

**USAR Regulation 140-6**

**Army Reserve**

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

**Department of the Army  
Headquarters, U.S. Army Reserve Command  
4710 Knox Street  
Fort Bragg, NC 28310-5010  
1 December 2020**

# ***SUMMARY of CHANGE***

USAR Regulation 140-6

U.S. Army Reserve (USAR) Commander's Retention Program

This mandated revision, dated 1 December 2020

o Changes the proponent from the Army Reserve Careers Division to the USARC G-1, Manning Division, Proponent and Exception Authority, *page i*

o Adds Chapter 4, Army Reserve Career Counselor Improprieties, Policies, and Procedures, *page 15*

Army Reserve

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

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For the Commander:

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**History.** This publication is a mandated revision. The portions affected by this administrative revision are listed in the summary of change.

**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 USARC Headquarters and all USAR Commands. 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 USARC G-1, Manning Division. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. The commander or senior leader will endorse waiver requests and forward them through higher headquarters to the policy proponent. Refer to AR 25-30 for specific guidance.

**Army internal control process.** This regulation contains internal control provisions in accordance with AR 11-2, but does not identify key internal controls that must be evaluated.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the USARC G-1, (AFRC-PRM), 4710 Knox Street, Fort Bragg, NC 28310-5010. Requests are to be submitted through the ARCG, USARMY Reserve ARCD Mailbox HQ OPS-CUOPS at [usarmy.usarc.arcd.mbx.hq-ops-cuops@mail.mil](mailto:usarmy.usarc.arcd.mbx.hq-ops-cuops@mail.mil) for submission to USARC G-1.

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**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) USARC G-1, (AFRC-PRM), 4710 Knox Street, Fort Bragg, NC 28310-5010. Requests are to be submitted through the ARCG, USARMY Reserve ARCD Mailbox HQ OPS-CUOPS at [usarmy.usarc.arcd.mbx.hq-ops-cuops@mail.mil](mailto:usarmy.usarc.arcd.mbx.hq-ops-cuops@mail.mil) for submission to USARC G-1.

**Distribution.** Distribution level A, B, C, D, and E. This regulation is available in electronic media only located at [https://xtranet/usarc/g1/pubs/RMPB\\_PUBLICATIONS/default.aspx](https://xtranet/usarc/g1/pubs/RMPB_PUBLICATIONS/default.aspx) and is intended for the U.S. Army Reserve.

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## **Glossary**

# Chapter 1

## Commander's Retention Program

### Section I

#### General

#### 1-1. Purpose

This regulation provides policy and guidance for conduct of the United States Army Reserve (USAR) Commander's Retention Program. It describes performance objectives, provides guidance, standardizes functions, updates responsibilities, describes reporting requirements, and outlines procedures to execute the Commander's Retention Program.

#### 1-2. References

See Appendix A.

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

See Glossary.

#### 1-4. Responsibilities

Responsibilities associated with each function are listed throughout the regulation.

- a. The United States Army Reserve Command (USARC) G-1 has overall responsibility for the USAR Commander's Retention Program.
- b. The Army Reserve Careers Group (ARCG) is the facilitating authority relevant to this regulation and will ensure the objectives, reporting requirements, and execution of the program are met.
- c. Subordinate commands, units, and individuals will perform responsibilities as directed throughout this regulation.

#### 1-5. Records management requirements

The records management requirements for all record numbers, associated forms, and reports required by this regulation are addressed in the Records Retention Schedule-Army (RRS-A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS-A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS-A, see Army Regulation (AR) 25-400-2 and Department of the Army (DA) Pamphlet (Pam) 25-403 for guidance.

#### 1-6. Objectives

The objective of the Commander's Retention Program is to maintain and improve the personnel readiness of USAR 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 USAR.

- a. 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 with current policy and initiatives.
  - (2) Achieve retention goals set by USARC G-1.
  - (3) Achieve non-participant (NP) prevention and recovery goals.
- c. Commanders 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. United States Army Reserve Command G-1 responsibilities**

The USARC G-1 will -

- a. Develop and monitor the USAR's annual reenlistment mission.
- b. Provide manning and retention guidance for the USAR and establish the annual reenlistment mission for ARCG.
- c. Coordinate and communicate with Headquarters, Department of the Army (HQDA) on USAR manning and retention issues.
- d. Review monthly USAR data on losses, gains, and end strength.

### **1-9. Army Reserve Careers Group responsibilities**

The ARCG will -

- a. Ensure command emphasis in attaining the annual reenlistment mission.
- b. Coordinate and communicate with USAR 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.
- d. Provide and coordinate training to Major Support Commands (MSCs) to standardize Duty Appointed Retention NCOs (DARNs).

### **1-10. Major Subordinate Commands and Direct Reporting Commands responsibilities**

Major Subordinate Commands (MSCs) and Direct Reporting Commands (DRCs) will -

- a. Implement, aggressively support, and sustain the USAR retention program within subordinate troop program units (TPUs).
- b. Develop and implement a retention training plan.
- c. Ensure retention personnel are properly trained, utilized, and supported.
- d. Provide procedural guidance to subordinate unit commanders to ensure retention actions occur.
- e. Verify that each unit establishes and annually, or as often as needed, updates a retention plan.
- f. Integrate 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. Appoint 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. Ensure the proper forecasting and usage of funds.
- i. Maintain and report retention statistics on USAR TPU Soldiers to the appropriate command, or USARC as requested.
- j. Review personnel data and provide subordinate commanders with the support and guidance necessary to accomplish their mission.
- k. Determine enlisted/officer retention objectives for their assigned units.
- l. Provide retention program guidance for subordinate commanders.
- m. Ensure subordinate command retention programs comply with governing laws, regulatory requirements, and supplementary instructions from higher commands.
- n. Conduct training to review, discuss, and improve the retention program.



- o. Establish a Sponsorship Program; support and monitor subordinate units program.
- p. Implement and monitor the Commander's Awards Programs.
- q. Review and research all bonus authorization requests.
- r. Ensure Soldiers assigned as Army Reserve Career Counselor (ARCC) are not assigned duties that detract from the retention mission. They are exempt from roster-type duties per AR 140-111.
- s. Ensure that ARCG, Senior Command Career Counselor (SCCC), and/or Command Career Counselor (CCC) personnel assigned to USAR facilities are allocated office space that adjoins the main entrance of the facility in accordance with (IAW) AR 140-111. Facilities will provide the normal tenant support (local access network (LAN) access, telephone lines, and secured storage).

### **1-11. Commander responsibilities**

The 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 Retention NCOs (DARNs) as required. The requirement is, at a minimum, two DARNs per fifty 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 training provided by the local ARCC within 12 months of appointment. These Soldiers must meet the following criteria for duty appointment:
    - (2) Skills Technical (ST) aptitude score of 100 or greater.
    - (3) Must be a high school graduate or General Education Development (GED) equivalent.
    - (4) Must not have any suspension of favorable actions at time of appointment.
    - (5) Minimum of 12 months TPU experience.
    - (6) Not be within 24 months of expiration term of service (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 (Developmental Counseling Form), barred from continued service, and/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 ARCC NCO every Battle Assembly (BA). The annotation should identify Soldiers who are flagged, barred from continued service, and/or pending involuntary separation.
  - (3) The sponsorship program is implemented on notification of newly assigned Soldiers IAW AR 600-8-8, The Total Army Sponsorship Program, and the Army Career Tracker (ACT) Sponsorship portal (<https://actnow.army.mil/>). USAR Form 62 will be utilized as part of the unit sponsorship program.
  - (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 DA Form 7776 (Reenlistment Eligibility Worksheet).
  - (6) Ensure Soldier accountability program is implemented.

### **1-12. Army Reserve Career Counselor duties and responsibilities**

The ARCC is a force multiplier that directly impacts USAR end strength and supports the Army's force generation model by reenlisting, transitioning, and providing career counseling and life cycle management to Soldiers.

- a. Detailed duties and responsibilities for all ARCC 79V positions can be obtained in the 79V Professional Development Model (PDM) located on the ACT website (<https://actnow.army.mil/>).

- b. The ARCC is responsible to -
  - (1) Obtain from unit personnel a copy of the annotated pending ETS roster.
  - (2) Counsel on DA Form 4856 those Soldiers identified from the annotated rosters, who are flagged, barred to continued service, or pending involuntary separation.
  - (3) Provide training to DARNs.

### **1-13. Duty Appointed Retention Noncommissioned Officer duties and responsibilities**

The Duty Appointed Retention NCO (DARN) is the unit retention representative for the unit commander and First Sergeant (1SG)/Senior Noncommissioned Officer (SR NCO), and will -

- a. Evaluate Soldiers' experiences during 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. Perform these duties no less than 4 to 6 hours during BA.
- e. Perform the appropriate retention duties in the absence of the assigned career counselor when units are called/released from active duty.
- f. Complete DARN training within 12 months of nomination.
- g. Be appointed by memorandum signed by commander. (See Appendix B)

### **1-14. Duty Appointed Retention Noncommissioned Officer training**

- a. ARCG will provide training materials and outlines to support the ARCCs.
- b. The ARCC or SCCC/CCC will provide training for the nominated DARN on the below subjects and update the DARN Training Checklist (see Appendix D) as training is completed. Once the nominated DARN has completed all training, the ARCC will request in writing to the unit commander for the nominated DARN to be appointed as a DARN. The completed checklist will be provided to the commander with the request. The Training Checklist will include:

- (1) Sponsorship
- (2) Unsatisfactory Participant prevention and recovery
- (3) Commander's Strength Management Module (CSMM)
- (4) Selected Reserve Incentive Program (SRIP)
- (5) USAR Benefits
- (6) BA Summary

### **1-15. Retention personnel assets and organization**

Retention personnel assets that support the USAR Commander's Retention Program include ARCG Battalion Commanders, Sergeants Major, Active Guard Reserve (AGR)/TPU ARCCs, and AGR/TPU SCCC/CCCs. These support assets are:

- a. *ARCG Battalion Commanders.* Responsible to sustain USAR personnel readiness by developing, implementing, and maintaining aggressive local USAR retention programs, designed to accomplish specific goals and missions consistent with governing laws, policies, and directives.
- b. *ARCG Sergeants Major.* Serves as the senior enlisted subject matter expert (SME) for the USAR retention program and is the liaison for MSC and DRC command leadership teams concerning retention.
- c. *AGR ARCC (79V).* Soldiers are assigned to ARCG and managed by the US Army Human Resource Command (HRC), Fort Knox, KY with duty at various locations.
- d. *TPU ARCC (79V).* Soldiers are assigned to ARCG with duty at various locations.
- e. *AGR SCCC/CCC (79V).* Soldiers are assigned to MSCs and DRCs, and managed by HRC.
- f. *TPU SCCC/CCC (79V).* Soldiers are assigned to MSCs and DRCs for duty.
- g. *DARN.* TPU Soldiers are assigned at every level of command and appointed by local commander.

## **1-16. Senior Command Career Counselor/Command Career Counselor assignment, selection, and relief processing**

a. ARCG will coordinate with HRC for assignments on AGR 79V personnel to MSCs and DRCs with valid 79V positions for retention duties IAW DA Pam 611-21.

b. MSC and DRC Commanders with valid TPU 79V positions will select Soldiers for retention duties IAW DA Pam 611-21 and 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. Commanders may initiate a flagging action, request relief, reassignment, or reclassification for SCCCs/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, see AR 600-8-2.

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

(3) Processing procedures for reassignment and reclassification, see AR 600-8-11 and AR 601-280.

## **1-17. Career Counselor Badge**

Units requesting authorization for permanent wear of the Career Counselors Badge for those meeting eligibility requirements IAW AR 600-8-22 will submit a request by utilizing the Career Counselor Badge checklist through Electronic Personnel Actions Tracking (ePAT) to Commander, Army Reserve Careers Group. Unit will file in Soldier's permanent record if approved.

## **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.

#### **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 USAR Retention Program. A properly executed Sponsorship Program enhances unit readiness and retention for commanders by quickly and efficiently integrating new Soldiers, see AR 600-8-8. Everything commands do, or neglect to do, will contribute to a Soldier's decision to remain or depart the USAR.

### **Section II 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 requirements. The proper implementation of the Unsatisfactory Participant Prevention Program requires support from all levels, leverages unit and ARCG assets to document and assist with identifying underlying reasons, and to provide assistance in resolving issues

that may cause a Soldier to be absent from BA. Actions to be taken and the process for separation of unsatisfactory participants is managed by AR G-1 Personnel Management Division (PMD) policy.

#### **2-4. United States Army Reserve Command G-1 responsibilities**

The USARC G-1 will -

- a. Develop a model to identify unsatisfactory participants throughout the USAR.
- b. Provide reports to major commands indicating their unsatisfactory participant status.
- c. Provide USAR policy and guidance pertaining to personnel actions regarding unsatisfactory participants.

#### **2-5. Army Reserve Careers Group responsibilities**

The ARCG will -

- a. Provide command guidance, assistance, and oversight to assigned ARCCs in the conduct of unsatisfactory participant prevention and recovery efforts.
- b. Monitor recovery of unsatisfactory participants

#### **2-6. Major Subordinate Commands and Direct Reporting Commands responsibilities**

The MSCs and DRCs will -

- a. Manage the Unsatisfactory Participant Prevention Program to ensure compliance with USAR 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.

#### **2-7. Commander responsibilities**

The Commander will -

- a. Take all necessary actions to ensure adherence to the USAR 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 SCCC/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. First Sergeant/Senior Noncommissioned Officer responsibilities**

The 1SG/SR 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 of personnel 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 responsibilities**

The FLL will -

- a. Contact Soldiers absent from BA without a known reason and attempt to recover the Soldier during the BA.
- b. Determine reason(s) for absence and document the details of the conversation and all recovery attempts on DA Form 4856.
- 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 IAW AR 600-8-104, Chapter 3, and provided to the local ARCC and SRCC/CCC
- 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.). Documented conversations will be filed in the Soldier's local file for one year IAW this regulation.

## **2-10. Senior Command Career Counselor/Command Career Counselor responsibilities**

The SCCC/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 USAR allowable unsatisfactory participant goal.
- c. Contact Soldiers after they receive an unexcused absence and document all recovery attempts on a DA Form 4856.
- d. Document and track the status/resolution of all Soldiers who attain nine or more unexcused absences prior to conducting exit interview.
- e. Ensure Soldiers who return to battle assemblies continue to participate satisfactorily.
- f. Provide feedback to commander, 1SG/SR NCO, ARCC, and Full-Time Unit Support (FTUS) G-1/S-1 personnel on Soldiers who agree to return to battle assemblies.

## **2-11. Full-Time Unit Support G-1/S-1 responsibilities**

The FTUS G-1/S-1 personnel will -

- a. Provide administrative assistance and allow SCCC/CCC/ARCC 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/SR NCO informed on status of all identified unsatisfactory participating Soldiers in the unit.

## **2-12. Army Reserve Career Counselor responsibilities**

The ARCC will -

- a. Serve as an intervening agent to engage Soldiers before they become unsatisfactory participants.
- b. Document and track the status/resolution of all prevention efforts in the Retention Management System (RMS) and on a DA Form 4856. Provide a copy of the DA 4856 to the FTUS G-1/S-1 personnel for filing locally.
- c. 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, Soldier recommended for transfer to another TPU, or Soldier recommended for discharge, etc.).
- d. Understand that the discharge and transfer authority remains with commander of unit that Soldier is assigned.

## **Section III**

### **Reenlistment and Extension**

#### **2-13. Reenlistment and Extension Program**

Strength maintenance in the USAR 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 USAR. All USAR reenlistments and extensions are completed using RMS. Personnel performing an interview 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. AR 140-111 provides overall responsibilities for reenlistments and extensions, below are USAR specific responsibilities.

#### **2-14. United States Army Reserve Command G-1 responsibilities**

The USARC G-1 will -

- a. Develop a reenlistment model identifying Soldiers eligible for reenlistment throughout the USAR.
- b. Develop and issue a reenlistment mission in compliance with the USAR requirements.
- c. Coordinate, communicate and provide monthly updates to HQDA on the numbers of USAR reenlistments.
- d. Develop and publish the SRIP to include the identification of reenlistment bonuses for USAR Soldiers.

#### **2-15. Army Reserve Careers Group responsibilities**

The ARCG will -

- a. Distribute and issue annual reenlistment missions to all subordinate battalion commands.
- b. Report the number of reenlistments monthly to USARC G-1.
- c. Provide status reports of the numbers of reenlistments to USAR MSC/DRC commanders as required.

#### **2-16. Major Subordinate Commands and Direct Reporting Commands responsibilities**

The MSCs and DRCs will -

- a. Manage the reenlistment and extension program to ensure compliance with USAR 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**

The Commander will -

- a. Take all necessary actions to maximize the reenlistment and extension of eligible Soldiers in their unit to meet the USAR requirements.
- b. Enforce Soldier counseling by unit leadership, FLL, 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.

#### **2-18. First Sergeant/Senior Noncommissioned Officer responsibilities**

The 1SG/SR NCO will -

- a. Assess counseling skills and success of FLLs, DARNs, 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 ARCG 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. Senior Command Career Counselor/Command Career Counselor responsibilities**

The SCCC/CCC 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 ARCG 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 SCCC/CCC positions can be obtained in the 79V PDM located at the ACT website (<https://actnow.army.mil/>).

## **2-20. Full-Time Unit Support G-1/S-1 responsibilities**

The FTUS G-1/S-1 personnel will -

- a. Provide administrative assistance to the DARN, SCCC/CCC, and ARCC in support of maximizing reenlistment and extension of eligible unit Soldiers.
- b. Allow DARN, SCCC/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. Army Reserve Career Counselor responsibilities**

The ARCC assists units and will -

- a. Determine 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 DA Form 7776 available in RMS for all Soldiers, at a minimum, upon assignment to unit, 13 months and four months prior to ETS to identify and correct any deficiencies prohibiting the Soldier from reenlisting. Provide the completed worksheet to the commander and DARN as needed and explain deficiencies.
- e. Review DA Form 7776 during the "four months prior to ETS" interview.
- f. Coordinate reenlistment and extension ceremonies.
- g. Ensure proper distribution of reenlistment/extension contracts are made IAW ARCG procedures (digital copies sent to chain of command) and MSC and DRC 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 PDM located on the ACT website (<https://actnow.army.mil/>).

## **Section IV Career Counseling**

### **2-22. Career Counseling General**

The unit commander is responsible for providing life-cycle career counseling IAW the policies and procedures of this and other applicable regulations. The ARCC advises Soldiers of the benefits and incentives for continued service in the USAR 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 located at the unit throughout the implementation of a unit's retention program.

### **2-23. Commander and unit leadership responsibilities**

The commander and other unit leaders will conduct required retention interviews (telephonic or in person) utilizing DA Form 4856, IAW AR 140-111, Table 1-1-

- a. Initial interviews for newly assigned Soldiers.
- b. Reenlistment, career, and professional development counseling.
- c. Exit counseling.
- d. First unexcused absence in support of unit Soldier accountability.

### **2-24. First Line Leader responsibilities**

The FLL will -

- a. Conduct initial and annual interviews IAW AR 140-111, Table 1-1, to establish and review job performance, career goals, and encourage a future favorable decision to reenlist during the required interviews IAW AR 140-111, Table 1-1.
- b. Contact Soldiers after first and subsequent unexcused absences from BA (telephonic or in person) and document results on DA Form 4856.
- c. Maintain a copy of the counseling forms, and DA Form 4856. The FLL's records will be destroyed once a Soldier transfers, separates, or retires.
- d. Provide a copy of all counseling forms after each event to the 1SG/SR NCO, unit administrator, DARN, CCC, or ARCC, to be maintained in a Soldier's local file located at the unit.

### **2-25. Duty Appointed Retention Noncommissioned Officer responsibilities**

The DARN will -

- a. 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. Army Reserve Career Counselor responsibilities**

The ARCC is the career counselor for all Soldiers assigned to a unit and will -

- a. Conduct initial interviews and reenlistment counseling for Soldiers within 13 months and 4 months of ETS (see AR 140-111 table 1-1).
- b. Validate newly gained Soldier's military service obligation (MSO), TPU and contractual ETS dates, enlistment, reenlistment, and extension documents.
- c. Provide incentive program and benefit counseling for all assigned Soldiers.
- d. Track attendance of assigned Soldiers 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 TPU status of the USAR. 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. Provide assistance in warrant/officer and AGR opportunities.
- h. Assist Soldiers with transferring to other units.

### **2.27. Career counseling for pre-deployment**

When a unit receives a Warning Order (WARNO) for mobilization, the retention personnel will ensure all Soldiers deploy with a current and valid contract. Pre-deployment activities are strenuous on all personnel and the G-1/S-1 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 DA Form 7776 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 or extension based on their contractual expiration term of service and their MSO.
- e. Summarize and provide feedback to the commander and unit leadership.

## **Section V**

### **Incentives and Education Programs**

#### **2-28. Incentives and Education Programs General**

The SRIP and education programs are described in AR 621-202, AR 601-210, AR 621-5, and USAR Pam 37-1. Headquarters, Department of the Army (HQDA) provides policy to USARC G-1 and ARCG.

#### **2-29. United States Army Reserve Command G-1 responsibilities**

The USARC G-1 will -

- a. Provide support and supervise administration of incentives and education programs at the MSC and DRC IAW AR 621-5, AR 601-210, and DA guidance.
- b. Provide MSCs and DRCs 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. Process exceptions to policy concerning incentive and education programs.

#### **2-30. Army Reserve Careers Group responsibilities**

The ARCG Reenlistment, Incentives, and Policy (RIP) Section will -

- a. Ensure the RMS is updated to reflect the current guidance concerning eligibility for incentives.
- b. Perform quality control checks on every retention action to verify eligibility.
- c. Establish local rules of engagement for Career Counselors on how incentives are processed.

#### **2-31. Major Subordinate Commands and Direct Reporting Commands responsibilities**

The MCSs and DRCs will -

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

- d. Conduct climate assessment visits to subordinate units to assess Soldier awareness and use of educational programs within their command and/or region.
- e. Establish rapport and professional relationships with all community educational institutions.
- f. 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).

### **2-32. Senior Command Career Counselor/Command Career Counselor responsibilities**

The SCCC/CCC will -

- a. Act as the command's point of contact for the SRIP for their command.
- b. Publicize SRIP through command channels and bulletin boards.
- c. Validate Soldier SRIP eligibility.
- d. Conduct training with FTUS personnel that encompasses SRIP.
- e. Conduct subordinate unit visits to validate program information, distribution, and awareness of programs by individual Soldiers.

### **2-33. Full-Time Unit Support G-1/S-1 responsibilities**

The FTUS G-1/S-1 personnel will -

- a. Complete DD Form 2384-1 Notice of Basic Eligibility (NOBE), at the time Soldier becomes eligible for the Montgomery GI Bill (MGIB).
- b. Review/process all Exception to Policy requests for incentive eligibility to the USARC G-1 Incentives Team.
- c. Process all accession and affiliation incentives payment requests via Reserve Incentive Management Subsystem (RIMS).

### **2-34. Duty Appointed Retention Noncommissioned Officer responsibilities**

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.

### **2-35. Army Reserve Career Counselor responsibilities**

The ARCC will -

- a. Determine SRIP eligibility based on enlistment, reenlistment, or extension documents and Soldier records.
- b. Utilize RMS to complete and produce DA Form 7776 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 a copy to be filed in the Soldier's local file at the unit.

## **Section VI**

### **Retention Awareness Program**

#### **2-36. Retention Awareness Program**

The USAR Retention Awareness Program is designed to increase the visibility and presence of the USAR through marketing and promotional items. The goal of this program is to enhance retention of USAR Soldiers.

## 2-37. Retention Awareness Items

As part of the Retention Awareness Program, commanders, SCCCs/CCCs/ARCCs, and DARNs have numerous publications, videos, and awareness items available 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 program 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.

## 2-38. Responsibilities

a. The ARCG manages Accessions Distribution Center (ADC) accounts for ARCG personnel, ensures that Army Reserve Center users are authorized access to the ADC, and monitors the effectiveness of publicity items and recommends items for future use. In addition, ARCG is responsible for providing essential advertising/promotional support to enhance retention efforts by coordinating with -

- (1) U.S. Army Accessions Command (USAAC) to ensure availability of publicity items.
- (2) HQDA, Deputy Chief of Staff, G-1 (DCS, G-1) for nationally distributed advertising affecting the total Army.
- (3) USAREC for USAR recruiting program and advertising awareness actions.
- (4) National Committee for Employer Support of the Guard and Reserve (NCESGR) for published matter and materials related to Employer Support of the Guard and Reserve (ESGR).
- (5) Army Reserve Strategic Communications for all matters relating to public information, public affairs, and community relations for the USAR on a national basis. The USAR Retention Publicity Items (RPIs) will be requested through Army Reserve Strategic Communications by ARCG.

b. Commanders at all levels must ensure effective control measures are in place to guarantee that retention awareness or incentive items ordered from the ADC are not wastefully distributed or used for purposes other than raising awareness or publicizing the Army Reserve.

c. All Army Reserve Centers have a valid ADC account. The ARCCs are the key personnel authorized to access items ordered through the ADC. Items ordered are authorized for distribution only as they enhance or encourage retention of unit personnel.

d. Units will -

- (1) Obtain RPIs through the career counselor that supports the unit and display items in a high traffic area within the Reserve center.
- (2) Maintain a retention bulletin board that includes, at a minimum-
  - (a) Current USAR SRIP list.
  - (b) Post appointment notification of unit DARNs and their location.
  - (c) ESGR information.
  - (d) Education and MGIB information.
  - (e) DANTES testing information and a list showing where testing is available.
  - (f) Relocation information and procedures.
  - (g) Interview schedules for current and upcoming month's BA.
  - (h) TPU Warrant Officer Program information.
  - (i) Advancement/promotion information.
  - (j) Retention point of contact list (AGR, TPU, and DARN) that support the center.
  - (k) Officer Accessions information.
  - (l) ACT and PDM information.
- (3) Ensure all Soldiers are aware of and understand what is available on the bulletin board.

e. All personnel throughout the Army Reserve provide feedback on pre-existing items or make recommendations to ARCG through supporting battalion command leadership for new items. Locally procured items are not authorized through the ADC.

## **2-39. Recruitment and Retention Recognition Items**

Commanders must follow current DA policy guidance with respect to recognition items for recruitment and retention purposes. Current policy applies to recognition items that are procured and distributed IAW 10 USC 2261 and does not apply to existing programs under which appropriated funds are used to purchase unit promotional items (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 an all-inclusive list), hats, mugs, shirts, jackets, and pens with the unit'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. General Overview**

In addition to source documents, there are various data systems that are utilized when performing retention duties. These systems require user registration and only authorized individuals will be granted access.

### **3-2. Regional Level Application Software (RLAS)**

Through the use of RLAS, a unit commander and FTUS G-1/S-1 can obtain current personnel information, rosters, suspenses, and other local use reports. Instructions and explanations are located in the RLAS website <https://RLAS8/>. Permission to access RLAS is required and every unit has authorized users (HR NCO, Unit Administrator, training NCO, etc.).

### **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, a unit can verify a gain through either RLAS or the Individual Training Readiness System (ITRS).

### **3-4. Reserve Components Manpower System (RCMS)**

The RCMS portal houses a suite of products to support Army Reserve G-1 strength readiness, strength management, and Soldier services missions.

### **3-5. Commander's Strength Management Module (CSMM)**

CSMM is a module within RCMS used by unit leadership and staff at all levels to manage and track unit and personnel readiness. CSMM contains information derived from Total Army Personnel Database - Reserve (TAPDB-R) data specifically related to personnel readiness and is critical to fully perform retention duties.

### **3-6. USAR Retention Management Software (RMS)**

a. The RMS is a tool in 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 IRR to 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.

### **3-7. Reserve Incentives Management Subsystem (RIMS)**

RIMS is a module within RCMS used by USARC G-1, the USAR Pay Center, Units, and Soldiers to manage USAR Incentives. Units and Soldiers can use RIMS to track incentives and resolve payment problems. RIMS reduces the need for manual incentive payments and allows Soldiers to submit bonus inquiries through the RCMS Self Service Portal.

## **Chapter 4**

### **Army Reserve Career Counselor Improprieties, Policies, and Procedures**

#### **Section I**

##### **General**

#### **4-1. Purpose**

All ARCCs must consistently demonstrate high standards of professional conduct. This chapter prescribes the standards of conduct required for all MOS 79V duty positions. The term "ARCC" encompasses all 79V duty positions to include those MOS 79V personnel assigned to MSCs as Command Career Counselors (SCCC/CCC).

#### **4-2. Authority**

a. The ARCG commander has command authority over ARCG ARCCs. The MSC commander has command authority over SCCC/CCCs in their respective commands.

b. An ARCG Battalion Commander has the authority to initiate investigations and temporarily suspend (and/or reinstate) personnel from ARCC status pending final adjudication of an allegation.

#### **4-3. Responsibilities**

All allegations of improprieties or suspected improprieties must be reported to the ARCG or MSC commander.

a. Battalion Commanders will -

(1) Regularly evaluate the quality of their force while assessing training needs and mission success.

(2) Implement appropriate procedures to ensure compliance with appropriate regulatory guidance.

(3) Ensure allegations of misconduct or improprieties are addressed.

(4) Monitor the progress of the investigation.

(5) Seek legal review.

(6) Make recommendations on improprieties or suspected improprieties to the ARCG Commander or MSC Commander.

(7) Ensure appropriate remedial or disciplinary action is taken. For example:

(a) Developmental counseling.

(b) Suspension of favorable personnel actions.

- (c) Memorandum of reprimand/admonishment.
  - (d) Terminate from Career Counselor duties with concurrent termination of Special Duty Assignment Pay (SDAP).
  - (e) Bar to continued service.
  - (f) Reclassification and withdrawal of MOS 79V.
  - (g) Non-judicial punishment under UCMJ.
  - (h) Adverse administrative action.
  - (i) Judicial punishment under UCMJ.
- b. ARCG Commander or MSC Commander will -
- (1) Regularly evaluate the quality of their force while assessing training needs and mission success.
  - (2) Implement appropriate procedures to ensure compliance with appropriate regulatory guidance.
  - (3) Ensure allegations of misconduct or improprieties are addressed.
  - (4) Monitor the progress of the investigation.
  - (5) Seek legal review.
  - (6) Recommend disposition to chain of command.
  - (7) Ensure appropriate remedial or disciplinary action is taken. For example:
    - (a) Developmental counseling.
    - (b) Suspension of favorable personnel actions.
    - (c) Memorandum of reprimand/admonishment.
    - (d) Terminate Career Counselor duties with concurrent termination of Special Duty Assignment Pay (SDAP).
    - (e) Bar to continued service.
    - (f) Reclassification and withdrawal of MOS 79V.
    - (g) Non-judicial punishment under UCMJ.
    - (h) Adverse administrative action.
    - (i) Judicial punishment under UCMJ.
- c. The ARCG Commander will make recommendations on improprieties or suspected improprieties and forward IAW USARC policy and regulation.

## **Section II**

### **Army Reserve Career Counselor Reassignment or Relief**

#### **4-4. Purpose**

This section defines reasons for reclassification or immediate relief of ARCCs who demonstrate substandard performance. It applies to all personnel assigned to 79V duty positions. Failure to comply with this section may subject Soldiers to adverse administrative actions.

#### **4-5. Grounds and criteria for reclassification**

The ARCG/MSC Commander may recommend the involuntary reclassification and/or reassignment of ARCCs whose performance does not meet retention standards. The ARCCs may be considered for involuntary reclassification either as unqualified, ineffective, or unsuitable at any time or upon completion of stabilization. The provision for involuntary reassignment applies to all ARCCs. These procedures do not apply to ARCCs who have been relieved-for-cause but are not being involuntarily reassigned.

a. Involuntary reassignment as unqualified or ineffective will be requested only after a determination that adequate assistance, training, supervision, and counseling, or medical rehabilitation will not be or was not effective to correct inadequacies.

b. The requirement for remedial training, assistance, and counseling procedures specified for ineffective or unqualified ARCCs is not applicable to recommendations for the involuntary reassignment of unsuitable ARCCs except as indicated in paragraph 4-8.

c. The potential adverse impact on the career of ARCCs recommended for reassignment for cause (ineffective or unsuitable) in terms of future promotions, reenlistment, assignments, and active duty tenure must be considered; therefore, commanders will ensure that individuals recommended for reassignment receive fair and equitable treatment.

#### **4-6. Unqualified Army Reserve Career Counselor**

An ARCC's reassignment as unqualified is without prejudice. It does not entail the potential adverse career impact as do unsuitable or ineffective reassignments. The ARCCs may be identified as unqualified for the following reasons:

a. Unable to accomplish duties due to physical or medical limitations, not the result of misconduct. Reports of medical evaluation prepared by a physician assigned or employed by any military or other federal government facility must be enclosed to justify requests for reassignment. Personnel will not be reattached based on temporary medical conditions that are expected to be resolved within a reasonable time, normally 120 days or less.

b. Incur a financial hardship that results directly from their assignment and does not involve mismanagement of personal income. Statements that compare personal income against validated obligations will be enclosed to justify these requests.

c. When a spouse or family member becomes involved in unfavorable incidents that impair the ARCC's performance of duty or reputation in civilian communities. These requests must be justified by sufficient documentation of unfavorable incidents.

d. Loss of access to appropriate computer systems (i.e. loss of appropriate level of security clearance), to perform daily duties.

#### **4-7. Ineffective Army Reserve Career Counselor**

An ARCC may be identified as ineffective for the following reasons:

a. Failure to respond to training, performance counseling, and other guidance. Statements that support the ARCC's failure to respond and evidence of counseling must support these requests. Ineffective relief candidates require ARCC skills evaluation with counseling and training. These critical evaluations must be initiated and continued every 30 days for 90 consecutive days. Training and counseling associated with these evaluations must be clearly documented. The chain of command may determine the above evaluations cannot be accomplished due to weak or nonexistent training, or to poor leadership, then rehabilitative transfers should be considered.

b. Failure to attain or sustain assigned missions; unsatisfactory performance according to established objectives and standards; or failure to develop the necessary ability to be a successful ARCC. Objective evidence of mission failure and statements that show remedial performance counseling must support these requests.

c. Failure to attain or sustain adequate knowledge of regulations, programs, policies, and procedures related to retention. This includes, but is not limited to, repeated retention errors during reenlistment processing that do not constitute improprieties. The supporting documentation must clearly establish that training, performance counseling, or other guidance would not likely prevent continued mistakes.

d. Failure to train subordinates; attain or sustain area standards; or failure to demonstrate the necessary leadership and supervisory skills to be a successful Area Leader, SCCC, or Officer Accessions Noncommissioned Officer in Charge (NCOIC).

#### **4-8. Unsuitable Army Reserve Career Counselor**

An ARCC may be identified as unsuitable for any of the following reasons:

a. Commission of improper practices that violate federal, state, or local law, DOD, DA, or USAR regulations, directives or policies. Evidence of specific practices must accompany requests for reassignment and must be processed through the ARCG/MSA Staff Judge Advocate Office. Additionally, evidence of disciplinary or administrative actions taken against the Soldier or considerations which countered such actions must be provided.

b. Failure to maintain acceptable standards of conduct, to include involvement in unfavorable incidents or commission of acts which adversely reflect on the Army and the Soldier and which

violate civil law or UCMJ. Description and evidence of specific incidents and/or acts must support these requests. Either evidence of disciplinary or administrative action taken against the Soldier or considerations which countered such actions must be provided with these requests.

c. Failure to maintain acceptable standards of personal appearance, including maintenance of physical fitness and weight standards IAW AR 600-9. Documentary evidence of specific deficiencies and remedial action taken to correct the Soldier's inadequacies must be provided.

d. A failure to pay just debts after proper counseling or evidence of financial hardship on family members that can only be alleviated or remedied by reassignment from retention duty, must be demonstrated. The impact of financial mismanagement on an ARCC's reputation in the civilian communities where they reside and perform duty should be reported. Statements that compare personal income with liabilities must accompany these requests.

#### **4-9. Suspension of Army Reserve Career Counselors from duty**

a. Suspension from duty is the removal of an ARCC from all contact with Soldiers for reenlistment, transition, or transfer and from the processing of any documentation required for mission accomplishment. The provision for suspension exists to prevent recurrence of incidents of impropriety and misconduct involving ARCCs and to minimize the adverse impact such incidents or suspected incidents have on the public image of the US Army.

b. The Battalion Commander is authorized to suspend retention personnel within their respective commands who are suspected of improper retention practices or who are identified as unsuitable, according to the criteria specified in paragraph 4-8. In impropriety cases, ARCCs normally will not be suspended unless the Battalion Commander intends to recommend relief. Normally, an ARCC identified as unqualified or ineffective under paragraph 4-6 or 4-7 will not be suspended but will continue to perform retention duties pending involuntary reassignment. The SDAP will not be terminated prior to departure for individuals being reattached unless suspension is directed as an exception to policy. However, on a case-by-case basis, ARCCs identified as unqualified or ineffective may be suspended by the Battalion Commander, provided detailed justification is forwarded through command channels with the reassignment action.

c. Suspended ARCCs are not entitled to SDAP because they are removed from their retention duties. Termination of SDAP is effective on the date of suspension. Accordingly, commanders must review each case thoroughly prior to suspension to ensure that the basis for the action is adequate. When an ARCC is suspended, he or she must be notified in writing, both of the basis for the suspension and of the action to terminate SDAP IAW AR 614-200. The ARCC will be given the chance to rebut the proposed action and provide statements on his or her behalf.

d. Commanders imposing suspension will refer to AR 600-8-2 to determine when submission of DA Form 268 is required.

#### **4-10. Reinstatement to duty**

a. For cases of involuntary reassignment, except for improprieties, authority is delegated to each commander to reinstate suspended personnel to duty where investigated allegations and/or the proposed basis for the involuntary reassignment is adequately refuted by an individual's rebuttal or by objective evidence provided by the chain of command. Prior to taking any action to reinstate an individual to duty, the commander will obtain a legal review.

b. Authority is delegated to each commander to reinstate suspended personnel in cases of alleged retention improprieties where the allegations made against them are adequately refuted by rebuttal or by information provided by the chain of command. Legal review will be obtained prior to reinstatement.

c. A letter of notification will be furnished to the ARCC concerned when reinstatement is approved. The letter of notification will provide the effective date of the reinstatement, if different from the date of the basic letter. The ARCC's SDAP will be reinstated effective the date of reinstatement to the special duty assignment, provided all other eligibility requirements are met per AR 614-200.



#### **4-11. Grounds and criteria for immediate relief from Army Reserve Career Counselor duties**

Commanders should consider relief of ARCC personnel IAW AR 623-3 or DA PAM 623-3 under the following circumstances:

- a. Violations of regulations or directives committed in order to obtain a reenlistment, transition, incentive, or transfer agreement of a person not qualified.
- b. Failures to maintain standards of professional, personal, and moral conduct, resulting in:
  - (1) A General Officer memorandum of reprimand.
  - (2) UCMJ/Article 15 action or a court-martial conviction.
  - (3) Civilian court conviction for any offense that indicates questionable moral character.
  - (4) Imposition of a Bar to continued service.
  - (5) Failure of 79V Course.

#### **4-12. Relief procedures**

The ARCC determined to be unfit, unsuitable, and/or unwilling to accomplish the mission or fulfill their responsibilities, will be relieved and reassigned by the appropriate commander. If relief action is warranted, the supervisory chain must:

- a. Determine whether an investigation or inquiry should be initiated under the provisions of AR 15-6.
- b. Formally counsel the Soldier, in writing, regarding their intentions.
- c. Recommend suspension of favorable personnel actions (flag) IAW AR 600-8-2.
- d. Suspend the Soldier from all RT duties, functions, and responsibilities.
- e. Recommend termination of SDAP IAW AR 614-200.
- f. Initiate a Relief-for-Cause OER/NCOER IAW AR 623-3 or DA PAM 623-3.
- g. Initiate reassignment of a Soldier relieved-for-cause.
- h. Initiate DA form 4187 (Request for Personnel Action), requesting reassignment through the chain of command to Commander, USAHRC (AHRC-AR), 1600 Spearhead Division Avenue, Fort Knox, KY 40121-5001.

### **Section III**

#### **Allegations, Improprieties, and Specific Prohibitions**

#### **4-13. Allegations and improprieties defined**

- a. Allegations are defined as credible information from any source, either verbally or in writing, that alleges an impropriety.
- b. Improprieties include any of the following:
  - (1) Acts or omissions in violation of law or regulation with the intent to circumvent quality control procedures resulting in the reenlistment, transfer, or transition of a person not qualified.
  - (2) Acts or omissions in violation of law or regulation with the intent to entice a person to reenlist or transition for a program which they do not qualify, or to promise eligibility for an incentive or entitlement (Montgomery GI Bill (MGIB), SRIP, SLRP), for which the person is not eligible.
  - (3) Acts or omissions in violation of law, regulation, or policy resulting in a fraudulent, erroneous, or defective reenlistment or transfer.

#### **4-14. Specific prohibitions**

The following is a non-exclusive list of violations of professional and personal conduct required for ARCCs. Violations shall be addressed with appropriate remedial measures as specified in paragraph 4-3 above:

- a. Violation of standards of military discipline and personal conduct.
  - (1) It is mandatory that ARCC personnel possess and present the highest degree of professionalism on and off duty.
  - (2) ARCC personnel will not conduct themselves in a manner that minimizes the standards of conduct required of all Soldiers and as prescribed by DoD 5500.7-R, Joint Ethics Regulation.

This regulation provides military personnel with guidance on a multitude of ethical issues including the avoidance of conflicts of interests between their commercial/financial interest and their official duties.

b. False documents. All ARCCs -

(1) Will not falsify, assist in falsifying, knowingly use any false documents and/or information, or intentionally omit any material when processing a Soldier for transition, reenlistment, incentives and entitlements, entry on active duty as an AGR Soldier or entry into the Officer Program.

(2) Will not use documents containing false information during processing, including documents bearing false or unauthorized signatures.

c. Pre-signed forms and false certification. All ARCCs -

(1) Will not pre-sign nor have a Soldier pre-sign any blank or incomplete form that results in the transition process.

(2) Will not sign or have the Soldier sign a DA form 4187 to transfer the Soldier from the IRR to the SELRES without first completing sections III and IV of the form.

(3) Will, under no circumstances, process an IRR to SELRES transfer without the Soldier's consent.

d. Medical improprieties/prohibition/violations. All ARCCs -

(1) Are prohibited from concealing, assisting in the concealment, or advising a Soldier to conceal any relevant medical information, whether or not disqualifying.

(2) Are prohibited from giving or advising Soldiers to use any pharmaceutical product, medicine, or remedy, whether controlled, prescribed, or sold over the counter for the purpose of meeting transitioning requirements.

e. Misrepresentation and coercion. All ARCCs -

(1) Will not knowingly mislead or misinform a prospect regarding any aspect of processing, entitlements, benefits, or other aspects of the Army so the Soldier would decide to reenlist, transition from IRR to SELRES, assess into the AGR program or the officer program.

(2) Will not give false promises of eligibility for any incentive or entitlement or an AGR accession specific station of choice.

f. Prospecting improprieties.

(1) Prospecting is limited to the ARCC's geographical boundary as designated by the chain of command. A Soldier's home address that appears on available systems is used to determine prospecting and processing eligibility criteria. Mail outs are limited to the accessible Soldiers on available systems or other resources not to exceed the ARCC's geographical boundaries.

(2) Confrontations between ARCCs over the geographical boundaries for processing individuals for assignment are strictly prohibited. Boundary arbitration shall be resolved at the Area Leader level within the ARCG BN.

## **Section IV**

### **Processing Allegations of Improprieties**

#### **4-15. General**

This section prescribes procedures for the reporting, processing, investigation, and disposition of impropriety allegations.

a. The Battalion Commander may investigate credible allegations of impropriety using informal investigation procedures under the provisions of AR 15-6. If -

(1) An allegation is not substantiated; no further action should be taken.

(2) An allegation is substantiated, the commander will -

(a) Report the results to the chain of command for appropriate action.

(b) Inform ARCG/MSC Commander of the substantiated allegation.

b. If the situation warrants, the ARCC involved will be suspended from ARCC duties and directly report to a duty location specified by the chain of command pending final disposition of the case. This action may necessitate suspension of SDAP IAW AR 614-200.

c. If the Battalion Commander has determined that the allegation warrants investigation, flagging action should be taken IAW AR 600-8-2.

**4-16. Investigation reporting guideline**

Investigations will be completed and reported IAW AR 15-6.

**4-17. Final disposition of substantiated cases**

Once final determination is made -

- a. Document the investigation IAW AR 15-6.
- b. Report the results to the chain of command.
- c. Inform ARCG/MSC Commander of the investigation results.
- d. Ensure involved ARCCs receive proper notice and due process as required by law or regulation.

## **Appendix A**

### **References**

Unless otherwise indicated, all USAR publications and forms are available on the USAR Publications Website (<https://xtranet/usarc/g1/pubs/SitePages/Home.aspx>; DA publications and forms are available on the Army Publications Directorate website (<https://armypubs.army.mil/>); DoD publications and forms are available on the Office of the Secretary of Defense website (<https://www.esd.whs.mil/Directives/forms/>).

### **Section I**

#### **Required Publications**

AR 15-6

Procedures for Administrative Investigations and Boards of Officers (Cited in para 4-12a.)

AR 25-400-2

The Army Records Information Management System (ARIMS) (Cited in para 1-5.)

AR 135-178

Enlisted Administrative Separations (Cited in para 1-11c(2).)

AR 140-111

U.S. Army Reserve Reenlistment Program (Cited in para 1-10q.)

AR 600-8-2

Suspension of Favorable Personnel Actions (FLAG) (Cited in para 1-16c(1).)

AR 600-8-8

The Total Army Sponsorship Program (Cited in para 1-11c(3).)

AR 600-8-11

Reassignment (Cited in para 1-16c(3).)

AR 600-8-22

Military Awards (Cited in para 1-17.)

AR 600-9

The Army Body Composition Program (Cited in para 4-8c.)

AR 600-8-104

Army Military Human Resource Records Management (Cited in para 2-9c.)

AR 601-210

Regular Army and Reserve Components Enlistment Program (Cited in para 2-28.)

AR 601-280

Army Retention Program (Cited in 1-16c(3).)

AR 614-200

Enlisted Assignments and Utilization Management (Cited in para 4-9c.)

AR 621-202

Army Educational Incentives and Entitlements (Cited in para 2-28.)

AR 621-5  
Army Continuing Education System (Cited in para 2-28.)

AR 621-5  
Army Continuing Education System (Cited in para 2-28.)

AR 623-3  
Evaluation and Reporting System (Cited in para 1-16c(2).)

AR 635-200  
Active Duty Enlisted Administrative Separations (Cited in para 1-11c(2).)

USAR Pamphlet 37-1  
Defense Joint Military Pay System – Reserve Component (DJMS-RC) Procedures Manual (Cited in para 2-28.)

DA Pam 25-403  
Guide to Recordkeeping in the Army (Cited in para 1-5.)

DA Pam 611-21  
Military Occupational Classification and Structure (Cited in para 1-16a.)

DA Pam 623-3  
Evaluation and Reporting System (Cited in para 1-16c(2).)

10 USC 2261  
Presentation of recognition items for recruitment and retention purposes (Cited in para 2-39.)

## **Section II**

### **Related Publications**

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

Unless otherwise indicated, all USAR publications and forms are available on the USAR Publications Website (<https://xtranet/usarc/g1/pubs/SitePages/Home.aspx>); DA publications and forms are available on the Army Publications Directorate website (<https://armypubs.army.mil/>); DoD publications and forms are available on the Office of the Secretary of Defense website (<https://www.esd.whs.mil/Directives/forms/>);

AR 25-22  
The Army Privacy Program

AR 25-55  
The Department of the Army Freedom of Information Act Program

AR 40-501  
Standards of Medical Fitness

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

AR 135-100  
Appointment of Commissioned and Warrant Officers of the Army

AR 135-200  
Active Duty for Missions, Projects, and Training for Reserve Component Soldiers

AR 140-1  
Mission, Organization, and Training

AR 140-10  
Assignments, Attachments, Details, and Transfers

AR 140-145  
Individual Mobilization Augmentation Program

AR 220-1  
Army Unit Status Reporting and Force Registration-Consolidated Policies

AR 600-8-10  
Leaves and Passes

AR 600-8-105  
Military Orders

AR 600-20  
Army Command Policy

AR 601-208  
The Army Brand and Marketing Program

AR 640-30  
Official Army Photographs

AR 670-1  
Wear and Appearance of Army Uniforms and Insignia

DA Pam 601-6  
Warrant Officer Procurement Program

DA Pam 600-25  
U.S. Army Noncommissioned Officer Professional Development Guide

FM 6-22  
Leader Development

FM 7-22  
Army Physical Readiness Training

DODI 1205.22  
Employer Support of the Guard and Reserve (ESGR)

## **Prescribed Forms**

Unless otherwise indicated, all USAR publications and forms are available on the USAR Publications Website (<https://xtranet/usarc/g1/pubs/SitePages/Home.aspx>); DA publications and forms are available on the Army Publications Directorate website (<https://armypubs.army.mil/>); DoD publications and forms are available on the Office of the Secretary of Defense website (<https://www.esd.whs.mil/Directives/forms/>);

USAR Form 62

Sponsor's Guide and In Processing Checklist (Prescribed in para 1-11c(3).),

## **Section IV**

### **Related Forms**

Unless otherwise indicated, all USAR publications and forms are available on the USAR Publications Website (<https://xtranet/usarc/g1/pubs/SitePages/Home.aspx>); DA publications and forms are available on the Army Publications Directorate website (<https://armypubs.army.mil/>); DoD publications and forms are available on the Office of the Secretary of Defense website (<https://www.esd.whs.mil/Directives/forms/>);

DA Form 268

Report to Suspend Favorable Personnel Actions (FLAG)

DA Form 2028

Recommended Changes to Publications and Blank Forms

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

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 5261-4

Student Loan Repayment Program Addendum

DA Form 5435

Statement of Understanding – The Selected Reserve Montgomery GI Bill (10 USC Chapter 1606)

DA Form 5447

Officer Service Agreement Selected Reserve Educational Assistance Program

DA Form 7776

Army Reserve Reenlistment Eligibility Worksheet

DD Form 4

Enlistment/Reenlistment Document Armed Forces of the United States

DD Form 214  
Certificate of Release or Discharge from Active Duty

DD Form 368  
Request for Conditional Release

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

DD Form 2923  
Privacy Act Data Cover Sheet



## **APPENDIX B**

### **Sample Unit Retention Standard Operating Procedures (SOP)**

DEPARTMENT OF THE ARMY  
[UNIT NAME] SOP 140-1  
(Address of [UNIT NAME])  
1 January 2019

#### **Unit Retention Standard Operating Procedures (SOP)**

1. Applicability. This SOP applies to all personnel in the [UNIT NAME].
2. The [UNIT NAME] will use AR 140-111, USAR Regulation 140-6, and [Higher headquarters reg, SOP or policy] (TAB A), as the basis for its Retention SOP.
3. The following administrative procedures apply to personnel of the [UNIT NAME] as indicated:
  - a. Sponsorship and In Processing. The sponsorship program is implemented on notification of newly assigned Soldiers IAW AR 600-8-8, The Total Army Sponsorship Program, and the Army Career Tracker Sponsorship portal (<https://actnow.army.mil/>).
    - (1) Upon receipt of the REQUEST Gains Report indicating that a new Soldier has been assigned (or orders attaching the Soldier), the UA distributes copies to the commander, 1SG, DARN, platoon sergeant, and sponsor. File the original REQUEST Gains Report or orders in the Soldier's Military Personnel File (MPF).
    - (2) The 1SG assigns a trained sponsor IAW with AR 600-8-8. The sponsor selected is from the new Soldier's platoon and similar grade. Same grade is preferred.
    - (3) The UA mails a welcome letter (TAB E) to the new Soldier within 3 working days of notification of a newly assigned Soldier. The letter is printed as an original for each new Soldier. The letter will include the following enclosures:
      - (a) Map to the unit (TAB E).
      - (b) Current Fiscal Year (FY) BA and AT schedule (TAB E).
      - (c) Key personnel telephone list (TAB E).
    - (4) Make four copies of the welcome letter. Distribute the original and enclosures to the new Soldier, mail a copy without enclosures to the sponsor and First Line Leader (FLL). Place a copy on the 1SG's desk and file a copy IAW ARIMS.
    - (5) The sponsor personally provides the unit welcome packet to the new Soldier upon arrival at the first BA. The packet includes:
      - (a) Retention publicity items (RPI) 460, Army Reserve Sponsorship Welcome Folder (copy of folder face is at TAB F).
      - (b) USAR Form 62, Sponsor's Guide and In Processing Checklist, with a copy of the unit's unique in-processing requirements sheet (TAB F).
      - (c) Unit history sheet (TAB F).
      - (d) A list of general military standards (TAB F).
      - (e) Employment rights for Reservists (TAB F).
      - (f) Current RPIs that are available and appropriate.

(g) DA Form 5435-R, Statement of Understanding, Selected Reserve Education Assistance Program (TAB M) for the Montgomery GI Bill.

(h) Fact sheet describing SGLI, PX and commissary privileges, and other benefits available.

(6) After receiving a copy of the welcome letter and new Soldier notification information sheet, the sponsor--

(a) Telephonically contacts the new Soldier. If the phone contact is unsuccessful, mail the Soldier a note and notify unit chain of command.

(b) Advise the new Soldier about the BA schedule and uniform (or when he/she can expect to receive uniforms (normally 60 days after requisition)). Ask if the Soldier needs transportation to the first BA. Coordinate with the Soldier where to meet upon arrival at the Reserve Center prior to formation.

(c) Escorts the new Soldier to the 1SG's office immediately after Saturday morning formation for initial orientation and ensure that in-processing will begin immediately. The 1SG reviews the welcome packet with the new Soldier and solicits questions, e.g., why the Soldier joined the Army Reserve and what they expect.

(d) Escorts the new Soldier to all in-processing stops, including the ARCC. Introduces the Soldier to his/her platoon leader and sergeant, and eats the noon meal with the Soldier.

(e) Escorts the new Soldier to the commander's office upon completion of all in-processing stops, who will conduct an interview with the new Soldier and ensure that all in-processing action has been completed. The commander reviews unit standards, what he/she expects and how the Soldier can meet these expectations and documents results on DA Form 4856. Commander will then solicit questions from the Soldiers, e.g., why they joined the Army Reserve. Make this interview a positive discussion.

(f) After the commander's interview, the sponsor will escort the new Soldier to his/her FLL and relinquish control.

(g) The sponsor will return the completed USAR Form 62 and unit in-processing sheet to the UA for filing in the Soldier's MPF. The UA will furnish a copy to the ARCC.

(7) The Soldier's rater or leader will provide the Soldier with a job description (prepare upon notification of new Soldiers arrival) describing their specific duties, standards of accomplishment and goals for the period. *NOTE: Soldiers will be given an updated job description annually based on their assignment or NCOER rating period. An example of a job description is at TAB G.*

(8) New Soldiers who are non-prior service are assigned to TTHS, account until departure to initial entry training (IET).

b. Retention and Reenlistment Interviews. Prior to any interview, the ARCC will determine reenlistment/extension eligibility. This will preclude last minute problems. All interviews are documented on DA Form 4856. Conduct interviews based on the following schedule:

(1) The 1SG will interview new Soldiers after first formation of the first BA. This interview is a welcome orientation briefing that gives an overview of the unit and in-processing procedures

(2) After completion of all in-processing steps, the commander will conduct an interview. This interview will consist of validating in-processing completion, advising the Soldier of upcoming unit activities/missions, soliciting and answering the new Soldier's questions, e.g., the Soldier's expectations and reason(s) for joining the Army Reserve.

(3) Upon completion of IET for non-prior service Soldiers, the Soldier's FLL conducts an interview. Primarily the Soldier's duties and responsibilities are discussed and the Soldier's current eligibility for reenlistment is reviewed.

*Note:* Identify to the Soldier the reenlistment eligibility rules of AR 140-111, particularly those dealing with Army Physical Fitness Test (APFT), Army Combat Fitness Test (ACFT), and weight control.

(4) During the Soldier's birth month, the ARCC conducts a retention interview. During this interview the ARCC solicits the Soldier's feeling about their assignment, duties and future reenlistment intentions.

(5) Thirteen months prior to the Soldier's ETS date, the commander will conduct an interview focused on the Soldier's reenlistment intentions, problems the Soldier may be experiencing and identification of possible solutions.

(6) Four months prior to the Soldier's ETS date, the ARCC determines the Soldier's eligibility for reenlistment IAW AR 140-111, SRIP eligibility, current HQDA SRIP list, conducts an interview, and determines the Soldier's reenlistment intentions. The ARCC then provides the results to the 1SG and unit commander.

(7) The commander, 1SG, ARCC, FLL, or other interested party can conduct an interview at any time.

c. Retention and Reenlistment Interview Administrative Procedures. Follow the steps listed below:

(1) By 1200 of each Sunday BA during a multiple unit training assembly (MUTA)-4/5 or 1600 on Saturday of a MUTA-2 or 3, the ARCC will provide the 1SG with a listing of required interviews for the next BA period. This list will show who requires an interview, who will do the interview, and times and locations of the interviews conducted by the ARCC. *Note. Do not schedule any interview after 1400 on Sunday.*

(2) The 1SG will coordinate a time with the commander that he/she desires to do his/her interviews during the next BA period and advises the ARCC.

(3) The 1SG will announce who will receive interviews during the next BA during final formation.

(4) The ARCC will post the list on the Retention bulletin board.

(5) At the beginning of BA (prior to initial formation), the ARCC provides the 1SG the DA Form 7776 for Soldiers who require an interview, except those that they are required to do.

(6) The 1SG provides those requiring FLL interviews to the platoon sergeants. The platoon sergeants are responsible for providing the sheet to the FLLs, ensuring the interviews are conducted and returning the sheet to the 1SG by noon on Sunday of a MUTA-4/5 and by 1600 on Saturday of a MUTA-2/3.

d. DA Form 7776. The following administrative procedures apply:

(1) By the end of each BA period, the ARCC will provide the UA with a list of Soldiers who require interview during the upcoming BA period. To support this action, the UA will print an ETS and date of birth roster 5-10 days prior to each BA.

(2) The ARCC will coordinate with the 1SG to ensure that required interviews are accomplished.

(3) The 1SG will review the interview sheets, keep the ones that show a Soldier who may have a problem and discuss them with the commander for resolution. Return the remaining sheets to the ARCC.

(4) After review by the ARCC, (who verifies that all interviews were conducted), provide the sheets to the UA for filing IAW ARIMS.

e. Reenlistment and Extension Contracts. The ARCC starts the reenlistment process utilizing Retention Management Software (RMS) IAW AR 140-111 and current policies and guidelines. If the Soldier is eligible to reenlist and indicates he/she desires to reenlist, the ARCC will solicit from the Soldier what type of ceremony they desire. At a minimum, the ceremony will be conducted with the American Flag and witness present. The ARCC coordinates with the 1SG to determine the type reenlistment ceremony the Soldier desires.

f. The Retention Brief. At a minimum, conduct a Retention subject, e.g., benefits, retirement, incentive, reenlistment and extension eligibility, career planning, given by the unit or ARCC as NCOPD semiannually. Contact the 288<sup>th</sup> RRC ARCC for support. Make this training part of the yearly training program (YTP).

g. Soldier Accountability Program. This program is outlined in USAR Regulation 140-6. The 1SG will ensure the platoon sergeants for each platoon contacts Soldiers who are absent for BA without a know reason by:

(1) Telephoning the Soldier's residence and/or work place to make contact with the Soldier.

(2) Documenting the call using DA Form 4856 (TAB M) and provide to the 1SG not later than 1200 on the day the Soldier is absent.

h. Duty Appointed Retention NCO (DARN) Selection.

(1) The commander and 1SG will select four Soldiers to perform as DARN. They must meet the following qualifications:

(a) The criteria of DA Pam 611-21 for MOS 79V.

(b) Project a positive attitude and image of the Army Reserve and not under suspension of favorable personnel actions.

(2) Document these appointments IAW this regulation and reflect the appointed duty in the Soldier's job description and NCOER. Do not assign any other extra duties.

i. DARN Training. Newly assigned DARNs will attend the first available RRC DARN (Duty Appointed) Training Course. As an interim measure, the 1SG will ensure the ARCC of support provides initial training with the Soldier.

j. Relocations. When a Soldier moves out of the commuting distance of 50 miles or 90 minutes from the unit and desires a new assignment, the UA or AGR clerk will follow the procedures below:

(1) Prepare DA Form 4651-R (Request for Reserve Component Assignment or Attachment) (TAB N), showing the Soldier's new address in block #3. Block #5 will be left blank.

(2) Forward the form with the Soldier's MPF, health/dental records, training records, and supply records directly to the [UNIT NAME 2 LEVELS ABOVE (AFRC-XXX-XXX)], for immediate transfer action.

k. Family Days. During family days accomplish the following:

(1) Issue dependent identification cards.

(2) Update Defense Enrollment Eligibility Reporting System (DEERS).

(3) Present mobilization briefing to the family members.

(4) Provide a copy of the Family Mobilization Guide (TAB P).

I. Unit Newsletter.

(1) The unit's monthly newsletter will identify who is newly assigned, recently promoted, reenlisted or extended, scheduled for reenlistment or extension, interview schedule for the upcoming BA, beginning time and uniform of the next BA.

(2) The UA will mail the newsletter 10 days before each BA.

m. Employer Support of the Guard and Reserve (ESGR). Give each Soldier a copy of the ESGR pamphlet (TAB F) about job rights for Reservists as part of the in-processing packet and copy will be on the RT bulletin board.

n. Recruiting.

(1) Give each Soldier in the unit a USAREC Referral card semiannually and require them to generate a lead. The Soldier will return the completed card to the 1SG, who will provide them to the local Army Reserve Recruiter for follow-up.

(2) The commander or 1SG and the FTS will attend the local recruiting battalion's partnership council meetings based on announcements from the recruiting battalion or RRC.

o. Retention publicity. Maintain a Retention bulletin board IAW USAR 140-6.

4. Although this SOP addresses and identifies specific actions by unit personnel, timeliness and good judgment must be exercised in all our actions, if we are to retain our Soldiers and be prepared for a call to active duty, to fight and win!

Name  
Grade, Branch, USAR  
Commanding

CF:  
COMMANDER, [unit 2 levels above  
issuing unit]  
COMMANDER, [unit 1 level above  
issuing unit]

**APPENDIX C**

**Sample of Duty Appointed Reenlistment NCO (DARN) Appointment Memorandum**

**(LETTERHEAD  
STATIONERY)**

AFRC-XXX-XXX

(Date)

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

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

1. Effective (date), you are assigned the duties of Duty Appointed Retention NCO
2. Authority: USAR Regulation 140-6, U.S. Army Reserve Commander's Retention Program.
3. Purpose: To assume the responsibilities for the DARN Program.
4. Expiration: Until officially relieved or released from this appointment by the Commander. (Enter exact dates if known or applicable; otherwise use statement shown).
5. Special Instructions: Individual will familiarize self with the appropriate ARs, FMs, TMs, training documentation and other such materials related to the aforementioned program. (Keep the Commander informed of the unit's readiness regarding this appointment).

Signature Block Name  
Title, Grade, Branch

Distribution:  
(Other interested offices or individuals)

ALL APPOINTMENTS ARE TYPED ON LETTERHEAD PAPER.

**Appendix D  
DARN Training Certification Checklist**

**DARN Training Certification Checklist**

**SOLDIER INFORMATION**

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1. SOLDIER'S NAME (Last, First MI)	2. RANK	3. EMAIL ADDRESS	4. DATE
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. UNIT NAME	6. UIC	7. UNIT CDR RANK / NAME	8. UNIT POC NAME
<input type="text"/>	<input type="text" value="W"/>	<input type="text"/>	<input type="text"/>
9. POC CONTACT INFORMATION	10. CERTIFYING ARCC NAME		
a. Phone: <input type="text"/>	<input type="text"/>		
b. Email: <input type="text"/>	<input type="text"/>		

---

11. TRAINING MATERIAL LINK:

12. REQUIRED TRAINING TOPICS:

- a.  Sponsorship
- b.  Unsatisfactory Participant Prevention and Recovery Program
- c.  CSMM
- d.  Use of the USAR Benefits Links Sheet
- e.  Use of the SRIP List
- f.  BA Summary (Informing the TRIAD & the ARCC)

13. REMARKS

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14. DARN SIGNATURE

15. CERTIFYING ARCC SIGNATURE

## **Glossary**

### **Section I Abbreviations**

#### **1SG**

First Sergeant

#### **ACT**

Army Career Tracker

#### **ADC**

Accessions Distribution Center

#### **AGR**

Active Guard Reserve

#### **ARIMS**

Army Records Information Management System

#### **ARCC**

Army Reserve Career Counselor

#### **ARCG**

Army Reserve Careers Division

#### **ARFORGEN**

Army Force Generation

#### **BA**

Battle Assembly

#### **CCC**

Command Career Counselor

#### **CSMM**

Commander's Strength Management Module

#### **DA**

Department of the Army

#### **DANTES**

Defense Activity for Non-Traditional Education Support

#### **DARN**

Duty Appointed Retention Noncommissioned Officer

#### **DOD**

Department of Defense

#### **DRC**

Direct Reporting Command



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**ESGR**

Employer Support of the Guard and Reserve

**ETS**

Expiration Term of Service

**FLL**

First Line Leader

**FTUS**

Full-Time Unit Support

**G-1**

Personnel

**HQDA**

Headquarters, Department of the Army

**HRC**

Human Resource Command

**IAW**

In Accordance With

**IET**

Initial Entry Training

**IRR**

Individual Ready Reserve

**MGIB**

Montgomery GI Bill

**MOS**

Military Occupational Specialty

**MSC**

Major Subordinate Command

**MSO**

Military Service Obligation

**MUTA**

Multiple Unit Training Assembly

**NCO**

Noncommissioned Officer

**NCOER**

Noncommissioned Officer Evaluation Report

**OCAR**

Office of the Chief, Army Reserve

**PDM**

Professional Development Model

**RCMS**

Reserve Component Manpower System

**RIMS**

Reserve Incentives Management Subsystem

**RLAS**

Regional Level Applications System

**RMS**

Retention Management Software

**RPI**

Retention Publicity Item

**S-1**

Personnel

**SDAP**

Special Duty Assignment Pay

**SELRES**

Selected Reserve

**SOP**

Standing Operating Procedures

**SCCC**

Senior Command Career Counselor

**SRIP**

Selected Reserve Incentive Program

**TAPDB-R**

Total Army Personnel Database-Reserve

**TPU**

Troop Program Unit

**USAR**

United States Army Reserve

**USARC**

United States Army Reserve Command

**USAR-REQUEST**

United States Army Reserve-Recruit Quota System

**USAREC**

United States Army Recruiting Command

**Section II****Terms****Battle Assembly (BA)**

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.

**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.

**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. 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 Officer Basic Course and the Warrant Officer Basic Course.

**Life Cycle Management**

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

**Multiple Unit Training Assembly (MUTA)**

A unit scheduled training assembly is at least 4 hours; a normal drill weekend comprises a MUTA 4 which would be 2-8 hour training days. This assembly is mandatory for all TPU members.

**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.

**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 Reserve Component 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, Individual Mobilization Augmentee (IMA), and full-time unit support personnel.
- c. Officers, Warrant Officers, 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

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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.

**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 Tables of Distribution and Allowances (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 unit prescribed by the Tables of Organization and Equipment or Tables of Distribution and Allowances.

**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.

