



DEPARTMENT OF THE ARMY  
U.S. ARMY COMBINED ARMS CENTER AND FORT LEAVENWORTH  
415 SHERMAN AVENUE UNIT 1  
FORT LEAVENWORTH, KANSAS 66027-2300

REPLY TO  
ATTENTION OF

JUL 03 2012

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MEMORANDUM FOR

Commander, Garrison Command, 600 Thomas Ave, Unit 1, Fort Leavenworth, Kansas  
66027

Commander, Special Troops Battalion, Combined Arms Center (CAC) and Fort  
Leavenworth, 841 McClellan Ave, Bldg 89, Fort Leavenworth, Kansas 66027

Commander, United States Disciplinary Barracks, 1301 N. Warehouse Rd, Fort  
Leavenworth, Kansas 66027

Commander, Munson Army Health Center, 550 Pope Ave, Fort Leavenworth, Kansas  
66027

Commander, North Plains District Veterinary Command, 833 McClellan Ave, Fort  
Leavenworth, Kansas 66027

SUBJECT: Memorandum of Instruction (MOI) for CAC and Fort Leavenworth Retention  
Program

1. References:

a. AR 601-280, 4 March 2011, Army Retention Program.

b. Memorandum, HQ TRADOC, ATBO-BR, 17 February 2011,  
subject: TRADOC Fiscal Year (FY) 2011 Retention Program Guidance and  
Commanding General's Retention Excellence Awards Program.

2. Purpose: To outline the objectives, missions, responsibilities, organization, and  
operation of the Fort Leavenworth Retention Program.

3. Objectives:

a. To ensure that commanders and retention personnel accomplish their assigned  
missions in an efficient and timely manner.

b. To ensure that only those Soldiers who have demonstrated potential for future  
development and have maintained a record of acceptable performance will be offered  
the privilege of reenlisting in the Regular Army or transitioning into a unit of the Army  
National Guard or a Troop Program Unit (TPU) of the Army Reserve. Other Soldiers  
will be separated under appropriate administrative procedures or barred from  
reenlistment.

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4. Mission:

a. To reenlist highly qualified Soldiers, on a long-term basis, consistent with Army needs.

b. To access transitioning Soldiers into the appropriate Reserve Component 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.

5. Responsibility: The Army Retention Program is the direct responsibility of all commanders. The Installation Senior Career Counselor with the assistance of the Brigade Career Counselors, Battalion Retention NCOs, and the additional duty unit reenlistment NCOs will counsel Soldiers, evaluate the units, advise the commanders, train the leaders, and manage the program. The success of the program depends upon effective leadership, vigorous command involvement, and aggressive retention activity at all organizational levels. Success is measured by the percentage of accomplishment for all categories (initial term, mid career, career and special programs). Accomplishment of these objectives relates directly to the quality of leadership exhibited by the officers and noncommissioned officers of the unit. Success should be further measured by the achievement of the command's objectives with the fewest possible waivers, exceptions to policy, and "movement type" options while improving the competency and skill match of the force.

6. Organization:

a. A subordinate command receives its retention mission directly from the CAC and Fort Leavenworth Commander.

b. The installation, brigade, battalion, and unit level commanders are the retention officers. See appendix J for specific guidance.

c. The Installation Senior Career Counselor, Brigade Career Counselors, and Battalion Retention NCOs have primary staff responsibility for the retention program. They are members of their respective staffs and must dedicate all of their time to actions that enhance the retention program. See appendix K for specific guidance.

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d. Each unit level commander must assign a "quality" noncommissioned officer the additional duty of unit reenlistment NCO. See AR 601-280, Chapter 9, for authority and appendix L for a sample format for appointment orders.

7. Revisions to this MOI should be submitted in writing to the Fort Leavenworth Retention Office.

8. Conclusion. Success in retaining quality Soldiers is the result of effective leadership. This MOI has been published to assist in retention efforts. A positive approach will result in success for the CAC and Fort Leavenworth, TRADOC and the Army Retention Programs.

9. The point of contact at the CAC and Fort Leavenworth for reenlistment questions is MSG Da Costa, Installation Senior Career Counselor, (913)-684-4153, [ronny.dacosta@us.army.mil](mailto:ronny.dacosta@us.army.mil).

13 Encls  
Appendixes A-M



DAVID G. PERKINS  
Lieutenant General, USA  
Commanding

CF:  
CSM, CAC  
CSM, GARC  
CSM, STB  
CSM, USDB  
CSM, MAHC  
1SG, NPDVC  
RC Career Counselor, CAC  
Career Counselor, STB  
Career Counselor, USDB

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## APPENDIX A

### ASSIGNMENT OF OBJECTIVES

1. Reference: AR 601-280, Army Retention Program, chapter 2, paragraphs 2-2d(4) and 2-2f(4).

2. Active Component Objectives. The Combined Arms Center and Fort Leavenworth will assign reenlistment objectives by category to each subordinate command. These objectives will be based on the number of eligible Soldiers who are in the reenlistment window during each fiscal year.

a. The number of eligible Soldiers for each subordinate command will be determined using the RETAIN III database. Eligibility rosters will be furnished to each subordinate commander on a quarterly basis for internal use.

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

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

b. Numerical objectives will be computed for each subordinate command based upon its fair share of the eligibles. Each subordinate command will then assign a numerical objective to each of its subordinate units based upon each command's share of eligibles. Objectives will be assigned in this manner down to the company/battery/detachment level.

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

(1) All reenlistments for any option.

(2) All Bonus Extension and Retraining (BEAR) Program extensions.

(3) Special Program mission credit as announced annually by DA ODCSPER.

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

e. Statistics will be published weekly to inform commanders of their progress in comparison with other subordinate commands within Fort Leavenworth. Statistics will be based on those credit reenlistments and BEAR extensions confirmed through RETAIN III. A RETAIN III 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 (TPU) of the US Army Reserve or an Army National Guard unit.

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

### 4. Special Programs Objectives:

a. Department of the Army ODCSPER may also assign numerical objectives for special programs such as those based upon the current fiscal year ETS population. When received, these objectives will be further assigned to each subordinate command based upon the command's fair share of the targeted enlisted population.

b. Accession credit will be awarded as announced annually by DA ODCSPER.

## APPENDIX B RETENTION AWARDS PROGRAM

1. Reference: AR 601-280, Army Retention Program, chapter 2, paragraph 2-2d(12).

2. Objective: The CAC and Fort Leavenworth Commanding General's Retention Awards Program is designed to enhance the retention program by recognizing subordinate commands for their achievements in retaining quality Soldiers consistent with the Army's needs.

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3. Retention Awards Program:

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

b. In the event that Fort Leavenworth is selected as the TRADOC Competitive Group IV winner, with the highest overall retention percentage, each subordinate command will be awarded a training holiday.

c. At the beginning of each fiscal year, various incentives may be announced in order to enhance the retention awards program.

d. Each successful subordinate command will receive a trophy or plaque from the Commanding General at the end of the fiscal year.

e. The Career Counselor responsible for attaining 100 percent or more of the retention percentage will be recommended for the appropriate award. Subordinate commanders are encouraged to recognize not only their Retention NCOs but also other officers and NCOs who contribute to the success of the retention effort.

f. In the event that Fort Leavenworth is the Competitive Group IV "Early Bird" winner for the fiscal year, each subordinate command will be awarded a training holiday.

g. 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.

APPENDIX C

RETENTION INCENTIVE PROGRAM

1. Reference: AR 601-280, Army Retention Program.

2. This reenlistment incentive program supplements the above referenced regulation to establish a recognition system for those Soldiers who reenlist or transfer to a Troop

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Program Unit (TPU) and continue to proudly serve in the US Army, Army Reserve, or Army National Guard.

3. Guidelines are as follows:

a. Reenlistment:

(1) Soldiers who participate in the Bonus Extension and Retraining (BEAR) Program will receive a four day pass.

(2) Soldiers who reenlist for Current Station Stabilization will receive a four day pass.

(3) All Soldiers who reenlist for options other than those listed above will receive a four day pass.

(4) All Soldiers who reenlist for the Indefinite Program will receive two, four day passes.

(5) All Soldiers who reenlist will receive thirty days off of the duty roster.

b. Reserve Transition: Any Soldier who enlists or transfers to a TPU within the USAR or ARNG will receive a four day pass.

c. Special Programs: Any Soldier who submits a request for ROTC Green-to-Gold Scholarship Program, Officer Candidate School, Warrant Officer, or US Army Military Academy Preparatory School and is approved will receive a four day pass.

4. All pass requests must be submitted through the chain of command to the unit commander within 60 days of above action. All requests are subject to duty requirement constraints. All denials or deferments of Soldiers' requests will be maintained by unit reenlistment NCOs and reviewed during quarterly reenlistment inspections.

5. If not previously accomplished, all subordinate units will establish a reenlistment incentive program to supplement those contained in this memorandum.

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## APPENDIX D

### FORMS, RECORDS, AND PUBLICATIONS

1. Reference: AR 601-280, Army Retention Program, chapter 2, paragraphs 2-2d(17) and chapter 11.
2. Forms, Records, and Publications.
  - a. Immediate reenlistment packets will contain the following documents:
    - (1) DD Form 4 Series (Enlistment/Reenlistment Document).
    - (2) DA Form 3340-R, labeled as "Annex B."
    - (3) DA Form 3286 (Statements for Enlistment) with (Parts I-IV), labeled as "Annex A."
    - (4) DA Form 3072; if required, labeled as "Annex...."
    - (5) DA Form 4789, if applicable, labeled as "Annex...."
    - (6) DD Form 256A (Honorable Discharge Certificate).
    - (7) DA Form 4591-R, complete with copies of the following: Enlisted Records Brief (ERB); DA Form 705 APFT card and body fat worksheet as needed; copies of all RETAIN processing actions; cancellations; messages; SIDPERS processing records; and all additional related documents or notes as required.
    - (8) DA Form 5612 (Certificate of Appreciation for Spouses of Reenlisting Soldiers) if applicable.
    - (9) DA Form 5689 (Oath of Enlistment) if applicable.
  - b. The residual reenlistment packet filed in the retention office will consist of all the documents listed above minus the DD form 256A, DA form 5612 and DA form 5689.
  - c. Extension packets will contain the following documents:

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- (1) DA Form 1695.
- (2) DA Form 3340-R.
- (3) DA Form 3072-R (if required).

d. The residual extension packet will consist of all the forms listed in paragraph 2c above, plus the DA Form 4591-R, complete with copies of the following: Enlisted Record Brief (ERB); DA Form 705 APFT card; copies of all RETAIN processing actions; cancellations; messages' SIDPERS processing records; and all additional related documents or notes as required.

e. Refer to AR 601-280, appendix G for ARNG and USAR transition enlistment and transfer packet composition, distribution and residual packet requirements.

f. The following records, to include those listed in paragraphs 2b and 2d 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 assignment of objectives to subordinate units.
- (4) Documents pertaining to receipt of objectives from higher headquarters.
- (5) Statistics reflecting accomplishment of objectives.
- (6) Documents pertaining to quarterly retention training.
- (7) Documents pertaining to the annual retention budget.

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

- (1) MOI Fort Leavenworth Retention Program.
- (2) Current higher headquarters fiscal year policy messages (i.e., TRADOC, HRC, DA).

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(3) Current subordinate command retention policy memorandum.

h. The publications listed in AR 601-280, appendix A will be available for review at the installation, brigade and battalion levels. Due to limited resources, the following regulations will be available at the company level:

(1) AR 601-280.

(2) AR 600-8-19.

(3) AR 600-9.

(4) AR 635-200.

3. Distribution. Distribution of all forms and supporting documents will be made in accordance with established procedures in AR 601-280, chapter 11.

4. Staff Assistance Visit/Inspection Items of Interest. All requirements listed in 2a-h above will be items of interest during staff assistance visits.

## APPENDIX E

### BARS TO REENLISTMENT

1. Reference: AR 601-280, Army Retention Program, chapter 8.

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

3. The following guidance will be followed: Review at a minimum every three months and 30 days before a Soldier's scheduled separation from service. After the second three-month review, if the bar has not been removed commander must initiate separation action. If 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 the service.

4. Staff Assistance Visits/Inspections. The following items will be points of emphasis:

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- a. Once a bar to reenlistment 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 reenlistment?
  - c. Are bars to reenlistment reviewed in a timely manner?
  - d. Have a report of reenlistment eligibility code "ERUP" of 9K, an Assignment Eligibility and Availability (AEA) code C and a flagging action been generated in emilpo?
  - e. All copies of approved bars to reenlistment will be filed in the unit and in the servicing reenlistment office.
5. All bars to reenlist will be initiated and processed through the servicing Career Counselor.

#### APPENDIX F

#### STAFF ASSISTANCE VISITS AND INSPECTION

1. Reference: AR 601-280, Army Retention Program, chapter 2, paragraph 2-2f(11).
2. Subordinate commands are encouraged to contact the Fort Leavenworth Retention office to schedule staff assistance visits.
3. Inspections of subordinate units will be conducted quarterly as required by regulation.
4. The CAC and Fort Leavenworth Retention Office will coordinate with subordinate commands to develop an inspection schedule and will conduct annual visits to inspect and assist subordinate commands.

#### APPENDIX G

#### RETENTION FUNDS

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1. Reference: AR 601-280, Army Retention Program, chapter 2, paragraphs 2-2d(13).

2. Retention Funds.

a. Funds are budgeted annually by this headquarters for the travel conducted by the retention staff, retention publicity items and the purchase of awards in support of the command retention program.

b. Each subordinate command will budget sufficient funds to support its respective retention staff and to purchase awards and retention publicity items in support of the retention effort.

3. Retention Promotional Items.

a. Retention promotional items should be purchased for the purpose of advertising the retention program.

b. At a minimum, the unit logo or title should appear in a prominent position on the item, along with a phrase advertising remaining with that specific unit or with one of the components of the Army.

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

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

## APPENDIX H

### RETENTION OPERATIONS DURING DEPLOYMENTS

1. Reference: AR 601-280, Army Retention Program, appendix h.

2. Purpose: The CAC and Fort Leavenworth retention program will continue throughout all contingency operations, deployments, phases of mobilization, and stop loss unless specifically terminated by HQDA.

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3. 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, Career Counselor will activate a retention support cell with electronic mail (e-mail) accounts and 24-hour telephone service for the purpose of providing communication support to the deployed personnel/elements. This will facilitate communication between the deployed personnel/elements, the support unit, the home station, and HQDA for processing any required retention action.

b. Career Counselor will prepare a retention packet consisting of a DA Form 4591-R, Retention Data Worksheet, with Enlisted Record Brief (ERB), for all Soldiers scheduled to deploy. The DA Form 4591-R will include the Soldier's time line and home of record and the e-mail address and 24-hour phone number of the retention support cell. The original retention packet will be maintained in the suspense file in the retention office.

c. Career Counselor will provide deploying personnel with a copy of the retention packet and brief them on retention operation procedures. The briefing will include information on reenlistment eligibility window, options, stop loss, and all other pertinent information. Any incomplete actions or unanswered questions will be resolved prior to deployment.

4. Retention operations for units when the servicing Career Counselor deploys will be conducted as follows:

a. Upon notification of deployment, the Career Counselor will coordinate rear support with the Fort Leavenworth Retention Office. This support will be required to facilitate the processing of any retention activity in the rear.

b. Career Counselor will prepare retention packets as defined in paragraph 3b above.

c. Commander will ensure that the Career Counselor deploys with sufficient automation hardware/software, blank forms, publications, office supplies, and block Reenlistment/Extension control numbers (if applicable) to support retention operations. The following hardware/software is the minimum required to support retention operations:

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(1) 2GHz Processor Notebook, 60GB Hard Drive, 2GB RAM, 64MB SVGA Video Card, 24X CD Reader/Writer, Mouse, Keyboard.

(2) Windows 2000/NT/XP/Vista or newer.

(3) RETAIN III Software.

(4) QWS 3270 Software.

(5) PDF Writer.

(6) Telephone with two each 25' cords.

(7) Surge Protector (with transformer if required).

(8) Laser Printer with two toner cartridges.

d. Upon arrival in the theater of operations, Career Counselor will establish a retention operations cell. Additionally, the 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 Fort Leavenworth Retention Office to ensure credit is awarded.

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

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

5. Conclusion. The success of the Fort Leavenworth Retention Program during contingency operations depends on one primary factor, readiness.

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## APPENDIX I

### DUTIES OF THE RETENTION STAFF

1. Reference: AR 601-280, Army Retention Program, chapter 2, paragraph 2-2(f)(g)(i).
2. Responsibilities:
  - a. Administer daily operations of the Commander's Retention Program.
  - b. Ensure Commanders and Command Sergeants 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 Army Retention Program eligibles, missions, and accomplishments. Maintain mission projections, identifying potentially detrimental trends and/or retention mission shortfalls. Formulate and submit timely and specific recommendations for the Commander to implement. Assign reenlistment and Reserve Component (RC) enlistment/transfer missions to subordinate units.
  - d. Exercise operational supervision over subordinate unit reenlistment programs and personnel.
  - e. Prepare and conduct formal training for subordinate personnel. Ensure Soldiers are trained and remain sufficiently proficient to perform their assigned duties and responsibilities in support of the Army Retention Program.
  - f. Conduct briefings, including but not limited to, Noncommissioned Officer Development Program (NCODP), Commander's Call, NCO Call, and so on, of the current Active Army and RC information to all leaders and Soldiers.
  - g. Counsel Soldiers and Family members regarding the benefits and opportunities within the Army Retention Program.
  - h. Ensure eligible Soldiers not desiring reenlistment are referred to and counseled by the servicing RC Career Counselor.
  - i. Conduct, at a minimum, quarterly inspections of subordinate unit retention programs. Inspections should be coordinated with the servicing RC

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Career Counselor wherever possible. Units found having critical deficiencies will be provided a reasonable amount of time to correct deficiencies and scheduled for reevaluation (generally 30 days). Particular attention will be given to the DA Form 4591-R (Reenlistment Data Worksheet), ensuring Soldiers are properly counseled as prescribed. Provide a written report of subordinate retention programs through the Command Sergeant Major to the Commander for corrective action.

j. Advise commanders on bar to reenlistment impact to include preparation, imposition and removal procedure, impacts, review, and separation requirements.

k. Determine reenlistment/extension eligibility by thoroughly screening Official Military Personnel File (OMPF), Military Personnel Records Jacket (MPRJ), and local training records and rosters, as required, by regulatory criteria.

l. Plan and conduct reenlistment/extension ceremonies.

m. Submit or ensure preparation and timely submission and processing of retention related SIDPERS transactions, including, but not limited to, reenlistments, extensions, and immediate reenlistment prohibition codes (ERUP). This also includes prompt correction of unresolved errors and unprocessed transactions as reported by the servicing SIDPERS Interface Branch (SIB).

n. Ensure the Army Retention Program is sufficiently publicized and information is available and distributed throughout the command.

o. Assist the Commander in developing, implementing, and maintaining an effective Incentive Awards Program, supporting attainment of assigned retention and enlistment/transfer missions.

## APPENDIX J

### RETENTION OFFICER RESPONSIBILITIES

1. Reference. AR 601-280, Army Retention Program, chapter 2, paragraph 2-2e.

2. The Fort Leavenworth installation, brigade, battalion, and company commanders are their commands' retention officers. They ensure the following:

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

b. Every qualified Soldier, who desires unbroken service, is considered for immediate reenlistment or transition into the reserve components. Transitioning Soldiers will be scheduled to attend the Pre-Transition Orientation.

c. Soldiers not recommended for reenlistment are prevented from reenlisting, extending, or transitioning into a reserve component as prescribed in AR 601-280, chapter 8.

d. Training is conducted at least once per quarter. This training will teach all unit level retention NCOs, and other key personnel their duties and responsibilities to the Army Retention program. The Career Counselor at the installation, brigade and battalion levels will conduct the training.

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

f. Company level reenlistment 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 persons for their involvement in the retention effort. Special recognition or awards are given to officers and NCOs who demonstrate outstanding support of the Retention Program. (Recognition can be in the form of a letter of appreciation, trophy or other similar award).

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

i. Sufficient Retention Publicity Items (RPIs) are obtained and displayed throughout the command.

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

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

l. Fair share of objectives are 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 United States Army.

#### APPENDIX K

#### CAREER COUNSELOR AND BATTALION RETENTION NCO RESPONSIBILITIES

1. Reference: AR 601-280, Army Retention Program, chapter 2, paragraph 2-2f.

2. Responsibilities: The installation Senior Career Counselor, brigade Career Counselors, and the battalion retention NCOs will perform the following:

a. Advise commanders on all matters relating to the Total Army Retention Program.

b. Interview Soldiers, providing retention counseling and career guidance, including referral of transitioning Soldiers to the Reserve Components (RC) Career Counselor.

c. Give assistance to subordinate units regarding the latest interviewing and counseling techniques and assist in 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. From the servicing finance activity, obtain current information on retention bonuses for prospective reenlistees. (See Department of Defense Military Pay and Allowances Entitlements Manual (DODPM) and AR 601-280.)

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f. 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.

g. Prepare and conduct formal training courses to ensure that all personnel who are involved in the program are familiar with all aspects of the Army Retention Program. This should include interviewing techniques, career planning, and reserve component opportunities.

h. Conduct quarterly inspections of all subordinate retention programs. Appropriate report of findings will be provided to the Commander for necessary action.

i. Ensure that all aspects of AR 601-280, Army Retention Program, are complied with throughout the command.

j. Establish control procedures which will allow for an efficient and professional retention program.

k. Ensure that all policies and procedures in this MOI are adhered to as indicated.

#### APPENDIX L

#### EDUCATION REENLISTMENT INCENTIVE PROGRAM

1. All units will implement their own unit Education Reenlistment Incentive Programs based on the organizations' OPTEMPO.
2. The purpose of this program is to retain the greatest number of qualified initial term, mid-career and careerist Soldiers in the Army. As such, the program will be designed to encourage Soldiers who desire higher levels of civilian education to reenlist rather than separate for the purpose of continuing their education.

#### APPENDIX M

#### WAIVERS, EXCEPTION TO POLICY

1. Reference. AR 601-280, Army Retention Program, chapter 3, paragraph 3-18.

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2. Unless otherwise prescribed in this chapter, requests for waivers will be submitted only for meritorious cases. All requests will be fully substantiated with properly documented evidence. Documents that may be considered relevant and of value in reaching a sound decision on the request should be included. The authority to determine whether a case has merit rests at all levels of command.

3. All waivers and exception to policy that require the CG's approval or disapproval will be processed from the servicing Career Counselor up through the installation retention office.