

Personnel Procurement

NEVADA ARMY NATIONAL GUARD RETENTION PROGRAM SOP



Revision 1.0 (01 JUNE 2022)

JFHQ NVARNG
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NVARNG RETENTION PROGRAM SOP

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Summary. This Standard Operating Procedure (SOP) covers the policies and directed procedures for the operation of retention.

Applicability. This SOP applies to all NVARNG involved in the prescribed retention policy.
Dated 01 JUN 2022

Proponent. The proponent of this SOP is NGENV-RRBN. Users are invited to submit comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the proponent at JFHQ NVARNG, ATTN: NGENV-RRBN, 2460 Fairview Drive Carson City, NV 89701-6807

Army Management Control Process. This SOP contains management control provisions.

Distribution. This SOP is available in electronic media on JFHQ intranet site at Units, RRB, Retention Information, NVARNG Retention SOP and on TEAMS under Battle Born Retention, General, Files, Retention SOP Signed 01JUN2022.pdf. It is intended for NVARNG MACOMS, Battalion/Squadron, Company/Detachment information, and for the day-to-day operations of all retention personnel. The Signed SOP has also been sent out on the All NVARNG Outlook distribution list and forwarded to all Battalion Career Counselors for immediate use at each Battalion.

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Chapter 1

NVARNG RRB Retention SOP

1-1 Purpose

The purpose of the NVARNG Retention Program SOP is to provide guidance to all NVARNG units regarding recruiting, retention, and attrition. Units will establish a retention battle rhythm and synchronize all unit efforts in order to achieve consistency throughout the NVARNG. This is a framework for the continuous application of the day-to-day requirement of caring for Soldiers and their needs, which will help manage and prevent unnecessary losses. Although this SOP is not the only solution, it is designed to provide the unit commander with tools to accomplish the unit's strength management mission.

1-2 Scope

Mission accomplishment is difficult to achieve if units do not maintain appropriate manning levels. The best way to enforce the standards and build esprit de corps in new Soldiers is to reinforce the positive aspects of serving in the Nevada Army National Guard before the negatives show up. This SOP will show Command teams how creating an environment of support for Soldiers can pay huge dividends for keeping unit morale high and mission on track.

1-3 References/Resources

Required and related publications are listed in Appendix A, "References".

1-4 Retention Objectives

To retain the required number of trained, qualified, and motivated personnel needed to maintain authorized strength levels and meet the state retention goal of 100%. This is based on the premise of command involvement in the retention process from duty section to the Major Command level. Unit goals are:

- a. To retain for continued service 100% of all reenlistment eligible personnel scheduled to ETS. This percentage is assigned to the unit by the State Adjutant General.
- b. To maintain an annual attrition rate of $\leq 13\%$ (State Goal); this includes ETS losses for Officers and Enlisted.
- c. To maintain attrition rate $\leq 10\%$ for first term Soldiers.

1-5 Command Awareness

Command awareness is best found in published letters, policies, and guidance. Without command emphasis, units and personnel will focus on other areas of responsibility. Proper emphasis on retention issues ensures effort is focused on critical tasks leading to successful retention results. Below is a list of helpful information as Commanders make decisions on directing command emphasis for retention.

a. Define and publish the retention task organization. This is the wire diagram of personnel within the unit organization with responsibilities to perform tasks related to retention. Information needs to travel freely and quickly throughout this diagram. Below are key task organization retention positions:

- (1) State Retention NCO POC's (SRNCO)
- (2) Brigade/Battalion Career Counselors (BCC's)
- (3) Unit Career Counselors (UCC's)
- (4) Recruiting & Retention NCO (RRNCO)

b. Publish a retention battle rhythm. Provide the connection between roles and responsibilities. This battle rhythm ensures that all retention tasks are well defined and communicated. They should include:

- (1) Retention task
- (2) Team member(s) responsibility
- (3) Frequency or timing
- (4) Task performance standard
 - (a) Retention task performance standards identified as part of the retention battle rhythm.

(b) Example: Counsel Unit Retention NCO's outlining Task, Conditions, and Standards. The expectation is that all Soldiers will have their intention recorded in Retention Management Software (RMS) sometime in the 365-450-day window.

(c) Developing your retention battle rhythm task starts with RSP Battle Hand-Off or Sponsorship and ends with exit interviews. Tasks should be identified for:

- (1) RSP Battle Hand-Off
- (2) Sponsorship Program
- (3) Career Development Program
- (4) Annual Retention Briefings
- (5) Extension Interviews
- (6) Required Retention Counseling
- (7) Processing Extension Documents
- (8) Processing Extension Waivers
- (9) Stay Battle Born
- (10) Exit Interviews and Surveys

(d) Become familiar with retention related reports and metrics found in the Director's Personnel Readiness Overview (DPRO), and Retention Management Software (RMS). Leaders who utilize these automated programs can better extract relevant data that will assist them in possible loss awareness.

(1) Identify which reports your unit can utilize. Examples are:

- (a) Enlistments
- (b) Losses
- (c) Medical
- (d) Personal
- (e) Retention
- (f) Strength Readiness
- (g) Vacancies

(2) Identify which metrics the organization might be struggling with and publish goals to improve in those areas. Examples are:

- (a) Reenlistment Success Rate
- (b) Attrition Success Rate
- (c) Careerist losses
- (d) Obligor losses
- (e) APFT flags
- (f) HT/WT flags

(3) Look for best practices in other states or organizations within your state that are doing well in those areas. Publish monthly retention snapshot.

(4) Most people are motivated by competition and the desire to be the best or, at least, not be the worst. Publishing retention statistics will also help to create a "buzz" and stimulate retention conversations.

(5) Creating an opportunity for all to see who is doing well can foster the sharing of best practices between units and organizations.

(6) Picking which metrics to publish will help to focus retention effort in predetermined critical areas.

(7) Most Commanders know their DMOSQ rate. However, they may not readily know their Attrition or 1st Term Loss Rate.

(8) Without publishing retention metrics, organization leaders are out there doing retention activities without knowing whether or not are successful.

(e) Consider recognizing units and organizations quarterly and/or annually for meeting retention objectives or for achieving superior results in measurable retention goals.

(f) To ensure commitment to the program, retention personnel are required to have retention metric goals or activity related bullet comments on their NCOER/OER.

Chapter 2

Roles and Responsibilities

2-1 The Adjutant General (TAG)

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

- a. Ensure the development and implementation of a comprehensive State Strength Maintenance (SM) Program.
- b. Establish fiscal year end-strength missions for each organization within the State, based on the State mission provided by the National Guard Bureau.
- 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.

2-2 Commanders

Commanders are essential to ensuring that strength maintenance objectives are developed and accomplished at the unit level. They are the driving force behind the success of their unit strength and Strength Maintenance Plan. It is imperative that they establish and maintain a partnership with the Recruiting and Retention Command (RRC) to help them meet their assigned end strength mission. Commanders at all levels will:

- a. Develop and implement a comprehensive SM Plan in coordination with the Recruiting and Retention Command (RRC), using NGR 601-1, state regulations, and local policies, to achieve established end strength goals. Establish subordinate unit attrition management goals and implement/assign attrition/retention goals in officer evaluation support forms, officer evaluation reports, and non-commissioned officer evaluation reports to ensure accountability of the goals to these leaders.
- b. Provide the personnel, administrative equipment, facilities, and other resources required to support the RRC and the strength maintenance program.
- c. Conduct retention and attrition training using the full spectrum of retention tools available through the RRC and/or as stated in this Retention Program SOP.
- d. Appoint an additional duty Unit Retention NCO (RNCO) to assist in SM-related matters.
- e. Ensure that all incoming Soldiers are assigned a sponsor.
- f. Ensure that every qualified Soldier is provided counseling on the opportunity for continued service in the NVARNG or offered an alternative to separation or discharge.
- g. Ensure that interviews and counseling are conducted on time and to standard to uncover and overcome challenges or obstacles to retention and to determine career opportunities for their Soldiers.
- h. Ensure that every Soldier is provided the opportunity to compete for position vacancies to enhance personal and professional growth.
- i. Ensure that all Soldiers are made aware of available ARNG incentives and benefits and are processed for those for which they are eligible, and that a tracking system is implemented to ensure that their benefits are received.
- j. Develop and implement rehabilitative programs for unsatisfactory participants who are qualified for continued service in the NVARNG in order to encourage active participation.
- k. Ensure that eligible Soldiers who are unable to continue their active participation are afforded the opportunity to transfer to the Inactive National Guard (ING) IAQ NGR 614-1.

l. Maintain contact with Inactive National Guard Soldiers for assimilation back into an active status the unit.

m. Use the Director's Personnel Readiness Overview (DPRO), and Retention Management Software (RMS) 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 RMS program was created to take retention/attrition from paper driven processes to an automated process making it easier to track retention/attrition at all levels. This data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling.

n. Ensure the unit personnel assigned to process incentive contracts in RMS are trained and understands the RMS extension/reenlistment flow chart used to process incentive request (See Appendix H & I).

o. Ensure Unit Retention NCOs complete the Retention NCO training offered at the Professional Education Center (PEC), or at a minimum complete a Unit Retention NCO Workshop.

2-3 Command Sergeant Major (CSM) / Sergeant Major (SGM)

Serves as the Senior Enlisted Retention NOC in the organization. All CSMs must take personal responsibility to ensure that the attrition and retention objectives for their assigned command are achieved as follows:

a. Emphasize SM responsibilities to Sergeants Major, First Sergeants, First Line Leaders (FLL), and others in the NCO support channel, providing guidance.

b. Ensure that the Noncommissioned Officer Development Program (NCODP) 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 RMS Unit Sponsorship Program to assimilate new or incoming Soldiers into the unit. Effective use of this program results in quicker integration of Soldiers into the existing team and increases Soldiers satisfaction leading to increased retention and decreased attrition.

f. Ensure that interviews and counseling are conducted and recorded in RMS on time and to standard to uncover and overcome challenges or obstacles to retaining each Soldier in the NVARNG.

g. Ensure that the communication flow of information from the company leadership to the individual Soldier and family member is properly executed. By ensuring that all unit members and family members are receiving the same information, the rumor control and dissatisfaction of not knowing what is happening will greatly reduce. Keep all Soldiers informed on the unit's plans and programs.

h. Implement/assign attrition/retention goals in non-commissioned officer evaluation report are ensuring accountability of the goals to these leaders.

i. Ensure that retention and attrition training is conducted using the full spectrum retention tools available through the RRC.

j. Use the Director's Personnel Readiness Overview (DPRO), and Retention Management Software (RMS) 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 RMS program was created to take retention/attrition from paper driven processes to an automated driven process making it easier to track retention/attrition at all levels. This data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling.

k. Ensure the unit personnel assigned to process incentive contracts in RMS are trained and understands the RMS extension/reenlistment flow chart used to process incentive request.

2-4 First Sergeant (1SG)

The First Sergeant (1SG) is the focal point for all NCO actions in the Unit. His/her involvement in SM is vital to unit strength. It is imperative that the 1SG establish and maintain a partnership with the RRB, RRNCO and Retention POC team 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 in RMS.
- c. Ensure that retention and attrition training is conducted using the full spectrum retention tools available through the Retention POC team and/or Battalion Career Counselors (BCCs).
- d. Ensure that interviews and counseling are conducted on time and to standard.
- e. Include SM training in NCODP to give those junior leaders the training and tools to properly counsel, identify, uncover, and resolve or give direction to the myriad of challenges or problems facing Soldiers and family members. Ensure that Reenlistment/Extension Ceremonies are conducted for each Soldier, the "Oath of Extension" ceremony is conducted with dignity and honor, and appropriate incentive/recognition items are presented.
- f. Maintain contact with Inactive National Guard (ING) Soldiers for assimilation back into an active status within the unit.
- g. Use the Director's Personnel Readiness Overview (DPRO), and Retention Management Software (RMS) 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 RMS program was created to take retention/attrition from paper driven processes to an automated process making it easier to track retention/attrition at all levels. This data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling.
- h. Ensure the unit personnel assigned to process incentive contracts in RMS are trained and understands the RMS extension/reenlistment flow chart used to process incentive request.

2-5 Full-Time Support (FTS)

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

- a. Assist the Commander and the First Sergeant in developing, implementing, and monitoring the unit SM Plan.
- b. Appoint sponsors to newly assigned Soldiers as directed by the First Sergeant.
- c. Maintain unit vacancy data and Soldier information for the Commander utilizing the Automated Unit Vacancy System (AUVS).
- d. Work with the unit leadership and the Unit Retention NCO to ensure that Soldiers complete their enlistment obligation and extend, if eligible.
- e. Use the Director's Personnel Readiness Overview (DPRO), and Retention Management Software (RMS) 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 RMS program was created to take retention/attrition from paper driven processes to an automated process making it easier to track retention/attrition at all levels. This data assists the leaders in identifying loss trends and Soldiers nearing ETS as well as opportunities for career counseling.
- f. Ensure the unit personnel assigned to process incentive contracts in RMS are trained and understand the RMS extension/reenlistment flow chart used to process incentive request.

2-6 First Line Leader (FLL)

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

- a. Assist the Commander, First Sergeant, and FTS personnel to implement and monitor the unit SM Plan.
- b. Know their Soldiers, to include civilian occupations, ETS date, family status and any other important

information affecting their career (military and civilian) and duty performance.

- c. Determine the needs, wants and desires of their Soldiers and regularly inform the unit leadership to help maintain a positive unit climate.
- d. Create an effective career development environment for their Soldiers by fulfilling their role as a leader, mentor, counselor, coach and trainers.
- e. Maintain regular contact with Soldiers, including 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 through RMS 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), and Retention Management Software (RMS) 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 RMS program was created to take retention/attrition from paper driven processes to an automated process making it easier to track retention/attrition at all levels. This data assists the leaders in and Soldiers nearing ETS as well as opportunities for career counseling.

2-7 Unit Career Counselor (UCC)

The Unit Career Counselor is an additional duty position, appointed on orders by the Unit Commander. The position is MOS immaterial. The UCC plays a critical role in SM by assisting the Commander, the First Sergeant, FTS, FLLs, and the State Retention NCO POC in implementing the unit SM Plan. UCC's should attend the ARNG Career Counselor Course if possible, and at a minimum, attend a training event conducted by the Recruiting and Retention BN Staff. Unit Retention NCO will:

- 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 regards to SM related issues and provide recommendations to improve the unit's SM Plan execution and activities.
- c. Request technical assistance, guidance, and training from the State Retention NCO POC (SRNCO) on SM related issues as required.
- d. Identify and help solve/prevent attrition and retention related problems, causes and impediments.
- e. Ensure that leaders conduct retention interviews in a timely manner.
- f. Assist the First Sergeant with implementing and monitoring the sponsorship program through RMS and ensure that the program adheres to SOP.
- g. Monitor and improve unit attendance by assisting FLLs with contacting absent Soldiers and recording it in the AWOL module of the RMS system.
- h. Assist in conducting SM related training as required or necessary.
- i. Coordinate with FTS personnel to ensure that extension documents are completed accurately, in a timely manner and uploaded in RMS.
- j. Interview Soldiers regularly to identify and help prevent potential problems. Ensure that they are receiving the incentives and the benefits they are eligible for and determine their desire and eligibility for the tension.
- 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 no validated pay list) and make every attempt to bring the Soldier back to an active drilling status.
- m. Conduct the Stay Guard Survey for Soldiers who ETS and forward to the SRNCO.
- n. Execute the unit SM Plan.
- o. Establish a process to follow up on Soldiers in AWOL status.
- p. Post publications, announcements, and all other strength maintenance related material to the unit retention bulletin board.
- q. Become familiar with all modules in the RMS system.
- r. If appointed to process incentive contracts in RMS, you must be familiar with the RMS extension/reenlistment flow chart used to process incentive request.

2-8 Battalion Career Counselor (BCC)

Battalion Career Counselors. Battalion Career Counselors 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 career counselors to perform retention support duties. Battalion Career Counselors will:

- a. Conduct attrition management and retention activities to assist unit commanders to reduce the 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).
- b. Promote use of the web-based Stay Guard Citizen-Soldier Survey at least annually and teach leaders how to gather and interpret resulting data. The tool provides the leadership with information on family members’ satisfaction which has an influence on the Soldiers’ continued participation in the ARNG. Analyze the results of the survey and assist unit leadership in developing and implementing a plan to address the shortcomings (from family perspectives) and build upon the successes determined from the survey data. The survey should be conducted prior to the deployment and at the first drill after Release from Active Duty (REFRAD) to measure the influencing factors.
- c. Conduct web-based Stay Guard Exit Feedback Survey for Soldiers nearing ETS.
- d. Prepare and submit an After Action Review to the BN and RRB CSM after a weekend drill summarizing Soldiers’ retention status, comments, and concerns.
- e. Work with and assign duties to a Unit Career Counselor.
- f. 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.
- g. Ensure that Soldiers retention interviews are conducted as required. Evaluate the counseling to ensure that the interview is effective and focused on uncovering any objections or obstacles to retaining the Soldiers.
- h. Attend weekend drills, dark nights, and attend annual training to surface any issues not uncovered during retention counseling. Address these issues with the unit leadership in order to prevent a negative climate or perception of poor leadership.
- i. 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.
- j. Develop and implement a unit attrition/retention recognition program to recognize those who extend or bring new recruits to the unit.
- k. Coordinate with local employment agencies to conduct periodic job fairs in the armory.
- l. Use the 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.
- m. Ensure that 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 Nevada Army National Guard.
- n. Identify Soldiers scheduled to ETS within 12 months of mobilization.

2-9 Recruiting and Retention NCO (RRNCO)

Recruiting and Retention NCOs are the backbone of the RR organization. Every effort should be made to ensure that they are adequately trained and supported to accomplish their assigned three tenet SM mission. Each RRNCO that is assigned to a unit will:

- a. Attend at least a portion of each Inactive Duty Training (IDT) period for unit(s) supported.
- b. Distribute and display SM promotional items in the unit and in the community to create brand awareness and generate leads.
- c. 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.
- d. Train FLLs in career planning, recommend available programs and options.

- e. Provide strength maintenance guidance and training for unit attrition personnel and on all administrative requirements necessary for Soldiers retention.
- f. 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-enlists.
- g. Assist in transfer requests.
- h. Assist unit leaders in all matters pertaining to SM by providing SM guidance, support, and recommendations, conducting SM training, and assisting in the development of SM award/recognition programs.
- i. Have knowledge of the Recruit Sustainment Program, and the Army Training Requirements and Resources System (ATRRS) when providing career planning and available training programs.
- j. 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 program.
- k. Have direct access to the MTOE/TDA Commander and First Sergeant with regard to attrition management issues.
- l. Obtain, prepare, distribute, and display SM promotional items.
- m. Assist in the development and implementation of the Unit Sponsorship Program.
- n. Assist with ETS Counseling when the Soldiers are not available during the scheduled drill.
- o. Plans, coordinates, conducts administrative and retention training for Unit Retention NCOs and FLLs as necessary.
- p. Works directly with unit administrative personnel to support/complete retention issues at the lowest level.
- q. Personally interview all Soldiers who are within 180 days of their Expired Term of Service (ETS) date.
- r. 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.
- s. Ensure that all extending/re-enlisting Soldiers' Families receive an appreciation award (if applicable). 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.

2-10 State Retention NCO POC

The State Retention NCO Point of Contact (POC) will be a permanent member of the RRBN Staff and will assist in all aspects of the retention effort. The State Retention NCO POC will manage and monitor systems usage, plan, and conduct training at all levels and provide Retention related assistance as requested. The Retention POC will:

- a. Produce and edit training and resources for retention personnel as needed.
- b. Monitor and update the RRBN Command team and Battalion Career Counselors Monthly on critical metrics.
 - (1) Attrition percentages.
 - (2) Extension mission performance.
 - (3) First Term loss rates.

Chapter 3 Program

3-1 Strength Maintenance Management System (SMMS) Login

The Strength Maintenance Management System (SMMS) is a flexible and expandable system designed to meet the changing needs of the Army National Guard (ARNG). It is a web-based system with multiple modules that support all aspects of the Three-Tenet Strength Management Mission. Users access these modules using a familiar desktop-style user interface. SMMS is fully integrated with the Reserve Component Manpower System (RCMS). The most common uses of the SMMS portal will be, GIMS, RMS Training, RMS (live site), and DPRO.

Login to SMMS at <https://smms.army.pentagon.mil/Security/login.aspx>.

- a. Click Log In With CAC.
- b. Click Accept.
- c. If you do not have access, you will have to request it now.
- d. Input the following requested information:
 - (1.) Position title - "Readiness NCO, unit RNCO, and est."
 - (2.) Office name - "Duty station city"
 - (3.) Office Abbreviation - "NVARNG"
 - (4.) DSN - "NA"
 - (5.) City - Self explanatory
 - (6.) State - Self explanatory
 - (7.) Zip code - Self explanatory
 - (8.) Reason for request - input justification for access request - Readiness NCO, Unit 1SG, Unit Commander, Unit Retention NCO, etc.
- e. Once you have access and have successfully logged in, you will see the SMMS Landing Pad.
- f. On the SMMS Landing Pad, you will see many options. You may now access or request access to the following programs:
 - (1.) GIMS
 - (2.) DPRO
 - (3.) Marketing and Advertising
 - (4.) RMS (Live Site) (Please do not enter the Live Site until you have completed training on the Training Site).
 - (5.) WEBTOP
 - (6.) Strength Management Tool
 - (7.) AUVS v2
 - (8.) MARRS
 - (9.) OP Messages

3-2 Retention Management Software (RMS) Overview

The implementation of RMS is covered in PPOM 14-022. The PPOM provides notice of intention to require the use of RMS for all extensions/ immediate reenlistments associated with an incentive. This change was effective in April 2015.

- a. RMS will be used for all extensions/ immediate reenlistments associated with incentives that completed after 1 April 2015. Any extensions/ immediate reenlistment incentive addendum that is manually completed outside of RMS will not be valid.
- b. RMS was designed to implement control measures to reduce the number of incorrect bonus addendums or erroneously issued addendums.
- c. RMS is a case management system that assists Unit Retention personnel, Unit Leaders, and Recruiting/Retention NCOs in the execution of unit retention activities. The Software was created to alleviate the antiquated paper driven retention processes at the unit level.
- d. RMS users assigned to process incentive contracts in RMS must understand the RMS extension/reenlistment flow chart used to process incentive requests for the NVARNG.

3-3 RMS Training Site

The RMS training site can be accessed through the SMMS portal (see Para 3-1). The training site hosts training modules for Unit Sponsorship, Counseling, Extensions, AWOL Recovery, and Interstate Transfers.

- a. To access the RMS Training site, login to the SMMS site at <https://smms.army.pentagon.mil/Security/login.aspx> and click Log In With CAC.
- b. Click Accept.
- c. Mouse over External Links (located on the upper right) and Click on RMS Training (Note do not click on the RMS logo on the wheel. This is the live site and will be covered in the next paragraph).
- d. If you do not have access, you will now request access by filling in the following information:
 - (1.) Position title - "Readiness NCO, RNCO, and est."
 - (2.) Office name – "duty station city"
 - (3.) Office Abbreviation – "NVARNG"
 - (4.) DSN – "NA"
 - (5.) City – Self explanatory
 - (6.) State – Self explanatory
 - (7.) Zip code - Self explanatory
 - (8.) UIC you support – indicate UIC of the unit you support.
 - (9.) Reason for request – input justification for access request – Readiness NCO, Unit 1SG, Unit Commander, Unit Retention NCO, etc.
 - (10.) Click the "SELECT POSITION" icon.
 - (11.) For Training purposes only, highlight the folder that says
 - (12.) Click Submit Request icon.
- e. Once your request has been approved (allow 1-24 hours), you will log back in to the SMMS site.
 - (1.) SMMS login <https://smms.army.pentagon.mil/Security/login.aspx>.
 - (2.) Mouse over external links and go down to RMS training.
 - (3.) You will now see the RMS Landing Pad.
 - (4.) From the Command Center click on Resource Center.
 - (5.) From the Resource Center Click on Training Videos.
 - (6.) From Training Videos select the desired training.

3-4 RMS Live Site

The RMS live site can be accessed through the SMMS portal (see Para 3-1). The live site hosts modules for Unit Sponsorship, Counseling, Extensions, AWOL Recovery, and Interstate Transfers.

- a. To access the RMS live site login to the SMMS site at <https://smms.army.pentagon.mil/Security/login.aspx> and click Login with CAC.
- b. Click Accept.
- c. Mouse over RMS links located on the wheel and double click.
- d. You now must request access to the site by filling in the following information:
 - (1.) Position title - "Readiness NCO, RNCO, and etc."
 - (2.) Office name – "duty station city"
 - (3.) Office Abbreviation – "NVARNG"
 - (4.) DSN – "NA"
 - (5.) City – Self explanatory
 - (6.) State – Self explanatory
 - (7.) Zip code - Self explanatory
 - (8.) UIC you support – indicate UIC/UIC's of the unit/units you support.
 - (9.) Reason for request – input justification for access request – Readiness NCO, Unit 1SG, Unit Commander, Unit Retention NCO, etc.
 - (1.) Click the "SELECT POSITION" icon
 - (2.) Find the CO tab and click on the arrow beside the folder, not the folder itself.
 - (3.) Find your MACOM UIC and click the arrow beside the folder.
 - (4.) Find the UIC you support and click the folder to highlight it.
 - (5.) Click Submit Request icon "ROLLUP"
- e. Once your request has been approved (allow 1-24 hours,) you will log back in to the SMMS site.
 - (1.) SMMS login <https://smms.army.pentagon.mil/Security/login.aspx>.

- (2.) Mouse over RMS link located on the wheel and double click.
- (3.) You should now see the RMS Landing Page.

3-5 The Directors Personnel Readiness (DPRO) Overview

DPRO is a comprehensive information management system and customizable reporting tool. Leaders who utilize and understand the retention related reports and metrics found in DPRO can better extract relevant data that will assist them in possible loss awareness.

- a. Some examples of reports found in DPRO are:
 - (1.) Enlistments reports
 - (2.) Losses reports
 - (3.) Medical readiness reports
 - (4.) Personal readiness reports
 - (5.) Retention and attrition reports
 - (6.) Strength readiness reports
 - (7.) Vacancies reports
- b. Some examples of metrics used in DPRO reports are:
 - (1.) Reenlistment Success Rate
 - (2.) Attrition Success Rate
 - (3.) Careerist losses
 - (4.) Obligor losses
 - (5.) APFT flags
 - (6.) HT/WT flags

3-6 Requesting Access to DPRO

Before attempting to access the DPRO site, you must first complete a DA Form 2875 System Authorization Access Request (SAAR). The USPFO Data Processing Center has implemented a new DD 2875 submission process. All personnel needing access to DPRO or any other DPC system must follow these instructions to request and obtain access.

- a. Personnel must first have a computer account/NG Domain before they can request access.
- b. Follow these steps to obtain access to DPC system:
 - (1.) Log onto <https://smms.ngb.army.mil/v3/SMMS/smmsmenu.aspx> or click on the helpdesk link on the USPFO-DPC SharePoint page.
 - (2.) Select the blank DD 2875 to download, complete, and then digitally sign per the form instructions.
 - (3.) Once completed, use the "SUBMIT DD 2875" link on the page to upload the SAAR (access request).
 - (a.) The SAAR will automatically be routed to the correct personnel based on your choice of "Requested System" access and your MACOM.
 - (b.) Please verify that all information on the DD 2875 is correct before submitting or it will be returned for corrections.
 - (c.) The system user field must be the user that the SAAR is being submitted for.
 - (d.) DD Form 2875 SAAR forms for any of the DPC Systems will no longer be accepted through email. The new USPFO request systems will automatically route requests to the personnel in charge of granting access to the system selected and is the only way to request access to these systems.
 - c. Once personnel requests access, an email is generated to the S-1 for action. Once information is obtained, verified to be correct, the S-1 will then process the SAAR request to JFHQ.
 - d. JFHQ will be the approval for all requests. The S-1 is not the approving authority (only a reviewer of the information on the DD 2875).
 - e. Once the DA Form 2875 is submitted, access the G1 Portal at: <https://cop.co.ngb.army.mil/sites/g1/PIMSIDTRANS/SAAR%20Map%208b.pdf>
 - f. Select login with CAC.
 - g. Request Access to DPRO by filling out all required information.

- h. Once your request is approved, you can access DPRO by logging in to the G1 Portal and selecting CAC login.
- i. You should now see the landing page and be able to select the DPRO tab.

3-7 Guard Incentive Management System (GIMS) Overview

The Guard Incentive Management System (GIMS) provides management controls, prioritizes incentives for improved readiness (based on each unit's needs), increases National Guard Bureau (NGB) oversight through robust reporting, and adds budget controls for NGB and the State. GIMS allows users to track incentive bonuses through all four contract phases: Issue Bonus, Establish Control, Monitor, and Payment. GIMS uses a detailed system of roles and permissions that determines which functions each user is allowed to perform within GIMS. In order to prevent erroneous approval, validation and payment of an incentive to the same individual, GIMS has built in separation of duties that prevents an individual from requesting, validating an incentive Control Number (CN), and pushing the incentive payment to the NGB, Professional Education Center (PEC), and Incentive Support Team (IST).

a. In GIMS, there are four phases of a contract: Issue, Establish Control, Monitor, and Payment. Each contract must go through these four phases in order to be established and valid.

(1.) Issue Bonus phase – GIMS uses business rules defined by current policy and system data to verify the eligibility of a contract. All business rules must be met in order to allow an addendum to be printed.

(2.) Establish Control phase – consists of validation and verification of a bonus contract. The validation is a user function requiring a review of documentation to support the incentive. The verification process is a review of the system to re-confirm the applicant still meets all business rules for the incentive. If during validation a Soldier record does not match criteria of the contract, the user must get the source information updated in SIDPERS before passing verification. Note: All items in SIDPERS will take 48 hours to reflect in GIMS.

(3.) Monitor phase – consists of daily checks of the Soldier's record in SIDPERS compared to the original criteria of the contract. Any change in a Soldier's record affecting eligibility will suspend all payments and require a review.

(4.) Payment phase – consists of the payment of the Soldier's bonus to his/her account. This phase will systematically identify the proper pay codes for each bonus type as prescribed by DFAS. The system requires action on the part of multiple users prior to submission to DFAS for payment. The state is required to have separation of duties, which means the following 3 duties must have separate personnel completing the action:

- (a.) Requesting the incentive
- (b.) Validating the incentive
- (c.) Pushing the payment to NGB

b. GIMS users are required to complete training in order to qualify for a GIMS User Access. Request access at: <https://smms.army.pentagon.mil/Security/login.aspx>. Login with your CAC and select GIMS Training.

3-8 Enrolling in GIMS Training

Unit representatives will enroll in GIMS training through the GuardU site. There are two areas of the GuardU site. One area helps users find and enroll in courses. The other area is where the courses are housed. The easy way to find and enroll in a course is to follow these directions:

- a. Go to Google and type GuardU into the search engine.
- b. Usually, the first return in the search list is "GuardU Portal – Web (#)". This part of the site helps students find and enroll in courses. <http://guardu.ng.mil>.
- c. Click on "GuardU Portal – Web (#)" to open the GuardU site.
- d. Log in using either your CAC or AKO.
- e. When the new page loads, locate the search box in the upper-right corner of the page.
- f. Type the word, "GIMS" or "IMC DL" from the course name or ID into the search box and hit enter.
- g. Locate your course in the search list and click its link. The links in the blue box are duplicate links. You can click on either link in or out of the blue box.
- h. Click on the "Go To Course" button. The system will enroll you and open the course. It takes you to

the part of the site where the courses are housed.

i. If you have trouble, call 1-844-722-2373 for assistance. The number is answered 24/7, and they will create a ticket to send to the second-tier staff. The second-tier staff will return your call between 0700 – 1900 CST Monday – Friday. They also work from 0900 – 1500 CST on Saturday and Sunday.

Chapter 4

Retention Interviews and Counseling

4-1 Career Counseling

First Line Leaders should counsel Soldiers on potential career progression opportunities on a regular basis (using RMS during the Sponsorship and Reenlistment/ Extension phases). Army policy and doctrine requires counseling for numerous purposes on many occasions. Each interview should be designed to accomplish a goal that considers the Soldier's time in the organization, relative experience and grade, and time remaining to ETS. There are three phases to guide these interviews and to help set the tone and approach used.

a. Sponsorship Phase. This phase provides an adjustment period to help the Soldier become familiar with the unit and its personnel. The sponsorship and orientation program are the most important part of this phase. The unit will provide the sponsor with a Sponsorship Checklist.

b. Career Development Phase. This phase starts when the Soldier feels that most or all his/her enlistment goals have been met. Depending upon the length of the enlistment period, this phase may cover several months or years. First Line Leaders (FLL) conduct many of these interviews to provide performance and career counseling. The theme should be one of constant measurement of achievement, abilities, and goal setting. A measure of the Soldier's current feelings toward the unit and the NVARNG can be the question, "If you were eligible to reenlist today, would you?" This will help prepare the Soldier for the actual reenlistment decision and help the organization work on any factors (within its control) that may cause the Soldier to say "yes" or "no." This phase will end or be temporarily set aside when the Soldier approaches the reenlistment/extension eligibility period. As soon as the reenlistment phase is completed, the Soldier will be back in the career development phase again.

c. Reenlistment/Extension interview. For the purposes of this guide, we will focus on extension and reenlistment interviews. These interviews are conducted toward the end of the enlistment period and focus on the Soldier's qualifications for reenlistment/extension, options, goals, and decisions to incentive(s) eligibility. Everyone involved in the process of retaining quality Soldiers must be aware that a few reenlistment interviews cannot overcome the absence of the other types of interviews discussed above. Reenlistment/Extension interviews are mandated by NGR 601-1.

4-2 Extension Interviews

First Line Leaders should counsel Soldiers on potential career progression opportunities on a regular basis (counseling must be recorded in RMS if the Soldier is within the 365-day window for ETS). This includes discussing various training opportunities, career goals, upward mobility, and possible reclassification. For the purpose of this guide, it is important to explain the difference between an extension interview and an ETS counseling. An extension interview, although documented, is simply a discussion between a unit member and an eligible Soldier. Extension interviews are designed to understand a Soldier's intent to extend or to ETS (and the reasoning behind that decision). Extension interviews can be documented two ways:

- a. Completing a DA Form 4856 and uploading it in Retention Management Software (RMS).
- b. Completing the contact history portion in RMS.

4-3 ETS Counseling

ETS Counseling is for the benefit of the Soldier to ensure they understand what they are giving up. This paragraph focuses on the ETS Counseling required by NGR 601-1. ETS counseling must be completed on a DA Form 4856 and signed by the Unit Commander or First Sergeant, and the Service Member. The DA Form 4856 must then be uploaded in RMS. Below is a list of items that could be included as discussion points:

- a. Extension Bonus
- b. Student Loan Repayment Program
- c. Tricare Reserve Select
- d. Continued use of ID card for access to military posts and facilities (Commissary, PX, Base Gyms, Base Medical Facilities, etc.)
- e. State and Federal Education Incentives – tuition assistance
- f. Monthly drill pay, 2-week annual pay
- g. Life insurance for Soldier and spouse
- h. Retirement potential earnings and retirement benefits
- i. Travel – MWR with active duty bases, lodging, camping, recreational facilities
- j. Dental insurance
- k. Unit change
- l. Training, position, and promotion opportunities
- m. NG or IRR transfer
- n. Intrastate transfer
- o. MOS reclassification

4-4 Counseling Timelines/Retention Battle Rhythm

First Line Leaders will counsel Soldiers starting within the 450 days to ETS window by annotating the Soldiers options on a DA Form 4856 and uploading the form in RMS. The Soldier's intent and counseling will be digitally loaded into the RMS system as well. The following information provides the timeline of events to effectively manage Soldiers within a 450-day window in accordance with (IAW) current Retention Policy. The current timeline is as follows:

- a. 450 days until ETS. Once within 450 days of their ETS, the Soldier enters the ETS management cycle. Extension interview and counseling will be conducted by the UCC or, using State supplied DA 4856, to review benefits and determine the initial intentions of the Soldier. The Soldier will be advised of their ETS window and will be notified of any bonus incentives available to them (IAW current FY SRIP policy) and the timeline, to include interview and counseling milestones. Counseling will be recorded on DA form 4856 and annotated in RMS. Ensure Soldier has a valid Army Physical Fitness Test (APFT) loaded into IPPSA.
- b. 365-271 days until ETS. This is the most critical period for incentives. The First Line Leader (FLL) will begin retention counseling and inform the Soldier of the current incentives available to them, if any. The FLL will also ensure the Soldier is eligible to extend and determine whether they need performance counseling. Counseling will be recorded on DA form 4856 and annotated in RMS.
- c. 270-181 days until ETS. The UCC with assistance from the BCC will determine if the Soldier should be retained, check with their URNCO to ensure Soldier has a passing APFT/ACFT and is not pending any negative administrative action. The UCC will inform the Soldier of the current incentives available as they have most likely changed since the previous counseling. If the Soldier has shown a pattern of disciplinary and or performance issues and has not made progress based on the plans of action detailed in the Extension Interview from their FLL, the CDR may initiate a bar to reenlistment under provisions of NGB-ARH-PM 09-026. Counseling will be recorded on a DA form 4856 and annotated in RMS.
- d. 180- 151 days until ETS. The RRNCO will conduct extension interview and counseling in RMS and inform the Soldier of their current bonus incentives that might have changed since the previous counseling. The URNCO or RRNCO will begin service award, validate current status of pending administrative actions and determine eligibility and options for continued service. If Soldier is not willing to extend, below is a sequence of steps that should be offered to any Soldier who is contemplating separation from a unit in the Nevada Army National Guard.
 - (1.) The key to success is providing the least restrictive alternative that satisfies the needs, wants, and desires of the Soldier. Please note the following alternatives.
 - (a.) Same duty Military Occupational Specialty (MOS) but in another section (1st PLT to 2nd PLT transfer).
 - (b.) Same duty MOS but in another unit (Co A to Co C transfer).
 - (c.) Different MOS but in the same unit (91B to 91C, 68W, 92Y).

- (d.) Same MOS, but in a different unit (would not require schooling).
 - (e.) Different MOS in a different unit (would require schooling).
 - (f.) A brief period of excused absence (take a little "time off", excusal from AT if attendance creates a hardship on family).
 - (g.) A specified period of time in the Inactive National Guard (ING) (6 MOS /1 yr. but should not be a 6-year extension with concurrent transfer into the ING for instance).
 - (h.) If we have nothing of interest to offer, consider another Reserve Component: 1st Choice - NV Air Guard, 2nd Choice – USAR
 - (i.) If income stability is a concern, consider the Active Component. If eligible, transfer into the Retired Reserve; if ineligible, transfer to the Individual Ready Reserve.
- e. If the Soldier agrees to one of the alternatives, then the URNCO/RRNCO must contact the unit commander, 1SG, BCC and BSM immediately. Counseling will be recorded on a DA Form 4856 in RMS. 1SG, and CDR will report status to the BN CDR and CSM.
- f. 150-121 days until ETS. The 1SG or designated representative will counsel the Soldier. If the soldier has made the decision not to extend, an ETS award is submitted as appropriate. Counseling will be recorded on DA form 4856 and annotated in RMS.
- g. 120-91 days until ETS. The BN CSM with assistance from the BCC will conduct a retention interview with the Soldier. If the Soldier chooses not to extend, they will be offered an alternative to separation. If agreed upon, a DA Form 4187 will be processed along with the DA Form 4836. Soldiers will not be allowed to transfer out of any unit that is pending mobilization. If Soldier declines to extend, they will be informed that they are required to clear supply by the end of the next IDT and the unit will initiate DA Form 4187 for discharge. Counseling will be recorded on the ETS Interview Record, NVARNG Form 42-E and annotated in RMS. BOE CSM, and CDR are subject to conduct interview with Soldiers inside the 90-day ETS window by request.
- h. 90-61 days until ETS. CO Commander will attempt to retain Soldier one last time before SM begins to clear unit. If Soldier still does not extend, SM will begin to clear supply and unit. Commander will award SM their service award and setup split training for clearing procedures and Stay Battle Born.
- i. <60 days until ETS. The Soldier will be counseled by the FLL in coordination with the Supply Sergeant on his/her pending ETS. The unit will begin the process to discharge the Soldier for their ETS. Extensions in this timeframe can still be considered and incentives are still available. Upon completion of the counseling, if the Soldier does not want to extend, the unit will submit the discharge packet and begin out-processing the Soldier. Counseling will be recorded on a DA form 4856, annotated in RMS, and the Soldier will complete an Exit Survey. Out-processing includes:
- (1.) Confirming the Soldier cleared supply and/or signed a statement of charges.
 - (2.) The ETS award is processed as appropriate.
 - (3.) The discharge documentation is processed, and the discharge packet is complete NLT 45 days prior to ETS.
- j. 30 days until ETS. Stay Battle Born, Out-processing and the discharge packet is complete. The BCC will conduct the exit interview and record in RMS. The unit will resend a service award for honorable service (if appropriate).
- k. Reporting.
- (1.) Retention Interviews conducted will be reported using DA form 4856 and uploaded into RMS for tracking.
 - (2.) Battalion Commander and CSM will provide the "365 Day ETS Interview Report" (hereafter "BOE Interview Report") to the BOE CDR and CSM with 48 hours after IDT weekend.
 - (3.) Battalion Retention NCO will consolidate and submit the BOE Interview Report to the BSM, BN CDR, and CSM within 24 hours after IDT weekend.

(4.) Company Commander and 1SG will report the BOE Interview Report to the BN CDR and CSM by COB of IDT weekend. URNCO will submit the BOE Interview Report to the BN RNCO, Company Commander, and 1SG by COB IDT weekend.

l. Process. All retention documentation (DA Form 4836-Extension) will be processed in IPPSA, iPERMS and validated within 72 hours through the following channels by utilizing RMS.

(1.) URNCO with assistance from FRNCO or RRNCO will prepare documentation using RMS and will submit to unit leadership for review. Upon approval URNCO will submit to BN S-1 through RMS within 24 hours of signature date for further review.

(2.) BN S-1 will conduct Quality Control, review, and submit upon approval of BN leadership within 24 hours to BOE S-1/BSM for final Quality Control and processing. BN S-1 will conduct Post ETS audit to verify that all required counseling was conducted and recorded in RMS.

(3.) BOE S-1/BSM will review all retention documents and process in SIDPERS/iPERMS/validation within 24 hours of receiving from BN S-1.

m. Extension Waiver. All extension waivers will be submitted no later than 150 days from Soldiers ETS date.

(1.) Unit will submit extension waiver packet to BN S-1 within 150 days of Soldiers ETS date.

(2.) BN S-1 will submit extension waiver packet to BOE S-1 within 120 days of Soldiers ETS date.

(3.) BOE S-1 will submit extension waiver packet to G-1 within 90 days of Soldiers ETS date.

(4.) If Soldier is over 18 years of service, they cannot be rejected at any level. They are authorized to continue their service until 20 years.

4-5 Alternatives to Separation or Discharge

Another key element of a successful retention program is identifying alternatives to separation or discharge. Most Soldiers undergo numerous challenges and difficulties in managing a full-time civilian lifestyle with a part-time military lifestyle.

Leaders must ensure that all Soldiers are aware of their alternatives to separation or discharge. A Soldier's alternatives to separation or discharge must be explored prior to allowing the Soldier to ETS. Alternatives should be discussed, recorded on a DA Form 4856, and uploaded into RMS once the Soldier reaches the 30-day window at a minimum.

- a. MOS
- b. Team
- c. Squad
- d. Section
- e. Platoon
- f. Unit
- g. State
- h. ING

4-6 Inactive National Guard (ING)

The ING is designed as an administrative category for Soldiers who are unable to perform their required duties for some limited time, and for Soldiers who are eligible to maintain a connection with the ARNG upon leaving active status. See NGR 614-1 Inactive Army National Guard.

a. The ING is a tool to aid The Adjutant General (TAG) to enhance readiness at the State and unit level. The ING will provide both a group of trained Soldiers to augment the ARNG strength upon mobilization as well as a framework to manage Soldiers in the training pipeline.

b. If MOS qualified (MOSQ), Soldiers transferred to the ING will normally be assigned to the ING of the same unit as they were assigned to as active status; or failing MOSQ, to another unit in which they are qualified; or if not MOSQ, to the ING of Joint Force Headquarters

c. Credit for service in the ING does not accrue towards any service computation except credit for basic pay purposes. Time served in the ING is considered non-creditable service toward retirement. However, Soldiers who enlist directly into the Recruit Force Pool (RFP) can apply time spent in the RFP toward the Soldier's military service obligation (MSO) of their eight-year enlistment contract.

d. Soldiers in active status may request a transfer to the ING. Requests for transfer to the ING will be processed as directed by TAG.

- (1.) Change of residence.
- (2.) Incompatibility with civilian employment.
- (3.) Temporary overseas or out-of-state residency for education, employment, or a missionary obligation.
- (4.) Temporary medical disqualification, not due to line-of-duty injury that can be corrected in less than one year. Both transfer to the ING and back to active status will require verification of medical status. Transfer to the ING is not authorized for injuries that occur while an ING Soldier is temporarily on active status on Annual Training (AT)/Active Duty Training (ADT) orders or at Annual Muster.
- (5.) Pregnancy.
- (6.) Valid reason for the delay from entering on active duty with their unit when mobilized.
- (7.) Released from active duty with a mobilized unit before the release of the unit from its mobilization status.
- (8.) As an alternative to serving in the Individual Ready Reserve (IRR) of the United States Army Reserve (USAR) in order to complete the second portion (two, four, or five years) of the 6x2, 4x4, or 3x5 enlistment option, or of another residual commitment to serve in the Ready Reserve of the Army, after an initial period of service on active status with NVARNG. Soldiers must execute a DA Form 4836 for the remaining period.
- (9.) Leaving active status and eligible for and desires to maintain a connection with the NVARNG inactive status by extending the term of service to be placed in the ING instead of being discharged.
- (10.) For a reason other than those cited in this paragraph. A request under this subparagraph must be approved by TAG.

e. Soldiers in active status may be transferred to the ING by TAG, without a request from the Soldier, for the following reasons:

- (1.) Change to the authorized strength or positions in an MTOE/TDA document resulting in the units' inability to, after one year, either find a position for the Soldier or reassign them to a new unit.
- (2.) Returned from voluntary Active Duty Operational Support (ADOS) or Active Guard Reserve (AGR) and cannot be assigned to a vacant position, or within provisions of over strength/enhanced strength limitations, within a six-month period after release from ADOS or AGR.
- (3.) Soldiers who have not attended Inactive Duty Training (IDT) nor received any pay for 12 consecutive Unit Training Assemblies (UTA) and are liable to be coded on the monthly commander's payreport as "No Pay - Validate Status" (NO-VAL), pending return to duty or discharge.
- (4.) Unsatisfactory participation (unexcused absences) as defined in AR 135-91, Section III, Chap. 4 in conjunction with processing per AR 135-178.
- (5.) In the training pipeline and cannot become MOS qualified within 24 months, pending discharge per NGR 600-200.

f. Soldiers not authorized to transfer from active status to the ING:

- (1.) A Soldier may not be transferred to the ING as a disciplinary or punitive measure (in lieu of judicial or non-judicial punishment, because the Soldier has been accused of an offense under civil or military law, or for any other disciplinary or punitive purpose). A Soldier may not be transferred to the ING if transferring the Soldier into the ING would otherwise deprive the Soldier of an important substantive or procedural right. For example, a Soldier maintained on active duty to receive medical treatment may not be transferred to the ING because this would deprive the Soldier of both pay and medical treatment. A Soldier may not be transferred to the ING for the sole purpose of creating a unit vacancy. A Soldier who believes that they have been inappropriately transferred to the ING may request that the order transferring the Soldier to the ING be revoked. If the order is revoked, the Soldier should be given the opportunity to split train to make up for any missed training periods per NGR 350-1. In addition, the following are ineligible for transfer to the ING:

- (a.) Commissioned officers and warrant officers.
- (b.) Soldiers under suspension of favorable personnel action (except unsatisfactory participants; they may still be transferred to ING pursuant to paragraph 2-1 b (5) notwithstanding the existence of a flag).

(c.) Reserve Officer Training Corps (ROTC) Simultaneous Membership Program (SMP) participants.

(d.) Soldiers who originally enlisted into the ARNG by way of the RFP program.

4-7 Stay Battle Born (SBB)

The Stay Battle Born (SBB) begins when the Soldier has 180-days to ETS. The unit should have an Out-Processing Checklist that is designed to provide transition assistance to Soldiers leaving the NVARNG while at the same time making one last effort to retain quality Soldiers.

a. When a Soldier reaches the 180-day window and has indicated their intent to leave the NVARNG, a checklist should be initiated that includes but not limited to the following:

- (1) Offered opportunities for continued membership in the ARNG.
- (2) Records reviewed for accuracy.
- (3) Counseling as required.
- (4) Soldier's and family's awareness of their entitlements and benefits.
- (5) Soldier's awareness of any outstanding military service obligations
- (6) Soldier's review of NGB 23 and retirement points.
- (7) Assists with preparation of travel voucher and clearing of any outstanding financial obligations/transactions.
- (8) If Soldier is retiring, verify attendance at retirement brief.
- (9) Receive 20-year letter and benefits packet (if applicable).
- (10) Soldier's IPERM record reviewed if possible. If not, the Soldier will be instructed how to download his record and encouraged to do so.
- (11) Complete any surveys not completed.
- (12) Clear all hand receipts.
- (13) Interstate transfer POC, addresses, and phone numbers (if applicable).

b. It is highly recommended that State makes every attempt to retain quality Soldiers.

Typically, unit leadership will rarely offer Soldiers opportunities outside their own unit. Therefore, it is imperative to ensure that all Soldiers are provided every option available throughout the State to continue membership in the NVARNG.

Chapter 5

Retention Awards and Programs

5-1 Purpose

The purpose of Retention Awards and Programs is to assist in retaining Soldiers in the NVARNG. Retention awards are intended to be utilized as a tool to recognize Soldiers in formation who have extended their current contract. These programs will assist with maintaining unit strength, at or above National Guard Bureau and State assigned mission. Our goal is to reach and maintain the highest possible level of unit readiness by focusing on extending eligible Soldiers and training First Line Leaders (FLL) in all aspects of retention and attrition management. It is the unit's responsibility to run an effective retention/attrition program as defined by NGR 601-1, Chapter 2, and Para 2-4. The RRB and the units are tasked with implementing policies and procedures set forth.

5-2 NVARNG Extension Incentives

RRB Extension Incentive program.

a. UCC will contact the NV Retention Personnel to request Recruiting Promotional Items (RPI) for the Soldiers that have completed an extension of two years or greater. Retention personnel will request RPI through the R&R Marketing NCO. *Pending funding and items available for that FY.

5-3 Battalion Retention Awards

Each Battalion that makes 100% of their retention mission on or before the end of the FY will receive a Stay Battle Born plaque.

5-4 Unit Retention Awards

- a. Company to achieve 100% of assigned retention mission will receive a unit certificate.
- b. Company to achieve 125% of assigned retention mission will receive a unit specific plaque.
- c. Company to achieve 150% of assigned retention mission will receive a unit specific plaque.

In addition, the unit may recognize individual Soldiers with the following:

Event	Incentive
Soldier extends for one year	Unit Certificate
Soldier extends for three years	Unit Coin and Certificate
Soldier extends for six years	Unit Coin and Certificate

No Soldier will be extended simply by completing a DA Form 4836 without an appropriate ceremony.

5-5 Extension Ceremonies

Prior planning for enlistment/reenlistment ceremonies is important to ensure the ceremony is conducted professionally and, in a manner, meaningful to the Soldier.

- a. Determine the date of enlistment/reenlistment.
- b. Coordinate all aspects of the ceremony with the chain of command.
- c. A commissioned officer or a commissioned warrant officer of the Armed Forces of the United States will administer the oath (see AR 601-280, paragraph 1-8). The officer must currently be on either active, reserve (active or inactive), or retired reserve status. If the Soldier has a preference among administering officers, ensure he or she is available, and appropriate schedules are reserved; obtain necessary information for documents, and make appropriate coordination. Determine if the administering officer requires background information or a "biography card" on the Soldier for the ceremony.
- d. If the Soldier is married, obtain the necessary information to invite the Soldier's family.
- e. Suitable arrangements will be made to ensure the oath is administered in an appropriate setting. Ensure the location is of suitable size to accommodate the anticipated number of guests. If outdoors, consider alternate locations in the event of inclement weather.
- f. The ceremony is an official act and should be conducted accordingly. In some cases, Soldiers and commands desire the ceremony to be conducted in connection with activities such as parachuting, climbing utility poles, and other similar acts. These activities are not in keeping with the solemnity associated with the oath of enlistment/reenlistment and will not be part of the ceremony.
- g. The ceremony should be conducted in proper military uniform.
- h. Coordinate appropriate photographic support.
- i. Determine if reception or refreshments will follow.
- j. Ensure a flag of the United States of America is prominently displayed in the immediate vicinity of the administering Officer and Soldier.
- k. Oath of enlistment/reenlistment. Verify with the Soldier to determine if he or she prefers to "swear" or "affirm." The phrase, "so help me God" may be deleted for Soldiers electing to "affirm." For Soldiers electing to "affirm," prepare a 3- by 5-inch card, editing the oath, for use by the administering officer.
- l. If the Soldier receives a pass or other incentives, coordinate with the chain of command to have the necessary documentation prepared, as required.

Chapter 6

Preserving Strength in a Unit

6-1 Strength Maintenance Philosophy

The Strength Maintenance 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. When implemented effectively, the SM philosophy increases personnel readiness by focusing recruiting efforts on filling unit vacancies and focusing attrition management/retention efforts on reducing turnover and retaining qualified NVARNG Soldiers. The SM philosophy is based on sales,

service, and the commitment to improving personnel readiness.

6-2 Strength Maintenance Plan

Commanders are essential to ensuring that strength maintenance (SM) objectives are developed and accomplished at the unit level. They are the driving force behind the success of their unit strength and Strength Maintenance Plan. A well-developed Unit Strength Maintenance Plan should address the three major tenets of the Strength Maintenance Philosophy: recruiting, attrition, and retention. The Department of the Army, National Guard Bureau, and the State Adjutant General, establishes regulations and policies that will be implemented in the unit plan.

a. Recruiting quality non-prior service and prior service Soldiers plays a critical role in achieving SM goals and objectives. The unit can help support recruiting efforts by doing the following:

- (1.) Providing personnel, equipment, facilities, and other necessary resources and support as required to the RRB.
- (2.) Establishing a partnership with the unit RRNCO, SRNCO, and the RRB.
- (3.) Incorporate SM training into NCODP.
- (4.) Implement a unit lead referral program.

b. Attrition management activities play an important role in the SM program. This program is about working smarter, not harder. Attrition management is the process of effectively managing personnel losses through leadership and personnel management practices. Retaining Soldiers after their initial enlistment will ultimately benefit the NVARNG, with more trained Soldiers remaining in the ARNG.

(1.) Provide a unit representative to participate in the RSP Battle Handoff and incorporate the RSP drill dates into the YTC.

(2.) Ensure the developing, implementing, and monitoring of an effective unit sponsorship program. The following must be included in this program:

- (a.) A sponsorship checklist.
- (b.) Introduce key personnel: Commander, 1SG, FLLs, supervisors, duty section members; and FTS personnel such as unit clerk, training NCO, supply sergeant, and readiness NCO.
- (c.) Explain unit history, lineage, honors, unit organization, State ARNG missions and functions, the Soldier's role and participation policies, military justice, and the Commander's policies.
- (d.) Coordinating the issuing of appropriate items such as clothing, equipment, Soldier training publications, and local standing operation procedures (SOP).

(3.) Work with the unit leadership to ensure quality, relevant and meaningful training is conducted at each drill.

(4.) Ensure that every Soldier is provided the opportunity to compete for position vacancies to enhance personal and professional growth.

(a.) Emphasize the role of FLLs and create an effective career development environment for their Soldiers by using Army Career Tracker and interviewing Soldiers to determine career opportunities.

(b.) Ensure Soldiers who are barred from reenlisting IAW NGR 600-200, or flagged IAW AR 600-8-2, are counseled on the criteria for removal of the bar or flag. Ex: Recruits unable to meet height/weight requirements.

(5.) Know your Soldiers, to include civilian occupations, ETS date, family status and any other important information affecting their career (military and civilian) and duty performance.

(6.) Be aware of possible Soldier concerns due to excessive ARNG training requirements, personal difficulties, or family problems; take proactive measures to prevent, reduce or eliminate any adverse impact.

(7.) Develop an AWOL Recovery Program and ensure that unsatisfactory participants who are qualified for continued service in the NVARNG are provided every opportunity for rehabilitation (if necessary) and are encouraged to return to active participation.

(8.) Ensure that unsatisfactory participants who are qualified for continued service in the NVARNG are provided every opportunity for rehabilitation (if necessary) and are encouraged to return to active participation.

(9.) Promote the benefits of being an ARNG member by incorporating it into NCODP, and informational briefs:

- (a.) Tricare Reserve Select

- (b.) SGLV
- (c.) Thrift Savings Plan
- (d.) Tuition Assistance
- (e.) Family Readiness Groups
- (f.) Youth Programs
- (g.) Strong Bonds
- (h.) Warrant Officer Program
- (i.) Officer Programs
- (j.) ROTC
- (k.) Retirement
- (l.) Work 4 Warriors
- (m.) VA Loans (Home and Business)
- (n.) Tuition Exemption (transferable)

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

c. Retention is the means to retain the required number of trained and qualified Soldiers necessary for the unit and the NVARNG to maintain authorized strength levels and mission mobilization readiness. A retention program should combine the efforts of the unit chain of command, NCO support channels, Unit Full-time (FTS), Unit Retention NCO (URNCO), Full-time RRNCO, Full-time SRNCOs, and state level NCO support channels.

(1.) A Unit Retention Binder should be maintained by an FFL, or the Unit RNCO. The binder is used to retain retention control logs, applicable SOPs, regulations, and sponsorship forms. It establishes a single location for easy reference of information pertaining to the duties of the unit retention NCO and the retention program. This binder should be maintained and updated to ensure that all items are readily available for inspection. The retention binder should at a minimum contain the following:

- (a.) Print a copy of the units' 365-day ETS roster prior to each drill from RMS or DPRO.
- (b.) Per the TAGs directive, each Soldier scheduled to ETS will be counseled by either the commander or 1SG every 90-days, beginning a year out from their ETS date, and once the Soldier reaches the 90 day window, he/she will be counseled every 30 days.
- (c.) The Unit Retention NCO will conduct monthly interviews between formal counseling's and enter into RMS contact history.
- (d.) Ensure that all Soldiers are made aware of available ARNG incentives and benefits listed in the unit retention binder.
- (e.) Unit leadership should also become aware of other units in their local area, should a Soldier's career plans change.
- (f.) Ensure that 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.
- (g.) Ensure that every qualified Soldier is provided the opportunity for continued productive service in the NVARNG or offered an alternative to separation or discharge.

TAB 1- Training and Appointment Memorandums

- a. *Memorandum of appointment of Unit Retention NCO*
- b. *BCC course certificate for Unit Retention NCO or memorandum from unit CDR*
- c. *Retention mission letters*

TAB 2- 15 Month ETS Roster

- a. Roster

TAB 3- Retention Interviews

- a. *OCT-SEP Tabs, will be tabbed by month and filed in the appropriate month*

TAB 4- Reports

- a. NOVAL
- b. Attrition and retention rates
- c. Mission Letter for the FY
- d. Mission broken down by month and quarter.

TAB 5- Unit Training Schedules

- a. OCT-SEP Tabs, will be tabbed by month and filed in the appropriate month

TAB 6- Regulations, Policies and Forms (Digital copy)

- a. SRIP
- b. NGR 601-1
- c. AR 601-1
- d. NG Pam 601-1
- e. NGR 614-1
- f. AR 135-178
- g. AR 135-91
- h. NGR 600-200
- i. ARH 09-026
- j. ARH 09-020
- k. Retention SOP
- l. Oath of enlistment
- m. Sample 4836

TAB 7- Unit SOPs

TAB 8- Retention RPI hand receipts

6-3 Priority Units

The Commanding General's (CG) Unit Retention Policy Memorandum states that the unit retention mission is to retain at least 100% of our NGB assigned mission.

a. The RRB will monitor the state's retention mission and will make recommendation on which units should be placed in a priority status based on the following:

- (1.) Ranking report
- (2.) Unit Snap Shots
- (3.) SRNCO Historical Unit Assessment findings
- (4.) Retention Percentages
- (5.) Assigned Strength
- (6.) Authorized Strength
- (7.) Enlisted Accessions
- (8.) Enlisted Losses
- (9.) Expected ETS
- (10.) DMOSQ Percentage
- (11.) Skill Level 1 Vacancies
- (12.) NCO Vacancies
- (13.) Trends
- (14.) Geographical Location
- (15.) Market Share Analysis

b. Once a priority unit has been identified, the RRB will conduct a unit assessment and determine the appropriate course of action.

6-4 Unit Assessment

The purpose of the Unit Assessment is to "close the loop" on providing support to units struggling to meet end strength, with assistance from the Recruiting and Retention Battalion. By identifying areas of concern

or areas of assistance needed by the unit, the RRB can identify and implement a Priority Unit Plan of Action that assists and supports the unit in a positive way through proven Recruiting and Retention practices.

a. The Unit Retention Assessment (URA) consists of three distinct phases. Each phase has a specific individual purpose designed to close the information loop between the needs of the assessed unit and the support of the Recruiting and Retention Battalion.

(1.) Phase 1 Pre-Evaluation: The pre-assessment consists of SRNCO identifying at risk units within their region. The SRNCO contacts the Unit FTS and schedules the Unit Assessment and prepares the pre-visit documentation needed to conduct the Unit Assessment.

(2.) Phase 2 During: The on-site evaluation will be conducted by an SRNCO. During the visit, the SRNCO will interact with unit members and complete the Unit Assessment Checklist. The unit is evaluated on strength maintenance, recruiting support, attrition management, and retention. The assessment is a rating system that identifies the unit's strengths and weaknesses and is used as a tool by SRNCO to conduct a back brief to the unit leadership. During the back brief, the unit leadership will have the opportunity to voice concern and requests.

(3.) Phase 3 Post Evaluation: Once the assessment has been completed and rolled up, the results and supporting documents will be sent forward to the RRB Commander. This information is then reviewed and evaluated by the RRB Command Staff. The assessment and supporting documents are saved in the units' file for tracking and to compare against future assessments.

6-5 Strength Readiness Campaign

The intent of the Strength Readiness Campaign is to develop a partnership for success between the unit and the assigned Recruiting and Retention NCO (RRNCO). It is essential that the State meet its end strength mission each year and a Strength Maintenance Readiness Campaign is one tool that can be used to achieve this mission. The Strength Maintenance Readiness Campaign was developed from the top state's "best practices" in coordination with the Strength Maintenance Center (SMTC) in Little Rock, AR.

a. The key components of the campaign include:

- (1.) The TAG State Policy Memorandum
- (2.) Strength readiness high payoff target goals
- (3.) Unit strength enhancement team (USET)
- (4.) A strength readiness calendar

b. Strength Readiness High Pay Off Target goals are identified by accessing how current strength readiness activities and efforts are impacting your unit now. The metrics used to measure this are:

- (1.) Authorized percent fill
- (2.) Skill level 10 vacancies
- (3.) Officer strength
- (4.) Warrant Officer strength
- (5.) Retention success rate
- (6.) Strength readiness events conducted
- (7.) Unit member leads submitted

c. The intent of the Unit Strength Enhancement Team (USET) is to designate a focused team of traditional Soldiers to assist unit commanders in increasing and maintaining unit strength readiness. These designated Soldiers will execute activities developed at the unit level in coordination with the assigned Recruiting and Retention NCO (RRNCO) for your unit. It is very important to look for the professional image your Soldiers project as you make selections for your USET team. Every Soldier has the ability to increase your strength readiness. Challenge them when they fall in at the first formation and again during Stay Battle Born.

d. The USET team will execute unit strength readiness campaign activities in coordination with the dedicated RRNCO during IDT periods or in split drill status as determined by the unit commander. All Soldiers assigned to the USET should be completely focused on strength related activities for the duration of appointment to the team.

e. Soldiers assigned to the USET are a critical part of the process to achieve and maintain 100% strength. The level and speed of success depends on the quality of the Soldiers appointed to these

teams. Soldiers on the USET must be fully supported, treated fairly, and given the same opportunities as other unit members and top-quality performers.

f. Your assigned Recruiting and Retention NCO will be able to train your USET on proper lead generation actions, proper Apple-MD, and prospecting techniques. Also, they will supply you with key materials to help promote your unit.

g. A Strength Readiness Calendar is an essential communication tool to be used and updated by the unit and the assigned RRNCO. The intent of the calendar is to plan ahead for key activities in support of strength readiness success. The development of this calendar should include the Unit Leadership, the Retention NCO, and the RRNCO.

6-6 Organizational Inspection Program

Army Regulation 1-201, Army Inspection Policy, defines the Organizational Inspection Program (OIP) as a commander's program that manages all inspections within the command. The OIP expresses the commander's guidance for all inspections that occur within the command. The overarching purpose for developing an OIP is to allow a commander to capture, in one written document, all inspections (See Annex AA) within the command. For the purpose of this SOP, we will focus on the strength readiness portion of the OIP.

a. The OIP mission is to have JFHQ-CO staff elements conduct OIP Command Inspections or Staff Assistance Visits in order to identify and communicate unit strengths and opportunities for improvement.

b. The OIP mission is a three-phase mission:

(1.) Phase I: This phase will set the conditions for successful and substantially beneficial OIP visits. JFHQ will identify, train, and prepare OIP team members to ensure the standardized, efficient, and effective administration of the OIP staff advisory visits (SAVs) and command inspections (CI). The OIP team will ensure unity of effort through the routine and detailed communication and coordination with appropriate MSC personnel. Concurrently, MSCs will prepare for the CI or SAV by reviewing the latest OIP checklists in JFHQ-CO Regulation 1-201, informing the unit leadership of the importance and purpose of the OIP, and through communication and coordination with JFHQ OIP team representatives.

(2.) Phase II: During this phase, JFHQ OIP team members will travel to, and conduct CIs and assistance visits at the MSC headquarters. OIP inspectors will focus these standards-based visits on the improvement of the units and the validation and refinement of the OIP.

JFHQ-CO Regulation 1-201 prescribes the guiding principles for this inspection program: Purposeful, Coordinated, Focused on Feedback, Instructive, and Followed Up. We will capitalize on each of these principles.

(3.) Phase III: Phase III is the culmination of this operation and ensures the return on our investment. Each MSC will conduct internal section and headquarters AARs and will provide results to the JFHQ OIP team. Likewise, the OIP team will conduct individual section and team AARs and will compile and record the results. Most importantly, the OIP team will compare and analyze all AAR findings and produce a compilation with recommended guidance to the JFHQ and MSC leadership in preparation for continued OIP success in FY-20 and beyond.

c. Some examples of inspectable items include but are not limited to:

(1.) Does the Commander have a Sponsorship Policy/ Program? (NGR 601-1 para 6-20) Evaluated Item: Unit Sponsorship Binder).

(2.) Are subordinate unit retention bulletin boards being maintained and posted with current retention information? (NGR 601-1 para 2-9b (17) Evaluated Item: Bulletin Board).

(3.) Does the 1SG ensure that Reenlistment/ Extension Ceremonies are conducted for each Soldier, the "Oath of Extension" ceremony is conducted with dignity and honor, and appropriate incentive/recognition items are present? (NGR 601-1 para 2-6f) Evaluated Item: Soldier Interview).

(4.) Has the Commander/CSM/1SG implemented a comprehensive sponsorship program for New Members? (NGR 601-1 para 6-20c) Evaluated Item: Sponsorship Checklists).

(5.) Does the 1SG monitor the Unit Sponsorship Program? (NGR 601-1 para 2-6b) Evaluated Item: Sponsorship Binder).

(6.) Are all incoming Soldiers assigned a Sponsor and is there a tracking method to ensure compliance? (NGR 601-1 para 2-4e) Evaluated Item: Sponsorship Checklists).

(7.) Does the MACOM ensure that subordinate units provide every qualified Soldier counseling on the opportunity for continued service in the NVARNG or offered an alternative to separation or discharge?

(NGR 601- 1 para 2-4f and Retention SOP, para 2-3) Evaluated Item: Counseling Statement).

(8.) Does the MACOM monitor and track to ensure that interviews and counseling's are conducted ontime to standard to uncover and overcome challenges or obstacles to retention and to determine career opportunities for their Soldiers? (NGR 601-1 para 2-4g and Retention SOP para 2-3) Evaluated Item: Counseling Statement).

(9.) Do subordinate units ensure that interviews and counseling's are conducted on time and to standard? (NGR 601-1 para 2-6g and Retention SOP para 2-3)) Evaluated Item: Counseling Statement).

(10.) Are MACOM Retention NCOs and Battalion Career Counselors (BCC) assigned and performingthe duties? (NGR 601-1 para 2-9a (1)-(19) and Retention SOP para 5-1) Evaluated Item: Appointment Order).

(11.) Does the CSM ensure that the Noncommissioned Officer Development Program (NCODP)includes strength maintenance training and emphasizes the role of FLLs? (NGR 601-1 para 2-5b) Evaluated Item: TNG Records/DTMS).

(12.) Does the CSM ensure that retention and attrition training is conducted using the full spectrum retention tools available through the RRC? (NGR 601-1 para 2-6i) Evaluated Item: TNG Schedule/TNGRecords).

(13.) Does the 1SG include strength maintenance training and Non-commissioned Officer Development Program (NCODP) to give junior leaders the training and the tools to properly counsel, identify, uncover, resolve or give direction to the myriad of challenges or problems facing Soldiers and family members? (NGR 601-1, para 2-6e) Evaluated Item: TNG Schedule/NCODP Outline).

(14.) Does the Unit Retention NCO maintain a Unit retention binder? (NG PAM 601-1 para 4-4, 4-8 andRetention SOP Annexes) Evaluated Item: Unit Retention Binder).

(15.) Has the Commander developed and implemented a comprehensive SM plan in coordination with the Recruiting and Retention Command? (RRC, using NGR 601-1, state regulations, and local policies, to achieve and established end strength goals (NGR 601-1, para 2a) Evaluated Item: Strength MaintenancePlan).

(16.) Does the CSM implement/assign attrition/retention goals in non-commissioned officer evaluationreports to ensure accountability of the goals to these leaders? (NGR 601-1 para 2-5h) Evaluated Item: NCOER).

(17.) Does the Commander implement/assign attrition/retention goals in Officer Evaluation Reports toensure accountability of the goals to these leaders? (NGR 601-1 para 25a) Evaluated Item: OER).

(18.) Does the Unit use the Director's Personnel Readiness Overview (DPRO) to maintain visibility ofthe unit's strength readiness posture? (NGR 601-1 para 2-4n) Evaluated Item: DPRO Reports).

(19.) Is the Unit Recruiter's, Retention NCO's and BN Career Counselor's contact information posted?(NGR 601-1 para 2-9b (17) Evaluated Item: Bulletin Board).

(20.) Does the MACOM ensure rehabilitative programs are developed and implemented and do theymonitor for unsatisfactory participants who are qualified for continued service in the NVARNG in order toencourage active participation? (NGR 601-1 para 2-4j) Evaluated Item: AWOL Recovery Program/Counseling Statement).

(21.) Does the MACOM ensure and maintain contact with Inactive National Guard Soldiers for assimilation back into an active status with the unit? (NGR 601-1 para 2-4l and NGR 614-1 para 2-11) Evaluated Item: Contact Info Roster).

(22.) Is there an established process to follow up on Soldiers in AWOL status and a method fortracking? (NGR 601-1 para 2-9b (15)) Evaluated Item: AWOL Recovery Program).

(23.) Are all units conducting Exit Surveys on ETS Soldiers in an orderly and timely manner?(Retention SOP para 2-4 Annex C) Evaluated Item: Exit Survey).

Appendix A References

NGR 601-1 (Army National Guard Strength Maintenance Program 01Jan2019)

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

AR 135-178 (Enlisted Administrative Separations.)

AR 350-1 (Army Training and Leader Development.)

DA PAM 600-25 (US Army Noncommissioned Officer Professional Development Guide.)

TRADOC Pamphlet 350-70-4 (Systems Approach to Training: Evaluations.)

TRADOC Regulation 350-10 (Institutional Leader Training and Education.)

AR 611-1 (Military Occupational Classifications Structure Development and Implementation.)

AR 670-1 (Wear and Appearance of Army Uniforms and insignia.)

AR 600-8-22 (Military Awards.)

AR 600-8-8 (Total Army Sponsorship Program)

AR 25-50 (Preparing and Managing Correspondence.)

AR 600-100 (Army Leadership.)

ADRP 6-22 (Army Leadership (INCL C1.))

NGR 351-3 (Noncommissioned Officer Education System.)

NGR 600-200 (Enlisted Personnel Management 25March2021.)

NGR 600-21 (Equal Opportunity Programs in the Army National Guard.)

NGR 614-1 (Inactive Army National Guard.)

NGR 680-1 (Personnel Assets and Attendance and Accounting.)

NGR 680-2 (Automated Retirement Points Accounting Management.)

STP 12-79T25-SM-TG (Soldier's Manual and Trainer's Guide, MOS 79T, skill levels 4/5, Recruiting and Retention NCO (Army National Guard).

Appendix B

Glossary

Section I Abbreviations

ADT Active Duty for Training (formerly full-time training duty)
AGR Active Duty Guard/Reserve
ARNG Army National Guard
AT Annual Training
ATA Additional Training Assembly
BCC Battalion Career Counselor
CNGB Chief National Guard Bureau
DA Department of the Army
DAMPRE Drill Attendance Monitoring Procedures and Reports
DRB Discharge Review Board
ESGR Employer Support of the Guard and Reserve
ETS Expiration (of) Term of Service FTARF Full-Time Attrition/Retention Force FTUS Full Time Unit Support
FY Fiscal year
HHD Headquarters and Headquarters Detachment
HQ Headquarters
HR/EO Human Relations/Equal Opportunity
IADT Initial Active Duty Training
IAW in accordance with
IDT Inactive Duty Training
ING Inactive National Guard
IRR Individual Ready Reserve
MOS Military Occupational Specialty
MTOE Modified Table of Organization and Equipment
MUTA Multiple Unit Training Assembly
NCESGR National Committee for Employer Support of the Guard and Reserve
NGB National Guard Bureau
NGB ARP Army Personnel Division NGB
NGB ARP RRM Recruiting and Retention Management. Center
NGB-ARP-E Enlisted Branch
NGB APP P Personnel Programs Branch
NGB Pam National Guard Bureau Pamphlet
NGR National Guard Regulation
NON-ETS Non-Expiration (of) term of service
PAD Public affairs detachment
QOL Quality of life
RFP Recruiting Force Pool
R&R NCO Recruiting and Retention NCO
RRC State/recruiting and retention Commander
RSP Recruit Sustainment Program
SBB Stay Battle Born
SRNCO POC State Retention NCO Point of Contact
SRO Selected Reserve Obligation
TDA Table of Distribution and Allowances
TRADOC United States Army Training and Doctrine Command
UCC Unit Career Counselor

Appendix B Glossary

Section II Terms

Additional duty retention NCO: An individual appointed to retention NCO duties but who does not have an MTOE/TDA position requiring MOS 79: may hold MOS 79T only as secondary or additional MOS if qualified (NGR 600-200, chapter 4).

Attrition Management Work Group (AMWG): A group of senior officers and NCOs who analyze and recommend changes based on retention trends, indicators, and results.

Average enlisted assigned strength: A figure derived by adding the number of enlisted personnel assigned at the beginning and at the end of each month and dividing the sum by two. Used as the basis for non-ETS loss discussions.

COMM STOR-II: A communication and information storage system that links State recruiting and retention offices with selected DA and NGB activities. In the local mode, it can record, organize, store, and print information including statistics. In the transmit/receive modes, information can be sent and/or assembled with or without the operator's presence, when desired.

SIDPERS report: A computer-generated document prescribed by ADSM 18-P19-HSD-BURUM and designed to assist commanders in improving attendance. Retention personnel use it to identify indicators and trends, and for the early identification of potential non-ETS losses.

Expiration (of) Term of Service (ETS):

a. The date on which an enlistment, reenlistment, or immediate reenlistment (including extensions to any of these) is scheduled by contract to expire.

b. For obligated Soldiers serving on a contract that will expire before the military service obligation (Try One, 3X5, or 6X2), the selected reserve obligation completion date.

Human relations/equal opportunity: Efforts to assure equitable treatment of all personnel based on merit, fitness, capability, and other job-related factors, and no treatment based on non-job-related factors such as race, religion, color, national origin, gender, age, and non-disqualifying handicaps.

Inactive Duty Training (IDT) status: ARNG training status (other than for active duty, extended active duty, active duty Guard/Reserve and active duty for training) under Title 32, United States Code. Commonly referred to as "drill status."

Manageable non-ETS losses: Discharges and transfers which the organization may, can, or should affect through actions, events, and/or policies that they control.

National Committee for Employer Support of the Guard and Reserve (NCESGR): A Department of Defense committee with ARNG members under the Office, Deputy Assistance Secretary of Defense (Reserve Affairs) to promote employer support for members of all Reserve components of the Armed Forces of the United States. Each State should also have at least one ESOR committee.

Non-ETS losses: Discharges (except for the purpose of immediate reenlistment in the same or another State) and transfers (to the ING and IRR) before the Soldiers' currently scheduled ETS.

Non-manageable Non-ETS losses: Discharges and transfers, which the organization may not, cannot, or should not affect.

Participation: Generally, ARNG membership: but specifically, participation in all types of training for which attendance records are prescribed by DA policy.

Primary duty retention NCOs: Individuals assigned authorized organization (as opposed to unit) level positions that require noncommissioned officers in MOS 79D, Retention NCO.

Quality of Life Program: A program established by the Chief of Staff, Army, to improve Soldier involvement and to enhance individual commitment and retention through such initiatives as family support programs and community involvement.

Recruiting (and retention) expenses funds: A budget program account that provides for recruiting and retention local advertising and other expenditures, required in the ARNG recruiting and retention local advertising and other expenditures required in the ARNG Recruiting and Retention Programs as specified in NCR 601-1.

Reenlistment: For the retention program, and immediate reenlistment in the same State or an extension of a current enlistment or reenlistment. Used specifically to describe the ETS retention effort.

Retention: The general effort to retain Soldiers in the ARNG. Used specifically to describe the effort to retain Soldiers to their reenlistment/extension eligibility periods, or at least until their current ETS.

Retention bonus: A cash bonus paid to certain selected qualified Soldiers who continue their service in the ARNG or USAR without a break in service. This bonus is one element of the Selected Reserve incentive Program.

Selected Reserve Obligation (SRO) completion date: The date on which a Soldier completes the required service in the Selected Reserve (active ARNG or USAR unit service) and becomes eligible for discharge and/or transfer to the ING or IRR for the remainder of the 6- or 8-year military service. Obligation (MSO) or unexpired contract term. This is the end of the third year (3X5 option), fourth year (4X4 option), sixth year (6X2 option), or other date established according to AR 135-91, NGR 600-200, or other applicable regulations stated in a contract such as the end of each year authorized under the Try One option (and extension).

State(s): The 54 States and commonwealth, plus Puerto Rico, the US Virgin Islands, the territory of Guam, and the District of Columbia.

Total Army: The Active Army, Army National Guard (including the ING), and the Army Reserve (including all control groups).

Appendix C
Oath of Enlistment

I, STATE YOUR NAME
DO SOLEMNLY SWEAR
TO SUPPORT AND DEFEND
THE CONSTITUTION OF THE UNITED STATES
AND THE STATE OF NEVADA
AGAINST ALL ENEMIES FOREIGN AND DOMESTIC
THAT I WILL BEAR TRUE FAITH
AND ALLEGIANCE TO THE SAME AND THAT I WILL
OBEY THE ORDERS
OF THE PRESIDENT OF THE UNITED STATES
AND THE GOVERNOR OF NEVADA
AND THE ORDERS OF THE OFFICERS
APPOINTED OVER ME
ACCORDING TO LAW AND REGULATIONS
SO HELP ME GOD