

**BY ORDER OF THE COMMANDER
927TH AIR REFUELING WING**

**927TH AIR REFUELING WING
INSTRUCTION 36-101**

9 SEPTEMBER 2024

Personnel

**927TH AIR REFUELING WING
RETENTION PLAN**



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This instruction is to provide guidance for implementation of vigorous programs to retain qualified airmen in 927th Air Refueling Wing (927 ARW) units as well as the Air Force (AF) Reserve and to establish local requirements for processing and conducting the Wing Retention Program. It also extends the guidance of Department of the Air Force Instruction (DAFI) 36-2606, *Reenlistment and Extension of Enlistment*, Department of the Air Force Instruction (DAFI) 36-2670, *Total Force Development* and Department of the Air Force (DAFI) 36-3012, *Military Entitlements*. Ensure that all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed of in accordance with the Air Force Records Disposition Schedule which is located in Air Force Records Management System. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the Department of the Air Force (DAF) Form 847, *Recommendation for Change of Publication*; route DAF Form 847 from the field through the appropriate functional chain of command.

SUMMARY OF CHANGES

This publication has been substantially revised and must be completely reviewed

1. Background. Since the inception of the "all volunteer force", maintaining adequate airman manning levels within AFRC units has been a constant challenge. This is due to a variety of factors including national economic trends, fluctuating job satisfaction levels and the significant financial and manpower resources that are needed to attract qualified replacements. Retaining airmen in the unit program depends primarily on the ability of all leadership levels to motivate members and encourage their continued, constructive participation. It is perceived that positive retention efforts are directly correlated to training programs that provide airmen the opportunity to use their skills constructively and that recognize individual achievements. Supervisors at every level, then, become key to influencing airmen attitudes and are in the most critical position to determine the success rate of unit reenlistments and overall Retention Program effectiveness.

2. Roles and Responsibilities:

2.1. The Director of Personnel, Office of the Air Force Reserve, is the central authority for career motivation and retention efforts. They develop policies, procedures and materials to support this Wing Retention Program; advertise to make Reserve participation more attractive; motivate individuals to participate; recommend legislation to make Reserve service more essential; and approve programs and materials developed by HQ AFRC to support the USAFR Reenlistment and Retention Program.

2.2. AFRC/A1K is the OPR for retention policy and guidance of personnel assigned to USAFR units. They implement policies approved by the AFRC/CC. They also evaluate the overall effectiveness of the program and give direction as necessary; recommend to AFRC/RE ways to enhance USAFR participation; coordinate personnel actions affecting career retention; and, if required, supplement DAFI 36-2606 to detail the program for Reservists.

2.3. USAFR Numbered Air Force (NAF) Commanders support established policies and instructions, and give guidance as required. They coordinate with subordinate units any personnel actions affecting the career retention of Reserve personnel to ensure unity of effort and purpose. Finally, they make recommendations to higher headquarters on the effectiveness of career retention

2.4. Wing Commander.

2.4.1. Works in conjunction with the Military Personnel Flight (MPF) and the CUBE to develop and conduct an aggressive and continuous Wing Retention Program

2.4.2. Provides the necessary work environment and suitably arranged facilities with private areas or rooms for interviews and counseling

2.5. Wing Talent Management Consultant.

2.5.1. Administers the Wing Retention Program for the Wing Commander

2.5.2. Informs commanders of potential problems or of undesirable unit conditions that stem from face-to-face counseling sessions or indirect feedback with unit members

2.5.3. Monitors unexcused absence roster in order to track potential negative impacts to member's careers and incentives

2.5.4. Evaluates ideas for motivating members and forwards to AFRC/A1KK for consideration

2.5.5. Processes member's reenlistment packages through final update in MilPDS

- 2.5.6. Conducts meetings with TMCs, not less than quarterly and provides minutes via email and/or shared drive or hardcopy
- 2.5.7. Ensures commanders appoint TMCs at each group and unit in writing for the official file
- 2.5.8. Establishes a TMC training program and documents in accordance with DAFI 36-2670. Each TMC will sign acknowledging in-person training or PowerPoint within the first two UTAs of assignment. Training documentation will be kept by WTMC in binder. Also, conducts unit staff assistance visits (SAV) every two years with follow ups as necessary, and keeps results on file.
- 2.5.9. Publishes Wing Retention Plan
- 2.5.10. Distributes Selective Retention (SRP) RIPs monthly prior to each UTA or as needed to GTMCs and UTMCs for the reenlistment process
- 2.5.11. Updates reenlistment status code in MilPDS, mails original DD Form 4, *Enlistment/Reenlistment Document Armed Forces of the United States*, documents to ARPC for upload to the member's PRDA. Saves all official records (SRPs/DD Form 4s, AF Form 158s and DAF Form 418s, *Selective Reenlistment Program (SRP) Consideration/Denial of Continued Service for Airmen/Guardians*) in the local digital backup (O: Drive) for up to 1 year IAW the Records Disposition Schedule, Table and Rule 36 – 13 R 02.00.
- 2.5.12. Counsels those undecided or declining reenlistment on a monthly cycle before current ETS, explores options and guidance to determine if any available options may deter member from leaving AFR
- 2.5.13. Elevates any situations or circumstances that may warrant a deviation from standard procedure to the MFM for evaluation and action
- 2.5.14. Addresses newly gained members in the Newcomers Briefing during each UTA weekend
- 2.5.15. Pulls Initial Orientation Contact (IOC) RIPs from MilPDS for all newcomers monthly for GTMC/UTMC routing to individual Commanders
- 2.5.16. Manages the Incentive Program by:
- 2.5.16.1. Verifying eligibility for prospective incentive program members by using annual FY AFSC Bonus Lists generated by AFRC
 - 2.5.16.2. Initiating and completing incentive application packages to ARPC through myPers for new applicants
 - 2.5.16.3. Counsels those at risk of being terminated from the bonus program due to administrative actions or unsatisfactory participation
 - 2.5.16.4. Calculating and processing annual installment payments (FY AFSC, BRS-CP, AVB) in CMS
 - 2.5.16.5. Files all final and official pay documents in the Wing O: Drive IAW the Records Disposition Schedule, Table and Rule 36 – 13 R 02.00

2.5.17. Compiles monthly reenlistment and loss statistics through MilPDS and MilSuite Recruiting & Retention products, analyzes loss trends and presents results to Wing Commander at least quarterly through Wing Manning Meeting briefing and for monthly CUBE Team meetings with unit leadership

2.5.18. Reviews all SRPs within 3 months of ETS for members that are either undecided or selecting not to reenlist / coordinates with Group TMCs and leadership to annotate the potential loss on monthly CUBE meetings slides for unit commander awareness

2.5.19. Contacts and counsels those projected for reassignment to nonparticipating status, unsatisfactory participants, ineligible reenlistees, and others requesting counseling

2.5.20. Publishes WTMC visual aid and assists GTMCs with creation of their individual visual aids for wing member identification and outreach

2.5.21. Answers inquiries regarding Air Force instructions, regulations, policy, procedures, advertising and publicity material relating to career motivation programs

2.5.22. Assists members in completing the AFRC Exit Survey Questionnaire for anyone requesting transfer to another service or separating from AFRC and collects data on career goal obstacles and solutions

2.5.23. Facilitates entire Denial of Reenlistment process (DAF Form 418) including Wing Commander notification, primary/alternate board creation and member notification, coordination of board time & place and routing of board recommendation letter for final consideration

2.6. Group and Squadron Commanders

2.6.1. Organize and conduct an aggressive Wing Retention Program within respective units

2.6.2. Appoint in writing, career NCOs (Master Sergeant or above for the Group and Staff Sergeant or above for the squadron) at the 5 or 7 skill level to serve as Group (GTMC) or Unit Talent Management Consultants (UTMC)

2.6.3. Evaluate the group/squadron reenlistment and retention program

2.6.4. Provide the necessary work environment and suitably arranged facilities with private areas or rooms for interviews and counseling

2.6.5. Conduct an Initial Orientation Contact briefing with each new member to the group or squadron (See IOC template attachment)

2.6.6. Initial Orientation Contact briefing should include:

2.6.6.1. Duty assignment- does the member understand how his / her job fits into the overall Air Force mission?

2.6.6.2. Unit Mission description

2.6.6.3. Job satisfaction- i.e., is present assignment challenging based on member's abilities?

2.6.6.4. Member's career goals

2.6.6.5. Member's expectations from Air Force Reserve Leadership

- 2.6.6.6. Familiarization with opportunities for education and training advancement
 - 2.6.6.7. Promotional opportunities / Recognition program description
 - 2.6.6.8. Participation requirements / expectations as well as problems or situations that could preclude positive reserve participation
 - 2.6.6.9. Identification of avenues to resolution of irritants and issues
 - 2.6.7. Make final decision on a member's eligibility for reenlistment (SRP) or enlistment extension (DAF Form 1411, *Extension of Enlistment in the Department of the Air Force*)
 - 2.6.8. Complete DAF Form 418 which must be initiated in cases of denial (refer to DAFI 36-2606)
 - 2.6.9. Annotate counseling comments on the SRP and submits comments on an AF Form 158 to accompany the SRP when applicable in cases of denial or when members are “undecided”
 - 2.6.10. Ensure all personnel are provided meaningful, constructive training and duties / procedures that ensure associated personnel actions such as assignments, promotions, classifications, etc. are properly applied
 - 2.6.11. Provide appropriate and timely recognition for deserving airmen by publicizing individual achievements worthy of recognition, including accomplishments in a member's civilian job or personal endeavors
- 2.7. Supervisors.**
- 2.7.1. First line of defense concerning member career dissatisfaction / disillusionment
 - 2.7.2. Assist the unit commander and GTMC / UTMC in conducting the Wing Retention Program
 - 2.7.3. Keep the unit commander informed of problems that can be solved locally and unfavorable unit conditions that could influence negative career decisions or retention efforts
 - 2.7.4. Schedule and conduct meaningful constructive training programs
 - 2.7.5. Schedule and conduct meaningful performance feedback sessions regularly with subordinates
 - 2.7.6. Advise Airmen of advantages, opportunities and challenges within the AF Reserve
 - 2.7.7. Communicate to the GTMC / UTMC the results of contacting members with unexcused absences
 - 2.7.8. Recommend or non-recommend member for reenlistment (SRP)
 - 2.7.9. Initiate DAF Form 418 (must be included in all cases of denial; refer to DAFI 36-2606)
 - 2.7.10. Submit recommendations to the unit commander for improving reenlistment rates
- 2.8. Group Talent Management Consultant.**

- 2.8.1. Selected by and administers the Wing Retention Program for their Group Commander and oversees respective squadrons in the absence of any Unit Talent Management Consultant during the UTA weekend
- 2.8.2. Briefs Group Commander on current reenlistment statuses of all eligible members monthly
- 2.8.3. Keeps the Group Commander informed of problems that can be solved locally and any unfavorable unit conditions that could influence negative career decisions
- 2.8.4. Elevates any situations or circumstances that may warrant a deviation from standard procedure to the WTMC for evaluation and action
- 2.8.5. Advises respective unit members of reserve entitlements, benefits, and opportunities (such as the GI Bill, CCAF, Bonus AFSC, Non-EAD Commissioning Program, etc.)
- 2.8.6. Manages, maintains and is knowledgeable of the Reenlistment and Discharge (ETS) Tracking Roster:
 - 2.8.6.1. Produced monthly by WTMC
 - 2.8.6.2. Listed by ETS date, up to 14 months in advance
 - 2.8.6.3. Used to track reenlistments within the Group
- 2.8.7. Focuses efforts on individuals with a reenlistment code other than "5A", including those who have not made a decision and are within six months of their ETS
- 2.8.8. If counseling is required, records on an AF Form 158, *USAFR Contact and Counseling Record*, in coordination with member's supervisor and unit commander
- 2.8.9. Files and maintains official records such as SRPs, DD Form 4s, AF Form 158 and DAF Form 418s, monthly annotated eligibility rosters group O: Drive IAW the Records Disposition Schedule, Table and Rule 36 – 13 R 03.00
- 2.8.10. Continually monitors morale climate within Group and subordinate units by conducting face- to-face counseling and informal unit visits
- 2.8.11. Creates GTMC visual aid for member identification and outreach
- 2.8.12. Conducts reenlistment ceremonies
- 2.8.13. Initiates, completes and prints reenlistment contracts or extension contracts
- 2.8.14. Reviews contract with member and briefs on retirement eligibility
- 2.8.15. Facilitates ceremony with chosen commissioned officer
- 2.8.16. Conducts enlistment ceremonies for all newly assigned Palace Front / Chase members within their Group during UTA weekends
- 2.8.17. Obtains all initials and signatures and makes copy of contract for member if requested
- 2.8.18. Returns reenlistment documents and contracts to the WTMC for final processing
- 2.8.19. Attends meetings and training sessions as established by the WTMC
- 2.8.20. Provides ideas on ways to improve retention efforts within the Group / Wing

2.9. Unit Talent Management Consultant.

- 2.9.1. Appointed by and administers the Wing Retention Program for their Unit Commander
- 2.9.2. Briefs Unit Commander on current reenlistment statuses of all eligible members monthly
- 2.9.3. Keeps the Unit Commander informed of problems that can be solved locally and any unfavorable unit conditions that could influence negative career decisions
- 2.9.4. Advises fellow unit members of reserve entitlements, benefits, and opportunities (such as the GI Bill, CCAF, Bonus AFSC, Non-EAD Commissioning Program, etc.)
- 2.9.5. Manages, maintains and is knowledgeable of the Reenlistment and Discharge (ETS) Tracking Roster:
 - 2.9.5.1. Produced monthly by WTMC
 - 2.9.5.2. Listed by ETS date, up to 14 months in advance
 - 2.9.5.3. Used by wing and group to track reenlistments
- 2.9.6. Focuses efforts on individuals with a reenlistment code other than "5A", including those who have not made a decision and are within six months of their ETS
- 2.9.7. If counseling is required, records on an AF Form 158
- 2.9.8. Files and maintains official records such as SRPs, DD Form 4s, AF Form 158 and DAF Form 418s, monthly annotated eligibility rosters on the unit O: Drive IAW the Records Disposition Schedule, Table and Rule 36 – 13 R 03.00
- 2.9.9. Continually monitors morale conditions within the unit by conducting face-to-face counseling
- 2.9.10. Creates UTMC visual aid for member identification and outreach (Optional)
- 2.9.11. Conducts reenlistment ceremonies
- 2.9.12. Initiates, completes and prints reenlistment contracts or extension contracts
- 2.9.13. Reviews contract with member and briefs on retirement eligibility
- 2.9.14. Facilitates ceremony with chosen officer
- 2.9.15. Obtains all initials and signatures and makes copy of contract for member if requested
- 2.9.16. Returns reenlistment documents and contracts to the WTMC for final processing
- 2.9.17. Attends meetings and training sessions as established by the WTMC
- 2.9.18. Provide ideas on ways to improve retention efforts within the Unit / Wing

2.10. Reenlistment Documents, Products and Processes.

- 2.10.1. Initial Orientation Contact (IOC) RIP
- 2.10.2. Ordered through MilPDS by WTMC before each UTA a newcomer arrives to the Wing

- 2.10.3. Gaining commander personally welcomes newly assigned personnel to attend the initial orientation
- 2.10.4. GTMC / UTMC ensures document is accomplished
- 2.10.5. Selective Retention Process (SRP)
- 2.10.6. Produced 14 months before the ETS, due to the WTMC seven months before ETS
- 2.10.7. Used to record commander's selection or non-selection and the member's intentions concerning reenlistment
- 2.10.8. GTMCs / UTMCs forward to member's supervision for routing and completion
- 2.10.9. Retention Effort Folders
- 2.10.10. Established at any time, not only for those at risk of becoming a loss
- 2.10.11. Individual folder contains documentation to show efforts in retaining reserve members including all reenlistment documents (Medical Clearance, SRP, AF Form 158s, DAF Form 418, JAG briefing, Supervisor Sign-Off, F2F, etc.)
- 2.10.12. GTMCs / UTMCs maintain final official documents IAW the Records Disposition Schedule, Table and Rule 36 – 13 R 02.00 and provide a copy to the WTMC
- 2.10.13. DD Form 4
- 2.10.14. Official record of the member's reenlistment contract
- 2.10.15. Original document signed by member, officer and TMC and then mailed to PRDA for upload into personnel file
- 2.10.16. Started by GTMC / UTMC prior to reenlistment ceremony
- 2.10.17. Reenlistment and Loss Statistics Data
- 2.10.18. Maintain, either hardcopy or electronically, wing stats on current retention goals by WTMC
- 2.10.19. At group level, establish own local procedures for tracking retention stats by reviewing AFRC monthly stats provide by WTMC
- 2.10.20. Communicate any trends to the commanders and make recommendations as necessary on how to improve efforts to retain members
- 2.10.21. USAFR Contact and Counseling Record (AF Form 158)
- 2.10.22. Front side is to record counseling session; the reverse can be used in place of the Initial Orientation Contact RIP (overprint)
- 2.10.23. TMCs may use an alternative means of recording counseling documentation (email, MFR, etc.)

2.11. **Counseling Techniques.**

- 2.11.1. Counseling is mandatory for any members that are undecided or declining reenlistment
- 2.11.2. Document counseling on AF Form 158 for record keeping and continuity

- 2.11.3. Should schedule member to meet with the commander for elevated issues as needed
- 2.11.4. Should be part of the monitoring of unexcused absences for each member
- 2.11.5. Part of notifying the commander and CSS when members are at risk of becoming an unsatisfactory participant (nine or more unexcused absences) with the possibility of adverse administrative ramifications or when AFSC Incentive is at risk of cancellation (four or more unexcused absences)
- 2.11.6. Used to identify, isolate, and eliminate career irritants through guidance to unit leadership
- 2.11.7. Used when scheduling and making periodic visits to all sections within the Unit / Group
- 2.11.8. TMCs should familiarize themselves with the entire mission of the group / squadron to better understand the specific issues dealt with by every section and allow for better communication between themselves and squadron members

KURT A. MATTHEWS, COL, USAFR
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 33-322, Records Management and Information Governance Program

DAF Form 847, Recommendation for Change of Publication

DAFI 36-2606, Reenlistment and Extension of Enlistment

DAFI 36-2670, Total Force Development

DAFI 36-3012, Military Entitlements

DD Form 4, Enlistment/Reenlistment Document Armed Forces of the United States

AF Form 158, USAFR Contact and Counseling Records (PDF)

DAF Form 418, Selective Reenlistment Program (SRP) Consideration/Denial of Continued Service for Airmen/Guardians

DAF Form 1411, Extension of Enlistment in the Department of the Air Force