

**BY ORDER OF THE DIRECTOR OF
THE AIR NATIONAL GUARD**

**AIR NATIONAL GUARD MANUAL
36-2603**



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Personnel

***RECRUITING AND RETENTION
TRAINING AND EVALUATION
PROGRAM***

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This Air National Guard Manual (ANGMAN) is the first instance of the recruiting and retention training and evaluation program. It implements Air National Guard Instruction (ANGI) 36-2602, Retention Programs, Career Field Education Training Plan (CFETP) 3G0X1, Talent Acquisition, and applicable Total Force-Standard Operating Procedural Guide (TF-SOPG) and provides guidance and requirements specific to the Air National Guard (ANG) Recruiting and Retention (R&R) Training and Evaluation programs. This manual is compliant with Department of the Air Force Manual (DAFMAN) 36-2689, *Training Program*. This ANGMAN defines the framework used to develop, implement, manage, and evaluate R&R training programs and personnel qualifications. Additionally, this manual provides guidance to assess unit-led training programs and individual performance, enabling leadership to identify strengths, deficiencies, and trends, manage risks, and ensure mission effectiveness across all states and territories. This publication applies to all levels of Department of the Air Force (DAF) military members, technicians, and Department of War (DoW) civilians whose area of responsibility (AOR) is within the ANG R&R Program. This also applies to contractors with a contractual obligation to abide by the terms of ANG issuances. This publication does not apply to DAF members whose AOR is not within the ANG R&R Program. Ensure all records generated as a result of processes prescribed in this publication adhere to Department of the Air Force Instruction (DAFI) 33-322, *Records Management and Information Governance Program*, and are disposed of in accordance with (IAW) the Air Force Records Disposition Schedule, which is in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) of this publication via the organizational email at

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Chapter 1

PROGRAM OVERVIEW

1.1. Overview. As part of the ANG R&R mission, the ANG establishes standardized training and evaluation programs to ensure recruiting and retention personnel are equipped with the knowledge, skills, and abilities required to meet mission objectives. This ANGMAN defines the framework used to develop, implement, manage, and evaluate R&R training programs and personnel qualifications. Additionally, this manual provides guidance to assess unit-led training programs and individual performance, enabling leadership to identify strengths, deficiencies, and trends, manage risks, and ensure mission effectiveness across all states and territories.

1.2. Purpose. The purpose of the Recruiting and Retention Training and Evaluation Program is to provide a formal, standardized system for training, qualifying, and evaluating personnel assigned to the ANG R&R force. The program ensures all personnel are trained and evaluated to the same standard regardless of duty location, experience level, status, or organizational structure.

1.2.1. This ANGMAN is directed by the Nation Guard Bureau Recruiting & Retention Directorate (NGB/RR) and establishes standardized requirements across the ANG R&R force. It defines the individuals authorized to perform recruiting duties within the 3G0X1 Air Force Specialty Code (AFSC), Talent Acquisition career field, and ties those roles directly to recruiting and retention functions.

1.2.2. This manual implements the requirements of ANGI 36-2602, *Retention Programs*, CFETP 3G0X1, and applicable TF-SOPG guidance at the unit, state, and national levels. It establishes roles, responsibilities, timelines, and documentation requirements for qualification, continuation, special, and remedial training and evaluations. All personnel assigned to ANG R&R duties must adhere to the standards and processes outlined in this manual to maintain qualification and evaluation status. **(T-2)**

1.3. Training Program Framework. This ANGMAN provides baseline guidance for conducting an ANG Recruiting and Retention training program.

1.3.1. Training includes but is not limited to; Pre-Initial Certification Training (Pre-ICT), Initial Certification Training (ICT), Mission Qualification Training (MQT), Continuation Training (CT), and Remedial Qualification Training (RQT). ANG R&R state-level training programs must comply with ANGMAN 36-2603. **(T-2)**

1.3.2. Each state and territory will develop a Master Task List (MTL) that outlines the training and development processes for all ANG R&R personnel. Training programs must include the required training elements identified in the CFETP 3G0X1 and be tailored to meet the Specialty Training Standard requirements. **(T-2)** ANG R&R Squadrons and Flights develop, implement, and manage training plans in accordance with base-level training policies and procedures to meet the needs of their state/territory and wing(s).

1.4. Evaluation Program Framework. This instruction establishes baseline guidance for field-level and staff-level evaluations. Evaluations are used to validate qualification status, identify training needs, and ensure accountability and standardization across the ANG R&R enterprise.

1.4.1. Field Evaluations. Field evaluations assess an individual recruiter or retainer's demonstrated knowledge, task proficiency, and compliance with professional relationship standards.

1.4.2. Staff Evaluations. Staff evaluations assess program management, documentation accuracy, compliance with training and evaluation requirements, trend analysis, and overall effectiveness of unit-led training and evaluation processes.

1.5. Key Terms and Definitions.

1.5.1. Certified 3G0X1. A 3G0X1 who has graduated from the Total Force Basic Recruiting Course at Joint Base San Antonio - Lackland, Texas. Certification is permanent, unless decertified by Recruiting & Retention Officer in Charge/Commander (RROIC/Commander), and occurs once.

1.5.2. Qualified 3G0X1. An 3G0X1 who has completed MQT, passed the MQT evaluation, and passed the 365-day CT evaluation.

1.5.3. Current 3G0X1: A qualified 3G0X1 who has no CT hands-on performance evaluation (PE) deficiencies.

1.5.4. Non-Current 3G0X1. A qualified 3G0X1 who has one or more CT hands-on PE deficiencies within a 365-day period. This status does not trigger RQT unless directed by the RROIC/Commander.

1.5.5. Unqualified 3G0X1. A 3G0X1 who has failed the 365-day CT evaluation and has not successfully completed RQT due to multiple "No-Go" determinations. See [Attachment 2](#) for further guidance.

Chapter 2

TRAINING PROGRAM ROLES AND RESPONSIBILITIES

2.1. NGB Recruiting and Retention Directorate (NGB/RR) must:

- 2.1.1. Provide governance and maintain oversight of continual evaluation activities to ensure standardized execution, consistency of assessment, and compliance with established requirements.
- 2.1.2. Ensure appropriate training, guidance, and resources for support are provided to personnel responsible for executing training and evaluation functions at all levels.
- 2.1.3. Provide support to execution of training programs for each branch to include state and territory leaders
- 2.1.4. Provide standardized tools, references, and training resources to support ANG R&R missions.
- 2.1.5. Coordinate recommended changes to training criteria, assessment measures, or governing guidance through appropriate policy and publication process owners.
- 2.1.6. Provide policy, guidance, resources, and training to support state and territory Recruiting and Retention programs.
- 2.1.7. Provide directorate-level training that identify the evaluation requirements and expected standard levels.
- 2.1.8. NGB Marketing, Training, Standards and Evaluation (NGB/RRM) Branch must:
 - 2.1.8.1. Develop, implement and maintain 3G0X1 Training Programs.
 - 2.1.8.2. Provide standardized tools, references, and training resources to support ANG R&R missions.
 - 2.1.8.3. Monitor Training results, performance data, and compliance trends to identify areas requiring additional assessment, corrective action, or focused support.
 - 2.1.8.4. Ensure appropriate training, guidance, and resources for support are provided to personnel responsible for executing training and evaluation functions at all levels.
 - 2.1.8.5. Ensure State RROIC/Commanders are familiar with NGB RRM Training requirements and ensure it is performed IAW this publication.
 - 2.1.8.6. Maintain test bank for the Annual CT Written Examination.

2.2. State Program Responsibilities. RROIC/Commanders, and Supervisors must:

- 2.2.1. Ensure personnel under their command or supervision maintain applicable training standards through Pre-ICT, ICT, MQT, CT and RQT.
- 2.2.2. Ensure all personnel comply with the training responsibilities outlined in DAFMAN 36-2689, *Training Program*.

2.3. Recruiting & Retention Officer in Charge/Commander (RROIC/Commander) must:

- 2.3.1. Report directly to the State Adjutant General or delegated authority.

- 2.3.2. Execute and enforce ANG R&R policies.
- 2.3.3. Oversee the lifecycle of formal and informal training for all ANG R&R personnel, including Production Recruiters and Retainers (PRR)s, personnel in management roles, and support staff.
- 2.3.4. Ensure training aligns with the 3G0X1 Career Field Education and Training Plan (CFETP 3G0X1), DAFMAN 36-2689, and all applicable guidance.
- 2.3.5. Serve as the sole qualifying authority for all ANG R&R personnel.
 - 2.3.5.1. Monitor training execution with the Training and Evaluation Non-Commissioned Officer (TENCO).
 - 2.3.5.2. Retain ultimate responsibility for qualifying personnel and ensuring program compliance.
- 2.3.6. Own and manage all related training for the state or territory; ensuring policies are aligned with national guidance and are implemented accordingly.
- 2.3.7. Review and approve all changes to the Master Task List (MTL) and local training procedures.
- 2.3.8. Serve as final authority on training waivers, corrective training actions, and deviations from standard timelines.
- 2.3.9. Serve as the sole authority to qualify all PRRs and support personnel after they successfully complete Pre-ICT, ICT, MQT, CT, RQT, and/or skill level upgrade training.
- 2.3.10. Hold exclusive authority to revoke qualifications when individuals fail to meet training, performance, or conduct standards.
- 2.3.11. Ensure all qualification and revocation decisions are documented, justified, and coordinated with appropriate leadership.
- 2.3.12. Oversee execution of all training activities across the pipeline including Pre-ICT, ICT, MQT, CT, RQT, and skill-level upgrade training.
- 2.3.13. Ensure training delivery, record accuracy, MTL maintenance, and instructional standardization with the TENCO.
- 2.3.14. Oversee completion and progression of all training milestones and ensure timely qualification and upgrade actions.
- 2.3.15. Oversee the development of onboarding programs for all newly assigned ANG R&R personnel to ensure Pre-ICT readiness.
- 2.3.16. Oversee TENCO readiness and mentor and evaluate trainers across wings and geographically separated units (GSUs) to ensure consistency and effectiveness.
- 2.3.17. Provide guidance to ensure training is delivered in a manner that meets learning standards and Total Force expectations.
- 2.3.18. Align training efforts with strategic objectives including end-strength goals, succession planning, and evolving accessions priorities.

2.3.19. Identify gaps and develop strategies to improve training pipelines, streamline processes, and sustain enterprise-level readiness.

2.3.20. Implement new standards, modernize content, and support Force Development initiatives through collaboration with national partners like the NGB/RR, ANG R&R Career Field Manager (CFM), and the Air Education Training Command.

2.3.21. Oversee accountability and data fidelity in the Air Force Recruiting Information Support System Total Force (AFRISS-TF) for all training records and must ensure compliance with inspection criteria and audit standards.

2.3.22. Leverage in-depth familiarity with CFETP 3G0X1, Air Force Enlisted Classification Directory (AFECD), ANGMAN 36-2603, DAFMAN 36-2689, AFRISS-TF, Benefits for Education Administrative Services Tool, myLearning, and related training systems to support overall training efforts.

2.3.23. Partner directly with TENCO, who manages the MTL, executes MQT and CT, updates training records, and facilitates day-to-day training.

2.3.24. Travel to Wings, GSUs, or conferences to assess training, conduct qualification reviews, or support evaluations when necessary.

2.3.25. Model professionalism, drive standardization, and champion a culture of excellence and accountability.

2.3.26. Request to goal the TENCO if under mission-critical circumstances (e.g., manning shortages, extended leave, or temporary operational demands).

2.3.26.1. Final approval waiver authority held by the ANG R&R CFM (see [Attachment 4](#). Note: waiver requests may result in NGB review of training program). In the absence of an RROIC/Commander, authority to goal the TENCO is delegated to the Recruiting & Retention Senior Enlisted Leader (RRSEL).

2.3.26.2. Final approved waiver assigning a production goal to a TENCO requires an increase in Special Duty Assignment Pay (SDAP) from SDAP-4 to SDAP-6. The requesting office must initiate an DAF Form 2096, *Classification/On-the-Job Training Action* to reflect the change in duties and pay authorization.

2.4. Recruiting & Retention Senior Enlisted Leader (RRSEL). The RRSEL is the principal advisor to the RROIC/Commander for all ANG R&R enlisted force matters across the state or territory. The RRSEL must:

2.4.1. Ensure effective execution of training and standards.

2.4.2. Drive professional development.

2.4.3. Support the health, morale, and readiness of the enlisted recruiting force.

2.4.4. Not hold qualification authority but ensure personnel are prepared for qualification approval by the RROIC/Commander.

2.4.5. Lead enlisted force development and mentoring across the ANG R&R enterprise.

2.4.6. Supervise the Recruiting Production Superintendent (RPS) and provide strategic guidance to Wing-level Flight Chiefs and SNCOs.

2.4.7. Monitor training execution, ensure MTL adherence, and track training timelines with the TENCO.

2.4.8. Advise the RROIC/Commander on force health, morale, performance concerns, and professional conduct.

2.4.9. Support Pre-ICT readiness by leading onboarding preparation for newly assigned 3G0X1 personnel.

2.4.10. Ensure enforcement of ANGMAN standards across the enterprise and provide continuity across wings and GSUs.

2.4.11. Promote a culture of accountability, integrity, and professional excellence.

2.5. Recruiting Production Superintendent (RPS). The RPS is the senior enlisted recruiter managing statewide production performance and operational alignment across all Wings and GSUs. The RPS must:

2.5.1. Field recruiters execute MQT, CT, and skill level upgrade training IAW the CFETP 3G0X1.

2.5.2. Not hold qualification authority but ensure personnel are prepared for qualification approval by the RROIC/Commander.

2.5.3. Ensure training milestones are met by coordinating with the TENCO and Flight Chiefs.

2.5.4. Identify and report training and performance shortfalls to RRSEL and RROIC/Commander.

2.5.5. Validate training readiness for qualification review.

2.5.6. Enforce compliance with the CFETP 3G0X1, ANGMAN 36-2603, and other regulatory standards in partnership with the TENCO.

2.6. Flight Chief (FC). The FC is the immediate enlisted supervisor for ANG R&R, responsible for day-to-day oversight, training compliance, and professional management within their flight. The FC must:

2.6.1. Ensure all personnel complete all required training (Pre-ICT, ICT, MQT, CT, RQT, and skill-level upgrade training) IAW the ANGMAN 36-2603, the CFETP 3G0X1, and base-level training policies.

2.6.2. Not hold qualification authority but ensure personnel are prepared for qualification approval by the RROIC/Commander.

2.6.3. Monitor recruiter training progression and verify milestone completion in coordination with the TENCO.

2.6.4. Conduct initial, midterm, and follow-up performance reviews to evaluate training effectiveness and identify deficiencies.

2.6.5. Provide corrective actions, mentorships, and training support to address deficiencies or delays.

2.6.6. Ensure training records are accurate, current, and properly documented in the AFRISS-TF.

2.6.7. Report training and performance status to the RPS and RRSEL.

2.6.8. Maintain local documentation and assist in preparing for inspections and qualification reviews.

2.7. Retention Office Manager (ROM). The ROM serves as the senior ANG retention enlisted member assigned to a Recruiting Squadron/Flight. The ROM must:

2.7.1. Oversee local retention operations, coordinate and conduct the training of Unit Career Advisors (UCA).

2.7.2. Act as the primary liaison between the Wing/GSU and state-level leadership.

2.7.3. Ensure ANG R&R standards are executed IAW the ANGMAN 36-2603, the CFETP 3G0X1, ANGI 36-2602 and DAFMAN 36-2689.

2.7.4. Not hold qualification authority but must ensure personnel are prepared for qualification approval by the RROIC/Commander.

2.7.5. Manage day-to-day R&R activities and ensure required training (MQT, CT, and skill level upgrade training) is completed in coordination with the TENCO.

2.7.6. Track training progress, ensure documentation is accurately maintained in AFRISS-TF and associated systems, and identify issues impacting readiness or training timelines when applicable.

2.7.7. Validate Job Qualification Standard (JQS) progress, notify the TENCO, and appropriate evaluator when a member is ready for formal evaluation (without possessing qualification authority) when applicable.

2.7.8. Maintain recruiting continuity, compliance, and enterprise alignment in remote and independently operating environments.

2.7.9. Represent ANG R&R to Wing/GSU leadership, providing personnel status updates, production performance status, and mission readiness statements when applicable.

2.8. Recruiting & Retention Non-Commissioned Officer (RRNCO). The RRNCO serves as the senior ANG R&R enlisted member assigned to a GSU. The RRNCO must:

2.8.1. Oversee local recruiting & retention operations, training coordination, and administrative accountability for assigned PRRs.

2.8.2. Act as the primary liaison between the GSU and state-level leadership.

2.8.3. Ensure ANG R&R standards are executed IAW the ANGMAN 36-2603, the CFETP 3G0X1, ANGI 36-2602 and DAFMAN 36-2689.

2.8.4. Not have qualification authority but ensures personnel are prepared for qualification approval by the RROIC/Commander.

2.8.5. Manage day-to-day recruiting & retention activities and ensure required training (MQT, CT, and skill level upgrade training) is completed in coordination with the TENCO.

2.8.6. Track training progress, ensure documentation is accurately maintained in AFRISS-TF, associated systems, and identify any issues impacting readiness or training timelines.

2.8.7. Validate JQS progress, notify the TENCO, and appropriate evaluator when a member is ready for formal evaluation (without possessing qualification authority).

2.8.8. Maintain recruiting continuity, compliance, and enterprise alignment in remote and independently operating environments.

2.8.9. Represent ANG R&R to Wing/GSU leadership, providing personnel status updates, production performance status, and mission readiness statements.

2.9. Training and Evaluation Non-Commissioned Officer (TENCO). TENCO is the primary trainer and evaluator for ANG R&R personnel at the state level. The TENCO must:

2.9.1. Ensure all training programs are executed according to the ANGMAN 36-2603, CFETP 3G0X1, DAFMAN 36-2689, and all applicable guidance.

2.9.2. Operate under the direction of the RROIC/Commander.

2.9.3. Develop and executes the MTL, ensures all training events- Pre-ICT, ICT, MQT, CT, RQT, and skill level upgrade training are documented, tracked, and executed to standards.

2.9.4. Not authorized to revoke qualifications for personnel but may conduct evaluations when required and is essential to the qualification process.

2.9.5. Manage all training documentation in AFRISS-TF, myLearning, Benefits for Education Administrative Services Tool, and other approved systems of record.

2.9.6. Ensure JQS items are accurately signed off in AFRISS-TF based on training completion.

2.9.7. Notify the appropriate training evaluator, the RROIC/Commander, RRSEL, RPS, FC or RRNCO.

2.9.7.1. When member is ready for their formal qualification evaluation once all JQS requirements have been met.

2.9.7.2. When required, conduct an evaluation when not assigned as the primary trainer.

2.9.8. Develop and deliver onboarding instruction, MQT, and CT modules to ensure that all ANG R&R personnel are properly equipped to perform their duties.

2.9.9. Maintain local training continuity, track timelines, flag overdue requirements, and ensure all personnel remain on pace for upgrade and CT requirements.

2.9.10. Ensure all training is conducted and documented, understand that the authority to evaluate and determine qualification rests with designated leadership.

2.9.11. Not influence training evaluation outcomes.

2.9.12. Ensure the training evaluator has full visibility of the member's training status and readiness.

2.9.13. Serve as the technical expert for training compliance and a critical advisor to the RROIC/Commander regarding enterprise training health.

Chapter 3

EVALUATION PROGRAM ROLES AND RESPONSIBILITIES

3.1. NGB Recruiting and Retention Directorate (NGB/RR) must:

- 3.1.1. Provide governance and maintain oversight of continual evaluation activities to ensure standardized execution, consistency of assessment, and compliance with established requirements.
- 3.1.2. Ensure appropriate training, guidance, and resources are provided to support ANG R&R personnel at all levels.
- 3.1.3. Provide support to evaluation programs for each branch and state leaders.
- 3.1.4. Ensure subordinate organizations are informed of evaluation requirements, expected performance standards, and applicable guidance to enable consistent program execution.
- 3.1.5. Provide standardized tools, references, and training resources to support ANG R&R missions.
- 3.1.6. Coordinate recommended changes to evaluation criteria, assessment measures, or governing guidance through appropriate policy and publication process owners.
- 3.1.7. Support enterprise-level efforts to identify and address negative performance trends and resource requirement gaps.
- 3.1.8. Identify high-risk functional areas requiring further assessment and prioritize assistance based on mission impact and available resources.
- 3.1.9. Provide policy, guidance, resources, and training to support state and territory Recruiting and Retention programs.

3.2. NGB Recruiting and Retention Branch.

3.2.1. NGB/RRM Branch must:

- 3.2.1.1. Develop, implement, and sustain standardization of training and evaluation programs for all 3G0X1 personnel in support of enterprise-wide recruiting and retention mission.
- 3.2.1.2. Monitor evaluation results, performance data, and compliance trends to identify areas requiring additional assessment, corrective action, or focused support.
- 3.2.1.3. Utilize NGB Training and Standards Evaluation Form to evaluate overall health of state ANG Recruiting & Retention programs and functions.
- 3.2.1.4. Evaluate Marketers and state marketing/advertising programs annually (fiscal year) utilizing NGB State Marketers checklist.
- 3.2.1.5. Monitor Annual Marketing Plan requirement, due by 1 October each fiscal year IAW, NGB Local Marketing Funding Guidance.
- 3.2.1.6. Monitor state marketing spend plan performance data and ensure compliance with record keeping.

3.2.1.7. Monitor field compliance with the ANG Brand Guidelines IAW TF- SOPG Chapter 11.8.2.

3.2.1.8. Manage initial communications for National Level Events.

3.2.1.9. Provide social media best practices/training in support of enterprise-wide recruiting and retention mission.

3.2.1.10. Provide approval of advertising, promotional materials, and digital content through AFRS/NGB Creative POC.

3.2.1.11. Provide State RROIC/Commanders and RRSEs with funding guidance for local execution of marketing resources. Activities must adhere to the standards set forth in DoD-I1304.35 and AFMAN 36-2032, *Military Recruiting and Accessions*.

3.2.1.12. Ensure State RROIC/Commanders are familiar with NGB RR evaluation requirements and ensure it is performed IAW internal and external business rules.

3.2.2. NGB Retention Operations and Resources Branch (NGB/RRR) must:

3.2.2.1. Ensure standard baseline retention rate is established annually for all ROMs/RRNCOs, and rates are updated in TF-SOPG.

3.2.2.2. Ensure evaluations are performed for State Retention rates utilizing – evaluation criteria outlined in attachment.

3.2.2.3. Provide policy, guidance, resources, and training to support state and territory retention programs.

3.2.2.4. Establish and manage procedures for the administration of ANG Incentive, GI Bill, and CMPs for the Retention field.

3.2.2.5. Coordinate with NGB/AIP and Force Management for establishing guidance on annual strategic retention plans and attrition goals to meet congressionally programmed ANG end strength via retention of ANG members.

3.2.2.6. Gather, analyze, report metrics to monitor ANG state/territory, and unit retention plans to ensure focus on retention effectiveness, use of incentives, GI Bill participation, and budgetary requirements.

3.2.2.7. Manage, research, and prepare plans for the effective utilization of funds in support of ANG retention and incentive programs.

3.2.2.8. Verify unit incentive status budget reports, process incentive, report MGIB termination audits and associated recoupment actions.

3.2.2.9. Monitor and report GI Bill entitlement and Kicker incentive invoicing to NGB-Financial Management (NGB/FM).

3.2.2.10. Analyze, manage, distribute, and monitor the administration and expenditure of ANG R&R funds.

3.2.3. NGB Recruiting & Retention Accessions Branch (NGB/RRA) must:

3.2.3.1. Ensure evaluations are conducted on store fronts annually (IAW the DoD Joint Recruiting Facilities Program) and reviewed through USACE – RIFMAS.

3.2.3.2. Ensure vehicle authorizations from NGB A4 align with the appropriate manning roster to maintain the correct vehicle-to-personnel ratio.

3.2.3.3. Ensure In-Service Recruiter training and evaluations program is standardized and executed by ISR's. individual accessions goals/distributes goal

3.2.4. NGB Plans and Data Systems Branch (NGB/RRP) must:

3.2.4.1. Manage access to AFRISS- TF and resources within.

3.2.4.2. Provides AFRISS- TF data oversight and resources to support all ANG R&R related documentation housed within.

3.2.4.3. Serve as the AFRISS- TF ANG liaison for ANG R&R personnel and provide support for systems access and issues.

3.3. State Program Responsibilities. Each respective state level R&R evaluation program owner must:

3.3.1. Develop and implement comprehensive state-level evaluation programs (ex. Master Task Listings, Strategic Plans, Operational Plans and Marketing Spend Plans)

3.3.2. Manage all recruiting personnel within the state.

3.3.3. Ensure proper allocation of all resources for recruiting and retention

3.4. Recruiting & Retention Officer in Charge/Commander (RROIC/Commander). The RROIC/Commander is the Chief Evaluator and final authority. The RROIC/Commander must:

3.4.1. Establish and oversee the health and integrity of State's Recruiting and Retention evaluation program.

3.4.2. Enforce evaluation timelines and qualification standards to maintain mission readiness and data integrity.

3.4.3. Ensure Strategic Plans are completed every 3-5 years, and Operational Plans are completed and provided to NGB RRM annually by September 15th.

3.4.4. Appoint and maintain approved evaluator list.

3.4.5. Serve as the sole qualification or decertification authority.

3.4.6. Ensure evaluation outcome documentation is accurately reflected in AFRISS-TF.

3.4.7. Provide State Status Cards quarterly to the NGB RRM.

3.4.8. Review all "No-Go" evaluation results.

3.4.9. Ensure evaluation ETP's are generated.

3.4.10. Ensure After Action Reports are provided for any shortfalls or mishaps within their programs and or events.

3.4.11. Prepare state or territory for staff assistance visits (SAVs), IG inspections, and internal evaluations by maintaining readiness records and supporting documentation.

3.5. Recruiting & Retention Senior Enlisted Leader (RRSEL) must:

3.5.1. Ensure effective execution of training and standards.

3.5.2. Not hold qualification authority but must ensure personnel are prepared for qualification approval by the RROIC/Commander.

3.5.3. Monitor evaluation execution, ensure MTL adherence, and track training timelines.

3.5.4. Advise the RROIC/Commander on force health, morale, performance concerns, and professional conduct.

3.5.5. Ensure enforcement of evaluation standards across the enterprise and provide continuity across states and territories.

3.5.6. Assist in preparing for inspections and evaluations by validating readiness and training compliance.

3.5.7. Ensure performance requirements for RRNCO, FC and ROM are met and provide performance feedback.

3.5.8. Monitor and evaluates strength throughout the state to determine trends.

3.5.9. Ensure Spend Plans are completed and provided to NGB/RRM annually.

3.6. Training and Evaluation Non-Commissioned Officer (TENCO) must:

3.6.1. Manage the State's R&R evaluation program documentation.

3.6.2. Schedule and track all training evaluations to ensure completion within required timelines (365 ± 30 days).

3.6.3. Maintain the state's written test bank, ensure updates by at least 25% are completed annually. See [paragraph 6.4.1](#) for additional information regarding the written test bank.

3.6.4. Administer annual written CT evaluation.

3.6.5. Document evaluation results on DAF Form 803, *Report of Task Evaluations* and summarize results in member's DAF Form 623A located in AFRISS-TF.

3.6.6. Publish quarterly evaluation trend analysis reports.

3.6.7. Assist with developing R&R assessment tools.

3.6.8. Support SAVs, IG inspections, and internal reviews by maintaining inspection-ready records and training audits.

3.7. Training Evaluators. The Evaluators are personnel designated in writing by the RROIC/Commander to conduct evaluations. The Training Evaluators must:

3.7.1. Not be the trainee's direct trainer.

3.7.2. Conduct MQT, CT, and RQT evaluations.

3.7.3. Document evaluation results on approved DAF Form 803 checklist.

3.7.4. Administer written and hands-on CT evaluations.

3.7.5. Provide immediate evaluation feedback and document results.

3.7.6. Report critical deficiencies or "No-Go" findings to TENCO and RROIC/Commander within 24 hours.

3.8. Flight Chief (FC) must:

- 3.8.1. Review and provide feedback on recruiter performance.
- 3.8.2. Ensure that all leads are properly managed.
- 3.8.3. Ensure recruiters are meeting their production goals to align with state strategic and operational plans.
- 3.8.4. Maintain State Status Cards.
- 3.8.5. Review lead generating events in AFFRISS-TF.
- 3.8.6. Enforce compliance with regulatory guidance and assist with inspections, evaluations, and SAVs.

3.9. ANG Marketers must:

- 3.9.1. Conducts Return on Investment (ROI) analysis for events.
- 3.9.2. Ensure activities adhere to the standards set forth in DoD-I 1304.35, *Military Marketing* and AFMAN 36-2032, *Military Recruiting and Accessions*.
- 3.9.3. Attend (1) quarterly training in support of enterprise-wide recruiting and retention mission.
- 3.9.4. Submit Annual Marketing Plan by 1 October each fiscal year to the NGB Marketing and Training Standards and Evaluations Org box.
- 3.9.5. Comply with the ANG Brand Guidelines (IAW TF-SOPG Chapter 11.8.2).
- 3.9.6. Maintain approved state social media channels, Google business pages and website edits.
- 3.9.7. Manage National Events at state and local level.

3.10. All 3G0X1 Personnel must:

- 3.10.1. Maintain proficiency and knowledge for applicable directives.
- 3.10.2. Be prepared for all scheduled, no-notice, and special evaluations.
- 3.10.3. Acknowledge receipt of feedback and evaluations.
- 3.10.4. Complete RQT in timely manner, when applicable. See [paragraph 4.8](#) for additional information regarding the RQT process.

Chapter 4

TRAINING CERTIFICATION AND QUALIFICATION

4.1. Purpose. This chapter outlines the mandatory requirements and timelines for training, certifying, and qualifying personnel assigned to the 3G0X1 Talent Acquisition career field. This includes guidance for Brooks Group training, Pre-ICT, ICT, MQT, CT, and RQT (outlined in [Attachment 5](#)). The intent is to ensure all personnel are trained, certified, and qualified to meet ANG R&R mission readiness standards.

4.2. Training and Evaluation Non-Commissioned Officer (TENCO) Training Requirements. Personnel selected to serve as a TENCO must complete the NGB/RRM-led TENCO Course. **(T-2)** Attendance is mandatory within 12 months of assignment to a TENCO position. **(T-2)** Waiver authority resides with the ANG R&R CFM (see [Attachment 4](#)). This course provides instruction on AFRISS-TF documentation, training plan development, JQS management, and evaluation coordination procedures. Only graduates of the NGB/RRM TENCO Course are authorized to perform TENCO duties, including overseeing MQT, CT, and RQT, maintaining training records, and recommending qualification status to the RROIC/Commander.

4.3. Brooks Group Sales Training Requirements. The Brooks Group is the mandatory sales methodology for all Total Force Recruiting personnel. **(T-2)** It is the proprietary training organization contracted by the Department of the Air Force to deliver IMPACT®. IMPACT® training ensures consistency, credibility, and professionalism in recruiter-to-prospect engagement. The ANG requires successful completion of Brooks Group IMPACT® training as part of MQT and as a recurring requirement in CT to sustain skill proficiency, training compliance, and sales effectiveness.

4.3.1. IMPACT® vs. IMPACT-U.

4.3.1.1. IMPACT® is a six-step consultative sales methodology designed to guide recruiters through successful prospect engagement. IMPACT® is the strategic framework that underpins how all ANG R&R personnel are expected to engage with potential accessions, from initial contact to enlistment. The IMPACT® acronym outlines the six steps of the consultative sales process:

4.3.1.1.1. I – Investigate the prospect’s needs

4.3.1.1.2. M – Meet objections with confidence

4.3.1.1.3. P – Probe deeper to clarify motivations

4.3.1.1.4. A – Apply the ANG solution

4.3.1.1.5. C – Convince with credibility and benefits

4.3.1.1.6. T – Tie it up and transition to the next step

4.3.1.2. IMPACT-U is the e-learning platform through which this training is delivered. IMPACT-U provides structured modules, practical application exercises, real-world scenarios, and interactive assessments aligned with ANG recruiting environments. Completion is mandatory for all 3G0X1 personnel. **(T-2)**

4.3.2. MQT Requirements. All PRRs must enroll in IMPACT-U immediately upon entering MQT. **(T-2)** The first Brooks Group training course must be completed within 180 calendar days of graduating from ICT. **(T-2)** Completion is tracked by the TENCO and annotated in AFRISS-TF. Failure to complete the required Brooks Group training during MQT may result in delayed qualification, entry into RQT, or administrative action as outlined in [paragraph 4.3.4.5. \(T-2\)](#)

4.3.3. CT Brooks Group Requirements. Upon completion of MQT, PRRs enter CT and are required to complete a minimum of three (3) Brooks Group training modules per calendar year. These modules must be aligned with the member's skill level, current responsibilities, and developmental tier. **(T-2)** Completion of Brooks Group training is a condition of maintaining 3G0X1 qualification status.

4.3.4. Tiered Brooks Group Training Requirements. Brooks Group quarterly training must be tailored to the PRR's level of experience and career progression to ensure training remains relevant and impactful. **(T-2)** The following tiered structure applies:

4.3.4.1. Initial Qualifier. Focus on foundational sales techniques, customer engagement, and value-based communication. Required to complete all introductory Brooks Group modules and any remedial content identified during MQT.

4.3.4.2. Operational Recruiter. Focus on refining objection handling, managing the sales pipeline, local market outreach, and applying IMPACT® principles to diverse demographics. Required to complete advanced modules relevant to their mission set or designated Area of Responsibility (AOR).

4.3.4.3. RRSEL, RPS, FC, RRNCO or Senior Recruiter. Focus on advanced coaching, sales team leadership, mentorship, and programmatic oversight. May also include quarterly reviews of subordinate JQS records, reinforcing the IMPACT® model in peer and junior development, and participating in Brooks Group leadership roundtables (if available).

4.3.4.4. Tracking and Documentation. The TENCO must verify Brooks Group training completion and entering all data into AFRISS-TF under the CT Training Tab. **(T-2)** Incomplete or missed training will be documented in the PRR's record and addressed through corrective training, RQT, or administrative action. Brooks Group training data may be reviewed during inspections and SAVs. **(T-2)**

4.3.4.5. Compliance and Enforcement. Failure to meet Brooks Group training requirements may result in:

4.3.4.5.1. Placement into non-current status until completed; a subsequent 'No-Go' on the 365-day evaluation triggers RQT.

4.3.4.5.2. Delay in progression or requalification.

4.3.4.5.3. Removal of SDAP (DAFI 36-3012, *Military Entitlements*, Table 3.1., Rule 1, Military Entitlements).

4.3.4.5.4. Consideration for AFSC 3G0X1 disqualification.

4.3.4.6. Training Resources. All Brooks Group training materials are hosted via the IMPACT-U learning management platform. Access must be requested through state training leads or via coordination with NGB/RRM or contract support channels. **(T-2)**

4.4. Pre-Initial Certification Training.

4.4.1. Applicability. Pre-ICT is used to provide foundational instruction to newly assigned personnel who are awaiting attendance at the Total Force Basic Recruiting Course.

4.4.2. Eligibility Criteria. The individual must:

4.4.2.1. Meet the qualification standards outlined in the Air Force Enlisted Classification Directory. **(T-2)**

4.4.2.2. Have a minimum of 24 months of military service, hold a minimum of a 5-skill level, must be E-4 or above, IAW Air Force Enlisted Classification Directory requirements. **(T-2)**

4.4.2.3. Assigned to a 3G0X1 billet or, at a minimum, to a PRR billet on a 36-month One-Time Occasional Tour. **(T-2)**

4.5. Initial Certification Training (ICT).

4.5.1. PRR Certification Process.

4.5.1.1. Certification is conferred upon successful graduation from the Total Force Basic Recruiting Course. Graduation results in award of the 3-skill level in AFSC 3G0X1.

4.5.1.2. Members will receive full SDAP upon graduation from the ICT course IAW DAFI 36-3012, Table 3.1, Rule 18 **(T-0)**. However, failure to become qualified within 365 days of certification may result in the removal of SDAP.

4.5.2. ICT Failure to Progress.

4.5.2.1. If a trainee fails to progress academically or is removed from the ICT course, the RROIC/Commander will evaluate eligibility for disqualification from the 3G0X1 AFSC.

4.5.2.2. RROIC/Commanders may recommend retraining IAW AFMAN 36-2100, *Military Utilization and Classification*, return the member to a previously awarded AFSC, or initiating separation IAW DAFI 36-3211, *Military Separations*. Coordination with the local Staff Judge Advocate is required prior to separation action.

4.6. 3G0X1 Mission Qualification Training (MQT). MQT is required to achieve a baseline level of competence in core R&R duties and in a unit's primary mission objectives. It should be focused and tailored to the unit's operational priorities and production requirements. MQT requirements are documented in AFRISS-TF. An example R&R MQT program is provided in [Attachment 5](#). Individuals must complete Initial Certification Training (ICT) prior to beginning MQT. **(T-2)**

4.6.1. Enrollment. All certified PRRs should be enrolled in MQT within ten (10) duty days of return to their unit following graduation from the Total Force Basic Recruiting course.

4.6.2. Timeline. MQT should be completed within 365 calendar days. Failure to qualify within this timeline may result in administrative action, including SDAP removal or un-qualification from the AFSC. MQT is a one-time requirement; sustaining Qualification is accomplished via CT and recurring evaluations, not by re-accomplishing MQT.

4.6.3. MQT Phases. MQT consists of three sequential phases that are built upon one another. Therefore, they must be completed to ensure the PRR is proficient and mission ready. The three phases are: Static Phase, Dynamic Phase, and Mission Phase. Progression through each phase is not marked by a formal evaluation but rather a knowledge check referencing the applicable phase (see [Attachment 5](#)). The knowledge check confirms the PRR has met the minimum requirements of that phase and is ready to advance. These checks may be conducted by an authorized leader or the TENCO and serve to verify the PRR's ability to execute relevant tasks in real or simulated environments. A DAF Form 623A entry should be annotated in AFRISS-TF to document progression. Upon successful completion of all three MQT phases, the TENCO will review all training records and submit a recommendation to the RROIC/Commander for a final qualification evaluation (see [paragraph 4.6.6.4](#) for evaluation criteria). The PRR will only be fully qualified after the final evaluation is completed and approved.

4.6.4. Static Phase.

4.6.4.1. Duration. Mandatory 90 calendar days (waiver authority: ANG R&R CFM, see [Attachment 4](#)). (T-2)

4.6.4.2. Goaling. PRRs are goaled at zero (0) during this phase. PRRs are authorized to process accessions during this phase, but only under direct supervision throughout the entirety of the recruiting and enlistment process to ensure the assessment process is completed accurately and does not interfere with their training phase.

4.6.4.3. Training Objectives. Static Phase is focused on administrative tasks and applicant processing and is intended to establish baseline performance through foundational OJT.

4.6.4.4. Documentation. A 623a entry should be annotated in AFRISS-TF to document the progression.

4.6.4.5. Extensions. 30-day extensions may only be granted by the RROIC/Commander and must be annotated on an AF Form DAF Form 623A within AFRISS-TF. (T-2)

4.6.5. Dynamic Phase.

4.6.5.1. Duration. Up to 90 calendar days (use of full duration is not mandatory). (T-2)

4.6.5.2. Goaling. PRRs will be goaled at a maximum of one (1) accession per month during mission phase but are authorized to access additional enlistees. (T-2) During this phase, PRRs operate under direct supervision throughout the entirety of the recruiting and enlistment process to ensure the assessment process is completed accurately and does not interfere with their training phase.

4.6.5.3. Training Objectives. This phase introduces real-time stressors and operational complexity, including interacting with in-person leads, field engagements, time-sensitive coordination, and troubleshooting. Dynamic Phase is intended to enhance operational proficiency and deepen skill application. This phase emphasizes in-person execution and/or simulated environments.

4.6.5.4. Documentation. A DAF Form 623A entry should be annotated in AFRISS-TF to document the progression.

4.6.5.5. Extensions. 30-day extensions may only be granted by the RROIC/Commander and must be annotated on an DAF Form 623A within AFRISS-TF. **(T-2)**

4.6.6. Mission Phase.

4.6.6.1. Duration. Up to 90 calendar days (use of full duration is not mandatory). **(T-2)**

4.6.6.2. Goaling. PRRs will be goaled at a maximum of two (2) per month during mission phase but are authorized to assess additional enlistees. **(T-2)** During this phase, PRRs operate under direct supervision throughout the entirety of the recruiting and enlistment process to ensure the assessment process is completed accurately and does not interfere with their training phase.

4.6.6.3. Training Objectives. This final phase of MQT challenges the trainee to execute the end-to-end recruiting or retention process from prospecting to accessions or reenlistments. Mastery of all required OJT tasks, Brooks Group sales training (one course), and achievement of production standards (2 accessions per month).

4.6.6.4. Evaluation & Documentation. Evaluation will be conducted by an appointed evaluator or TENCO (if not the primary trainer) and documented on the DAF Form 803 (evaluation and trainee signatures). **(T-2)** The evaluation and training records are uploaded into AFRISS-TF by the TENCO. Qualification approval is executed separately IAW **Paragraph 4.6.7** via a signed Memorandum for Record (MFR). See **Attachment 6**.

4.6.6.5. Qualification. Final qualification is recorded on DAF Form 623A and uploaded into AFRISS-TF. Upon RROIC/Commander approval, members are considered fully qualified.

4.6.7. Qualification Authority.

4.6.7.1. The RROIC/Commander is the sole qualifying official for all PRRs and is the only authority authorized to qualify or revoke qualifications for personnel. In the event the RROIC/Commander is unavailable, authority may be delegated to the next highest authority, which may include the first O-6 in the Chain of Command, Director of Staff-Air, or ATAG.

4.6.7.1.1. Qualifying a PRR serves as the final “stamp of approval” in the process, confirming all required training and evaluations have been completed. In the absence of an RROIC/Commander, the delegated authority (first O-6 in the chain, Director of Staff-Air, or ATAG) is not required to have AFRISS-TF access to provide this approval.

4.6.7.1.2. The evaluator’s coordination, along with the TENCO’s qualification recommendation, will be documented in a MFR signed by the delegated authority. The TENCO will upload the signed MFR into AFRISS-TF, ensuring all qualification actions are properly recorded. **(T-2)**

4.6.8. Training Extensions.

4.6.8.1. Training extensions must be approved by RROIC/Commander. **(T-2)**

4.6.8.2. All extensions must be documented using DAF Form 623A located in AFRISS-TF. **(T-2)**

4.6.9. MQT Failure to Progress.

4.6.9.1. Failure to complete MQT within 365 calendar days may result in:

- 4.6.9.1.1. Removal of SDAP (DAFI 36-3012, Table 3.1, Rule 1, Military Entitlements).
- 4.6.9.1.2. Reassignment to previous AFSC or retraining.
- 4.6.9.1.3. Coordinate with MPF to initiate possible separation actions based IAW DAFI 36-3211.

4.7. Continuation Training (CT).

4.7.1. CT is mandatory for all qualified 3G0X1 personnel and begins immediately upon completion of MQT. **(T-2)** CT exists as a standardized and recurring program to ensure all R&R personnel maintain core proficiency, adopt new skills as needed, and remain aligned with updated systems, tools, and policy. CT is distinct from the Master Task List (MTL) and is not intended to qualify or upgrade personnel. Instead, CT exists to sustain perishable, core recruiting & retention skills necessary to maintain mission capability. Without deliberate follow-on training, previously qualified personnel risk skill atrophy, misalignment with evolving policy and stagnation. It is primarily delivered via hands-on, scenario-based OJT, and not classroom instruction or briefing slides (see [Table 4.1.](#)).

4.7.2. CT Objectives.

- 4.7.2.1. Sustain proficiency in baseline sales, outreach, administrative, and compliance-related tasks, the core skills that define mission-capable recruiters.
- 4.7.2.2. Reinforce and rehearse perishable MQT concepts and foundational recruiter behaviors.
- 4.7.2.3. Ensure alignment with current Total Force guidance, ANG R&R strategic goals, and compliance directives.
- 4.7.2.4. Maintain recruiter readiness through practical, task-based refreshers, rather than passive learning methods.
- 4.7.2.5. Preserve organizational capability by preventing skill atrophy and incorporating updated procedures and tools as they emerge based on field-driven requests.

4.7.3. CT Delivery and Oversight.

4.7.3.1. The TENCO is responsible for CT oversight. This includes tracking completion, evaluating task sustainment, and facilitating curriculum based on mission-critical needs. CT is not tied to the MTL and should never be substituted for qualification training. CT should be delivered primarily through:

- 4.7.3.1.1. Real-world OJT and scenario-based drills.
- 4.7.3.1.2. Structured roleplay and functional refreshers conducted during team sessions or performance reviews.
- 4.7.3.1.3. Targeted, as-needed remediation tied to observed performance gaps.
- 4.7.3.1.4. Limited use of distance learning or classroom modules for specific knowledge reinforcement.

4.7.3.1.5. Quarterly Brooks Group sales training modules.

4.7.3.2. Emphasis. CT must be OJT-centric, built around real recruiting scenarios, and tracked in AFRISS-TF. **(T-2)** PowerPoint-style delivery should be avoided except in cases where knowledge transfer is essential and cannot be replicated through action-based training.

4.7.3.3. Minimum 3G0X1 Qualification Controls. **Table 4.1** provides the minimum tasks and conditions that must be accomplished every 12 months to maintain 3G0X1 qualification. **(T-2)**

Table 4.1. Minimum Air National Guard (ANG) Recruiting & Retention (R&R) Continuation Training (CT) Tasks.

Training Task	Minimum Required	Delivery Condition
Applicant Qualification Screening	1	In-person or Simulated
Lead Management/AFRISS-TF Entry	1	In-person, Simulated, or Practical Application
Sales Call (Phone or Virtual)	1	In-person, Simulated, or Recorded Roleplay
Objection Handling	1	In-person or Simulated (roleplay or real-world)
Enlistment Packet Completion	1	In-person or Simulated
Compliance Review (DD 369, MEPS Docs)	1	In-person, Simulated, or Desk Evaluation
Marketing Engagement Execution	1	In-person or Simulated (Event planning, briefing, or school visit)
Time Management / Scheduling	1	Practical Application or Scenario-Based
ANG Benefits Brief	1	In-person or Simulated
School/Community Presentation	1	In-person, Simulated, or Recorded Delivery
Enlistment Ceremony Walkthrough	1	In-person, Simulated, or Peer Demonstration
Face-to-Face Interview	1	In-person or Simulated
Digital Lead Follow-Up	1	In-person or Simulated
Lead Source Documentation / Tracking	1	Simulated or System-Based Task
Evaluation Prep & Review	1	In-person or Simulated
Notes:		
1. In-person = Actual task performance with an applicant, school rep, or partner (real-world).		
2. Simulated = Role-play, peer-based mock scenarios, or supervised practice sessions.		

3. Practical Application = Completion of tasks under supervision, with real systems or scenarios.
4. All tasks must be completed annually (once every 12 months) to maintain qualification. **(T-2)**
5. Failure to complete any task within the prescribed timeline may result in RQT placement.
6. All training & the delivery conditions should be annotated in AFRISS-TF with a DAF Form 623A entry.

4.7.3.4. Brooks Group Sales Requirement. All PRRs are required to complete Brooks Group quarterly sales training modules during CT. **(T-2)** These training events will be assigned and tracked by the TENCO. Modules are assigned based on experience or skill tier:

4.7.3.4.1. Tier 1 (0–2 years qualified): Focused on foundational sales tactics and objection handling.

4.7.3.4.2. Tier 2 (2–5 years qualified): Emphasizes relationship-building, long-term pipeline management, and digital engagement.

4.7.3.4.3. Tier 3 (5+ years qualified): Advanced negotiation, organizational partnerships, and mentorship integration.

4.7.3.5. Failure to complete quarterly Brooks Group training places the member in Non-Current status until complete; a formal ‘No-Go’ on the 365-day evaluation is required to enter RQT.

4.7.4. Documentation. All CT activities, evaluations, and outcomes will be documented and uploaded in AFRISS-TF. This includes: **(T-2)**

4.7.4.1. Updated JQS task completions.

4.7.4.2. DAF Form 797, *Job Qualification Standard Continuation/Command JQS* and DAF Form 623A, *On-The-Job Training Record - Continuation Sheet* entries.

4.7.4.3. Evaluation results via DAF Form 803.

4.7.5. Remedial Qualification Training (RQT) entry (if applicable).

4.7.5.1. Failure to progress. Failure to pass the 365-day evaluation or complete required CT tasks within established timeframes may result in administrative action to include:

4.7.5.1.1. Places the member in non-current status until complete

4.7.5.1.2. A formal ‘No-Go’ on the 365-day evaluation is required to enter RQT.

4.7.5.1.3. Removal of SDAP (DAFI 36-3012, Table 3.1, Military Entitlements).

4.7.5.1.4. Reassignment to previous AFSC or retraining.

4.7.5.1.5. Coordinate with MPF to initiate possible separation actions based IAW DAFI 36-3211.

4.8. Remedial Qualification Training (RQT).

4.8.1. RQT is a structured, time-bound corrective training program required when a PRR receives a “No-Go” on their 365-day CT evaluation. During this time, the PRR will remain on goal and continue to assess candidates while under direct supervision throughout the entirety

of the recruiting and enlistment process to ensure the assessment process is completed accurately. (T-2)

4.8.2. RQT is designed to re-establish proficiency in core tasks and ensure mission readiness in alignment with ANG R&R standards.

4.8.3. RQT must be initiated immediately following a failed evaluation or if the member exceeds the 90-day timeline in any MQT phase without prior approval. **(T-2)** The training period is capped at 30 calendar days (extensions authorized at the discretion of RROIC/Commander).

4.8.4. The RRSEL, RPS, FC, and/or RRNCO will serve as the evaluator and oversee the program. **(T-2)** The TENCO develops RQT plan, manages training records, supports execution and may conduct evaluations if not the primary trainer.

4.8.5. Entry Criteria. The evaluator will review the failed evaluation to identify specific performance or knowledge deficiencies. **(T-2)** Based on this review, the evaluator will construct a targeted RQT plan, which may include OJT, Brooks Group reinforcement training, mock evaluations, or tailored mentorship. **(T-2)**

4.8.6. The plan must, at a minimum, include:

4.8.6.1. Clearly identified deficient tasks or behaviors

4.8.6.2. Defined specific, measurable learning objectives.

4.8.6.3. Be documented in AFRISS-TF and approved by the RRSEL or RROIC/Commander prior to execution. **(T-2)**

4.8.7. RQT Delivery and Oversight. Throughout the 30-day period, the assigned evaluator will implement and monitor the RQT plan. **(T-2)** The evaluator will conduct regular informal check-ins and provide timely, documented feedback. **(T-2)** The TENCO will ensure all entries, training progress, and supporting documentation are maintained in AFRISS-TF. RQT must remain active and intentional. **(T-2)** Passive time (e.g., waiting for training) will not count toward completion.

4.8.8. Completion and Final Evaluation. Upon conclusion of the RQT period, the PRR must undergo an evaluation conducted by an authorized evaluator other than the initial evaluator. **(T-2)** The TENCO will notify the evaluator once all required JQS items are complete and a final evaluation is appropriate.

4.8.8.1. If the PRR successfully demonstrates proficiency, the evaluator will document a “Go” in AFRISS-TF and the PRR will return to fully qualified status. **(T-2)** Upon restoration of Qualified status, SDAP eligibility is reinstated effective on the qualification approval date IAW DAFI 36-3012. **(T-2)**

4.8.8.2. If the PRR fails the re-evaluation, the evaluator will document a second “No-Go” and notify the RROIC/Commander. **(T-2)** Upon the recommendation of the RROIC/Commander the TENCO will submit a formal recommendation for un-qualification. **(T-2)** The RROIC/Commander is the sole authority to un-qualify a PRR and will determine the appropriate course of action to include: **(T-2)**

4.8.8.2.1. Removal of SDAP (DAFI 36-3012, Table 3.1, Rule 1, Military Entitlements).

4.8.8.2.2. Reassignment to previous AFSC or retraining.

4.8.8.2.3. Coordinate with MPF to initiate possible separation actions based IAW DAFI 36-3211.

Chapter 5

NGB EVALUATION PROGRAM

5.1. Purpose. This chapter establishes standardized procedures and guidance for the continuity, execution, and documentation of all Recruiting and Retention evaluations. Evaluations are designed to ensure all assigned 3G0X1 personnel maintain mission readiness, regulatory compliance, and data integrity across all states and wings. This program provides a standardized framework for evaluating all ANG R&R training initiatives, covering recruiting and retention programs across all States, Territories, and Directorate branches.

5.2. NGB Recruiting and Retention Directorate (NGB/RR) Evaluation Program. This program establishes evaluation processes and procedures to ensure compliance for all ANG R&R personnel. Evaluations facilitate the sharing of information and feedback between NGB/RRM, ANG R&R leadership staff and their respective State Adjutant General. This is not designed to be an inspection tool, but a snapshot in time intended to assist State Leaders to areas of risk that could affect the mission-ready state.

5.2.1. The NGB Evaluation program goal is to align distribution of Training Funds with the effectiveness of the States Training programs. Utilizing evaluation data will determine whether the states funds allocation requests are directly support the state's training programs. The allocation of funds would be determined by an NGB/RR Training Funds Allocation Scorecard. This scorecard will identify which states are demonstrating effective use of training resource management.

5.2.2. NGB/RR branch evaluation forms and process.

5.2.2.1. NGB/RRM Branch:

5.2.2.1.1. Training, Standards and Evaluation will utilize the NGB/RRM Training Evaluation Form annually ([Attachment 7](#)) to capture an overall view of the state's training and evaluations program. (T-2)

5.2.2.1.2. Marketing will utilize the NGB State Marketer Program Checklist ([Attachment 8](#)) to provide an annual review of the execution of State Marketing program. (T-2)

5.2.2.2. NGB/RRR Branch:

5.2.2.2.1. Retention Operations will utilize NGB Retention Operations Evaluation Checklist ([Attachment 9](#)) to review the overall compliance and effectiveness of the States Retention Operations program. (T-2)

5.3. Evaluation Form Examples. Examples of field level evaluation checklists to assist State ANG R&R leaders:

5.3.1. Recruiter Performance Review ([Attachment 10](#))

5.3.2. Training And Evaluation Non-Commissioned Officer Checklist ([Attachment 11](#))

5.3.3. ANG R&R Training Task Checklist ([Attachment 12](#))

Chapter 6

FIELD-TRAINING EVALUATION PROCESS AND TIMELINE

6.1. Purpose. This chapter establishes standardized procedures for the planning, execution, and documentation of all Recruiting and Retention training evaluations. Evaluations are designed to ensure all assigned 3G0X1 personnel maintain mission readiness, regulatory compliance, and data integrity across all states and wings.

6.1.1. All training evaluations conducted under this program will be administered objectively, documented accurately, and tracked by the TENCO.

6.1.2. Evaluations fall into three categories (see paragraphs 6.3, 6.4, and 6.5): Qualification evaluation, CT, and special or no-notice evaluations. Each evaluation type follows the same foundational standards, utilizes approved Air Force forms for documentation, and is subject to review by the RROIC/Commander.

6.2. Evaluation Authority. Only personnel in official leadership roles (RROIC/Commander, RRSEL, RPS, FC and/or RRNCO) are authorized to conduct evaluations. When not assigned as the primary trainer, the TENCO is authorized to conduct evaluations.

6.3. Qualification Evaluation. The qualification evaluation, or MQT Final, is conducted upon completion of all required Mission Qualification Training phases for newly assigned 3G0X1 personnel. This evaluation validates the PRR's ability to independently perform assigned duties.

6.3.1. Components. The MQT Final consists of two components: a comprehensive written examination and a hands-on task evaluation. The written examination assesses knowledge across all 7 mission critical tasks. The hands-on evaluation requires the member to demonstrate proficiency in required tasks and is documented on an DAF Form 803, Report of Task Evaluations.

6.3.2. Timeline. The MQT Final will be conducted within 30 days of a newly assigned 3G0X1 completing the MQT phases. **(T-2)** This evaluation will be conducted by a designated evaluator.

6.3.3. Outcome. Successful completion of both components of the MQT Final results in the member being in a qualified and current status. Any failure during the written or hand-on portion results in an overall 'No-Go' and immediately initiates the Remedial Qualification Training (RQT) process outlined in [paragraph 4.8](#).

6.4. Continuation Training (CT) Evaluation. Continuation training evaluations are conducted annually assessing core recruiter performance and continued compliance for all qualified and current 3G0X1 personnel. The TENCO is responsible for establishing and maintaining an annual evaluation schedule established at the beginning of each fiscal year and for monitoring compliance.

6.4.1. Annual CT Written Examination. The written examination is a TENCO, Leadership or NGB TSE administered, closed-book test consisting of no fewer than 20 questions designed to measure retention of recruiting & retention policy, procedures, systems, and compliance fundamentals associated with CT. 3G0X1 personnel must achieve a minimum score of 75 percent to pass. **(T-2)**

6.4.1.1. Question Bank Control. Maintained by the TENCO, reviewed annually with at least 25% of items refreshed each year.

6.4.1.2. Failure: A failed attempt places the member in non-current status until targeted remediation and retest (within 10 duty days). A second failure is elevated to the RROIC/Commander for determination of RQT entry IAW [paragraph 4.8](#).

6.4.2. Documentation. The TENCO will upload the score record and a DAF Form 623A entry to AFRISS-TF on the day of completion.

6.4.3. Annual CT Hands-On PE. The hands-on portion of the CT evaluation requires the 3G0X1 personnel to demonstrate continued proficiency in core tasks from each mission area. Performance is documented on the DAF Form 803 using a “Go” or “No-Go” rating system. A “No-Go” on any single task results in an overall “No-Go” for the evaluation and initiation of the RQT process.

6.4.4. Timeline. These evaluations must be completed every 365 days, with a permissible window of plus or minus 30 days. **(T-2)** Failure to complete the annual evaluation by its due date results in immediate Non-Current status until the evaluation is accomplished.

6.4.4.1. A “Go” grants continued qualification for one year from evaluation date.

6.4.4.2. A “No-Go” requires the PRR to enter RQT within five (5) duty days. See [Attachment 2](#) for “No-Go” parameters.

6.4.4.3. Documentation. DAF Form 803 signed by trainee and evaluator, DAF Form 623A summary, uploaded into AFRISS-TF.

6.4.5. Summary. The annual written continuous training exam and the annual hands-on CT PE are two distinct, mandatory requirements. **(T-2)** Both must be successfully completed within the prescribed 365-day cycle to maintain Current status. **(T-2)** Failure in either results in non-current status and/or entry into RQT as described above. **(T-2)**

6.5. Special and No-Notice Evaluations. The RROIC/Commander may direct special or no-notice evaluations at any time to assess mission readiness, validate compliance, address performance concerns, or investigate data integrity. These evaluations may be conducted without advance notice to the 3G0X1 personnel and follow the same standards, evaluation criteria, and documentation requirements at CT hands-on evaluations.

6.5.1. Special and no-notice evaluations are not punitive in nature but are used as management tools to ensure the health and integrity of the R&R program.

6.5.2. Results of these evaluations will be reviewed by the RROIC/Commander and documented by the TENCO in accordance with established procedures.

6.6. Evaluation Conduct. All evaluations will be conducted in a professional, objective, and standard manner. Evaluators must provide a pre-evaluation brief outlining the scope, standards, and expectations of the evaluation. **(T-2)**

6.7. Documentation. Upon completion, evaluators will conduct a post-evaluation brief to discuss results, identify strengths and deficiencies, and outline any required follow-on actions. All evaluation results must be documented on the appropriate forms and submitted to the TENCO within established timelines. **(T-2)** The TENCO will ensure all documentation is accurately recorded in the member's training record and training continuity folder, as applicable.

DUKE A. PIRAK, Major General, USAF
NGB/CF, Acting Director, Air National Guard

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

DoD-I 1304.35, *Military Marketing*, 01 November 2017
DAFI 36-3211, *Military Separations*, 24 June 2022
DAFI 36-3012, *Military Entitlements*, 06 April 2023
DAFMAN 90-161, *Publishing Process and Procedures*, 18 October 2023
DAFMAN 36-2689, *Training Program*, 31 March 2023
AFMAN 36-2032, *Military Recruiting and Accessions*, 16 January 2025
AFMAN 36-2100, *Military Utilization and Classification*, 24 June 2025
ANGI 36-2602, *Retention Programs*, 14 June 2019
ANGMAN 90-161, *Management of Air National Guard Waivers*, 15 June 2023

Prescribed Forms

None

Adopted Forms

DD Form 369, *Police Record Check*
DD Form 2807-2, *Medical Prescreen of Medical History Report*
DAF Form 679, *Department of the Air Force Publication Compliance Item Waiver Request/Approval*
DAF Form 797, *Job Qualification Standard Continuation/Command JQS*
DAF Form 803, *Report of Task Evaluations*
DAF Form 847, *Recommendation for Change of Product*
DAF Form 2096, *Classification/On-the-Job Training Action*
Standard Form 86 (SF-86), *Question for National Security Positions*

Abbreviations and Acronyms

AFRISS-TF—Air Force Recruiting Information Support System Total Force
ANG—Air National Guard
ANGMAN—Air National Guard Manual
CFM—Career Field Manager
CT—Continuation Training
DAF—Department of the Air Force

DAFI—Department of the Air Force Instruction
DAFMAN—Department of the Air Force Manual
FC—Flight Chief
GSU—Geographically Separated Unit
IAW—In Accordance With
ICT—Initial Certification Training
JQS—Job Qualification Standard
MEPS—Military Entrance Processing Stations
MFR—Memorandum For Record
MQT—Mission Qualification Training
NGB—National Guard Bureau
PE—Performance Evaluation
Pre-ICT—Pre-Initial Certification Training
PRR—Production Recruiter & Retainer
ROM—Retention Office Manager
RQT—Remedial Qualification Training
R&R—Recruiting & Retention
RROIC—Recruiting & Retention Officer In Charge
RRNCO—Recruiting & Retention Non-Commissioned Officer
RRSEL—Recruiting & Retention Senior Enlisted Leader
SDAP—Special Duty Assignment Pay
TENCO—Training and Evaluation Non-Commissioned Officer
TF-SOPG—Total Force-Standard Operating Procedural Guide
UCA—Unit Career Advisor

Office Symbols

NGB/RR—National Guard Bureau Recruiting & Retention Directorate
NGB/RRA—National Guard Bureau Recruiting & Retention Accessions
NGB/RRM—National Guard Bureau Recruiting & Retention Marketing and Training, Standards, & Evaluations
NGB/RRP—National Guard Bureau Plans and Data Systems
NGB/RRR—National Guard Bureau Retention Operations and Resources

Terms

AIM HIGH—The tool used by recruiters to manage leads, track engagement, and follow up with potential recruits. It helps ensure that all leads are appropriately captured and nurtured through the recruitment process

Air Force Recruiting Information Support System Total Force (AFRISS-TF) —AFRISS-TF is the official lead management and training documentation system used across Total Force Recruiting. It serves as the centralized platform for recording applicant data, tracking recruiting activity, managing leads, and maintaining all training records for Production Recruiters and Retainers (PRRs). Within ANG R&R operations, AFRISS-TF houses Job Qualification Standards (JQS), DAF Form 623A, *On-The-Job Training Record-Continuation Sheet* entries, training extensions, evaluations, and qualification status updates, ensuring standardized oversight and accountability across the enterprise.

Applicant Processing—The procedures followed by recruiters to assess, qualify, and document recruits. This includes ensuring the completion of necessary paperwork and submitting forms to MEPS.

Benefits for Education Administrative Services Tool (BEAST)—A system used for managing benefits and educational incentives available to recruits. It tracks eligibility and assists recruiters in providing accurate information to prospects about educational benefits.

Career Field Manager (CFM)—Provide for strategic direction of ANG R&R career field to include training, career development, and career field oversight. Maintain oversight of R&R Training, Standards and Evaluations program.

Certified 3G0X1—A 3G0X1 who has successfully graduated from the formal 3G0X1 Total Force Basic Recruiting Course, Joint Base San Antonio - Lackland, Texas. This individual is authorized to perform recruiting duties.

Compliance Review—The process of verifying that all recruit-related documentation is complete, accurate, and adheres to established regulations and standards. This review typically includes documents like the DD Form 369, *Police Record Check* and MEPS paperwork.

Continuation Training (CT)—A recurring, structured training program aimed at maintaining and updating the skills of qualified personnel. CT includes the completion of Brooks Group sales training modules and other refresher courses. Refer to [Attachment 4](#).

Current 3G0X1—A 3G0X1 who has no deficiencies in CT requirements and is actively meeting qualification standards.

Deficiencies—Any lapse or shortfall in required performance, training, documentation, or misconduct identified during any phase of the ANG R&R training continuum (Pre-ICT, ICT, MQT, CT, or RQT). Deficiencies may include; incomplete or inaccurate AFRISS-TF entries, failure to accomplish mandatory Job Qualification Standard (JQS) tasks, non-compliance with Brooks Group training requirements, procedural errors in applicant processing, or observed performance gaps during evaluations. Deficiencies range in severity from minor, correctable issues addressed through on-the-spot feedback to critical failures that may result in a “No-Go” rating, entry into Remedial Qualification Training (RQT), or resulting in consideration for unqualified status.

Dynamic Phase—Dynamic phase will involve in-person applicant interactions and real-time recruiting scenarios. This may consist of in-office walk-ins, outbound lead follow-up, virtual engagements, or participation in scheduled school or community events. If restricted to in-office training due to access or scheduling limitations, the trainer will create scenarios with notional applicant responses, objections, and real-time task injects to simulate the dynamic recruiting environment.

Enlistment Ceremony Walkthrough—A simulation or actual event where the recruiter walks through the enlistment process with a recruit, ensuring that all required steps and procedures are followed.

Enlistment Packet—The collection of forms and documents required to process a potential recruit into the ANG. This includes documents like the DD Form 2807-2, *Medical Prescreen of Medical History Report*, DD Form 369, *Police Record Check*, and Standard Form 86 (SF-86), *Question for National Security Positions* forms.

Evaluation Criteria—The specific standards and benchmarks used to assess the effectiveness of a trainee's performance. Criteria include skills such as lead management, objection handling, applicant processing, and compliance with ANG R&R protocols.

Go/No-Go Evaluation—A standard evaluation process used to assess a trainee's ability to perform specific tasks. A "Go" indicates successful performance, while a "No-Go" signals that the trainee has failed to meet the minimum standards.

Initial Certification Training (ICT) —The formal training phase following Pre-ICT, which includes attending and graduating from the Total Force Basic Recruiting Course. Successful completion of this training results in the award of the 3-skill level for 3G0X1 personnel.

Joint Qualification Standard (JQS)—A list of required skills and tasks that each recruiter must master to be qualified for their role. It is used to track progress and ensure all required competencies are met.

Lead Management—The process of tracking, following up, and managing potential recruits or leads. This includes using tools such as AFRISS-TF to input data, manage contact information, and maintain accurate records of interactions.

Military Entrance Processing Station (MEPS)—A facility where recruits undergo medical evaluations, aptitude testing, and background checks as part of the enlistment process.

Mission Phase—Mission Phase is the culminating phase of MQT and is meant to prepare the trainee to operate independently across the full spectrum of recruiting & retention mission sets and tasks that a Production Recruiter & Retention may encounter. This phase validates the trainee's ability to execute end-to-end mission responsibilities in alignment with ANG priorities, demonstrating readiness for unsupervised duty.

Mission Qualification Training (MQT) —A critical phase that qualifies a recruit's ability to perform core recruiting tasks and meet operational goals. It includes three phases—Static, Dynamic, and Mission. MQT ensures that recruits are ready to operate independently.

Non-Current 3G0X1—A 3G0X1 who is qualified but has one or more deficiencies in CT within a 365-day period. This status does not automatically trigger Remedial Qualification Training (RQT).

Operational Guidance—The overarching policies, instructions, and standard operating procedures (SOPs) that govern the actions of all R&R personnel. This includes regulations from the Air Force and ANG, as well as guidance from the R&R command.

Performance Evaluation (PE)—A documented review of PR production and processes to identify trends. PE to be conducted at the discretion of the RRSEL, FC or at PR request.

Pre-Screening Internet-Delivered Computer Adaptive Test (PiCAT)—An internet-based ASVAB screening tool which allows authorized users to register applicants to take the ASVAB and provides score reports.

Pre-Initial Certification Training (Pre-ICT)—The initial phase of training that prepares new recruits for the basic skills and knowledge necessary for their role as a Production Recruiter & Retainer (PRR). This phase occurs before attendance at the formal 3G0X1 Basic Recruiting Course.

Qualified 3G0X1—A 3G0X1 who has completed Mission Qualification Training (MQT) and passed the MQT/Continuation Training (CT) evaluation. This individual has demonstrated the competence required for recruiting duties.

Remedial Qualification Training (RQT) —A corrective training program initiated when a 3G0X1 receives a “No-Go” rating on a CT evaluation or fails to meet training standards. RQT is time-bound, typically lasting up to 30 days, and focuses on re-establishing proficiency in critical tasks.

Static Phase—Static Phase is intended to build the 3G0X1 proficiency in foundational recruiting & retention tasks, establish effective cadence in applicant processing, and ensure basic administrative and engagement procedures without the added stressors of in-person applicant interactions, dynamic public events, or production timelines. This phase includes controlled, scenario-based task execution focused on system navigation, compliance protocols, and lead management fundamentals.

Task Evaluation—An assessment of the trainee’s proficiency in performing specific tasks required in the 3G0X1 role. These evaluations are documented in AFRISS-TF and reviewed by the appropriate authority.

Training—This instruction identifies responsibilities, guidelines, and procedures to assist in the training of Air National Guard Recruiting & Retention personnel serving in the 3G0X1 career field. Management and assessment of the 3G0X1 AFSC training life cycle.

Training Milestone—A defined point in the training process that marks the successful completion of key learning objectives. Milestones are typically tied to each phase of training and are used to track progress.

Unqualified (UQ) (3G0X1) —Individuals are unqualified after failing to successfully complete the CT evaluation, failing to progress through RQT re-evaluation with multiple “No-Go” determinations, or failing to complete MQT qualification requirements within the allotted training cycle (365-days), resulting in a failed evaluation. “Unqualified” is a status for when a 3G0X1 is not permitted to independently assess candidates into the ANG. **Note-** Even when an individual is placed in “UQ” status, the 3G0X1 remains “certified.”

Zone Management—A strategy for organizing recruiting efforts within defined geographic or demographic zones. This includes targeting specific areas for outreach and managing resources for optimal recruitment results.

Attachment 2

“NO-GO” BREAKDOWN

A2.1. General. A “No-Go” is the official designation assigned when a 3G0X1 fails to meet minimum performance, training, or conduct standards during a formal evaluation or mandated training milestone. This rating is reserved for instances where deficiencies are so severe that they directly jeopardize mission success, public trust, or enterprise credibility. A “No-Go” automatically triggers mandatory entry into Remedial Qualification Training (RQT) within five (5) duty days and may serve as grounds for removal of Special Duty Assignment Pay (SDAP), AFSC un-qualification, or administrative separation. To receive a “No-Go”, one or more of the following must be present:

A2.1.1. CT Failure: Inability to successfully perform critical recruiting tasks (e.g., enlistment processing, AFRISS-TF documentation, Brooks Group application) during the annual 365-day CT evaluation.

A2.1.2. Training Non-Compliance: Failure to complete any of the CT requirements (e.g., three Brooks Group modules annually, Tiered Training compliance) within designated timeframes.

A2.1.3. Production Failure: Zero accessions for six (6) consecutive months (not attributed to medical, administrative, or waiver-approved reasons).

A2.1.4. Willful Negligence or Misconduct: Gross misrepresentation, falsification of documents, unauthorized access to applicant records, or violations of applicant privacy/confidentiality.

A2.1.5. Unresponsive to Remediation: Previous entry into RQT with no measurable improvement or pattern of repeated CT failures.

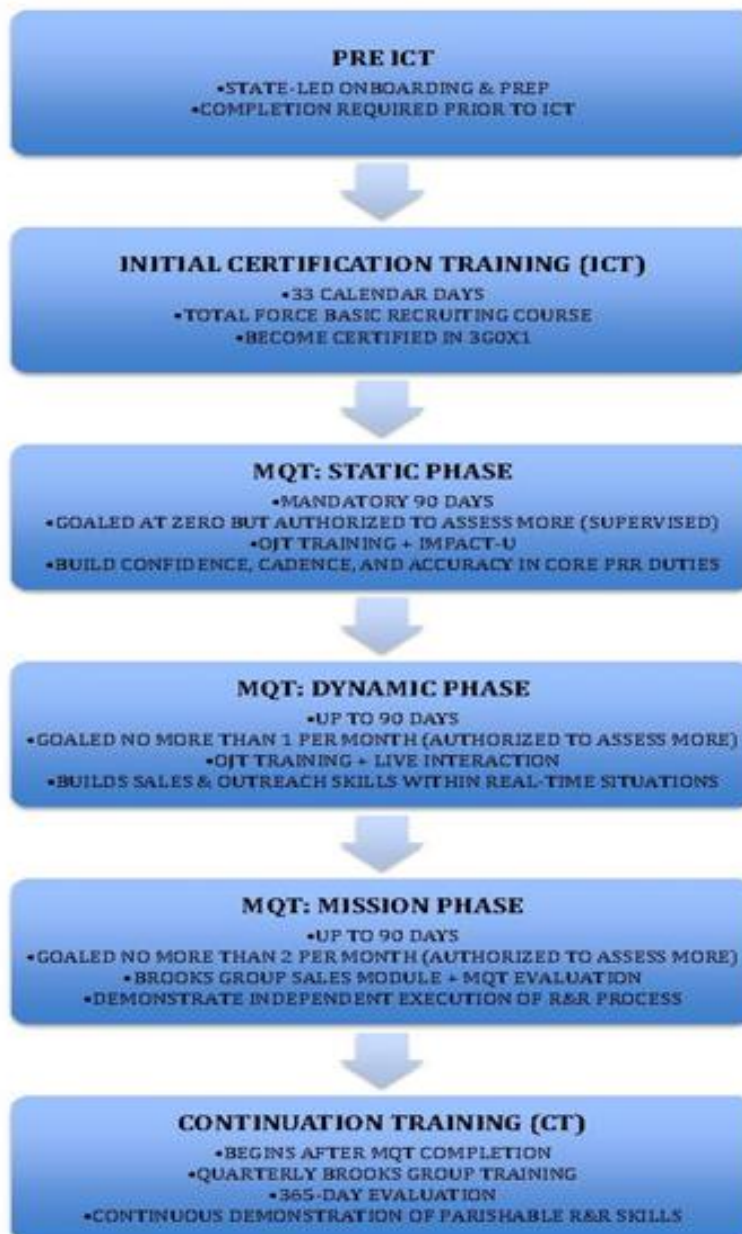
A2.2. “No-Go” repercussions. A “No-Go” is considered a terminal warning within the ANG R&R training framework and is reported to the RROIC/Commander for immediate review and potential un-qualification. Multiple “No-Go” ratings within a 12-month period must initiate consideration for AFSC disqualification and/or separation IAW DAFI 36-3211.

Attachment 3

QUALIFICATION PROCESS

A3.1. **Figure A3.1.** provides a visual representation and detailed description of the timeline for the Recruiting & Retention qualification process. It outlines the steps for each training phase (Pre-ICT, ICT, MQT, CT, and RQT), ensuring all personnel understand the sequence, duration, and milestones associated with their qualifications and certifications.

Figure A3.1. Qualification Process.



Attachment 4**EXAMPLE OF THE AIR NATIONAL GUARD (ANG) RECRUITING AND
RETENTION (R&R) CAREER FIELD MANAGER (CFM) WAIVER****Figure A4.1. Example of the Air National Guard (ANG) Recruiting and Retention (R&R) Career Field Manager (CFM) Waiver.**

YOUR STATE LETTER HEAD HERE XX XXX 20XX MEMORANDUM FOR RECORD FROM: Your Organization/Unit SUBJECT: Request for Exception to Policy 1. This memorandum serves as a formal request for a waiver of [describe the specific policy or requirement you are requesting to be waived]. The current policy, outlined in [specific policy name or number], presents challenges due to [briefly explain why the waiver is needed, such as operational constraints, resource limitations, or other factors]. 2. Provide additional context as needed, such as recent changes, specific challenges, or operational considerations that justify the waiver request. This could include a description of how the waiver aligns with the broader goals or mission of the organization, if applicable. 3. The specific policy or requirement being requested to waive is: [briefly describe the policy]. a. The period for which the waiver is requested is [state the timeline or duration]. b. The reason for the request is [elaborate on why this policy needs to be waived and any actions being taken to address the underlying cause]. c. Any mitigating actions that will be taken to ensure compliance or reduce the impact of the waiver: [outline actions that will be taken to maintain standards or address the policy in other ways] 4. Describe how granting this waiver will positively affect operations, improve efficiency, or prevent negative impacts on the mission. You can also mention how this may benefit future operations or objectives. For further information regarding this request, please contact [Name, Rank, Position, Phone Number, Email] NAME RANK, USAF POSITION TITLE

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Attachment 5

3G0X1 MISSION QUALIFICATION TRAINING (MQT) PROGRAM

A5.1. R&R MQT PROGRAM SYLLABUS. An example MQT syllabus is outlined below. It outlines training events and culminates in a knowledge check or assessment to progress to the next phase of training and prepare recruiters for formal evaluation. Items covered during formal courses (such as the TF Basic Recruiting Course) that include comprehensive final assessments do not need to be re-accomplished during MQT but may be reviewed or retrained at the discretion of TENCO. Progression through these phases should be annotated in AFRISS-TF with a DAF Form 623A, *On-The-Job Training Record-Continuation Sheet* statement.

A5.1.1. Static Phase – Foundational Recruiting & Retention Tasks. These scenarios are intended to build the recruiter's confidence, cadence, and accuracy in executing core ANG R&R duties in a controlled, administrative setting without the added stress of time constraints, difficult applicants, or dynamic field conditions.

A5.1.1.1. Event 1 – Initial Applicant Contact & Prequalification. Conduct scripted and unscripted applicant phone interviews, use AFRISS-TF for data input and notes, identify factors using R&R TF-SOPG, related guidance, operating instruction(s) and local waivers.

A5.1.1.2. Event 2 – Lead Management & Documentation. Demonstrate proper tagging, tracking, and follow-up procedures in AIM High/Lead Refinement Tools, use calendar tools and automated follow-up messaging.

A5.1.1.3. Event 3 – Application Packet Preparation. Complete of forms (e.g., DD Form 2807-2, *Medical Prescreen of Medical History Report*, DD Form 369, *Police Record Check*, Standard Form 86 (SF-86), *Question for National Security Positions* initial prep), identify errors and omissions in mock packages, coordinate with MEPS liaison.

A5.1.1.4. Event 4 – Community Engagement Setup. Draft and submit base access and event request forms, set up a community engagement calendar, generate table display and speaking point preparation for local event (mock).

A5.1.1.5. Event 5 – In-House Program Execution. Coordinate with ROM/RRNCO on In-Service brief schedules (e.g., Newcomers Brief, UCA training), execute a mock Student Flight orientation (if applicable), conduct a Career Motivation Interview (CMI) with a scripted lead, draft Incentive Eligibility Verification Worksheet.

A5.1.1.6. FMP-1 (In-Office Simulation). Final Mission Profile and assessment of Static Phase focus items.

A5.1.1.6.1. Static Phase Focus Assessment Items.

A5.1.1.6.1.1. Demonstrate effective applicant rapport building and screening methods.

A5.1.1.6.1.2. Input data accurately and completely into recruiting platforms (TF-AFRISS, AIM HIGH, etc.).

A5.1.1.6.1.3. Navigate R&R TF-SOPG, related guidance, operating instruction(s) and apply basic qualification standards.

A5.1.1.6.1.4. Execute accurate documentation and form preparation for MEPS submission.

A5.1.1.6.1.5. Demonstrate scheduling and time management best practices.

A5.1.1.6.1.6. Set up and tear down recruiting table/display to standard.

A5.1.1.6.1.7. Maintain personal appearance, uniform, and workspace IAW DAFI 36-2903.

A5.1.1.6.1.8. Conduct basic Career Motivation Interview and identify applicant motivators.

A5.1.1.6.1.9. Perform basic presentation prep for classroom or in-service brief.

A5.1.1.6.1.10. Apply professionalism and compliance during simulated applicant and community interactions.

A5.1.1.6.1.11. Participate in post-engagement debrief and self-assessment.

A5.1.2. Dynamic Phase – Field Execution & Adaptive Problem-Solving. The recruiter will begin executing recruiting & retention functions in environments with increased variability and limited control (e.g., schools, job fairs, MEPS, unit engagements).

A5.1.2.1. Event 6 – In-person Lead Contact & Qualification. Conduct unscripted interviews with actual applicants or leads, validate education, legal, and medical history using real-time tools, submit prequalification forms and initiate background checks (e.g., DD Form 369, *Police Record Check*).

A5.1.2.2. Event 7 – School Visit / External Brief. Coordinate and deliver a school or workforce center presentation, build rapport with school staff or community contacts, collect interest cards or document lead intake in AIM HIGH or AFRISS-TF.

A5.1.2.3. Event 8 – MEPS Coordination & Applicant Movement. Schedule applicant for testing or physical, conduct day-of briefing and transportation coordination, provide applicant counseling on process and expectations.

A5.1.2.4. Event 9 – In-Service and Retention Actions. Counsel a member on options for extension, re-enlistment, or separation, verify eligibility for minimum bonus qualification based on NGB guidance.

A5.1.2.5. Event 10 – Adverse Scenario Handling. Handle objection or disinterest from an applicant in a live roleplay, address family or influencer concerns during interaction, handle a real or simulated no-show, disqualification, or waiver.

A5.1.2.6. FMP-2 (Field-Integrated Simulation). Assessment of Dynamic Phase focus items in an in-person or simulated operational scenario.

A5.1.2.6.1. Dynamic Phase Focus Assessment Items.

A5.1.2.6.1.1. Conduct confident, adaptable, and professional in-person engagements.

A5.1.2.6.1.2. Demonstrate control of external environments (setup, coordination, communication).

A5.1.2.6.1.3. Maintain documentation and applicant flow under time constraints.

A5.1.2.6.1.4. Resolve challenges in real-time (transport, scheduling, disqualification).

A5.1.2.6.1.5. Manage applicant expectations and maintain positive rapport.

A5.1.2.6.1.6. Ensure compliance with local SOPs and applicable retention guidance during retention actions.

A5.1.2.6.1.7. Collect, tag, and input lead data accurately from external engagements.

A5.1.2.6.1.8. Submit accurate and timely feedback to leadership following field activity.

A5.1.2.6.1.9. Demonstrate safety and uniform standards while operating in the field.

A5.1.3. Mission Phase – Full Cycle Execution & Evaluation. This phase simulates full autonomy while under oversight of a mentor or trainer.

A5.1.3.1. Event 11 Applicant Full-Cycle Management. Prospect lead Schedule testing Coordinate MEPS Swear-in Enlistment. Ensure all documentation and data entry is complete and timely, conduct internal debrief with trainer/supervisor.

A5.1.3.2. Event 12 Retention Full-Cycle Execution. Identify eligible member Conduct counseling Initiate paperwork Route bonus/enlistment actions. Track follow-up tasks and ensure incentive payout or reenlistment is complete.

A5.1.3.3. Event 13 Brief to Leadership / Stakeholder. Present school engagement results, retention stats, or applicant pipeline overview, use briefing tools (PowerPoint, data dashboards, AIM HIGH or AFRISS-TF reports), demonstrate command of metrics, trends, and program status.

A5.1.3.4. FMP-3 (Final Evaluation). A full-cycle scenario simulating end-to-end recruiting or retention mission execution with minimal intervention. This capstone event validates readiness for independent duty.

A5.1.3.4.1. Mission Phase Focus Items

A5.1.3.4.1.1. Demonstrate end-to-end ownership of recruiting or retention case.

A5.1.3.4.1.2. Maintain clear communication with team, supervisor, MEPS, and applicant.

A5.1.3.4.1.3. Apply appropriate DAFIs, policies, guidance, operating instructions and discretion throughout.

A5.1.3.4.1.4. Exhibit initiative, follow-through, and attention to detail.

A5.1.3.4.1.5. Present findings, updates, or program health in professional brief.

A5.1.3.4.1.6. Demonstrate readiness for unsupervised operations.

A5.1.3.4.1.7. Complete self-assessment and participate in final MQT debrief.

Attachment 6

**EXAMPLE OF THE AIR NATIONAL GUARD (ANG) PRODUCTION RECRUITER
AND RETAINER (PRR) QUALIFICATION APPROVAL MEMORANDUM FOR
RECORD (MFR)****Figure A6.1. Example of the Air National Guard (ANG) Production Recruiter and Retainer (PRR) Qualification Approval Memorandum for Record (MFR).**

YOUR STATE LETTER HEAD HERE	
XX XXX 20XX	
MEMORANDUM FOR RECORD	
FROM: Your Organization/Unit	
SUBJECT: PRR Qualification Approval	
1. This memorandum documents the qualification of [Rank, First Last, AFSC] as a Production Recruiter & Retainer (PRR) in accordance with ANGMAN 36-2603 R&R Training Programs, para 4.6.6.4. 2. All required training and evaluations have been successfully completed. The assigned Training and Evaluation Non-Commissioned Officer (TENCO) has reviewed the training record and formally recommended qualification. The evaluator has coordinated and validated all requirements in accordance with established standards. 3. In the absence of an RROIC/Commander, I, as the delegated authority, hereby approve this qualification action: a. TENCO Recommendation: [Name, Rank, Unit] b. Evaluator Coordination: [Name, Rank, Unit] c. Delegated Authority Approval: [Name, Rank, Position, Signature] 4. The TENCO will ensure this signed MFR is uploaded into AFRISS-TF to properly document and finalize this qualification action. For further information regarding this request, please contact [Name, Rank, Position, Phone Number, Email NAME RANK, USAF POSITION TITLE	

Attachment 7

**EXAMPLE OF THE NATIONAL GUARD BUREAU RECRUITING & RETENTION
MARKETING AND TRAINING, STANDARDS, & EVALUATIONS (NGB/RRM)
TRAINING EVALUATION FORM**

Figure A7.1. Example of the National Guard Bureau Recruiting and Retention Marketing and Training, Standards, and Evaluations (NGB/RRM) Training Evaluation Form.

This rubric is to be used by NGB/RRM evaluators to assess each States Recruiting & Retention Training Program. Each section is scored from 1 (Needs Significant Improvement) to 3 (Excellent). Evaluators must provide written comments to justify their score and offer recommendations where necessary. STATE: _____ DATE COMPLETED: _____			
Evaluation Category Section/Responsibility	Scoring Guidelines (1–3)	Score (0–3)	Evaluator Comments (<i>MANDATORY</i> for any score less than 3)
Strategic Plan (STRAT Plan) (Commander/OIC/RRSEL)	1 = Received 27 or below on STRAT plan rubric 2 = Received 28–34 on STRAT Plan Rubric 3 = Received 35–42 on STRAT Plan Rubric	Rubric Assessment Date:	
Operations Plan (OPS Plan) Overview (RPS/FC/ROM)	1 = Received 18 or below on OPS Plan Rubric 2 = Received 19–24 on OPS Plan Rubric 3 = Received 25–30 on OPS Plan Rubric	Rubric Assessment Date:	
State Status Reports (/RPS/FC/TENCO)	1 = State Status Card not being tracked or uploaded into appropriate State folder. 2 = State Status Card being pulled/ uploaded inconsistently (missing two or more quarterly State Status Cards or not pulled during requested timeframe). 3 = All quarterly State Status Cards pulled within timeframe requested and uploaded into appropriate folder.		

Master Task List (MTL) (TENCO)	1 = Missing or vague training milestones. Objectives vague or missing. AFRISS-TF not being used to document training provided at any level. Appropriate and or applicable Training not being tracked or conducted. 2 = Training plan exists but lacks timelines, measurable goals, or AFRISS/ANGMAN 36-2602 linkage. Milestones are not met consistently. 3 = Clear FY training milestones with measurable goals, AFRISS documentation consistent and up to date. Training integrates ANGMAN 36-2602 guidance with local State training needs.		
Evaluator Additional Comments:			
Evaluation Status: Point Assignment: 3 Points (Exemplary) – Provides a clear, concise overview that ties directly to that category 2 Points (Satisfactory) – Provides a general overview and mentions principles associated with that category			

1 Point (Needs Improvement) – Overview is vague, incomplete, or does not align with that category intent

0 Points (Not Addressed) – This section was not addressed

Travel Funds Allocation	Number of Training events Requested for FY	Total Amount for FY	Training Requests align with STRAT/OPS/TRAINING PLAN?
-------------------------	--	---------------------	---

Your Overall Score and Status

Total Score (Max = 12): _____

Note: Regardless of total score, if MTL, STRAT Plan, State Status Reports or OPS Plan (as an example) are scored a 1, the overall status cannot exceed "High risk."

Status: _____

9-12 = LOW RISK – No further Evaluation needed overall Training Program is strong, comprehensive, and fully aligned with Strategic Plan. Minor edits may be recommended but do not create a high risk to the State.

5-8 = MEDIUM RISK – Further virtual Inspection is recommended, meets most requirements but has notable gaps. State must address TSE feedback and submit revised documents if requested by TSE. The state's Training Funds Allocation will be reviewed to ensure they have submitted a comprehensive request form. **(T-2)**

4 or below = HIGH RISK – Training Program fails to meet minimum standards. Major sections are missing, unclear, or misaligned. State will receive either a Vertical or Horizontal inspection. State OIC may be requested to provide an After-Action Report addressing high risk scores.

Reviewed and Validated By:

Training, Standards, & Evaluations (RRM)

Name: _____

Rank/Grade: _____

Signature: _____

Date: _____

Attachment 8

EXAMPLE OF THE NATIONAL GUARD BUREAU (NGB) STATE MARKETER PROGRAM CHECKLIST

Figure A8.1. Example of the National Guard Bureau (NGB) State Marketer Program Checklist.

This document provides a framework for the evaluation of State Marketer Program. The evaluation is based on the responsibilities and duties outlined in the governing directives and evaluates performance and marketing programs. CHECKLIST RECEIVED: _____ STATE: _____ UNIT: _____ MEMBER'S NAME/RANK: _____ RRSEL NAME/RANK: _____ RRSEL DSN: _____ RRSEL COMM: _____			
TRAINING	YES	NO	N/A
Did member attend the Tier 2 marketing Workshop?			
Did member complete the Association of National Advertisers (ANA) marketing Course (within 6 months)?			
Is member conducting zone research and core demographics?			
Is the member attending at least 1 NGB led quarterly virtual training?			
ANNUAL LOCAL SPEND PLAN	YES	NO	N/A
Was the State Spend Plan submitted to NGB RRM by 1 OCT of current FY?			
Has the member tracked all plan performances (Return on Investment/ROI) and complied with record keeping?			
Are results of spend plan ROI being forwarded to NGB/RRM or uploaded in AFRISS-TF AAR within 120 days of completion?			
BRAND GUIDANCE COMPLIANCE	YES	NO	N/A
Is the member complying with ANG Brand Guidelines and standards?			
Is member using and proficient in Recruiting Information Collection Knowledge Yield, (RICKy) ticket submissions?			
Do RICKy website submissions contain complete creative briefs			

Do RICKy submissions contain specifications (SPECS) and theme provided?			
Has member routed external assets for approval of advertising, promotional materials, and digital content through the NGB RRM Creative?			
SOCIAL MEDIA & WEB	YES	NO	N/A
Is member maintaining a social media content calendar?			
Is member active on all approved social media platforms (Instagram, Facebook, X)?			
Is member actively engaging in social media?			
Has member provided platform handles to NGB/ RRM?			
Is member collaborating with PA to amplify message and content?			
Has member setup a state Google business account? (if applicable)			
Is member managing your state Google business account? (if applicable)			
Is member submitting/maintaining state website updates?			
EVENTS	YES	NO	N/A
Is member collecting event pictures and sharing them with NGB RRM?			
Is member utilizing TFMMT to social state events and participate in TF events?			
Is member completing After Action reports within 2 weeks of event?			
Is member collaborating with the Project manager on National Events?			
Is member maintaining an event calendar?			
Is member facilitating brand forward events?			
Is member identifying and tracking event travel and event funding?			
Is member managing SPI ordering and inventory?			
Evaluation Status: Overall Point Score: 23–29 = LOW RISK – No further Evaluation needed overall State Training Program is strong, comprehensive, and fully aligned with intent. Suggestions may be recommended but do not create a high risk to the State. 16–22 = MEDIUM RISK – Further training is recommended, meets most requirements but has notable gaps. State must address NGB/RRM feedback and submit revised get-well plan if requested by NGB/RRM. (T-2)			

15 or below = HIGH RISK – State Training Program fails to meet minimum standards. Vital actions are missing or misaligned. State will receive additional reviews by NGB/RRM of overall Recruiting and Retention programs. State ANG R&R OIC may be requested to provide an After-Action Report to address high-risk scores or any root cause factors contributing to the high-risk score.

Your Overall Score & Status

Total Score (Max = 29): _____

Note: High Risk score does not automatically equate to Staff Assisted Visit (SAV).

Status: _____

Reviewed and Validated By:

Training, Standards, & Evaluations (RRM)

Name: _____

Rank/Grade: _____

Signature: _____

Date: _____

Attachment 9

EXAMPLE OF THE RETENTION PROGRAM CHECKLIST**Figure A9.1. Example of the Retention Program Checklist.**

This document is used to assess and ensure compliance with retention guidelines outlined in ANGI 36-2602 and Administration Procedures. This checklist focuses on retention management standards and verifies that personnel are following proper protocols for retention actions and evaluations.

CHECKLIST RECEIVED: _____

STATE: _____ UNIT: _____

MEMBER'S NAME/RANK: _____

RRSEL NAME/RANK: _____

RRSEL DSN: _____ RRSEL COMM: _____

TRAINING	YES	NO	N/A
Has the member attended the Basic Retention Office Manager Course within one year of appointment to the position?			
Has the ROM/RRNCO received follow-on training based on Basic Retention Office Manager Course scorecard?			
State Status Card kept on file? (Recommended)			
Is the member attending at least 1 NGB/RRR led quarterly virtual training?			
Does the ROM/RRNCO have access to the NGB ROM TEAMS channel?			
Comments/Remarks:			

SYSTEM ACCESS	YES	NO	N/A
Does ROM/RRNCO have access to personnel systems necessary for completion of ROM/RRNCO duties?			
Military Personnel Data System (MILPDS), MyFSS, Case Management System, (CMS), Automated Record Management System (ARMS), Personnel Records Display Application (PRDA), AFRISS-TF, Benefits for Education Administrative Services Tool (BEAST)			
Comments/Remarks:			
DATA, ANALYTICS & REPORTS	YES	NO	N/A
Does the ROM/RRNCO have an established file plan (ex. UCA appointment letters, incentive records)			
Does the ROM/RRNCO Pull and review the DMDC BEAST GI Bill Transfer Report at least quarterly?			
Does the ROM/RRNCO provide mandatory monthly retention reports (loss data, retention rate) to RROIC/Commander/RRSEL?			
Verify exit survey data report at least quarterly.			
Does the ROM/RRNCO provide monthly retention metrics to all levels of command and all serviced units?			
Comments/Remarks:			
INCENTIVES & BENEFITS MANAGEMENT	YES	NO	N/A
Does the ROM/RRNCO maintain a case file for each incentive program participant for 7 years post-bonus termination?			
Does the ROM/RRNCO ensure members are promptly terminated from the bonus program upon a change in career/status?			
Does the ROM/RRNCO use the Incentive Program Eligibility Verification Worksheet (IPEVW) to verify incentive eligibility for each new accession before committing funds?			
Does the ROM/RRNCO ensure accurate and timely review and communication of Montgomery GI Bill eligibility?			
Does the ROM/RRNCO use DMDC BEAST, AFRISS-TF, and (Military Personnel Data System (MilPDS) to make necessary corrections to GI Bill records?			

Is the ROM/RRNCO ensuring benefit and service information (AAFES, commissary, education) are provided to all unit members?			
Comments/Remarks:			
MEMBER SUPPORT	YES	NO	N/A
Is the ROM/RRNCO providing counseling to Airmen on career path options when requested or referred?			
Is the ROM/RRNCO conducting follow-up interviews with members who are unsure about reenlisting or intend not to?			
Is the ROM/RRNCO providing counseling to Airmen on benefits prior to their separation to include the completion of the GI Bill Counseling Worksheet?			
Is the ROM/RRNCO providing exit interviews for all members separating, transferring, or retiring?			
Does the ROM/RRNCO partner with leadership to identify and address immediate concerns that negatively affect retention?			
Does the ROM/RRNCO maintain a retention interview suspense control system for members with an upcoming ETS?			
Comments/Remarks:			
UNIT RETENTION PROGRAM SUPPORT	YES	NO	N/A
Is the Career Motivation Program (CMP) established as an ongoing and proactive process?			
Is the ROM/RRNCO actively managing CMP completion?			
Are periodic interviews being scheduled and conducted between members and commanders to discuss future career plans and goals?			
Are Unit Career Advisors (UCAs) formally appointed to manage the CMP at the unit level?			
Does the ROM/RRNCO monitor UCA appointment letters and provide advisory assistance to UCAs?			
Does the ROM/RRNCO provide and document initial UCA training within three months of their appointment?			
Does the ROM/RRNCO provide and document quarterly, annual refresher, and other unscheduled UCA training?			

Has the ROM/RRNCO established and administered a "UCA of the Year" award program at the Wing level?			
Comments/Remarks:			
Evaluation Status: Overall Point Score: 23–29 = LOW RISK – No further Evaluation needed overall State Training Program is strong, comprehensive, and fully aligned with intent. Suggestions may be recommended but do not create a high risk to the State. 16–22 = MEDIUM RISK – Further training is recommended, meets most requirements but has notable gaps. State must address NGB/RRM feedback and submit revised get-well plan if requested by NGB/RRM. (T-2) 15 or below = HIGH RISK – State Training Program fails to meet minimum standards. Vital actions are missing or misaligned. State will receive additional reviews by NGB/RRM of overall Recruiting and Retention programs. RROIC/Commander may be requested to provide an After-Action Report to address high-risk scores or any root cause factors contributing to the high-risk score. Your Overall Score & Status Total Score (Max = 29): _____ <i>Note: High Risk score does not automatically equate to Staff Assisted Visit (SAV).</i> Status: _____ Reviewed and Validated By: Training, Standards, & Evaluations (RRM) Name: _____ Rank/Grade: _____ Signature: _____ Date: _____			

Attachment 10

EXAMPLE OF THE RECRUITER PERFORMANCE REVIEW

Figure A10.1. Example of the Recruiter Performance Review.

This evaluation form is designed to provide a comprehensive review of a recruiter's performance by combining quantitative production metrics with qualitative assessments of key competency areas

CHECKLIST RECEIVED: _____

STATE: _____ UNIT: _____

MEMBER'S NAME/RANK: _____

RRSEL NAME/RANK: _____

RRSEL DSN: _____ RRSEL COMM: _____

EVALUATION PERIOD:
From: _____ To: _____

Evaluation Type: [] Monthly [] Quarterly [] Other

Rating Scale:
E = EXCEEDS STANDARDS
M = MEETS STANDARDS
N = NEEDS IMPROVEMENT
U = UNSATISFACTORY

PRODUCTION & QUOTA				
KEY PRODUCTION METRICS	E	M	N	U
Goal vs Accessions:				
Lead to Application Conversion %:				
Application to Accession Conversion %:				
MEPS Success Rate:				
Comments/Remarks:				

LEAD MANAGEMENT & SOURCING				
SOURCE CHANNEL BREAKDOWN (LEADS/EVENTS)	E	M	N	U
Community Outreach (Job Fairs, Festivals, Etc.):				
School Programs (Career Fairs, JROTC, Presentations):				
Zone Prospecting/Canvassing:				
Perpetuation:				
Comments/Remarks:				
RETENTION & INTERNAL ZONE ACTIVITIES				
KEY RETENTION METRICS	E	M	N	U
Retention Visits Completed:				
Unit Referrals Received:				
Internal Accessions (E.G. Blue to Blue):				
Comments/Remarks:				
DATA MANAGEMENT & AFRISS-TF UTILIZATION				
SYSTEM UTILIZATION	YES		NO	N/A
Are word pictures consistently used?				
Are all follow-up remarks consistently used?				
Are all buckets utilized according to standards?				
Were all event After Action Reports completed and uploaded?				
Comments/Remarks (Accuracy, timelines of entries, data safeguarding):				
PROFESSIONALISM & COMPLIANCE				
COMPLIANCE CHECKLIST	YES		N/A	
Is the PRR in compliance with Standards and Expectation (locally provided)?				
Does the PRR follow Strategic Plan Guidance?				
Does the PRR follow Operational Guidance?				
Joint Call Audit Score: (4-1 Scale):				

Comments/Remarks (Appearance, ethics, adherence to policies, communication):

OVERALL ASSESSMENT

Flight Chief's Overall Assessment (Summarize performance, identify key strengths and primary areas for development):

PERFORMANCE IMPROVEMENT / PROFESSIONAL DEVELOPMENT PLAN

Goal 1:

Action(s):

Timeline:

Goal 2:

Action(s):

Timeline:

RECRUITER'S COMMENTS

(Recruiter may provide comments regarding the evaluation, their performance, or any contributing factors.):

ACKNOWLEDGEMENT SIGNATURES

Flight Chief Signature: _____ Date: _____

(Acknowledges discussion and content of the review)

Recruiter Signature: _____ Date: _____

(Acknowledges receipt and discussion of the review. Signature does not necessarily imply agreement with all content.)

Attachment 11

EXAMPLE OF THE TRAINING AND EVALUATION NON-COMMISSIONED OFFICER CHECKLIST

Figure A11.1. Example of the Training and Evaluation Non-Commissioned Officer Checklist.

This document provides a framework for the evaluation of the Training and Evaluation Non-Commissioned Officer (TENCO). The evaluation is based on the responsibilities and duties outlined in the governing directives. This form is to be used to assess TENCO's performance and ensure compliance with all applicable standards. CHECKLIST RECEIVED: _____ STATE: _____ UNIT: _____ MEMBER'S NAME/RANK: _____ RRSEL NAME/RANK: _____ RRSEL DSN: _____ RRSEL COMM: _____			
TRAINING	YES	NO	N/A
Has the TENCO attended the NGB/RRM-led TENCO Course?			
Did TENCO complete the NGB/RRM-led TENCO Course within 12 months of appointment?			
Is the TENCO attending at least 1 NGB/RRM-lead quarterly virtual training?			
PROGRAM MANAGEMENT & EXECUTION	YES	NO	N/A
Has the TENCO developed and executed the Master Training List/Plan (IAW ANGMAN 36-2603)?			
Does the TENCO ensure all program training phases, Pre-Initial Certification Training, Initial Certification Training, Mission Qualification Training, Continuation Training, Remedial Qualification Training (Pre-ICT, ICT, MQT, CT, RQT) are executed IAW ANGMAN 36-2603?			
Has the TENCO developed and delivered training onboarding instructions to ensure all personnel are properly equipped to perform duties for each phased training module?			
Does the TENCO oversee and facilitate CT based on prioritized mission critical tasks?			
Does the TENCO provide timely and relevant training that is focused on the States most important operational needs?			

Does the TENCO update the Master Task List/Plan when needed?			
Does the TENCO maintain local training continuity, track timelines, and flag overdue requirements to ensure all personnel remain on pace on training requirements?			
Is the TENCO developing targeted RQT plan when required?			
EVALUATION & QUALIFICATION PROCESS	YES	NO	N/A
Does the TENCO conduct evaluations for RQT and annual CT when not the primary trainer?			
Does the TENCO proctor the NGB approved annual written Continuation Training Evaluation?			
Does the TENCO safeguard the test and cycle 25% of questions from the NGB/RR 3G?			
Is the TENCO providing training feedback & recommendations to ANG R&R OIC in writing?			
Does the TENCO coordinate with the appropriate evaluator when a member has met all training phase requirements or JQS items?			
Does the TENCO ensure the evaluator has full visibility of the members training status and records?			
Does the TENCO ensure hands-on portions of training evaluations are documented appropriately?			
Does the TENCO ensure comprehensive documentation is provided for members that fail RQT phase?			
STRATEGIC & OPERATIONAL ALIGNMENT	YES	NO	N/A
Does the TENCO partner with leadership (OIC, RRSEL, RPS, FC) to ensure training program execution adherence.			
Is the TENCO providing leadership with training event plans that coincide with required trainings?			
Is the TENCO serving as the technical expert and adviser on the states training compliance and health?			
Does the TENCO ensure a training plan is added to the annual Strat & Operational plan?			
Does the TENCO enforce training standardization and ensure trainers are utilizing the appropriate training tools.			
RECORD MANAGEMENT	YES	NO	N/A
Is the TENCO managing all state training related documentation within AFRISS-TF?			
Does the TENCO ensure an annual State training calendar is generated?			
Does the TENCO maintain inspection ready training records for internal and external reviews?			
Is the TENCO utilizing DAF Form 623A as the official form of training documentation?			
Is the TENCO ensuring MFR is generated and uploaded into AFRISS-TF once members official qualification is approved?			

Evaluation Status:**Overall Point Score:**

23–29 = LOW RISK – No further Evaluation needed overall State Training Program is strong, comprehensive, and fully aligned with intent. Suggestions may be recommended but do not create a high risk to the State.

16–22 = MEDIUM RISK – Further training is recommended, meets most requirements but has notable gaps. State must address NGB/RRM feedback and submit revised get-well plan if requested by NGB/RRM. **(T-2)**

15 or below = HIGH RISK – State Training Program fails to meet minimum standards. Vital actions are missing or misaligned. State will receive additional reviews by NGB/RRM of overall Recruiting and Retention programs. State ANG R&R OIC may be requested to provide an After-Action Report to address high-risk scores or any root cause factors contributing to the high-risk score.

Your Overall Score & Status

Total Score (Max = 29): _____

Note: High Risk score does not automatically equate to Staff Assisted Visit (SAV).

Status: _____

Reviewed and Validated By:

Training, Standards, & Evaluations (RRM)

Name: _____

Rank/Grade: _____

Signature: _____

Date: _____

Attachment 12

EXAMPLE OF THE AIR NATIONAL GUARD (ANG) RECRUITING AND RETENTION (R&R) TRAINING TASK CHECKLIST

Figure A12.1. Example of the Air National Guard (ANG) Recruiting and Retention (R&R) Training Task Checklist.

SECTION I: PERSONNEL & DATES				
NAME:				
RANK:				
SECTION:				
PHASE START DATE:				
EVALUATION DATE:				
EVALUATOR:				
TRAINEE INITIALS:				
EVALUATION STATUS:		☐ SATISFACTORY ☐ UNSATISFACTORY		
SECTION II: PERFORMANCE EVALUATION (PE) Phase 1: Mission Qualification Training (MQT) - Static Phase Focus: Foundational administrative tasks, system navigation, and basic procedures in a controlled environment. Go/No-Go Criteria: A "Go" requires the trainee to demonstrate proficiency in core administrative functions and system usage without real-time stressors. A "No-Go" indicates a failure to grasp foundational knowledge necessary for progression.				
SUBJECT	TASK ITEM	GO	NO-GO	REMARKS
1. Planning	Explain principles of planning/time management; demonstrate ability to establish, prioritize, document, and schedule a yearly/monthly/weekly/daily plan.			
2. Lead Management	Create, maintain, reroute, suspend, and request closure on leads in AFRISS-TF.			
	Identify lead sources, document			

	refinement efforts, and review suspended/closed leads for follow-up.			
3. Applicant Processing	Explain principles for validating personal information (birth/social security/education verification).			
	Complete basic recruiting forms, initiate an applicant record in AFRISS-TF, and complete a personnel information record.			
	Explain facts and principles related to required source documents, conditional release, and ID2A processing.			
4. Administrative & Systems	Demonstrate ability to access and create a Help Desk Ticket in AFRISS-TF and react to system errors.			
	Maintain required forms, publications, files, and correspondence.			
	Identify potential Fraud, Waste, and Abuse involving government resources (credit card, phone, etc.).			
	Explain individual role in electronic training systems.			
5. ANG Specific	Explain process of referring applicant's SF-86 to the unit Security Manager.			

	Understand the difference between overall/effective manning and how to view production goals in AFRISS-TF.			
	Complete required Social Media Training.			
SUBJECT	TASK ITEM	GO	NO-GO	REMARKS
1. Lead Generation (Field)	Establish contacts and develop rapport with program influencers (e.g., school counselors).			
	Conduct and document student-centered program visits (e.g., career days, job fairs) and obtain lead lists.			
	Demonstrate effective persuasive presentations for both applicants and influencers.			
	Demonstrate proper techniques for planning, conducting, and documenting telephone prospecting and zone prospecting.			
2. IMPACT® Sales	Demonstrate how to properly engage, develop rapport, and build trust with an applicant.			
	Use open/closed probes to uncover needs/wants and demonstrate recognition of customer concerns.			
	Determine lead quality, advise unqualified applicants, and qualify applicants for the highest program.			
3. Applicant Processing	Schedule applicants for ASVAB testing (including PiCAT/APT)			

	and all stages of MEPS processing.			
	Conduct a MEPS processing briefing and show required informational films to an applicant.			
	Explain facts related to eligibility determinations, waivers, and the concept of "sense of urgency."			
4. Marketing	Demonstrate how to conduct radio/TV/newspaper visits and obtain public service announcements (PSAs) or order ad slicks.			
5. ANG Specific	Explain importance of building relationships with internal zones, the assigned wing, other units, and Total Force partners.			
	Understand the process of coordinating and proctoring a Student ASVAB test with MEPCOM.			
Phase 3: MQT Mission Phase / Continuation Training (CT) Annual Evaluation Focus: Full-cycle, independent execution of all recruiting and retention duties, strategic planning, and sustained proficiency. Go/No-Go Criteria: A "Go" requires demonstrating mastery of the end-to-end process and meeting all annual requirements. A "No-Go" on any single task during a CT evaluation triggers immediate entry into RQT.				
SUBJECT	TASK ITEM	GO	NO-GO	REMARKS
1. Full-Cycle Management	Independently manage an applicant from prospecting to			

	enlistment with complete and accurate documentation.			
2. Strategic Planning	Create an annual game plan, interpret the Wing's goal formula, and analyze the quarterly flow-trend analysis.			
3. IMPACT® Sales Mastery	Demonstrate all six steps of IMPACT® (Investigate, Meet, Probe, Apply, Convince, Tie-it-up) in a full sales presentation.			
	Demonstrate how to prove claims using sales aids and how to effectively "Tie-It-Up" to close the sale.			
4. Applicant Processing	Correctly qualify an individual for an eligible program, including interpreting transcripts and processing waivers.			
	Counsel applicants on ANG service commitments and the Military Service Obligation (MSO).			
5. Lead Generation	Plan, coordinate, and conduct a Center of Influence (COI) event for influencers or prospective applicants.			
6. Marketing Strategy	Apply the IMPACT® Parthenon concept to generate a marketing strategy and plan zone prospecting programs.			
	Demonstrate how to create, request, and present marketing awards.			
7. ANG	Target recruiting to the unit's			

Specific	mission needs, critical AFSCs, and demonstrate diversity/innovation recruiting practices.			
	Demonstrate tactics to maximize Unit Member Referrals and understand the Force Management program.			
8. Administrative / Safety	Conduct a self-inspection program and perform required vehicle inspections.			
	Explain principles related to stress management and Anti-Terrorism (AT) policies and procedures.			
9. Total Force (TF)	Explain TF recruiting principles, identify accession partners, and demonstrate lead sharing documentation in AFRISS-TF.			
10. Brooks Group (CT Only)	(CT Annual Eval Only) Confirm completion of required annual Brooks Group training modules.			
Remedial Qualification Training (RQT) - Requalification Focus: Targeted, corrective training on specific deficiencies identified in a failed MQT or CT evaluation. Go/No-Go Criteria: A "Go" requires the member to successfully pass a final re-evaluation on the identified deficiencies. A "No-Go" results in a second failure and notification to the Commander/OIC for final determination.				
SUBJECT	TASK ITEM	GO	NO-GO	REMARKS
1. Remedial Training	Member completes all tasks outlined in the 30-day RQT plan.			
2. Re-Evaluation	Member successfully demonstrates proficiency in the previously failed task(s) during a final evaluation with a different evaluator.			
SECTION III: FEEDBACK & NOTES EVALUATOR FEEDBACK & RECOMMENDATIONS:				

(Provide a detailed summary of the members' performance, strengths, and areas for improvement. Include specific recommendations for future development.)

ADDITIONAL NOTES:

(Use this space for any other relevant observations or comments.)

Evaluated By: _____

Name: _____

Rank/Grade: _____

Signature: _____

Date: _____

Attachment 13

RECRUITING AND RETENTION TRAINING MATRIX

Figure A13.1. Recruiting And Retention Training Matrix.

Recruiting and Retention Training Matrix									
TRAINING CATEGORY	NAME OF TRAINING	ACCESSIONS & RETENTION PERIODS						TRAINING REMARKS	
Updated: February 2024/ Next Update: June 2027		1. Basic Recruiting	2. Basic Retention	3. 1G AFSC	4. 2G AFSC	5. 3G AFSC	6. 4G AFSC		
REGIONAL TRAINING	TRAINING BLOCKS								
	ANG RR Commander /OIC Handbook Review	x	x						
	Brooks Group CEO Enterprise	x	x						
	Command Advisory Role			x	x				
	Data Driven Leadership				x				
	Recruiter Performance Management				x				
	Leader Communication /Standards Enforcement				x				
	Zip Code Mapping/ ADR				x				
	Goal Setting management			x	x				
	Incentives & Benefits			x	x				
	Case Management & Documentation				x				
	UCA Programs			x	x				
	Retention Program Overview			x	x				
	OMP, Exit surveys			x	x				
	Retention Metrics & Trends			x	x				
	MTP Comprehensive Development						x		
	Evaluation Techniques						x		
	Trainer Qualifications						x		
	Risk Identification						x		
	Data & Metrics for Training						x		
	Lead Hand off- to Recruiters - SMKRT only								
	HOTSEATS							x	
	AFR2SS - TF Funnel Management				x			x	
	AMW Cell (AFR2SS - SG)								x
	Qualifications & Screening								x
	Medical Pre-screen and Forms								x
	Medical Role in Accessions								x
	Coordination w/MEPS - IRC Meetings				x				x
	Administrative Role in R&R								x
	AFR2SS - TF Administrative Actions								x
	Documentation & Records								x
	Coordination w/ Recruiters								x
	RR Written CT Exam			x	x	x	x	x	
INITIAL COURSES	All Initial Courses								
	Basic Recruiter Course			x	x	x	x		Initial Courses are a (one time requirement)
	Basic Retention Course			x	x				Retention Operations Manager Course
	Tier 2 Marketing NCO Course- SMKRT's Only								Marketing Course for appointed State Marketers
	TENCO Course					x			TENCO course - designed for appointed Training & Evaluations Non-Commissioned Officer
SPECIALIZED TRAINING	Skills Enhancement								
	RRSEL Course			x					All 3G Courses designed to enhance already existing skills. These courses are tied to positions.
	PRR Sales Enhancement Course						x		
	FC Course			x					
	Specialized Training								
CONTINUATION TRAINING	ISR								Specialized Training - Only applies to appointed ISR's in the field
	Continuation Training Areas								
	Brooks Group	x	x	x	x	x	x		Brooks Group- Training required quarterly training specified by Tier.
	7 Critical Tasks	x	x	x	x	x	x		Critical Tasks - (Planning, Marketing, Lead Generation, Lead Refinement, Selling, Processing, Recruit Management).
	Application Qualification Screening			x	x	x	x		
	ANG Benefits Brief			x	x	x	x		
	Face to Face Interview			x	x	x	x		
	Lead Source Documentation Tracking			x	x	x	x		
	Evaluation Prep & Review			x	x	x	x		
	Objection Handling			x	x	x	x		
	Lead Management/AFR2SS -TF			x	x	x	x		
	School/Community Presentation			x	x	x	x		
	Enlistment Ceremony Walk Through			x	x	x	x		
	Enlistment Package Completion			x	x	x	x		
	Time Management/ Scheduling			x	x	x	x		
	Marketing Engagement Execution			x	x	x	x		
	Compliance Review (DD369,MEPS Doc)			x	x	x	x		
	Sales Call (Phone or Virtual)			x	x	x	x		
	Digital Lead Follow-up			x	x	x	x		