



**DEPARTMENT OF THE ARMY**  
UNITED STATES ARMY JOHN F. KENNEDY SPECIAL WARFARE CENTER AND SCHOOL  
3004 ARDENNES STREET, STOP A  
FORT BRAGG NC 28310-9610

AOJK-RE

10 APR 2019

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Memorandum of Instruction (MOI) for United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) Retention Program

1. References.

- a. Army Regulation 601-280, 1 April 2016, subject: Army Retention Program.
- b. USAJFKSWCS, FY19 Enlisted Retention Mission, 5 February 2019.
- c. Army Regulation 635-200, Active Duty Enlisted Administrative Separations, 19 December 2016.

2. Purpose: To provide additional USAJFKSWCS retention guidance not contained in AR 601-280. This applies only to USAJFKSWCS command teams and career counselors. Each subordinate command will develop a retention MOI, approved by the commander, which includes retention contingency operations and deployment guidance. The purpose of the MOI is to outline the objectives, goals, responsibilities, organization and operations of the USAJFKSWCS Retention Program.

3. Objectives:

- a. The objective of this MOI is to ensure that Commanders and Retention personnel accomplish their assigned mission in an efficient and timely manner.
- b. The objective of the USAJFKSWCS Retention Program is to ensure that only those Soldiers who have demonstrated potential for future development and have maintained a record of acceptable performance are offered the privilege of reenlisting in the Regular Army (RA) or transitioning into a Army Reserve Component unit. Other Soldiers will be separated under appropriate administrative procedures or barred from continued service IAW AR 635-200 and AR 601-280.

4. Goals:

- a. To reenlist, on a long term basis, sufficient numbers of highly qualified Army Soldiers in order to support end-strength and readiness requirements.
- b. To enlist or transfer and assign sufficient numbers of highly qualified Soldiers who are

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separating from the RA into Army Reserve Component units, consistent within geographic constraints.

c. To achieve and maintain Army force alignment through the retention, transfer, or enlistment of highly qualified Soldiers in critical skills and locations.

d. To adequately support special programs such as the U.S. Military Academy Preparatory School (USMAPS), ROTC and other commissioning programs.

e. To obtain maximum leadership involvement at each echelon of command.

5. Responsibility: The Army Retention Program is the direct responsibility of the group, battalion, and unit commanders. Additionally, the Command Sergeant Major, as the senior enlisted Soldier in the command by virtue of his/her position, is the retention NonCommissioned Officer (NCO) for their command. The career counselors at each level of command and the additional duty unit reenlistment NCO, will counsel Soldiers, evaluate the units, advise the commanders, train the leaders and manage the program. The success of the program depends upon effective leadership, vigorous command involvement, and aggressive retention activities at all organizational levels. Success is measured by the percentage of accomplishment for all categories. Accomplishment of these objectives relates directly to the quality of leadership exhibited by the officers and NCOs of the units. Success should be further measured by the achievement of the command's objectives with the fewest possible waivers, exceptions to policy, and "movement type" options while maintaining readiness of the unit.

6. Organization:

a. The group, battalion, and unit commanders are the retention officers. See appendixes A and B of this MOI for specific guidance.

b. The career counselors at each level of command have special staff responsibility for the retention program. They are members of their respective staffs and must dedicate all of their time to actions to enhance the retention program. See appendix D of this MOI for specific guidance.

c. Each unit commander must assign a quality NCO the additional duty of unit reenlistment NCO. See AR 601-280, Chapter 9, for qualifications, selection process, and appendix C of this MOI for a sample format of appointment orders.

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7. Internal Operations:

a. Policies and standards of conduct for career counselors are outlined in AR 601-280, Chapter 9, and appendix D of this MOI.

b. The rating scheme for career counselors should be as outlined in AR 601-280, paragraph 9-6. The appointed duties block of the NCOER should be annotated with "Unit Reenlistment NCO" for those Soldiers who have been appointed as the unit reenlistment NCO as an additional duty. The primary duty career counselor having the most contact with the unit reenlistment NCO should be consulted for technical input on the NCOER.

8. Revisions to this MOI: Suggested additions, deletions or changes to this MOI should be submitted in writing to the USAJFKSWCS Retention Office.

9. Effective Date: This MOI is effective immediately and will remain in effect until superseded or revoked.

10. Conclusion: Success in retaining quality Soldiers is the result of effective leadership. This MOI has been published to assist in our retention efforts. A positive approach will result in success for the USAJFKSWCS, USASOC, and the Army Retention Programs.

11. The point of contact for this memorandum, guidance, and the Army Retention program is MSG Abel Huerta III, Senior Career Counselor at (910) 907-2402, DSN 337-2402 or [abel.huerta@socom.mil](mailto:abel.huerta@socom.mil).



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Encls (CONT)

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DISTRIBUTION:

Commander, 1st Special Warfare Training Group (A)  
Commander, Special Warfare Education Group (A)  
Commander, Special Warfare Medical Group (A)  
Commandant, USAJFKSWCS NCOA  
Commandant, SF Warrant Officer Institute

**ENCLOSURE****TITLE**

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ENCLOSURE 1  
GROUP/BATTALION RETENTION OFFICER  
RESPONSIBILITIES

1. Reference: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program. Paragraph 2-6(m).

2. Group and Battalion commanders. The group and battalion commanders are their units' retention officers. They ensure that:

a. Every Soldier who is serving honorably and faithfully, and who meets the eligibility requirements for retention, including those with waivable disqualifications, is counseled and interviewed as prescribed in Appendix C of AR 601-280. Soldiers will be informed that retention is a privilege earned through satisfactory performance. Waivers and exceptions are approved for meritorious cases only.

b. Every qualified Soldier, who desires unbroken service, is considered for immediate reenlistment or transition into the reserve components. Transitioning Soldiers will be scheduled to attend the Soldier for Life-Transition Assistance Program (SFL-TAP).

c. Soldiers not recommended for reenlistment are prevented from reenlisting, extending or transitioning into a reserve component as prescribed in AR 601-280, chapter 8. Additional guidance on bars to continued service is located at appendix M of this MOI.

d. Training is conducted at least once per quarter. This training will teach all unit retention NCOs and other key personnel their duties and responsibilities pertaining to the Army's Retention Program. The career counselors (PMOS 79S) at group and battalion will present the training. In addition, unit Career Counselors will be required to attend training periodically with USAJFKSWCS, USASOC and HQDA G1 to maintain proficiency.

e. All officers and NCOs will be informed of current retention activities and changes to regulations.

f. The group and battalion career counselors (PMOS 79S) will dedicate all of their time to the retention program and will be provided transportation, office space and clerical assistance, if needed per AR 601-280.

g. Group and Unit reenlistment NCOs are designated in writing to carry out retention functions as an additional duty.

h. A retention awards program is established to recognize subordinate elements and persons for their involvement in the retention effort. Special recognition or awards are given to officers and NCOs who demonstrate outstanding support of the Retention Program (recognition can be in the form of a letter of appreciation, trophy or other similar award).

- i. Pertinent retention information, publications, and forms will be disseminated down to group, unit or similar levels.
- j. Sufficient retention publicity items (RPIs) will be obtained and displayed throughout the command.
- k. Sufficient funds are obtained to support retention efforts in the command.
- l. All policies and procedures in this MOI are conducted as indicated.
- m. Fair share of objectives are assigned in writing to subordinate units.
- n. Statistics are maintained and provided to subordinate group and unit commanders to inform them of their performance in the retention program.
- o. A retention incentive program is established to recognize those Soldiers who continue their service in any component of the United States Army.

## ENCLOSURE 2

### UNIT RETENTION OFFICER AND REENLISTMENT NCO RESPONSIBILITIES

1. Reference: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program. Paragraph 2-6(m) and paragraph 2-6(s).
2. Unit commanders. Unit commanders are their units retention officers. They will:
  - a. Maintain monthly, 1<sup>st</sup> Half, 2<sup>nd</sup> Half, and fiscal year retention statistics.
  - b. Contacts and counsels Soldiers recommended for reenlistment, extension, and/or RC affiliation, including those requiring waivers, to give professional guidance.
  - c. Establish a Retention Incentive Program to recognize those persons who reenlist or transition into a troop program unit of a reserve component. The program will be announced by memorandum dated and signed by the current unit commander and publicized throughout the Unit. See appendix I of this MOI for additional guidance.
  - d. Attend and encourage maximum attendance at retention ceremonies. Those attending should include co-workers, family and guests.
  - e. Ensure that the unit retention NCO is provided a retention office and enough time to carry out his or her retention duties.
  - f. Provide the unit reenlistment NCO enough time to attend retention training conducted by higher headquarters.
  - g. Ensure that Soldiers are excused from duty for interviews and follow-up appointments.
  - h. Ensure that reenlisting or transitioning Soldiers are excused from duty for administrative processing.
  - i. Ensure that Soldiers who have been granted the "privilege" of reenlisting, or transitioning into a reserve component, are recognized by publishing their names in local command bulletins or similar media.
  - j. Ensure that every Soldier reenlisting, extending or transitioning into a reserve component is eligible for continued service IAW AR 601-280.
  - k. Ensure that all policies and procedures in this MOI are conducted as indicated.
3. Unit reenlistment NCOs will:
  - a. Serve as an advisor to the commander on matters relating to the Army Retention Program and work closely with the primary duty career counselor.

b. Informally contact persons who are recommended for retention, including those requiring waivers, to give personal aid and guidance for their reenlistment/extension.

c. Post monthly, 1<sup>st</sup> Half, 2<sup>ND</sup> Half, and fiscal year statistics in the commander's office so he or she can monitor the accomplishment of the retention objectives.

d. Review Retention Counseling File of newly assigned personnel to determine if retention interviews have been completed as required. If interviews have not been made, schedule them for the 60 to 90 day period after assignment.

e. Maintain Retention Counseling File on all enlisted personnel except those Soldiers serving on an indefinite reenlistment IAW AR 601-280, paragraph 11-3. The unit reenlistment NCO will be included in all in/out processing procedures to ensure that he or she is aware of all personnel assignments and reassignments. He or she will also ensure that all Retention Counseling Files are sent to the custodian of the personnel records when Soldiers are transferred, reassigned or separated.

f. Ensure that current, complete information (ASVAB Scores, etc.) is recorded on the Retention Counseling File (DA Form 4591) if applicable.

g. Provide Retention Counseling File or duplicates to the servicing RC career counselor IAW AR 601-280, appendix C.

h. Maintain the current AR 601-280.

i. Maintain a Unit Retention Bulletin Board IAW AR 601-280, paragraph 2-6s(10).

j. Ensure that all policies and procedures in this MOI are conducted as indicated.

ENCLOSURE 3  
SAMPLE FORMAT - APPOINTMENT OF UNIT REENLISTMENT NCO

(OFFICE SYMBOL)

(DATE)

MEMORANDUM FOR (Rank, Name, Unit)

SUBJECT: Appointment of Unit Reenlistment NCO

1. Effective \_\_\_\_\_ (Date) \_\_\_\_\_, \_\_\_\_\_ (Rank/Name) \_\_\_\_\_, \_\_\_\_\_ (SSN) \_\_\_\_\_,

is appointed as the unit reenlistment NCO.

2. Authority: AR 601-280, paragraph 9-4D.

3. Purpose: To accomplish tasks associated with the Army Retention Program.

4. Period: Until officially relieved or released from assignment or appointment.

5. Special Instructions: Accomplish the responsibilities in Army Regulation 601-280, 1 April 2016, subject: Army Retention Program. Outline in paragraph 2-6(s) which is further clarified by the MOI for (Unit name) Retention Activities.

(UNIT COMMANDER)  
(RANK, BRANCH)  
Commanding

CF:  
Individual concerned  
Grp/Bn Career Counselor

ENCLOSURE 4  
CAREER COUNSELOR RESPONSIBILITIES

1. Reference: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program. Paragraph 2-6(p) and Appendix B.

2. Career Counselors. The career counselors at group/battalion will:

- a. Advise commanders on matters relating to the Total Army Retention Program.
- b. Interview Soldiers providing retention counseling and career guidance, including referral of transitioning Soldiers to the Reserve Components (RC) career counselor. Upon receipt of scheduled RC appointment for interview, forward copy of appointment letter to unit Commander/First Sergeant & Soldier.
- c. Give assistance to subordinate units regarding the latest interviewing and counseling techniques and assist in the proper display and use of promotional material.
- d. Give briefings to officers and NCOs who are not assigned to retention duties, or who are assigned on an additional duty basis, to stimulate interest and support for the Army Retention Program. The AC and RC Command Career Counselors, if available, should be used as resource speakers for group presentations.
- e. Supervise subordinate reenlistment NCOs. Specifically, the group/battalion career counselor will supervise the unit reenlistment NCOs to ensure that actions required by both AR 601-280, paragraph 2-6 and this MOI are accomplished in a timely manner.
- f. Identify all qualified personnel who decline reenlistment in the Regular Army for the Reserve Components. The career counselor and unit reenlistment NCO will use AR 601-280 appendix C to accomplish this action.
- g. Prepare and conduct formal training courses to ensure that all personnel who are involved in the program, but do not have primary MOS (PMOS) 79S, are familiar with all aspects of the Army Retention Program. This should include interview techniques, career planning and reserve component opportunities.
- h. Conduct semiannual inspections of all subordinate retention programs. Appropriate report of findings will be provided to the commander for necessary action. See appendix N of this MOI for the appropriate checklist.
- i. Ensure that all aspects of AR 601-280, Army Retention Program, are complied with throughout the command.
- j. Establish control procedures which will allow for an efficient and professional retention program.

3. In addition Career counselors must establish, maintain, and operate automated systems to determine reenlistment and/or extension eligibility of Soldiers. These systems will include the following but are limited to those listed below.

a. The Department of the Army Reenlistment, Reclassification, Reserve Component Assignment and Information Management System (RETAIN)

b. Interactive Personnel Electronic Records Management System (iPERMS)

c. Enlisted Distribution and Assignment System (EDAS)

d. Electronic Military Personnel Office (eMILPO)

e. Army Training Requirements and Resources System (ATRRS)

f. Benefits for Education Administrative Service Tool (BEAST)

4. Ensure that all policies and procedures in this MOI are conducted as indicated.

ENCLOSURE 5  
RETENTION PROCESSING

1. References: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program. Current MILPER and The Department of the Army Reenlistment, Reclassification, Reserve Component Assignment and Information Management System (RETAIN) messages.

2. Active Component Processing.

a. Active Component Career Counselors will utilize the RETAIN operating system for all actions, reenlistments, and extensions involving the continued service of Soldiers.

b. Command Code is always SP for USAJFKSWCS Soldiers. Exceptions will be brought to the attention of the Senior Career Counselor for coordination with Retention Management Team (RMT) and Headquarters, Department of the Army (HQDA).

c. All actions (i.e. deletion/deferment within 90 days, option exception, waivers, RCP exceptions, Removal of DCSS) require commander's recommendation and in-depth remarks as to why it's a meritorious case.

d. Use RETAIN hierarchy.

e. While RETAIN requires a confirmation within five working days, good work habits dictate a confirmation be run as soon as a reenlistment or extension is consummated.

f. Ensure that at a minimum, 95% of all Soldier's whose ETS date falls within the reenlistment window is on the units worksheet.

g. Run a confirmation report each Monday and immediately report any discrepancies to the USAJFKSWCS retention office.

h. Ensure that all processes and requests are IAW with the most updated RETAIN and MILPER messages.

3. Reserve Component Processing.

a. Reserve Component Career Counselors will utilize the RETAIN operating system for all actions involving the transitioning of Soldiers into Army Reserve Component units.

b. Command code SP will be utilized for USAJFKSWCS Soldiers accepting reserve component assignments.

c. Active component career counselors will ensure that the PERDB is updated on all eligible Soldiers that decline reenlistment/extension with current information in order to expedite reserve component processing.

d. Remove all Soldiers from the AC waitlist that decline reenlistment/extension.

e. Process Soldiers on RETAIN for RC affiliation within time constraints outlined in AR 601-280. Soldiers who have an RC assignment are shipped and verified on RETAIN.

ENCLOSURE 6  
ASSIGNMENT OF OBJECTIVES

1. Reference: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program. Paragraph 2-6p(4).

2. Active Component Objectives. USAJFKSWCS retention office will assign reenlistment objectives by category to subordinate commands. These objectives will be based on the number of eligible Soldiers who are in the reenlistment window in accordance with HQDA and USASOC parameters.

a. The number of eligible Soldiers for each unit will be determined using the RETAIN database. Eligibility rosters will be pulled in accordance with HQDA and USASOC parameters

(1) IMREPR codes, as with other entries on a Soldier's records, must be an accurate portrayal of the Soldier's eligibility for reenlistment since they have an impact on not only the assignment of reenlistment objectives, but also on a centralized board's consideration of the Soldier for promotion, the qualitative management program and for schooling.

(2) Accurate reporting of IMREPR codes will be an item of concern on all staff assistance visits and inspections.

b. Numerical objectives will be computed for each command based upon its share of the USAJFKSWCS reenlistment eligible Soldiers. The command will then assign a numerical objective to each of its subordinate units based upon each unit's share of eligible of Soldiers.

c. Only the following actions count toward achievement of numerical objective:

(1) All reenlistments for any option within the prescribed reenlistment window.

d. Statistics will be published weekly to inform commanders of their progress in comparison with other units. Statistics will be based on credit reenlistments confirmed through RETAIN.

3. Reserve Component Objectives.

a. Reserve component objectives will be assigned annually and will be based upon an equal percentage of the number of those Soldiers in the ranks of PFC through SGT with qualifying IMREPR codes as determined within mission parameters provided by HQDA G1, Retention.

b. Accession credit will be given for all valid transitions of Soldiers in the ranks of PVT and above to ARNG units or USAR TPU during the year in which the Soldier ships.

c. Statistics will be published weekly.

4. Special Programs Objectives.

a. Department of the Army, G1 may also assign goals for special programs such as Green-to-Gold and U.S. Military Academy Preparatory School. When received, these goals will be further assigned to each unit based upon the command's fair share of the enlisted population.

b. Accession credit will be awarded as announced annually by DA, G-1.

#### 5. ARSOF CMF Mission.

a. USASOC may also assign USAJFKSWCS goals for the retention of ARSOF Soldiers within the command.

b. Statistics will be published weekly to inform commanders of their progress in comparison with other units. Statistics will be based on credit reenlistments confirmed through RETAIN.

ENCLOSURE 7  
REPORTING PROCEDURES

1. Reference: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program. Paragraph 2-6p(4) and 2-6q(5).

2. Active Component Reports.

a. Subordinate commands will verify their statistics when published by the USAJFKSWCS Retention Office. The USAJFKSWCS Retention Office will be notified if there is a discrepancy in unit statistics. By name accomplishments will be produced by the USAJFKSWCS Retention Office and unit for resolution.

b. Accomplishments not reported within the fiscal year as prescribed in paragraph 2a above will not be credited to the unit at a later date.

3. RETAIN Confirmation Transactions. All reenlistments and extensions will be completed with a RETAIN confirmation transaction immediately upon consummation of the action. The confirmation will be printed out and included in the residual packet. Any exceptions to this policy must be coordinated with the USAJFKSWCS Retention Office.

ENCLOSURE 8  
RETENTION AWARDS PROGRAM

1. References: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program. Paragraph 2-6m(15) and USAJFKSWCS Retention Incentive and Awards Program memorandum.

2. Retention Awards Program.

a. The primary objective of the USAJFKSWCS Retention Awards Program is to promote the retention of highly qualified Soldiers consistent with Army requirements.

b. Recognition can be in the form of a letter, trophy or other similar award. The type of recognition or award is at the discretion of the commander.

c. Subordinate commanders will establish a Retention Awards Program to recognize accomplishments of subordinate units. The program will be designed to complement the goals of each successive level of command.

ENCLOSURE 9  
RETENTION INCENTIVE PROGRAM

1. References: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program. Paragraph 2-6p(19) and USAJFKSWCS Retention Incentive and Awards Program memorandum.

2. Retention Incentive Program.

a. The Retention Incentive Program is designed to recognize Soldiers for their commitment towards continued service in components of the United States Army.

b. In accordance with the above reference, this program will be announced by memorandum, dated and signed by the current commander. It will be distributed and published throughout the unit.

c. The USAJFKSWCS Reenlistment Incentive and Awards Program memorandum should be utilized as a guide when preparing the unit incentive program. A copy of the unit incentive program must be forwarded to the USAJFKSWCS Retention office.

ENCLOSURE 10  
RETENTION FUNDS

1. References: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program. Paragraph 2-6m(14), Appendix J, and Assistant Secretary of the Army for Manpower & Reserve Affairs Memorandum dated 15 July 2009, Presentation of recognition items for recruitment and retention purposes.

2. Retention Funds.

a. Funds are budgeted annually by USAJFKSWCS for travel conducted by the USAJFKSWCS retention staff, purchase of awards in support of the command retention program, and publicity items in support of the retention effort. Subordinate commands will establish retention budgets in accordance with paragraph 2b below.

b. Budget: Commanders will dedicate a portion of their budget to publicize retention programs per Army Regulation 601-280. The planning factor used in determining budget minimums is based on \$75.00 per missioned Soldier to reenlist for the fiscal year. This monetary amount is broken down as follows; \$50.00 appreciation package presented to every Soldier reenlisting and \$25.00 per Soldier for command publicity (i.e. posters, rugs, and other unit publicity items).

3. Retention Promotional Items (RPI).

a. Retention promotional items should be purchased for the purpose of advertising the retention program. Items of high value should not be procured (not to exceed \$50 each).

b. At a minimum the unit logo or title should appear in a prominent position on the item.

c. Commanders are required to develop a quality control program that will assure proper distribution, shipping and use of promotional items.

d. These items are to be used as an advertisement for the retention effort and not as an inducement or reward for an individual's reenlistment commitment.

e. These items may be given to any center of influence that will have a positive impact on a Soldier's decision to either reenlist in the active component or transition into one of the reserve components of the United States Army.

ENCLOSURE 11  
CAREER COUNSELOR UTILIZATION

1. References: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program, Chapter 9-5 and Department of the Army Pamphlet 611-21, 19 July 2018, Subject: MOS Smart Book.

2. Career Counselor (PMOS 79S) Utilization:

a. This command's career counselors may be tasked by Headquarters, USAJFKSWCS, for assistance on projects in support of the command wide retention program.

b. Career counselors, as the commander's Army Retention Program leaders, managers, administrators, and expert advisors, will be assigned to the commander's special staff, and are under the direct supervision of the command sergeant major or the commander.

c. Career counselors are expected to devote maximum time, effort, and energy to meet Army personnel readiness missions and end-strength requirements. Accordingly, they will not be used, attached, or assigned tasks, functions, and/or duties, other than those in direct support of the Army Retention Program, and specifically authorized by AR 601-280 and DA Pam 611-21. These Soldiers are expressly prohibited from performing either permanent or temporary leadership duties as first sergeant, detachment noncommissioned officer in charge, platoon sergeant, and squad leader. Further, they will not be assigned any additional or roster type duties not in direct support of the Army Retention Program. These include, but are not limited to, duties as: sergeant of the guard, charge of quarters, staff duty NCO, equal opportunity NCO, or training NCO.

d. For the purposes of the Army Retention Program, unless otherwise specified, Soldiers serving as full-time retention NCOs are to be used as career counselor personnel. However, due to their limited experience and technical training levels, they will not, under any conditions, be placed in duties or positions exercising supervision or authority over a career counselor.

e. Proper assignment and use of career counselors will be items of interest during staff assistance visits. Career Counselors (PMOS 79S) are assigned to the Group's AUG TDA and attached to the battalion in order to manage the retention program.

ENCLOSURE 12  
BARS TO CONTINUED SERVICE

1. Reference: : Army Regulation 601-280, 1 April 2016, subject: Army Retention Program, Chapter 8 and Appendix K.

2. A bar to continued service should not be based on generalities, approximate dates, or vague places or times. It should be based on specific incidents substantiated by official remarks made when each event occurred. The Soldier should be counseled on each occurrence and told that all instances become a matter of official record when they perform acts considered unworthy of the Army.

3. Initiation. The following guidance will be followed:

a. Any commander in the Soldier's chain of command may initiate a bar to continued service. Normally, the company, battery, troop, or detachment-level commander will initiate the action.

b. Commanders will seek out guidance and or assistance from USAJFKSWCS career counselors for the processing, approving, appealing, disposition, reviewing and removal of all bar to continued service actions.

4. Processing.

a. A commander in the chain who believes that bar action is warranted will personally initiate a bar by completing DA Form 4126-R. On this form, the commander will summarize the basis for his or her intent to initiate bar to continued service procedures.

b. Information will include the number and dates of courts-martial, incidents of nonjudicial punishment, and all other factual and relevant data supporting the commander's recommendation.

5. Approving.

a. For Soldiers with less than 10 years of active Federal service at initiation of the bar, the bar will be personally approved by the first commander in the rank of lieutenant colonel or above in the Soldier's chain of command or the commander exercising SPCMA, whomever is in the most direct line to the Soldier (unless it is the same commander who initiated the action).

b. For Soldiers with 10 or more years of active Federal service at initiation of the bar, the approval authority is the first brigade-level commander, colonel or higher, in the Soldier's chain of command or the commander exercising GCMCA, whomever is in the most direct line to the Soldier (unless it is the same commander who initiated the action).

c. After a Soldier attains 18 years or more of active duty, commanders do not have the authority to prevent a Soldier's retirement by barring the Soldier from reenlistment to prevent the Soldier from attaining retirement eligibility.

d. Final approval authority for any bar to continued service must be at least one approval level higher than the initiating authority.

e. Barred Soldiers are not eligible to PCS. An Immediate Reenlistment Prohibition Code of "9K" will be placed against the Soldier in RETAIN unless a higher code takes precedence. Career counselors must also coordinate with the unit S-1 to ensure that an assignment eligibility and availability code of "C" with a 6 month termination date is placed on the Soldier in eMILPO.

## 6. Appealing.

a. Soldiers who want to submit an appeal and who are otherwise qualified under the criteria of chapter 3, including those with approved waivers, will not be involuntarily separated while the appeal is pending. If the Soldier wants to submit an appeal, but refuses retention to allow processing of the appeal, he or she will be informed that the bar will remain in effect.

b. From the time he or she is informed that the bar was approved, the Soldier will be allowed 7 days to submit an appeal. The commander initiating the bar procedure may grant an extension on a case-by case basis.

c. Appeals will be endorsed personally by each commander (or acting commander) in the chain of command, and approved or disapproved by the proper authorities identified below.

(1) For Soldiers with less than 10 years of active Federal service at initiation of the bar, the approval or disapproval authority is the first colonel (brigade commander) or first general officer in the Soldier's chain of command, or the commander exercising GCMCA, whomever is in the most direct line to the Soldier. The approval or disapproval authority's personal signature is required.

(2) For Soldiers with more than 10 years of active Federal service at initiation of the bar, the first general officer in the Soldier's chain of command is the approval or disapproval authority.

d. Final approval of appeals will be at least one approval level higher than the original bar approval authority.

## 7. Reviews. The following guidance will be followed:

a. Once the Bar to continued service is approved the Soldier will be counseled on a DA form 4856 explaining what the Soldier needs to do to overcome the BAR to continued service.

b. Review at a minimum every three months and 30 days before a Soldier's scheduled departure from the unit or separation from service. All reviews will be documented on a DA Form 4856.

c. After the second three-month review, if the bar is not removed, the commander must initiate separation action.

## 8. Removal.

a. Any commander in the Soldier's chain of command may recommend removal of a bar to continued service, or remove a bar to continued service, if he or she is the same or higher level of command than the commander who initially approved the bar to continued service.

b. A recommendation to remove a bar to continued service will be submitted in writing to the next commander in the chain of command. Each commander (or acting commander) in the chain of command will review and personally endorse a recommendation for removal of a bar to continued service. Any commander in the chain of command who believes removal is not justified may recommend disapproval of the recommendation and forward it to the approval authority for final determination.

c. Approval to withdraw the DA Form 4126-R will be the same authority who would approve a bar for a Soldier with the same years of service or, if the Soldier has moved to another jurisdiction, the comparable commander in that jurisdiction. However, in no case will the authority to approve the withdrawal of a bar be a lower command level than the commander who initially approved the bar.

d. If the bar is removed, flagging actions associated with the bar will be lifted IAW AR 600-8-2.

## 9. Administrative. The following items are points of emphasis:

a. Once a bar to continued service is approved, is action taken to remove the Soldier from the promotion standing list, if applicable.

b. Has an "IMREPR" code of 9K been generated in RETAIN by the servicing career counselor. Commanders must work with and notify servicing career counselors of all bar actions.

c. One a bar to continued service is approved, the servicing career counselor and commander who initiated the action will track the bar to continued service.

d. All bars to continued service will be reviewed in a timely manner.

e. Copies of approved bars to continued service will be filed with the unit and in the servicing reenlistment office.

ENCLOSURE 13  
STAFF ASSISTANCE VISITS AND INSPECTIONS

1. References: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program, Chapter 2 and USASOC SAV Retention Checklist.
2. Staff Assistance Visits. Subordinate units are encouraged to contact the USAJFKSWCS Retention Office to schedule staff assistance visits.
3. Inspections. Inspections of subordinate units will be conducted semiannually as required by regulation.
4. Inspection Checklists. Sample inspection checklists are available for group, battalion and company level programs at the USAJFKSWCS Retention office.

ENCLOSURE 14  
RETENTION OPERATIONS DURING DEPLOYMENTS

1. Reference: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program, Appendix H.

2. Retention Strategy. Reenlistment actions will continue throughout all deployments, contingency operations, phases of mobilization and stop loss, unless specifically terminated by HQDA.

3. Retention Actions When Career Counselor Does Not Deploy. Retention operations for group, team or individual deployment, when the servicing career counselor does not deploy will be conducted as follows:

a. Once personnel are identified for deployment, career counselors will ensure that all deploying Soldiers are properly built in RETAIN, counseled, and communication between the deployed Soldier, command, and the responsible counselor are established.

b. Career counselors will prepare a retention packet consisting of a Retention Data Worksheet, Language Scores from EDAS, Supporting documents and SRB attached for all Soldiers scheduled to deploy. The retention packet will include all documentation needed to reenlist or extend deployed Soldiers. The original retention packet will be maintained in the suspense file in the retention office.

c. Career counselors will provide deploying personnel with a copy of the retention packet and brief them on retention operation procedures. The briefing will include information on the reenlistment eligibility window, options, Selective Retention Bonus (SRB), Written Bonus Agreement (WBA) and all other pertinent information. Any incomplete actions or unanswered questions will be resolved prior to deployment. The deploying element will ensure that they have a unit reenlistment NCO who has been trained and can provide support to that command. That reenlistment NCO will coordinate with SWCS counselors to ensure that retention actions are processed in a timely manner.

4. Retention Actions When Career Counselor Deploys. Retention operations for units when the servicing career counselor deploys will be conducted as follows:

a. Upon notification of deployment, the career counselor will coordinate rear support with the USAJFKSWCS retention office as needed. This support may be required to facilitate the processing of any retention activity.

b. Career counselors will prepare complete retention packets and build all eligible Soldiers in RETAIN.

c. Commanders will ensure that career counselors deploy with sufficient automation hardware/software, blank forms, publications, office to support retention operations.

d. Upon arrival in the theater of operations, career counselors will establish a retention operations cell. Additionally, they will establish and maintain liaison with the senior retention element in the theater. They will coordinate with appropriate agencies and commanders to establish telephonic and data communications with the rear support retention office. Establish and maintain Retention systems capabilities and obtain transportation to support their areas of responsibility.

e. All retention related transactions will be reported to the rear support cell to ensure that RETAIN, eMILPO, and finance transactions are completed, if access is not available to the counselor.

f. Retention support will be provided to any USAJFKSWCS organization within the theater of operations as required.

g. Career counselors will only perform duties as outlined in AR 601-280, except during emergency situations in which they may be used to support mission requirements.

h. Rear retention support actions when the senior counselor does not deploy: The senior counselor, if not deployed, will provide rear retention support for any organization at the home station in the event all of their assigned retention personnel are deployed. Coordination will be made between the units for support.

5. The following hardware/software is required to support retention operations:

a. Computer Notebook with the following at a minimum:

- (1) Windows
- (2) Intel Core I5 Processor
- (3) CD Reader/Writer
- (4) 4 GB RAM
- (5) 500 GB Hard Drive
- (6) Video/Graphics Card
- (7) Keyboard & Mouse
- (8) PDF Writer
- (9) Adobe Professional

b. Printer

c. Scanner, if not co-located with Retention cell.

d. CAC Reader

ENCLOSURE 15  
RC RETENTION AND TRANSITION INTERVIEWS

1. Reference: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program, Chapter 7 and Appendix C.

a. RC career counselor support is provided by the USASOC Retention Office. The RC career counselor will conduct separation interviews with the intent of obtaining a commitment to transfer/enlist into the USAR or enlist into the ARNG. The following topics will be discussed and explained in detail to the interviewed Soldier.

- (1) Soldiers qualification for enlist/transfer.
- (2) Options of continued service in ARNG or USAR.
  - (a) Low Density Recruiting Program (LDR)
  - (b) Drill Sergeant program
  - (c) Commissioning opportunities
  - (d) Try One program
  - (e) MSO Reduction
- (3) Benefits of continued service in the Reserve Components.
  - (a) Pay for current grade
  - (b) Continue Military Education
  - (c) Tuition Assistance program
  - (d) Reserve MGIB/Post 9/11 GI Bill
  - (e) Affiliation Bonus
  - (f) Tricare Reserve Select
  - (g) TRICARE Dental Program (TDP)
  - (h) Military Airlift Command (MAC) flight availability
  - (i) Continued use of commissary & PX privileges
  - (k) Other post facilities if relocating near military installation

b. Administrative requirements when Soldiers do not elect to affiliate with a Reserve Component. Results of the separation interview will be documented on the DA form 5690 and maintained with the RC career counselor until the Soldiers ETS date. After the ETS date, file the form IAW current RCR TACC message.

c. Administrative requirements once a Soldier commits to reserve component service. A duty position/assignment will be reserved on RETAIN. Enlistment/transfer contract will be produced from RETAIN. Enlistment/transfer contracts will be composed/executed IAW AR 601-280 Chap 11, and Appendix G. The current HRC Quality Control Sheet (QC) is the only authorized QC sheet to be used. The QC sheet will have an X marked on all forms used and any missing forms will be highlighted with yellow highlighter and be obtained prior to confirmation i.e.: orders amendment/DD Form 214 etc.

d. All interview actions will be reflected on RETAIN. Soldiers electing to affiliate with reserve component will have reservations on RETAIN in a COMP status. The record will not have packet complete date entered until all documents are signed and oath is administered. Soldiers that do not affiliate, will have address and phone number of intended location the Soldier may be reached after separation in RETAIN and record changed to reflect NINT.

ENCLOSURE 16  
FORMS, RECORDS AND PUBLICATIONS (AC)

1. Reference: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program, Chapter 11.

2. Forms, Records and Publications.

a. In accordance with AR 601-280, paragraph 11-11 immediate reenlistment packets will contain the following documents:

(1) DD Form 4 Series (Enlistment/Reenlistment Document).

(2) DA Form 3340, labeled as "Annex B".

(3) DA Form 3286 (Statements for Enlistment) (Parts I-IV), labeled as "Annex A".

(4) DA Form 3072, if required, labeled as "Annex...".

(5) DA Form 4789, if applicable, labeled as "Annex...".

(6) DD Form 256A (Honorable Discharge Certificate).

(7) DA Form 4591, complete with copies of the following: SRB; forms specified in Section II; copies of all RETAIN processing actions, cancellations, messages, processing records and all additional related documents or notes as required. To include DA Form 4856, DA Form 2166-8 and/or latest NCOER and DA Form 1059

(8) DA Form 5612 (Certificate of Appreciation for Spouses of Reenlistees) if applicable.

(9) DA Form 5689.

b. The residual reenlistment packet filed in the retention office will consist of all the documents listed above minus the DD Form 256A, DA Form 5612 and DA Form 5689.

c. In accordance with AR 601-280, paragraph 11-13 extension packets will contain the following documents:

(1) DA Form 1695.

(2) DA Form 3340

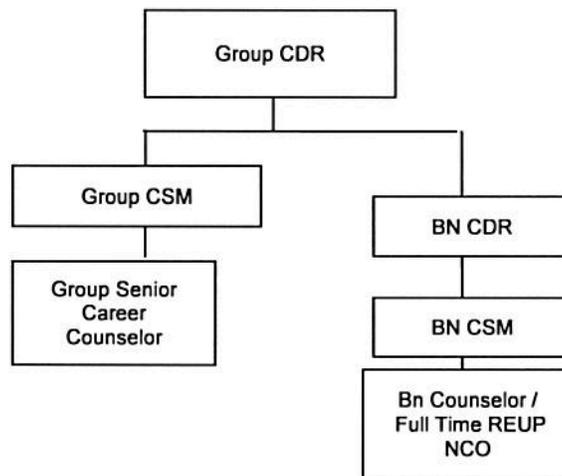
(3) DA Form 3072 (if required).

d. The residual extension packet will consist of all the forms listed in paragraph 2c above plus the DA Form 4591, complete with copies of the following: Soldier Records Brief (SRB); copies of all RETAIN processing actions, cancellations, messages, EMILPO processing records and all additional related documents or notes as required.

ENCLOSURE 17  
NONCOMMISSIONED OFFICERS EVALUATION REPORT RATING SCHEME  
(AC CAREER COUNSELORS)

1. Reference: Army Regulation 601-280, 1 April 2016, subject: Army Retention Program, Chapter 9-6 and Army Regulation 623-3, 11 April 2015, subject: Evaluation Reporting System.
2. The Noncommissioned Officers Evaluation Report Rating Scheme for the USAJFKSWCS Career Counselors at the Group and Battalion level to include Retention NCOs are as follows:

NCOER Rating Scheme



3. It is the rater's responsibility to counsel the individual throughout the rating period. Raters and senior raters are encouraged to solicit input from the next higher command or senior career counselor in the chain of command regarding the rated Soldiers performance and potential for further service.
4. NCOERs are perhaps the largest single measure of an individual's potential and real contribution to the service. The report is judged in selection for assignments and promotions. Thoughtful consideration and accuracy in the preparation of these reports are essential.
5. All TDA positions (PMOS 79S) and full time Retention NCOs are part of the Commander's Special Staff and will not be used otherwise. Career Counselors/ Retention NCOs are the eyes and ears for the Commander's Retention Program; therefore, they will have open door access to the Command Sergeant Major and Commander. Reenlistment is a Commander's program and the Commanders will be directly involved and will not under any conditions sub-delegate reenlistment to another section. The Command Sergeant Major is the Commander's Senior Retention NCO on reenlistment matters, the CSM will be aggressively involved in all reenlistment matters.