 (Enlisted Personnel Management). All officers must have a secret clearance or higher.
- b. ISS must have a secret clearance or higher.
- c. Contractors must have a favorable T1 investigation.

8-7. Requesting Access

All requests for access will be submitted using RSN 101 (ARISS) or DD 2875 Army Accession Information Environment (AIE). This validates the individual's credentials to DA and/or HRC. The RSN 101 and ensures the following requirements/conditions are met:

- a. The individual has an Army Training and Certification Tracking System (ATCTS) Profile, with the Signal Command Unit set as: 7th Signal Command (Theater)-Fort Gordon-->93rd Signal Brigade(93d Sig Bde)-->Bluegrass Region-->Installation Fort Knox-->US Army HRC (Human Resources Command) HQDA-->RSN/RSNI HQ-HRC-->US ARMY NATIONAL GUARD - Ft Knox-->(NG RRB Element) and has completed Cyber Awareness Annual Challenge and signed the Ft Gordon Mandated Army IT User Access Agreement. The individual is provided access based on job mission requirements and need-to-know.
- b. The individual has a favorable background investigation.

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

A waiver memorandum must be submitted if an individual requires HRC ARISS/AIE access and a background surety investigation cannot be documented by the State Security Manager. The waiver memorandum is the only means authorized for ARNG personnel to obtain a waiver and ensure the following regulatory conditions are met:

- a. All personnel who do not meet the minimum investigation requirements will be denied access to government networks and systems unless the individual has an approved IT waiver.

(1) Personnel with an IT related incident may not be processed for an IT waiver (AR 25-2) until corrective training/action has been completed.

(2) Waiver will not be approved for personnel with a clearance that has been revoke/denied by the Dept. of Defense Consolidated Adjudications Facility (DoD CAF) (AR 25-2).

(3) Waivers are required when an individual's clearance/access has been suspended. This normally occurs when:

- (a) An individual receives a letter of intent to Deny/Revoke from DoD CAF.
- (b) Has access suspended in JPAS/DISS for serious criminal act or misconduct.

b. Responsibilities for waivers

(1) Security Manager will notify the IA office and directorate security personnel when an individual requires an IT waiver.

(2) Unit Security Manager will notify appropriate chain of command to begin the IT waiver process.

(3) IA office will ensure that the individual's NIPRNET account is suspended until an IT waiver has been approved by the appropriate Designated Approving Authority (G2 7th SC). IA office will also ensure that the individual does not have an active SIPRNET account.

(4) Supervisor is responsible for ensuring that an IT waiver is submitted on appropriate personnel (refer to para 8-6).

(5) Individual has the responsibility of informing the chain of command of their requirement for an IT waiver.

(6) RRB ISS/State Security Manager: Has the primary responsibility to ensure that waivers are submitted and background adjudication tracked, otherwise individual will have system access disabled.

(7) First Commander in chain must provide endorsement justifying requirement for waiver.

c. Processing the IT Waiver

(1) All waivers must be processed through individual's chain of command.

- a. IT Waiver Format (refer to sample format)

- (1) Paragraph 1: Contains individuals name, line/paragraph number, and IT level assigned.
- (2) Paragraph 2: Explain why waiver is required.
 - (a) Indicate that waiver is not IT related.
 - (b) Describe issue(s) requiring submission of waiver.
 - (c) Indicate what, if any correspondence has been sent to DoD CAF.
 - (d) Chain of Command must coordinate with security office for security recommendation.
- (3) Paragraph 3: Brief justification for processing of waiver.
- (4) Paragraph 4: Requires brief description of corrective action.
 - (a) Steps individual is taking to correct/mitigate the issue, along with appropriate documentation.
 - (b) Steps organization is taking to protect system integrity.
- (5) Paragraph 5: General statement of fact indicating that new derogatory or unfavorable change in investigative status will revoke current waiver in place.
- (6) Paragraph 6: Unit point of contact information.
- (7) Waiver will be signed by the RRB Commander.
- (8) Waiver will be submitted to ARNG HRR-S - ARISS/AIE Functionals Office (usarmy.knox.ngb.list.arng-gss-asb-functionals@army.mil). The initiating ISS/State Security Manager must include a recommendation with explanation.
- (9) Once approved/disapproved, an email will be forwarded back to requestor through the appropriate chain of command.
- (10) For further assistance in processing contact ARNG HRR-S - ARISS/AIE Functionals Office (usarmy.knox.ngb.list.arng-gss-asb-functionals@army.mil).

8-9. Authorized Use of Government Information Technology Equipment

DoD 5500.7-R (Joint Ethics Regulation), Section 2-301 provides guidance on the authorized use of government equipment. Government property and Information Technology (IT) systems are furnished to employees for the conduct of official government business. These resources are intended only for use of official business and other properly authorized purposes.

8-10. Baseline Zones

Baseline zones are the lowest levels at which hardware and software configuration is released to the user. There will be more than one configuration operational at any one time within the ARNG due to the anticipated periodic release of upgraded equipment and software, including the fielding process. However, a single configuration will be the only configuration used in a baseline zone. States are single baseline zones. Every effort will be made to ensure each State will have the same software and hardware configuration throughout fielding. The RWS is issued for processing personnel on the Fort Knox RSN domain. DODIN-NG operating systems will utilize a single baseline.

8-11. Authorized Software

Items of software, which are not part of the "Baseline Load", must be approved for use by the ARNG-HRR Accessions Systems Branch prior to use.

- a. A copy of any proposed software must be submitted to ARNG HRR-S for testing against the baseline to ensure compatibility to obtain approval for use on Systems Branch-supplied hardware.
- b. This restriction is to avoid laptop failures. Every piece of software used on the RWS is tested for compatibility. Using non-compatible software may require complete software reload.
- c. Authorized software is available in the Software Center. Some authorized software above baseline requires HRR-S approval. Software is not authorized to be installed or updated from any other location.

8-12. Equipment Security

- a. Recruiter Workstation (RWS) computers and accessories must be kept under constant security. Laptop computers should not be left unattended at any time unless properly secured in a non-visible location and must be kept protected from environmental extremes and static electricity surges. The laptop will not be placed in checked baggage while travelling. The laptop is carried with the individual.
- b. RWS must not be left in vehicles, particularly trunks, in extremely hot or cold weather (laptop screens can be damaged and screen repairs often cost more than \$1,000).
- c. The State may have additional Automation SOP.

8-13. MEPS Automation Hardware

Some equipment used by ARNG assigned to MEPS GCs belongs to outside agencies.

- a. The MEPS Integrated Resource System hardware belongs to the Military Entrance Processing Command (MEPCOM) and will be supported by the servicing MEPS.

b. All hardware for the MEPS GC workstations is provided by ARNG HRR-S. Contact the State ISS for any hardware support resolution.

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

8-14. Recruiter Workstation Basis of Issue (BOI)

The duty positions listed below must be on the TDA as required and authorized. Acquisition of RWS laptops is dependent upon availability of funds. The ARNG-HRR reserves the right to modify the BOI below to allow for availability of fiscal resources and operational needs. The BOI of the RWS and related equipment (e.g., printers) is outlined in paragraphs 8-19 and 8-22.

a. State:

(1) One per individual in Authorized TDA Position, NGB funded ADOS and contractors requiring ARISS/AIE access.

(2) 10% over TDA structure.

(3) ETP must be processed through HRR when outside lifecycle replacement window and for additional RWS above the 110% requirement.

b. RRB Plans & Operations: One per ARISS/AIE user.

c. ARNG-HRR

(1) One per Staff

(2) One per Student station

d. BOI

(1) Computer and Power Supply

(2) Docking Station and Power Supply

(3) Monitor and Power Supply

(4) Printer

(5) Keyboard

(6) Mouse

8-15. Printers

Printers are part of Lifecycle replacement.

a. One per RRNCO

b. One per RR Section Chief

c. One per Store Front

8-16. Replacement of Peripheral, Expendable, and Spare Equipment

a. States will utilize the GPC system for replacement of expendable and durable/peripheral items up to micro-threshold limits. See reference DFAS IN Manual 37-100-(FY).

b. Expendable and durable/peripheral items authorized for replacement by State-level personnel are included in, but not limited by, the list in the ASUG.

c. Life Cycle Replacements of systems peripherals will be planned in funding documents to ensure that system peripherals can be life-cycled in three (3) years.

8-17. Recruiter Workstation Warranty

a. In general, the warranty for the recruiter workstation will be available for the contract period unless there is damage beyond normal wear and tear. Laptops that exhibit unreasonable damage could be considered out-of-warranty. If such conditions exist, a FLIPL or other cash collection action may be required.

b. Examples of damage, which could void the warranty, are:

(1) Bent, split, or smashed casing

(2) Bent or broken hinge

(3) Damaged lid-locking mechanism

(4) Liquid spilled into the keyboard or on other sensitive components

(5) Environmental damage (e.g.: frozen/overheated screen)

(6) Physical damage, beyond fair wear and tear, to ports or drives rendering them non-operational

(7) Scratched, cracked, or otherwise damaged screen

(8) Physical attachments (i.e., unauthorized decals, patches, stickers, markings, etc.)

(9) Physical damage, beyond fair wear and tear, to components (power supplies, batteries, etc.)

(10) Internal damage caused by impact

(11) Damage caused by lightning

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

Warranty and non-warranty equipment repair or replacement procedures are as follows:

- a. RWS In-Warranty Repair. Equipment repair is determined by the warranty contract, Users must first contact their State ISS to report problems with their RWS. Hard drives cannot be returned to the manufacture. Hard drives must be destroyed IAW DA Pam 25-2-3. Peripheral and Spare Equipment purchases must be approved by NGB through HRR-S.
- b. The RRB ISS initiates a change document to the Property Book Officer (PBO) or Primary Hand Receipt Holder (PHRH) so equipment records can be adjusted if a serial number or model number is changed as the result of repair or replacement.
- c. RWS Out-of-Warranty Repairs. If the RRB ISS determines an item is an out-of-warranty, they will notify the State PBO or PHRH. If damaged equipment is the result of negligence, a Relief of Responsibility document will be initiated IAW AR 735-5. This may include a completed Statement of Charges or Financial Liability Investigation of Property Loss (FLIPL). Replacement of damaged or missing equipment is due to negligence it will be the responsibility of the State.
- d. Determine that it is more cost effective to replace a defective part locally than to replace the entire out of warranty laptop.
- e. Hard drives cannot be returned as part of hardware replacement.

8–19. Common Causes of FLIPLs for Recruiter Workstations

Out of warranty conditions may require a FLIPL. FLIPLs result from three common errors:

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

Chapter 9

Resource Management

9–1. General

This chapter prescribes policies, procedures, limitations, and restrictions regarding resource management to support the ARNG SM program. Funding discussed in this chapter is provided solely to support RR activities and programs. This includes the development, production, purchase, placement and/or distribution of expendable and non-expendable materials and services. The use of these funds for other than direct support of RR is prohibited. Additionally, Resource Managers must ensure proper segregation of duties such as Billing Officials, Contract Personnel, and Budget Execution. For example, different individuals should be performing the following key duties: making purchases, authorizing payments, certifying funds, and reviewing transactions.

9–2. Authorized Funding

Funding received for the State's SM program will be either OMNG or NGPA appropriations. MDEPs funding guidelines should be viewed annually. This information can be found in the ARNG budget execution guidance, published annually from the Comptroller Division (ARNG-RMC) and DFAS Manual 37-100 which can be accessed through the Assistant Secretary of the Army for Financial Management and Comptroller web page at <https://www.asafm.army.mil>. The budget accounts used in RR are as follows:

- a. FARC. Supports authorized full-time manning personnel and the overall State/Territory Strength Maintenance Mission. This account funds expenses in direct support of enlisted, warrant officer and officer R&R activities. Activities include, but are not limited to printing, equipment maintenance, commercial purchases, SFRO furniture, Commercial sales training. Resources support headquarters operations, civilian pay and allowances, applicant meals, lodging and travel, military awards, GSA vehicles, equipment, and advertising. Automation requirements listed in the Centralized National Lifecycle Program will be procured at the national level unless state opts out. Appropriated funds will not be used for entertainment expenses or to provide meals at conferences or training events.
- b. VAMP. Provides for the actual marketing and advertising items used in support of the enlisted, officer, and warrant officer recruiting, retention, and attrition management mission. These expenses include but not limited to: the design and implementation of advertising campaigns in any media (paid or non-paid), production and distribution of audio or video tapes for airing on radio or television, marketing materials, mobile event displays, personal promotional items, direct mail campaign support, lead fulfillment activities, outdoor space rental and related costs for billboards, mall posters, banners, or sales promotions, and the purchasing of advertising time or space in any media with the express purpose of stimulating interest in the ARNG. FARC 2065 provides resources to support the ARNG Strength Maintenance Program mission, these expenses include but not limited to: contracted training, professional development, non-uniform clothing items, tablecloths, canopy tents, space rental for conferences/conventions/fairs,

strength maintenance awards, plaques, and coins, business cards, provision of small meals and refreshments, expendable office supplies, desktop publishing systems, video and photographic production equipment and supplies.

c. PRTF (Initial Entry Training IET). The PRTF MDEP resources pay and allowances, Initial Entry Training Program. This provides the opportunity for ARNG Pay Group F personnel to attend BCT and AIT at the national level and for ARNG Pay Group P personnel to attend RSP at the State level during a given Fiscal Year. Additionally, PRTF funds Retired Pay and Accruals (RPA), and Basic Allowance for Subsistence (BAS) for ARNG personnel performing Inactive Duty Training (IDT); provides for Basic Officer Leader Course (BOLC) pay and allowances, travel, clothing, BAS, and retired pay and accruals for ARNG officers (ROTC only). All PRTF training is directly affected and driven by Recruiting mission success and feeds into deployable end strength. Training conducted during IET supports enduring mission manning needs and ensures nationwide presence and readiness goals.

d. Store Front Recruiting Office (QLEA/131G79R00). This account funds the rental of commercial recruiting office space. The SFRO policy is outlined in paragraphs 6-22 through 6-26. This account is managed in most States by the CFMO. QLEA is the MDEP for the fund detailed in this line of the document only.

e. RRB Travel NGPA PRAG RRB Travel (managed by G1 HRM). Funds expenses for AGR travel activities in direct support of RR This includes travel, per diem, and reimbursable expenses IAW JTR. Expenses incurred for PCS, service schools, NCOES, Warrant Officer Education System (WOES), and Officer Education System (OES) course will not be paid from this account.

f. RRB Initial Entry Clothing Account - (NGPA-PRTF managed by G1 HRF-Resource Division). Individual clothing funds are issued to ARNG NPS enlisted personnel at training installations who participate in Initial Active-Duty Training in a federal status for under Initial Entry Training. The State USPFO manages the IET clothing accounts.

g. Full-Time National Guard Duty-Operational Support (FTNGD-OS). This account provides pay, allowances, travel and per diem for temporary personnel performing FTNGD-OS RR missions IAW AR 135-200. See paragraph 9-26 for additional policy on utilizing FTNDG-OS personnel.

9-3. Procurement Policy

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

b. The State's USPFO Purchasing and Contracting Office provide local procurement support for ARNG units. The actual procedural requirement for submitting purchase requests is through General Fund Enterprise Business System (GFEBS) to the supporting contracting office established by local operating procedures.

c. No RR personnel can lawfully commit the government to any contractual obligation.

d. No RR personnel will direct contractors, subcontractors, or prospective contractors to initiate work prior to the award of a contract, purchase order, or delivery/task orders. Additionally, only a Contracting Officer has the authority to award and modify contracts, purchase orders, and delivery/task orders and direct contractor or subcontractor effort.

e. Only the Contracting Officer has the authority to solicit bids or release information to prospective vendors about a proposed procurement, this cannot be delegated.

f. RR personnel is not authorized to deal with a commercial firm, vendor, salesperson, or retail store to acquire products or services for the government, the contract of interest must be directed to the Contracting Officer.

g. Persons violating the above requirements may be subject to disciplinary action, pecuniary liability, or both. Any unauthorized commitments could result in a potential Anti-Deficiency Act violation.

h. The State Media Services Program (SMSP) is an opt-in program that utilize Government approved processes, provides professional media planning and buying services for participating States. Do not use the SMSP to circumvent the procurement process. Any variances outside of the SMSP contract must receive written approval from ARNG.

9-4. Purchasing Promotional Marketing, Awards and Commercial Display Items

a. Advertising funds may be used to purchase PPIs and RPIs, when used IAW paragraph 7-15. Funds may be used for the creation of artwork, in producing materials for the overprint to modify text in localizing information on nationally produced materials, such as posters, transit cards, brochures, etc.

b. Recruiting funds may be used to purchase award items when used IAW paragraph 7-16. Recruiting funds may also be used for the purchase and rental of promotional and commercial display items, when used IAW paragraph 7-7. Funds may be used for the creation of artwork to produce these materials and for branding efforts used on commercial display items. Recruiting funds are authorized for scheduled maintenance and repair of commercial display items.

c. Items must provide a relevant value and should represent the ARNG in a dignified manner. Recipients of promotional and award items should be compelled to use the items repeatedly and in a manner which the items are seen.

d. The following provides maximum dollar limits for RPIs and award items, to include surcharges, shipping, etc. Property book accountability is not required; however, marketing personnel will develop a distribution plan to provide maximum advertising value and equitable support. Authorities who approve the purchase of the award will set the monetary limits. However, such awards will not exceed \$500 for an individual or team award as outlined in AR 600-8-22, Chapter 11-3.

e. The following provides maximum dollar limits, including surcharges, shipping, etc., for commercial display items, such as inflatable displays, recruiting tents, mobile event equipment, and other items that draw large crowds. Property book accountability is required, and marketing personnel will develop a usage plan to provide maximum return on investment.

(1) Single item purchase limit: The cost of a single commercial display item will not exceed \$10,000.00.

(2) Display items that exceeds \$10,000, requires ARNG-HRR-M review prior to purchase.

9-5. Identification Badges

States are authorized to purchase, and issue subdued and non-subdued pin on and sew on RR identification badges. These badges are an organizational item and authorized to be worn by individuals assigned to RR duty positions IAW para 4-10.

9-6. Supplies and Services

Local purchases of supplies and miscellaneous services not provided in other budget accounts are authorized. These include, but are not limited to the following:

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

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

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

d. Magazine subscriptions. If it is determined by the RRC that the expenditure is of substantial, direct, and primary benefit to the organization and is necessary to carry out its RR functions effectively, magazine subscriptions may be purchased and will be placed in the name of the State RR organization. Examples of magazine subscriptions would include any magazine that is professional in nature and features ARNG articles or advertisements.

9-7. Training Courses and Materials

a. Travel for all courses conducted by the SMTB for an award of SQI-4, MOS professional development, or courses required for a position will be funded with State training funds. Attendance at courses conducted by the SMTB will not be funded with RR expense funds. T10 RR personnel will be funded by the ARNG-TR. Military Technicians will be funded through technician training accounts.

b. M-Day Soldiers attending training conducted by an MTT from the SMTB will be in an Inactive Duty Training (IDT), Active-Duty Training (ADT), Annual Training (AT) or Additional Full-Time National Guard Duty Operational Support (FTNGD-OS) status.

c. Traditional Soldiers in support of RR training (e.g., Commanders, 1SGs, etc.) may be funded from the RR FTNGD-OS account.

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

(1) Commercial and sales training, to include professional development, is authorized a maximum threshold of \$5,000 per event, which is delegated to the RRBs. FARC expenditures for commercial and sales training exceeding \$5,000 for a single event requires ARNG-HRR Division Chief approval.

(2) Commercial and sales training, to include professional development, is authorized a maximum threshold of \$15,000 annually. FARC spending for commercial and sales training, to include professional development should not exceed \$15,000 per year. FARC expenditures for commercial and sales training exceeding \$15,000 annually require ARNG-HRR Division Chief approval.

(3) For motivational guest speakers, an honorarium dollar amount will not exceed \$2,000 per speaker IAW DoD 7000.14-R, Volume 10, Chapter 12 "Miscellaneous Payments".

(4) No exceptions or waivers are authorized.

9-8. Commercial Items

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

- a. The single commercial item or total purchases limit IAW GPC guidance policy is \$10,000.
- b. All procurement requirements, TDA documentation and property book accountability requirements must be met. For further assistance see AR 710-2 and DA Pam 710-2-2.
- c. Requests for authority to exceed the above stated limits must be submitted, with justification to ARNG-HRR.

9-9. Provision Policy

Food, refreshments, and non-alcoholic beverage items, including meals, are authorized for certain RR activities that result in the generation of leads or prospects for recruitment/extension into the ARNG. A meal may be provided for COIs at events such as counselor orientation programs, media promotional events, etc. The most common use is to provide sandwiches, pastries, baked goods, or similar snack items and assorted non-alcoholic beverages during RR orientations, open houses, presentations and displays. The RRB must place reasonable spending limits on functions not to exceed the combined annual requirement of 10K (Micro-Purchase Threshold), when utilizing the GPC. This is IAW FAR 13.2 (Actions at or Below the Micro-Purchase Threshold). Requests for authority to exceed the above stated limits will not be accepted.

9-10. Recruiter Reimbursable Expenses

Reimbursable recruiting related expenses are distinct from those covered for travel and per diem accounts and are subject to certain limitations. General guidance for documenting and paying these expenses is IAW JTR.

a. Eligible Personnel. Full-time RRB and ADOS-RC/FTNGD-OS personnel assigned over 30 continuous days whose principal assignment is to perform RR duties and are assigned a SM mission (individual, team, or region) are entitled to reimbursement of certain miscellaneous RR expenses.

b. Limitations. Reimbursements, per recruiter, will not exceed \$150.00 per month. Subject to budget constraints, RRB may establish a lower limit than the current JTR authorization. Such a limit must apply to all recipients in a State.

c. Reimbursement is not authorized for expenses covered or prohibited by other regulations or elsewhere in the JTR (e.g., TDY and local travel expenses or meals purchased by the RRNCO for personal consumption).

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

- (1) Snacks, nonalcoholic beverages, and meals for applicants, COIs, and VIPs.
- (2) Photocopy or photographic copies of vital documents for prospective applicants and candidates, such as birth certificates, school transcripts, diplomas, medical documents, facsimile transmissions, and registration certificates.
- (3) Parking fees and tolls while conducting official RR activities.
- (4) Soldiers that are not issued a government cell phone are eligible for reimbursement of official telephone calls.
- (5) Educational transcript and/or evaluations of applicants.
- (6) Applicant meals and lodging while going to or from MEPS stations or MET sites, when not provided by MEPCOM or another government Agency.

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

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

9-11. Special Duty Assignment Pay (SDAP) and SDAP Entitlement

Special Duty Assignment Pay (SDAP) is a monetary entitlement paid to enlisted Soldiers who qualify for and serve in designated SD assignments that have extremely demanding duties requiring extraordinary effort for satisfactory performance or an unusual degree of responsibility. The ARNG RRNCOs serving in a Special Duty (SD) assignment are authorized SDAP IAW AR 614-200, DODI 1340.26 and most current ALARACT or Policy.

9-12. SDAP Orders

The RRB will request orders to award, increase, reinstate, or terminate, SDAP using format 330 (Proficiency Pay).

a. The RRB will request the publication of orders to initiate, change the rate, terminate, or reinstate SDAP entitlement for those Soldiers assigned to the State's RRB, IAW AR 614-200.

b. Title 10 Soldiers in approved 79T positions are provided orders from the Chief, Human Capital Management, Enlisted Management Office, (ARNG-HCM-E).

- c. The effective date of the award of SDAP is the date on which the Soldier is assigned to the position and has completed the required training.
- d. Self-terminating orders (i.e., those with from and to dates) will not be used.

9-13. SDAP Payment

Eligibility requirements, a listing of SDAP rates and levels, and conditions which affect SDAP entitlements are determined by current regulations and law, see AR 614-200.

9-14. Transportation Management

Funds for the ARNG SM program are provided to ensure Soldiers working in direct support of RR activities, as well as with applicants, are provided necessary transportation to accomplish their assigned tasks. The RRC will ensure Soldiers ordered to RR duty are provided with government transportation or authorized reimbursement for utilization of a POV when applicable (see Chapter 9-17) for information regarding the use of POVs.

9-15. Tactical Vehicles

Tactical vehicles are only to be used for special events and displays. Tactical vehicles may not be used for RR activities.

9-16. Army Owned or Controlled Nontactical Vehicles (NTVs)

a. The use of Army-owned or Army-controlled NTVs is restricted to official RR purposes only utilized to aid personnel assigned to or in support of the RR organization may only use Army-owned or controlled NTVs, including GSA vehicles or leased substitutes, IAW AR 58-1. Use of these vehicles is for official business only and is governed under the same conditions as all Government-owned vehicles. NTVs will not be used for:

- (1) Transportation of family members of RR personnel except IAW AR 58-1.
- (2) Transportation of unit supplies and services not in direct support of RR operations.
- (3) Transportation of personnel to local, State, or national conferences, conventions, or meetings unless in direct support of RR activities.
- (4) Personal business and/or personal affairs.
- (5) Domicile to Duty transportation, except as specifically provided in AR 58-1.

b. RRB Personnel can use a GSA vehicle for the commission of RR duties if authorized by the RRC. The following positions, listed on the RRB TDA, are the only positions authorized assignment of a GSA vehicle:

- (1) RRC
- (2) RR Company Commander
- (3) AMEDD Strength Manager
- (4) Officer Strength Manager
- (5) RRCSM/RRSGM
- (6) RRSC/1SG
- (7) RRNCO
- (8) Marketing NCO
- (9) Supply NCO
- (10) RSP Readiness NCO

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

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

f. Contractor use of NTVs. The RRC may authorize contract employees to operate NTVs in accordance with contract stipulations, the FAR, and AR 58-1. If the duties of a contract employee require use of a vehicle ensure provisions stating this requirement are included in the contract, so the contractor can provide the necessary transportation and required insurance IAW the FAR.

9-17. Privately Owned Vehicles (POVs)

POVs may be used in support of RR activities when there are no other means of transportation available. Government personnel in POVs will not transport applicants. Applicants can only be transported in government vehicles. Mileage reimbursement may be authorized under JTR. POV use should be limited and occur only during exceptional circumstances.

9-18. Applicant Travel

NTVs or commercial transportation (bus, train, airplane, etc.) may transport applicants during the processing phase. Applicants may travel to MEPS and other designated sites for enlistment processing using tickets furnished by a contracting company.

- a. MEPS personnel will coordinate applicant quarters, meals, and incidentals to MEPS processing according to existing intra-service support agreements and established procedures.
- b. Applicants will not receive any TDY allowances or reimbursements for any expenses.
- c. RRNCO maintains responsibility for applicant while in transit to and from the MEPS.

9-19. Reserve Component (RC) Travel (Other Than Training)

This account funds expenses for required travel activities in direct support of RR. This account includes travel, per diem and reimbursable expenses related to such travel IAW JTR. Travel expenses are authorized and claimed per the JTR and the State's USPFO procedures.

9-20. Communication Services

Communication services guidance is outlined in AR 25-1 and supplemental guidance published by NGB.

- a. Requests for communication services should be sent to the State's Director of Information Management (DOIM).
- b. The State may purchase, operate, and maintain telephone systems, telephone answering devices, recording devices, special telephonic equipment and other communications and automation items using funds provided to the States for this purpose.

9-21. Army Recruiting Information Support System

ARISS/AIE is designed to provide the ARNG RRB an automated tool for the SM mission to capture, track, and manage applicant processing data. The RRNCO has the capability to transmit applicant data via electronic media to MEPS and receive current applicant processing status and leads.

- a. Warranty repairs for ARISS/AIE hardware and software is provided by the ARNG Accessions Systems Branch. The ARISS/AIE equipment is solely for the use by RRB personnel.
- b. The State may purchase additional ARISS/AIE hardware, peripherals, software, and related items IAW procedures established by the ARNG HRR-S and Chapter 8 of this regulation. Purchase of approved ARISS/AIE hardware, peripherals, software, repair, and other related supplies in direct support of RR operations and activities is authorized using funds provided to the State for this purpose.

9-22. Full-Time National Guard Duty-Operational Support (FTNGD-OS)

- a. Operational Support (OS) is a category of voluntary duty that provides the necessary skilled manpower assets to support existing or emerging requirements for the ARNG. Full-Time National Guard Duty Operational Support (FTNGD-OS) is utilized by the RRB to support unit strength readiness through recruiting, retention, and attrition management duties.
- b. FTNGD-OS is pursuant to 32 USC § 502(f)(2) and is not intended to provide entitlements to separation pay, sanctuary, or retirement.

9-23. FTNGD-OS Authorizations

FTNGD-OS orders will be published in the formats prescribed in AR 600-8-105 and relevant ARNG PPOMs. For eligibility requirements for FTNGD-OS tours, review criteria outlined in AR 135-200.

9-24. FTNGD-OS Requirements

Eligibility requirements for FTNGD-OS tours include but are not limited to:

- a. The Soldier must be a member of the ARNG.
- b. The Soldier must meet the Army medical retention standards IAW AR 40-501, Chapter 3.
- c. The Soldier must not be within 6 months of mandatory removal or ETS on the report date of the tour. TAG may waive this requirement.
- d. The Soldier must not be within 6 months of sanctuary because of the OS order unless a waiver is submitted to ARNG-HRH and approved by the DARNG prior to the issuance of the order.
- e. The Soldier must not be placed on orders, which qualify him or her for separation pay because of the OS order unless a waiver is submitted to ARNG-HRH and approved by the DARNG prior to the issuance of the order.
- f. The Soldier must not be under a suspension of favorable personnel actions IAW AR 600-8-2 (Suspension of Favorable Personnel Actions).
- g. The Soldier must have taken an Army Combat Fitness Test (APFT) within 6 months of the start date.

h. The Soldier must have a current Periodic Health Assessment (within 1 year), and HIV test results must be no older than 2 years prior to the report date.

9-25. FTNGD-OS Orders

FTNGD-OS Orders as pertains to RR:

- a. Must state “authorization of movement of household good is not permitted.” Personnel placed on orders must reside within commuting distance of their reporting station. Additional funding for per diem and PCS moves is not authorized due to funding constraints.
- b. Must support unit strength readiness requirements through recruiting, retention, and attrition management duties or related SM staff roles.
- c. Must be issued for a minimum of 180 days (except for Special Duty Orders below) and will not exceed 365 days without appropriate approvals/waivers (AR 135-200). All orders must state “subject to the availability funds”.
- d. Issuance of orders in this manner is to reduce turnover in T32 FTNGD-OS personnel and to promote the development of future RR personnel.
- e. Special Duty Orders are short duration orders supporting specific marketing or promotional events. These orders are not to exceed 30 days, unless separate ARNG-HRR program guidance indicates an alternate performance period. Consecutively issuing 30-day orders to prevent placing the Soldier on typical FTNGD-OS orders to reduce entitlements is prohibited.
- f. FTNGD-OS must utilize leave prior to completion of their tour. Orders will not be extended solely for the purpose of executing leave days. States are responsible for covering all cost incurred due to the sale of leave. Unfunded requirements created from the sale of leave will not be validated or funded by ARNG-HRR.
- g. FTNGD-OS Soldiers must be attached to the State RR Command to increase accountability and reporting visibility.

9-26. Property Accountability Procedures

All persons entrusted with government property are responsible for its proper use, care, custody, and safekeeping IAW AR 735-5, DA Pam 710-2-2 and State RRB Automation/Supply SOP.

9-27. Property Responsibilities

AR 710-4 and AR 735-5 defines the five levels of responsibility.

- a. Command Responsibility. The State RRB is accountable for all government property within their command. Commanders are obligated to ensure all Government property within their command is properly used and cared for, and that proper custody, safekeeping, and disposition are provided. Command responsibility is inherent in command and cannot be delegated. Command responsibility is effective upon assuming a command position at any level, regardless of signed receipts or responsibility statements and includes the following:
 - (1) Ensuring the security of all property in the command, whether in use or in storage.
 - (2) Observing subordinates to ensure that their activities contribute to the proper custody, care, use, and safekeeping of all property within the command.
 - (3) Enforcing all security, safety, and accounting requirements.
 - (4) Taking administrative or disciplinary measures when necessary.
- b. Supervisory Responsibility. This responsibility applies to the first-line supervisor. The obligation of a supervisor to ensure all Government property issued to or used by their subordinates is properly used and cared for, and that proper custody, safekeeping, and disposition are provided. Supervisory responsibility is inherent in command and cannot be delegated. Supervisory responsibility is effective upon assuming a supervisory position at any level, regardless of signed receipts or responsibility statements and includes the following:
 - (1) Providing proper guidance and direction.
 - (2) Enforcing all security, safety, and accounting requirements.
 - (3) Maintaining a supervisory climate that will facilitate and ensure the proper care and use of government property.
- c. Direct Responsibility. The obligation of a person to ensure all Government property in their custody is properly used and cared for, and that proper custody, safekeeping, and disposition are provided. An individual with Direct Responsibility has the property within their custody, but not necessarily in their possession or for their use. Direct responsibility results from written appointment as an APO, receipt of formal written delegation of Direct Responsibility, or acceptance of the property on hand receipt from an APO. Commanders or activity supervisors of separate TDA activities will determine and assign in writing those individuals who will have Direct Responsibility for property.
- d. Custodial Responsibility. The obligation of an individual for property in storage, awaiting issue, or turn-in to exercise reasonable and prudent actions to properly care for, and ensure proper custody, safekeeping, and disposition of the property are provided. Custodial responsibility results from assignment as a supply sergeant, supply

custodian, supply clerk, or warehouse person, who reports to the APO or Responsible Officer (the individual having direct responsibility for the property). Responsibilities include the following:

- (1) Ensuring the adequate security of all property within the activity's storage areas and related facilities.
 - (2) Observing subordinates to ensure their activities contribute to the proper custody, care, safekeeping, and disposition of all within the activity's storage areas and related facilities.
 - (3) Enforcing all security, safety, and accounting requirements.
 - (4) When unable to enforce any of these, reporting the problem(s) to their immediate supervisor.
- e. Personal Responsibility. The obligation of a person to exercise reasonable and prudent actions to properly use, care for, safeguard, and dispose of all Government property issued for, acquired for, or converted to a person's exclusive use, with or without receipt. Personal responsibility always accompanies the physical possession of property.

Chapter 10

ARNG Recruiting and Retention Command Authorized Committees

10-1. General

The use of committee representatives from the seven established RR regions is necessary to ensure field input is obtained and SM programs and policies are comprehensive and valuable to the RRB. ARNG Recruit, Retain, and Train Readiness Advisory Council (R2TRAC) is a Joint DoD Committee, issued under the authority of the DARNG. The Strength Readiness Advisory Group Executive Council (SRAG EC) and Strength Readiness Advisory Groups (SRAG) groups/counsels listed below serves in an advisory capacity and assist the Chief, Strength Maintenance Division (ARNG-HRR) and must adhere to ARNG-DOD policies and regulations. This regulation does not supersede any requirements under the conference/advisory council policy in effect.

10-2. Army National Guard Recruit, Retain, and Train Readiness Advisory Council (R2TRAC)

The ARNG R2TRAC's primary mission is to inform the General Officer Advisory Council (GOAC) and ARNG Senior Executive Council and provide recommendations to the DARNG regarding all aspects of Recruit, Retaining, & Train including but not limited to the DARNG's Campaign Plan, Recruit & Train initiatives, institution/individual training, and collective training.

- a. The ARNG R2TRAC will be comprised of the following members:
 - (1) Chair
 - (2) Vice Chair
 - (3) Executive Secretary
 - (4) Senior Guard Advisor
 - (5) State Assistance Adjutant General
 - (6) State CSM (appointed by the CSM Advisory Council until charter sunset)
 - (7) State Command Chief Warrant Officer (appointed by the Senior Warrant Officer Advisory Group until charter sunset)
 - (8) ARNG Staff SME(s): Training Chief, Talent Management, Strategic Plans and Policy (ARNG-G5)
 - (9) Division/Brigade Commander on rotational basis
 - (10) Division/Brigade CSM on a rotational basis
 - (11) Chief of Staff Advisory Group (COSAG) representative on rotational basis
 - (12) Additional members as determined by the GOAC/Readiness Advisory Council (RAC) (Senior Mentors, SGAs, etc.)
- b. Number of Meetings: The R2TRAC and the sub committees will each meet as directed by the DARNG, Senior Mentor of the ARNG R2TRAC, or ARNG R2TRAC Chair. The ARNG R2TRAC will conduct quarterly teleconferences, and a minimum of two in-person meetings per year. The R2TRAC Chair or Vice Chair may request in-stride meetings in support of the RAC initiatives at any time.
 - (1) For the ARNG R2TRAC, the DARNG will select the chair and vice chair and will determine their terms of service. The sub committees' structure and membership is determined by the ARNG R2TRAC Chair.
 - (2) The Executive Secretary is responsible for coordinating administrative support staff, overall coordination of meeting events, and ensuring meetings are executed in accordance with the ARNG Conference Policy, if applicable. The Executive Secretary is responsible for maintaining the ARNG R2TRAC Charter.
 - (3) The ARNG R2TRAC is responsible for developing agenda items and coordinating with the National Guard Bureau and ARNG Staff participants as necessary.
- c. Resources: There will be no additional allocation of money or personnel to organizations who have members on the GOAC or any of its subcommittees. This applies to ARNG divisions, offices, and States.

10-3. Strength Readiness Advisory Group Executive Council (SRAG EC)

The SRAG EC serves in an advisory capacity and assist the Chief, Strength Maintenance Division, (ARNG-HRR) by enhancing and executing SM programs, policies, procedures, and activities.

a. Membership

(1) SRAG EC membership shall consist of nine RRCs: including one Chairman, one Vice Chairman, a representative from each of the seven SRAGs and eight CSMs.

(2) The SRAG EC Chairman's host SRAG shall appoint a Chairman to handle their SRAG affairs, leaving the SRAG EC Chairman time to focus on his/her appointed duties.

(3) The SRAG EC will select a Vice Chairman and Secretary, who will serve respectively in their absence, or if the Chairman is temporarily unable to perform his/her duties.

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

c. Membership Service:

(1) Committee membership is a two-year period, 1 October through 30 September (e.g., 1 Oct 2021 through 30 Sept 2023).

(2) SRAG terms for committee members will be staggered for continuity. Thus, all odd number SRAGs will be elected in odd years and even numbered SRAGs will be elected in even years.

(3) If the SRAG EC Chairman is unable to fulfill his/her term, the SRAG EC Vice Chairman will assume those duties for the remainder of the unexpired term.

(4) Committee membership will be limited to two consecutive terms.

d. Administration. The SRAG EC shall operate under the general direction of the Chief, ARNG-HRR.

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

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

(3) Travel costs associated with SRAG EC duty are a State responsibility.

(4) The Chairman will assign each SRAG EC Committee member to serve as an ex officio member of each subcommittee, steering committee, or Process Action Team.

(5) Committee meetings are quarterly, at a minimum, and/or at the discretion of the Chief, ARNG-HRR.

Whenever possible, meetings will be in conjunction with other scheduled events or meetings. Location, Agenda, and logistical arrangements for the meetings will be the responsibility of the SRAG EC Chairman or his designee. Meeting agendas, proposed issues, and new business should be planned to provide everyone sufficient time to research and prepare materials for discussion. The SRAG EC Chairman is responsible for providing information to the members of the SRAG EC and ARNG-HRR staff NLT 30 days prior to the meeting date.

(6) The SRAG EC Chairman will furnish a written report of the meeting to the Chief, ARNG-HRR within ten days following any meeting. The Chief, ARNG-HRR will approve the written reports for dissemination to each RRB via their respective SRAG Chairman within fifteen days following the meeting.

10-4. Strength Readiness Advisory Groups (SRAG)

The purpose of the SRAG is to assist the SRAG EC in the enhancement and execution of SM programs, policies, procedures, and activities. The SRAG is a sub-committee of the Military Personnel Advisory Council (MILPAC).

a. Membership.

(1) A SRAG will be established in each RR region. Membership shall consist of one RRB from each State within the region.

(2) The SRAG will select a Vice Chairman and Secretary, who will serve respectively, in the absence of, or if the Chairman is temporarily unable to perform his/her or duties.

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

c. Membership Service.

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

(2) If the SRAG Chairman is unable to fulfill his term, the SRAG Vice Chairman will assume those duties for the remainder of the unexpired term.

d. Administration. The SRAG shall operate under the general direction of the Chief, ARNG-HRR and the SRAG EC Chairman.

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

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

(3) Travel costs associated with SRAG duties are the State's responsibility.

(4) Committee meetings will be held quarterly, at a minimum, or at the discretion of the Chief, ARNG-HRR, SRAG EC Chairman and/or SRAG Chairman. Whenever possible, meetings will be in conjunction with other scheduled events or meetings. Location, Agenda, and logistical arrangements for the meetings will be the responsibility of the SRAG Chairman or his designee. Meeting Agendas, proposed issues, and new business should be planned to provide everyone sufficient time to research and prepare materials for discussion.

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

10-5. Recruiting and Retention Regions

See Table 10-1 for the seven authorized RR regions and corresponding States.

Table 10-1. Recruiting and Retention Regions

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

Appendix A References

Section I Required Publications

AR 11-2

Risk Management and Internal Control Program

AR 40-501

Standards of Medical Fitness

AR 58-1

Management, Acquisition, and Use of Motor Vehicles

AR 135-178

Enlisted Administrative Separations

AR 710-4

Property Accountability

AR 735-5

Relief of Responsibility and Accountability

DA Pam 25-2-6

Cybersecurity Training and Certification Program

DA Pam 25-2-7

Army Information System Privileged Access

DA Pam 611-21

Military Occupational Classification and Structure

DA Pam 710-2-2

Supply Support Activity Supply System: Secondary Item and Retail Level Procedures

DFAS-IN Regulation 37-100

Financial Management the Army Management Structure for Fiscal Year Defense Finance and Accounting Service

DODFMR 7000.14R, Volume 7A

Military Pay Policy and Procedures - Active Duty and Reserve Pay

DODI 1340.26

Department of Defense Instruction Assignment and Special Duty Pays

NGR 600-5

The Active Guard Reserve (AGR) Program Title 32, Full-Time National Guard Duty (FTNGD) Management

NGR 600-200

Enlisted Personnel Management

Section II

Related Publications

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

AR 1-100

The Army Gift Program

AR 15-6

Procedures for Administrative Investigations and Boards of Officers

AR 25-1

Army Information Technology

AR 25-2

Army Cybersecurity

AR 25-30

Army Publishing Program

AR 135-91

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

AR 135-200

Active Duty for Missions, Projects, and Training for Reserve Component Soldiers

AR 380-67
Personnel Security Program

AR 600-8-2
Suspension of Favorable Personnel Actions (FLAG)

AR 600-8-4
Line of Duty Policy, Procedures, and Investigations

AR 600-8-8
The Total Army Sponsorship Program

AR 600-8-19
Enlisted Promotions and Demotions

AR 600-8-22
Military Awards

AR 600-8-105
Military Orders

AR 600-9
The Army Body Composition Program

AR 600-20
Army Command Policy

AR 600-85
Army Substance Abuse Program

AR 601-1
Assignment of Enlisted Personnel to the U.S. Army Recruiting Command

AR 601-2
Army Recruiting Support Programs

AR 601-208
The Army Marketing Program

AR 601-210
Regular Army and Reserve Components Enlistment Program

AR 601-280
Army Retention Program

AR 611-1
Military Occupational Classification Structure Development and Implementation

AR 614-200
Enlisted Assignments and Utilization Management

AR 623-3
Evaluation Reporting System

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

AR 700-84
Issue and Sale of Personal Clothing

AR 710-2
Secondary Item Policy and Retail Level Management

ATP 6-22.1
Providing Feedback: Counseling-Coaching-Mentoring

CTA 50-900
Clothing and Individual Equipment

DA Pam 25-91
Visual Information Procedures

DA Pam 600-25
U.S. Army Noncommissioned Officer Professional Development Guide

DA Pam 601-110
Identification of Commissioned and Warrant Officer Personnel by Army Procurement Program Number Codes

DA Pam 670-1
Guide to the Wear and Appearance of Army Uniforms and Insignia

DOD Directive 1400.25-M
Civilian Personnel Management System

DOD Directive 5500.07
Ethics and Standards of Conduct

DODFMR 7000.14R, Volume 9

Travel Policy and Procedures

DOD Instruction 1304.26

Assignment and Special Duty Pay

DOD Instruction 1342.22

Military Family Readiness

DOD Instruction 6130.03

Medical Standards for Appointment, Enlistment, or Induction in the Military Services

DOD 8570.01-M

Information Assurance Workforce Improvement Program

FM 6-22

Developing Leaders

FM 7-22

Holistic Health and Fitness

JTR

The Joint Travel Regulations, Uniformed Service Members and DOD Civilian Employees

Master Cooperative Agreements Appendix 9

Store Front Recruiting Office

MEPCOM REG 40-1

Medical Qualification Program

MEPCOM REG 601-23

Enlistment Processing

NG Pam 420-10

Construction and Facilities Management Office Procedures

NGR 40-5

ARNG Occupational Health Program

NGR 350-1

Army National Guard Training

NGR 600-21

Equal Opportunity Program in the Army National Guard

NGR (AR) 600-100

Commissioned Officers - Federal Recognition and Related Personnel Actions

NGR 614-1

Inactive Army National Guard

PL 103-353

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

STP 12-79T25-SM-TG

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

TC 7-22.7

The Noncommissioned Officer Guide

Section III

Referenced Forms

DA Form 4187

Personnel Actions

DA Form 5074-R

Record of Award of Entry Grade Credit (Medical and Dental Officers) (LRA)

DA Form 5074-1-R

Record of Award of Entry Grade Credit (Health Services Officers) (LRA)

NGB Form 210R

Store Front Recruiting Office Action Request

SF 1164

Claim for Reimbursement for Expenditures on Official Business

RSN Form 101

Information System Access Request Form

Appendix B
Recruiting and Retention NCO Identification Badge Upgrade Memorandum

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

PERMANENT ORDER 150-15

(DATE)

1. STRAUB, LESTER R. 000-00---0000 Recruiting and Retention BN. (W A12SB) Camp Jones, GA 30312-5000

Announcement is made of the following award:

Award: ARNG Recruiting and Retention Expert Badge

Date(s) or period of service: From 1 January 1993 to 15 July 1993

Authority: AR 601-1, paragraph 4-9

Reason: For achievement

Format: 320

FOR THE COMMANDER:

EARL VAN DORN
LTC, IN
Commanding

Appendix C

Example: Internal Control Evaluation

C-1. Function

The function covered by this evaluation is special duty assignment pay.

C-2. Purpose

The purpose of this checklist is to assist RRBs in evaluating their key internal controls. It is not intended to cover all controls.

C-3. Instructions

Answers must be based on the actual testing of key internal controls (for example document analysis, direct observation, interviewing, sampling, and simulation). Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These key internal controls must be evaluated at least once a year. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

C-4. Test questions

- a. Are Soldiers on AD or inactive duty training and entitled to basic pay?
- b. Do Soldiers hold a pay grade of E3 or higher?
- c. Are Soldiers assigned to an authorized SD assignment position and performing the duties?
- d. Are Soldiers receiving correct rate of pay for their category?
- e. Are orders issued to start, terminate, and reinstate SDAP?
- f. Is a monthly review conducted to ensure that only fully qualified Soldiers are awarded SDAP?
- g. Are standing operating procedures established and maintained?
- h. Have Soldiers completed the required schooling or equivalent for qualification for SDAP?

C-5. Supersession

This evaluation replaces the evaluation for SDAP previously published in NGR 601-1, dated 1 January 2019.

C-6. Comments

Help make this a better review tool for evaluating internal controls. Submit comments to the ARNG-HRR, Division Chief, 111 South George Mason Drive, Arlington VA 22204.

Glossary

Section I Abbreviations

AAR

After Action Report

ACFT

Army Combat Fitness Test

ACU

Army Combat Uniform

RCT

Reserve Component Transition

ADA

Americans with Disabilities Act

ADOS

Active Duty Operational Support

ADOS-RC

Active Duty Operational Support-Reserve Component

ADT

Active Duty for Training

AGR

Active Guard and Reserve

AGSU

Army Green Service Uniform

AIT

Advanced Individual Training

AMEDD

Army Medical Department

AR

Army Regulation

ARISS

Army Recruiting Information Support System

ARNGUS

Army National Guard of the United States

ASI

Additional Skill Identifier

ASU

Army Service Uniform

ASUG

Automation System Support User Guide

ATCTS

Army Training and Certification Tracking System

ATRRS

Army Training Requirements and Resources System

AUVS

Automated Unit Vacancy System

ASVAB

Armed Services Vocational Aptitude Battery

AT

Annual Training

BCT

Basic Combat Training

BOI

Basis of Issue

CAR

Central Army Registry

CFMO

Construction and Facilities Management Office

CLCM

Centralized Life Cycle Management

CMF
 Career Management Field
CNGB
 Chief, National Guard Bureau
COI
 Center of Influence
CSM
 Command Sergeant Major
DA
 Department of the Army
DARNG
 Director, Army National Guard
DFAS
 Defense Finance Accounting Service
DISS
 Defense Information Systems for Security
DMOS
 Duty Military Occupational Specialty
DOD
 Department of Defense
DOD CAF
 Department of Defense Consolidated Adjudications Facility
DODFMR
 Department of Defense Financial Management Regulation
DODIN-NG
 Department of Defense Information Network National Guard
DODPM
 Department of Defense Military Pay and Allowances Entitlements Manual
DOIM
 Director of Information Management
DPRO
 Directors Personnel Readiness Overview
DSMAC
 Director's Strength Maintenance Awards Ceremony
DTMS
 Digital Training Management System
ESR
 Employer Support Representative
ETS
 Expiration Term of Service
FAR
 Federal Acquisition Regulations
FAZR
 Force Structure, Address and Zip Code Realignment
FLIPL
 Financial Liability Investigation of Property Loss
FLL
 First Line Leader
FTNGD-OS
 Full-Time National Guard Duty Operational Support
FTSMCS
 Full Time Support Management Control System
FY
 Fiscal Year
GCSS
 Global Combat Support System
GIMS
 Guard Incentive Management System
GNPS
 Glossary Nonprior Service
GPO
 Government Printing Office

GSA
 General Services Administration
GTR
 Government Transportation Request
HRAP
 Hometown Recruiter Assistance Program
HRC
 Human Resource Command
HRO
 Human Resources Office
HQIIS
 Headquarters Installation Information System
IA
 Information Assurance
IADT
 Initial Active-Duty Training
IAPM
 Information Assurance Program Manager
ICTL
 Individual Critical Tasks List
IDT
 Inactive Duty Training
IET
 Initial Entry Training
IG
 Inspector General
ING
 Inactive National Guard
IRC
 Inter-service Recruiting Committee
IRS
 Internal Revenue Service
ISS
 Information System Specialists
ISR
 Interservice Recruiter
IPPS-A
 The Integrated Personnel and Pay System
ISSO
 Information Security Systems Officer
IST
 Inter-State Transfer
IT
 Information Technology
JPAS
 Joint Personnel Adjudication System
MAAC
 Marketing and Advertising Advisory Committee
MAC
 Marketing Advisory Council
M-DAY
 Mobilization Day
MDEP
 Management Decision Package
MEPCOM
 Military Entrance Processing Command
MEPS
 Military Entrance Processing Station
MEPSGC
 Military Entrance Processing Station Guidance Counselor
MET
 Mobile Event Team

MILPO
Military Personnel Management Officer
MOS
Military Occupational Specialty
MOA
Memorandum of Agreement
MOSQ
Military Occupational Specialty Qualification
MOU
Memorandum of Understanding
MPMO
Military Personnel Management Officer
MQD
Mentally Qualified, Declined
MTT
Mobile Training Team
NAC
National Agency Check
NCO
Noncommissioned Officer
NCOES
Noncommissioned Officer Education System
NCOIC
Noncommissioned Officer-In-Charge
NCSA
Non-Commercial Sustaining Announcement
NGR
National Guard Regulation
NPS
Non-Prior Service
OES
Officer Education System
OPD
Officer Professional Development
OPAT
Occupational Physical Assessment Test
OPSEC
Operational Security
OS
Operational Support
OSM
Officer Strength Manager
PAR
Personnel Action Request
PBO
Property Book Officer
PCS
Permanent Change of Station
PEC
Professional Education Center
PEP
Public Education Partnership
PHRH
Primary Hand Receipt Holder
PL
Public Law
PME
Professional Military Education
PMOS
Primary Military Occupational Specialty
POV
Privately Owned Vehicle

PPI
Personal Presentation Items

PPOM
Personnel Policy Operational Memorandums

PS
Prior Service

PSA
Public Service Announcement

PMS
Professor of Military Science

QMA
Qualified Military Available

REFRAD
Release From Active Duty

REQUEST
Recruit Quota System

RCCC
Reserve Component Career Counselor

RFMSS
Range Facility Management Support System

RI
Recruiter Irregularity

RM
Recruiter Misconduct

RMS
Retention Management Software

ROC
REQUEST Operations Center

ROI
Return on Investment

ROTC
Reserve Officer Training Corps

RPI
Recruiting Publicity Item

RR
Recruiting and Retention

RRB
Recruiting and Retention Battalion

RRC
Recruiting and Retention Commander

RRF
Recruiting and Retention Force

RRNCO
Recruiting and Retention Non-Commissioned Officer

RRSC
Recruiting and Retention Section Chief

RRSGM
Recruiting and Retention Sergeant Major

RSID
Recruiting Station Identification Designator

RSP
Recruit Sustainment Program

RWS
Recruiter Work Station

SAV
Staff Assistance Visit

SDAP
Special Duty Assignment Pay

SFRO
Store Front Recruiting Office

SM
Strength Maintenance

SRAG
Strength Readiness Advisory Group

SMP
Strength Maintenance Program

SMTB
Strength Maintenance Training Battalion

SMT
Strength Maintenance Tool

SMOM
Strength Maintenance Operational Messages

SMSP
State Media Services Program

SQI
Special Qualification Identifier

SRIP
Selected Reserve Incentive Program

STP
Soldier Training Publication

STRM
Strength Training Readiness Module

TAG
The Adjutant General

TDA
Table of Distribution and Allowances

TDY
Temporary Duty

TFR
Temporary Federal Recognition

TRADOC
U.S. Army Training and Doctrine Command

UCMJ
Uniform Code of Military Justice

USAREC
United States Army Recruiting Command

USASSI
United States Army Soldier Support Institute

USERRA
Uniformed Services Employment and Reemployment Rights

USMIRS
USMEPCOM Integrated Resource System

USPFO
United States Property and Fiscal Office

VIP
Very Influential Person

WOES
Warrant Officer Education System

WOSM
Warrant Officer Strength Manager

1SG
First Sergeant

Section II

Glossary of Terms

Applicant

A prospect who has agreed to process for enlistment, commissioning, or reclassification.

Army Training Requirements and Resources System (ATRRS)

The Army system of records used to collect and maintain individual institutional training records for members of the Army, Navy, Air Force, Marine Corps, Coast Guard, Reserve Officer Training Corps students, DoD civilian employees, and approved foreign military personnel attending a course of instruction conducted under the auspices of all Army and some DoD schools. ATRRS is the repository for training requirements, training programs, selected training cost data, and training personnel data, training CAD, and course schedules. ATRRS contains detailed class information on all courses taught and taken by Army personnel; produces reports and analyses; and can display selected data pertinent to training requirements, programs, inputs, graduates, loads, and associated information.

Assigned Mission

Each RRNCO is assigned a three tenet strength maintenance mission: recruiting quality Soldiers, attrition management, retention and extension of quality Soldiers at ETS. Individual recruiting mission are determined by the State RRB based on the specific State end strength mission and unit vacancies.

Attrition

Attrition is separation of ARNG Soldiers prior to achieving their expiration term of service (ETS).

Center of Influence (COI)

Individuals or groups who can help develop a better image of the ARNG, influence individuals to enlist in an ARNG program, or refer names of leads to ARNG recruiters. They can be civic or business leaders, educators, members of professional groups, groups of high school or college students identified as class leaders or influencers, news media representatives, convention officials, or other influential individuals or groups.

Distributed Learning (DL)

Learning content and systems, mediated with technology, that are accessed through a network or experienced via portable media.

Director's Personnel Readiness Overview (DPRO)

The DPRO is a web-based analysis tool that provides a snapshot of each State or unit's personnel posture. The DPRO program allows "pushing" of the data to subordinate Commanders to ensure that the data is communicated down the chain of command. The data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling.

Enlistee

A person who has voluntarily enlisted for military service.

End Strength Objective (ESO)

NGB-directed State's End Strength mission to be achieved on 30SEP of each fiscal year.

Force Structure Allowance (FSA)

The sum of authorized spaces (resourced/programmed structure) contained in the Modified Tables of Organization and Equipment (MTOE, Operating Force) units and Table of Distribution and Allowances (TDA, Generating Force) organizations in conjunction with authorized Congressional End Strength.

Glossary Non-prior Service (GNPS)

Persons who were previously separated from any US Armed Force, to include a reserve component, are classified as GNPS if they have served on active duty for less than 180 days and have not previously been awarded an MOS. Applicants who are MOS qualified regardless of time on active duty are considered prior service.

Initial Active Duty Training (IADT)

Initial active duty for training A subcategory of ADT used to provide basic military training and technical skill training required for all accessions. For NPS persons who are qualified for induction for active duty in an Armed Force (generally male citizens and resident aliens between the ages of 18 and a half and 26 years of age) and who are not under orders to report for induction under the Military Selective Service Act, IADT will be for a period of not less than 12 weeks, to commence as practical within 270 days after the date of enlistment in accordance with 10 USC 12103. For all other enlistees and inductees, the period of IADT will be prescribed by the Secretary concerned to commence

as practical within 360 days after entry into Service, except that in time of war or national emergency declared by Congress or the President, basic training (or its equivalent) will be for a period of no less than 12 weeks in accordance with 10 USC. Periods of basic training or ET shorter than 12 weeks may also be established by the Secretary concerned for members who have been credentialed in a medical profession or occupation and are serving in a health care occupational specialty in accordance with 10 USC 671(c). Enlisted Servicemembers receiving stipends under the Armed Forces Health Professions Stipend Program for Reserve service are not required to participate in RR training until they have completed their educational training in accordance with 10 USC 671(b), 10 USC 12103, and 10 USC 16201.

Lead

A name with an address, telephone number, or e-mail address of someone who may be interested or has expressed interest in joining the ARNG.

Lead Refinement

A systematic approach to prospecting in which the RRNCO sorts leads, sets contact priorities, and records the results.

Loss

A reduction in assigned strength due to attrition or lack of extension.

Market Share Analysis Report

Reports total contracts for the selected time for each branch of service and breaks it down into percentages.

Moral Turpitude

This offense consists of either a fraudulent act, or conduct which is inherently base, vile, or depraved, and contrary to the accepted rules of morality and the duties owed between persons or to society in general. Crimes of moral turpitude include, but are not limited to, child abuse; incest; indecent exposure; soliciting prostitution; embezzlement; check fraud; forgery; fraud; larceny; arson; blackmail; extortion; malicious destruction of property; receiving or transporting stolen property with guilty knowledge; assault with intent to kill, intent to commit rape, intent to commit robbery, intent to inflict serious bodily harm, or with a deadly weapon; kidnapping; manslaughter; murder; rape; and any felony or other offense against the mores of society.

Personal Presentation Items (PPI)

ARNG branded items of limited value that are used to generate interest and discussion concerning Army opportunities among prospects and influencers in the civilian community.

Prospect

An individual who has indicated interest in an enlistment or commission through face-to-face or telephonic contact, or centers of influence or delayed entry or training program member or hometown recruiter aide referral. (AR 601-2).

Prospecting

An activity to contact leads through telephonic, face-to-face, and virtual means to engage them in conversation with the intent to schedule an ARNG interview.

Qualified Military Available (QMA) Population

The official metric used by the U.S. Department of Defense (DOD) for estimating the number of youth aged 17-24 who are eligible for enlisted military service without a waiver. The QMA population is calculated by Joint Advertising Market Research & Studies (JAMRS), a program run by the DOD. Youth population estimates from Woods & Poole Economics (W&P) is used as the starting size of the recruiting market and then this number is reduced by the number who are disqualified for one or more of the following conditions: Medical/Physical, Overweight, Drugs, Conduct, Dependents, Mental Health, and Aptitude.

Recruiting

The act of replenishing/reinforcing our Units with prior service and non-prior service personnel.

Recruiting Publicity Item (RPI)

Printed and/or media items that are ARNG specific and used in marketing programs. Brochure, recruiting ads, etc.

Referral

An interested lead's information provided to a member of the RRB.

Retention

Maintaining ARNG membership through extension of ETS.

Retention Management Software (RMS) Vulcan

RMS Vulcan is a part of the Strength Maintenance Management System (SMMS) suite of application. The Vulcan module provides management and reporting functions for enlisted Soldiers participating in the Recruit Sustainment Program (RSP). It is utilized primarily by RSP Coordinators and Cadre at the State and RSP Detachments. Reports are available for national-level NGB oversight of the RSP. Vulcan helps the RSP ensure that Soldiers in the training pipeline remain administratively and physically ready for Basic Training (BT) and Advanced Individual Training (AIT), increasing the likelihood that these Soldiers reach a fully trained status. Users are prompted to check and report on Soldier readiness status continuously during the Soldier's participation in RSP. RSP Sponsorship tasks are performed when a Soldier is first attached to the RSP. Routine Monitoring tasks are performed during monthly drills conducted at the RSP. Shipper Readiness tasks are performed as the Soldier nears his or her training ship date. Another function in Vulcan, the LNO Module, provides for the communication and resolution of issues that may arise while a Soldier is at training. ARNG Training Liaison Officers (LNO) can create LNO tickets in Vulcan, which the State and/or detachment RSP respond to, in order to have the issues resolved as quickly as possible.

State or States

Refers to the 50 States, Commonwealth of Puerto Rico, Territories of Guam and the U.S. Virgin Islands, and the District of Columbia, which are authorized a National Guard.

Very Influential Person (VIP)

Individuals providing direct or indirect assistance to RRB representative, however, do not actually refer leads.

Warriors

Enlistees that have not completed BCT.

Write Rate

The average amount of enlistments a Production RRNCO produces in a specified period of time.