

**Personnel-Procurement**

**Army National Guard Strength Maintenance Program**

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

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

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

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

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

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

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

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

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

**Distribution:** A

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## **Chapter 1**

### **Introduction**

#### **1-1. Purpose**

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

#### **1-2. References**

Required and related publications are listed in Appendix A.

#### **1-3. Explanation of abbreviations and terms**

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

#### **1-4. Policy**

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

#### **1-5. Strength Maintenance Philosophy**

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

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

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

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

## **Chapter 2**

### **Responsibilities**

#### **2-1. Purpose**

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

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

#### **2-2. Chief, National Guard Bureau**

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

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

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

### **2-3. The Adjutant General**

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

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

### **2-4. Commander**

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

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

### **2-5. Command Sergeant Major**

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

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

## 2-6. First Sergeant

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

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

## 2-7. Full-Time Support

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

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

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

## **2-8. First Line Leaders**

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

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

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

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

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

- (1) Conduct attrition management and retention activities to assist unit commanders to reduce the first term losses and retain the Military occupational Skill Qualified (MOSQ) individuals to achieve and/or maintain specified strength and readiness levels of the affiliated unit(s).
- (2) Conduct a StayGuard Citizen-Soldier Survey annually and teach leaders how to gather and interpret resulting data. For deployed units, the survey should be conducted prior to the deployment and at the first drill after Release from Active Duty (REFRAD) to measure the influencing factors. The results of the survey indicate areas of improvement and provide focus for the leadership in development of the retention plan of action.
- (3) Promote use of the web-based StayGuard Citizen-Soldier at least annually and teach leaders how to gather and interpret resulting data. The tool provides the leadership with information on family members' satisfaction which has an influence on the Soldiers' continued participation in the ARNG. Analyze the results of the survey and assist unit leadership in developing and implementing a plan to address the shortcomings (from family perspectives) and build upon the successes determined from the survey data.
- (4) Develop a strength maintenance plan with the Unit Commander, First Sergeant and Readiness NCO/FTS Staff.

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

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

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

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

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

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

(14) Execute the unit SM Plan.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **2-10. Full-Time Recruiting and Retention Command**

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

## **2-11. State Recruiting and Retention Commander**

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

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



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

## **2-12. Operations and Training Officer**

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

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

**2-13. Officer Strength Manager**

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

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

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

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

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

**2-15. Recruiting and Retention Specialist**

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

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

**2-16. Recruiting and Retention Sergeant Major**

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

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

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

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

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

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

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

## 2-18. Recruiting and Retention NCO

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

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

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

## **2-19. Reserve Component Transition NCO**

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

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

**2-20. Recruiting and Retention Operations NCO**

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

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

**2-21 Marketing NCO**

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

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

**2-22. Recruiting and Retention Automation NCO**

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

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

**2-23. ARNG Military Entrance Processing Station Guidance Counselor**

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

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

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

#### **2-24. Administrative NCO**

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

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

#### **2-25. Supply NCO**

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



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

**2-26. AMEDD Technician**

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

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

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

b. Operations and Training Section

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

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

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

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

c. Strength Maintenance Section

(1) RRSKM, MOS 79T.

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

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

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

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

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

d. Officer Strength Section

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

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

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