

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

**AIR NATIONAL GUARD INSTRUCTION
36-2602**



14 JUNE 2019

PERSONNEL

**AIR NATIONAL GUARD RETENTION
PROGRAMS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: NGB/A1Y

Certified by: NGB/A1
(Col Eileen E. Scutt)

Supersedes: ANGI36-2602,
21 February 2012

Pages: 13

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SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include the removal of references to Recruiting Programs and revision to adhere to the Air Force Directive Publication Reduction.

Chapter 1

INTRODUCTION

1.1. Introduction. The Air National Guard (ANG) Retention Program is designed to use retention interviews, incentives, education benefits, and other positive motivators to retain qualified and experienced personnel commensurate with unit manning requirements. Its intent also includes encouraging retraining of excess personnel into valid unit manning document (UMD) vacancies identified as critical, providing methods for evaluating factors impacting retention, and measuring the effectiveness of retention efforts.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Air National Guard (ANG) Recruiting and Retention Division (NGB/A1Y).

- 2.1.1. Provides resources, training, policy and guidance to support state and territory retention programs.
- 2.1.2. Gathers, analyzes, report on metrics, and monitors ANG state and unit retention plans and programs.
- 2.1.3. Acts as the waiver authority for this instruction and its requirements. Waivers will be submitted in writing to NGB/A1Y for consideration.

2.2. ANG Retention Operations (NGB/A1YR).

- 2.2.1. Provides policy and guidance to The Adjutant Generals (TAGs), Wing and unit commanders to assist retaining quality personnel.
- 2.2.2. Provides tools and programs required to assist in the execution of annual strategic retention plans to meet congressionally programmed end strength.
- 2.2.3. Functions as the office of primary responsibility for executing the ANG retention program.
- 2.2.4. Serves as single point of contact for actions pertaining to NGB/A1YR programs.
- 2.2.5. Gathers and supplies metrics to analyze and monitor ANG, state and unit programs such as, retention effectiveness, use of incentives, GI Bill participation and budgetary requirements.
- 2.2.6. Manages funds in support of ANG retention and incentive programs.
- 2.2.7. Manages and establishes procedures for the administration of ANG Incentive and GI Bill programs.
- 2.2.8. Sets annual retention and attrition goals to meet congressionally programmed ANG end strength.
- 2.2.9. Coordinates with NGB/A1P for guidance, policy and procedures pertaining to retention of ANG members.

2.3. The Adjutant General.

- 2.3.1. Authorizes and evaluates the state retention program.

2.4. State Director of Staff.

- 2.4.1. Directs and administers the state retention program through the Recruiting and Retention Superintendent (RRS).
- 2.4.2. Ensures state ANG manpower procurement objectives are met.
- 2.4.3. Works quality efforts in conjunction with the Recruiting and Retention Superintendent, Wing/Geographically Separated Units Commanders, Force Support Squadron Commander, Retention Office Managers, and Recruiting and Retention Non-Commissioned Officers to ensure successful execution of state retention plans and programs.

2.5. Recruiting and Retention Superintendent (RRS).

- 2.5.1. Assigned to the State by The Adjutant General (TAG) through a state selection process preferably involving The Adjutant General, State Director of Staff, Human Resources Officer, and the Assistant Adjutant General for Air.
- 2.5.2. Responsible for the management and execution of the state ANG retention program.
- 2.5.3. Advises the status and effectiveness of the state retention program and provides reports as required by NGB/A1YR.
- 2.5.4. Evaluates retention and incentive data, reports, and studies for state program effectiveness; and identifies and advises where corrective action may be needed.
- 2.5.5. Requests audits of incentive and GI Bill records by the state's United States Property and Fiscal Office (USP&FO) a minimum of every three (3) years or when a change of retention personnel occurs.
- 2.5.6. Establishes production standards for Retention Office Managers (ROMs) and Advanced Recruiters.
- 2.5.7. Assists command structure; to include wing elements, in establishing, evaluating and ensuring an effective Unit Career Advisor (UCA) program.
- 2.5.8. Administers and evaluates the state retention program.
- 2.5.9. Works within the state assigned chain of command to ensure strength objectives are accomplished.
- 2.5.10. Involved in the selection process of all ANG Retainers within the state of assignment.
- 2.5.11. Determines training needs and the use of any and all resources to ensure required training needs are met.
- 2.5.12. Conducts staff assistance visits
- 2.5.13. Takes the lead for the state in the collection of all NGB/A1Y-requested data related to retention programs.
- 2.5.14. Ensures ANG Retainers are trained in the Retention Designated Support Systems (DSS).
- 2.5.15. Versed in the usage of the Retention Designated Support Systems (DSS) in accordance with the ANG Recruiting & Retention (PSD) Guide 13 Oct 2017 Version 2.

2.6. Retention Office Manager (ROM).

- 2.6.1. Serves as office of primary responsibility for the administration of Wing/Geographically Separated Unit retention programs.
- 2.6.2. Aids commanders in maintaining strength and assists members in achieving their personal career goals as appropriate.
- 2.6.3. Performs duties as identified throughout this instruction, the ANG Recruiting & Retention (PSD) Guide 13 Oct 2017 Version 2, and in accordance with the position description.
- 2.6.4. Versed in the usage of Retention Designated Support Systems (DSS) in accordance with the Personnel Services Delivery Guide (PSDG). Versed in DoDD 1322.16, Montgomery GI

Bill (MGIB) Program, 18 June 2002 DoDI 1322.17, Montgomery GI Bill-Selected Reserve (MGIB-SR), 15 January 2015 and DoDI 1341.13, Post-9/11 GI Bill.

2.6.5. Required to complete ANG Retention training in accordance with AFI 36-2101, AFI 36-2626 and the ANG Recruiting & Retention (PSD) Guide 13 Oct 2017 Version 2.

2.7. Advanced Recruiter (AR).

2.7.1. Responsible for the retention program of their respective geographically separated unit.

2.7.2. Performs duties as identified throughout this instruction, the Retention Personnel Delivery Guide, and in accordance with the position description.

2.7.3. Versed in the usage of Retention Designated Support Systems (DSS) in accordance with the ANG Recruiting & Retention (PSD) Guide 13 Oct 2017 Version 2.

2.7.4. Versed in DoDD 1322.16, Montgomery GI Bill (MGIB) Program, 18 June 2002 DoDI 1322.17, Montgomery GI Bill-Selected Reserve (MGIB-SR), 15 January 2015 and DoDI 1341.13, Post-9/11 GI Bill.

2.7.5. ANG Retainers should not be assigned additional duties that would detract from their primary duties. Continued focus on retention programs must be sustained.

2.7.6. Required to complete ANG Retention training in accordance with AFI 36-2101, AFI 36-2626.

2.8. Wing/Geographically Separated Unit (GS) Commander or equivalent.

2.8.1. Establishes and ensures effective execution of base level retention programs to include Unit Career Advisor (UCA) program and Career Motivation Program (CMP).

2.9. Force Support Squadron (FSS) Commander or Superintendent.

2.9.1. Provides information to the Recruiting and Retention Superintendent (RRS) and Retention Office Manager (ROM) on personnel policy changes and any actions affecting retention.

2.10. Air Force Recruiting Information Support – Total Force (AFRISS-TF).

2.10.1. Provide automated processing capabilities for Retention programs and allows for retention of supporting documentation in accordance with NGB/A1Y policy letter on subject dated October 10, 2018.

Chapter 3

RESOURCES

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

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

3.1.2. 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.

3.2. Recruiting and Retention Superintendent (RRS).

3.2.1. Responsible for the management of Federal Retention Advertising funds within the state/territory.

3.2.2. Advises the Adjutant General (TAG) and the Director of Staff (DOS) or equivalent on all matters concerning ANG Retention Advertising funds.

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

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

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

3.2.6. Cost Center Managers (CCMs). Retention Office Manager (ROM) and Advanced Recruiters are the designated Cost Center Managers (CCM) for Retention activities.

3.2.7. Develops, maintains, and forwards annual financial and spend plans to the RRS.

3.2.8. 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.

3.2.9. Monitors and manages targets, obligations, and expenditures utilizing Commander's Resource Integration System (CRIS).

Chapter 4

MANPOWER

4.1. Manpower Requirements Division (NGB/A1M).

4.1.1. Provides AGR Retention Resources authorizations in accordance with ANGI 36-101 and AFI 39-2110.

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

4.1.3. Allocates ROM employment authorizations to each State Human Resources Office based on manpower studies, mission and fiscal limitations.

4.1.4. ANG Special Duty Identifier (SDI) 8RXXX positions are addressed in the fiscal year Employment Authorizations issued by NGB/A1M.

4.2. NGB/A1Y.

4.2.1. Establishes guidance for Retention positions. Minimum authorized grades are:

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

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

4.2.4. Advanced Recruiter (AR) - MSgt/E-7.

Chapter 5

OPERATION

5.1. Retention Offices.

5.1.1. One retention office will be located at each wing, and should be co-located with the recruiting office.

5.1.2. The Retention Office Manager (ROM)/Advanced Recruiter will have a private office or counseling area to facilitate privacy and confidentiality when counseling members about career concerns.

5.1.3. The Advanced Recruiter (AR) will be located in a separate recruiting/retention office at the Geographically Separated Unit (GSU.)

5.2. Retention Programs.

5.2.1. **The Newcomer's Orientation Program** is designed to provide general awareness of the unit to newly assigned airmen. The Retention Office Manager (ROM)/ Advanced Recruiter (AR) will partner with and support 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 the Chaplain, Inspector General (IG), Equal Opportunity (EO), Education, Financial Management (FM), Force Support Squadron (FSS), and Family Program functions.

5.2.1.1. The program will not be used to fulfill annual ancillary training requirements.

5.2.2. **The Career Motivation Program (CMP)** serves as an analysis tool and is a systematic method used to facilitate career development for enlisted members.

5.2.2.1. It assists in force management planning and aids members in reaching career goals.

5.2.2.2. Program specifics are identified in the ANG Recruiting & Retention (PSD) Guide 13 Oct 2017 Version 2.

5.2.2.3. The Unit Career Advisors within the Wing and GSU manage the Career Motivation Program and provide a grass roots level of Retention Program visibility within the Wing or GSU.

5.2.3. **Incentive Programs** are authorized for traditional ANG members who enlist, reenlist, or are appointed to serve in selected critical Air Force Specialty Codes (AFSCs).

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

5.2.3.2. The eligibility requirements, administrative procedures and payment schedules for incentives are outlined in the applicable fiscal year ANG Incentive Program Operational Guidance and applicable Personnel Services Delivery Guide.

5.2.4. **GI Bill Programs** are entitlements offered to ANG members for educational assistance through the Department of Veterans Affairs (DVA). The office of primary responsibility for education benefit guidance and eligibility criteria is the Department of Veterans Affairs (DVA). Specific ANG procedures are outlined in the applicable Personnel Services Delivery Guide.

5.2.5. **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 ANG Recruiting & Retention (PSD) Guide 13 Oct 2017 Version 2.

STEVEN S. NORDHAUS, Major General, USAF
Commander, ANGRC

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

DoDD 1322.16, *Montgomery GI Bill (MGIB) Program*, 18 June 2002

DoDI 1322.17, *Montgomery GI Bill-Selected Reserve (MGIB-SR)*, 15 January 2015

DoDI 1341.13, *Post-9/11 GI Bill*

AFI 36-2626, *Airman Retraining Program*, 20 November 2018

AFI 36-1901, *Recruiting Programs*

AFI 36-2101, *Classifying Military Personnel (Officer and Enlisted)*

AFI 36-2110, *Total Force Assignments 5 October 2018*

AFMAN 33-363, *Management of Records*, 1 March 2008

ANGI 36-101, *The Active Guard/Reserve (AGR) Program*, 3 June 2010

ANG Recruiting & Retention (PSD) Guide, 13 Oct 17 Version 2

Abbreviations and Acronyms

A1M—Manpower Requirements Division

A1Y—Recruiting and Retention Division

A1YR—ANG Retention Operations

A1YS—ANG Recruiting and Retention Resources

AFI—Air Force Instruction

AFRIMS—Air Force Records Information Management System

AFRISS—Air Force Recruiting Information Support

AFSC—Air Force Specialty Code

AGR—Active Guard/Reserve

ANG—Air National Guard

ANGI—Air National Guard Instruction

AR—Advanced Recruiter

CMP—Career Motivation Program

CRIS—Commander's Resource Integration System

DOD—Department of Defense

DOS—Director of Staff

DSS—Designated Support Systems

DVA—Department of Veterans Affairs

FSS—Force Support Squadron
GSU—Geographically Separated Unit
NGB—National Guard Bureau
PDS—Personnel Data System
RDS—Records Disposition Schedule
ROM—Retention Office Manager
RRS—Recruiting and Retention Superintendent
SDI—Special Duty Identifier
SF—Standard Form
TAG—The Adjutant General
UCA—Unit Career Advisor
UMD—Unit Manning Document
USAF—United States Air Force
USC—United States Code
USP&FO—United States 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 USC 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/FSS.

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 AGR retention position who has successfully completed one of the approved recruiting courses, the ANG Retention Course at McGhee-Tyson ANG Base, TN and has been assigned Special Duty Identifier (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.

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 Noncommissioned Officer selected by the Unit Commander to coordinate the unit career motivation program as an additional duty.