

Evaluate a Unit's Retention Environment *Handout*



Unit Retention NCO Course 805B-F24

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GUIDE TO EVALUATING A UNIT'S RETENTION ENVIRONMENT

Does the unit have a functional Family Readiness Group (FRG)? Yes/No

Guidance on how to check: NGR 600-12

Reference for responsibility:

- a. Does the FRG meet regularly?
- b. Do all unit families receive an invitation to attend FRG meetings?
- c. Does this invitation include immediate family members (Mothers and Fathers) of the unit's new recruits?
- d. Do family members feel comfortable in attending / participating? Why or Why Not?
- e. Have resources been identified to assist families in times of need?

Does the unit have an effective Sponsorship Program? Yes/No

Guidance on how to check:

Reference for responsibility: REF: NGB PAM 601-1 Para 3-5 / NGB PAM 601-1 Para 3-6, p.24 / NGR 601-1 Para 6-11, p.36

- a. Are specific roles and responsibilities clearly defined?
- b. Those with specific roles and responsibilities...do they know their roll and responsibilities?
- c. Soldiers requiring sponsorship...are they being sponsored?
- d. Soldiers assigned as sponsors...are they given appropriate training or guidance?
- e. Does the Sponsorship Program include sponsoring the Soldier's family?
- f. With the advent of the Recruit Sustainment Program (RSP)...has the RSP been addressed in the Sponsorship Program?

How is drill participation enhanced / enforced? Yes/No

Guidance on how to check:

Reference for responsibility: NGR 601-1 Para 2-10b (7) p.6

- a. Do FLL's contact Soldiers prior to drill?
- b. Does the unit utilize the At-Risk Roster?
- c. Is personal contact made with Soldiers missing from training? When?
- d. Are Soldiers offered alternatives to discharge when warranted or required?
- e. Is training being conducted to standard?
- f. Are all Soldiers required to participate in training?
- g. Do all Soldiers sign the Statement of Understanding of Reserve Obligation and Responsibility annually? REF: AR 135-91 Para 3-1 p.4

Do Soldiers receive adequate ESGR training? Yes/No

Guidance on how to check:

Reference for responsibility: NGR 601-1 Para 2-6m, 2-18q, 6-14d

- a. Does the unit have ESGR / USERRA information available and displayed in a centralized location?
- b. Has the unit assigned a Unit Employer Support Representative?
- c. Does the unit incorporate initial and recurring employer relations training into the unit's training calendar?

- d. Does the unit implement unit employer outreach programs?
- e. Do Soldiers know who their ESGR Military Liaison is?
- f. Do Soldiers know what to do if they incur a problem with their employer?
- g. Are Guard-related employer problems addressed / resolved in a timely manner?

Extension/immediate reenlistment objectives: Yes/No

Guidance on how to check:

Reference for responsibility: NGB PAM 601-1, Para 4-11, page 36

- a. How many Soldiers are not attending drill? Why?
- b. How many Soldiers are unsatisfactory participants?
- c. Does the unit maintain contact with ING Soldiers?
- d. What is NGBs REUP goal?
- e. What is the unit's REUP goal?
- f. What is the unit's REUP rate?
- g. Of the Soldiers that have extended, how many are –
 - (1) First Termers?
 - (2) Careerists?

Attrition objectives: Yes/No

Guidance on how to check:

Reference for responsibility: REF: NGB PAM 601-1, Para 3-15, page 30.

Attrition Management related area:

- a. Are there Soldiers not in authorized positions?
- b. Are all Soldiers being properly utilized in their MOS?
- c. Does the unit training plan include MOS specific training for all Soldiers?
- d. Are recent IET graduates being utilized to conduct training?
- e. Are Pre-IADT Soldiers attending RSP? Are they contacted regularly?
- f. What is the current attrition rate? What should it be?
- g. Are Soldiers experiencing problems in receiving any of the following:
 - (1) Monthly pay?
 - (2) Incentive payments?
 - (3) GI Bill payments?
 - (4) ADSW pay?
 - (5) Awards and decorations?

Compiling performance data: Yes/No

Guidance on how to check:

Reference for responsibility: NGR 601-1 Para 2-6n, p.4 / NGB PAM 601-1, Para 3-14, page 30.

Are Bars to extension/immediate reenlistment being utilized properly? Yes/No

Guidance on how to check:

Reference for responsibility: NGB-ARH POLICY Memo #09-026 Section IV, p.20

Are Attrition management control measures in place? Yes/No

Guidance on how to check:

Reference for responsibility: NGR 601-1 Para 6-12, p.37/ NGB PAM 601-1 Para 3-16, p.31

Has the Commander? Yes/No

Guidance on how to check:

Reference for responsibility: REF: NGR 601-1, Para 2-6, p.3

Has the commander developed and implemented a comprehensive SM Plan that incorporates:

- a. Established end strength goals?
- b. Established subordinate unit attrition management goals and implement/assign attrition/retention goals?
- c. Established SM training in NCODP/OPD?
- d. Appoints an additional duty URNCO to assist in SM-related matters?
- e. Mandates a sponsorship program?
- f. Mandates retention interviews and counseling are to be conducted?
- g. A tracking system for ARNG incentives and benefits is implemented for the unit's members to ensure that their benefits are received?
- h. Developed and implemented rehabilitative programs for unsatisfactory participants who are qualified for continued service in the ARNG in order to encourage active participation?
- i. Mandates the appointment of an additional duty Employer Support Representative (ESR) Officer or NCO?
- j. Uses DPRO to maintain visibility of the unit's strength readiness posture, and ensures subordinate commanders have received training on DPRO?
- k. Mandates the use of the StayGuard Survey Series?
- l. Are Re-enlistment/Extension Ceremonies being conducted with dignity and honor, and appropriate incentive/recognition items presented?

Do NCOs/first line supervisors: Yes/No

Guidance on how to check:

Reference for responsibility: REF: NGR 601-1, Para 2-9, p.5

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

Do URNCOs maintain Retention data forms and files? Yes/No

Guidance on how to check:

Reference for responsibility: REF: NGR 601-1 Para 6-27, p.41/NGB PAM 601-1 Para 4-4b, p.34 NGB PAM 601-1 Para 4-8, p.35

Do URNCOs: Yes/No

Guidance on how to check:

Reference for responsibility: REF: NGR 601-1, Para 2-10b, p.6

- a. Perform all assigned strength maintenance duties as directed by the First Sergeant or Commander.
- b. Have direct access to the Commander and the First Sergeant with regard to SM related issues and provide recommendations to improve the unit's SM Plan execution and activities.
- c. Receive technical assistance, guidance and training from the RRC on SM related issues as required.
- d. Identify and help solve/prevent attrition and retention related problems.
- e. Assist leaders in conducting retention interviews in a timely manner.
- f. Assist the First Sergeant with implementing and monitoring the sponsorship program and ensure that the program adheres to SOP.
- g. Monitor and improve unit attendance by assisting FLLs with contacting absent Soldiers.
- h. Assist in conducting SM related training as required or necessary.
- i. Utilize RMS to coordinate with FTS personnel to ensure that extension documents are completed accurately and in a timely manner.
- j. Interview Soldiers regularly to identify and help prevent potential problems. Verify extension eligibility and incentives using current policy and regulation.
- k. Coordinate with unit leadership to schedule, plan and conduct extension ceremonies.
- l. Contact Soldiers who have been in an inactive drilling status (i.e. Soldiers in the ING or on the non-validated pay list) and make every attempt to bring the Soldier back to an active drilling status.
- m. Promote use of web-based StayGuard Citizen-Soldier Survey at least annually and teach leaders how to gather and interpret data. Analyze the results of the survey and assist unit leadership in developing and implementing a plan to address the shortcomings (from family perspectives) and build upon the successes determined from the survey.
- n. Conduct web-based Stay Guard Exit Feedback Survey for Soldiers nearing ETS.
- o. Execute the unit SM Plan.
- p. Establish a process to follow up on Soldiers in AWOL status.
- q. Conduct strength maintenance related training, briefing, and activities as required.
- r. Post publications, announcements, and all other strength maintenance related material to the unit retention bulletin board:

(1) Policies and procedures (NGB/State specific): Yes/No

Guidance on how to check:

Reference for responsibility: NGR 601-1, Para 1-4

(2) Equal opportunity (NGB/State specific): Yes/No

Guidance on how to check:

Reference for responsibility: REF: NGB PAM 601-1, Para 1-4, page 1

(3) Family Readiness Group information and POC: Yes/No

Guidance on how to check: NGR 600-12

Reference for responsibility:

(4) **ESGR information and POC:** Yes/No

Guidance on how to check:

Reference for responsibility: NGR 601-1 Para 2-6m, 2-18q, 6-14d

(5) **Reenlistment incentives (NGB and state):** Yes/No

Guidance on how to check: NGR 600-7, Para 1-1, 1-4

Reference for responsibility: current SRIP Policy

(6) **Information on ISR/IST and POC:** Yes/No

Guidance on how to check:

Reference for responsibility: NGB PAM 601-1 Para 4-5b-e, p.34/ NGR 601-1 Para 2-19a, p.11/ REF: NGB PAM 601-1 Para 4-10, p.36

Does the assigned Unit Recruiting and Retention NCO: Yes/No

Guidance on how to check:

Reference for responsibility: NGR 601-1, Para 2-20, p.14

- a. Prepare and conduct presentations about the ARNG on such topics as the role of the ARNG, state/federal missions, features and benefits, employment opportunities and ARNG history.
- b. Counsel applications on test results (Mental and physical), enlistment contacts, service obligations, incentives and benefits, IET requirements and disqualifications.
- c. Perform administrative or logistical tasks necessary to prepare the Soldier for entrance into and success while part of the RSP and Initial Entry Training (IET).
- d. Attend at least a portion of each Inactive Duty Training (IDT) period for unit(s) supported.
- e. Distribute and display SM promotional items in the unit and in the community to create brand awareness and generate leads.
- f. 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.
- g. Maintain regular contact with unit members to build rapport, help prevent and solve problems, discuss issues, provide information and answer questions. Provide trends and recommendations to unit leadership.
- h. Train FLLs in career planning, recommend available programs and options.
- i. Provide strength maintenance guidance and training for unit attrition personnel and on all administrative requirements necessary for Soldiers retention.
- j. 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.
- k. Assist in transfer, separation, and discharge requests.
- l. Assist unit leaders in all matters pertaining to SM by providing guidance, support and recommendations, conducting SM training, and assisting in the development of SM award/recognition programs.
- m. Have knowledge of the Recruit Sustainment Program, and the Army Training Requirements and Resources System (ATRRS) when providing career planning and available training programs.

- n. Establish and maintain a partnership with assigned unit and assist the Commander and First Sergeant in executing the unit strength maintenance plan and attrition management plan.
- o. Have direct access to the MTOE/TDA Commander and First Sergeant with regard to attrition management issues.
- p. Obtain, prepare, distribute, and display SM promotional items.
- q. Assist in the development and implementation of the Unit Sponsorship Program.
- r. Assist with ETS Counseling when the Soldiers are not available during the scheduled drill.
- s. Plans, coordinates, conduct administrative and retention training for the Unit Retention NCOs and FLLs as necessary.
- t. Works directly with the unit administrative personnel to support/complete retention issues at the lowest level.
- u. Personally interview all Soldiers who are within 180 days of their Expired Term of Service (ETS) date.
- v. Ensure that all extending/re-enlisting Soldiers receive extension recognition. An appropriate recognition item (see paragraph 9-5 for PPI criteria) may be presented in front of the unit formation to recognize the Soldier's continued commitment to serve the Army National Guard.
- w. Ensure that all extending/re-enlistment Soldiers' Families receive an appreciation award. The requested award should be presented in front of the unit formation to recognize the Families' continued support of their significant other's commitment to serve the Army National Guard.

Plan of Action

Once you have evaluated the unit's retention environment, you must develop a **Plan of Action**. The following is a very general guide to follow:

1. Determine if the overall results were positive or negative.
2. If positive:
 - a. Prepare a report to the BN Commander / CSM (or Unit Commander / 1SG).
 - b. Provide all gathered information along with any recommended changes.

Additional comments: _____

3. If negative:
 - a. Utilize the following to assist in pinpointing the problems areas:
 - (1) Citizen-Soldier Survey
 - (2) Family Member Survey
 - (3) Post Mobilization Survey
 - (4) Battle Hand-Off Survey
 - (5) Recruit survey
 - b. Prepare a report to the BN Commander / CSM (or Unit Commander / 1SG) on all gathered information along with any recommended changes.

Additional comments: _____

NOTE: Familiarize yourself with local SOP and policy to correctly and efficiently submit above information thru appropriate channels in correct format.