

**BY ORDER OF THE
CHIEF, NATIONAL GUARD BUREAU**

**AIR NATIONAL GUARD INSTRUCTION
36-2602**



**21 FEBRUARY 2012
Certified Current 22 February 2016**

Personnel

**AIR NATIONAL GUARD RECRUITING AND
RETENTION PROGRAMS**

COMPLIANCE WITH THIS INSTRUCTION IS MANDATORY

ACCESSIBILITY: This publication is available on the e-Publishing website at www.e-publishing.af.mil.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: NGB/A1Y

Certified by: NGB/A1
(Col. Mark Sheehan)

Pages: 36

Supersedes: ANGI36-2602, 28 March
1997; ANGI36-2607,
30 January 1998; NGB50-7,
28 December 1992

This instruction implements National Guard Bureau (NGB) Air National Guard Recruiting and Retention policies and procedures. This instruction takes precedence over any existing Air National Guard Instruction (ANGI) or directive which deals with management of Recruiting and Retention Programs, except where prohibited by Air Force Instruction (AFI), Department of Defense Instruction (DODI), public law or United States Code (U.S.C.). Unit commands must not change any policy or procedure set by this instruction and applicable procedural guidance messages. Units must not issue supplements without prior written consent from the Chief, Recruiting & Retention Division (NGB/A1Y). Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route the AF Form 847 from the field through major command (MAJCOM) publications/forms managers. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://my.af.mil/afrims/afrims/afrims/rims.cfm>.

SUMMARY OF CHANGES

This revision is meant to replace the current ANGI and incorporate all Recruiting and Retention Programs. This document is substantially revised and has been completely reviewed.

Chapter 1—RECRUITING AND RETENTION PROGRAMS	4
1.1. General:	4
1.2. Responsibilities.	4
1.3. Professional Conduct.	5
1.4. Malpractice, Misconduct, and Irregularities.	5
1.5. Notary Public Service.	7
1.6. Strategic Annual Recruiting and Retention Plans.	7
1.7. Office Administration Procedures.	7
1.8. Recruiting and Retention Personnel Clothing.	7
1.9. Recruiting and Retention Badges and Awards.	8
1.10. Awards/Recognition Programs.	8
1.11. Office Automation Products.	9
Chapter 2—RESOURCES	10
2.1. General:	10
2.2. Responsibilities.	10
2.3. Marketing Funds.	11
2.4. Operations Funds.	11
2.5. Applicant Processing.	11
2.6. Authorized Reimbursement.	11
2.7. Unauthorized Expenditures.	11
2.8. Special Training Days.	11
2.9. Bureau Directed Travel (BDT).	11
Chapter 3—MANPOWER	12
3.1. General:	12
3.2. Responsibilities.	12
3.3. Recruiter/Retainer Duty Tours.	12
3.4. Types of Recruiting/Retention Tours.	13
Table 3.1. Types of Recruiting/Retention Tours.	14

Chapter 4—RECRUITING OPERATIONS	15
4.1. General:	15
4.2. Responsibilities.	15
4.3. Recruiting Programs.	16
4.4. Recruiting Support.	16
4.5. National Voter Registration Act.	17
Chapter 5—RETENTION OPERATIONS	18
5.1. General:	18
5.2. Responsibilities.	18
5.3. Retention Offices.	19
5.4. Retention Programs.	19
Chapter 6—MARKETING	21
6.1. General:	21
6.2. Responsibilities.	21
6.3. Marketing and Advertising Programs.	22
6.4. Center of Influence Events (COI).	23
Chapter 7—IN-SERVICE RECRUITING	24
7.1. General:	24
7.2. Responsibilities.	24
Chapter 8—TRAINING	25
8.1. General:	25
8.2. Responsibilities.	25
8.3. Formal Training.	26
8.4. Initial Certification Training.	27
8.5. Unsatisfactory Progress.	28
8.6. Certification.	28
8.7. Production Evaluation.	29
8.8. Extension to Phase III training.	29
8.9. Deficiency, Supplemental and Re-Certification Training.	30
Attachment 1—GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS	32

Chapter 1

RECRUITING AND RETENTION PROGRAMS

1.1. General: Air National Guard (ANG) Recruiting and Retention (R&R) Programs encompass many areas as outlined within this instruction. This chapter specifically identifies important information for R&R Programs applicable to all areas within the recruiting and retention community.

1.2. Responsibilities.

1.2.1. ANG Recruiting and Retention (NGB/A1Y).

1.2.1.1. Provides resources, training, policy and guidance to support state and territory R&R Programs.

1.2.1.2. Gathers, analyzes, report on metrics, and monitors ANG state and unit R&R Plans and Programs.

1.2.1.3. Conducts Staff Assistance Visits (SAVs) when requested or required.

1.2.1.4. Acts as the waiver authority for this instruction and its requirements. Waivers will be submitted in writing to NGB/A1Y for consideration.

1.2.2. The Adjutant General (TAG) authorizes and evaluates the State R&R Program.

1.2.3. State Director of Staff (DOS) directs and administers the State R&R Program through the Recruiting and Retention Superintendent (RRS). The DOS ensures state ANG manpower procurement objectives are met. The DOS works quality efforts in conjunction with the RRS, Wing/Geographically Separated Units (GSU) Commanders, Force Support Squadron Commander (FSS/CC), Retention Office Managers (ROM), Recruiting Office Supervisors (ROS) and Recruiting and Retention Non-Commissioned Officers (RRNCO) to ensure successful execution of state recruiting and retention plans and programs.

1.2.4. RRS.

1.2.4.1. Assigned to the State by the TAG through a state selection process preferably involving TAG, DOS, Human Resources Office (HRO) and Assistant Adjutant General for Air.

1.2.4.2. Responsible for the management of the State ANG R&R Program.

1.2.4.3. Administers and evaluates the State R&R Program and perform duties as identified throughout this instruction, Procedural Guidance Messages (PGMs) and in accordance with (IAW) RRS Position Description. The RRS will work within the state assigned chain of command to ensure strength objectives are accomplished.

1.2.4.4. Must be directly involved in the selection process of all state Recruiting and Retention personnel within the state of assignment.

1.2.4.5. Determines training needs and the use of any and all resources to ensure required training needs are met.

1.2.4.6. Conducts staff assistance visits utilizing Position Descriptions, Self Inspection Checklists, PGMs and this instruction.

1.2.4.7. Will be the state primary point of contact (POC) for all NGB/A1Y directed data calls.

1.2.5. ROS.

1.2.5.1. Responsible for the supervision of the production recruiters. The ROS will perform duties as identified throughout this instruction, in applicable PGMs and IAW ROS Position Description.

1.2.5.2. Must be involved in the selection of all production recruiters.

1.2.6. ROM.

1.2.6.1. Aids commanders in maintaining strength and assists members in achieving their personal career goals as appropriate. The ROM will perform duties as identified throughout this instruction, in applicable PGMs and IAW ROM Position Description.

1.2.7. RRNCO

1.2.7.1. Responsible for the R&R Program of their respective geographically separated unit (GSU). The RRNCO will perform duties as identified throughout this instruction, in applicable PGMs and IAW RRNCO Position Description.

1.2.8. Production Recruiter (PR)

1.2.8.1. Responsible for meeting enlistment/officer appointment production standards. The PR will perform duties as identified throughout this instruction, in applicable PGMs and IAW with PR Position Description.

1.2.9. Recruiters and Retainers should not be assigned additional duties that would detract from their primary duties. Continued focus on Recruiting and Retention Programs must be sustained.

1.3. Professional Conduct. The following standards serve as the foundation for professionalism and integrity in the conduct of day-to-day business. R&R personnel who violate any standard in this chapter are subject to disciplinary action under the applicable United States Code and any applicable State Laws. All R&R personnel must present a professional image and be in compliance with all applicable Air Force and ANG fitness standards. Malpractice, misconduct, and irregularities by R&R personnel will not be tolerated.

1.4. Malpractice, Misconduct, and Irregularities.

1.4.1. Malpractice is defined as:

1.4.1.1. Concealing, advising an applicant or other person to conceal, or conspiring with an applicant or other person to conceal disqualifying factors.

1.4.1.2. Any action to qualify an ineligible applicant in violation of directives.

1.4.1.3. Any intentional action to mislead or misinform a prospect or applicant regarding any aspect of recruiting policy, procedures, entitlements, or benefits.

1.4.1.4. Any intentional misinformation designed to induce an applicant to apply for or accept enlistment, commissioning, or appointment.

1.4.1.5. Any other intentional violation of recruiting policy or procedure that results in the processing or enlistment, commissioning, or appointment of an ineligible applicant.

Recruiters will not advise applicants regarding the transfer of dependent custody or changing marital status for the purpose of entry into the Air National Guard.

1.4.1.6. Initiating or participating in any action to influence lawyers, law enforcement officials, or judicial authorities to release, dismiss, drop charges, or otherwise mitigate dispositions to qualify an individual for Air National Guard enlistment, commissioning, or appointment. Recruiting personnel will not accompany applicants to court.

1.4.1.7. Purchasing or using any type of drug testing product to attempt to predetermine an applicant's qualifications.

1.4.2. Misconduct is defined as any willful or intentional conduct contrary to this instruction or any other applicable publication that is prejudicial to the good order and discipline of the Armed Forces, or of a nature that could bring discredit upon the Air National Guard. R&R personnel:

1.4.2.1. Will not release any applicant information to agencies or persons outside of the Department of Defense (DoD). All such inquiries will be referred to the ROS/RRS.

1.4.2.2. Will not become involved or otherwise assist in General Educational Development (GED) testing of individuals beyond advising them to contact the nearest state education official authorized to administer the GED test.

1.4.2.3. Will maintain high standards of conduct and be totally professional in their relationships with applicants. Inappropriate conduct and unprofessional relationships include, but are not limited to, the following:

1.4.2.3.1. Developing or attempting to develop or maintain an intimate personal relationship with an applicant.

1.4.2.3.2. Making sexual advances toward applicants or seeking or accepting sexual advances from applicants.

1.4.2.3.3. Dating or attempting to date any applicant whose processing has begun, but has not been terminated due to the applicant's own withdrawal or one of the grounds of unacceptability outlined elsewhere in this instruction. **Note:** For purposes of this paragraph, an applicant's processing is not terminated by his or her voluntary withdrawal until the withdrawal and termination is approved and documented by the ROS/RRS or a higher authority.

1.4.2.3.4. Using grade or position, threats, pressure, or return of favors or favorable treatment in an attempt to gain sexual favors from applicants.

1.4.2.3.5. Engaging in any verbal or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive environment.

1.4.2.3.6. Using personal resources to provide applicants with lodging or transportation.

1.4.2.3.7. Accepting an applicant's personal belongings or household goods for any reason.

1.4.2.3.8. Sponsoring an alien for permanent residence in the United States by citing the Air Force as a prospective employer. In addition, not recruiting in a foreign country unless invited by the government (specifically Canada and Mexico).

1.4.3. Irregularity is defined as any other recruiting infraction not covered under the purview of malpractice or misconduct. This includes an unintentional action that causes a prospect or applicant to be misinformed about any aspect of the recruiting or enlistment process, policies, procedures, entitlements, and benefits.

1.4.4. Reporting and Investigating Recruiting and Retention Malpractice, Misconduct, and Irregularities.

1.4.4.1. The appropriate state chain of command will ensure all allegations or complaints of suspected malpractice, misconduct, or irregularities are investigated and reported through the DOS. The decision to conduct a formal investigation rests with the chain of command. However, this decision should only be made after consultation with the servicing base legal office.

1.4.4.2. The Wing Command structure initiating the investigation must notify their respective State Headquarters. Commanders will also ensure investigating officers obtain legal advice and guidance from their servicing base legal office.

1.4.4.3. R&R personnel will provide any and all pertinent, available information to investigating officers or other representatives duly appointed to conduct investigations and will otherwise fully cooperate with them. State Headquarters must be kept informed on all aspects of each investigation and command action.

1.4.4.4. Periodic reports from each state to higher headquarters must be accomplished in a timely manner as requested.

1.5. Notary Public Service. R&R personnel (all grades) who are a notary public will not use their status as notaries to administer oaths or authenticate copies of substantiating documents for any armed forces enlistment.

1.6. Strategic Annual Recruiting and Retention Plans. Each respective state/territory must have a working strategic plan including elements of marketing, resources and Recruiting and Retention operations. A strategic plan is the foundation for R&R personnel in meeting state and unit readiness as well as force management objectives. It consists of a detailed summary defining overall requirements, objectives, goals, diversity, financial, workday requirements, planned activities, training, advertising, marketing, incentive funds projection and other needed information to assist the ANG in meeting its congressionally programmed end strength.

1.7. Office Administration Procedures. An office administration file will be established and maintained IAW AFI 33-363, *Management of Record*.

1.8. Recruiting and Retention Personnel Clothing. All ANG recruiters and retainers must adhere to proper dress and appearance standards IAW AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*. ANG recruiters and retainers are entitled to periodic clothing allowances IAW AFI 36-3014, *Clothing Allowances for Air Force Personnel*.

1.8.1. Soft Uniform. Soft uniform may be worn during certain recruiting and retention events as deemed necessary by NGB/AIY or the respective state RRS. Soft uniforms must

be in good taste and reflect a professional and positive image. Use of recruiting and retention funds to purchase any soft uniform items is not authorized.

1.8.1.1. Soft uniform should consist of a polo or oxford style shirt to include ANG or unit logo, khaki or black pants and closed toe shoes. Females are authorized wear of skirts with a length no shorter than the top of the kneecap. Black or khaki shorts can be authorized by the RRS for outdoor events only. Short length will be no shorter than mid-thigh. Cargo pants/shorts are not authorized.

1.8.2. Duty uniform for ANG Recruiting and Retention personnel is a combination of any official uniform as authorized by local authority.

1.9. Recruiting and Retention Badges and Awards. ANG Recruiting and Retention badges are distinctive circular insignias incorporating the Minuteman design. Badges are available for recruiter/retainer longevity (Basic, Senior, and Master). Recruiter and retainer award badges will also be available when awarded IAW ANGI 36-2802, *ANG Special Trophies and Awards* and applicable PGM. Miniature badges will only be available for longevity; Basic, Senior, Master.

1.9.1. Authority for Wear. AFI 36-2903 governs the wear of ANG Recruiting and Retention Badges to include full size badge and miniature badge.

1.9.1.1. Recruiting and Retention Badges are authorized for wear while assigned to Special Duty Identifier (SDI) 8RXXX. Initial issue will consist of two badges per recruiter/retainer. Officers assigned to NGB/A1Y are authorized to wear the Recruiting and Retention Badge during NGB/A1Y assignment.

1.9.1.1.1. Basic badge. Basic badge is authorized/awarded upon award of SDI 8RXXX. ANG R&R personnel wear this badge for the first three (3) years of satisfactory recruiting/retention duty.

1.9.1.1.2. Senior badge (basic badge with star). Senior recruiting badge is authorized/awarded upon completion of three (3) years of satisfactory recruiting/retention duty.

1.9.1.1.3. Master Badge (basic badge with star encircled by wreath). Master recruiting badge is authorized for wear upon completion of six (6) years of satisfactory recruiting/retention duty.

1.9.2. Replacement Badges. NGB/A1Y maintains a supply of ANG Recruiting and Retention badges (full size and miniature) to be used as replacements. The RRS will submit a request for replacement badges to NGB/A1Y based on fair wear and tear.

1.9.3. Recruiting and Retention Badges pertaining to prior Air Force and Air Force Reserve Recruiters. Individuals with at least three (3) years of Air Force or Air Force Reserve recruiting experience, coming directly from a recruiting position will wear the senior badge. Individuals with at least three (3) years of Air Force or Air Force Reserve recruiting experience not coming directly from a recruiting position will wear the basic badge. Upon completion of one (1) year of ANG recruiting, these individuals may be awarded the senior badge. Individuals with at least six (6) years of Air Force or Air Force Reserve recruiting experience will wear a master badge.

1.10. Awards/Recognition Programs. The Recruiting and Retention Awards Program will be administered IAW ANGI 36-2802. Awards include but are not limited to, the National

Recruiting and Retention Awards, Quarterly Recruiting Awards and the National Referral Awards.

1.11. Office Automation Products. Recruiting and Retention Designated Support Systems (DSS) will be used as outlined by NGB/A1Y. All recruiting and retention personnel must be well versed in the usage of these systems. It is the responsibility of the RRS, ROS and ROM to ensure all personnel are trained in the systems to include, but not limited to: Air Force Recruiting Information Support System (AFRISS) and AFRISS Based Retention Office Manager's Productivity System (ROMPS) [ABR] and any other systems designated by NGB/A1Y.

Chapter 2

RESOURCES

2.1. General: This chapter specifically identifies how federally appropriated funds for recruiting, retention and marketing program element codes (58150F – Recruiting Operations, 58154F – Advertising Activities) are sub-allotted by the National Guard for issue to each of the states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. These funds are sub-allotted specifically to assist with executing local level recruiting, retention and marketing programs through procurement of materials and/or services. Federally appropriated funds are also sub-allotted to reimburse R&R personnel for authorized expenses in connection with performing official recruiting and retention duties.

2.2. Responsibilities.

2.2.1. ANG Recruiting and Retention Resources (NGB/A1YS).

2.2.1.1. Analyzes, manages, distributes and monitors the administration and expenditure of ANG Recruiting and Retention funds.

2.2.1.2. Grants final authorizations on a case-by-case basis only, of any requests to exceed or deviate from the budget expenditure limitations specified in this instruction and any applicable PGM.

2.2.2. RRS.

2.2.2.1. Responsible for the management of Federal Recruiting, Retention and Advertising funds within the state/territory.

2.2.2.2. Advises TAG and DOS on all matters concerning ANG Recruiting, Retention and Advertising funds.

2.2.2.3. Designated as the primary Resource Advisor (RA) for Program Element Codes (PEC) 58150F and 58154F funds within their respective states.

2.2.2.4. Collects, summarizes, maintains and forwards annual financial and spend plans for their respective state to NGB/A1YS.

2.2.2.5. Requests increased funding over allocation through the unfunded process developed by NGB/A1YS.

2.2.3. Cost Center Managers (CCMs). Recruiting Office Supervisor (ROS), Retention Office Manager (ROM) and Recruiting and Retention NCO (RRNCO), are the designated Cost Center Managers (CCM) for Recruiting and Retention activities.

2.2.3.1. Develops, maintains, and forwards annual financial and spend plans to the RRS IAW applicable PGM.

2.2.3.2. Ensures all expenditures are charged to the appropriate Budget Authority Code (BAC), Program Element Code (PEC), and Element of Expense Investment Code (EEIC), utilizing the respective financial management data dictionary.

2.2.3.3. Monitors and manages targets, obligations, and expenditures utilizing Command Resource Information System (CRIS).

2.3. Marketing Funds. NGB/A1YA will distribute marketing funds as determined by NGB/A1Y IAW Chapter 6 of this instruction and applicable PGM.

2.4. Operations Funds. NGB/A1YS will distribute operations funds each fiscal year. Appointed State Resource Advisors must ensure expenditures are allocated under the proper EEIC IAW the respective financial management data dictionary.

2.5. Applicant Processing. Applicants for the ANG are entitled to travel at government expense from the place where they make application or from their home to Military Entrance Processing Stations (MEPS) and Mobile Examination Testing (MET) sites: Reference Joint Federal Travel Regulation (JFTR), Part B, M5050-Travel Incident to Applicant Processing. The JFTR also establishes the criteria for use of government transportation requests, meal tickets, and temporary duty allowances. Use of 58150F funds is authorized.

2.5.1. AFI 24-101, *Passenger Movement*, should be consulted regarding policies and procedures related to transportation, meals, entitlement, and accommodations for ANG applicants.

2.5.2. NGB/A1YO will maintain records of both the number of people and estimated dollar amounts to be billed by the MEPS.

2.6. Authorized Reimbursement. ANG personnel placed on orders to perform full-time recruiting or retention duty and who have graduated from recruiting or retention school are the only personnel authorized reimbursement of expenses. Use of 58150F funds is authorized.

2.6.1. Out-of-Pocket Expenses. ANG recruiters and retainers may be reimbursed for expenses incurred in the performance of respective duties IAW JFTR Chapter 7 Part C Recruiting Reimbursement U7030 Allowances. Claims for all legitimate expenses incurred by R&R personnel should be paid; reimbursements should not exceed the monthly limit except in unusual cases and with prior approval by the RRS. For auditing purposes, an office copy of a paid Standard Form (SF) 1164, *Claim for Reimbursement for Expenditures on Official Business* with supporting receipts will be maintained for a 36 month period.

2.6.2. Vicinity Travel. Vicinity travel expenses incurred by R&R personnel, while performing official duties in and around the duty station, are reimbursable IAW JFTR, Volume 1, Part K.

2.7. Unauthorized Expenditures. AFI 65-601V1, *Budget Guidance and Procedures* and DoD 5500.7-R, *Joint Ethics Regulation* provides guidance and examples of items which cannot be procured with 58150F or 58154F funds.

2.8. Special Training Days. NGB/A1Y distributes special training enlisted and officer days when available during the FY on a requested and approved basis. These special training days will be requested by the RRS to NGB/A1Y for special recruiting events, recruiting centers of influence (COI) functions, recruiting drives, or to provide temporary recruiting or retention administrative support. Special training day distribution is based on state justification and availability of resources.

2.9. Bureau Directed Travel (BDT). NGB/A1Y may direct travel for individuals to travel for the purpose of direct NGB support.

Chapter 3

MANPOWER

3.1. General: This chapter specifically identifies the management of Recruiting and Retention Manpower Requirements. States will be authorized recruiters and retainers based on criteria established by NGB/A1Y and ANG Manpower and Organization Branch (NGB/A1M). This guidance addresses all full-time ANG Recruiting and Retention Category 1 (CAT 1) Active Guard/Reserve (AGR) authorizations.

3.2. Responsibilities.

3.2.1. Manpower Requirements Division (NGB/A1M).

3.2.1.1. Resources recruiting and retention authorizations.

3.2.1.2. Ensures requirements for recruiting and retention positions are reflected on state/unit Manpower Resource Voucher (MRV) and Unit Manning Document (UMD).

3.2.1.3. Allocates RS employment authorizations to each State HRO based on manpower studies, mission and fiscal limitations.

3.2.1.3.1. ANG SDI 8RXXX positions are addressed in the fiscal year (FY) Employment Authorizations issued by NGB/A1M.

3.2.2. NGB/A1Y.

3.2.2.1. Establishes guidance for all Recruiting and Retention positions. Minimum authorized grades are:

3.2.2.1.1. Recruiting and Retention Superintendent (RRS) - SMSgt/E-8.

3.2.2.1.2. Recruiting Office Supervisor (ROS) - MSgt/E-7.

3.2.2.1.3. Recruiter/Retention NCO (RRNCO) - MSgt/E-7.

3.2.2.1.4. Retention Office Manager (ROM) - MSgt/E-7.

3.2.2.1.5. Production Recruiter (PR) - TSgt/E-6.

3.3. Recruiter/Retainer Duty Tours.

3.3.1. Special Duty Assignments are identified by SDI 8RXXX.

3.3.2. Recruiting and retention positions must be managed within established state limits and NGB/A1Y guidance.

3.3.3. Individuals selected for recruiting and retention duty will be placed on military duty. Initial and continued assignment in this duty will be IAW Air Force Enlisted Classification Directory (AFECD), AFI 36-3017, *Special Duty Assignment Pay (SDAP) Program*, ANGI 36-2101, *Assignments within the Air National Guard* and ANGI 36-101, *The Active Guard/Reserve (AGR) Program*.

3.3.4. Recruiter Identification Code (RIC). The RIC is a four digit code that identifies the recruiter/retainer responsible for ANG accessions. The first two digits designate the state as specified in Military Personnel Data System (MILPDS). The last two digits (issued in

ascending order) identify the recruiter/retainer. RICs are not assigned for temporary military duty tour positions. The RRS will assign RICs to recruiters/retainers to identify individual accessions, both officer and enlisted.

3.4. Types of Recruiting/Retention Tours.

3.4.1. State Recruiting and Retention CAT 1 AGR, Title 32 positions are sustaining tours that are approved and initially validated by NGB/A1Y and NGB/A1M. See Table 3.1.

3.4.1.1. Sustaining tours are to be utilized by Air Force Specialty Code (AFSC) qualified members only. Note: Exceptions may be submitted to NGB/A1Y for utilization of a position for an occasional tour, on a short term basis, by a non-AFSC qualified member and must be submitted and approved by NGB/A1Y prior to individual placement on the occasional tour.

3.4.1.2. States may reallocate/redistribute employment authorizations within the state by submitting request and justification in writing through RRS and State leadership to NGB/A1Y for approval and coordination.

3.4.1.3. Validation of Recruiting and Retention sustaining tour positions is not required upon renewal or occupant change.

3.4.2. CAT 1 AGR, Title 32 occasional position authorizations may be requested by states requiring additional SDI 8RXXX support for new and changing missions. See Table 3.1.

3.4.2.1. Authorizations are provided to the state for an authorized period of time based on validation of need by NGB/A1Y and availability of resources.

3.4.2.2. Additional recruiting and retention resources are reviewed quarterly at a minimum.

3.4.2.3. An occasional position will expire on the end date established at the time of position authorization.

3.4.2.4. A state must submit a new request with required justification six months prior to occasional position end date for possible extension of position tour.

3.4.2.5. States affected by a change in a position that is designated for redistribution will be notified by NGB/A1Y through the RRS and DOS. This will occur not less than 60 days prior to position end date.

3.4.3. CAT 1 AGR, Title 32 occasional tour authorizations may be requested by states requiring short term additional recruiting and retention support. See Table 3.1.

3.4.3.1. These authorizations are provided to the state for an authorized period of time based on validation of need by NGB/A1Y and availability of resources.

3.4.3.2. All additional recruiting and retention resources are to be reviewed quarterly at a minimum.

3.4.3.3. An occasional tour will expire on the end date established at the time of the tour authorization.

3.4.3.4. A state must submit a new request with required justification for all occasional tours.

Table 3.1. Types of Recruiting/Retention Tours.

Title	Authorized Length	Type of Tour	See Paragraph
Sustaining Tour	1 – 6 years	NGB/A1Y and NGB/A1M validated position	3.3.1
Occasional Position	180 days – 3 years	NGB/A1Y authorized temporary Position	3.3.2
Occasional Tour	31 – 179 days	NGB/A1Y authorized temporary Tour	3.3.3

Chapter 4

RECRUITING OPERATIONS

4.1. General: This chapter specifically identifies how Recruiting Operations provides assistance to ANG R&R personnel by providing guidance on recruiting policies and programs. ANG recruiting programs assist the Air National Guard in meeting congressionally programmed end strength. R&R personnel will use these programs to assist states and territories in meeting unit readiness and force management objectives.

4.2. Responsibilities.

4.2.1. ANG Recruiting Operations (NGB/A1YO).

4.2.1.1. Establishes officer and enlisted accession goals to meet congressionally programmed ANG end strength.

4.2.1.2. Coordinates with ANG Force Management Policy (NGB/A1P) for guidance, policy, and procedures pertaining to all officer and enlisted accessions.

4.2.1.3. Develops and implements programs designed to provide R&R personnel means to access qualified applicants.

4.2.1.4. Provides specific procedures and training to Designated Officer Recruiters (DORs).

4.2.2. DOS.

4.2.2.1. Serves as state liaison to NGB regarding recruiting issues with advisement from recruiting team and RRS.

4.2.2.2. Provides leadership to the officer recruiting and accession team with focus on end strength, streamlining and timesaving process improvements.

4.2.2.3. Ensures each wing has assigned one DOR.

4.2.3. RRS.

4.2.3.1. Coordinates with state leadership to determine specific manpower, recruiting and retention needs based on current and future mission requirements.

4.2.3.2. Monitors annual and monthly state production standards to include Wings and GSUs as determined by NGB/A1Y.

4.2.3.2.1. Requests changes to future month production standards and may be authorized with coordination through NGB/A1YO.

4.2.3.3. Selects and trains the DOR.

4.2.3.3.1. The RRS may serve as the DOR for their respective state. If the RRS is the DOR, they must be trained.

4.2.4. ROS.

4.2.4.1. Coordinates with wing leadership to determine specific needs based on current and future mission requirements.

4.2.4.2. Establishes wing recruiting production standards and provide them to the RRS for approval.

4.2.5. RRNCO.

4.2.5.1. Coordinates with GSU leadership to determine specific needs based on current and future mission requirements.

4.2.5.2. Establishes assigned GSU recruiting production standards and provide them to the RRS for approval.

4.2.6. PR.

4.2.6.1. Works closely with the ROS in developing the Strategic Annual Unit Recruiting Plan.

4.3. Recruiting Programs.

4.3.1. Officer Recruiting is an essential program that increases the ability of the Air National Guard to maintain congressionally mandated end strength. It is imperative that designated recruiting and retention personnel work closely with state, wing and GSU leadership to ensure officer recruiting is outlined in the Annual Recruiting and Retention Plan.

4.3.2. Project Capture Program provides prior service leads on Air Force enlisted and officer personnel separated from active duty for less than six (6) years. Program specifics are identified in applicable PGM.

4.3.3. National Referral Program is a process by which individuals are nationally recognized for their referral efforts. Program specifics are outlined in applicable PGM.

4.3.3.1. Unit Referral Programs. Each Wing, Unit and GSU will establish a referral program, utilizing the National Unit Referral Program Award items to recognize unit members who refer enlistments/accessions.

4.4. Recruiting Support.

4.4.1. Recruiting Offices.

4.4.1.1. Installation Recruiting Offices. Refer to AFI 32-1024, *Standard Facility Requirements*, for guidance on recruiting offices, equipment and space allocations. A recruiting office that accommodates all personnel assigned, will be authorized at the location indicated below and designated with the standard office symbol. Special consideration must be given for a private counseling area to enable the recruiters to maintain privacy and confidentiality when counseling members about enlistment/officer accession concerns. Recruiting office should be visible and easy to find on the installation. Authorized locations are:

4.4.1.1.1. Individual flying unit locations with collocated mission support units.

4.4.1.1.2. Combined flying unit locations with collocated mission support units.

4.4.1.1.3. Geographically separated unit or a cluster thereof.

4.4.1.2. Off Base Recruiting Offices (Storefronts).

4.4.1.2.1. RRS may request, through TAG, establishment of an off-base recruiting location with coordination and approval from NGB/A1Y.

4.4.1.2.2. NGB/A1Y may authorize off-base requirements IAW DODD 5160.58E, *Recruiting Facilities Program*.

4.4.2. Recruiting Vehicles.

4.4.2.1. NGB/A1YO is the Office of Primary responsibility (OPR) for this program and is administered IAW AFI 24-301, *Vehicle Operations* and in coordination with ANG Logistics Directorate (NGB/A4).

4.4.2.2. ANG Recruiting and Retention personnel depend on vehicles to accomplish the mission. Vehicles are assigned IAW AFI 24-301.

4.4.2.3. Ratio of recruiting personnel to vehicles currently stands at 2:1. For every two SDI 8RXXX assigned, one vehicle is authorized. Special circumstances to include, quantity or type of vehicles must be requested through state leadership and approved by NGB/A1YO and coordinated through NGB/A4.

4.4.2.4. Validation of vehicle requirements is accomplished annually by NGB/A1YO and state RRS.

4.4.3. Recruiting and Retention Information Technology Equipment is allocated to each recruiter/retainer in order to better enhance their capabilities. Specific equipment is provided as determined by NGB/A1Y, in coordination with ANG Communications Directorate (NGB/A6).

4.4.3.1. All Recruiting and Retention personnel are required to take all possible precautions necessary to ensure the equipment issued to them is not lost or stolen. If these items become lost or stolen follow procedures IAW AFSSI 8502, *Organizational Computer Security*, applicable PGM and local communications flight instructions.

4.5. National Voter Registration Act. National Voter Registration Act (NVRA) also known as “motor voter”, requires recruiters to assist citizens in registering to vote. Each recruiting office is required to maintain a copy of the Registration Application Instructional Guide. Specific instructions are outlined in the applicable PGM.

Chapter 5

RETENTION OPERATIONS

5.1. General: This chapter specifically identifies how Retention Operations provides policy and guidance to TAGs and unit commanders to assist recruiting and retaining quality personnel for authorized UMD positions. NGB/A1YR will provide the tools and programs required to assist in the execution of annual strategic Recruiting and Retention plans to meet congressionally programmed end strength.

5.2. Responsibilities.

5.2.1. ANG Retention Operations (NGB/A1YR)

5.2.1.1. Functions as the OPR for executing the ANG Retention Program.

5.2.1.2. Serves as single point of contact for actions pertaining to NGB/A1YR programs.

5.2.1.3. Gathers and supplies metrics to analyze and monitor ANG, state and unit programs such as, retention effectiveness, use of incentives, Montgomery GI Bill (MGIB) participation and budgetary requirements.

5.2.1.4. Manages funds in support of ANG Retention and Incentive Programs.

5.2.1.5. Conducts Staff Assistance Visits when requested or required.

5.2.1.6. Manages and establishes procedures for the administration of ANG Incentive and MGIB programs.

5.2.1.7. Sets annual retention and attrition goals to meet congressionally programmed ANG end strength.

5.2.1.8. Coordinates with NGB/A1P for guidance, policy and procedures pertaining to retention of ANG members.

5.2.2. RRS.

5.2.2.1. Responsible for the management and execution of the State ANG Retention Program.

5.2.2.2. Advises the status and effectiveness of the State Retention Program and provides reports as required by NGB/A1YR.

5.2.2.3. Evaluates retention and incentive data, reports, and studies for state program effectiveness; and identifies and advises where corrective action may be needed.

5.2.2.4. Requests audits of incentive and MGIB records by the State U.S. Property and Fiscal Office (USP&FO) a minimum of every three (3) years or when a change of retention personnel occurs.

5.2.2.5. Establishes production standards for ROMs and RRNCOs.

5.2.2.6. Assists command structure; to include wing elements, in establishing, evaluating and ensuring an effective Unit Career Advisor (UCA) program.

5.2.3. Wing/GSU.

5.2.3.1. Wing Commander or equivalent establishes and ensures effective execution of base level retention programs to include UCA Program and Career Motivation Program (CMP).

5.2.3.2. FSS provides information to the RRS and ROM on personnel policy changes and any actions affecting retention.

5.2.3.3. ROM/RRNCO.

5.2.3.3.1. Serves as OPR for the administration of Wing/GSU retention programs IAW this instruction and applicable PGMs.

5.2.3.3.2. Provides Retention Measurements and Reports to leadership as required.

5.2.3.3.3. Presents a retention briefing to the Wing/GSU Commander a minimum of quarterly.

5.2.3.3.4. Coordinates with leadership to determine specific retention needs.

5.2.3.3.5. Provides loss and retention data to RRS in order to evaluate and establish annual retention production standards. See PGM for program specifics.

5.2.4. Unit/Squadron Level.

5.2.4.1. The Unit/Squadron commander ensures an effective unit level retention program is established.

5.2.4.2. The Unit/Squadron commander appoints, in writing, a Non-Commissioned Officer (NCO) (SSgt through MSgt) to the additional duty position of UCA. One UCA for every 50 members is authorized.

5.2.4.3. The UCA assists the unit commander and ROM/RRNCO with unit retention IAW the applicable PGM.

5.3. Retention Offices.

5.3.1. One retention office will be located at each wing, and should be collocated with the recruiting office. ROM/RRNCOs will have a private office or counseling area to facilitate privacy and confidentiality when counseling members about career concerns.

5.3.2. The RRNCO will be located in a separate recruiting/retention office at the GSU.

5.4. Retention Programs.

5.4.1. Newcomer's Orientation is a program designed to provide general awareness of the unit to newly assigned airmen. The ROM/RRNCO will partner with support and functional offices to ensure a Newcomer's Orientation Program is conducted a minimum of quarterly. As a minimum, new members should be briefed on the ANG mission, specific state/unit missions, benefits and services. New members must be aware of Chaplain, Inspector General (IG), Equal Opportunity (EO), Education, Financial Management (FM), FSS and Family Program functions.

5.4.1.1. Newcomer's Orientation will not be used to fulfill annual ancillary training requirements.

5.4.2. UCA Program is designed to provide a grass roots level of Retention Program visibility within a Wing or GSU.

5.4.2.1. UCA assignment is an additional duty.

5.4.2.2. Program specifics are identified in the applicable PGM.

5.4.3. CMP serves as an analysis tool and is a systematic method used to facilitate career development for enlisted members.

5.4.3.1. CMP assists in force management planning and aids members in reaching career goals.

5.4.3.2. Program specifics are identified in the applicable PGM.

5.4.4. Incentive Programs are authorized for traditional ANG members who enlist, reenlist, or are appointed to serve in selected critical AFSCs.

5.4.4.1. Incentives are used primarily to increase and maintain strength in critical AFSCs.

5.4.4.2. The eligibility requirements, administrative procedures and payment schedules for incentives are outlined in the applicable FY ANG Incentive Program Operational Guidance and applicable PGM.

5.4.5. Montgomery GI Bill Programs are entitlements offered to ANG members for educational assistance through the Department of Veterans Affairs (DVA). OPR for education benefit guidance and eligibility criteria is the DVA. Specific ANG procedures are outlined in the applicable PGM.

5.4.6. Retention Measurements are tools used to analyze and evaluate local and national retention effectiveness. Retention measurements may identify positive and negative trends. Mandatory national reporting measurement data and specific procedures are outlined in the applicable PGM.

Chapter 6

MARKETING

6.1. General: This chapter specifically identifies how ANG Recruiting & Retention Marketing, Advertising, Event and Creative (NGB/A1YA) programs are designed to facilitate the generation of quality leads for R&R personnel. NGB/A1YA ultimately supports TAG & unit commander's manpower needs focused on meeting congressionally programmed end strength.

6.2. Responsibilities.

6.2.1. NGB/A1YA serves as the ANG executive agent for creating, producing, distributing, and implementing marketing products and services necessary to support ANG R&R programs. To achieve these objectives, NGB/A1YA is comprised of three marketing branches.

6.2.1.1. Advertising Marketing supports recruiting and retention programs with national policy for state and unit national and local advertising marketing programs. Specific guidance is outlined in applicable PGM.

6.2.1.1.1. OPR responsible for contracted civilian advertising agencies.

6.2.1.1.2. Provides oversight and assistance to national and local messaging initiatives.

6.2.1.1.3. Provides recruiting tools and support for field recruiters.

6.2.1.1.4. Serves as the ANG executive agent for creating, developing and executing lead generating campaigns nationally and provides oversight of initiatives at the local level.

6.2.1.1.5. OPR for interactive recruiting programs to include the official ANG recruiting website and all other web-based recruiting elements.

6.2.1.2. Event Marketing provides oversight, planning, assistance and scheduling for a multitude of special events at the national and local level. This includes, but not limited to: securing recruiting space, coordinating with local recruiting office(s) and interacting with civilian organizations. Event operations ensure maximum lead generation and performance. Event guidance is outlined in applicable PGM

6.2.1.2.1. Provides literature, sales promotional items (SPI), and personnel in support of selected planned events.

6.2.1.2.2. Provides recruiting and support tools to field recruiter(s).

6.2.1.3. Creative Marketing produces and coordinates with contracted advertising agencies for brochures, fact folders, posters, information displays, advertisements and other products to support recruiting and retention.

6.2.1.3.1. Provides design services for commercials, camera-ready ads and stock photos for national and local campaigns.

6.2.1.3.2. Develops local marketing and advertising media produced to reach a specific target audience.

6.2.1.4. NGB/A1YA approval is required for use of all local marketing and advertising materials. All advertisements must contain the national call to action (national phone number and website) and the national marketing word mark. Any advertisement that is published must meet requirements as prescribed in the applicable PGM.

6.2.1.5. NGB/A1YA ensures Return on Investment (ROI) is tracked on marketing programs by methods identified in applicable PGM.

6.2.2. RRS/In-Service Recruiting (ISR) Superintendent.

6.2.2.1. Facilitates generation of targeted leads to meet specific vacancies at the unit level and fosters relationships with key influencers through national and local community outreach programs.

6.2.2.2. Ensures ROI is tracked on identified NGB/A1YA programs IAW applicable PGM.

6.2.2.3. Guarantees all SPI purchases are compliant with the Joint Ethics Regulation and AFI 65-601V1.

6.2.2.4. Ensures national and local marketing materials are current as determined by annual marketing plan. Materials may include, but are not limited to: brochures, fact folders, print ads, television/radio commercials, theatre spots, direct mail materials, posters, on-line banner ads and SPIs.

6.2.3. RRNCO/ROS/ROM/PR/ISR

6.2.3.1. Generates targeted leads to meet specific vacancies at the unit level and foster relationships with key influencers through national and local community outreach.

6.2.3.2. Ensures ROI is tracked on NGB/A1YA programs in a method identified in applicable PGM.

6.2.3.3. Ensures national and local advertising materials are current as determined by annual marketing guidance. Materials include, but are not limited to: brochures, fact folders, print ads, television/radio commercials, theatre spots, direct mail materials, posters, on-line banner ads and SPIs.

6.3. Marketing and Advertising Programs.

6.3.1. National Marketing and Advertising Plan is developed and executed by NGB/A1YA program managers, utilizing R&R personnel feedback and contracted civilian advertising agencies' recommendations.

6.3.1.1. Conducts periodic reviews of the National Marketing and Advertising Plan and adjusts as necessary.

6.3.1.2. Guidance will reflect current strategy, required practices and other items pertinent to funds execution at the national level and will be outlined in an annual PGM.

6.3.2. National Marketing and Advertising Campaigns.

6.3.2.1. Generates leads.

6.3.2.2. Packages existing ANG opportunities in an understandable and attractive manner providing a consistent message across the nation.

6.3.2.3. Increases lead pool and cultivate long term interest in the ANG.

6.3.3. Local Marketing and Advertising Campaigns.

6.3.3.1. Coordinate and integrate national and local advertising campaigns to convey a consistent message and image.

6.3.3.2. Develop campaign to supplement local recruiter lead generation. Campaign must adhere to applicable NGB/A1YA PGM.

6.4. Center of Influence Events (COI).

6.4.1. The legislative authority for sponsoring COI events is U.S.C. Title 37, Section 428. Procedures must be implemented for direct vendor payment to avoid the inconvenience and in some cases, financial burden which could be imposed on recruiters by requiring them to advance funds out-of-pocket and later seek reimbursement for such events. If a direct payment procedure is not feasible, a receipt must be obtained from the vendor for reimbursement. Use of 58140F funds is authorized.

6.4.2. COI events are designed to generate leads and gain support for ANG R&R Programs by informing prospective applicants and civilian influencers of opportunities.

6.4.2.1. Funds may be utilized for events targeting key influencers of age qualified prospective ANG applicants.

6.4.2.1.1. Key Influencers include, but are not limited to: Civic and business leaders, educators, employers, members of professional groups, student leader groups, news media representatives and other influential groups.

6.4.2.2. COIs are not protocol functions and must only be utilized for authorized purposes and not to be used to reward past support.

6.4.2.3. All planned events must meet objectives as defined in annual Event Marketing PGM.

6.4.3. The state COI program must comply with applicable regulations and COI PGM.

Chapter 7

IN-SERVICE RECRUITING

7.1. General: This chapter specifically identifies how the In-Service Recruiting (ISR) Program supports recruiting objectives from a national level to maximize accessions of separating active duty Air Force members to fulfill the ANG mission by contributing to congressionally mandated end strength and effective manning objectives in ANG units nationwide.

7.2. Responsibilities.

7.2.1. NGB/A1YR.

7.2.1.1. OPR for the ANG ISR Program.

7.2.1.2. Strategically imbeds ISRs into active duty Air Force installations worldwide.

7.2.1.3. Annually reviews ISR allocations and redistributes authorizations to meet ANG requirements.

7.2.1.4. Administers and evaluates the ANG ISR program.

7.2.1.5. Measures and monitors program effectiveness.

7.2.1.6. Serves as liaison to agencies to include, but not limited to: Air Force Recruiting Service, Air Force Personnel Center, Air Reserve Personnel Center and Air Force Reserve Command.

7.2.2. ISR.

7.2.2.1. Administers Palace Chase and Palace Front programs IAW AFI 36-3205, *Applying for the Palace Chase and Palace Front Programs* and applicable PGM.

7.2.2.1.1. Serves as ANG POC on active duty Air Force bases and establishes a strong working relationship with FSS and other base organizations.

7.2.2.1.2. Educates active duty Air Force members of ANG opportunities.

7.2.2.1.3. Contacts all separating Air Force members to ensure awareness of ANG opportunities.

7.2.2.1.4. Facilitates transition of active duty Air Force members into the Air National Guard.

7.2.2.1.5. Connects the Air Force member with the appropriate ANG recruiter.

Chapter 8

TRAINING

8.1. General: This chapter specifically identifies how Recruiting and Retention Training develops and maintains a well trained and motivated sales force of recruiting and retention personnel to aid in meeting congressionally programmed end strength.

8.2. Responsibilities.

8.2.1. ANG Recruiting and Retention Training (NGB/A1YO).

8.2.1.1. Develops and coordinates R&R basic and advanced course curriculums conducted at Lackland Air Force Base (AFB) and ANG Training Education Center (TEC) at McGhee-Tyson ANG Base.

8.2.1.1.1. Serves as liaison between Air Training and Education Command (AETC) Training Squadron (TRS), TEC and ANG R&R instructors ensuring the curriculum remains current and pertinent to the ANG.

8.2.1.2. Develops and enforces training requirements for all personnel assigned to valid recruiting and retention positions within the Air National Guard.

8.2.1.3. Develops, provides oversight, and conducts formal and specialized training for R&R personnel.

8.2.1.3.1. Monitors and evaluates the quality of training provided at all R&R courses and workshops conducted by NGB/A1Y.

8.2.1.3.2. Develops and distributes standardized Command Job Qualification Standards (CJQS) as required.

8.2.1.3.3. Provides recruiting and retention training assistance and SAVs to states and territories as required.

8.2.1.3.4. Conducts mandatory training courses and annual workshops for all management, supervisory, and production personnel affiliated with ANG recruiting and retention.

8.2.1.3.5. Coordinates course schedules with ANG Airman Competency Branch (NGB/A1DC), and ANG TEC.

8.2.1.4. Provides leadership with analysis and recommendations on recruiting and retention training procedures, management trends, and production problems.

8.2.1.5. Schedules, coordinates, and conducts sales training, follow on training and management style sales instructions for personnel assigned to ANG R&R.

8.2.2. RRS.

8.2.2.1. Ensures all state R&R personnel receive training necessary IAW AFI 36-2201, *Air Force Training Program* and this instruction.

8.2.2.2. Initiates and executes a training program for newly assigned ROS, ROM and RRNCO, as required.

- 8.2.2.3. Assists recruiting and retention locations in developing training programs.
- 8.2.2.4. Acts as training certifier in cases where the ROS or ROM is the primary trainer.
- 8.2.2.5. Formally certifies all R&R personnel upon completion of phase training.
- 8.2.2.6. Conducts recruiting and retention training workshops, as requested or required.

8.2.3. ROS.

- 8.2.3.1. Serves as primary trainer for all production recruiters. This may not be delegated. The ROS may authorize a certified recruiter from within the same office to assist with production recruiter training.
- 8.2.3.2. Conducts recruiting training workshops as required.
- 8.2.3.3. Informs the RRS of any training deficiencies.

8.2.4. ROM/RRNCO.

- 8.2.4.1. Pursues an aggressive self-study program on instructions, operating instructions, training aids, and professional sales and marketing materials to enhance development and performance.
- 8.2.4.2. Serves as principal trainer for the Assistant ROM (AROM), if applicable.
- 8.2.4.3. Conducts training workshops, as required.
- 8.2.4.4. Informs the RRS of any training deficiencies.

8.3. Formal Training.

- 8.3.1. Formal training courses are conducted through structured classroom settings, with course of instruction provided by Air Force, ANG, civilian or adjunct instructors.
- 8.3.2. Newly selected recruiting and retention personnel will be assigned to SDI 8RXXX IAW NGB/A1DC guidance.
 - 8.3.2.1. Trainee cannot perform production recruiter duties until graduation of Basic Recruiting Course and award of SDI 8RXXX. Familiarization and administrative support is authorized while awaiting technical training.
- 8.3.3. Personnel selected to ROS, ROM and RRNCO positions must be a certified production recruiter (SDI 8RXXX).
- 8.3.4. Previously certified recruiters selected for ROS, ROM and RRNCO positions will attend Basic Retention Course within one year of assignment.
- 8.3.5. Special Duty Pay (SDAP) is authorized at completion of Basic Recruiting Course and award of SDI 8RXXX.
- 8.3.6. Personnel assigned to recruiting or retention positions that have not completed the Basic Recruiting Course must attend the first available course. State RRS must submit a written request if recruiter/retainer cannot attend the scheduled course for extenuating circumstances. This request must be sent to NGB/A1Y for approval or removal from recruiting and retention program.

8.3.7. Successful completion of formal schools is required for qualification or certification in SDI 8RXXX.

8.3.7.1. Personnel who do not successfully complete the necessary schools for certification are not allowed to return to formal training without approval from NGB/A1Y.

8.3.7.2. Personnel selected as RRS, ROS, or ROM must apply for the first available training seat in the appropriate mandatory course(s) as identified by NGB/A1Y.

8.3.8. Certification training must be completed and documented within one year of assignment to the position.

8.3.9. NGB/A1YO will notify state RRS of training seat availability at the beginning of each fiscal year. Priority assignment will be given to members whose AFRISS training records reflect non-compliance. RRS must provide written justification to NGB/A1Y if a recruiter or retainer is unable to attend.

8.4. Initial Certification Training.

8.4.1. Recruiter certification is a formal and cumulative training process that incorporates in-residence training, on-the-job training and a one-year phase Job Qualification Standard (JQS) training.

8.4.1.1. Initial Phase Training is divided into three timed phases. Phase training assists trainee in development of sound recruiting practices and an understanding of recruiting concepts; refer to 8R000-CJQS for information on timed phase training. A recruiter or retainer will enter phase training after successful completion of the Basic Recruiting Course. The trainee is allowed 120 days to complete each phase. Adjustment to phase completion or evaluation dates require NGB/A1YO coordination and approval.

8.4.2. Initial standards and expectations will be documented by supervisor within 15 days following individual's graduation from Basic Recruiting Course. This will be signed by the supervisor and trainee and recorded on AF Form 623a. Documentation will include, but not limited to: Duties, responsibilities, expectations, and mandatory training and position specific training requirements.

8.4.3. R&R personnel certification applies to ROSs, ROMs, RRNCOs and Production Recruiters on initial assignment to recruiting. Successful completion of training is certified by the RRS.

8.4.4. Upon completion of each phase, the trainer will conduct a formal evaluation of the trainee's progress. The evaluation is documented in AF IMT 803, *Report of Task Evaluation* and systems training record.

8.4.4.1. Evaluations must be accomplished no later than ten (10) workdays after the completion of the training phase.

8.4.4.2. All tasks for the current phase should be certified in the CJQS before moving to the next phase of training.

8.4.4.3. Training strengths, weaknesses and task reviews for the next phases are documented on the AF IMT 803.

8.4.5. ROS must be briefed on training progress in cases where the ROS is not the primary trainer.

8.5. Unsatisfactory Progress.

8.5.1. Unsatisfactory training results, as documented in AF IMT 803, signify that the trainee should be placed into intensified training as indicated below.

8.5.2. Intensified Training is designed to overcome deficiencies within specific training objectives. It is utilized when a trainee exhibits an inability to fully grasp a concept or demonstrate a task successfully. It is initiated when ROS or ROM conduct formal counseling and recommend trainee for a 30 day training extension. This training must be used when an extension to phase training is approved. The methodology for employing intensified training includes closer supervision, repetitive task performance, and creation of more training opportunities. Intensified training is applicable to any recruiting or retention trainee.

8.5.2.1. The ROS or ROM, with the assistance of the trainer and trainee, will develop a 30 day training plan designed to overcome training deficiencies.

8.5.2.2. The RRS will conduct formal counseling when placing a ROS/ROM/RRNCO trainee on a 30 day training extension for intensified training. The RRS, with the assistance of the trainer and trainee, will develop a 30 day training plan designed to overcome training deficiencies.

8.5.2.3. Intensified Training is authorized 30 day extensions for Phases I and II. This extension is initiated by the ROS, in writing, and recorded in the trainees AF Form 623, *Individual Training Record Folder* and forwarded to the RRS. RRS will initiate an extension if the trainee is a ROS, ROM or RRNCO.

8.5.2.4. If the trainee's progress is unsatisfactory after any 30 day extension, the assistance of the RRS and/or DOS is required. If training fails to improve the deficiency, the supervisor will consider the trainee for dismissal IAW ANGI 36-101, Chapter 8. NGB/A1Y should be notified as appropriate.

8.5.2.5. Upon successful completion of intensified training, the trainee may move into the next training phase or may be certified, as appropriate.

8.6. Certification.

8.6.1. Upon completion of phase training, the trainer determines if the trainee is eligible for certification by conducting an in-depth competency review of CJQS 8R000 to ensure all tasks are certified. Task competency is evaluated to determine eligibility for certification.

8.6.2. Trainer will submit a recommendation for certification to the RRS, through the ROS, if applicable, once it is determined that the recruiter is eligible for certification. Once all formal and initial certification training objectives are met the incumbents in these positions are considered qualified.

8.6.3. Trainees who successfully complete phase training will be certified within 30 days after the final evaluation. Certification is accomplished only after the RRS validates the trainee is proficient in all tasks listed in the CJQS.

8.6.4. At nine months, trainee may be evaluated for exceptional progression and the trainer may validate proficiency in all applicable CJQS tasks and recommend early certification.

8.7. Production Evaluation.

8.7.1. Production evaluation is conducted at a minimum, twice a year to review recruiter/retainer performance and when requested by higher authority. It can be utilized to determine if sub-standard performance is related to a training deficiency. Production evaluation requirements are performed to:

8.7.1.1. Ensure recruiting and retention personnel meet monthly recruiting goals set forth in the standards and expectations.

8.7.1.2. Ensure a recruiter or retainer has the ability to meet performance standards (i.e. case file preparation, paperwork, MEPS processing, etc.).

8.7.2. Production evaluations are prepared and conducted by:

8.7.2.1. ROS, if a Production Recruiter is being evaluated.

8.7.2.2. RRS, if a ROS, RRNCO or ROM is being evaluated.

8.7.2.3. NGB/A1Y, in coordination with state DOS if an RRS is being evaluated.

8.7.3. Written production evaluations are required. Evaluations should include:

8.7.3.1. An analysis of the current market.

8.7.3.2. An evaluation of previous training provided. This process must be comprehensive and include performance evaluations.

8.7.3.3. An evaluation of individual's activity (time management skills, lead generation, personal interview, record analysis, testing, state R&R plans, Parthenons, funds management, MEPS flow applications, etc.).

8.7.4. Counseling.

8.7.4.1. Document counseling sessions on AF Form 174, *Record of Individual Counseling*.

8.7.4.2. Counseling sessions must clearly state observations and findings. Discussion with the recruiter/retainer will be initiated to further understand and identify problem areas, should they exist.

8.7.4.3. If a training deficiency is discovered, determine and implement training designed to overcome the deficiency and target a projected completion date with the trainee.

8.7.5. Completion of Production Evaluations.

8.7.5.1. NGB/A1Y, RRS and/or ROS must ensure the production evaluations are completed in a timely manner and continuous follow-up action is accomplished.

8.7.5.2. An information copy of AF Form 174 should be forwarded to the trainee and the proper authority (i.e. NGB/A1Y, DOS, etc.) as the situation warrants. File original AF Form 174 in the trainee's Personnel Information File (PIF).

8.8. Extension to Phase III training.

8.8.1. Trainees not performing at the qualified level at the end of Phase III evaluation will be considered for dismissal IAW ANGI 36-101, Chapter 8.

8.8.2. The trainee may be considered for a Phase III extension in training only under the most unusual circumstances. The RRS may request approval from NGB/A1Y for an additional 30 days of proficiency training, bringing the maximum training time to 15 months. The trainee will be notified in writing of the decision.

8.8.3. The RRS will certify the trainee or recommend reassignment or dismissal at the end of the 30 day extension.

8.9. Deficiency, Supplemental and Re-Certification Training.

8.9.1. Deficiency Training.

8.9.1.1. This training is used when the performance of qualified or certified personnel falls below the predetermined standard and it is believed that the deficiency is due to factors which can be overcome through training.

8.9.1.2. Upon discovery of a training related deficiency, the supervisor will notify the trainee, in writing, that he or she is being placed in deficiency training.

8.9.1.2.1. The supervisor or trainer will develop a more comprehensive training program for the trainee, which at a minimum will include tasks, processes and knowledge considered critical to mission success. Deficiency training will not exceed 30 days.

8.9.1.2.2. The trainee must acknowledge receipt in writing. Copies of all correspondence will be filed in the trainee's PIF (E-7 and above) or AF Form 623a, *On-The-Job Training Record Continuation Sheet* (E-6 and below).

8.9.1.3. Deficiency training does not automatically result in decertification.

8.9.1.4. The supervisor should request assignment of the RRS as the trainer in the event the ROS, ROM or RRNCO is the trainee. In conjunction with the trainer and trainee, the supervisor will define the deficiency and assist in developing a training plan to bring performance to standard.

8.9.1.5. The supervisor will conduct an in-depth evaluation at the end of the training period. The results are recorded on AF Form 623a or Memorandum for Record and placed in the individual's PIF or individual training records.

8.9.2. Supplemental Training.

8.9.2.1. Supplemental training augments or enhances recruiting and retention skills and is especially important for the RRS, ROS, ROM and RRNCO positions.

8.9.2.2. Supplemental training goes well beyond basic technical knowledge by including any training that is designed to improve management and leadership skills. This training may be formal or informal and gained from both civilian and military sources.

8.9.2.3. All recruiting and retention personnel should develop an aggressive self-training program.

- 8.9.2.3.1. Training from specific recruiting and retention sources include, but are not limited to: Position Descriptions, SAV checklists and Compliance and Standardization Review Lists (C&SRL) and may assist in guiding individual training needs.
- 8.9.2.4. Training from military sources may include, but not limited to: Resource Management, Force Management, Train-the-Trainer, Training Certification, Leadership Courses, Windows based operating systems and Air Force Writing Course.
- 8.9.2.5. Training from civilian sources includes, but are not limited to: writing, statistical analysis, public speaking, quality leadership and management courses.
- 8.9.3. Recertification.
- 8.9.3.1. Recertification is an important training tool. This is an expedited training program designed to capitalize on previously held skills. This process involves review of all tasks in the CJQS and ensures the recruiter/retainer is capable of performing to applicable standards prior to recertification. Recertification should be used for the following circumstances:
- 8.9.3.1.1. Former active duty recruiters to ensure competency in all recruiting tasks.
 - 8.9.3.1.2. Former recruiting/retention personnel that have been out of recruiting more than one year.
 - 8.9.3.1.3. Certified recruiter/retainer hired from another state.

HARRY M. WYATT III, Lieutenant General,
USAF
Director, Air National Guard

Attachment 1

GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS

References

AFI 24-101, *Passenger Movement*, 27 October 2004
 AFI 24-301, *Vehicle Operations*, 01 November 2008
 AFI 32-1024, *Standard Facility Requirements*, 14 July 2011
 AFI 36-2201, *Air Force Training Program*, 15 September 2010
 AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, 18 July 2011
 AFI 36-3014, *Clothing Allowances for Air Force Personnel*, 22 May 2007
 AFI 36-3017, *Special Duty Assignment Pay (SDAP) Program*, 10 June 1994
 AFI 36-3205, *Applying for the Palace Chase and Palace Front Programs*, 10 October 2003
 AFI 33-363, *Management of Records*, 01 March 2008
 AFI 65-601V1, *Budget Guidance and Procedures*, 3 March 2005
 AFSSI 8502, *Organizational Computer Security* 18 September 2008
 ANGI 36-101, *the Guard/Reserve (AGR) Program*, 3 June 2010
 ANGI 36-2101, *Assignments within the Air National Guard*, 11 June 2004
 ANGI 36-2802, *ANG Special Trophies and Awards*, 15 December 1995
 DoD 5500.7-R, *Joint Ethics Regulation*, 1 August 1993
 DoDD 5160.58E, *Recruiting Facilities Program*, 31 August 2005

Adopted Forms

AF Form 174, *Record of Individual Counseling*
 AF Form 623, *Individual Training Record Folder*
 AF Form 623a, *On-The-Job Training Record Continuation Sheet*
 AF IMT 803, *Report of Task Evaluation*
 SF 1164, *Claim for Reimbursement for Expenditures on Official Business*

Abbreviations and Acronyms

ABR—AFRISS Based ROMPS
AETC—Air Education and Training Command
AFB—Air Force Base
AFECD—Air Force Enlisted Classification Directory
AFI—Air Force Instruction
AFRISS—Air Force Recruiting Information Support

AFSC—Air Force Specialty Code
AGR—Active Guard/Reserve
ANG—Air National Guard
ANGI—Air National Guard Instruction
AROM—Assistant ROM
BAC—Budget Authority Code
C&SRL—Compliance and Standardization Review List
CAT 1—Category 1
CCM—Command Chief Master Sergeant
CJQS—Command Job Qualification Standard
CMP—Career Motivation Program
COI—Center of Influence
CRIS—Command Resource Information System
DOD—Department of Defense
DODI—Department of Defense Instruction
DOR—Designed Officer Recruiter
DOS—Director of Staff-Air
DSS—Designated Support Systems
DVA—Department of Veterans Affairs
EEIC—Element of Expense Investment Code
EO—Equal Opportunity
FM—Financial Management
FSS—Force Support Squadron
FY—Fiscal Year
GED—General Education Development
GSU—Geographically Separated Unit
HRO—Human Resources Office
IAW—In Accordance With
IG—Inspector General
ISR—In-Service Recruiter or Recruiting
JFTR—Joint Federal Travel Regulation
JQS—Job Qualification Standard

MEPS—Military Entrance Processing Stations
MET—Mobile Examination Testing
MGIB—Montgomery GI Bill
MILPDS—Military Personnel Data System
MRV—Manpower Resource Voucher
NCO—Non-Commissioned Officer
NGB—National Guard Bureau
NVRA—National Voter Registration Act
OPR—Office of Primary Responsibility
PEC—Program Element Code
PIF—Personnel Information File
POC—Point of Contact
PGM—Procedural Guidance Message
PR—Production Recruiter
R&R—Recruiting and Retention
RA—Resource Advisor
RIC—Recruiter Identification Code
ROI—Return on Investment
ROM—Retention Office Manager
ROMPS—Retention Office Manager Productivity System
ROS—Recruiting Office Supervisor
RRNCO—Recruiting and Retention Noncommissioned Officer
RRS—Recruiting and Retention Superintendent
SAV—Staff Assistance Visit
SDAP—Special Duty Assignment Pay
SDI—Special Duty Identifier
SF—Standard Form
SPI—Special Promotional Item
TAG—The Adjutant General
TEC—Training Education Center
TRS—Training Squadron
UCA—Unit Career Advisor

UMD—Unit Manning Document

USAF—United States Air Force

U.S.C.—United States Code

USP&FO—U.S. Property and Fiscal Office

Terms

Active Guard/Reserve (AGR)— All personnel of the National Guard and Reserve Forces serving on active/full-time duty under sections 10301, 10211, 12301, 12310, or 12402 of Title 10 U.S.C. or sections 502(f) of Title 32, United States Code in connection with organizing, administering, recruiting, instructing, or training reserve components.

Air Force Specialty Code (AFSC)— A four or five digit number used to identify an Air Force Specialty (AFS). When a more specific identification of the position requirement and individual qualification is needed, an alpha prefix or suffix is used with the numerical codes.

Geographically Separated Unit (GSU)— An ANG unit at least 50 miles away from the servicing wing/MPF.

Influencers—Persons who, by their positions, have strong and obvious influence on prospective applicants to join the Air National Guard. These are normally educators, parents or guardians of prospective applicants, civic and business leaders, employers of ANG personnel, and media representatives.

Influencer Groups— Any organization or group (i.e. broadcasting organizations) which, through a concerted effort, provides support for the Air National Guard Recruiting and Retention Program.

Printed Material— Advertising materials produced or developed on behalf of the Air National Guard. The materials include full color, halftone, and black and white printed on paper stock other than standard bond or index card. Printing processes used for these materials will be other than standard copier reproduction.

Resource Advisors (RAs)— A member of the financial working group (FWG) which represents their organization or staff agency and assists in the management of their organization's financial resources. The RAs prepare operating budget and financial plan requests for their organization and administer the approved operating budget authority distributed by the FWG and the Financial Management Board (FMB).

Retention Office Manager (ROM)— Any ANG member assigned to a valid Support Personnel Manning Document (SPMD) AGR retention position who has successfully completed one of the approved recruiting courses, the ANG Retention Course at McGhee-Tyson ANGB, TN and has been assigned SDI 8R000

Recruiter— Any ANG member assigned to a valid Support Personnel Manning Document (SPMD) AGR recruiter position who has successfully completed one of the approved recruiting courses, has been assigned SDI 8R000.

Special Duty Identifier (SDI)— A five-place number designed to identify the position held by a military member other than the member's primary skill position.

Staff Assistance Visit (SAV)— A unit visit to review program elements and administration. The visit is normally conducted by higher headquarters.

Unit— A military organization duly constituted by competent directive and defined in the manpower and personnel data system by a single personnel accounting symbol (PAS) code.

Unit Career Advisor (UCA)— A mid-career or career NCO selected by the Unit Commander to coordinate the unit career motivation program as an additional duty.