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TAG POLICY LETTER 05-2

16 February 2005

NEW JERSEY ARMY NATIONAL GUARD (NJARNG) STRENGTH MANAGEMENT

1. **PURPOSE.** Strength Management is my number one priority! Strength underpins everything we do and is how we are measured. End strength requires a balance between recruiting, retention, and attrition management. This policy letter provides mission essential and Staff specific tasks to meet annual end strength requirements.

2. **GOALS AND OBJECTIVES.** Organizational goals and objectives will be published annually in the Command Training Guidance (CTG). Specific items to be addressed include; end strength, recruiting goal, unit attrition percentages and unit retention percentages.

3. **RECRUITING.** We will increase our end strength by aggressively recruiting quality soldiers into the NJARNG. In order to attain our recruiting goals I expect the following:

a. Unit leaders will coordinate with the RRC to generate qualified leads. Unit members are the best resource for leads and for marketing each specific unit and the National Guard as a whole.

b. Joint Force Headquarters (JFHQ) Staff will provide all necessary support to assist the RRC in obtaining its recruiting goals.

c. RRC will be manned at 100% of required strength. J1-HRO will establish a rotation plan for all qualified Active Guard & Reserve (AGR) soldiers to support the RRC into the future.

d. Officer Strength Manager (OSM) will identify all potential Commissioned and Warrant Officers.

e. Unit Commanders will ensure potential Officer and Warrant Officer candidates are screened, recommended and enrolled in an officer producing program.

f. Leaders will have visibility on recruiting efforts. To accomplish this the following reports will be generated:

- (1) RRC will publish a daily Production Report.
- (2) J1-ARMY will publish a weekly Strength Report.
- (3) Units will coordinate with RRC HQ's to publish a monthly "Lead to Enlistment" report.

g. Battalion and Separate Company's will assign an Additional Duty Recruiting NCO. RRC will develop duty description and provide soldiers with formal training.

h. Unit Commanders will support at least one unit-wide community event/domestic action annually to promote community awareness.

4. **RETENTION.** Retention is retaining soldiers beyond their Expiration Term of Service (ETS). In order to attain our retention goals I expect the following:

a. Unit Commanders will:

- (1) Plan and conduct training on real world Mission Essential Tasks.
- (2) Develop and implement a viable sponsorship program IAW NJARNG Retention Handbook.
- (3) Establish and support a viable Family Readiness Group.
- (4) Assign two (2) Additional Duty Unit Retention NCO's (ADURNCO) per Company size unit and ensure they complete the RRC training program. ADURNCOs will have no other additional duties.

b. Unit Commanders and CSMs will:

- (1) Develop and implement Officer Development Program(OPD) and Noncommissioned Officer Development Program (NCODP) to ensure career development.
- (2) Forecast, schedule and prepare soldiers for required schools.

c. J1-Army will develop and publish a career development matrix (Officer, Warrant Officer (WO) and Enlisted).

d. ADURNCOs will perform all assigned duties IAW NJARNG Retention Handbook.

e. J3 will develop and implement a reconstitution plan for units and soldiers returning from deployment.

f. J1-Army will provide subordinate units with the following monthly reports:

- No-Val
- Promotion Eligibility
- Military Schools Eligibility
- ETS
- Exit Counseling Trends
- Flags

g. J1-Army Family Programs will update and publish quarterly Benefits Bulletin.

h. J6 will ensure timely distribution of Benefits Bulletin to all NJARNG units and soldiers.

i. RRC will review and publish required changes to NJARNG Retention Handbook annually.

5. **ATTRITION.** Attrition is the management of losses during the soldier's service obligation in the NJARNG.

a. The top three (3) reasons soldiers joined and stayed in the NJARNG during their initial tour are:

- (1) Educational Benefits
- (2) To be part of the Team that is securing New Jersey and America
- (3) Additional Income

The top three (3) reasons soldiers leave during their initial tour are:

- (1) They don't feel they are doing anything important
- (2) Civilian Job and Family Pressures
- (3) Administrative Problems (Pay, Benefits, Promotions, etc)

I expect unit leaders to focus on these issues to effectively manage Attrition.

b. In order to attain our annual attrition management goals I expect the following:

(1) Unit Commanders will:

- (a) Plan and conduct training on real world Mission Essential Tasks.
- (b) Establish management controls to identify and eliminate administrative problems.
- (c) Ensure exit surveys are completed and accompany all NJ Form 25's.

(2) J1-HRO will:

(a) Provide AGR authorizations for one full time Attrition Management NCO for each battalion size unit.

(b) Conduct an annual study on reallocation of full time manning authorizations at unit level to eliminate administrative issues.

(3) JFHQ J-Staff will establish best practices to eliminate administrative problems and assist units with identifying and correcting systemic issues.

(4) Full Time Support Supervisors (FTSSs) will establish best practices to identify and eliminate administrative problems.

(5) RRC will track systemic attrition issues.

c. Attrition Management Tools. RRC will train unit personnel and support unit Commander's attrition management programs. The following tools will be utilized by unit Commanders:

- NJARNG Retention Handbook
- Strength Maintenance & Attrition Model (SMAM)
- Recruit Holding Company
- Unit Sponsorship Program
- ADURNCO's
- Attrition Management Training
 - First Line Leader Training (FLLT)
 - Leadership Strength Readiness (LSR)
- Employer Support for Guard and Reserve (ESGR)
- Family Readiness Groups (FRGs)
- Exit Surveys
- Incentive and Award Programs
- Benefits Bulletin

d. Attrition Management Report (See Enclosure 1). All units and staff organizations will utilize the attrition management report. Senior leaders must have visibility on attendance issues and demand accountability on a regular basis. Major Subordinate Commands (MSCs) will brief this report at the Chief of Staff (CofS) Monthly and TAG Commanders Quarterly meetings.

6. FULL TIME SUPPORT (FTS). FTS personnel are the driving force behind any successful unit. Due to the nature of their positions and the amount of contact and influence they have with Traditional Drilling Guardsman (TDGs), it is imperative that they work in partnership with the unit leadership and the Recruiting & Retention Force (RRF) to ensure unit strength objectives are met. In order to meet our strength management objectives, I expect the following:

a. J1-HRO identifies, publishes and traps National Guard Professional Education Center (NGPEC) full time training school requirements.

b. Full Time Support Supervisors will ensure all FTS personnel attend applicable NGPEC training courses within the first year of assignment.

c. J1-HRO will track completion of training school requirements.

d. J-Staff will develop and conduct FTS training for each functional area (Admin, Logistics, Training) at a minimum annually. All Programs of Instruction (POI) will be approved by CofS.

e. Full Time Support Supervisors will ensure adherence to the NJARNG Retention Handbook.

f. J1-HRO will develop and implement FTS rotation plan to ensure RRC maintains a fully trained and motivated force.

g. J6 will provide and support most current technologies for the full time support force.

7. ACCOUNTABILITY. The key to a successful strength management program is to ensure the command strength policies and procedures are enforced and goals are met. Commanders, CSMs and Full Time Support Supervisors at all levels are responsible for full implementation of this program and the ultimate success of attaining and maintaining End Strength.

a. Reports. A Strength Management Report Card will be developed by J1-Army. The Report Card will contain the following information at a minimum for all battalions and separate companies; Auth, Assigned, Attrition %, No Val, ETSs, OERs, NCOERs, Physicals, MOSQ, 4100s, and junior enlisted promotions. Report card will be update and distributed monthly. Commanders will be required to brief the status of their strength management program and report cards at the TAG Quarterly Commanders call. FTSSs will be required to brief the same at the CofS monthly meeting.

b. Staff Visits. CofS will develop and implement a J-Staff visitation schedule in order to monitor and assist Battalion level units. MSCs will support this schedule with an MSC representative. Each Battalion will be visited annually. Staff visit checklist will be developed by J1-Army and RRC.

8. INCENTIVES AND AWARDS.

a. Incentives.

(1) RRC will develop and publish an annual Strength Management Incentive and Awards Program.

(2) J3 will procure seats annually for Air Assault and Air Borne training courses to support incentive program.

(3) Federal incentives as directed by NGB.

b. Awards and Recognition.

(1) Awards and recognition are a vital part of the strength management program. Soldiers who earn an award by exceeding the standard deserve to be recognized in a timely manner.

(2) Ceremonies for awards, decorations, promotions or any form of recognition should be conducted with a high standard of dignity. This will foster a sense of belonging and Esprit De Corps.

(3) The local media is another form of recognition for the unit and its' soldiers. Commanders should maximize opportunities to draw attention to specific achievements and activities. Public recognition builds morale and pride. All media events will be coordinated with the State Public Affairs Office (PAO).

9. **CONCLUSION.** The readiness of our soldiers and units is paramount. Maintaining End Strength is critical in order to remain relevant and ready to support both State and Federal missions. Working collectively together as a team is the only way to ensure our present and future success. **YOU CAN** make a difference!

GLENN K. RIETH
Major General, NJARNG
The Adjutant General

Encls:

1. Attrition Management Reports
2. References

DISTRIBUTION: A, A2, B, C, D

Enclosure 1 (Attrition Management Reports) to TAG POLICY LETTER 05-2, NJARNG Strength Management, dated 16 February 2005

Strength Matrix:

All entries are taken from the DA Form 1379.

Utilizing the Strength Matrix, the Readiness NCO fills in soldiers name, rank, ETS date, MOSQ, Bonus and Educational Assistance status for each soldier assigned to the unit. (Caution: Maintenance is required on a monthly basis)
Prior to the end of drill, you will:

- a. Transfer the status of each soldier from the DA Form 1379 to the Strength Matrix.
- b. Initiate the Strength Analysis and Corrective Actions Report. Address everyone who is in A, C (except AGR), K, S, U or X status.
- c. Use your ADURNCOs wisely. AWOL Soldiers must be tracked down and addressed starting with the FIRST AWOL! Do not accept an answer such as: "Left message on answering machine" or "no telephone number provided." KNOCK ON DOORS!

INSTRUCTIONS:

- a. Access the STRENGTH MATRIX using Microsoft Excel.
- b. "Unit." Directly above the "C" column is the formula bar. Type the unit designation in the formula bar.
- c. Under "soldier's name" type the soldier's last name, first name, MI.
- d. Place a Y in the MOSQ box if the soldier is MOSQ, a N if the soldier is not MOSQ.
- e. Place an X in the bonus box if the soldier is receiving a bonus.
- f. Indicate if the soldier is drawing Educational Assistance Benefits. This will help the commander formulate a COA in the event the soldier is in a non-participatory status.
- g. Use the MISC box for your own notes, such as scheduled school dates, flagging actions, etc.
- h. Address everyone on the 1379, including "write-ins."

i. Initiate your Strength Analysis and Corrective Actions Report.

Example:

UNIT

Soldier's Name	Rank	ETS Date	Oct	Sep	MOSQ	Bonus	Educ	Misc
Jones, Peter	PFC	4 Dec 06	A		Y	Y	N	
Rodriguez, Juan	SPC	5 Jan 05	C		Y	N	Y	
Deblois, John	SGT	30 Jun 04	K		N	N	Y	
Sarcione, Sean	SGT	30 Jan 04	U		Y	Y	Y	
Cleckley, Ted	PFC	30 Sep 06	S		Y	Y	N	
Arledge, Joe	SPC	30 Jul 05	X		N	Y	N	

Attendance Reporting Codes:

A – Authorized Absence:

B – Attached to another unit.

C – Constructive Attendance: Only soldiers performing military duty in another status on the day of drill will be coded C.

E – Rescheduled-training assembly authorized and performed prior to the unit's scheduled unit-training assembly.

H – Hospitalized or incapacitated in the line of duty.

K – Soldier authorized to perform a rescheduled training assembly.

M – Absent in arrest and confinement status.

N – Actually present at an assembly for retirement points only (no pay authorized)

P – Actually present.

S – Equivalent training authorized to be performed not more than 60 days after the date of the scheduled training assembly. A soldier will not be authorized more than four periods of equivalent training per fiscal year.

T – Absent, attending IADT/IET Training.

U – Unexcused absence or unsatisfactory performance.

X – Soldier is not a member of the unit or on the date of the unit's scheduled period of training. Soldier is not a member of the unit's accountable strength on the date of the scheduled period of training. Soldier is assigned to the ING.

Strength Analysis and Corrective Actions Report:

PURPOSE: This report will assure your Battalion/Squadron Commander that you have addressed any soldier who was not present for the IDT weekend. It will show:

- All those who were in an AWOL Status, and what was done for recovery.
- All those granted SUTA status, and the date the SUTA will be performed.
- All those previously granted SUTA status who failed to meet their obligation, and what command action has been taken.
- All soldiers who returned from AWOL status during the IDT (also used for tracking trends)
- All soldiers who were scheduled to ETS this IDT, and command action taken. Be sure to annotate new ETS dates on the Strength Matrix.
- Soldiers who have been processed for Interstate Transfer, transfer to a regular service, or transfer to another reserve component. This will highlight the status of those concerned to ensure that action is taken prior to being placed in a NO-VAL status.

Example:

UNIT LETTERHEAD

MEMORANDUM FOR: Commander, Next Level of Command

Subject: IDT Strength Analysis and Corrective Actions Report (IDT WEEKEND)

1. The following soldiers were reported AWOL:

<u>Soldier's Name</u>	<u>Action Taken by the Command</u>
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2. The following soldiers were granted SUTA status:

<u>Soldier's Name</u>	<u>Date the SUTA will be completed</u>
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3. The following soldiers were granted SUTA status and did not make up the IDT as scheduled:

<u>Soldier's Name</u>	<u>Date SUTA was scheduled</u>	<u>Action Taken</u>
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4. The following soldiers returned from AWOL status this drill:

<u>Soldiers Name</u>	<u>Reason for AWOL</u>
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5. The following soldiers were due to ETS Extensions this weekend: (Be sure to annotate new ETS on spread sheet)

<u>Soldiers Name</u>	<u>ETS Date</u>	<u>Action Taken</u>
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6. Soldiers who have applied for Interstate Transfer, transfer to the regular service or another reserve status:

<u>Soldier's Name</u>	<u>Status</u>
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Enclosure 2 (References) to TAG POLICY LETTER 05-2, NJARNG Strength Management, dated 16 February 2005

NJARNG Retention Handbook, dated 1 Feb 00

NGR 601-1, Recruiting and Retention Resource Management, dated 7 Nov 03

NGR 601-2, ARNG Strength Maintenance Program, dated 1 Oct 96

NGR 600-7, Selective Reserve Incentive Programs, dated 26 Mar 99

NGR 672-1, Trophies and Awards Program for the ARNG, dated 1 Oct 96