

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

**AIR NATIONAL GUARD INSTRUCTION
36-2602**

10 MARCH 2026



PERSONNEL RETENTION PROGRAMS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: This publication is available for downloading or ordering on the e-Publishing website at www.e-Publishing.af.mil.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: NGB/RRR

Certified by: NGB/RR
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Supersedes: ANGI36-2602, 14 JUNE 2019

Pages: 19

This publication implements Department of the Air Force Policy Directive (DAFPD) 36-26, *Total Force Development and Management*. It provides guidance and procedures on retention programs, policies, and procedures throughout the Air National Guard (ANG). It applies to the entire ANG, all Department of the Air Force (DAF) and Department of War (DoW) civilian employees whose area of responsibility is within the ANG, and those with a contractual obligation to abide by the terms of DAF issuances, except where noted otherwise. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all supplements must be routed to the OPR of this publication for coordination prior to certification and approval. The authorities to waive wing, unit, delta or garrison level requirements in this publication are identified with a Tier (“**T-0**, **T-1**, **T-2**, **T-3**”) number following the compliance statement. See Table A10.1 of DAF Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, for a breakdown of the authorities associated with the Tier numbers and ANG Manual (ANGMAN) 90-161, *Management of Air National Guard Waivers* for ANG specific requirements. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority, or alternately, to the OPR of this publication for non-tiered compliance items at the Recruiting & Retention (RR) org box: NGB.A1.TSE@us.af.mil. To the extent its directions are inconsistent with other DAF or Air Force (AF) publications, the information herein prevails, in accordance with DAF Instruction (DAFI) 90-160, *Publications and Forms Management*. Ensure all records generated as a result of processes prescribed in this

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SUMMARY OF CHANGES

The summary of change consists of reformatting to a publication without chapters, minor changes to correct and link referenced paragraphs. For example, “refer to [paragraph 2.8.17.6](#) for details” is now “refer to [paragraph 2.11.17.6](#) for details”. Internal links were also added for referenced attachments. Corrected the verbiage in [paragraph 2.3](#) and [paragraph 2.4](#) to show that the NGB/RRR Operations and Resources are two different branches within the NGB/RRR Resources & Retention Division. Added ANG to the beginning of the RR Officers in Charge (RROIC).

SUMMARY OF CHANGES

This document has been revised and should be completely reviewed. Major changes include the removal of references to the Recruiting and Retention Programs and expansion of the roles and responsibilities.

1. Program Overview. This instruction implements DAFPD 36-26, *Total Force Development and Management*, and prescribes the policies and procedures for establishing and conducting the ANG Retention Program which includes the Career Motivation Program (CMP) (retention interviews), ANG Incentive Program, the Montgomery GI Bill (MGIB), Education Benefits, the Unit Career Advisor (UCA) program, and other positive motivators to retain qualified and experienced personnel commensurate with unit manning requirement. Unit commanders have overall responsibility for the retention in their units; however, the day-to-day operation of administering the programs contained within this instruction are the responsibility of the Retention Office Manager (ROM) and can be delegated from the RR Senior Enlisted Leader (RRSEL) to the RR Non-Commission Officer (RRNCO). Throughout this instruction, ROM/RRNCO can be used interchangeably, except where noted. Its intent also includes encouraging retraining of excess personnel into valid unit manning document vacancies identified as critical, providing methods for evaluating factors impacting retention and measuring the effectiveness of retention efforts. Unit commanders must not change any policy or procedure set by this instruction. Utilizing DAF Form 847 when there is a proposed change to this instruction as stated in the opening paragraph of this publication.

2. Roles and Responsibilities.

2.1. The Manpower, Organization, and Resources Division (NGB/A1M) must:

2.1.1. Provides Active Guard and Reserve (AGR) Retention resource authorizations in accordance with ANGI 36-101, *Air National Guard Active Guard and Reserve (AGR) Program*, 21 Apr 2022.

2.1.2. Ensures requirements for retention positions are reflected on state/unit's Unit Manning Document (UMD).

2.1.3. Allocates ROM/RRNCO employment authorizations to each state Human Resources Office (HRO) based on manpower studies and mission and/or fiscal limitations.

2.1.4. ANG Special Duty Identifier (SDI) 8RXXX and ANG RR 3G0X1 Talent Acquisition positions are addressed in the fiscal year Employment Authorizations issued by NGB/A1P.

2.2. The ANG RR Directorate (NGB/RR) will:

2.2.1. Establishes guidance for Retention positions. Maximum authorized grades are:

2.2.1.1. RRSEL – CMSgt/E-9.

2.2.1.2. ROM – MSgt/E-7.

2.2.1.3. RRNCO – MSgt/E-7.

2.3. The ANG Recruiting & Retention (NGB/RRR) Operations Branch will:

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

2.3.1.1. Provide policy and guidance to The Adjutant Generals (TAG), Wing/Unit Commanders, and ANG RR Officers in Charge (ANG RROIC) to assist in retaining quality personnel.

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

2.3.1.3. Coordinate with NGB/A1P, 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.

2.3.1.4. Gather, analyze, and 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.

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

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

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

2.3.1.4.4. Establish procedures to resolve errors that may occur in administration of the ANG incentive and MGIB programs.

2.3.1.5. Participate in RR Training, Standards & Evaluation (NGB/RRM).

2.3.1.5.1. Assist NGB/RRM in the evaluation of retention course structure, content, and delivery of national/regional retention workshops and brief at other courses/workshops when appropriate.

2.3.1.5.2. Collaborate on Staff Assistance Visits (SAVs), when appropriate, with the RRSEL and ROMs/RRNCOs at their locations.

2.3.2. Function as the OPR and waiver authority for executing ANG retention programs and serves as a single point of contact for actions pertaining to NGB-RRR ANG Retention.

2.3.2.1. Research and compiles data necessary for the budgeting and justification of congressional funding to support the ANG incentive program.

2.3.2.2. Process incentive funding requests.

2.3.3. Serve as advisory panel for Congressional inquiries and Board for Correction of Military Records requests with NGB-Force Management (NGB/A1P).

2.3.4. Serve as a supporting function for Air National Guard Readiness Center retention program onboarding and separation actions.

2.3.5. Perform record corrections to field-level incentive files in Military Personnel Data System (MilPDS) and Air Force Recruiting Information Support System – Total Force (AFRISS-TF).

2.3.6. Serve as an advisor in the resolution of ANG VA development cases/claims. Research member claims via VA development cases/claims to remedy issues with education benefit access, where applicable.

2.3.7. Represent ANG in DoD Education Benefits quarterly meeting.

2.3.8. Represent ANG in Reserve Component Health Professional Incentive Working Group quarterly meeting.

2.3.9. Utilize the following systems to make corrections to GI Bill records:

2.3.9.1. Defense Manpower Data Center (DMDC) Benefits for Education Administrative Services Tool (BEAST). Grant field access to DMDC BEAST using Enterprise Monitoring and Management of Accounts.

2.3.9.2. AFRISS-TF

2.3.9.3. MilPDS

2.3.9.4. Education Development Management System

2.3.9.5. My Force Support Squadron (myFSS) Platform

2.3.10. Evaluate effectiveness of AFRISS-TF system

2.3.11. Collaborate with ANG Marketing (NGB/RRM) and ANG Accessions (NGB/RRR) in providing retention publicity and advertising materials promoting ANG benefits and entitlements.

2.4. The ANG Recruiting & Retention (NGB/RRR) Resources Branch will:

2.4.1. Analyzes, manages, distributes, and monitors the administration and expenditure of ANG RR funds.

2.4.2. Grants final authorizations, on a case-by-case basis only, of any request exceeding or deviating from the budget expenditure limitations specified in this instruction.

2.5. TAG will:

2.5.1. Authorize and evaluate state/territory retention program.

2.6. The State Director of Staff-Air (DOSA). When a state/territory does not have a ANG RROIC the DOSA will:

2.6.1. Direct and administer the state/territory retention program through the RRSEL.

2.6.2. Ensure state/territory ANG manpower procurement objectives are met.

2.6.3. Work quality efforts in conjunction with the RRSEL, Wing/Geographically Separated Unit (GSU) Commanders, Force Support Squadron (FSS) Commander, Retention Office Managers (ROMs), and RRNCOs to ensure successful execution of state/territory retention plans and programs.

2.6.4. Coordinate assignment ROM(s)/RRNCO(s) as primary creation and signature authority for State/Wing bonus and GI Bill contracts. In lieu of an office vacancy, RRSELS will assume authority.

2.6.5. Coordinate assignment of signature authority for Designation Approving Officer on incentive and GI Bill Kicker contracts.

2.7. The ANG RROIC will:

2.7.1. Report directly to TAG.

2.7.2. Direct all RR functions within their state/territory.

2.7.3. Directly supervise the RRSEL.

2.7.4. Responsible for the selection, promotion, discipline, and removal of RR personnel within the state/territory of assignment.

2.7.5. Authority to goal ROM/RRNCO lies with ANG RR Commander/OIC.

2.7.6. Direct administrative support for personnel programs such as new hire selection, recruiting training program, ancillary training, and leave programs.

2.7.7. Maintain direct contact and feedback with RR Career Field Manager (CFM).

2.7.8. Provide state/territory leadership with all updates and projections on RR operations.

2.7.9. Develop and implement a comprehensive strength management (SM) plan, in coordination with state/territory regulations and local policies, to achieve established end strength goals.

2.7.9.1. Work directly with state/territory leadership on attrition management and retention.

2.7.9.2. Monitor and evaluate unit strength throughout the state/territory to determine strength management trends and provide recommendations for improvement.

- 2.7.9.3. Assign ROM(s)/RRNCO(s) as primary creation and signature authority for State/Wing bonus and GI Bill contracts. In lieu of an office vacancy, RRSELS will assume authority.
- 2.7.9.4. Assign signature authority for Designation Approving Officer on incentive and GI Bill Kicker contracts.
- 2.7.10. Work directly with Wing and Squadron commanders on force management ensuring the recruiting force is targeting valid vacancies
- 2.7.11. Work directly with Squadron commanders on reporting valid vacancies for updating the Vacancy Management Tool (VMT) in AFRISS-TF.
- 2.8. The Wing/Unit/GSU Commander or Equivalent will:**
 - 2.8.1. Responsible for end strength/effective manning.
 - 2.8.2. Establish and ensure effective execution of retention program, to include UCA program and CMP.
 - 2.8.2.1. Appoint, in writing, a SSgt – MSgt to be a UCA; one UCA per 50 members is recommended. ROM/RRNCO will maintain appointment letters signed by the commander.
 - 2.8.2.2. Submit a deserving UCA for the base-level UCA of the Year Award, when appropriate.
- 2.9. The RRSEL will:**
 - 2.9.1. Be assigned to the state/territory by TAG through a state selection process, preferably involving The Adjutant General, State Director of Staff, Human Resources Officer and the Assistant Adjutant General for Air.
 - 2.9.2. Responsible for the management and execution of the state/territory retention program.
 - 2.9.3. Evaluate state/territory retention and incentive data and reports obtained from ROM(s)/RRNCO(s), to include applicable studies for state program effectiveness.
 - 2.9.4. Involved in the selection process of all ANG RR personnel within the state/territory of assignment.
 - 2.9.5. Establish production standards for ROMs and RRNCOs.
 - 2.9.6. Coordinate state/territory incentive Air Force Specialty Code (AFSC) lists from wing echelons, through DOSA, to NGB/RRR.
 - 2.9.7. In the case of a Retention Office vacancy, the RRSEL will assist Wing in developing state/territory incentive AFSC lists. RRSEL will then coordinate routing of list from wing echelons, through DOSA, to NGB/RRR.
- 2.10. The Regional ROM will:**
 - 2.10.1. Be selected for each RR Region by RR CFM.
 - 2.10.2. Serve as a POC in their region for retention related matters and offer assistance and support to ROMs/RRNCOs and NGB/RRR.

2.11. ROM will:

- 2.11.1. Serve as base-level OPR for the administration of Wing/GSU retention programs. Reference [Attachment 2](#) for Retention Office Manager Priorities.
- 2.11.2. Reference rules and regulations for program administration to include Department of Defense Instructions and U.S. Code.
- 2.11.3. ROMs/RRNCOs should not be assigned additional duties that would detract from their primary duties. A continued focus on RR must be sustained. The ANG RR Commander/OIC has the only authority to assign ROM additional duties. In the event the ANG RR Commander/OIC office is vacant, RRSELs will assume authority.
- 2.11.4. Required to complete ANG Retention training in accordance with AFMAN 36-2100, *Military Utilization and Classification*, and NGB/RRM requirements. ROMs/RRNCOs are required to complete the ANG Retention course within one year of appointment. Retention courses may be attended as refresher training, provided it has been three years since the last attended. Course requests are sent to NGB/RRM.
- 2.11.5. Utilize statistical analysis to monitor factors affecting retention, identify negative trends, compile findings, and make joint recommendations with RRNCO (where applicable) to wing/GSU leadership.
- 2.11.6. Aid wing echelons in maintaining programmed end strength.
- 2.11.7. Coordinate with wing/GSU leadership (and RRNCO, where applicable) to determine specific local retention needs.
 - 2.11.7.1. Monitor VMT in AFRISS-TF and coordinate with Recruiting Office to stay aware of available positions within the Wing.
 - 2.11.7.2. Utilize VMT and collaborate with Recruiting Office to analyze needs to consider AFSCs for local bonus offering, when available.
- 2.11.8. Serve as the OPR for the ANG incentive program to include eligibility and verifying funding availability.
 - 2.11.8.1. Maintain a case file for each incentive program participant in accordance with established guidance and regulations. These files should be kept for seven years after bonus termination effective date.
 - 2.11.8.2. Ensure members with a career/status change who separate, transfer to a non-bonus AFSC, or accept a permanent full-time (AGR or technician) position are promptly terminated from the bonus program.
 - 2.11.8.3. The recruiting office will complete section I of an ANG Incentive Program Eligibility Verification Worksheet for each accession and forwarded to the ROM/RRNCO for determination of incentive program eligibility prior to accession and prior to ROM/RRNCO committing incentive funds.
- 2.11.9. Ensure benefit and service information is provided to unit members as appropriate. This includes, but is not limited to, Army Air Force Exchange Systems, commissary, other base amenities, and educational benefits and services available in the local area.

2.11.10. Ensure accurate and timely review and communication of MGIB eligibility to unit members.

2.11.10.1. Utilize the following systems to make corrections to GI Bill records:

2.11.10.1.1. DMDC BEAST

2.11.10.1.2. AFRISS-TF

2.11.10.1.3. Military Personnel Data System (MilPDS)

2.11.11. Reporting.

2.11.11.1. Mandatory Items

2.11.11.1.1. Minimum monthly: Provide retention reports, including loss data and retention rate, to the ANG RROIC and RRSEL.

2.11.11.1.2. Minimum quarterly: DMDC BEAST GI Bill Transfer Report to review member Transfer of Education Benefit status.

2.11.11.1.3. Minimum quarterly: Pulls exit survey data (refer to [paragraph 2.11.17.6](#) for details)

2.11.11.2. Recommended Reporting

2.11.11.2.1. Monthly: Retention rate, loss rate, attrition rate, and re-enlistment rate.

2.11.11.2.2. Keeps a record of all losses for use in preparing loss analysis reports. This record should include, at a minimum, name, gender, race, AFSC, unit, career status (1st Term, Mid-career, or Career), reason for separation, gaining unit/component (if conditional release), and other remarks of value.

2.11.11.2.3. Quarterly: Posts Expiration Term of Service (ETS) rosters in a location viewable to RR Staff, including UCAs.

2.11.11.2.4. Ongoing: Utilizes Transaction Reports to keep AGR MGIB – Active-Duty status accurate.

2.11.12. Monitor UCA appointment letters and provides UCAs with advisory assistance in establishing and administering the Unit CMP.

2.11.13. Establish/administer a “UCA of the Year” award program at the Wing level. ROMs/RRNCOs will make every effort to recognize a minimum of one UCA per fiscal year.

2.11.13.1. Unit level award:

2.11.13.1.1. ROM/RRNCO will pull retention metrics and work with unit commander for additional bullets and recommend a “UCA of the Year” nomination to the Wing commander.

2.11.13.1.2. Upon Wing Commander concurrence, ROM/RRNCO will work with RRSEL to compete at a state/territory and regional level for possible national award submission.

2.11.13.2. National level award:

- 2.11.13.2.1. Region RRSEs will stratify region-winning UCA of the Year nomination packets in accordance with NGB/RR award guidance.
- 2.11.13.2.2. RR Training, Standards & Evaluation (NGB/RRM) and NGB/RRR will select the ANG UCA of the Year winner.
- 2.11.14. Provide and documents UCA initial, quarterly, and annual refresher training.
 - 2.11.14.1. Initial UCA training will be provided within three months following a written appointment by the unit commander.
 - 2.11.14.2. Provide and document unscheduled UCA training.
- 2.11.15. Formal SAVs will be conducted every two years for each unit and should be conducted during a Regularly Scheduled Drill. The purpose of these SAVs is to provide an opportunity for training and supply feedback to commanders about the effectiveness of their retention programs.
 - 2.11.15.1. A report of findings from SAVs will be forwarded, through the ANG RROIC, to the respective unit commander within 30 days after any SAVs.
 - 2.11.15.2. An information copy of the report will be forwarded to the next higher level of command and to the RRSEL and Wing Inspector General (IG) office.
 - 2.11.15.3. Maintain a retention interview suspense control system and provide UCAs with a roster identifying members with an ETS within 12 months to assist UCAs in scheduling interviews between members and supervisors and commanders, and career planning briefings.
- 2.11.16. Develop material relating to career motivation for use at commander's call, prior to ETS briefings that are conducted by UCAs, and other informational opportunities.
- 2.11.17. Counsel airmen on career path options when requested by the member or referred by the unit commander, first sergeant, UCA, supervisor, or recruiting personnel.
 - 2.11.17.1. Utilization of UMD and Career Change Worksheet (CCW) is mandatory.
 - 2.11.17.2. Impact on bonus participation must be reviewed, and members (and their current leadership) must be informed of any implications.
 - 2.11.17.3. Conduct follow-up interviews of members who have indicated they're unsure if they will reenlist, or their intent is to not reenlist. Tasks can be shared across RR teams.
 - 2.11.17.4. Counsel members on benefits prior to separation utilizing GI Bill Counseling Worksheet.
 - 2.11.17.5. Conduct interviews for all members separating, transferring, or retiring prior to or during out-processing to identify reasons for separation/discharge or transfer, and, when appropriate, help relocating members transfer to another ANG unit.
 - 2.11.17.6. Ensure exit surveys are completed by separating members and findings are compiled in a report at least quarterly. Forward exit reports to Unit Commanders, Wing Commander, ANG RROIC, RRSEL, Wing Command Chief, and Wing Human Resource Advisor (HRA).

2.11.18. Identify and address immediate concerns negatively affecting retention.

2.11.18.1. Analyze survey results for trends and career irritants and recommend possible resolutions.

2.11.18.2. Forwards items of national interest to NGB/RRR. (Examples: lack of meaningful work, inadequate training, poor leadership support, poor communication, lack of family or employer support, lack of advancement opportunities, etc.)

2.11.19. Provide all levels of command and all serviced units with monthly retention metrics. Presents a retention briefing or written report to the wing commander at least quarterly. Provides reports and related retention metrics to NGB/RRR, as requested.

2.11.20. Submit an annual retention operational plan to the RRSEL for inclusion in the state/territory strategic plan.

2.11.21. Participate in Military Personnel Flight (MPF) in-house training to ensure MPF personnel are informed of actions affecting retention.

2.11.22. Promote ANG retention through wing advertising and publicity efforts.

2.11.22.1. Advertising Materials. The ROM/RRNCO should coordinate with NGB/RRM, Flight Chief, or the RRSEL to order national retention advertising materials to be placed throughout the units.

2.11.22.2. Benefits and Entitlements. The ROM/RRNCO should also ensure that members receive timely information on ANG benefits and entitlements, and other pertinent information, by holding periodic briefings, and by placing articles in wing social media, newsletters, bulletins, etc.

2.11.23. Competent in retention program rules and regulations (reference [Attachment 1](#)).

2.11.24. Competent in the usage of retention databases (AFRISS-TF, BEAST, MilPDS, myFSS separations, Case Management System, etc.).

2.11.25. Perform duties as identified throughout this instruction and in accordance with NGB/HRO position description.

2.12. The RRNCO will:

2.12.1. DOSA/Wing Commander may delegate authority for the administration of Wing/GSU retention programs. Hereafter, all references to “ROM” include responsibilities of the RRNCO as well, unless indicated otherwise.

2.12.2. Responsible for the retention program of their respective GSU outlined in [paragraph 2.11](#).

2.12.3. Perform duties in accordance with NGB/HRO position description.

2.12.4. The ANG RR Commander/OIC has the only authority to assign RRNCO additional duties. RRNCO's will have the NGB leveled production goal of 20. The ANG RR Commander OIC can increase as mission requires. In the event the ANG RR Commander/OIC office is vacant, RRSEs will assume authority.

2.12.5. Aid GSU commanders in maintaining strength and assists members in achieving their personal career goals, as appropriate.

2.12.6. Utilize statistical analysis to monitor factors affecting retention, identify negative trends, compile findings, and make joint recommendations with ROM (where applicable) to Wing/GSU leadership.

2.12.7. Competent in retention program rules and regulations (reference [Attachment 1](#)).

2.12.8. Competent in the usage of retention databases (AFRISS-TF, BEAST, MilPDS, myFSS separations, Case Management System, etc.).

2.12.9. RRNCOs should not be assigned additional duties that would detract from their primary duties. A continued focus on GSU RR must be sustained.

2.12.10. Required to complete ANG Retention Office Manager (ROM) training in accordance with AFMAN 36-2100, *Military Utilization and Classification*, and NGB/RRM requirements.

2.13. The Unit/GSU - UCA will:

2.13.1. The UCAs within the Wing/GSU administer and execute the CMP and provide a grass roots level of retention program visibility within the Wing/GSU.

2.13.2. Attempt to ensure career motivation issues/irritants are addressed at the lowest level (supervisor, first sergeant, commander, etc.) prior to referral to ROM/RRNCO. Documentation should be accomplished when appropriate.

2.13.3. Stay informed on opportunities and benefits available to ANG enlisted members such as training requirements, retraining options, incentive program eligibility, civilian and military education opportunities, and other benefits and services available to members and their families.

2.13.4. Assist with annual career planning briefings to ensure members approaching ETS are provided with information on the most current ANG benefits and entitlements that may affect career plans. This information can be request from the ROMs/RRNCOs and should be provided prior to the commander's reenlistment interview to help mitigate units loses.

2.13.5. Provide career motivation information and assistance to the unit commander and supervisors.

2.13.5.1. Administer CMP interviews as outlined in ROM/RRNCO-provided training.

2.13.5.2. Conduct exit interviews and administer exit surveys as determined by ROM/RRNCO.

2.14. The Director of Personnel and/or FSS Commander will:

2.14.1. Provide information to the RRSEL, ROM, and RRNCO (if assigned) pertaining to personnel policy changes.

2.14.2. Coordination can be delegated to the FSS Superintendent.

2.15. FSS Superintendent will:

2.15.1. Communicate policy updates and actions affecting changes with retention RR staff.

2.15.2. Ensure ROM/RRNCO is included during in- and out-processing of wing members.

2.15.3. Ensure ROM/RRNCO has access to personnel systems necessary for completion of ROM/RRNCO duties.

2.16. The AFRISS-TF Technical Support will:

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

2.16.2. Receive and remedies retention field inquiries, where applicable.

3. Operation

3.1. Retention Office.

3.1.1. The retention office will be located at each wing and should be co-located with the recruiting office. **(T-1)**

3.1.2. The ROM/RRNCO will have a private office or counseling area to provide privacy and confidentiality when counseling members about career concerns. **(T-1)**

3.1.3. The RRNCO will be in a separate recruiting/retention office within the GSU. **(T-1)**

3.2. ANG Retention Programs.

3.2.1. ANG Incentives Programs. These programs are authorized for Drill Status Guardsmen who enlist, reenlist, or are appointed to serve in selected critical AFSCs.

3.2.1.1. ANG Incentive Program Roles and Responsibilities are outlined in DAFI 36-3012, *Military Entitlements*, 6 April 2023, Chapter 2.

3.2.1.2. ANG incentives are used primarily to increase and maintain strength in critical AFSCs. 3.2.1.3. Eligibility requirements, administrative procedures, and payment schedules for incentives are outlined in the applicable fiscal year ANG Incentive Program Operational Guidance and applicable Personnel Services Delivery Guide.

3.2.1.4. Retraining Requests. ROMs/RRNCOs will aid members desiring to retrain utilizing the CCW. The ROM/RRNCO will assist members with coordination between MPF and the recruiting office to identify UMD vacancies. **(T-0)**

3.2.1.4.1. The ROM/RRNCO will be aware of excesses and vacancies so they can assist unit commanders and UCAs in the reassignment of members in excess status. **(T-0)**

3.2.1.4.2. The ROM/RRNCO will review all retraining applications for possible impact on incentive participation. Every attempt will be made to retrain members into critical AFSC vacancies. **(T-0)** Program specifics are outlined in DAFMAN 36-2100, *Military Utilization and Classification*, 7 April 2021, Chapter 6.

3.2.2. Retention Operational Plan. The ROM/RRNCO will publish and forward an annual retention operational plan as delegated by the RRSEL. **(T-2)** The following list indicates what information should be included in a retention plan.

3.2.2.1. Retention Office Objectives and Goals. Areas to consider are:

3.2.2.1.1. Retention metrics.

3.2.2.1.2. Projected losses.

3.2.2.1.3. Growth/conversions/downsizing.

3.2.2.1.4. Areas of concern/special interest.

3.2.2.1.5. Cross-training capability/opportunities.

3.2.2.1.6. Training (RRSEL/ROM/RRNCO/UCA/Flight Chief/Talent Acquisition/Recruiters).

3.2.2.1.7. Advertising and publicity.

3.2.2.2. Planned Activities. Examples are:

3.2.2.2.1. Awards and recognition programs.

3.2.2.2.2. Family programs/events.

3.2.2.2.3. UCA training/seminars.

3.2.2.2.4. UCA SAVs plan/schedule.

3.2.2.2.5. State/Regional RR workshops.

3.2.2.2.6. Professional development and education.

3.2.2.3. Retention Office Budget. Areas to consider:

3.2.2.3.1. Local literature and/or brochures and the production or reproduction cost.

3.2.2.3.2. Training costs.

3.2.3. Retention Measurements. Retention measurements are tools used to analyze and evaluate local and national retention effectiveness. They may identify positive and negative trends.

3.2.3.1. The ROM/RRNCO will use statistical analyses, surveys, and other instruments to identify factors affecting retention, and compile findings and recommendations for use by commanders. **(T-2)**

3.2.3.2. The ROM/RRNCO will brief the ANG RROIC, Wing Commander, and the RRSEL on concerns and conditions affecting retention at least quarterly. **(T-2)**

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

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

3.3. Unit Retention Program Support.

3.3.1. In-/Out-Processing. ROMs/RRNCOs are required to meet with new and existing members who are either in-processing or out-processing the wing/unit (to include when

members obtain Title 32 Technician/AGR full time employment in the ANG). This meeting will include:

3.3.1.1. A review of impacts on member incentive and benefit eligibility due to the in-/out-processing action. **(T-0)**

3.3.1.2. These meetings also include members who are changing duty statuses, where applicable. ROM/RRNCO will coordinate with HRO Remote and establish a process to identify newly hired full-time Title 32 Technicians and AGR members. **(T-0)**

3.3.2. Briefings. Program specifics are identified in DAFI 36-3009, *Military and Family Readiness Centers*, 16 January 2025.

3.3.2.1. The Newcomers' Orientation briefing is a program designed to provide general awareness of the unit to newly assigned Airmen. The ROM/RRNCO will participate solely as a briefer to new members on retention programs and are not responsible for the scheduling of newcomers' orientation briefings. Subjects to discuss include MGIB, incentive program, CMP program, and career field changes. **(T-1)**

3.3.2.2. Pre- and post-deployment briefings are conducted pursuant to AFI 10-403, *Deployment Planning and Execution*, and will be administered to individuals who have received a firm deployment tasking of 30 or more days. **(T-1)** Military and Family Readiness Center may request ROM/RRNCO to participate in these briefings.

3.3.3. The CMP is an ongoing, proactive process that enhances member engagement and assists commanders and supervisors with identifying areas of concern that may affect retention. The process involves periodic interviews between members and commanders to discuss future career plans and goals. The program includes the utilization of retention and exit surveys to gain insights into members' reasons for staying or leaving service. Guidance in this chapter applies to Air National Guard personnel.

3.3.3.1. The CMP assists in force management planning and aids members in researching career paths.

3.3.3.2. The UCAs within the Wing/GSU manage the CMP and provide a grass-roots level view of Retention Programs within the Wing or GSU.

3.3.4. UCA Program. UCAs are selected by the unit commander and are assigned as an additional duty. One UCA for every 50 members is suggested according to DAFI 36-2670, *Total Force Development*.

3.3.5. State to State and Intrastate Transfers. State to State and Intrastate Transfers are managed by Administration (3F5X1), in coordination with the ROM/RRNCO for incentives, Medical Accession NCO (4N0XX/4H0XX), and the gaining Force Support Squadron. Members transferring units within the Air National Guard, whether to a new state/territory or within the same state/territory, are responsible for providing all necessary documents and ensure they accomplish all required items. The ROM/RRNCO will advise the transferring members of AFSC availability and provide a point of contact for the AFSC within the new unit. **(T-1)**

3.3.5.1. ANG State-to-State and intrastate transfers will be administered in accordance with current Fiscal Year Strength Management Initiatives.

3.3.5.2. All members currently serving in an incentive written agreement (local or national) who transfer to another ANG unit will retain their current incentive program, provided the member remains in the same AFSC. **(T-0)** The retention office will ensure the adherence of local wing guidance on classification procedures. **(T-1)**

DANIEL G. CURTIN, Colonel, USAF
Director, Recruiting and Retention

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

44 USC Chapter 35, *Coordination of Federal Information Policy*

DoDI 1322.16, *Montgomery GI Bill Program*, 28 December 2022

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

DoDI 1341.13_ DAFI 36-3038, *Post-9/11 GI Bill*, 15 April 2024

DoDI 5400.16, *DoD Privacy Impact Assessment Guidance*, 14 July 2015

DoDI 8910.01, *DoD Implementation of the Paperwork Reduction Act*, 05 December 2022

DoD 7000.14-R DoD Financial Management Regulation, Volume 7A, Chapter 2, *Repayment of Unearned Portion of Bonuses and Other Benefits*

DoD 7000.14-R DoD Financial Management Regulation, Volume 12, Chapter 15, *Educational Assistance Programs*

DAFPD 36-26, *Total Force Development and Management*, 18 January 2024

DAFI 90-160, *Publications and Forms Management*, 14 April 2022

DAFI 36-2110, *Total Force Assignments*, 09 August 2024

DAFI 36-2670, *Total Force Development*, 05 June 2020

DAFI 36-3009, *Military and Family Readiness Centers*, 04 November 2022

DAFMAN 36-2032, *Military Recruiting and Accessions*, 16 January 2025

DAFMAN 36-2100, *Military Classification, Technical Training, and Retraining*, 24 June 2025

DAFMAN 90-161, *Publishing Processes and Procedures*, 18 October 2023

AFI 10-403, *Deployment Planning and Execution*, 17 December 2025

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

ANGI 36-101, *Air National Guard Active Guard and Reserve (AGR) Program*, 21 April 2022

ANGMAN 90-161, *Management of Air National Guard Waivers*, 15 June 2023

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFI—Air Force Instruction

AFRISS-TF—Air Force Recruiting Information Support System-Total Force

AFSC—Air Force Specialty Code
AGR—Active Guard and Reserve
ANG—Air National Guard
ANG RROIC—Air National Guard Recruiting & Retention Officer in Charge
ANGI—Air National Guard Instruction
ANGRC—Air National Guard Readiness Center
BEAST—Benefits for Education Administrative Services Tool
CCW—Career Change Worksheet
CFM—Career Field Manager
CMP—Career Motivation Program
DAF—Department of the Air Force
DAFI—Department of the Air Force Instruction
DAFMAN—Department of the Air Force Manual
DAFPD—Department of the Air Force Policy Directive
DMDC—Defense Manpower Data Center
DoD—Department of Defense
DODI—Department of Defense Instruction
DOSA—Director of Staff – Air
DoW—Department of War
ETS—Expiration Term of Service
FSS—Force Support Squadron
GSU—Geographically Separated Unit
HRO—Human Resources Office
MilPDS—Military Personnel Data System
MGIB—Montgomery Government Issued Bill
MPF—Military Personnel Flight
NGB—National Guard Bureau
OPR—Office of Primary Responsibility
ROM—Retention Office Manager
RR—Recruiting & Retention
RRNCO—Recruiting & Retention Non-Commissioned Officer
RRSEL—Recruiting & Retention Senior Enlisted Leader

SAVs—Staff Assistance Visit

SDI—Special Duty Identifier

SMIs—Strength Management Initiatives

TAG—The Adjutant General

UCA—Unit Career Advisor

UMD—Unit Manning Document

VMT—Vacancy Management Tool

Office Symbols

NGB/A1M—Manpower Requirements Division

NGB/A1P—Personnel Division

NGB/RR—Recruiting & Retention Directorate

NGB/RRA—Recruiting & Retention Accessions

NGB/RRM—Recruiting & Retention Marketing and Training, Standards & Evaluation

NGB/RRR—Recruiting & Retention - Resources Branch and Operations Branch

Terms

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

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

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

Recruiting & Retention Non-Commission Officer (RRNCO)—An NCO assigned to a GSU to conduct the duties of a ROM and/or Flight Chief.

Retention Office Manager (ROM)—Any ANG member assigned to a valid Support Personnel Manning Document AGR retention position who has successfully completed the ANG Retention Office Manager Course, has been assigned Special Duty Identifier (SDI) 8R000 or 3G071 AFSC.

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

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

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

Attachment 2

RETENTION OFFICE MANAGER PRIORITIES

Figure A2.1. Retention Office Manager Priorities.

