USAR Regulation 140-6

Army Reserve
US Army Reserve (USAR)
Commander's Retention Program

SUMMARY of CHANGE

USAR Regulation 140-6
US Army Reserve (USAR) Commander's Retention Program

This is a revision of USAR Regulation 140-6, 1 March 2006 –

o   Changes the title from US Army Reserve (USAR) Retention and Transition (RT) Program to US Army Reserve (USAR) Commander's Retention Program.

o   Provides policy, mission, responsibilities, and procedures for the Army Reserve Commander's Retention Program.

o   Removes the Retention and Transition Force (RTF) individual duty descriptions and provides a *link* to the Professional Development Model (PDM) for all 79V duty descriptions through the Army Career Tracker website.

o   Removes all figures and most appendices.

o   Updates former appendix for Non-Participant Prevention and Recovery

o   Changes title of Army Reserve Retention and Transition Division (AR-RTD) to Army Reserve Careers Division (ARCD).

o   Removes appendix for Unit Sponsorship for inclusion in the latest USAR approved regulation for the US Army Reserve (USAR) Commander's Sponsorship Program (effective date is TBD).

o   Removes USAR Form 62-R, USAR Form 62-1-R, USAR Form 62-2-R, and USAR Form 80-2-R from this regulation.

o   Removes the terms "Transition" and "transition mission guidance" from inclusion in this regulation.

o   For the purpose of this regulation, the term "Army Reserve Career Counselor (ARCC)" is used instead of the term "Retention and Transition NCO (RTNCO)" referenced in other Army publications.

o   Army Reserve Careers Division's (ARCD) responsibilities, not mentioned in this regulation, will be included in the latest USAR approved publication for the Army Reserve Careers Division's Structure, Career, Development, Retention and Accessioning Programs (effective date is TBD).

DEPARTMENT OF THE ARMY   ***USAR Regulation 140-6**
HEADQUARTERS , UNITED STATES ARMY RESERVE
4710 KNOX STREET
FORT BRAGG, NORTH CAROLINA   28310-5010
1 March 2013

Army Reserve
United States Army Reserve (USAR)
Commander's Retention Program

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For the Commander:

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History. This is the sixth printing of USAR Regulation 140-6. It was originally published on 1 Oct 95 with the title of US Army Reserve Command (USAR) Strength Management Program. Subsequent edition was published on 1 Mar 06, with the title of USAR Retention and Transition (RT) Program.

Summary. This regulation provides policy, mission, objectives, responsibilities, and procedures for the Army Reserve Commander's Retention Program. This regulation defines the Army Reserve Retention Program and supports previous retention regulations by providing specific retention responsibilities for unit personnel.

Applicability. This regulation applies to USAR Headquarters and all USAR Major Subordinate Commands (MSCs) (includes Regional Support Commands (RSCs) and Direct Reporting Commands (DRCs) (includes Operational,

Functional, Training, and Supporting Commands), 7th CSC, and 9th MSC. This regulation also applies to USAR installations (Fort Buchanan, PR; Fort Dix, NJ; Fort McCoy, WI; and Fort Hunter Liggett, CA). This regulation influences unit readiness and mobilization. It may be used by Army Reserve commands not under the jurisdiction of the USAR.

Proponent and exception authority. The proponent of this regulation is the Chief, Army Reserve Careers Division (ARCD). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division or office chief under their supervision within the proponent directorate.

Army management control process. This regulation contains management control provisions, but does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation is prohibited without prior approval from Chief, ARCD (DAAR-CD), 5015 North 34th Street, Building 900, Gillem Enclave, GA 30297-5245.

Suggested improvements. Users are invited to send comments and suggestions on DA Form 2028 (Recommended Changes to Publication and Blank Forms) directly to HQ, ARCD, ATTN: Operations Branch (DAAR-CD), 5015 North 34th Street, Building 900, Gillem Enclave, GA 30297-5245.

Distribution: This publication is available in electronic media on the USAR Intranet web site at https://USARintra and is intended for command level A. Local reproduction is authorized.

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Chapter 1
Commander's Retention Program - Overview

Section I
General Overview

1-1. Introduction
The objective of the Commander's Retention Program is to maintain and improve the personnel readiness of Army Reserve units through implementation of aggressively managed Retention programs to retain Soldiers. Retention is the cornerstone of unit readiness. Everything we do, or neglect to do, contribute to a Soldier's decision to remain or leave the Army Reserve.

1-2. Purpose
This regulation provides policy and guidance for conduct of the USAR Commander's Retention Program. It describes performance objectives, provides guidance, standardizes functions, updates responsibilities, describes reporting requirements, and outlines procedures for MSCs, 7th CSC, and 9th MSC to execute the Commander's Retention Program.

1-3. References
Required and related references are listed in appendix A.

1-4. Explanation of abbreviations and terms
Abbreviations and terms used in this regulation are explained in the glossary.

1-5. Responsibilities
ARCD is the facilitating authority relevant to this regulation. The MSCs, 7th CSC, and 9th MSC and all subordinate units will perform responsibilities as directed throughout this regulation.

1-6. Objectives

   a. The objective of the Commander's Retention Program is to maintain and improve the personnel readiness of USAR units through retention of qualified Soldiers. Retention mission accomplishment contributes to personnel readiness by retaining qualified Soldiers in units, and thereby positively affecting the number of assigned and available trained Soldiers at all levels.

   b. Specific quantifiable objectives of the retention program are:

      (1) Achieve readiness standards consistent within Army Force Generation (ARFORGEN).

      (2) Achieve retention goals set by USARC G-1.

      (3) Achieve non-participant (NP) prevention and recovery goals.

   c. Commander's are tasked annually to retain Soldiers (enlisted, warrant officer, and officer) assigned to their units. The Commanding General (CG), USARC, determines and publishes the annual objectives.

1-7. Retention definition

Retention is the sum of *leadership* actions that create a positive training environment and influence Soldiers to continue serving in the USAR, while enhancing unit personnel readiness.

Section II
Retention Functions

1-8. AR G-1 responsibilities

AR G-1 will -

   a. Develop and monitor the Chief, Army Reserve's (CAR) annual reenlistment mission.

   b. Provide manning and retention guidance for the Army Reserve and establish the annual reenlistment mission for ARCD.

   c. Coordinate and communicate with HQDA on Army Reserve manning and retention issues.

   d. Review monthly USAR data on losses, gains, and end strength.

1-9. ARCD responsibilities

ARCD will -

   a. Ensure command emphasis in attaining the annual reenlistment mission.

   b. Coordinate and communicate with Army Reserve subordinate commands on retention issues to promote achievement of the assigned reenlistment mission.

c. Provide and coordinate training for assigned career counselors on retention programs, automated systems, and other retention functions as necessary.

1-10. Major Subordinate Commands (MSCs) (includes Regional Support Commands (RSCs),and Direct Reporting Commands (DRCs) (includes Operational, Functional, Training, and Supporting Commands), 7th CSC, and 9th MSC Commander responsibilities.
MSCs, 7th CSC, and 9th MSC Commanders are responsible for -

a. Implementing, aggressively supporting, and sustaining the USAR retention program within subordinate TPUs.

b. Developing and implementing a retention training plan.

c. Ensuring retention personnel are properly trained, utilized, and supported.

d. Providing procedural guidance to subordinate unit commanders to ensure retention actions occur.

e. Verifying that each unit establishes and annually or more often if needed updates a retention plan.

f. Integrating retention mission accomplishment as a command function that is inseparable from, and totally compatible with other functions of command (e.g., training, pay, administration, and logistics). Consider staff actions that have an impact on strength, personnel readiness, or retention when contemplating all courses of action.

g. Appointing an Employer Support of the Guard and Reserve (ESGR) or Uniformed Services Employment and Reemployment Rights Act (USERRA) (see glossary) officer or noncommissioned officer (NCO).

h. Ensuring the proper forecasting and usage of funds.

i. Maintaining and reporting retention statistics on USAR troop program unit (TPU) Soldiers to the appropriate command, or USARC as requested.

j. Reviewing personnel data and providing subordinate commanders with the support and guidance necessary to accomplish their mission.

k. Determining enlisted/officer retention objectives for their assigned units.

l. Providing retention program guidance for subordinate commanders.

m. Ensuring that subordinate command retention programs comply with regulatory guidance and supplementary instructions from commands.

n. Conducting training to review, discuss, and improve the retention program.

o. Supporting and monitoring subordinate unit's sponsorship program.

p. Implementing and monitoring the Commander's Awards Programs.

q. Reviewing and researching all bonus authorization requests.

r. Ensuring Soldiers assigned to MOS 79V duty positions are paid Special Duty Assignment Pay (SDAP) in accordance with AR 614-200, paragraph 3-23d(4) and will not be assigned other additional duties or placed on duty rosters per AR 140-111, paragraph 1-17b.

s. Ensuring that Army Reserve Careers Division (ARCD), Senior Command Career Counselor (SR CCC)/Command Career Counselor (CCC) personnel assigned to United States Army Reserve (USAR) facilities are allocated a minimum of 120 square feet of workspace in accordance with AR 140-483, paragraph B-4, and USARC DCG memorandum, 15 Feb 00, subject: ARCD Career Counselor Office Locations. Facilities will provide the normal tenant support (LAN access, telephone lines, and secured storage). Note: Individual offices will not have a Stationing Order and ARCD Battalion HQs are only authorized Stationing Packages.

1-11. Unit responsibilities

The unit commander will be actively involved in the implementation, support, and sustainment of the retention program within the unit. As the principle official responsible for the administration of USAR policy and procedures governing the reenlistment of USAR Soldiers, the commander will -

a. Appoint in writing NCOs as Duty Appointed Reenlistment NCOs (DARNs) as required. The requirement is at a minimum, two DARNs per fifty required enlisted Soldiers. Units with requirements for less than twenty-five enlisted Soldiers will appoint at least one DARN in support of the Unit retention program.

(1) Soldiers appointed will complete the DARN course conducted by the commands SR CCC/CCC or Army Reserve Career Counselor (ARCC) within 12 months of appointment. These Soldiers must meet the following criteria for duty appointment:

(a) Skills Technical (ST) aptitude score of 100 or greater.

(b) Must be a high school graduate or GED equivalent.

(c) Must not have any suspension of favorable actions at time of appointment.

(d) Minimum of 12 months TPU experience.

(e) Not within 24 months of ETS at duty appointment.

b. Develop and implement a unit retention standard operating procedure (SOP) and plan.

c. Ensure that -

(1) Every qualified Soldier who desires continuous service in the USAR is given the opportunity to reenlist or extend regardless of race, color, religion, sexual orientation, or national origin.

(2) Soldiers who are untrainable or unsuitable for military service may be flagged in the Regional Level Application Software system, counseled using DA Form 4856, and barred from reenlistment, extension, or processed for separation per AR 140-111, AR 135-178, or AR 635-200, as appropriate. Unit will provide a copy of an annotated pending ETS roster to the ARCD NCO every Battle Assembly. The annotation should identify Soldiers who are flagged, barred from reenlistment, and/or pending involuntary separation.

(3) The sponsorship program is implemented on notification of newly assigned Soldiers in accordance with the most current USAR regulation or guidance for the US Army Reserve (USAR) Commander's Sponsorship Program (effective date is TBD).

(4) Assigned DARNs are -

(a) Fully trained, supported, and specifically used to support and enhance the retention program.

(b) Provided with access to transportation, office space, and necessary equipment.

(5) All Retention counseling is conducted in a timely manner and appropriately documented on DA Form 4856, DA Form 3540, and the USAR Form 130-R (Reenlistment Eligibility Worksheet).

(6) Ensure Soldier accountability program is implemented.

1-12. Duty Appointed Reenlistment NCO (DARN) duties and responsibilities

The Duty Appointed Reenlistment NCO (DARN) is the unit reenlistment representative for the unit commander and 1SG/SR NCO, and will -

a. Evaluate Soldiers' experiences during Battle Assemblies (BA) and annual training (AT).

b. Inform the commander and 1SG/SR NCO results of the evaluations.

c. Assist and support the ARCC with career counseling training subjects.

d. Determine reenlistment and incentive eligibility using standardized USAR Form 130-R.

e. Conduct reenlistment interviews and document on DA Form 4856.

f. Perform these duties no less than 4 to 6 hours during battle assembly.

g. Perform the appropriate retention duties in the absence of the assigned career counselor when units are called/released from active duty.

h. Attend DARN training within 12 months of appointment.

i. Be appointed by memorandum signed by commander. (See Appendix B)

1-13. DARN training

Initial and refresher training of leaders and personnel assigned retention duties is key to a successful retention program. The command's SR CCC/CCC and ARCC will conduct DARN training in accordance with the established Programs of Instruction (POI) for -

a. Unit DARNs.

b. Unit Administrators (UAs) and Human Resource NCOs.

c. Commanders, 1SGs, and senior NCOs.

1-14. ARCC duties and responsibilities

a. Detailed duties and responsibilities for all ARCC 79V positions can be obtained in the 79V Professional Development Model (PDM) located at Army Career Tracker website (https://actnow.army.mil/).

b. Obtain from unit personnel a copy of the annotated pending ETS roster.

c. Counsel on DA Form 4856 those Soldiers identified from the annotated rosters, who are flagged, barred to reenlist, or pending involuntary separation.

1-15. Retention personnel assets and organization

Retention personnel assets that support the US Army Reserve Commander's Retention Program include ARCD Battalion Commanders, Sergeants Major, AGR/TPU ARCCs, and AGR/TPU SR CCCs/CCCs. These support assets are assigned or attached as follows -

a. *ARCD Battalion Commanders.* Responsible to sustain Army Reserve personnel readiness by developing, implementing, and maintaining aggressive local Army Reserve

retention programs, designed to accomplish specific goals and missions consistent with governing laws, policies, and directives.

b. *ARCD Sergeants Major.* Serves as the senior enlisted subject matter expert (SME) for the Army Reserve retention program and is the liaison for MSCs, 7th CSC, and 9th MSC command leadership teams concerning retention.

c. *AGR ARCC (79V).* These Soldiers are assigned to ARCD and managed by the US Army Human Resource Command (HRC), Fort Knox, KY with duty at various locations.

d. *TPU ARCC (79V).* These Soldiers are assigned to ARCD with duty at various locations.

e. *AGR SR CCC/CCC (79V).* Soldiers are assigned to MSCs, 7th CSC, and 9th MSC, and managed by HRC.

f*. TPU SR CCC/CCC (79V).* These Soldiers are assigned to MSCs, 7th CSC, and 9th MSC for duty.

1-16. Senior Command Career Counselor (SR CCC)/Command Career Counselor (CCC) assignment, selection, and relief processing

a. ARCD will coordinate with HRC for assignments on AGR 79V personnel to MSCs, 7th CSC, and 9th MSC with valid 79V positions for retention duties in accordance with DA Pam 611-21.

b. MSCs, 7th CSC, and 9th MSC Commanders with valid TPU 79V positions will select Soldiers for retention duties in accordance with DA Pam 611-21. Give consideration to Soldiers who show the following attributes -

(1) Strong interpersonal communication skills.
(2) Good counseling skills.
(3) Ability to effectively conduct training with individuals and groups.
(4) Show enthusiasm and desire to do the job.

c. Commander's may initiate a flagging action, request relief, reassignment, or reclassification for SR CCCs/CCCs who fail to maintain the highest standards of personal and professional characteristics, conduct, behavior, or performance of duty.

(1) Specific grounds, criteria, and procedures for flagging actions can be found in AR 600-8-2.

(2) Specific grounds, criteria and processing procedures for immediate relief can be found in AR 623-3 and DA PAM 623-3.

(3) Processing procedures for reassignment and reclassification can be found in AR 600-8-11 and AR 601-280.

1-17. Career Counselor Badge

Unit commanders in the rank of colonel or above will provide a memorandum authorizing permanent wear of the Career Counselors Badge to SR CCC/CCC (79V) when they meet the eligibility requirements of AR 600-8-22 paragraph 8-44. Unit will file in Soldier's permanent record.

Chapter 2
Retention and Sustainment Processes

Section I
General

2-1. General overview
The retention process begins with the assignment of new Soldiers from one of the accessioning agencies and continues throughout a Soldier's career.

Section II
Sponsorship

2-2. Sponsorship
Sponsorship is a commander's program and is the most important tool used in the Army to ensure a new Soldier's first impressions are positive. Sponsorship is the first step in the Army Reserve Retention Program. A properly executed Sponsorship Program enhances unit readiness and retention for commanders by quickly and efficiently integrating new Soldiers. Everything command's do, or neglect to do, will contribute to a Soldier's decision to remain or depart the Army Reserve. Refer to AR 600-8-8, The Total Army Sponsorship Program, effective 4 April 2006.

Section III
Soldier Accountability

2-3. Soldier Accountability and the Unsatisfactory Participant Prevention Program
Commanders and NCOs at all levels are accountable for Soldiers. The goal of the Unsatisfactory Participant Prevention Program is to ensure that Soldiers continuously attend battle assemblies satisfactorily according to regulatory guidance. The proper implementation of the Unsatisfactory Participant Prevention Program requires support from all levels and leverages unit and ARCD assets to document and assist with identifying underlying reasons and to provide assistance to help resolve issues that may cause a Soldier to be absent from battle assembly.
The following actions will be taken to retain the Soldier, our most important resource-

   a. When a Soldier is absent from battle assembly without a known reason, the first line leader (FLL) will contact the Soldier during the battle assembly, determine reason(s) for absence, document the conversation on DA Form 4856, and attempt to recover the Soldier.

   b. Provide the documentation to the 1SG/SR NCO for review and action and ensure all documentation is filed in the Soldier's local file for one year in accordance with this regulation.

   c. The unit commander must contact the Soldier before submitting any request for transfer or separation due to unsatisfactory participation, voluntary reassignment to the IRR, ETS, or for other cogent personal reasons. All conversation with the Soldier must

be documented on DA Form 4856, and filed in the Soldier's local file for one year in accordance with this regulation.

 d. The next higher headquarters (G-1) will review transfer action and determine if systemic problems exist before forwarding transfer request.

 e. The ARCC, SR CCC/CCC, or DARN will conduct an exit interview (face-to-face or telephonically) with Soldiers that are in a loss category and document the interview on DA Form 4856 or document in accordance with Commander's policy. The ARCC or SR CCCC/CCC is responsible for counseling the Soldier on potential loss of Army Reserve incentives and recoupment.

 f. The command's G-1 will not publish transfer or request transfer or separation orders without required documentation from exit interviews conducted by commanders and ARCCs or SR CCCs/CCCs to ensure all attempts were made to recover Soldier for attendance at battle assembly.

2-4. AR G-1 responsibilities in support of the Unsatisfactory Participant Prevention Program

AR G-1 will -

 a. Develop a model to identify unsatisfactory participants throughout the Army Reserve.

 b. Provide reports to major commands indicating their Unsatisfactory Participant status.

 c. Provide Army Reserve policy and guidance pertaining to personnel actions regarding unsatisfactory participants.

2-5. ARCD responsibilities in support of the Unsatisfactory Participant Prevention Program

ARCD will -

 a. Provide command guidance and oversight to assigned Army Reserve career counselors (ARCC) in the conduct of unsatisfactory participant prevention and recovery efforts.

 b. Monitor recovery of unsatisfactory participants through utilizing the Unsatisfactory Participant module in the Retention Management Software (RMS).

2-6. MSCs, 7th CSC, and 9th MSC responsibilities in support of the Unsatisfactory Participant Prevention Program

MSCs, 7th CSC, and 9th MSC will -

 a. Manage the Unsatisfactory Participant Prevention Program to ensure compliance with Chief, Army Reserve allowable unsatisfactory participant goals.

 b. Evaluate progress of unsatisfactory participation and provide feedback to appropriate retention personnel.

 c. Provide training and logistic support to unit and retention personnel to ensure success.

 d. Inform commanders of the status of unsatisfactory participation prevention and recovery with recommendations as needed.

 e. Publish transfer or request reassignment or separation orders as applicable based on required supporting documentation submitted by subordinate units.

2-7. Commander responsibilities in support of the Unsatisfactory Participant Prevention Program

Commander will -

a. Take all necessary actions to ensure adherence to the Chief, Army Reserve allowable unsatisfactory participant goals.

b. Implement proactive Soldier contact programs that encourage unsatisfactorily participating Soldiers to return to battle assemblies.

c. Ensure unit leaders actively support SR CCC/CCC's and ARCC's efforts to return unsatisfactorily participating Soldiers to battle assemblies.

d. Contact Soldier before submitting any request for transfer or separation due to unsatisfactory participation, voluntary reassignment to the IRR, ETS, or for other cogent personal reasons and document on DA Form 4856.

2-8. 1SG/Senior NCO responsibilities in support of the Unsatisfactory Participant Prevention Program

1SG/Senior NCO will -

a. Develop a training plan in coordination with FLLs, DARNs, CCCs/ARCCs, and unit leadership on unsatisfactory participant prevention and recovery.

b. Assess unit counseling skills and success in encouraging unsatisfactorily participating Soldiers to return to battle assemblies.

c. Notify leadership personnel of issues and situations that may have a negative impact on unsatisfactory participant prevention and recovery.

d. Brief commander on the progress of the unit's Unsatisfactory Participant Prevention Program.

2-9. First Line Leader (FLL) responsibilities in support of the Unsatisfactory Participant Prevention Program

FLL will -

a. Contact Soldiers absent from battle assembly without a known reason and attempt to recover the Soldier during the battle assembly.

b. Determine reason(s) for absence and document the details of the conversation and all recovery attempts on DA Form 4856 (Developmental Counseling Form).

c. Report all unsatisfactory participant prevention and recovery actions through NCO support channel and provide the documentation to the 1SG/SR NCO for review and action. Ensure all documentation is locally filed in accordance with AR 600-8-104, Chapter 6, Table 6-1 and Table 6-22.

d. Ensure Soldiers who return to battle assemblies continue to participate satisfactorily. Provide a DA 4856 documenting all telephonic and email conversations with Soldiers, including those requesting excused absences, notifications of relocation, or personal issues (i.e. hospitalization, etc). The forms will be maintained in a local file at the unit.

2-10. Senior Command Career Counselor (SR CCC)/Command Career Counselor (CCC) responsibilities in support of the Unsatisfactory Participant Prevention Program

SR CCC/CCC will -

    a. Take responsibility for the Unsatisfactory Participant Prevention Program within assigned command and subordinate units.

    b. Assist the command and subordinate units in achieving the Army Reserve allowable unsatisfactory participant goal.

    c. Contact Soldiers after they receive an unexcused absence and document all recovery attempts on a DA Form 4856.

    d. Contact and counsel all unsatisfactory participants on a DA Form 4856 prior to discharge/transfer.

    e. Document and track the status/resolution of all Soldiers who attain nine or more unexcused absences prior to conducting exit interview.

    f. Ensure Soldiers who return to battle assemblies continue to participate satisfactorily.

    g. Provide feedback to commander, 1SG/Senior NCO, and FTUS on Soldiers who agree to return to battle assemblies.

2-11. Full-Time Unit Support (FTUS) responsibilities in support of the Unsatisfactory Participant Prevention Program

FTUS personnel will -

    a. Provide administrative assistance and allow SR CCC/CCC access to unit records (personnel and training) in support of unit unsatisfactory participant prevention and recovery efforts.

    b. Document and track the status/resolution of all Soldiers who attain nine or more unexcused absences prior to conducting exit interview, as applicable.

    c. Keep commander and 1SG/Senior NCO informed on status of all identified unsatisfactory participating Soldiers in the unit.

2-12. ARCC responsibilities in support of the Unsatisfactory Participant Prevention Program

Army Reserve Career Counselors will -

    a. Serve as an intervening agent to engage Soldiers before they become unsatisfactory participants.

    b. Utilize the Unsatisfactory Participant Module in RMS as a systematic approach to identifying Soldiers who attain one or more unexcused absences with the priority target being those Soldiers with four or more unexcused absences.

    c. Document and track the status/resolution of all prevention efforts in RMS and on a DA Form 4856. Provide a copy of the DA 4856 to the unit for filing locally.

    d. Validate recovery efforts through the troop program unit (TPU) chain of command and recommend disposition (i.e., Soldier recovered, Soldier recommended for transfer to the IRR and affiliated, Soldier recommended for transfer to another TPU, or Soldier recommended for discharge, etc.).

    e. Understand that the discharge and transfer authority remains with commander of unit that Soldier is assigned.

Section IV
Reenlistment and Extension

2-13. Reenlistment and Extension Program General
Strength maintenance in the Army Reserve depends on maximum reenlistment of qualified enlisted Soldiers. Commanders must actively manage reenlistment of qualified Soldiers within their commands. The goal of the reenlistment and extension program is to surpass the reenlistment mission of eligible Soldiers given to every unit in the Army Reserve. All Army Reserve reenlistments and extensions are completed using Retention Management Software (RMS). Personnel performing interviews or counseling are authorized access to the personnel records of the Soldiers requiring interviewing and counseling. The Privacy Act of 1974 (5 USC 522a) requires that interviewers use personal and military information in Soldiers' records only for the purpose of career counseling and reenlistment.

2-14. AR G-1 responsibilities for Reenlistment and Extension Program
AR G-1 will -
    a. Develop a reenlistment model identifying Soldiers eligible for reenlistment throughout the Army Reserve.
    b. Develop and issue a reenlistment mission in compliance with the Chief, Army Reserve requirements.
    c. Coordinate, communicate and provide monthly updates to HQDA on the numbers of Army Reserve reenlistments.
    d. Develop and publish the Selected Reserve Incentive Program (SRIP) to include the identification of reenlistment bonuses for Army Reserve Soldiers.

2-15. ARCD responsibilities for Reenlistment and Extension Program
ARCD will -
    a. Distribute and issue annual reenlistment missions to all subordinate battalion commands.
    b. Report the number of reenlistments monthly to AR G-1.
    c. Provide status reports of the numbers of reenlistments to Army Reserve OFTS commanders as required.

2-16. MSCs, 7th CSC, and 9th MSC responsibilities for Reenlistment and Extension Program
MSCs, 7th CSC, and 9th MSC will -
    a. Manage the reenlistment and extension program to ensure compliance with Chief, Army Reserve requirements.
    b. Evaluate success of the reenlistment/extension program and mission status to provide feedback to appropriate retention personnel.
    c. Provide training and logistic support to commanders and retention personnel to ensure program success.

2-17. Commander Responsibilities for Reenlistment and Extension Program
Commander will -

a. Take all necessary actions to maximize the reenlistment and extension of eligible Soldiers in their unit to meet the Chief, Army Reserve requirements.

b. Enforce Soldier counseling by unit leadership, FTUS, and assigned retention personnel to encourage retention of qualified Soldiers.

c. Ensure unit leaders actively support the ARCC's efforts to maximize reenlistment or extension of all eligible Soldiers.

d. Notify supporting ARCC personnel of issues and situations that have a negative impact on unit reenlistment and extension goals.

e. Ensure that all reenlistment contracts and extension documents are forwarded to iPERMS immediately after the Soldier reenlists or extends.

2-18. 1SG/Senior NCO responsibilities for Reenlistment and Extension Program
1SG/Senior NCO will -

a. Assess counseling skills and success of FLLs, DARNs, FTUS, and CCCs by monitoring the number of reenlistments and extensions executed in units.

b. Coordinate with unit leadership and ARCCs to develop a training plan to support CCCs and DARNs in reenlistments and extensions.

c. Notify supporting ARCD personnel of issues and situations that have a negative impact on unit reenlistment and extension goals.

d. Brief commander on the all aspects of maximum reenlistment or extension of targeted eligible Soldiers.

2-19. SR CCC/CCC responsibilities for Reenlistment and Extension Program
SR CCC/CCC assists unit and will -

a. Serve on the Commander's Special Staff providing retention mission updates and reporting concerns related to the reenlistment mission.

b. Conduct DARN training for subordinate commands.

c. Research Exception to Policy (ETP) requests and write recommendation memorandums and forward to higher command.

d. Request "Corrected Copy" reenlistments of erroneous contracts through the Soldier's chain of command and the local supporting ARCC.

e. Coordinate with ARCD on all retention matters.

f. Participate in all United States Army Recruiting Command (USAREC) Accession Zone Conferences (AZC) within their area of responsibility.

g. Detailed duties and responsibilities for all SR CCC/CCC positions can be obtained in the 79V Professional Development Model (PDM) located at the Army Career Tracker website (https://actnow.army.mil/).

2-20. FTUS responsibilities for Reenlistment and Extension Program
FTUS personnel will -

a. Provide administrative assistance to the DARN, SR CCC/CCC, and ARCC in support of maximizing reenlistment and extension of eligible unit Soldiers.

b. Allow DARN, SR CCC/CCC, and ARCC continued access to unit records (personnel and training), in support of all phases of reenlistment and extension (including counseling).

c. Keep commander informed whether or not all eligible Soldiers in unit reenlist or extend. Provide commander with specific reasons why Soldiers are not willing to reenlist.

2-21. ARCC responsibilities for Reenlistment and Extension Program
ARCC assists unit and will -

a. Determine Selected Reserve Incentive Program (SRIP) eligibility based on source documents, system data, and Soldier records.

b. Utilize RMS to request Bonus Control Numbers.

c. Achieve assigned reenlistment mission by using RMS to reenlist Soldiers.

d. Complete Reenlistment Eligibility Worksheet (USAR Form 130-R) available in RMS for all Soldiers, at a minimum, upon assignment to unit and 12 to 15 months prior to ETS to identify and correct any deficiencies prohibiting the Soldier from reenlisting. Provide the completed worksheet to commander and DARN as needed and explain deficiencies.

e. Review USAR Form 130-R during the four month prior to ETS interview.

f. Coordinate reenlistment and extension ceremonies.

g. Ensure proper distribution of reenlistment/extension contracts are made in accordance with ARCD procedures (digital copies sent to chain of command) and MSCs, 7th CSC, and 9th MSC G-1 procedures.

h. Ensure reenlisting Soldiers receive Reenlistment Incentive Items, if available.

i. Assist the chain of command in processing SRIP exceptions to policies and erroneous reenlistments/ extensions.

j. Detailed duties and responsibilities for the ARCC can be obtained in the 79V Professional Development Model (PDM) located at the Army Career Tracker website (https://actnow.army.mil/).

Section V
Career Counseling

2-22. Career Counseling General
The unit commander is responsible for providing life-cycle career counseling in accordance with the policies and procedures of this and other applicable regulations. The ARCC advises Soldiers of the benefits and incentives for continued service in the Army Reserve through effective career counseling. Career counseling is conducted throughout a Soldier's career within current policy and regulatory guidance and within the needs and the best interests of the Army. The results of all career counseling conducted by the commander and the ARCC is documented on a DA Form 4856 and maintained in a Soldier's local file maintained at the unit throughout the implementation of a unit's retention program.

2-23. Commander and unit leadership responsibilities for career counseling
The unit commander and other unit leaders will -
   a. Conduct required initial interviews for newly assigned Soldiers as well as other required retention interviews in accordance with USAR Poster 6-R.
   b. Conduct reenlistment, career, and professional development counseling.
   c. Conduct exit counseling utilizing a DA 4856 in support of unit Soldier accountability.

2-24. First Line Leader responsibilities for career counseling
First Line Leader (FLL) will -
   a. Conduct annual interviews to review job performance, career goals, and encourage a future favorable decision to reenlist using USAR Form 83-R in accordance with USAR Poster 6-R.
   b. Contact Soldiers after first and subsequent unexcused absences (telephonic or in person) from battle assembly and document results on DA Form 4856. The counseling form is maintained at the unit and a copy is provided to the 1SG/Senior NCO, unit administrator, DARN, CCC, or ARCC.

2-25. DARN responsibilities for career counseling
The DARN will -
   a. Determine reenlistment eligibility and conduct reenlistment career counseling in support of the ARCC.
   b. Assist and support the ARCC on training of retention topics that provide career enhancing opportunities for unit Soldiers.
   c. Perform the appropriate retention duties in the absence of the assigned career counselor when units are called/released from active duty.

2-26. ARCC responsibilities for career counseling
The ARCC is the career counselor for all Soldiers assigned to a unit and will -
   a. Conduct reenlistment counseling for Soldiers within 12 months of ETS (in accordance with USAR Poster 6-R)
   b. Validate newly gained Soldier's MSO, TPU and contractual ETS dates, enlistment, reenlistment, and extension documents.
   c. Provide incentive program and benefit counseling for all assigned Soldiers.
   d. Track and contact Soldiers who fail to regularly attend battle assemblies and encourage them to return to a participating status.
   e. Provide counseling on status of incentives, benefits, and loss of incentives for Soldiers who transfer between components within or outside of the Army Reserve. Provide counseling to Soldiers in the IRR who request reassignment to the Select Reserve (SELRES).
   f. Support unit Soldiers during entry on or release from active duty in support of contingency operations.
   g. Inform Soldiers of impact on incentives and entitlements from TPU status.
   h. Provide assistance in warrant/officer and AGR opportunities.
   i. Assist Soldiers with transferring to other units.

2-27. Career counseling for pre-deployment
When a unit receives a WARNO for mobilization, the retention personnel will ensure all Soldiers deploy with a current and valid contract in accordance with operation order 09-128 and updates. Pre-deployment activities are strenuous on all personnel and the DARN may not have enough time to ensure Soldiers records are correct. The ARCC will -

a. Review all assigned Soldiers contracts to include enlistments, reenlistments, extensions and any documents affecting a Soldiers ability to continue service.

b. Produce a USAR 130-R from RMS on all assigned Soldiers and review for accuracy.

c. Ensure RMS and Soldiers files reflect source document data (i.e. contractual dates, ETS dates, etc.)

d. Counsel Soldiers eligible for reenlistment based on their contractual expiration term of service and their military service obligation (MSO).

e. Summarize and provide feedback to commander and unit leadership.

Section VI
Incentives and Education Programs

2-28. Incentives and Education Programs General
The Selected Reserve Incentive Program (SRIP) and education programs are described in AR 135-7, USARC Pamphlet 37-1, AR 601-210, and AR 621-5. Headquarters, Department of the Army (HQDA) provides policy guidance through AR G-1 to USARC G-1 and ARCD.

2-29. USARC G-1 responsibilities for Incentives and Education Programs
The USARC G-1 will -

a. Provide support and supervise administration of incentives and education programs at the MSCs, 7th CSC, and 9th MSC levels in accordance with AR 135-7, AR 621-5, AR 601-210, and DA guidance.

b. Provide MSCs, 7th CSC, and 9th MSC with updated information on incentives and education programs as changes occur.

c. Evaluate incentive and education programs to formulate new initiatives or changes for submission to HQDA.

d. Review incentives and education program management during staff assistance and validation visits.

e. Process exceptions to policy concerning incentive and education programs.

2-30. MSCs, 7th CSC, and 9th MSC Commander responsibilities for Incentives and Education Programs
Commanders will -

a. Develop a plan to execute the Army Education System (AES) within their command and/or region.

b. Develop the budget to support the execution plan.

c. Ensure all USAR Soldiers have access to facilities and professionals who can offer testing, counseling, off-duty programs, DANTES, and the Army/American Council on Education Registry Transcript System programs.

d. Ensure that all Army educational programs available within their command and/or region are marketed and advertised so that all Soldiers are aware of their existence.

e. Conduct climate assessment visits to troop units to assess Soldier awareness and use of educational programs within their command and/or region.

f. Establish working relationships and awareness programs with all service members' opportunity college identified agencies.

g. Establish rapport and professional relationships with all community educational institutions.

h. Ensure subordinate commanders brief Soldiers about their responsibilities with regard to incentives for which the Soldier contracted (e.g., completing Part I, DD Form 2475 and initiating the annual payment of their student loan).

2-31. SR CCC/CCC responsibilities for Incentives and Education Programs

The SR CCC/CCC will -

a. Act as the point of contact for the Selected Reserve Incentive Program (SRIP) for their command.

b. Publicize SRIP through command publications and bulletin boards.

c. Validate Soldier SRIP eligibility.

d. Conduct training with FTUS personnel that encompasses SRIP.

e. Conduct unit visits to validate program information, distribution, and awareness of programs by individual Soldiers.

2-32. FTUS responsibilities for Incentives and Education Programs

FTUS personnel will -

a. Complete DD Form 2384-1 Notice of Basic Eligibility (NOBE), at the time Soldier becomes eligible for MGIB, in accordance with AR 135-7.

b. Act as the point of contact for the SRIP and educational programs (primary is SR CCC/CCC, if assigned).

2-33. DARN responsibilities for Incentives and Education Programs

The DARN will -

a. Have a working knowledge of the SRIP and civilian educational programs.

b. Determine reenlistment and incentive eligibility and provide education program assistance for Soldiers as needed.

2-34. ARCC responsibilities for Incentives and Education Programs

The ARCC will -

a. Determine SRIP eligibility based on enlistment, reenlistment, or extension documents and Soldier records.

b. Utilize RMS to complete and produce USAR Form 80-1-R for commander, CCC, and DARN as needed.

c. Utilize RMS to request Bonus Control Numbers.

d. Counsel Soldiers on incentives and educational programs and document in RMS and on DA Form 4856 and provide copy to unit to maintain in Soldier's local file at the unit.

Section VII
Retention Awareness Program

2-35. Retention Awareness Items
As part of the Retention Awareness Program, commanders, SR CCCs/CCCs, and DARNs have available numerous publications, video, and awareness items that will help tell the Army Reserve story as well as publicize the retention message. Items available in the Army Reserve awareness program are retention publicity items (RPIs) and Promotional Publicity Items (PPIs) and are procured through the accessions distribution center. This provides the retention force with a systematic way to order awareness items that encourage retention in the Army Reserve and to publicize the Army Reserve programs.

2-36. Responsibilities
a. *Deputy Chief of Staff, Personnel, HQDA.* Responsible for nationally distributed print advertising, all television productions, and all major policy matters affecting the total Army.
b. *Office of the Chief, Army Reserve (OCAR).* Responsible for all matters relating to public information, public affairs, and community relations for the USAR on a national basis. Accordingly, all USAR Retention Publicity Items (RPIs) will be processed through HQDA, OCAR- Public Affairs and Liaison Directorate (PALD).
c. *Army Reserve Careers Division (ARCD).* Ensures Army Reserve Center users are authorized access to the accessions distribution center. Monitors publicity item effectiveness and recommends items for future use. Coordinates with the US Army Accessions Command (USAAC) to ensure availability of items.
d. *The U.S. Army Recruiting Command (USAREC).* Responsible for management of the overall national recruiting advertising program for the USAR. Accordingly, all USAR national recruiting advertising and awareness actions will be processed through USAREC. The OCAR-PALD is the proponent for RPIs. All RPIs are ordered through normal publication channels.
e. *National Committee for Employer Support of the Guard and Reserve (NCESGR).* Responsible for all matters and published materials related to Employer Support of the Guard and Reserve Soldiers and the USAR.
f. Commanders must ensure effective control measures are in place to guarantee that retention awareness or incentive items ordered from the accessions distribution center are not wastefully distributed or used for purposes other than raising awareness or publicizing the Army Reserve.
g. All Army Reserve Centers have a valid accessions distribution center account. The ARCCs are the key personnel authorized to access items ordered through the accessions distribution center. Ordered items are authorized for distribution only as they enhance or encourage retention of unit personnel.

h. All personnel throughout the Army Reserve provide feedback on pre-existing items or make recommendations to ARCD through supporting BN command leadership for new items. Locally procured items are not authorized through the accessions distribution center.

2-37. Unit responsibilities for Retention Awareness Program
Units will -
   a. Obtain RPIs through the career counselor that supports the unit and display in a high traffic area within the Reserve center.
   b. Maintain a retention bulletin board that includes, at a minimum-
      (1) Current HQDA SRIP list.
      (2) Duty appointment notification of unit DARNs and their location.
      (3) Employer Support of the Guard and Reserve (ESGR) information.
      (4) Education and MGIB information.
      (5) DANTES testing information and a list showing where testing is available.
      (6) Relocation information and procedures.
      (7) Interview schedules for current and upcoming month's battle assembly.
      (8) TPU Warrant Officer Program information.
      (9) Vacancy information.
      (10) Advancement/promotion information.
      (11) Retention point of contact list (AGR, TPU, and DARN) that support the center.
      (12) Direct Commission information.
      (13) AGR program placement.
      (14) Army Career Tracker (ACT) and professional development model (PDM) information.
   c. Ensure all Soldiers are aware of and understand what is available on the bulletin board.

Section VIII
Presentation of Recognition Items for Recruitment and Retention Purposes

2-38. Presentation of Recognition Items for Recruitment and Retention Purposes
Commanders must follow current Department of the Army (DA) policy guidance with respect to presentation of recognition items for recruitment and retention purposes. Current policy applies to recognition items that are procured and distributed in accordance with 10 USC 2261 and does not apply to existing programs under which appropriated funds are used to purchase trinkets (e.g., pencils, magnets, computer mouse pads, etc.) distributed for recruiting purposes. Appropriated funds may be expended to procure recognition items of nominal or modest value for recruitment and retention purposes, and to present such items to Soldiers, their Families, and other individuals recognized as providing support that substantially facilitates service in the Army. Small meals and refreshments may be provided in the course of such recognition events, which will be considered recruiting and retention functions. The recipients of such recognition items, meals and refreshments will be persons who are the objects of recruiting and retention efforts, to include Army personnel and other

influencers who contribute to recruiting and retention. Each recognition item provided under DA policy guidance unless otherwise specified will be of a value less than $50 per item and designed to recognize or commemorate service in the Army. Units may purchase commemorative coins, medals, trophies, badges, flags, posters, paintings, or other similar items, such as (not all-inclusive list), hats, mugs, shirts, jackets, and pens with the Command's insignia superimposed. Commanders will ensure consistency in the scope and value of recognition items distributed within their command.

Chapter 3
Personnel Management Systems

3-1. Regional Level Application Software (RLAS)
Through the use of RLAS, a unit commander and FTS can obtain current personnel information, rosters, suspenses, and other local use reports. Instructions and explanations are located in the RLAS website https://RLAS8/. Permission access is required, and every unit has authorized users (HR NCO, UA, training NCO, etc.).

3-2. Total Army Personnel Database-Reserve (TAPDB-R)
Data from TAPDB-R is available via the Readiness and Mobilization System (RAMS) and other systems to personnel assigned a user identification code (USERID). Information derived from TAPDB-R data specifically related to personnel readiness is critical to fully perform retention duties.

3-3. USAR Recruit Quota System (USAR-REQUEST)
The USAR-REQUEST is used by the accessioning agencies and personnel managers to match TPU vacancies with Soldiers based on assignment qualifications. Once a reservation is made on USAR-REQUEST unit can verify a gain through either RLAS or the Individual Training Readiness System (ITRS).

3-4. USAR Retention Management Software (RMS)
    a. The RMS is a tool in the Reserve Components Manpower System (RCMS) used by Army Reserve Career Counselors (ARCC) to assist in fulfilling their missions. It is comprised of several modules that have databases, action tracking components, and fillable forms needed for mission accomplishment. ARCCs have two distinct objectives: USAR reenlistments and Individual Ready Reserve (IRR) to Selected Reserve (SELRES) transfers. RMS has a module dedicated to both missions.
    b. The RMS has modules used by ARCCs to support unit sponsorship, career counseling, unsatisfactory participant prevention, and IRR Affiliation. The ARCC uses these modules to support unit leadership with their sustainment programs. The ARCC tracks progress and provides forms and guidance to unit leadership for successful program accomplishment.

Appendix A
References

Section I
Required Publications

AR 135-7	Incentive Programs
AR 135-18	The Active Guard Reserve (AGR) Program
AR 135-91	Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures
AR 135-178	Enlisted Administrative Separations
AR 140-111	U.S. Army Reserve Reenlistment Program
AR 140-483	Army Reserve Land and Facilities Management
AR 600-8-1	Enlisted Promotions and Reductions
AR 600-8-2	Suspension of Favorable Personnel Actions (FLAGS)
AR 600-8-8	The Total Army Sponsorship Program
AR 600-8-22	Military Awards
AR 600-9	The Army Weight Control Program
AR 600-110	Identification, Surveillance, and Administration of Personnel Infected with Human Immunodeficiency Virus (HIV)
AR 601-1	Assignment of Enlisted Personnel to the US Army Recruiting Command
AR 614-200	Enlisted Assignments and Utilization Management
AR 635-200	Active Duty Enlisted Administrative Separations
AR 735-5	Policies and Procedures for Property Accountability
DA Pam 611-21	Military Occupational Classification and Structure
DA Pam 710-2-1	Using Unit Supply System (Manual Procedures)
USARC Reg 25-1	Information Resources Management Program
USARC Reg 25-10	Telecommunications Management Program
USARC Reg 58-1	Management, Acquisition, and Use of Non-Tactical Vehicles

Section II
Related Publications

AR 15-6	Procedures for Investigating Officers and Boards of Officers
AR 25-55	The Department of the Army Freedom of Information Act Program
AR 25-400-2	The Army Records Information Management System (ARIMS)
AR 40-501	Standards of Medical Fitness
AR 135-100	Appointment of Commissioned and Warrant Officers of the Army
AR 135-205	Enlisted Personnel Management
AR 140-1	Mission, Organization, and Training
AR 140-10	Assignments, Attachments, Details, and Transfers
AR 140-30	Active Duty in Support of the United States Army Reserve (USAR) and Active Guard Reserve (AGR) Management

	Program
AR 140-145	Individual Mobilization Augmentation (IMA) Program
AR 140-185	Training and Retirement Point Credits and Unit Level Strength Accounting Records
AR 220-1	Army Unit Status Reporting and Force Registration-Consolidated Policies
AR 340-21	The Army Privacy Program
AR 600-20	Army Command Policy
AR 600-8-10	Leaves and Passes
AR 600-8-105	Military Orders
AR 601-208	Recruiting/Reenlistment Advertising Program
AR 601-210	Active and Reserve Components Enlistment Program
AR 601-280	Army Retention Program
AR 621-5	Army Continuing Education System (ACES)
AR 623-3	Evaluation Reporting System
AR 640-30	Photographs for Military Human Resources Records
AR 670-1	Wear and Appearance of Army Uniforms and Insignia
DOD Dir. 1250.01	National Committee for Employer Support of the Guard and Reserve (NCESGR)
DA Pam 601-6	Warrant Officer Procurement Program
DA Pam 25-30	Consolidated Index of Army Publications and Blank Forms (on-line)
DA Pam 600-25	U.S. Army Noncommissioned Officer Professional Development Guide
DA Pam 623-3	Evaluation Reporting System
HRC	Drilling Individual Mobilization Augmentee (DIMA) Handbook (https://www.hrc.army.mil/STAFF/DIMA%20Handbook)
FM 6-22	Army Leadership: Competent, Confident, and Agile
FM 7-22	Army Physical Readiness Training
FORSCOM Reg 601-67	Unit Referral System
FORSCOM Reg 500-3-1	FORMDEPS - Forces Command Demobilization Plan
FORSCOM Reg 500-3-3	FORMDEPS - Reserve Component Unit Commanders Handbook (RCUCH)
FORSCOM Reg 500-3-5	FORMDEPS - Forces Command Mobilization Plan

Section III
Prescribed Forms

The following forms are available on the USAR Intranet website (https://USARintra) in both Adobe Acrobat Reader PDF and Pure edge formats. They will be changed to Lotus format in near future. (Providing this information does not constitute the Army's endorsement of the products.)

USAR Form 80-1-R	Reenlistment Bonus Control Worksheet
USAR Form 83-R	Army Reserve Career Plan
USAR Form 130-R	Reenlistment Eligibility Worksheet

USAR Form 135-R	Army Reserve Warrant Officer Checklist
USAR Form 136-R	Army Reserve Warrant Officer Flight Checklist
USAR Poster 6-R	Army Reserve Retention "Action Chart"

Section IV
Related Forms

USARC Form 98-R	Center of Influence (COI) – Very Important Person (VIP)
DD Form 4	Enlistment/Reenlistment Document Armed Forces of the United States
DD Form 149	Application for Correction of Military Record Under the Provisions of Title 10, U.S. Code, Section 1552
DD Form 214	Certificate of Release or Discharge from Active Duty
DD Form 368	Request for Conditional Release
DD Form 1351-2	Travel Voucher or Subvoucher
DD Form 1966	Record of Military Processing-Armed Forces of the United States
DD Form 2384-1	Notice of Basic Eligibility (NOBE)
DD Form 2475	DOD Educational Loan Repayment Program (LRP) Annual Application
DA Form 2-1	Personnel Qualification Record
DA Form 87	Certificate of Training
DA Form 1059	Service School Academic Evaluation Report
DA Form 1380	Record of Individual Performance of Reserve Duty Training
DA Form 2028	Recommended Changes to Publications and Blank Forms
DA Form 2166-8	NCO Evaluation Report
DA Form 2166-8-1	NCOER Counseling and Support Form
DA Form 3540	Certificate and Acknowledgement of U.S. Army Reserve Service Requirements and Methods of Fulfillment
DA Form 4187	Personnel Action
DA Form 4651-R	Request for Reserve Component Assignment or Attachment
DA Form 4836	Oath of Extension of Enlistment or Reenlistment
DA Form 4856	Developmental Counseling Form
DA Form 5261-2-R	Selected Reserve Incentive Program- Reenlistment/Extension Bonus Addendum
DA Form 5261-3-R	Selected Reserve Incentive Program – Affiliation Bonus Addendum
DA Form 5261-4-R	Student Loan Repayment Program Addendum
DA Form 5435-R	Statement of Understanding – The Selected Reserve Montgomery GI Bill
DA Form 5447-R	Officer Service Agreement Selected Reserve Educational Assistance Program
USAR Label 1-R	Personal in Nature

Section V
Retention Related Topics Cross-referenced to Corresponding Publications

<u>Subject</u>	<u>Publication</u>
Army Continuing Education System	AR 621-5
Army	AR 621-202
Additional Skill Identifier (ASI)	DA Pam 611-21
AGR program	AR 135-18
Procedures	USARC Pamphlet 37-1
Attachments	AR 140-10
Awards and Badges	AR 600-8-22
Bonus: Affiliation, Enlistment, Reenlistment	AR 135-7
Career Counselor Badge	AR 600-8-22
Career Management Field	DA Pam 611-21
Correspondence Courses Counseling	DA Pam 350-20
NCOER	AR 623-3
Defective Reenlistments, Enlisted	AR 135-178
Enlisted Discharges	AR 135-178
Promotions	AR 600-8-19
Separations	AR 135-178
Enlistment Program	AR 601-210
Evaluations (NCOER)	AR 623-205
Extensions	AR 140-111
Fraudulent Reenlistment	AR 135-178
Health Profession Loan Repayment	AR 135-7
Initial Entry Training Policies Interviews	TRADOC Reg 350-6
Type	AR 140-111
Language Identifier Code	DA Pam 611-21
Leadership	FM 6-22
Leaves and Passes	AR 600-8-10
ARIMS	AR 25-400-2
Military Occupational Specialties	DA Pam 611-21
Military Orders	AR 600-8-105
Mobilization	FORSCOM Regulations 500-3-1, -3, -5
Montgomery GI Bill (MGIB)	AR 135-7
NCO Professional Development Guide	DA Pam 600-25
Over strength	AR 140-1
Photographs	AR 640-30
Physical Fitness Testing/Training	FM 7-22
Reassignments	AR 140-10
Reclassifications	AR 140-158
Reenlistments (Army Reserve)	AR 140-111
Relocation	AR 135-91
Retirement (Reserve)	AR 140-185
Selective Reserve Incentive Program	AR 135-7
Service Obligations	AR 135-91

Special Qualification Identifier (SQI)	DA Pam 611-21
Sponsorship	AR 600-8-8
Student Loan Repayment Program (SLRP)	AR 135-7
SLRP Procedures	USAR Pam 37-1
Transfers	AR 140-10
Unit Status Report (USR)	AR 220-1
Unsatisfactory Participants	AR 135-91
Weight Control	AR 600-9
Wear and Appearance of Army Uniforms	AR 670-1

APPENDIX B
Sample of Duty Appointed Reenlistment NCO (DARN) Appointment Memorandum

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(LETTERHEAD STATIONERY)

AFRC-XXX-XXXX   (Date)

MEMORANDUM FOR Rank Individual Concerned, (Office) (do <u>not</u> place the individual's social security number on appointment memorandums)

SUBJECT: Appointment of a Duty Appointed Reenlistment Noncommissioned Officer (DARN)

1. Effective (date), you are assigned the duties of (appointment title).

2. Authority: (Directive that prescribes assigned duties (USAR Reg 140-6)).

3. Purpose: To (short description of purpose for appointment).

4. Period: Until relieved or released from appointment (Enter exact dates if known or applicable; otherwise, use statement shown).

5. Area of responsibility: (see USAR Reg 140-6, Chapter 2)

                                      XXXX X. ZXZXZ, JR.
                                        LTC, GS
                                        (Title)

CF:
(Other interested offices or individuals)

ALL APPOINTMENTS ARE TYPED ON LETTERHEAD PAPER.

Glossary

Section I
Abbreviations

1SG
First Sergeant

84th USARRTC
United States Army Reserve Readiness Training Center

AAR
After Action Review

AC
Active Component

ADOS
Active Duty Operational Support

ADT
Active Duty for Training

AES
Army Education system

AGR
Active Guard Reserve

AI
Awareness Items

AIT
Advanced Individual Training

AL
Area Leader

AMEDD
Army Medical Department

AORS
Automated Orders Resource System

APFT
Army Physical Fitness Test

APD
Army Publishing Directorate

ARC
Army Recruiting Course

ARIMS
Army Records Information Management System

ARCC
Army Reserve Career Counselor

ARCD
Army Reserve Careers Division

ARFORGEN
Army Force Generation

ARNG
Army National Guard

ARS-SMART
Army Referral System - Sergeant Major of the Army Recruiting Team

AS
Active Service (Previously Active Federal Service)

AT
Annual Training

AWCP
Army Weight Control Program

AVE
Automated Vacancy Entry

AZC
Accession Zone Conference

BCT
Basic Combat Training

CAR
Chief, Army Reserve

CCC
Command Career Counselor

CFLCC
Combined Forces Land Component Command

CG
Commanding General

C-METL
Core Mission Essential Task List

CMF
Career Management Field

CSC
Civil Support Command

CSM
Command Sergeant Major

CTAD
Call to Active Duty

CXO
Chief Executive Officer

DA
Department of the Army

DANTES
Defense Activity for Non-Traditional Education Support

DARN
Duty Appointed Reenlistment Noncommissioned Officer

DCO
Deputy, Commanding Officer

DLIELC-ESL
Defense Language Institute English Language Course – English Second Language

DLIFLC
Defense Language Institute Foreign Language Course

DOD
Department of Defense

DCG
Deputy Commanding General

DCSPER
Deputy Chief of Staff for Personnel

DIMA
Drilling Individual Augmentee

DRC
Direct Reporting Command

DRU
Direct Reporting Unit

ESGR
Employer Support of the Guard and Reserve

ETP
Exception to Policy

ETS
Expiration Term of Service

FLL
First Line Leader

FTS
Full Time Support

FTUS
Full Time Unit Support

FY
Fiscal Year

GED
General Equivalency Diploma

GT
General Technical (GT Score)

GPO
Government Printing Office

G-1
Personnel

G-4
Logistics

HIV
Human Immunodeficiency Virus

HT/WT
Height and Weight

HQ
Headquarters

HQDA
Headquarters, Department of the Army

HRC
Human Resource Command

IN ACCORDANCE WITH
In Accordance With

IDT
Individual Duty for Training

IET
Initial Entry Training

IMA
Individual Mobilization Augmentee

IRR
Individual Ready Reserve

ITRS
Individual Training Readiness System

MAQ
Monthly Allowable Quota

MEB
Medical Evaluation Board

MEPS
Military Entrance Processing Station

MGIB
Montgomery GI Bill

MIRC
Military Intelligence Readiness Command

MOS
Military Occupational Specialty

MSC
Major Subordinate Command
Mission Support Command

MSO
Military Service Obligation

MUTA
Multiple Unit Training Assembly

NCESGR
National Committee for Employer Support of the Guard and Reserve

NCO
Noncommissioned Officer

NCOER
Noncommissioned Officer Evaluation Report

NCOES
Noncommissioned Officer Education System

NOBE
Notice of Basic Eligibility

NP
Non-participant

OBC
Officer Basic Course

OCAR
Office of the Chief, Army Reserve

OFTS
Operational, Functional, Training, and Supporting Commands

OMAR
Operation and Maintenance, Army Reserve

OML
Order of Merit List

OMPF
Official Military Personnel File

OSUT
One Station Unit Training

PALD
Public Affairs and Liaison Directorate

PDM
Professional Development Model

PERNET
Personnel Network

PMARS
Participation Management and Reporting Subsystem

PMOS
Primary Military Occupational Specialty

POC
Point of Contact

PS
Prior Service

RC
Reserve Component

RDMS
Reserve Data Management System

REQUEST
Recruit Quota System

RH
Readiness Holdees

RLAS
Regional Level Applications System

RMS
Retention Management Software

RPI
Retention Publicity Item

RSC
Regional Support Command

SDAP
Special Duty Assignment Pay

SELRES
Selected Reserve

SGM
Sergeant Major

SJA
Staff Judge Advocate

SLRP
Student Loan Repayment Program

SOP
Standing Operating Procedures

SR CCC
Senior Command Career Counselor

SRIP
Selected Reserve Incentive Program

SSN
Social Security Number

ST
Skills Technical

TAPDB-R
Total Army Personnel Database-Reserve

TC
Training Circular

TDA
Tables of Distribution and Allowances

TPU
Troop Program Unit

TRADOC
United States Army Training and Doctrine Command

TSD
Training Support Division

UA
Unit Administrator

UAU
USAR Augmentation Unit

USAR
United States Army Reserve

USAR-REQUEST
United States Army Reserve-Recruit Quota System

USAREC
United States Army Recruiting Command

USERRA
Uniformed Services Employment and Reemployment Rights Act

UTA
Unit Training Assembly

WO
Warrant Officer

WOBC
Warrant Officer Basic Course

WOCS/WOCS-RC
Warrant Officer Candidate School (Reserve Components)

Section II
Terms

Applicant
A person who applies voluntarily for consideration in the Warrant Officer or AGR CMF 79 program.

Approved Applicant
An Army Reserve Soldier selected to attend the WOCS or CMF 79 AGR Accessions Program/school.

Area canvas/canvassing
Letting the community know of the Army Reserve presence, obtaining exposure by posting the area, cultivating centers of influence and very important persons.

Army Referral System - Sergeant Major of the Army Recruiting Team
The Army Referral System - Sergeant Major of the Army Recruiting Team (ARS-SMART) is a way for people to provide referrals who are interested in enlisting into the U.S. Army and/or Army Reserve. Everyone who makes a referral through SMART is eligible for the Sergeant Major of the Army Certificate, provided the referral enlists into the Army or Army Reserve. http://www.2k.army.mil/smart.htm

Audiences
The primary target for the Retention Awareness Program is the Soldier and Army Reserve leader. Secondary audiences are Families and employers.

Battle Assembly
A term used by the United States Army Reserve to describe monthly drills, where Soldiers practice their military skills and maintain individual and unit readiness in case of mobilization and deployment.

Candidate

A Soldier attending the Warrant Officer Candidate School.

Direct mail

Direct mail items are printed materials mailed directly to Retention target audiences. These include letters from commanders to new members and Soldiers serving in the IRR, retention surveys, and national mailings to Soldiers at their homes. Direct mail is not authorized for Retention messages directed to the general public.

Full-Time Unit Support (FTUS) Personnel

Personnel assigned on a full-time basis for the purposes of organizing, administering, recruiting, instructing, or training the ARNG and the Army Reserve. These personnel include civilian personnel, members of the Active Army, and personnel serving on AGR status. The AGR Program is a component of the FTS Program.

IMA

Soldier assigned to the Selective Reserve who is established on Mobilization Table of Distribution and Allowances (MOBTDA) by active component agencies based on mobilization requirements. The HRC is responsible for the management and execution of the IMA program on a day-to-day basis.

Individual Ready Reserve (IRR)

Soldiers with a service obligation to fulfill. Each Soldier is required to meet minimum annual requirements that include updating personal contact information; attending muster duty when called to; updating a readiness screening questionnaire, which is available online; and responding to official military correspondence. Any Soldier in the IRR may also be involuntarily mobilized in time of national crisis, as we have seen in the support of the Global War on Terror.

Initial Entry Training (IET)

Training presented to new enlistees with no prior military service. It is designed to produce disciplined, motivated, physically fit Soldiers ready to take their place in the Army in the field. This training includes BCT, OSUT, AIT, DLIFLC, and pre-basic training courses (DLIELC-ESL). Individuals are considered IET status until they graduate and awarded an MOS. For Army Reserve Soldiers it includes completion of initial active duty for training, the OBC and the WOBC.

Intermediate Commands

Commands subordinate to USARC (Major Subordinate Commands (MSCs) (includes Regional Support Commands (RSCs) and Direct Reporting Commands (DRCs)

(includes Operational, Functional, Training, and Supporting Commands), 7th CSC, and 9th MSC.

Life Cycle Management
The process of managing an Army Reserve Soldier's career for assignment until the Soldier is discharged from military service.

Messages
Messages delivered to Retention audiences consist of those ideas that support action relating to a specific Retention program. For example: Information on the MGIB is a "message" designed to help increase the use of the MGIB in support of the Army Reserve retention efforts.

Non-Participant (NP)
Non-Participating Soldiers are those assigned on the pay system (Defense Joint Military Pay System – Reserve Components (DJMS-RC)) that have not performed duty for pay in the last 90-plus days, IAW Participation Management and Reporting Subsystem (PMARS) reports. The PMARS is designed to support the pay and personnel communities in identifying commands that have low Battle Assembly attendance and to assist commanders in identifying Soldiers that are non-participating and are potential losses to the Army Reserve.

Prospect
An individual who has indicated an interest in transferring from the IRR to a TPU or has indicated interest in applying for the WO Program.

Prospecting
The process of identifying individuals who have indicated an interest in transferring from the IRR to TPU, 79R AGR Accessions Program, or in applying for the WO Program, by an ARCC directly or indirectly through face-to-face or telephonic communication or through the referral from Army Reserve Soldiers.

Regional Level Applications Software (RLAS)
The RLAS system is an automated database designed for use by unit technicians and commanders in managing unit personnel. Selected data elements entered into RLAS are ultimately input to TAPDB-R, thereby improving the accuracy and currency of TAPDB-R. The RLAS system can also import information from TAPDB-R.

USAR Applicant Data Report
A REQUEST generated data sheet to identify newly assigned personnel to TPUs.

Retention

The sum of *leadership* actions that creates a positive training environment and influences a Soldier to continue serving in the Army Reserve to enhance unit personnel readiness.

Retention publicity items (RPI)

The RPIs are printed materials, also called collateral materials, having a retention message supporting a specific retention program. Examples include flyers, posters, brochures, and booklets.

Recruit Quota System (REQUEST)

The REQUEST system is an automated system designed to facilitate the accessioning and assignment of Soldiers to Army Reserve TPUs.

Selected Reserve (SELRES)

Can be defined as follows:

    a. Part of the Ready Reserve of each RC consisting of units and individuals that participate actively in paid training periods and serve on paid ADT each year.

    b. The Army Reserve SELRES units and individuals that comprise all TPUs, IMAs, AREs, and full-time AD support personnel. This term should not be confused with Selected Reserve Force(s) in JCS Pub 1.

    c. Officers, WOs, and enlisted Soldiers who are:

        (1) Members of the ARNG.

        (2) Assigned to TPUs of the Army Reserve.

        (3) Serving on active duty (10 USC 672d) or full-time duty (32 USC 502f) in an AGR status.

        (4) IMAs.

Separation

An all inclusive term which is applied to personnel actions resulting from release from active duty, discharge, retirement, dropped from the rolls, release from military control of personnel without a military status, death, or discharge from the ARNG with concurrent transfer to the Individual Ready, Standby, or Retired Reserve. Reassignments between the various categories of the Army Reserve (Selected, Ready, Standby, or Retired) are not considered as separations.

Strength accounting and readiness reports

The Army Reserve MSCs, 7th CSC, and 9th MSC maintain various standardized reports derived from RLAS and TAPDB-R data relative to strength accounting, incentive qualification, and readiness indicators. The Retention personnel should use the following reports regularly in evaluating retention:

- *USAR Monthly Strength Summary:* This report is prepared and distributed monthly by the Army Reserve reflecting the success or failure rate of each command relative to their assigned missions.
- *Personnel Readiness Management Report:* A report that provides each command with an overall picture of personnel readiness indicators. It is updated weekly.

Total Army Personnel Database-Reserve (TAPDB-R)

The official and central automated database containing Army Reserve personnel information is TAPDB-R. This system contains current personnel and organizational information derived from the daily processing of personnel actions.

Troop Program Unit (TPU)

A Tables of Organization and Equipment (TOE) or TDA unit of the Army Reserve organization, which serves as a unit on mobilization or one that is assigned a mobilization mission. The "unit" in this case is the largest separate unite prescribed by the TOE or TDA.

Unit Training Assembly (UTA)

An authorized and scheduled training assembly of at least 4 hours. This assembly is mandatory for all TPU members.

Unit Vacancy

A position authorized by paragraph and line number of a TOE or TDA which is unoccupied or is filled by an officer of lower grade than that authorized for the position and provided that an officer in the grade of the position vacancy is not assigned as over strength.

Unsatisfactory Participant

A member of a unit or the Army Reserve Control Group who fails to participate as outlined in AR 135-91, Chapter 4, Sec III.