



DEPARTMENT OF THE ARMY
UNITED STATES ARMY EUROPE AND AFRICA
UNIT 29351
APO AE 09014-9351

AEPE-RUP

11 May 2023

MEMORANDUM FOR Commanders of USAREUR-AF Major Subordinate Commands (MSCs) and of USAREUR-AF MSC Subordinate Units

SUBJECT: Memorandum of Instruction for the USAREUR-AF Retention Program (AEA Cmd Memo 2023-014)

This memorandum expires in 1 year.

1. Supersession: This memorandum supersedes USAREUR-AF, AEPE-RUP memorandum (Memorandum of Instruction for the USAREUR-AF Retention Program (AEA Cmd Memo 2021-021)), 15 November 2021.

2. References:

- a. AR 601-280 (Army Retention Program).
- b. DA Pamphlet 601-280 (Army Retention Program Procedures).

3. Purpose: The purpose of this memorandum is to outline the objectives, mission, responsibilities, organization, and operation of the USAREUR-AF Retention Program.

4. Objectives:

- a. The USAREUR-AF command's objective is to ensure that commanders and retention personnel accomplish their assigned missions in an efficient and timely manner.
- b. The Army Retention Program is a commander's program. Commanders should ensure that only those Soldiers who have demonstrated the highest potential for future service and have maintained a record of outstanding performance will be offered the privilege of reenlisting in the Regular Army or transitioning into a unit of the Army National Guard or Army Reserve. Other Soldiers will be separated under appropriate administrative procedures or barred from continued service.

5. Mission:

- a. To reenlist highly qualified Soldiers, on a long-term basis, consistent with Army requirements.
- b. To assist with transitioning Soldiers into the appropriate Reserve Component (RC) program based on geographic compatibility and unit vacancies.
- c. To refer qualified Soldiers into special programs leading to a commission.
- d. To obtain maximum leader involvement at each echelon of command.

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6. Responsibility: The Army Retention Program is the direct responsibility of all commanders. The USAREUR-AF Senior Command Career Counselor, with the assistance of senior career counselors, battalion career counselors, and additional-duty company retention NCOs, will counsel Soldiers, evaluate units, advise commanders, train leaders, and manage the program. The success of the program depends on effective leadership, vigorous command involvement, and aggressive retention activity at all organizational levels. Success is measured by the percentage of accomplishment of the command's objectives for all categories (initial-term, mid-career, career, special missions, and RC). Accomplishing these objectives with the fewest possible waivers, exceptions to policy, and "movement type" options relates directly to the quality of leadership exhibited by officers and NCOs and improves the quality and competency of the Force.

7. Organization:

a. For the purposes of this memorandum, a subordinate command is one that receives its retention mission directly from the Commanding General, USAREUR-AF (encl 1).

b. Corps, division, brigade, battalion, company, and detachment commanders serve as retention officers. Enclosure 2 provides specific guidance.

c. Command, brigade, and battalion career counselors maintain primary staff responsibility for the USAREUR-AF Retention Program. They are members of their respective staffs and must dedicate all of their time to actions that enhance the program. Enclosure 3 provides specific guidance.


d. Each company commander must assign an NCO the additional duty of retention NCO. See AR 601-280, chapter 9-4, for authority, and enclosure 4 of this memorandum for a sample format for appointment orders.

8. Revisions: Suggested additions, deletions, or changes to this memorandum should be submitted in writing to the Retention Management Division, Office of the Deputy Chief of Staff, G1, HQ USAREUR-AF.

9. Conclusion: Success in retaining America's sons and daughters is the result of effective leadership. This memorandum has been published to assist in retention efforts. A positive approach will result in the success of USAREUR-AF and the Army Retention Program.

10. POC: The POC for this memorandum is the USAREUR-AF Senior Command Career Counselor at military 314-537-1081.

11 Encls
1. Assignment of Objectives
2. Retention Officer Responsibilities
(CONT)


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- 11 Encls (CONT)
3. Career Counselor and Retention NCO Responsibilities
4. Sample Format for Retention NCO Appointment Orders
5. Duties of the Retention Staff
6. Retention Awards Program
7. Retention Incentive Program
8. Forms, Records, and Publications
9. Bars to Continued Service
10. Retention Funds
11. Retention Operations During Deployments

ASSIGNMENT OF OBJECTIVES

1. Reference: AR 601-280 (Army Retention Program), paragraphs 2-1a and b.

2. Active Component Objectives: The Commanding General, USAREUR-AF, will assign reenlistment objectives by category to each subordinate command. These objectives will be based on the number of eligible Soldiers in the Reenlistment Opportunity Window.

a. The number of eligible Soldiers for each subordinate command will be determined using RETAIN. Eligibility rosters will be furnished to each subordinate commander.

(1) Immediate reenlistment prohibition (IMREPR) codes, as with other entries on a Soldier's record, must be an accurate portrayal of the Soldier's eligibility for reenlistment. IMREPR codes have an impact not only on the assignment of reenlistment objectives, but also on centralized boards considering the Soldier for promotion, schooling, and estimates of Army end strength.

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

b. Numerical objectives will be computed for each subordinate command based on its fair share of eligible Soldiers. Each subordinate command will assign a numerical objective to each of its subordinate units based on each unit's fair share of eligible Soldiers. Objectives will be assigned in this manner down to the company, battery, troop, and detachment level.

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

(1) All reenlistments for any option.

(2) Special program mission credit as announced by Department of the Army (DA) G1 Retention.

d. Reenlistment credit for a specific Soldier will be awarded to the subordinate command that receives the mission for the Soldier (that is, the Soldier's name appears on the command's current reenlistment eligibility roster by unit identification code (UIC).

e. Statistics will be published weekly to inform commanders of their progress in comparison with other subordinate commands within the organization. Statistics will be based on those credit reenlistments that are confirmed through RETAIN. A RETAIN report will be generated to verify correct reporting.

3. Reserve Component Objectives:

a. Commanders and career counselors are responsible for ensuring that all Soldiers are counseled on the opportunities and benefits of affiliating with a Troop Program Unit of the U.S. Army Reserve or the Army National Guard.

b. All eligible Soldiers not desiring continued active Federal service will be referred to the Reserve Component Career Counselor.

4. Special Mission Objectives: DA G1 Retention may also assign numerical objectives for special missions. When received, these objectives will be further assigned to each subordinate command based on the command's fair share of the targeted enlisted population.

RETENTION OFFICER RESPONSIBILITIES

1. Reference: AR 601-280 (Army Retention Program), paragraph 2-6a.

2. Responsibilities: Commanders at all levels serve as their command's retention officer. They will 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 AR 601-280, chapter 3. Soldiers will be informed that retention is a privilege earned through outstanding performance. Waivers and exceptions are approved for meritorious cases only.

b. Every best qualified Soldier who desires unbroken service is considered for immediate reenlistment or transition into the Reserve Component (RC). Transitioning Soldiers will be scheduled to attend the Pre-Transition Orientation.

c. Soldiers not recommended for reenlistment are prevented from reenlisting, extending, or transitioning into an RC as prescribed in AR 601-280.

d. Retention training is conducted at least once per quarter. This training will teach unit-level retention NCOs and other key personnel their duties and responsibilities with respect to the Army Retention Program. Career counselors at the brigade and battalion levels will conduct the training.

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

f. Troop-level retention NCOs are designated in writing to carry out retention functions as an additional duty.

g. A retention awards program is established to recognize subordinate elements and individuals for their involvement in the retention effort. Special recognition or awards are presented to officers and NCOs who demonstrate outstanding support of the Army Retention Program. The recognition can be a letter of appreciation, a certificate, a coin, or a similar award.

h. Pertinent retention information, publications, and forms are disseminated down to the units or similar levels.

i. Sufficient retention publicity items are obtained and displayed throughout the command.

j. Sufficient funds are obtained to support retention efforts within the command.

k. All policies and procedures in this memorandum are conducted as indicated.

l. A fair share of objectives is assigned in writing to subordinate units.

m. Statistics are maintained and provided to subordinate unit commanders to apprise them of their performance in the retention program.

n. A retention incentive program is established to recognize those Soldiers who continue their service in any component of the U.S. Army.

CAREER COUNSELOR AND RETENTION NCO RESPONSIBILITIES

1. Reference: AR 601-280 (Army Retention Program), paragraph 2-6p.

2. Responsibilities: Senior career counselors, career counselors, and retention NCOs will—

- a. Advise commanders on all matters relating to the Total Army Retention Program.
- b. Interview Soldiers, provide retention counseling and career guidance, and refer transitioning Soldiers to the Reserve Component (RC) career counselor.
- c. Provide subordinate units with assistance on the latest interviewing and counseling techniques and the proper display and use of promotional materials.
- d. Provide guidance 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.
- e. Coordinate with the RC career counselor to ensure that the counselor has the opportunity to interview all qualified personnel who decline reenlistment in the Regular Army.
- f. Prepare and conduct formal training classes to ensure that all personnel who are involved in the Army Retention Program are familiar with all aspects of the program. The training should include interviewing techniques, career planning, and RC opportunities.
- g. Conduct quarterly inspections of all subordinate retention programs. An appropriate report of findings will be provided to the commander for necessary action.
- h. Ensure that all aspects of AR 601-280 are complied with throughout the command.
- i. Establish control procedures that allow for an efficient and professional retention program.
- j. Ensure adherence to all policies and procedures in this memorandum.

SAMPLE FORMAT FOR RETENTION NCO APPOINTMENT ORDERS

(Office symbol)

(Date)

MEMORANDUM FOR RECORD

SUBJECT: Appointment of Retention NCO

1. Effective (date), (rank and name) is appointed as the retention 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 the appointment.
5. Special Instructions: None.

(Unit commander's name)
(Rank, branch)
Commanding

DUTIES OF THE RETENTION STAFF

- 1. Reference:** AR 601-280 (Army Retention Program), paragraphs 2-6(f), (h), and (i).
- 2. Responsibilities:** The duties of the retention staff are to—
 - a. Administer daily operations of the commander's retention program.
 - b. Ensure that the commander and the command sergeant major are continually updated regarding the readiness posture of the Army Retention Program within the command and in compliance with higher headquarters and HQDA regulatory guidance.
 - c. Maintain and publish statistics on the Army Retention Program, eligible population, missions, and accomplishments.
 - d. Maintain mission projections, identifying potentially detrimental trends and retention mission shortfalls.
 - e. Formulate and submit timely and specific recommendations for the commander to implement.
 - f. Assign reenlistment and Reserve Component (RC) enlistment and transfer missions to subordinate units.
 - g. Exercise operational supervision over subordinate unit reenlistment programs and personnel.
 - h. Prepare and conduct formal training for subordinate personnel and ensure that Soldiers are trained and remain sufficiently proficient to perform their assigned duties and responsibilities in support of the Army Retention Program.
 - i. Provide current Active Army and RC information to all leaders and Soldiers during leaders briefings, NCO development programs, commander's calls, NCO calls, and other venues.
 - j. Counsel Soldiers and Family members regarding the benefits and opportunities of the Army Retention Program.
 - k. Ensure that eligible Soldiers who are not desiring reenlistment are referred to and counseled by the servicing RC career counselor.
 - l. Conduct, at a minimum, inspections of subordinate unit retention programs and provide a written report of those inspections. Inspections should be coordinated with the servicing RC career counselor wherever possible. Units found having critical deficiencies will be provided a reasonable amount of time to correct the deficiencies (generally 30 days) and to be scheduled for reevaluation. Particular attention will be given to Soldiers to ensure that they are properly counseled as prescribed.

RETENTION AWARDS PROGRAM

1. Reference: AR 601-280 (Army Retention Program), paragraph 2-6m(15).

2. Objectives: The USAREUR-AF Retention Awards Program is designed to enhance the retention program by recognizing subordinate commands for their achievements in retaining quality Soldiers consistent with the needs of the Army.

3. Retention Awards:

a. To be eligible for a retention award, a command must have been assigned an objective and must have attained 100 percent or more of the numerical objective in each reenlistment category assigned.

b. At the beginning of each fiscal year, various incentives may be announced in order to enhance the Retention Awards Program.

c. The top producing subordinate command in the "Large" category will receive the "Top Producer" trophy and a Retention Belt from the CG, USAREUR-AF, at the end of the fiscal year.

d. The top producing subordinate command in the "Small" category will receive the "Top Producer" trophy and a Retention Belt from the CG, USAREUR-AF, at the end of the fiscal year.

e. Each subordinate commander 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.

4. Top Career Counselor of the Month Award and Top Senior Career Counselor of the Quarter Award:

a. The USAREUR-AF Top Career Counselor of the Month Award and the Top Senior Career Counselor of the Quarter Award recognize outstanding performance in the Army Retention Program. To provide a single point of comparison, the following five areas are combined into a single overall point value: Retention Mission, Retention Action Accuracy, Bonus Accuracy, On Orders Accuracy, and Retention Action Upload.

b. In coordination with the USAREUR-AF Retention Office, career counselors will be nominated for recognition as the USAREUR-AF Top Career Counselor of the Month and the Top Senior Career Counselor of the Quarter and awarded a plaque or trophy.

RETENTION INCENTIVE PROGRAM

1. Reference: AR 601-280 (Army Retention Program), paragraph 2-6r(4).

2. Retention Incentives:

a. Each subordinate commander will establish a retention incentive program to recognize those Soldiers who continue their service with any component of the U.S. Army. The following minimum incentives will be incorporated into each commander's retention program:

(1) Any Soldier reenlisting or transitioning into a Reserve Component assignment will be excused from duty on the day of his or her reenlistment or execution of transition documents.

(2) Any Soldier reenlisting will have the day following reenlistment as a nonduty day. Additionally, any Soldier reenlisting will be granted a 3-day pass to be taken within 60 days from the date of reenlistment. Any Soldier executing a written commitment to transition into an Army National Guard unit or a Troop Program Unit of the Army Reserve will be granted a 3-day pass to be taken before the initiation of outprocessing. Commanders, consistent with mission requirements, will grant these passes.

b. Commanders are encouraged to supplement these incentives (which are those that are minimally required) at the local level.

FORMS, RECORDS, AND PUBLICATIONS

1. Reference: DA Pamphlet 601-280 (Army Retention Program Procedures), paragraphs 13-9 and 13-11; and chapter 13, section V.

2. Forms and Records:

a. Immediate reenlistment packets will contain the following documents:

(1) DD Form 4 (Enlistment/Reenlistment Document – Armed Forces of the United States).

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

(3) DA Form 3072 (Waiver of Disqualification for Continued Service in the Regular Army), if required, labeled as “Annex ...”

(4) DA Form 3286-79 (Statements for Reenlistment), parts I to IV, labeled as “Annex A.”

(5) DA Form 3340 (Request for Continued Service in the Regular Army), labeled as “Annex B.”

(6) DA Form 4789 (Statement of Entitlement to Retention Incentive), if applicable, labeled as “Annex ...”

(7) DA Form 5612 (Certification of Appreciation for Army Spouse (of Reenlistees)), if applicable.

(8) DA Form 5689 (Oath of Reenlistment), if applicable.

(9) Soldier Record Brief (SRB) and body composition worksheet as needed; copies of all RETAIN processing actions, cancellations, messages, and all additional related documents or notes as required.

b. Residual reenlistment packets filed in the retention office will consist of all the documents listed in subparagraph a above, except DD Form 256A, DA Form 5612, and DA Form 5689.

c. Extension packets will contain the following documents:

(1) DA Form 1695 (Oath of Extension of Enlistment).

(2) DA Form 3072, if required.

(3) DA Form 3340.

d. Residual extension packets will consist of all the forms listed in subparagraph c above, a completed timeline, and copies of the following: SRB and body composition worksheet as needed; copies of all RETAIN processing actions, cancellations, and messages; and all additional related documents or notes as required.

e. Refer to DA Pamphlet 601-280, chapter 13, section V, for the composition and distribution of packets for Soldiers transitioning into or enlisting in the Army National Guard or the U.S. Army Reserve, as well as for residual packet requirements for those Soldiers.

f. The following records, as well as those listed in subparagraphs b and d above, will be filed and maintained in accordance with regulatory guidance:

- (1) Results of inspections conducted by higher headquarters.
- (2) Results of inspections conducted on subordinate units.
- (3) Documents pertaining to the assignment of objectives to subordinate units.
- (4) Documents pertaining to the receipt of objectives from higher HQ.
- (5) Statistics reflecting the accomplishment of objectives.
- (6) Documents pertaining to quarterly retention training.
- (7) Documents pertaining to the annual retention budget.

g. The following memorandums or messages will be available for review:

(1) Memorandums of instruction for division, regiment, and squadron retention programs.

(2) Current higher HQ fiscal year policy message (that is, HQDA, HRC, and division).

(3) Current subordinate command retention policy memorandum.

3. Publications: The publications listed in DA Pamphlet 601-280, appendix A, will be available for review at the division, brigade, and battalion levels; and the following regulations, which may be found at <https://armypubs.army.mil>, will be available at the company level:

- a. AR 600-8-19 (Enlisted Promotions and Reductions).
- b. AR 600-9 (The Army Body Composition Program).
- c. AR 601-280 (Army Retention Program).
- d. AR 635-200 (Active Duty Enlisted Administrative Separations).

4. Distribution: All forms and supporting documents will be distributed in accordance with the procedures established in DA Pamphlet 601-280, chapter 13.

5. Staff Assistance Visit (SAV) and Inspection Items of Interest: All requirements in paragraphs 2 and 3 will serve as items of interest during SAVs and inspections.

BARS TO CONTINUED SERVICE

1. References:

- a. Article 15, Uniform Code of Military Justice (UCMJ).
- b. AR 350-1 (Army Training and Leader Development).
- c. AR 600-8-19 (Enlisted Promotions and Reductions), paragraph 3-24.
- d. AR 600-9 (The Army Body Composition Program).
- e. AR 635-200 (Active Duty Enlisted Administrative Separations).
- f. DA Pamphlet 601-280 (Army Retention Program Procedures), chapter 11.
- g. DA Pamphlet 611-21 (Military Occupational Classification and Structure).

2. General: Bars to continued service are tools that are available to commanders to put Soldiers on notice that they are not candidates for continued service in the Army. Bars should not be initiated solely as a last measure to deny reentry into service.

3. Mandatory Bar to Continued Service:

a. Except as stated in subparagraph b below, commanders must initiate a bar to continued service or separation proceedings (as applicable per AR 635-200) against Soldiers who—

- (1) Do not make satisfactory progress in the Army Weight Control Program (AR 600-9).
- (2) Fail two consecutive Army physical fitness tests (AR 350-1).
- (3) Are removed for cause from NCO Education System courses.
- (4) Have lost primary military occupational specialty (PMOS) qualifications in accordance with DA Pamphlet 611-21 due to fault of the Soldier.
- (5) Are denied by the commander for automatic integration into the SGT or SSG promotion standing list in accordance with AR 600-8-19, paragraph 3-24.
- (6) Have an incident involving the use of illegal drugs or alcohol within the current enlistment or reenlistment period, resulting in an officially filed letter of reprimand, a finding of guilty under Article 15, UCMJ, a civilian criminal conviction, or a conviction by court-martial.
- (7) Have two or more separate proceedings under Article 15, UCMJ, resulting in a finding of guilty by a field-grade commander during the Soldier's current enlistment or period of service.
- (8) Are absent without leave for more than 96 hours during the current enlistment or reenlistment period.

b. Commanders are not required to initiate a bar to continued service on Soldiers who were promoted, selected in a promotable status, selected for promotion by a HQDA

promotion board for SFC or MSG, rehabilitated from the incidents above before 1 March 2012, or reenlisted after the incidents occurred.

4. Reviews: The following guidance will be observed:

a. Bars to continued service will be reviewed at a minimum every 90 days after the date of approval, and 30 days before a Soldier's scheduled separation from service.

b. After the second 90-day review, if the bar has not been removed, commanders will initiate separation action.

c. If a separation action has been initiated, but retention has been directed, reviews will continue to be conducted until either the bar is removed or the Soldier separates from service.

5. Staff Assistance Visits (SAVs) and Inspections: The following items will serve as points of emphasis during SAVs and inspections:

a. Once a bar to continued service is approved, has immediate administrative action been taken to remove the Soldier from the promotion standing list?

b. Is there a system in place to track bars to continued service?

c. Are bars to continued service reviewed in a timely manner?

d. Has an immediate reenlistment prohibition (IMREPR) code of 9K been generated in RETAIN?

e. Has an assignment eligibility and availability (AEA) code of C with a 6-month end date been generated in IPPS-A?

f. Are copies of approved bars to continued service filed in the unit and in the servicing career counselor's office?

g. Are commanders initiating mandatory bars to continued service?

RETENTION FUNDS

1. Reference: AR 601-280 (Army Retention Program), paragraph 2-6m(14).

2. Guidance:

a. Funds are budgeted annually by this HQ for the travel conducted by the retention staff and for the purchase of awards in support of the USAREUR-AF Retention Program.

b. All subordinate commanders will allocate sufficient funds to support retention and transition efforts in accordance with AR 601-280. The MDEP-QPSG funds distributed from this HQ are used as a supplement to the USAREUR-AF Retention Program.

3. Budgeting:

a. Commanders should dedicate a portion of their home station training (HST) budget to fund retention programs and follow the authorized retention expenditures as per AR 601-280, paragraph 2-6m(14).

b. As a guide, the planning factor used to determine budget maximums is based on \$60 per Soldier within the Soldiers' reenlistment opportunity window (ROW). This amount is allocated as follows: No more than \$60 per Soldier within the ROW will be executed against training funds. Brigade and brigade-equivalent budget estimates should account for \$40 per Soldier within the ROW. Division budget estimates should account for \$15 per Soldier within the ROW. Corps budget estimates (if applicable) should account for the final \$5 per Soldier within the ROW. Fiscal year (FY) estimates are expected to be used since the retention missions are directed annually. Since the corps accounts for its division and brigade or brigade-equivalent Soldiers within the ROW, and the division accounts for its brigade or brigade-equivalent Soldiers within the ROW, the budget for each Soldier does not exceed \$60 per this guidance.

c. The following is an example of a retention budget: A brigade or brigade equivalent has an FY estimate of 100 Soldiers in the ROW; \$4,000 are allocated for retention purposes (100 X \$40 = \$4,000). The division allocates \$1,500 (100 X \$15 = \$1,500), and the corps allocates \$500 for that same population (100 X \$5 = \$500). If the command is a direct-reporting unit to USAREUR-AF, then USAREUR-AF will allocate those \$2,000 for that population (100 X \$20 = \$2,000). The total budget is \$6,000.

4. Authorized Expenditures:

a. Local publicity and promotion venues of dissemination (for example, newspapers, television, billboards, banners, radio).

b. Travel associated with conducting staff assistance visits or inspections on geographically dispersed subordinate units and attending strategic planning or training meetings, conferences, and seminars.

c. Costs associated with conducting strategic meetings or training meetings, conferences, seminars, and functions for the sole purpose of retention, promotion, recognition, or education.

d. Specific unit- or command-designated retention incentives (for example, pens, cups, t-shirts, bags). Appropriate wording to indicate continued commitment to serve must appear on the item (for example, Stay Army, Reenlist, Stay BDE/DIV, Army Strong, Team BDE/DIV).

e. Reenlistment awards (for example, plaques, trophies, belts, streamers).

f. Other advertising, events, or publicity items that support or promote retention at the discretion of the commander.

g. Enhancement of the retention office to accomplish retention duties in an attractive environment appropriately furnished in an atmosphere conducive to interviewing and counseling which affords Soldiers privacy. It should also effectively display retention advertising (for example, posters, literature, handouts, retention videos).

5. Retention Publicity Items (RPIs):

a. RPIs should be purchased for the purpose of advertising the Army Retention Program. Items exceeding \$50 should not be procured.

b. At a minimum, the unit logo or title should appear in a prominent position on the item, along with a phrase advertising that specific unit or with one of the components of the Army. Advertisement of the Reserve Components (RCs) is strongly encouraged.

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

d. RPIs 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 RCs of the U.S. Army.

e. No other clothing or personal items may be procured with HST funds except those expressly described in paragraph 4 above.

f. Brigades, brigade equivalents, and higher HQs that have a defined budget are authorized to purchase RPIs based on this guidance. Units below this echelon should receive their RPIs from brigades, brigade equivalents, or higher HQs, as the Soldiers in their ROW are accounted for in the calculations of their higher HQ.

RETENTION OPERATIONS DURING DEPLOYMENTS

1. Reference: AR 601-280 (Army Retention Program), chapter 11.

2. Purpose: To ensure that the USAREUR-AF Retention Program will continue throughout all contingency operations, deployments, and phases of mobilization.

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

a. Once personnel are identified for deployment, the career counselor will activate a retention support cell with email accounts and 24-hour telephone service for the purpose of providing communication support to the deployed personnel and elements, the support unit, the home station, and to HQDA for processing any required retention action.

b. The career counselor will prepare a retention packet for each Soldier scheduled to deploy. The packet will include a Soldier Record Brief; the Soldier's timeline, home of record, and email address; and the 24-hour phone number of the retention support cell. The original retention packet will be held in the suspense file in the retention office.

c. The career counselor will provide deploying personnel a copy of the retention packet and brief them on retention operation procedures. The briefing will include information on the reenlistment eligibility window, options, and all other pertinent information. Any incomplete action or unanswered questions will be resolved before deployment.

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

a. Upon notification of deployment, the career counselor will coordinate rear support with the USAREUR-AF Retention Office.

b. The career counselor will prepare retention packets as defined in paragraph 3b above.

c. The commander will ensure that the career counselor deploys with sufficient automations hardware and software, blank forms, publications, office supplies, and blocked reenlistment or extension control numbers (if applicable) to support retention operations. The following hardware and software items are the minimum required to support retention operations:

- (1) Windows 10.
- (2) 2 GHz processor.
- (3) 24X CD reader/writer.
- (4) 4 GB RAM.
- (5) 60 GB hard drive.
- (6) 64 MB video card.
- (7) Keyboard.

- (8) Mouse.
- (9) PDF writer.
- (10) Adobe Acrobat Professional.
- (11) Laser printer with toner cartridges.

d. Upon arrival in the theater of operations, career counselors will establish a retention operations cell. Additionally, the career counselor will establish and maintain liaison with the senior retention element in the theater, establish communications with the rear support retention office, and obtain transportation in the theater to support areas of responsibility.

e. All retention-related transactions will be reported to the senior career counselor in theater to ensure that eMILPO and finance transactions are completed. The senior career counselor will report these actions to the USAREUR-AF Retention Office to ensure credit is awarded.

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

g. The career counselor will perform duties as outlined in AR 601-280. During emergency situations, the counselor may be used to support mission requirements.

5. Conclusion: The success of the USAREUR-AF Retention Program during contingency operations depends on one primary factor: Readiness.