



OHIO MILITARY RESERVE

Regulation 601-5

PERSONNEL RETENTION PROGRAM

Headquarters, Ohio Military Reserve
Assistant Chief of Staff, Personnel
1000 Lawrence Road
Camp Perry Training Site
Port Clinton, Ohio
43452-9578

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Headquarters
Ohio Military Reserve
Camp Perry Training Site
Port Clinton, Ohio
01 October 2001

Personnel Retention Program

By Order of the Governor:

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Applicability. This regulation applies to all components, elements, detachments, units and personnel of the Ohio Military Reserve.

Supplementation. Supplementation of this regulation and establishment of local procedures and programs are encouraged. Supplementation activities should be reported to Manager, Recruiting and Retention, OHMR-RRM, so that they may be implemented elsewhere if successful.

Suggested Improvements. Suggested improvements which may be considered for this regulation should be forwarded in writing to the proponent agency of this regulation, the Office of the Assistant Chief of Staff, Personnel, OHMR-G1, Camp Perry Training Site, 1000 Lawrence Avenue, Port Clinton, Ohio 43402-2921.

Summary. This Regulation sets forth policy and guidance for personnel retention and retention programs.

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Chapter 1
Introduction

1-1. Mission Statement from the Corps Commander. The new millennium offers us the opportunity to reflect on the renewal of our Corps and dedicate ourselves to training mission "RETENTION" both at home station and through the Ohio Military Reserve, as mission accomplishments are difficult to achieve if units do not maintain appropriate manning levels. First Line Leaders (FLLs) and commanders at every level are responsible for retaining soldiers so that the Ohio Military Reserve can accomplish its assigned state missions.

1-2. The Attrition Management/Strength Management Program (henceforth referred to as "Program"). This program is designed to provide units commanders with explicit tools to accomplish the strength management mission. It is not the only solution. Commanders at all levels must supplement this program with unit specific initiatives and SOPs. Further, the guidance outlined in this program is OHMR specific.

1-3. Use of this program. This program is broken down into specific chapters. Each Chapter is a stand-alone retention system. The intent of each system is fully explained in the chapter itself. However, Chapter 2 is the "meat" of the program. It provides specific tasks for which ownership has been assigned by duty position. The OHMR chain of command must read and keep a copy of this program in their possession or personal library. It is a framework for the continuous application of the day-to-day requirement of caring for our soldiers and their needs.

1-4. This program was prepared by the OHMR Recruiting and Retention Command.

Chapter 2
Duties and Responsibilities

2-1. Intent of this chapter.

a. This chapter identifies mandatory tasks. It provides an alphabetical listing of these tasks. The tasks are then broken down into component sub-

tasks. If a commander does not have a soldier (owner) in a position listed in this program, the commander is still responsible for completing all tasks. Therefore, all commanders must ensure that they identify and owner for each task and sub-task.

b. Commanders will designate task owners in writing in a unit retention SOP. Commanders may make pen and ink changes directly to this chapter when creating their unit SOP. This will preclude the necessity of commanders having to create their own document. Simply make changes to this chapter and make it a part of the unit's specific retention SOP. The intent is to identify owners of specific tasks, not to create more paperwork! However, commanders at all levels can only make changes to those tasks having related owners who are subordinate to them. Commanders will not make changes to tasks for which they have no control. Further, the requirement of completing all of the tasks greatly outweighs the relevance of who is completing them.

2-2. Layout of this chapter.

a. This chapter is divided into two parts.

(1) Part 1 – The task/owner matrix (Table 2-1): The matrix consists of all mandatory retention tasks shown down the left column and the owners of all of the tasks are shown across the top. The dots in all corresponding columns and rows identify a role in task ownership

(2) Part 2 – The task and sub-task breakout and the role of the owner: Each retention task consists of sub-tasks. The role of each owner for any task or sub-task is specifically described in this portion of the chapter.

b. The retention tasks are in alphabetical order. They are not in order of precedence. Each task in the far left column of Table 2-1 has an accompanying number. This is the page number location in the chapter, or a chapter itself, which describes the task and sub-task breakout. It is provided for easy cross-referencing.

2-3. Use of this program. Each task owner will have a copy of this program. The task owner should identify his position on the top row of Table 2-1. Take a highlighter and highlight the entire column beneath the owner's designated duty position. Any corresponding row and column position that contains a dot signifies that the owner has a role in that task. If a commander does not have a soldier (owner) is a designated position on the top row of Table 2-1, he must assign someone the responsibility for completing the task.

2-4. Adding tasks. Recruiting and Retention Command strongly encourages commanders at all levels to develop unit specific retention tasks not identified in this program. Each unit has its own unique mission and lineage. This program is the foundation of unit commander sponsored initiatives. If commanders identify successful supplementary tasks, they should provide them to the Recruiting and Retention Manager (RRM).

2-5. Clarification. Unless specifically stated as Battalion Retention NCO, all references to the USET Retention NCO (USET RNCO) apply to all OHMR personnel assigned as additional duty retention NCOs, at any level.

**Part 1 of Chapter 2
Table 2-1**

	Para	TAG	MSC COMMANDER	BN COMMANDER	CO COMMANDER	CSM (All Levels)	1SG	PLATOON SGT	FLL (SQUAD/SECTION)	FSG LEADER	ALL STAFF DIRECTORS	MILPO	POTO	PAO	CLO	RRM	RRM OPS RET	FTUS RRNCO	RCT - 1ST COORD	ESO	MSC ADDL DUTY RET OFFICER	S-1	S-3	S-4	BN RNCO	USET RNCO	SPONSOR	FTUS REDNCO (All Levels)	FTUS TRAINING NCO	SUPPLY NCO	MPT	FTS ADMIN SPEC		
Admin Support for Retention Documents	2-6																								X	X						X		
USET RNCO Training	8-1		X	X	X					X		X	X			X	X	X			X		X											
AT & IDT Retention Planning	2-8		X	X	X							X	X	X	X	X	X	X					X	X	X									
Attendance Improvement	5-1				X		X	X	X																X	X		X						
Career Counseling	4-1				X		X	X	X																	X								
Contact Soldiers Prior to Drill	2-11								X																									
Education Benefits	2-12																	X		X					X							X		
Establish Retention Guidance	2-13		X	X	X	X											X																	
Evaluation of Retention Environment	2-14		X	X	X	X											X																	
FFL Attrition Management	8-2		X	X	X	X	X	X		X		X				X	X				X		X											
FTUS Retention Training	8-1		X							X						X	X	X										X						
FTUS & RNCO Training	8-5															X	X																	
Greet New Unit Members	3-3			X		X												X							X	X	X	X	X	X	X	X	X	
Transfers	2-19						X	X											X									X						
OHMRSFO	2-20		X		X					X						X	X	X			X													
Reenlistment Ceremonies	2-21			X	X																	X									X	X		
Resourcing for Retention	2-22		X	X	X	X								X	X																			
Retention AAR	2-23		X	X	X		X																											
Retention Bulletin Board	2-24		X	X	X																													
Retention Tools	7-1		X	X	X	X	X									X	X			X				X	X	X	X							
R & RFTSE & Staff Liaison with Units	2-26		X	X	X											X	X	X																
Sponsorship	3-1						X	X	X							X	X							X	X	X	X	X	X	X	X	X	X	X
Sponsorship Training	8-3		X	X	X	X	X	X	X	X		X				X	X	X			X			X	X									
Supervise USET-RNCO	2-29		X	X	X																													
Unit Climate Profile	6-1		X	X	X	X																X		X	X									
Unit Newsletter	2-31		X		X																							X						
Unit Retention Activities	2-32																								X									
Use of ETS Roster	2-33						X	X		X															X								X	
Use of Features and Benefits Binder	2-34				X		X	X	X							X	X								X	X	X	X						
Pre-IET "Buckeye" Squad Leader	2-20b				X	X	X	X	X																									

Part 2

Task Breakout

2-6. Administrative support for retention documents.

a. USET RNCO

- (1) Identify potential ETS soldiers.
- (2) Prepare paperwork for reenlistment or extension and provide to commander.
- (3) Upon reenlistment/extension, initiate new 1315-R card for E-5 and below.

2-7. USET RNCO Training

(See Chapter 8)

2-8. Annual training and IDT retention planning.

a. FTSR&RNCO

- (1) Assist with development of retention plan for Annual Training (AT).
- (2) Assist family support coordinator with providing post-AT activities.
- (3) Review retention program.
- (4) Provide level of support (time on the ground) to unit as designated by RRM.
- (5) Evaluate, advise, and assist units as needed.

b. RRM

- (1) Coordinate with commanders and approve FTSR and RNCO AT support requests.
- (2) Provide any available AT resources for AT team building activities.

c. DOL Ensure units receive vehicles in support of retention activities, regardless of TOE/TDA authorization.

d. MILPO During AT, coordinate soldier's college registration requirements between units and all schools our soldiers attend, if conflicts arise.

e. PAO. Provide media coverage for AT.

f. USET RNCO

- (1) Develop retention activities with the company commander.
- (2) Submit transportation requests to battalion USET RNCO.
- (3) Complete signature cards to draw equipment at installations.
- (4) Bring retention related documents and conduct career counseling interviews.
- (5) Coordinate soldiers' morale activities (i.e., organizational party, ball games, company picnic, set up and operate retention center, etc.).
- (6) Disseminate morale activity information.
- (7) Ensure that you complete individual training requirements as a secondary function.

g. Battalion Retention NCO

- (1) Develop retention activities with the battalion commander and CSM.
- (2) Submit transportation request to battalion

S-4.

(3) Complete signature cards to draw equipment at installations.

(4) Coordinate soldiers' morale activities (i.e., organizational party, ball games, company picnic, set up and operate retention center, etc.).

(5) Conduct retention related training. Brief and obtain approval for retention AT block plan.

(6) Coordinate with installations for support of retention activities.

h. S4 (all levels) Process, coordinate and provide vehicles for USET RNCO use at AT, regardless of TOE/TDA authorization.

i. Commanders (at all levels)

(1) Develop retention policies for AT.

(2) Resource retention activities.

(3) Require and approve retention plans.

(4) Ensure primary function of the Retention NCO is concentrated on providing unit retention functions/activities during AT. The secondary function of the Retention NCO is MOS performance.

(5) When requesting Strength Maintenance NCO Support, submit a request/plan for their projected duties and responsibilities to the RRM.

2-9. Attendance improvement (see Chapter 5).

2-10. Career counseling (See Chapter 4).

2-11. Contact soldiers prior to first drill.

First Line Leaders (FLL). Contact soldiers identified as potential problems prior to each drill.

2-12. Education benefits.

Education Servicing Officer (ESO)

a. Write a training program to train FTSR + RNCOs and the FTSF.

b. Provide training to the FTSR & RNCOs and the FTSF.

c. Send continuous and current updates for the Features and Benefits Binder to the RRM.

d. Provide ACES guidance to the unit level upon written request.

2-13. Establish retention guidance.

a. Establish overall retention goals and targeted retention goals

b. Establish strength management goals.

c. Direct RRM to track retention data.

d. Allocate resources for retention.

e. Make specific bullet comments regarding retention on all NCOERs and OERs.

f. Direct an annual strength management briefback from subordinate commanders.

g. RRM

(1) Write, maintain, and post changes to retention related documents.

(2) Develop tools to track success and failure of unit strength management.

h. Commanders (at all levels)

(1) Strive to maintain overall retention goals.

(2) Establish and implement strength management program.

(3) Allocate resources for retention.

(4) Make specific bullet comments regarding retention on all NCOERs and OERs.

(5) Direct an annual strength management briefback from subordinate commanders.

(6) Take a personal active role in retaining individual soldiers.

2-14. Evaluation of retention environment.

a. Commanders (any level)

(1) Assemble a retention assistance team to assess the retention environment at any level.

(2) Assessment will be made at the request of commanders at all levels.

(3) Plan for and implement actions to correct unit retention deficiencies.

b. RRM

(1) Assemble a retention assistance team to assess the retention environment at any level.

(2) Perform assessment at either the request of the commander (all levels) or at TAG or RRM discretion.

2-15. FLL Attrition Management Training. (see Chapter 8)

2-16. FTSF Retention Training. (see Chapter 8)

2-17. FTUS and RNCO Training. (see Chapter 8)

2-18. Greet new unit member. (also see Chapter 8)

a. FTSR and RNCO

(1) Escort new soldier to the armory for introduction to the force (either FTS or TDG during IDT).

(2) Contact the new soldier after the first drill to display a caring attitude for the soldier.

b. FTS Readiness NCO or Administrative Specialist or FTUS

(1) Coordinate appointment with FTSR & RNCO to greet new soldier.

(2) Initiate OHMR Form 1315-1-R, Sponsorship Checklist and complete all "first meeting" requirements.

(3) Add new soldier to the alert roster.

(4) Provide a friendly reception and answer any questions.

(5) Obtain soldier's measurements if Supply Sergeant is not available.

(6) Confirm and/or arrange pre-IET dates.

(7) Confirm and. If necessary, coordinate IDT transportation requirements (i.e., Section SGT notification or car-pooling arrangements).

(8) When you complete "first meeting" requirements of OHMR Form 1315-1-R, give it to the USET RNCO.

(9) Above all, *make the soldier feel like he/she is part of a caring team!*

c. Supply Sergeant

(1) Obtain soldier's uniform measurements and order uniforms immediately.

(2) Provide the soldier his uniforms and unit patches by the morning of the first drill, if possible.

(3) Assist the soldier in procuring the proper name tags for his uniform.

d. USET RNCO

(1) Receive OHMR Form 1315-1-R, Sponsorship Checklist, from FTS Readiness NCO.

(2) Welcome new soldier to the unit.

(3) Introduce new soldier to the unit leaders.

(4) Introduce and hand-off new soldier and Sponsorship Checklist to the sponsor appointed by the commander or 1SG.

(5) Monitor and track Sponsorship Program for the First Sergeant using the OHMR Form 1315-1-R, Sponsorship Checklist, and track the Sponsorship Checklist to ensure the sponsor is completing the list.

(6) Report to the 1SG any positive or negative occurrences regarding the new soldier's status.

e. Battalion Commander Seek out new soldiers through the company commanders.

f. Battalion CSM Seek out new soldiers through the 1SG.

2-19. Interstate transfers (IST).

a. RCT-IST Coordinator Properly notify the unit of the new member's status.

b. 1SG Ensure FTSF starts sponsorship process using OHMR Form 1351-1-R

c. FTUS Readiness NCO

(1) Contact new soldier to initiate face to face meeting.

(2) Begin sponsorship process using OHMR Form 1315-1-R.

(3) Initiate soldier training folder.

2-20. Pre-IET Training and Family Orientation.

a. Pre-training will include:

Module I:

Wear and Identification of the Military Uniform and Military Courtesy.

Satisfactory Participation Education (Military and Civilian)

Personal Safety and Risk Assessment Process

Drug and Substance Abuse

Guard Duty

Drill and Ceremonies

Physical Readiness Standards and Training

Briefing

Module II:

Initial Entry Training Orientation

Dealing with Sexual Harassment as an Unacceptable Behavior

Introduction to First Aid

Personal and Field Hygiene

Supply Procedures and Individual Equipment

Drill and Ceremonies

Physical Readiness Training

Module III:

M17 Series Protective Mask Familiarization and Training

Introduction to Map Reading

Cultural Diversity/Race Relations

Family Support Orientation (include family members of the soldier)

Mobilization Briefing (include family members of the soldier)

Drill and Ceremonies

Physical Readiness Training

2-21. Reenlistment Ceremonies.

a. Commanders (all levels) Provide a ceremony in a timely and appropriate manner that will recognize soldier reenlistment.

b. S-1 or MPT (all levels)

(1) Track reenlistments.

(2) Provide typed reenlistment certificates to the commander for presentation to the soldier.

2-22. Resourcing for Retention

a. Commanders (all levels)

(1) Provide resources such as time, vehicles, equipment, facilities, office space, phones, personnel, etc., to support your retention efforts.

(2) Request and use additional vehicles for attendance improvement team activity (see paragraph 5-2b and 7-13) and AT Retention Planning (see task this chapter).

b. RRM Provide to units the services of the FTSR and RNCO for retention planning, guidance, and assistance.

c. Command Logistics Officer (CLO)

(1) Ensure that all units receive vehicle/transportation (POV) support during IDT and AT for Retention NCOs and retention activities.

(2) This support is for vehicle requirements other than that which is on the MTOE/TDA.

2-23. Retention AARs

a. Sponsorship AARs: 1SG. Responsible for gathering information from sponsored soldiers. Recommend each drill.

b. Retention AARs. Commander (all levels). Share with the RRM and success of challenges pertaining to retention activities.

c. Training AARs.

(1) Commanders (all levels). Include both the positive and negative effects the current training had on retention.

(2) FLL (at all levels). Include both the positive and negative effects the current training had on retention.

2-24. Retention Bulletin Boards.

a. Company commander. Provide a retention bulletin boards in the armory.

b. USET RNCO. Maintain the retention bulletin board.

2-25. Retention Tools (See Chapter 7).

2-26. R&RFTSF, Liaison with Unit Commanders.

a. Commanders (all levels).

(1) Allow and encourage R&RFTSF soldiers to drill with and attend meetings with your unit(s).

(2) Give the R&RFTSF recruiting leads and information on successful retention activities.

(3) Receive subject matter expert (SME) guidance concerning established R&R programs and initiatives.

b. RRM.

(1) Attend drills and unit meetings (especially battalion and brigade level) to establish a mutually beneficial rapport with units.

(2) Direct FTSR&RNCO to attend drill and unit meetings to establish a mutually beneficial rapport with units.

(3) Provide subject matter expert guidance concerning the establishment of R&R programs and initiatives.

(4) Schedule FTSR and RNCO to attend AT with units for a mutually agreed upon length of time.

c. RRM OPS RET.

(1) Attend drills and unit meetings (especially battalion and company level) to establish a mutually beneficial rapport with units.

(2) Provide SME guidance on establishing R&R programs and initiatives.

d. FTSR&RNCO.

(1) Attend drills and unit meetings (especially battalion and company level) to establish a mutually beneficial rapport with units.

(2) Provide SME guidance on establishing R&R programs and initiatives.

(3) Attend AT with units and commander for a length of time mutually agreed upon between battalion level commanders and the RRM.

2-27. Sponsorship (See Chapter 3).

2-28. Sponsorship Training (See Chapter 8)

2-29. Supervise USET RNCO and Officer.

e. Battalion/company commander.

(1) Make the primary duty of the USET RNCO: RETENTION.

(2) Commander must allow the NCO to meet with his STPA requirements.

(3) Make minimum term of duty 2 years.

(4) The battalion/company commander will be the senior rater.

f. MSC commander.

(1) Assign on orders, an additional duty retention officer to act as primary retention supervisor.

(2) Assign the TOE/TDA supervisor as the OER Rater.

(3) MSC Commander will be the Senior Rater.

(4) Make term of duty minimum 2 years.

2-30. Unit Climate Profile (UCP) (See Chapter 6).

2-31. Unit Newsletter.

a. Ensure financial resourcing for unit newsletters.

b. Ensure production and distribution of unit newsletter.

c. Company commander.

(1) Ensure you provide a newsletter to the soldiers.

(2) The unit newsletter will contain at a minimum:

Scheduled drill date and location

Training highlights
Uniform
Commander's retention comments
Time of formation
1SG comments

2-32. Unit retention activities with installations. Bat-talion USET RNCO. Coordinate installation services/activities for the commander's retention program.

2-33. Use of ETS roster.

a. 1SG. Identify soldiers who are undecided about reenlistment.

b. MPT. Produce an ETS Roster every 6 months with ETS dates for the next three years and distribute to the other owners of this task.

Chapter 3 Soldier Sponsorship

3-1. Purpose. The Sponsorship Program is designed to allow for the proper assimilation of a new soldier into an OHMR unit. Sponsorship is more than the administrative requirements set forth in this chapter. It is a program to welcome and show a new soldier that he has joined a team that cares for him and wants him to be a proud members of the unit family. A well-orchestrated Sponsorship Program provides a positive first impression of the unit, its leaders, and the Ohio Military Reserve.

3-2. OHMR 1315-R Series Forms ("R" Forms are reproducible).

a. OHMR Form 1315-R, Career Counseling Card (Chapter 4, Figure 4-4 and Appendix A)

b. OHMR Form 1315-1-R, Sponsorship Program Checklist (see Figure 3-2 and Appendix A)

c. OHMR1315-2, New Soldier's Responsibility Checklist (see Figure 3-3).

d. OHMR 1315-3-R, Sponsorship Log (see Figure 3-4 and Appendix A).

3-3. Duties and responsibilities. The task owners listed below will be responsible for the duties involved.

a. RRM. Provide a training POI for the Sponsorship Program (see Chapter 8).

b. 1SG.

(1) Be responsible for the unit's Sponsorship Program.

(2) Appoint a sponsor (see criteria paragraph 3-4) for each new unit soldier (new soldiers include NPS, PS, IST, ISR, RCT).

(3) Track completion of sponsorship process by utilizing the USET RNCOs.

c. FTUS. Ensure all new soldiers are properly greeted at their new unit. The philosophy the FTUS will adopt and enforce is that nothing is more

important or has higher priority than welcoming the new soldier on his first new with the unit.

d. FTS Readiness NCO. Stops what he is doing to make time for the new soldier.

e. FLL. Ensure he cares for the new soldier entrusted to him as a leader. This position has the least requirements on the OHMR Form 1315-1-R. However, the FLL has, by far, the greatest responsibility to the new soldier and his proper handling. The FLL must uphold the military tenants of trust, discipline, courtesy, honor, and the duty of taking care of his soldiers. The FLL has overall responsibility to report to the 1SG if any of the other sponsorship players do not perform their tasks to an acceptable and caring standard. Of course, this same level of responsibility extends beyond sponsorship and throughout the FLL and soldier's career.

f. Sponsor. The sponsor must accompany the soldier through completion of the sponsorship process. Even if a soldier drills straight through the sponsorship process, it may take several months to complete the program. The sponsor must provide the soldier a continuous link until the program is complete and the soldier is comfortable with his new unit and surroundings. Under no circumstances will the sponsor allow a new soldier to be left on his own without guidance and direction. If a soldier is a split training option (STO) enrollee, maintain contact with the soldier to ensure he meets his drill and Active Duty Training (ADT) requirements; continue sponsorship upon a soldier's return to the unit or until the program is complete.

g. Soldier. Must complete the requirements of OHMR Form 1315-R. The commander, 1SG, FTSF, USET RNCO and/or sponsor must all ensure that the soldier completes and understands the requirements and expectations.

3-4. Sponsor Selection Criteria.

a. The sponsor:

(1) Should be the new soldier's FLL. This will ensure that the FLL takes an active role in a new soldier's orientation. It will also establish the authority of this NCO or team leader.

(2) Will be in the same Career Management Field (CMF) and should have the same MOS.

(3) Will not have a history of unauthorized absences.

(4) Must be a motivated and model soldier.

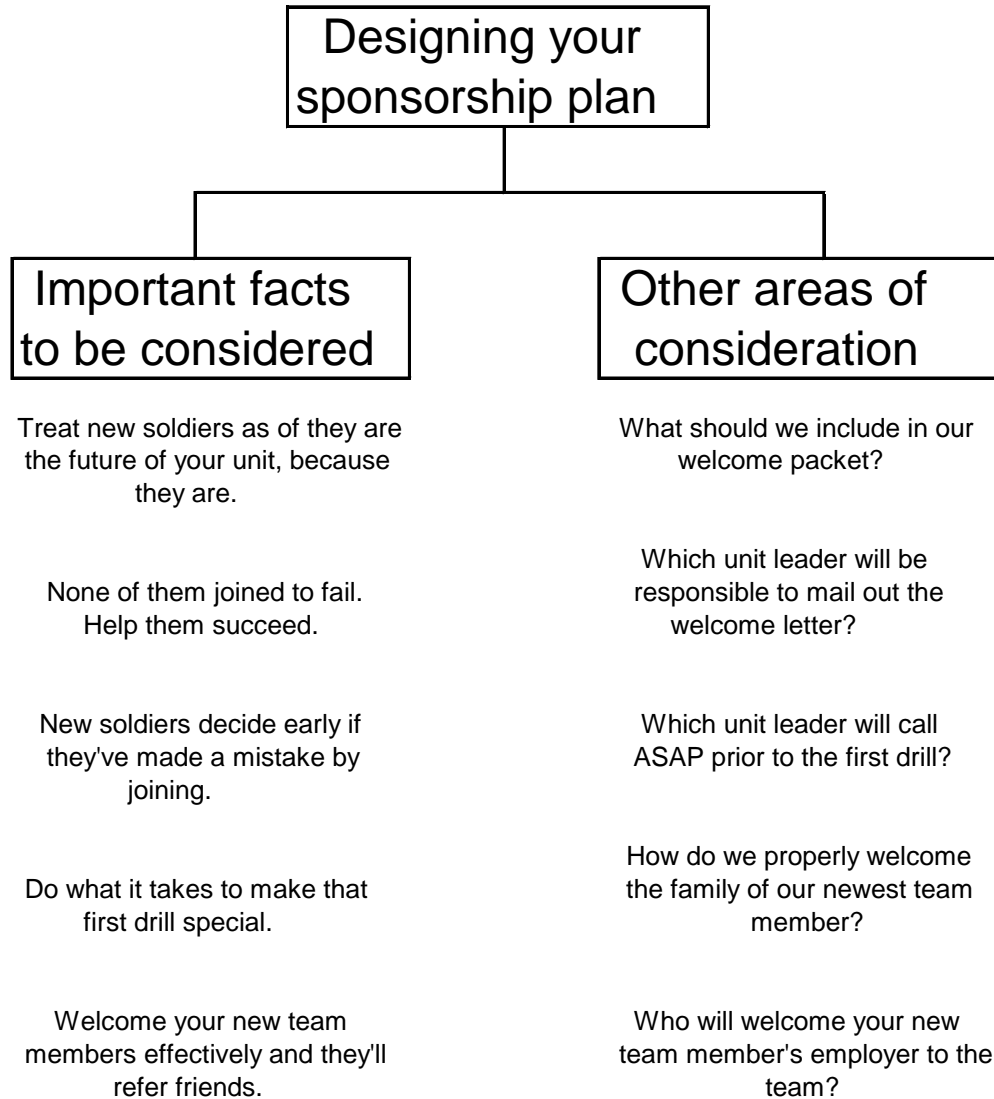
(5) Must not be flagged for APFT or weight control.

(6) Must be in the same section/squad/unit.

(7) Must be sponsor trained per Chapter 8.

(8) Must be available for the duration of the sponsorship process.

b. The program will last until the Sponsorship Program Checklist (OHMR Form 1315-1-R) and the New Soldier Responsibility Checklist (OHMR Form 1315-2) is complete and the 1SG feels the soldier no longer requires a sponsor.



**Think back to your first drill.
Did you feel welcome?**

Figure 3-1

SPONSOR CHECKLIST	
Soldier's Name:	Appointment Date/Time:
Section Assigned:	Para/Line
Sponsor's Name:	Date Assigned:
Section I-A New soldier visit with support staff	
<p>Initials _____</p> <p>1. Meet Readiness NCO who will complete the following:</p> <p>_____ a. Initiate this checklist by completing the header information.</p> <p>_____ b. Call 1SG of FLL and get sponsor's name.</p> <p>_____ c. Obtain unit/company copy of OHMR Form 1315-1 from recruiter.</p> <p>_____ d. Complete alert roster information.</p> <p>_____ e. Give soldier the unit contact telephone number: _____</p> <p>_____ f. Notify 1SG and FLL of the new soldier's information as soon as practical, but before the soldier's first drill.</p> <p>_____ g. Give this checklist to the USET RNCO.</p> <p>_____ h. Give soldier OHMR Form 1315-1 (New Soldier's Responsibility Checklist)</p> <p>_____ i. File this checklist in soldier's training folder when USET RNCO conforms completion.</p> <p>2. Meet FTS training NCO who will complete the following:</p> <p>_____ a. Provide unit drill and annual training schedule.</p> <p>_____ b. Provide first drill report date/time: _____</p> <p>_____ c. Provide first training location: _____</p> <p>_____ d. Initiate a training file/folder for new soldier's OHMR Form 1315-1 and other information.</p> <p>_____ e. Input MOS qualification request into ATARRS.</p> <p>3. Meet FTS supply NCO who will complete the following:</p> <p>_____ a. Order uniforms, give pick-up date: _____</p> <p>_____ b. Order prescription inserts for protective mask.</p> <p>_____ c. Request soldier's name tags and patches.</p>	
Section I-B First Drill Weekend (Sponsor will accompany new soldier throughout the sponsorship period.)	
<p>_____ 1. FLL Called soldier on date/time: _____</p> <p>_____ 2. Meet USET RNCO who will complete the following:</p> <p>_____ a. Prepare OHMR Form 1315.</p> <p>_____ b. List soldier on sponsorship log OHMR Form 1315-3-R.</p> <p>_____ c. Introduce new soldier to sponsor at first drill.</p> <p>_____ d. Give sponsor this checklist for completion (complete everything ASAP, but not necessarily all during the first drill.)</p> <p>_____ 3. The sponsor will:</p> <p>_____ a. Attend the first formation with new soldier.</p> <p>_____ b. Discuss the day's schedule.</p> <p>_____ c. Tour the armory/facility.</p> <p>_____ d. Stay with the new soldier until both Section I and Section II are complete.</p> <p>_____ e. Return this checklist to USET RNCO when complete. If the new soldier transfers before completion, return it to USET RNCO for tracking.</p> <p style="text-align: center;">CONTINUED ON REVERSE</p>	
Comments:	

Figure 3-2

SOLDIER'S RESPONSIBILITY CHECKLIST			
NAME:	MOS:	JOB TITLE:	
SSN:	AGE:	MARTIAL STATUS:	NO. OF DEPENDENTS:
ADDRESS:		HOME NUMBER:	
-----		WORK NUMBER:	
INITIAL THE FOLLOWING WHEN YOU, THE SOLDIER, COMPLETE THEM:			
<p>_____ PROVIDE EMPLOYER WITH YEARLY TRAINING CALENDAR</p> <p>_____ PROVIDE UNIT WITH MEDICAL TAG/ALERT INFORMATION</p> <p>_____ PROVIDE FAMILY WITH UNIT PHONE NUMBER</p> <p>_____ OBTAIN PHONE NUMBER OF FIRST LINE NUMBERS</p> <p>_____ OBTAIN PRE-IET AND SHIP DATES FOR IDAT</p> <p>_____ OBTAIN NEXT DRILL DATE</p> <p style="text-align: center;">GIVE THIS CARD BACK TO YOUR SPONSOR PRIOR TO MOBILIZATION OR AT YOUR 2nd DRILL</p>			
OHMR FORM 1315-2 (Jun 01) front			

<p>The Commander expects the following from you:</p> <ol style="list-style-type: none"> 1. Complete att requirements on the front of this card. 2. Maintain good physical condition. 3. Maintain proper body weight. 4. Take care of your uniforms and equipment. 5. Stay drug free. We do unannounced urinalysis testing. 6. Ask questions if you don't know something. 7. Attend every drill. You are now a valuable member of our team. 8. Spread the word about the Ohio Military Reserve. 9. Refer a friend. We need more good soldiers like you. 10. To inform him about your first drill, initial experiences, likes, dislikes, list them below:
OHMR FORM 1315-2 (Jun 01) reverse

Figure 3-4

Chapter 4

Career Counseling Card - OHMR Form 1315-R

4-1. Intent. The success of the retention program hinges on the ability of the total retention team to provide a continuous flow of information and action. This card begins the extension process, beginning with the commander's orientation interview and ending with the soldier extending his enlistment. OHMR Form 1315-R is designed to give the unit commander and USET RNCO a schedule to conduct interviews. It is a historical record of each soldier's thoughts on the unit and his intent to make the Ohio Military Reserve his career choice. At each interview, the commander or USET RNCO should determine whether or not the OHMR and the unit are addressing the soldier's needs and aspirations. It is extremely important to clearly express these thoughts and concerns on the card. This is because the soldier could spend years in the same unit while the commander and USET RNCO (the interviewers) will rotate. Additionally, the interviewers must identify and attempt to correct or provide solutions to concerns identified in the interviews, before the issues become retention barriers.

4-2. Instructions. The instructions on the card are clear. It is important for the USET RNCO to establish a suspense file to track the soldier interviews. Each USET RNCO will maintain a standard file box to hold the cards and the suspense system. The interview schedule drives the suspense system, not the ETS. Each USET RNCO must establish an index to help maintain organization. An ETS, or some other form of roster, may help facilitate this need. Commanders must direct company or battalion administrative support soldiers to provide the USET RNCO with current and continuously updated rosters for USET RNCO use.

4-3. OHMR FORM 1315-R Interview Schedule Logic. The schedule is aligned with dates that research has confirmed are critical career phases. Historical data has proven that we reenlist 65% of soldiers completing their first tour of duty. However, 80% of our soldiers never reach their first ETS. The interview dates are designed to provide the interviewers a dialogue with the soldier at critical timeframes. Commanders may choose and are strongly encouraged to conduct all interviews. This will give the unit soldier quality one-on-one time with the commander during critical phases in his career. In any case, follow the schedule as depicted on the card (see Figure 4-4).

4-4. Interview Timeframes.

a. The first interview will properly welcome a new soldier to the OHMR. The unit commander will orient the new soldier, focusing on standard SOP attendance policies, and welcoming the new soldier to the unit.

b. The 1SG will conduct the second interview for non-prior service soldiers during their first

drill back from IADT. This interview should focus on integrating the newly trained soldier into the squad/section. The 1SG may consider utilizing the newly trained soldier as an MOS trainer.

c. At the completion of one year of service, the unit commander interviews the soldier, recognizing accomplishments from the first year. This is historically the time that we lose most first term soldiers because they are not getting what they expected when they signed up. It is absolutely critical to identify any issues the soldier would like someone to address. The commander must use good judgment and help the soldier resolve anything that may be bothering him. It is important to document and resolve any issues in order to establish credibility that we are concerned about our soldiers. The "Soldier's Action Request" is an excellent way to log this information. The commander should also assist the soldier to accomplish his career goals.

d. At the completion of two years, the 1SG will address any NCOES requirements, assesses the soldier's perceived growth, and assist the soldier to establish goals obtainable by the end of his enlistment period.

e. Six months prior to the soldier's ETS date, the unit retention NCO should discuss with the soldier his thoughts on extending at the earliest possible date. An OHMR Form 21-E, Extension of Enlistment, should be completed with the appropriate information in advance of this meeting but not signed or dated.

f. During the two months prior to the soldier's ETS, the unit commander or 1SG will ask the soldier for his extension.

j. One month prior to the ETS date, the unit commander will ask the soldier for his extension. If the soldier makes the decision to leave, thank him for his service and provide the path for a dignified exit from the unit. Consider a unit certificate of appreciation, or a plaque, if appropriate.

k. Follow up afterwards to ensure that the soldier receives separation documentation (OHMR Form 214, Separation From Service Record).

4-5. Disposition of Cards.

a. When a soldier has reenlisted, start this process over again per the instructions on the card. If the soldier is E-5 (SGT) or below, staple the original Form 1315-R card to the new one and place them both back into the USET RNCO's suspense system.

b. If a soldier leaves one OHMR unit for another OHMR unit, a FTSF soldier or the USET RNCO must ensure that the new unit gets the soldier's current OHMR Form 1315-R card from the originating unit.

4-6. Responsibility of the USET RNCO. The USET RNCO must prod his commander (be a thorn in his side) to conduct the interviews as scheduled. He must also identify soldier concerns, challenges, or problems by having the appropriate person resolve whatever issue the soldier has identified. Use the "Where do we go to find an answer to your question"

matrix (see paragraph 7-12 and Appendix D). The example matrix identifies who the USET RNCO or FLL should see in a logical, numbered order to resolve an issue. Units should use a system such as this so that if a FLL does not get "customer satisfaction" from the first point of contact (POC), he can go to the second, and so on. The USET RNCO must have the courage to tactfully force the chain of command to take care of our soldiers.

4-7. Responsibility of the Commander. You will conduct your scheduled interviews. You will document the conversation clearly so that your successor(s) has (have) a valid soldier history. You will use and heed the advice of the 1SG, FLLs, and the USET RNCO, who probably know better than you the attitudes and feelings of the soldiers. You will resolve soldier issues and concerns by following up on the problems a soldier presents to you in the interview.

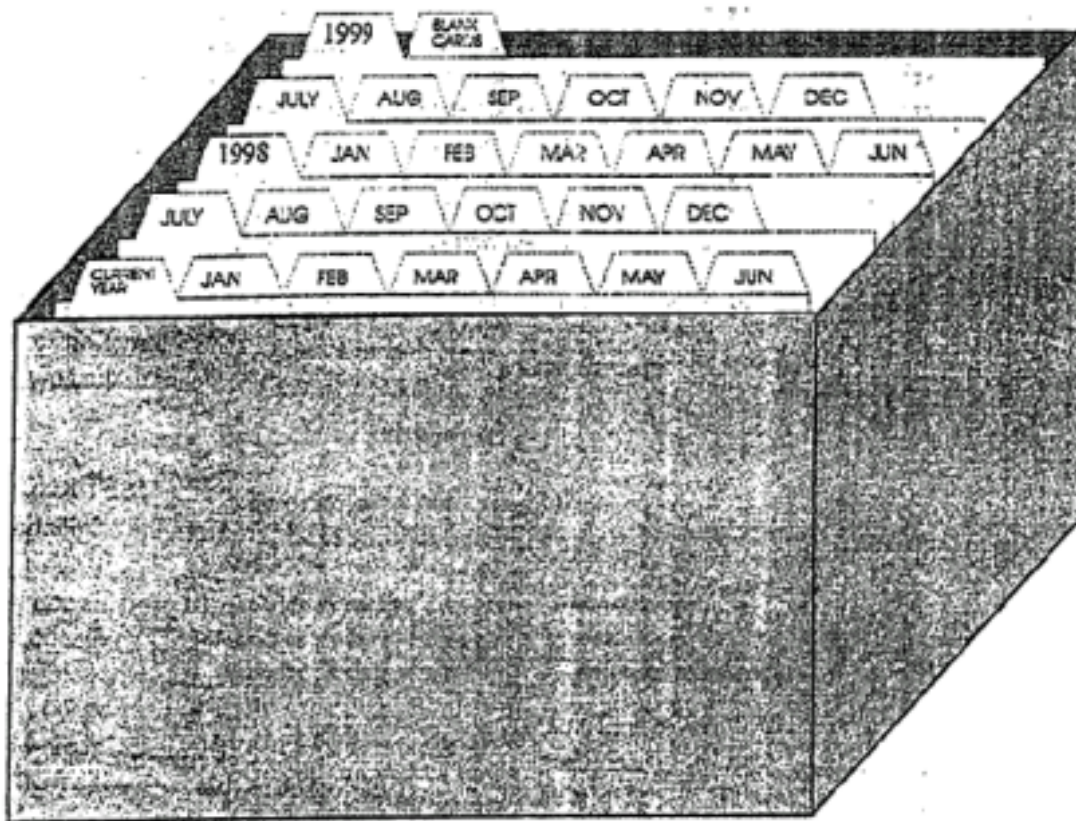


Figure 4--1

SAMPLE CARD FILE

Cards are filed in the month of the next interview.

NAME (Last, First, MI) & SSN		RANK	ETS DATE	UNIT
				SECTION
DATE ASSIGNED	PEBD	DATE OF RANK	DATE OF BIRTH	HIGHEST MILITARY EDUCATION
				HIGHEST CIVILIAN EDUCATION
CAREER GOALS:				
Interviewer	Results of retention counseling			
Unit Commander First Drill Orientation	Date:	Soldier's Initials:	Unit Commander's Initials:	
1SG, NPS Only First Drill Back from IADT	Date:	Soldier's Initials:	Unit Commander's Initials:	
Unit Commander at completion of 1 year of service	Date:	Soldier's Initials:	Unit Commander's Initials:	
OHMR FORM 1315-R (Jun 01) Front			CAREER COUNSELING FORM	

RESULTS OF RETENTION COUNSELING				
Unit 1SG at completion of 2 years service	Date:	Soldier's Initials:	Unit Commander's Initials:	
USET RNCO 6 months prior to extension	Date:	Soldier's Initials:	Unit Commander's Initials:	
Unit Commander at completion of 1 year of service	Date:	Soldier's Initials:	Unit Commander's Initials:	
Unit Cdr or 1SG 2 months prior to extension	Date:	Soldier's Initials:	Unit Commander's Initials:	
Unit Commander 1 month prior to extension	Date:	Soldier's Initials:	Unit Commander's Initials:	
Comments:				
OHMR FORM 1315-R (Jun 01) Reverse			CAREER COUNSELING FORM	

Figure 4-4

**Chapter 5
Attendance Improvement**

5-1. Intent.

a. This chapter is designed to provide commanders suggestions and alternatives to improving the attendance of soldiers absent from drill. This is necessary because a FLL, 1SG, or commander will often overreact to a soldier absence and immediately give the soldier a Code "U" (unsatisfactory participation) on the OHMR Form 1379 and then follow up with an "Unsat" letter. The code "U" may be appropriate; however, it is not the first step. This chapter will explain to you a three step process for attempting to resolve a potential soldier or unit problem before reaching the code "U" step.

b. Considering that the Ohio Military Reserve is a Volunteer organization, our soldiers sometimes make choices between family, education, or employment requirements (the big three.) Being a drilling Ohio Military Reserve person may have a lower prior-

ity in a soldier's life than the big three requirements stated above. If this is true, we will compound the problem if our initial reaction to an absence is an "Unsat" letter. If the OHMR is contributing to a soldier's difficulties, an "Unsat" letter will only make the situation worse. Therefore, we recommend a three-step course of action to attempt to identify and then rectify a soldier's absence.

c. Further, a soldier may have very well made a mistake (i.e., overslept on Drill morning). Having done so could cause a young soldier to feel guilty and/or embarrassed and unsure how to deal with not being informed. We in the OHMR have conditioned them to never be late. If the soldier feels that his mistake will cause him to automatically be dealt with harshly, he may choose to avoid the situation totally, and not show up at all. The situation "snowballs" in a negative direction from there. The soldier and the unit are forced to make choices without proper information. The only way to obtain the data necessary to make good choices is to have an

open, honest, and caring line of communication between the soldier and the chain of command. Remember, don't assume anything!

5-2. Step One: Problem solving.

a. This approach will provide the FLIJ 1SG, commander, or USET RNCO an opportunity to explore the cause of a soldier's absence. The OHMR may very well be causing conflict in a soldier's life. If this is true, and the conduct outweighs the reward and benefit of being a member of the Ohio Military Reserve, the soldiers will not come back to drill. It is that simple. If units follow the philosophy and directives mandated by this step, step two and step three should not be necessary. The following is the approach a commander, 1SG, or FLL will take when a soldier misses drill, and has not habitually done so.

b. Initially, give the soldier the benefit of the doubt. The OHMR commitment may be causing turmoil in the soldier's life. You won't know if you don't find out. Our research has proven that in many cases, the FLL may very well be the root cause of a soldier's dissatisfaction. Therefore, the commander, 1SG or USET RNCO may have to substantiate an FLL explanation of a soldier's absence

c. The FLL, USET RNCO, 1SG, or commander will have a face-to-face meeting with the absent soldier. This will take place at the most convenient time for all concerned, but preferably during the drill weekend. This may require a visit to the soldier's current address. Commanders must establish this as per SOP (consider Attendance Improvement Teams presented in para 7-13). If transportation is a concern to perform this mission, request support for a vehicle from your higher headquarters.

d. Keep a positive attitude. Show the soldier that you are concerned with his circumstances. Display a caring attitude and earn the trust of the soldier so that he is not compelled to deceive you or not call you if he or she cannot make drill.

e. If a face-to-face meeting, despite every unit effort, cannot be arranged, send the soldier a postcard or letter of concern. It must not be certified or return receipt requested. Give it a personal touch, rather than a negative "official language" military memo. Provide the soldier the unit and home phone numbers of the commander, 1SG, FLL and/or USET RNCO (see the example personal letters {both typed and hand written} at Figure 5-1 and 5-2).

5-3. Step Two: Corrective action.

a. This approach will provide the FLL, 1SG, commander or USET RNCO a method of correcting a soldier for his continued unauthorized absences. We recognize that even after a unit's best effort to give the soldier the benefit of the doubt, the soldier may abuse the thoughtfulness of the command structure. Unit commanders are responsible for determining the difference between a soldier with difficult circumstances and one who is undisciplined and abusing the system. The only way to make this distinction is by fully complying with step one. Once the unit exhausts the requirements of step one, begin this step:

b. Make personal contact with the soldier again. If the face-to-face meeting is impractical or

appears unnecessarily redundant, send a memo with firmer language (see example at Figure 5-3).

c. Make clear to the soldier that he has a commitment to the unit and the team. This commitment includes notifying the unit and making up drills when the soldier anticipates an absence.

d. Consider recalling the soldier's OCIE and military uniforms. However, at no time should we give the impression that we are more concerned about the equipment than we are about the soldier.

5-4. Step Three: Disciplinary action.

a. As a last resort, after the unit commander, 1SG, FLL, and USET RNCO have made every reasonable effort to salvage a soldier's career, complete the following:

b. Process soldier for strength maintenance control board procedures.

c. Retrieve OCIE and military clothing.

d. Consider rank reduction proceedings.

5-5. Duties and responsibilities.

a. Company commanders

(1) As a last resort, after the unit commander, 1SG, FLL, and USET RNCO have made every reasonable effort to salvage a soldier's career, complete the following:

(2) Process soldier for strength maintenance control board procedures.

(3) Retrieve OCIE and military clothing.

(4) Consider rank reduction proceedings.

b. 1SG.

(1) Identify Unsat (or, Code "U") soldier.

(2) Direct FTS Readiness NCO to send appropriate type Unsat letter (see Figure 5-1, 2, and 3, or AR 135-91).

(3) Maintain record of attendance improvement attempts for each soldier in the unit.

c. USET RNCO or FLL (commander's discretion per SOP.)

(1) Initiate contact of Unsat soldier before end of first UTA.

(2) Solve or resolve reason for AWOL and schedule SUTA and/or report findings to 1SG.

(3) Document conversation or attempts to converse on a "Conversation Record" and provide to 1SG.

(4) Document attempted visits, as per SOP.

d. FLL

(1) If you or the USET RNCO do not make the initial contact, you will try again on Sunday afternoon either by phone or by visiting the soldier (commander's discretion).

(2) Request 1SG send appropriate type of Unsat letter to the soldier, depending on the situation (see Figure 5-1, 2, and 3).

(3) If contact is not made by close of business on the drill, contact the soldier before the next drill, as per commander's SOP.

(4) Document attempted visits as per SOP.

e. FTS Readiness NCO. If commander or 1SG directs you to, attempt to call the Unsat soldiers immediately following the drill.



REPLY TO
ATTENTION OF

OHIO MILITARY RESERVE
Headquarters, 4077th Military Police Company
123 North Any Street
Somewhere, Ohio 12345-6789



17 July 2001

Commander, 4077th Military Police Company

PFC U. R. Missing
111 Nowhere Aveune
Wheresit, Ohio 98765-4321

Dear PFC Missing,

I noticed you missed our training this past weekend. Your platoon and I are concerned. Is there a problem or situation I need to be aware of? We want to work with you to help you resolve this situation.

Give the First Sergeant or me a call at the armory on Wednesday night at 516-111-2222 between 1800 and 2100, or feel free to call me at home evenings at 516-222-3333.

You are important to our unit and to the Ohio Military Reserve. We need your active participation to help our unit and your platoon and to accomplish our overall mission.

You can also contact any of the following individuals at home.

First Sergeant Smith	516-333-4444
Platoon Sergeant Jones	516-444-5555
Squad Leader Sergeant Brown	516-555-6666
Retention NCO Sergeant Redd	516-666-7777

We hope to hear from you and see you at our next drill on 11 August 2001 at 0800.

Sincerely,

I. M. Disappointed

I.M. Disappointed
Captain, Ohio Military Reserve
Commanding

Figure 5-1



REPLY TO
ATTENTION OF

OHIO MILITARY RESERVE
Headquarters, 4077th Military Police Company
123 North Any Street
Somewhere, Ohio 12345-6789



17 July 2001

Commander, 4077th Military Police Company

PFC U. R. Missing
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Squad Leader Sergeant Brown	516-555-6666
Retention NCO Sergeant Redd	516-666-7777

We hope to hear from you and see you at our next drill on 11 August 2001 at 0800.

Sincerely,

I. M. Disappointed

I.M. Disappointed
Captain, Ohio Military Reserve
Commanding

Figure 5-2

OHIO MILITARY RESERVE
 Headquarters, 4077th Military Police Company
 123 North Any Street
 Somewhere, Ohio 12345-6789

OHMR-I-AA (4077)

17 Jul 01

MEMORANDUM FOR PFC U. R. Missing

SUBJECT: Memorandum of Instruction – Unexcused Absences

1. Attendance records of this unit show that you were:
 - a. () Absent from scheduled Unit Training Assembly (UTA) or Multiple Unit Training Assembly (MUTA) on 17 July 2001.
 - b. () Charged with unexcused absences on 12 June 2001 because of:
 - () Improper Military Appearance
 - () Unsatisfactory Performance of Military Duties
2. Under the provisions of Ohio Military Reserve Regulations, you are required to attend all scheduled Unit Training Assemblies and Annual Training periods. In addition, you are required to participate in a satisfactory manner with regard to proper military appearance and performance of assigned duties.
3. Unless absences indicated in paragraph 1 are excused, you will have incurred (2) unexcused absences within a one year period. The one year period begins on the date you incur your first unexcused absence.
4. Absences from training assemblies may be excused only for reasons of sickness, injury, emergency, or other circumstances beyond your control. If you absence was for one of these reasons, you should furnish this unit as appropriate letter or certification by a doctor or other persons having specific knowledge of the emergency or circumstance which caused you to miss drill. The 1SG or Readiness NCO will notify if I approve this absence as excused.
5. If you have family responsibilities, a job conflict, or a school conflict that are causing you a hardship, you should contact me at 516-111-2222 so that I can advise and assist you in the proper procedure to resolve these problems.
6. If you accumulate eight absences within a one year period I can declare you an Unsatisfactory Participant, If this action is taken, I will transfer you to the Mobilization Designation list for the balance of your military obligation. If you accumulate three consecutive absences, I will declare you an Unsatisfactory Participant and recommend your discharge for Failure to Participant.
7. I hope that as a result of this letter, and knowing that you are a valuable member of a team, you will take immediate steps to improve your attendance.
8. The next scheduled training assembly for this unit is 12 August 2001 .

I. M. Disappointed

I. M. DISAPPOINTED
 CPT, MP, OHMR
 Commanding

Figure 5-3

Chapter 6 Unit Climate Profile

6-1. Intent.

a. The intent of his retention tool is found in its name. The unit commander will use it to determine the strengths and weaknesses of his command. It is a valuable tool that commanders will administer at least once a year. We recommend, if time and facilities allow, that commanders administer the profile twice a year.

b. The last question on the profile states, "Do you think your unit commander will try to use the information from this survey to improve your unit?" It is imperative that commanders complete at least three actions after obtaining profile results. First, use the results to correct deficient areas identified by the unit soldiers as weak or poor. Second, brief the unit soldiers with regards to the results of the profile, and tell them your intentions for fixing broken systems. Lastly, continue to implement and improve areas identified as okay or strong.

6-2. Disposition.

a. To fix certain broken systems may require the support of the entire OHMR chain of command. Therefore, each level of command will provide a summary of the Unit Climate Profile results to the next higher level of command. The summary will include unit strengths, weaknesses, a corrective action plan (CAP), and any requests for assistance from higher authorities.

b. At the company/troop/battery level, the commander will provide a copy of the actual company Unit Climate Profile results to the battalion/squadron level commander. This is in addition to the lower level's summary of strengths, weaknesses, CAP, and required assistance. The next paragraph expands on the actual responsibilities of each level of command.

6-3. Duties and responsibilities.

a. Company commander

(1) Obtain UCP results from the F17SR and RNCO or the USET RNCO.

(2) Analyze data.

(3) Provide UCP results to the battalion commander (if the FTSR and RNCO or the USET RNCO haven't already done so).

(4) Analyze data.

(5) Compare results to at least three previous UCP results.

(6) Brief results to the company within 90 days of UCP.

(7) Develop and implement company corrective action plan (CAP).

(8) Submit summary of CAP to battalion commander within 120 days of UCP.

(9) Maintain at least three prior UCPs and provide to new incoming commander.

(10) Add the Unit Climate Profile date(s) to the company YTC.

b. Battalion commander

(1) Obtain UCP results from the FTSR and RNCO or the company/battalion USET RNCO immediately after the profile is administered.

(2) Analyze data.

(3) Compare to any previous company UCP results.

(4) Develop and implement battalion corrective action plan (CAP).

(5) Submit summary of CAP to MSC commander within 180 days of UCP.

(6) Direct incoming commanders to analyze previous UCP results.

c. S-3 (battalion level). Add the Unit Climate Profile dates to the battalion YTG/YTC as mandatory.

d. MSC commander

(1) Obtain and analyze UCP summary from the battalion commander.

(2) Develop and implement MSC corrective action plan (CAP).

(3) Submit summary of CAP to OHMR-CG within 270 days of UCP.

e. OHMR-CG

(1) Receive summary of CAP from MSC commanders.

(2) Develop state CAP.

(3) Reassess or refocus state retention policies for upcoming Training Year.

f. FTRS&RNCO

(1) Provide technical guidance to USET RNCO and unit commanders for administering the UCP.

(2) Compile UCP Date (tabulate the profile) and provide to company/battalion commander and the USET RNCO before next unit drill (i.e., at a Wednesday night administration meeting).

g. USET RNCO

(1) Administer or request assistance to administer the UCP.

(2) Obtain UCP results prior to the unit's next drill.

(3) Analyze UCP results and provide guidance for fixing weak or poor areas to the company commander/1SG (or battalion commander/CSM at that level).

Chapter 7 Retention Tools

7-1. Intent. The following programs are available to assist you with your retention efforts. Each tool supplements the programs you have already established to manage and prevent unnecessary soldier losses. To arrange for a tool that is not locally available, contact the RRM. Some of the below listed tools are mandatory for commanders at all levels to implement. Others are suggestions to assist you.

7-2. Appointments. MSC commanders will appoint, on orders, an Additional Duty Retention Officer (ADRO). The ADRO will be a field grade officer. The battalion commander will appoint on orders, an Addi-

tional Duty Retention NCO. These appointees will have the following minimum responsibilities:

a. MSC Battalion - Additional Duty Retention Officer/NCO

- (1) Write and keep current a retention SOP/Program for the commander.
- (2) Track all retention training (see Chapter 8) in the MSC/battalion to ensure target audience attendance.
- (3) Update and provide a roster of all soldiers requiring the various retention training programs to the commander at all levels.
- (4) Attend all retention training as the MSC/battalion representative.
- (5) Ensure units receive 120 days notice of retention training.
- (6) Coordinate logistical support (food, training aids, etc.) for retention training.
- (7) Provide AAR to MSC/battalion commander and RRM regarding retention training and impact on retention.
- (8) Provide AAR to MSC/battalion commander regarding all unit training (MOS, combat, CLL, etc.) and its impact on retention.
- (9) Provide feedback/constructive criticism to improve training (both unit and RRM driven).
- (10) Get to know troops soldiers by interacting with them and providing the commander with information regarding the unit retention environment.
- (11) Coordinate with the S-3 to schedule Unit Climate Profiles and all retention training (as per Chapter 8) for all subordinate units during YTG/YTC development.
- (12) Oversee all subordinate unit sponsorship programs.
- (13) Oversee all subordinate unit OHMR Form 1315-R Career Counseling Card interview programs.
- (14) Implement the other retention tools suggested in this chapter, as per the commander's desire.
- (15) Track strength data and provide trend analysis to the commander regarding the retention effort of subordinate units and their leadership.
- (16) Compute the unit attrition percentages and develop SOP to stay within guidelines.
- (17) Analyze UCPs of all units and develop MSC/battalion CAP with the commander.

7-3. Retention Climate Assessment Team (RCAT). This R/R team visits battalion-sized units and interviews first term soldiers to determine why they may consider leaving the OHMR. This is not an inspection! The data they gather will help your unit, the OHMR and RRM identify negative trends we collectively must correct.

7-4. Unit Climate Profile (UCP). Our Full-Time Support Recruiting and Retention NCOs (FTSR and RNCOs) will conduct or help administer UCPs at your company-sized units. This is an excellent tool to determine how soldiers feel about the training, leadership, support functions, and morale of their unit. The

FTSR & RNCOs will tabulate and provide the results to the company commander and/or USET RNCO. Commanders at all levels can coordinate the UCPs directly with the FTSR and RNCOs through area FTSR RNCOs.

7-5. Ohio Military Reserve Soldier and Family Orientation Program (OHMRSFO).

(See Chapter 2, para 2-20)

7-6. The Features and Benefits binder.

a. Each unit will receive two binders. The binders will contain information and procedures regarding all that the OHMR has to offer the soldier. The intent is for the commander, 1SG, FLL, FTUSs, and USET RNCO to be intimately familiar with it. All of these retainers/leaders can use this tool to "show off" what the OHMR can do for the soldier and his family. The RRM is the proponent of the binder. He will keep it current by receiving data and information from the various "owners" of each chapter and will distribute changes for posting in the unit binder. The RRM will distribute changes as they occur.

b. The binder will also help to prevent unnecessary calls to various state agencies when a leader is trying to assist a soldier with an OHMR sponsored program. The intent is that the binder is a one source document for topics such as: education, income, insurance, travel, veterans benefits, family programs, OHMR auto vanity plates, etc.

7-7. The OHMR Commanding General's Low Loss Leader award.

a. OHMR-CG presents this award annually to the battalion commander and CSM with the best attrition management percentage for the given time period. The winner is selected according to strength management statistics.

b. The first criteria considered is the actual attrition percentage determined by manageable losses. If there is a tie between battalions for this statistic, the RRM will give OHMR-CG other strength management statistics to determine the winner.

7-8. Retention council. Commanders at all levels should consider establishing a retention council(s) to explore the unit(s) climate. The council should meet periodically (each drill, quarterly, etc.) and should be an informal information sharing forum between a commander, CSM, or 1SG and unit subordinates. The commander could choose different audiences for his periodic meeting. He may choose to meet with first-termers one meeting and E-5s and above the next time. A commander must use his imagination to obtain the information necessary to enhance unit morale and readiness.

7-9. Soldier Report of Survey. Commanders should consider using a Soldier Report of Survey. To lose this asset without investigating it is a dereliction of duty. It is remarkable that we initiate an investigation into the loss of a \$100 piece of equipment, yet we have historically let trained and expensive assets like

soldiers leave our units without much concern. Commanders are encouraged to investigate these losses.

7-10. Award and incentive programs to enhance retention. The following list reflects suggestions unit commanders may consider to enhance morale and retention in units.

a. Company Commander's Breakfast

(1) Quarterly, for reenlistees, soldier of the quarter, or other reasons.

(2) Place -commanders discretion (i.e., a local restaurant, a diner, etc.).

(3) Consider spouses.

b. FLL & team award (i.e., section squad crew). Award given to both FLL and team (unit generated and maintained, i.e. a unit plaque).

c. Reenlistments and promotions

(1) Give hats, coins, T-shirts, etc.

(2) Reserved parking spot.

d. Media support. Each commander should seek to submit information regarding a soldier's reenlistment to the media.

e. Family. The unit should create a process for a soldier to have a family member recognized for outstanding support of that soldier (spouse, parents, children etc.).

f. E-4 and below. Units should establish an individual recognition process/program for soldiers E-4 and below (i.e., a "Soldier of the Month" program).

g. Company level recognition. Battalion commanders should recognize company level efforts (i.e. letters, plaques, breakfast, etc.)

h. OHMR-CG reception. CG will host an annual reception to recognize the battalion with the best attrition percentage for the TY (by manageable losses and as per paragraph 7-7, the "CG Attrition Award" criteria).

7-11. Soldier Action Request form. (see Appendix C).

a. This form will allow a soldier to express to the leadership that he wants a service provided to him. The soldier may be entitled to this benefit, service or action, or he may simply have a question about something the OHMR has to offer. The intent is for the FLL to solve a soldier's inquiry or issue. If this is not possible, the FLL can take the request to his next higher leader or the USET RNCO. The next level FLL or USET RNCO will then either fix the "issue" by taking action, or by taking it to the soldier or office responsible for fixing it. The FLL or USET RNCO can use the matrix at Appendix D and described in paragraph 7-12 (or use the Features and Benefits Binder, if applicable, at paragraph 7-6) to resolve most issues.

b. Commanders may choose to post these forms in a visible location (i.e., the retention bulletin board or somewhere in the orderly room). The commander should design a tracking system (log the requests) to ensure immediate attention to the soldier's reasonable requests.

7-12. "Where To Go To Find An Answer to Questions" matrix (see Appendix D). This matrix is repro-

ducible, or commanders can supplement/adjust this one, or they can establish their own. It is designed to give anyone, but particularly the USET RNCO and FLL, point of contact for solving soldier issues that typically cause retention problems. The example matrix identifies who the USET RNCO or FLL should see, in a logical, numbered order to resolve an issue. Units should use a system such as this so that if a FLL does not get "customer satisfaction" from the first POC, he can go to the second, and so on. Commanders can post it on the retention bulletin board and/or make it (or something like it) part of the unit retention SOP and/or NCO handbook.

7-13. Attendance improvement teams.

a. This retention tool enables the unit commander to systematically plan for coordinating OHMR-CG mandatory "face-to-face" meetings with absent soldiers (see para 5-2c.). The means to accomplish this applies directly to a rifle company (depicted below). However, each different organization must be creative to meet their own needs.

b. The commander of a rifle company has twelve squads. The commander, as per the YTC, sends one squad per month on retention (and possibly recruiting) detail. The squad's priority mission is to visit absent soldiers (during the drill) to determine their status and/or problems and why they are not at drill. Once determined, the commander or 1SG will fix the problem and schedule a make-up drill.

c. Ensure the members of the team are well versed in step one of Chapter 5. They also should have attended the FLL Attrition Management Training (paragraph 8-2).

Chapter 8 Training Requirements

8-1. Unit Strength Enhancement Team Retention NCO (USET RNCO) training. The RRM has designed this training in order to educate the USET RNCO to best support his commander. The instruction focuses on the USET RNCO completing specific tasks. The RRM will present the training at the MSC level (for planning, minimum 10, maximum 20 participants and 4 months notice) and at the location the MSC selects and obtains. The MSC is also responsible for transportation and meals. The RRM needs a classroom with electricity to conduct the training with his POI and instructors. Duties and responsibilities:

a. POTO. Ensure you include this training as mandatory for every USET RNCO (but scheduled by MSC commanders) in the state Yearly Training Guidance (YTG) each year.

b. MSC commander

(1) Request training when necessary.

(2) Provide logistical support (training area, food, training aids, etc.).

(3) Ensure every USET RNCO attends each year.

c. MSC S-3. Ensure you include this training as mandatory (for the units you schedule) in the MSC

Yearly Training Guidance (YTG) and Yearly Training Calendar (YTC) each year.

d. MSC Additional Duty Retention Officer

(1) Track all USET RNCOs in the MSC to ensure their attendance.

(2) Update and provide roster of all soldiers requiring this training to the MSC commander.

(3) Attend the training as the MSC representative.

(4) Coordinate logistical support (food, training, etc.). e. Provide AAR to MSC commander and RRM regarding training.

(5) Provide feedback/constructive criticism to improve the program.

(6) Get to know the USET RNCOs by interaction. Provide the MSC commander information regarding the USET RNCO's retention perspective.

(7) Ensure units receive 120 days notice of training.

e. Battalion Commander

(1) Request training as necessary.

(2) Ensure every USET RNCO attends.

f. Battalion S-3. Ensure you include this training as mandatory in the battalion YTG/YTC each year.

g. Company Commander

(1) Ensure USET RNCO has transportation and directions to the training location.

(2) Ensure you give USET RNCO timely notification of training (at least 90 days notice).

(3) Ensure you include this training as mandatory in the company YTC each year.

h. RRM

(1) Provide instructors and program of instruction (P01).

(2) Analyze AARs of training and direct improvements to subordinates or suggestions to the MSC commander to make training and participation better.

i. Staff directors. When called upon to do so, provide instructors, administrative, and logistical support.

j. RRM OPS RET

(1) Training coordinator for this training (MSC commander/retention officer POC)

(2) Write the training schedule and POI for this training.

(3) Provide training schedule to the MSC.

k. FTSR&RNCO. Primary instructors.

8-2. Attrition management training for the First Line Leader (FLL). All soldiers in FLL positions within the state are required to attend the four hour First Line Leader (FLL) Training course at the first available opportunity.

a. This training focuses on:

(1) Attrition management as a budget issue.

(2) Attrition management as a readiness/team building issue.

(3) Effective team building.

(4) Reserve component strength analysis, trends, and implications.

(5) Correcting and instructing without demotivating.

(6) Leadership.

(7) Insight to what motivates people.

b. Attrition Management Training (Mobile Training Teams): The state has several qualified mobile training teams certified to instruct First Line Leader Training. There are two ways units can schedule FLL training for their soldiers.

(1) Regional Training Institute (RTI). Each year, the RTI will publish a schedule of training sites and dates where units can submit requests for soldiers to attend and receive this training. The RTI will publish these courses as part of their yearly RTI course catalog. Units can send individual soldiers to this training if the unit does not have enough for an MTT to conduct training specifically for their unit.

(2) Unit specific training. If, for example, the 1st MP Battalion has 100 soldiers that require this training during the next fiscal year and the commander desires that all of his soldiers attend this training at one location as a group, he can coordinate this request at the short range planning workshop.

(3) In either case, the class size will not exceed 50 soldiers.

c. Duties and Responsibilities:

(1) OHMR-CG. Ensure all directors and commanders provide the necessary support and participants (FLLs) for this training.

(2) POTO.

(a) Ensure that I'LL courses are scheduled on the RTI course catalog each year.

b. Schedule unit specific training for the next training year during the short-range planning workshop.

(b) Coordinate all course materials through Atlanta Sales and provide all materials for the training to students.

d. Provide qualified teams for the training.

e. Ensure student information (after the course) is sent to Atlanta Sales and the completion certificates are forwarded to the appropriate chain-of-command upon receipt.

(1) Staff directors. Ensure every FLL requiring this training attends.

(2) MSC commander. Ensure every FLL requiring this training attends.

(3) MSC S-3. Ensure all subordinate commands are training their soldiers on this course.

(4) MSC Additional Duty Retention Officer.

(a) Track all new NCO accession, officer accession, and promotions (to SGT) within the MSC with number of soldiers attending FLL training.

(b) Update and provide roster of all soldiers requiring this training to the MSC commander and S3.

(c) Attend training, when possible, as a representative from the MSC.

(d) Ensure units receive a 60-day out reminder of soldiers scheduled to attend this training.

(5) Battalion commander. Ensure every FLL requiring this training attends.

(6) Battalion S-3. Ensure you include this training as mandatory (if scheduled during the short-

range planning workshop) on the battalion YTC and in the narrative of the battalion YTG.

(7) Battalion CSM.

(a) Work with 1SGs to ensure all new NCO accessions and promotions (to SGT) with the battalion are being scheduled for FLL training.

(b) Update and provide roster of all soldiers requiring this training to the battalion commander and brigade CSM.

(8) Company/Batter/Troop Commander.

(a) Ensure every FLL requiring this training attends.

(b) Ensure all logistical support (refreshments, class set-up, etc.) is coordinated and prepared for the training.

(9) 1SG.

(a) Ensure all new NCO accessions and promotions (to SGT) within the battalion are being scheduled for FLL training.

(b) Update and provide roster of all soldiers requiring this training to the company/battery/troop commander and battalion CSM.

(10) MTT Team Chief.

(a) Coordinate with RTI for course materials.

(b) Ensure student response sheets are provided to the RTI upon completion of the course.

(c) Coordinate with the scheduled training site the week prior to the scheduled class to ensure all logistical issues are taken care of.

8-3. Sponsorship training.

a. This training is designed to teach FLLs and all potential sponsors (selected by the commander or 1SG) how to properly sponsor a new soldier in the unit. The FTSF of any rank will also attend (they are extremely important to ensuring the soldier's initial experiences are positive). This will enable all units to have a viable sponsorship program as per Chapter 3.

b. The suggested training topics are:

(1) Teach the sponsor the importance of their role (caring assimilation of a new soldier into the unit).

(2) The sponsorship forms and process. The responsibility of their dual requirements (normal mission and sponsorship).

(3) Getting the soldier to complete his requirements (as per OHMR Form 1315-R and SOP).

c. Duties and responsibilities:

(1) MSC commander. Ensure CSM includes this training in his NCODP Program each year.

(2) MSC S-3 Ensure you include this training as mandatory (for units scheduled by battalion) in the MSC YTG each year.

(3) Battalion commander

(a) Ensure you include this training as mandatory (for units you schedule) in the battalion YTG/YTC each year.

(b) Ensure CSM includes this training in his NCODP program each year.

(4) CSM (all levels)

(a) Ensure that this training is a part of the unit NCODP program every year.

(b) Training coordinator for this training.

(c) Work with the 1SG and USET RNCO to write the unit specific POI for this training.

(d) Analyze AARs of training and direct improvements to subordinates or suggestions to the S3/ commander to make training better.

(5) Company commander

(a) Ensure all FLLs and soldiers have transportation and directions to the training.

(b) Track every new FLL and potential sponsor to ensure their attendance.

(c) Ensure that this training is included as mandatory (for scheduled units) in the company YTC each year.

(d) Ensure 1SG includes this training in his NCODP program each year.

(6) 1SG and USET RNCO

(a) Primary instructors.

(b) Work with CSM to write the unit specific POI for this training.

(c) Provide AAR to battalion CSM and company commander regarding training.

(d) Provide feedback/constructive criticism to improve the program. Update and provide roster of all soldiers requiring this training to the commander.

8-4. FTSF retention training. This eight hour block of training will reinforce how the FTSF is one of the most important components for retaining our soldiers. The commander, 1SG and FLL cannot follow-up on the requirements of our "customers" (the soldiers) during the normal work week. This is the duty and responsibility of the FTSF. Customer service (the readiness of our units and soldiers) is what the FTSF gets paid for. All other duties are secondary to taking care of soldiers.

a. OHMR-CG. Ensure every director and FTUS provides the necessary support and audience for this retention training.

b. MSC level FTUS

(1) Request training from RRM every two years (at least four months notice).

(2) Provide logistical support (training area, training aids, etc.)

(3) Ensure every FTSF soldier attends every two years.

(4) Track all new soldiers in the FTSF to ensure their attendance at any presentation of this training to include another command's iteration.

(5) Provide AAR to RRM regarding training.

(6) Provide feedback/constructive criticism to improve the program.

(7) Ensure units receive at least 120 days notice of training.

c. RRM

(1) Provide instructors and POI.

(2) Analyze AARs of training and direct improvements to subordinates or suggestions to FTSSS to make training better.

d. Staff directors. When called upon to do so, provide instructors, trainees, administrative and logistical support.

e. RRM OPS RE

(1) Training coordinator for this training (MSC FTUS POC)

(2) Write the training schedule and POI for this training.

(3) Provide training schedule to the MSC FTUS.

f. FTSR and RNCO.
Primary instructors.

8-5. FTSR&RNCO retention refresher training.

a. This training will refocus the target audience on their level of responsibility with regard to the retention effort.

b. Duties and responsibilities:

(1) RRM

(a) Direct training every three years or as necessary (at least four months notice).

(b) Provide logistical support (training area, food, training aids, etc.)

(c) Provide feedback/constructive criticism to improve the program.

(d) Ensure FTSR&RSGM receive at least 90 days notice of training. e. Provide instructors and program of instruction (POI).

(2) RRM OPS (Retention)

(a) Training coordinator for this training (FTSR&RSGM POC)

(b) Write the training schedule and POI for this training.

(c) Provide training schedule to the FTSR and RSGM.

(d) Provide an AAR, for historical reference, regarding training.

APPENDIX A

Reproducible Forms

OHMR Form 1315-R
OHMR Form 1315-R

Career Counseling Card
Career Counseling Card (reverse or page two)

It is recommended that this form be printed on 3" x 5" cards by a professional printing facility at the local level.

OHMR Form 1315-1-R
OHMR Form 1315-1-R

Sponsor Program Checklist
Sponsor Program Checklist (reverse or page two)

Print or copy locally on plain 8 ½" x 11" paper.

OHMR Form 1315-2-R
OHMR Form 1315-2-R

Soldier's Responsibility Checklist
Soldier's Responsibility Checklist (reverse or page two)

It is recommended that this form be printed on card stock by a professional printing facility at the local level. However, it may also be printed or copied locally on plain 8 ½" x 11" paper as an expedient measure.

OHMR Form 1315-3-R

Retention NCO's Sponsorship Log

Print or copy locally on plain 8 ½" x 11" paper.

NOTE: Pages of Appendix A are not numbered.

NAME (Last, First, MI) & SSN		RANK	ETS DATE	UNIT
				SECTION
DATE ASSIGNED	PEBD	DATE OF RANK	DATE OF BIRTH	HIGHEST MILITARY EDUCATION
				HIGHEST CIVILIAN EDUCATION
CAREER GOALS:				
Interviewer	Results of retention counseling			
Unit Commander First Drill Orientation	Date:	Soldier's Initials:	Unit Commander's Initials:	
1SG, NPS Only First Drill Back from IADT	Date:	Soldier's Initials:	Unit Commander's Initials:	
Unit Commander at completion of 1 year of service	Date:	Soldier's Initials:	Unit Commander's Initials:	
OHMR FORM 1315-R (Jun 01) Front			CAREER COUNSELING FORM	

RESULTS OF RETENTION COUNSELING				
Unit 1SG at completion of 2 years service	Date:	Soldier's Initials:	Unit Commander's Initials:	
USET RNCO 6 months prior to extension	Date:	Soldier's Initials:	Unit Commander's Initials:	
Unit Commander at completion of 1 year of service	Date:	Soldier's Initials:	Unit Commander's Initials:	
Unit Cdr or 1SG 2 months prior to extension	Date:	Soldier's Initials:	Unit Commander's Initials:	
Unit Commander 1 month prior to extension	Date:	Soldier's Initials:	Unit Commander's Initials:	
Comments:				
OHMR FORM 1315-R (Jun 01) Reverse			CAREER COUNSELING FORM	

SPONSOR CHECKLIST

Soldier's Name:

Appointment Date/Time:

Section Assigned:

Para/Line

Sponsor's Name:

Date Assigned:

Section I-A

New soldier visit with support staff

Initials

1. Meet Readiness NCO who will complete the following:

- a. Initiate this checklist by completing the header information.
- b. Call 1SG of FLL and get sponsor's name.
- c. Obtain unit/company copy of OHMR Form 1315-1 from recruiter.
- d. Complete alert roster information.
- e. Give soldier the unit contact telephone number: _____
- f. Notify 1SG and FLL of the new soldier's information as soon as practical, but before the soldier's first drill.
- g. Give this checklist to the USET RNCO.
- h. Give soldier OHMR Form 1315-1 (New Soldier's Responsibility Checklist)
- i. File this checklist in soldier's training folder when USET RNCO conforms completion.

2. Meet FTS training NCO who will complete the following:

- a. Provide unit drill and annual training schedule.
- b. Provide first drill report date/time: _____
- c. Provide first training location: _____
- d. Initiate a training file/folder for new soldier's OHMR Form 1315-1 and other information.
- e. Input MOS qualification request into ATARRS.

3. Meet FTS supply NCO who will complete the following:

- a. Order uniforms, give pick-up date: _____
- b. Order prescription inserts for protective mask.
- c. Request soldier's name tags and patches.

Section I-B

First Drill Weekend (Sponsor will accompany new soldier throughout the sponsorship period.)

1. FLL Called soldier on date/time: _____

2. Meet USET RNCO who will complete the following:

- a. Prepare OHMR Form 1315.
- b. List soldier on sponsorship log OHMR Form 1315-3-R.
- c. Introduce new soldier to sponsor at first drill.
- d. Give sponsor this checklist for completion (complete everything ASAP, but not necessarily all during the first drill.)

3. The sponsor will:

- a. Attend the first formation with new soldier.
- b. Discuss the day's schedule.
- c. Tour the armory/facility.
- d. Stay with the new soldier until both Section I and Section II are complete.
- e. Return this checklist to USET RNCO when complete. If the new soldier transfers before completion, return it to USET RNCO for tracking.

CONTINUED ON REVERSE

Comments:

_____ f. Finish this section and section II.
 _____ g. Maintain contact with the new soldier.
 _____ h. Ensure soldier completes OHMR Form 1315-2 and returns it to the FTS Readiness NCO.
 _____ 4. **Visit FTS readiness NCO/admin specialist who will complete the following:**
 _____ a. Issue ID card.
 _____ b. Prepare unit level personnel file.
 _____ c. Review alert roster information.
 _____ 5. **Meet unit commander and first sergeant.**
 _____ 6. **Meet sectionleader and soldiers.**
 _____ 7. **Visit supply sergeant to discuss unifrom and equipment needs.**

SECTION II PS/ISR/IST/IADT GRADUATES

_____ 1. **FTS readiness NCO/admin specialist will:**
 _____ a. Issue available Organizational and Individual Equipment according to local policy.
 _____ b. Assign weapon, if applicable.
 _____ c. Assign protective mask. Advise soldier how to procure prescription inserts.
 _____ d. Prepare clothing and equipment record file (OHMR Form 3645-1)
 _____ 3. **Section sergeant/first line leader will:**
 _____ a. Review drill training program.
 _____ b. Record new soldier information in NCO handbook.
 _____ c. Review future training/unit events.
 _____ d. Exchange home and work phone numbers.
 _____ e. Discuss responsibilities of being a soldier regarding: physical fitness, weight control, staying drug free, drill attendance, and what to do if the soldier has conflicts with the drill schedule.
 _____ 4. **Sponsor will:**
 _____ a. Review sponsorship checklist for completeness.
 _____ b. Discuss any questions the soldier may have.
 _____ c. List any special concerns that need to be addressed: _____

 _____ d. Return this checklist to the USET RNCO when complete.
 _____ 5. **USET RNCO will:**
 _____ a. Review and discuss the features/benefits binder.
 _____ b. Return this checklist to FTS readiness NCO when complete.
 _____ c. Annotate on sponsirship tracking log (OHMR Form 1315-3-R) that the soldier's sponsorship checklist (OHMR Form 1315-1-R) is complete.
 _____ d. Inform 1SG the sponsorship tracking log for this soldier is complete.
 _____ 6. **FTS readiness NCO will:**
 File this checklist in the sponsorship binder New Soldier's Responsibility Card (OHMR Form 1315-2)

Comments:

Completion Date:	Sponsor's Signature:
Confirmation Date:	USET RNCO's Signature:

SOLDIER'S RESPONSIBILITY CHECKLIST			
NAME:		MOS:	JOB TITLE:
SSN:	AGE:	MARTIAL STATUS:	NO. OF DEPENDENTS:
ADDRESS:			HOME NUMBER:
			WORK NUMBER:
INITIAL THE FOLLOWING WHEN YOU, THE SOLDIER, COMPLETE THEM:			
<p>_____ PROVIDE EMPLOYER WITH YEARLY TRAINING CALENDAR</p> <p>_____ PROVIDE UNIT WITH MEDICAL TAG/ALERT INFORMATION</p> <p>_____ PROVIDE FAMILY WITH UNIT PHONE NUMBER</p> <p>_____ OBTAIN PHONE NUMBER OF FIRST LINE NUMBERS</p> <p>_____ OBTAIN PRE-IET AND SHIP DATES FOR IDAT</p> <p>_____ OBTAIN NEXT DRILL DATE</p> <p style="text-align: center;">GIVE THIS CARD BACK TO YOUR SPONSOR PRIOR TO MOBILIZATION OR AT YOUR 2nd DRILL</p>			
OHMR FORM 1315-2 (Jun 01) front			

<p>The Commander expects the following from you:</p> <ol style="list-style-type: none"> 1. Complete all requirements on the front of this card. 2. Maintain good physical condition. 3. Maintain proper body weight. 4. Take care of your uniforms and equipment. 5. Stay drug free. We do unannounced urinalysis testing. 6. Ask questions if you don't know something. 7. Attend every drill. You are now a valuable member of our team. 8. Spread the word about the Ohio Military Reserve. 9. Refer a friend. We need more good soldiers like you. 10. To inform him about your first drill, initial experiences, likes, dislikes, list them below:
OHMR FORM 1315-2 (Jun 01) reverse

Appendix B

Required / Related Tasks

Tasks related to retention but found in other regulations

The following are those tasks believed a unit and its leadership must address to ensure a positive unit environment. However, no regulatory guidance for implementation is found in other documents.

Scheduling Schools
Family Program
MOSQ
Media Exposure
Unit Public Affairs
Mandatory OER/NCOER; Comments
Select/Train/Promote/Assign

Unit Training
Discharge Package/Accountability
UMR Management
Participation in Public Ceremonies
Food Service
NCOES
Enforced Standards

Required Documents

OHMR Regulation 601-5
OHMR Regulation 601-3
OHMR Regulation 601-3-1

Personnel Retention Program
Recruiting and Retention
Recruiting and Retention Program

Unit Training
Discharge Package/Accountability
UMR Management
Participate in Public Ceremonies
Food Service
NCOES
Enforced Standards

Appendix C

Soldier Action Request

FLL LOG # _____

Date: _____

Soldier's Name: _____ Section/Platoon: _____

This is a soldier-initiated request for action form. If the soldier doesn't get a response in a reasonable time, see the Unit Strength Enhancement Team Retention NCO. The soldier must keep a copy of his request before giving it to the FLL.

Some Example Issues are:

- ID Card for the Soldier
- Uniforms
- Promotion
- Employer Problems
- Morale
- Personal Problems

The soldier's specific need/concern (please be as exact as possible):

The initiating soldier gives the completed form to the First Line Leader (TLL), and keeps a copy for himself/herself.

The FLL looks into the issue and attempts to correct it.

If the FLL can not remedy the situation, he gives it to the next higher leader or to the Full Time Support Force (FTSF).

Actions Taken: I have looked into the above stated request and have taken the following steps to complete the action requested:

Signature and Date

Appendix D

"Where to go to find the answer to your question" Matrix

?	Squad Ldr/Section Ldr	Platoon Leader	First Sergeant	FTSF	FTS R&R NCO	USET RNCO	Unit Commander	Chaplain	EO Officer	Hext Higher HQ	Medical Officer/HQ	JAG/Legal Officer	Inspector General
Appeals & Redress		1	2				3			4			5
Bonus - Affiliation				1			2			3			4
Bonus - Enlistment			2		1	3	4			5			
Bonus - Retention		1	3			2	4			5			
Morale & Welfare	1	2	3				4	5		6			
Legal Issues				1								2	3
MOS/Duty Asnmt.	1	2	3				4			5			
Discriminaiton/EO							1		2			3	
Drill Attendance	1	2		3		4	5						
Civilian Education				2		1	3			4			
ESGR	1	2				3	4			5		6	
Enlisted Association	1		2			3	4			5			
Reenlistment	1		3	6	5	2	4						
Extension	1		3	6	5	2	4						
Food Service	1	2	3				4			5			
Insurance			3	2		1	4			5		6	7
Missing Drill	1	2	3	5			4						
Medical	1	2	3	4			5			6	7		
Career Counseling	1	2	3		6	5	4						
Records	1		2	3			4			5			6
Pay and Allowances	1	2	4	3			5			6			7
Personal Problems	1	2	3				4	6		5			7
Recruiting			3	2	1		4						6
Religion								1					
Service Schools		1	3			2	4			5			6
Savings Bonds			1				2			3			4
Space A Travel						1	2						
SLRP				1		2	3			4			5
Survivors Benefits			2	1		3	4			5			6
Transfers	1	2	4			3	5			6			7
Uniforms and Equipment	1	2	3				4			5			6
Veterans Benefits				2		1	3			3			5
Family Program						1	2	3		4			

Appendix E

Acronyms

AAR - After Action Report
 ADRO - Additional Duty Retention Officer
 AFQT - Armed Forces Qualification Test
 AIT - Advanced Individual Training
 ASAP - As Soon As Possible
 ASVAB - Armed Services Vocational Aptitude Battery
 AT-Annual Training
 ATRRS- Army Training Requirements and Resources System
 CAP - Corrective Action Plan
 CATB - Combat Arms Training Brigade
 CDR- Commander
 CH – Chapter
 CG- Commanding General
 CL - Clerical
 CLO - Command Logistics Officer
 CMF - Career Management Field
 CSM - Command Sergeant Major
 DMOS - Duty MOS
 DOB - Date of Birth
 DOE - Date Of Entry
 DOR - Date of Rank
 DPCS - Director of Personnel and Community Services
 EL - Electronics
 ESOSGR-Employer Support of Ohio State Guard and Ohio Military Reserve
 ESO - Education Service Officer
 ETS -Expiration Term of Service
 FA- Field Artillery
 FLL - First Line Leader
 1SG - First Sergeant
 FTS - Full Time Support
 FTSREDNCO - Full Time Support Readiness NCO
 FTSR&RNCO - Full Time Support Recruiting and Retention NCO
 FTSR&RSGM - Full Time Support Recruiting and Retention Sergeant Major
 FTUS - Full Time Unit Support
 GM - General Maintenance
 GT - General Technician
 IADT - Initial Active Duty Training
 IET Initial Entry Training
 ISR -In-Service Recruit
 IST - Inter-State Transfer
 LES - Leave and Earning Statement
 MEPS - Military Entrance Processing Station
 MILPO - Military Personnel Officer
 MOS - Military Occupational Specialty
 MPT - Military Personnel Technician
 MSC - Major Subordinate Command
 NCO -Noncommissioned Officer
 NCOER - NCO Evaluation Report
 NCOES -Noncommissioned Officer Education System
 NGB -National Guard Bureau
 NGSFO -National Guard Soldier and Family Orientation Program
 NPS -Non-Prior Service
 OCIE - Organizational Clothing and Individual Equipment

OCS - Officer Candidate School
OHARNG - Ohio Army National Guard
OHMR---- Ohio Military Reserve
OHNGTP - Ohio National Guard Tuition Program
OF - Operations and Food
PAO - Public Affairs Office
PARA - Paragraph
POC - Point of Contact
POI - Program of Instruction
POTO - Plans, Operations, and Training Office
PMOS - Primary MOS
Pre-IET - Pre Initial Entry Training
PS - Prior Service
RCAT - Retention Climate Assessment Team
RCT - Reserve Component Transition
RRM - Recruiting and Retention Manager
RRM OPS RET - Recruiting and Retention Manager, Operations and Training Officer for Retention
R&RFTSF - Recruiting and Retention Full Time Support Force
RR&RNCO - Recruiting and Retention NCO
SC - Surveillance and Communications
SME - Subject Matter Expert
SOP - Standing Operating Procedure
ST - Skilled Technical
STPA - Select-Train-Promote-Assign
TAG - The Adjutant General
TBD -To be developed
TBP - To be published
TDA - Table of Distribution of Allowance
TDG-Traditional Drilling Guardsmen
T3BL -Training and Training Technology Battle Lab
TY - Training Year
UCP - Unit Climate Profile
UIC - Unit Identification Code
USET RNCO - Unit Strength Enhancement Team Retention NCO
USPFO - United States Property and Fiscal Office
UTA - Unit Training Assembly (one four hour training period)
YTC - Yearly Training Calendar
YTG - Yearly Training Guidance