



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 10<sup>th</sup> MOUNTAIN DIVISION (LIGHT INFANTRY)  
FORT DRUM, NEW YORK 13602

AFDR-CG

9 September 2021

MEMORANDUM FOR Commanders, 10<sup>th</sup> Mountain Division (LI)

SUBJECT: Memorandum of Instruction (MOI) for the Commander's Retention Program

1. The Army Retention Program is the direct responsibility of all commanders. Retention is a "Commander's Program". In accordance with AR 601-280, Army Retention and higher headquarters guidance, only those Soldiers who have maintained a record of acceptable performance will be allowed the privilege of reenlisting within the Active Army or transferring/enlisting into the reserve component. The success of the Division's Retention Program depends upon effective leadership and command involvement at all organizational levels.
2. This MOI applies to all subordinate commanders and retention teams within the 10<sup>th</sup> Mountain Division (LI) and outlines the objectives, mission and responsibilities for the Commander's Retention Program. Appendixes within the MOI will be updated and distributed as changes in policy occur. This MOI supplements higher headquarters directives. Submit additions, deletions, or changes to this MOI to the Division Retention Office.
3. The objective of the Commander's Retention Program is to ensure commanders retain qualified Soldiers consistent with Army retention goals and mission as outlined in Army Regulation 601-280, Chapter 3. The readiness and stability of our Army are contingent on the execution of this program.
4. The point of contact for this memorandum is SGM Bochmann, Marco Command Career Counselor at (315) 772-2259 or marco.e.bochmann.mil@mail.mil.

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**APPENDIX A  
RETENTION DUTIES AND RESPONSIBILITIES**

1. Reference:

AR 601-280, Army Retention Program.

2. The Army Retention Program is a commander's program that follows specific guidance, directives, and policies set by HQDA; as a result, commanders, by virtue of their position are the retention officers for their respective commands. The program requires active involvement, support, and interest at all levels of command, including the senior noncommissioned officer (NCO) corps. Additionally, the command sergeant major, as the senior enlisted Soldier in the command, is by virtue of his or her position the retention NCO for their command. Career counselors will report directly to the command sergeant major. To be truly effective, efforts to retain high quality Soldiers, the future NCO corps, requires the enthusiastic involvement of all leaders. Their total involvement is essential to strengthen and sustain retention programs at all organizational levels.

3. Division Command Sergeant Major (DCSM)

a. Serve as the Command Retention NCO.

b. Ensure all leaders remain actively involved and support the Retention Program at all levels of their command.

c. Ensure all First Sergeants are using the bar to reenlistment as a rehabilitative tool for Soldiers who fail to meet required standards and to let them know they are not a candidate for continued service.

4. Division Retention Office

a. Manage all aspects of the Retention Program to include retention accomplishments, bars to reenlistment, MOS Administrative Retention Review (MAR2), Transfer of Post 9/11 GI Bill Education Benefits (TEB) for active enlisted Soldiers and Immediate Reenlistment Prohibition (IMREPR) Code accuracy.

b. Exercise operational supervision over subordinate unit retention programs and personnel.

c. Publish Division Commander's Weekly Retention Accomplishments and conduct monthly face-to-face retention update with Division Commander and DCSM.

5. Brigade and Battalion Commanders

a. Develop and implement policies and actively support an aggressive program designed to accomplish assigned retention mission, while retaining Soldiers who are qualified IAW AR 601-280 Chapter 3.

b. Ensure all subordinate leaders are trained and educated on all the aspects of Army Retention, to include retention counseling's, bars to reenlistment, IMREPR codes, flagging actions, flag codes, and Assignment Eligibility Availability (AEA) codes.

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c. Ensure commanders understand the “Whole Soldier” concept when determining quality for Soldiers who warrant continued service in the Army; and make determination on “fully” qualified Soldiers being denied reenlistment.

d. Execute duties and responsibilities as Retention Officers; implement and aggressively support the Army Retention Program within their commands, assigning “fair-share” reenlistment and RC transfer/enlistment missions to each subordinate level commander, requiring all subordinate commanders to do the same, accomplishing all missions, functions, tasks, and responsibilities as required by AR 601-280, and ensuring subordinate Retention Programs are functioning properly.

e. Manage retention advertisement and budget ensuring sufficient funds are allocated for the command’s retention program; establish an Army Retention Awards Program designed to enhance the command’s ability to accomplish assigned retention missions, recognizing subordinate command excellence; additionally, special recognition or awards are given to assigned officers and NCOs who demonstrate outstanding support of the retention efforts within the command. Recognition may be in any form deemed appropriate by the commander.

### 6. Command Sergeants Major and First Sergeants

a. Be personally involved in the retention program and ensure command is retaining quality Soldiers, IAW Army Regulation 601-280 Chapter 3, by actively targeting Soldiers with the greatest potential for future service.

b. Ensure Soldiers receive monthly performance counseling, as this will be an integral tool in determining retention and is the cornerstone of a successful retention program.

c. Make recommendations to the Commander on those Soldiers found to be unsuitable with either immediate separation in accordance with AR 635-200 or initiation of a bar to reenlistment/continued service in accordance with AR 601-280.

### 7. Company Commanders

a. Achieve assigned objectives while retaining fully qualified Soldiers; maintain all original eligibility rosters with detailed updates of all Soldiers, regardless of eligibility status; these rosters will be readily accessible by the Company Commander and First Sergeant in order to maximize opportunities for counseling during day-to-day operations; working rosters will be updated at least monthly; but more often if necessary.

b. Counsel and document retention counseling on the Commander’s Professional/Career Development Counseling form for all Soldiers on the anniversary of their basic active service date (BASD).

c. Counsel and document retention counseling on DA Form 4591 page 2 (Retention Data Worksheet) for all Soldiers 2 months before entering their reenlistment window and ensure the DA Form 3340 (Request for Reenlistment and Extension) is completed and signed prior to start of any retention processing.

d. Verify and review the AAA-095 Flag Report from eMILPO; complete all flagging actions in timely and efficient manner and ensure Company Clerk forwards DA Form 268 (Suspension of Favorable Actions) to Battalion S-1 not later than “five” days from effective date of flag.

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e. Ensure the Company Retention NCO is provided sufficient time to carry out retention duties, to include attending retention meetings/training and providing updates on all Soldiers within the current reenlistment opportunity window (ROW) using the current eligibility roster.

### 8. Senior Career Counselors

a. Responsible for providing technical oversight of all assigned Career Counselors in the Brigade.

b. Ensures retention actions are reviewed for data accuracy utilizing a quality control system established by the Division Retention Office.

### 10. Battalion Career Counselor

a. The Active Army career counselor is the program administrator and expert technical advisor to the commander and command sergeant major on all reenlistment aspects of the Army Retention Program and performs the following duties:

(1) Administers daily operations of the commander's retention program.

(2) Ensures the commander and command sergeant major are continually updated regarding the readiness posture of the organizational Army Retention Program and compliance with HQDA and higher headquarters regulatory guidance.

(3) Ensures completion of all required tasks, functions, duties, and program compliance with HQDA and higher headquarters guidance.

(4) Maintains and publishes statistics on Army Retention Program eligibles, missions, and accomplishments. Maintains mission projections, identifying potentially detrimental trends and/or retention mission shortfalls. Formulates and submits timely and specific recommendations for the commander to implement. Assigns reenlistment and RC enlistment and/or transfer missions to subordinate units.

(5) Executes and processes contracts of Soldiers for a period of continued service.

(6) Exercises operational supervision over subordinate unit reenlistment programs and personnel.

(7) Prepares and conducts formal training for subordinate and installation personnel as required. Ensures Soldiers are trained and remain sufficiently proficient to performed their assigned duties and responsibilities in support of the Army Retention Program.

(8) Conducts briefings, including but not limited to, Noncommissioned Officer Development Program (NCODP) training, commander's call, NCO Call, of current AC and RC information to all leaders and Soldiers.

(9) Counsels Soldiers and Family members regarding the benefits and opportunities within the Army Retention Program.

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(10) Ensures eligible Soldiers not desiring reenlistment are referred to, and counseled by, the servicing RC career counselor, at a minimum, as specified by this regulation.

(11) In the absence of an assigned RC career counselor, performs duties and responsibilities in AR 601–280 para 2–6q.

(12) Conducts, at a minimum, semi-annual inspections in accordance with AR 1–201. The command or senior career counselor of each corps, division, installation, brigade, group, and battalion will carry out the inspections of their subordinate commands. More frequent inspections or SAVs are at the discretion of the commander. Units found having critical deficiencies will be provided a reasonable amount of time to correct deficiencies and be scheduled for reevaluation (generally 30 days). A key area to inspect is ensuring proper counseling of Soldiers as prescribed by appendix C. Out brief commander and first sergeant for company level inspections, if necessary. Provide a written report of subordinate retention programs, through the command sergeant major, to the commander at battalion level and higher for corrective action. Inspection report formats, procedures, and additional requirements are at the discretion of the ACOM, ASCC, DRU, or installations or similar units as directed by the installation commander. The RC career counselor will be included in all inspections and visits.

(13) Advises commanders on bar to reenlistment preparation, imposition and removal procedures, impacts, review, and separation requirements.

(14) Determines reenlistment and/or extension eligibility by thoroughly screening the Army Military Human Resource Record (AMHRR), and local training records and rosters, as required by regulatory criteria.

(15) Operates RETAIN. Ensure correct input into RETAIN of Soldier qualifications and counsel Soldiers regarding available reenlistment and/or extension options. Obtain reenlistment control number (RCN) and/or extension control number (ECN) from RETAIN. Report accomplished reenlistments and/or extensions on RETAIN.

(16) Plans and facilitates reenlistment and/or extension ceremonies.

(17) Submits or ensures preparation, timely submission, and processing of RETAIN transactions, including, but not limited to reenlistments, extensions, ETS transactions, IMREPR codes, correction of unresolved errors, and unprocessed transactions. RETAIN confirmations transmit assignment instructions and triggers selective retention bonus (SRB) payments. Field-level users have no more than 5 days from the date of reenlistment to confirm the contract. If the reenlistment is not confirmed within 5 days, ACOM-level users have 14 days from the date of reenlistment to confirm the contract. After 14 days, only HRC can confirm reenlistments.

(18) Ensures the Army Retention Program is sufficiently publicized, ensuring information is available and distributed throughout the command.

(19) Assists the commander in developing, implementing, and maintaining an effective incentive awards program, supporting attainment of assigned retention and enlistment and/or transfer missions.

(20) Coordinates payments of retention bonus entitlements and accrued leave, as required, through the servicing finance and accounting office (FAO).

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(21) Obtains, from the servicing FAO, up-to-date information on retention bonuses for prospective reenlistees (see DOD 7000.14–R).

**APPENDIX B  
RETENTION MISSION, REPORTING AND ACCOMPLISHMENTS**

1. Retention Mission.

a. The Division Commander assigns active and reserve component retention objectives to subordinate commanders. Active component and Reserve Component objectives are assigned based on population criteria established by the Office of the Deputy Chief of Staff, G-1 each fiscal year.

b. The 10<sup>th</sup> Mountain Division (Light Infantry) receives its mission from XVIII Airborne Corps and will then determine a fair share for each subordinate commander and a mission letter will be published from the Division Commander. Once the mission is received by the subordinate commanders, subordinate Career Counselors will determine fair share objectives and publish a mission letter from their commander to subordinate commands within the unit.

2. Reporting Procedures.

a. Active Component (AC) Reporting Procedures. During a semi-annual retention mission each Command level, battalion and higher, will report their weekly accomplishments to their subordinate command teams at a minimum one level down.

b. Reserve Component (RC) Reporting Procedures. RC accomplishments will be reported in the same manner as the AC accomplishments.

3. Retention Accomplishments.

a. The Division standard for retention accomplishment reporting will reflect at a minimum objectives/mission, accomplishments and glide path for each subordinate command one level down, only to the company/battery/troop level. Retention accomplishments are based on RETAIN confirmation reports reflecting each missioned category (current FY ETS, Initial Term, Mid-Career, Career, AC to RC Transition and any other category as determined by higher headquarters).

b. Reenlistment Accomplishment credit is determined by the Soldier's UIC on the date of reenlistment.

c. Company/Battery/Troop and higher will complete and maintain retention accomplishments for the current and previous fiscal year.



**APPENDIX C  
RETENTION FUNDS AND PUBLICITY**

1. Reference:

a. AR 601-280, Army Retention Program.

2. IAW AR 601-280 para 2-6m (14), subordinate commanders are responsible for allocating sufficient funds, in accordance with applicable provisions of the current fiscal year version of Defense Finance and Accounting Service (DFAS)-IN Regulation 37–1 or other accounts as appropriate to support retention and transition efforts within the command. Particular attention is directed to ensure tenant activities are sufficiently resourced and supported by host installation commanders (see DFAS–IN Regulation 37–100 for budgeting and authorized uses of these funds). Although these funds are not “fenced,” retention offices are expected to coordinate with their comptroller to ensure funds are used to support the Army Retention Program to the greatest extent possible.

3. Authorized expenditures may include:

a. Local publicity and promotion venues of dissemination (i.e., newspaper, TV or radio).

b. Travel associated with conducting SAV/SI on geographically dispersed subordinate units; strategic planning and/or training meetings; conferences, seminars, TDY travel for Career Counselor Graduation, 79S Senior Leader Course Graduation, and guest speaker for graduation events.

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

d. Specific unit or command designated advertisement items (i.e. pens, cups, t-shirts, bags, and etc.). Appropriate wording to indicate continued commitment to serve must appear on the item (i.e. “Stay Mountain Tough”, “Stay Army”, Re-enlist..., Stay...., etc). The cost of one specific item will not exceed \$50.

e. Reenlistment Awards (plaques, trophies, etc.).

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

**APPENDIX D**  
**STAFF ASSISTANCE VISITS (SAV) / STAFF INSPECTION (SI)**

1. **Implementation.**

a. The Division Retention Staff will conduct, at a minimum, semi-annual SAV/SI for each subordinate level command and tenant unit.

b. Brigades and separate battalions will provide an SAV/SI their next subordinate commands' retention program semi-annually. Each brigade will sample SAV/SI down to the company/troop/battery level during each SAV/SI.

c. All SAV/SI will use the current Forces Command (FORSCOM) checklist. SAV/SI results will be retained for the current and previous fiscal year by both the inspected and inspecting headquarters.

2. **Schedule and Results.**

a. The Division Retention Office will coordinate with subordinate commands for SAV/SI dates except for CIP visits which will be coordinated through the Division G-3.

b. SAV/SI results are provided to commanders and subordinate retention offices. The CIP results are provided to the Division G-3 representative and subordinate retention offices.

3. **AC and RC Career Counselor Force.**

a. This evaluation centers on the individual AC/RC Career Counselor and full-time battalion retention NCOs and their ability to provide accurate, professional, timely service to Soldiers and leaders. Each Career Counselor is evaluated IAW Army and FORSCOM standards and HQDA requirements, as well as any factors that may indicate the NCO's degree of professionalism.

b. RC Career Counselors (PMOS 79T and 79V). All RC Career Counselors are assigned to Division and may be further attached. Duty is with the Division and Fort Drum footprint. RC Career Counselors are also evaluated in the following:

(1) Ensuring all qualified separating Soldiers are counseled and provide unit commanders a by-name list of all Soldiers who fail to attend scheduled RC transitioning interviews. After coordination with unit AC Career Counselors, all missed appointments will be rescheduled NLT 10 days after the original appointment date (when applicable).

(2) Establishing and maintaining a close relationship with the Major United States Army Reserve Command, Transfer (MT) Program Manager to ensure maximum assignments are made to available vacancies.

**APPENDIX E**  
**RETENTION TRAINING**

1. The Division Retention office will coordinate, at a minimum, quarterly retention training for all assigned PMOS and SMOS 79S, 79T and 79V, Battalion level, full-time Retention NCOs, and Soldiers selected to attend the 79S Career Counselor Course.

a. IAW AR 601-280, para 2-6m (12), Commanders will ensure training seminars are conducted by each division, brigade, and similar unit at least once per quarter. These seminars will be used to instruct commanders, career counselors, and other key personnel in their duties and responsibilities to the Army Retention Program. Career counselors, where available, will present the instruction.

b. Subordinate commanders will ensure plans are approved and necessary training conducted to provide continued retention support to subordinate elements, even during contingency operations. This includes establishment of electronic mail accounts and training of all retention personnel on use of the system.

c. The Division Retention Office will provide training materials for and coordinate the Army Retention Program instruction for the Monthly/Quarterly Division Commanders/First Sergeants Course. Brigade Retention Teams will rotate training responsibilities.

**APPENDIX F  
THE ARMY CAREER COUNSELING SYSTEM**

1. Retention Interviews. Commanders will ensure that subordinate unit commanders conduct robust monthly retention counseling IAW AR 601-280, appendix C, and that counseling sessions are documented on a DA Form 4856, Developmental Counseling Form, or a local Commander's Professional/Career Development Counseling Form maintained by the Company, Troop, or Battery Retention NCO. Career Counselors at the Battalion and Brigade level will consolidate remarks from counseling sessions onto an electronically produced eligibility roster and provide these rosters to the Division Retention Office when requested.

a. Interview elements. The basic elements of an interview are:

- (1) Person-to-person relationship.
- (2) Exchange of views and information.
- (3) Needs or requirements of the individual.
- (4) Needs of the service.

b. Techniques of Interviewing:

- (1) Conduct retention interviews informally, during normal duty hours, and under conditions, which serve to create a favorable atmosphere conducive to retention.
- (2) Ensure Soldier is qualified for retention prior to conducting the interview.
- (3) Have information available.
- (4) Let the Soldier make the final decision; channel thoughts toward an intelligent decision.
- (5) Do not make false promises or close the door to future interviews with the prospect who has not made a final decision concerning reenlistment.

c. Interview Remarks. It is important to enter appropriate remarks on the electronically produced eligibility roster upon completion of an interview. This assists other members in the retention field with future interviews. Remarks which contain minimum necessary information are:

(1) *Soldier plans to return to previous job in Racine, Wisconsin, as a shoe salesman with Smith Shoe Company, salary of \$250 per week.*

(2) *Plans to return to the University of Virginia and obtain a degree in law. Soldier has two years credit and has been accepted for fall semester. The provisions of AR 621-1 have been fully explained.*

(3) *Plans to return to father's farm in Amex, Texas. He has 700 acres and 300 head of cattle. Soldier indicates a desire to join the National Guard but is unsure of what MOS to*

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*transfer into. Also indicated a desire to continue college to finish general education and eventually pursue a bachelor's degree in agriculture.*

d. The following remarks (not all inclusive) **do not provide sufficient information** and **will not be used**:

- (1) *Plans to ETS.*
- (2) *Going back to civilian life.*
- (3) *Will not reenlist.*
- (4) *Undecided.*
- (5) *College.*

**APPENDIX G  
CAREER COUNSELOR OF THE YEAR (CCOY) COMPETITION**

1. General. The Division Career Counselor of the Year Competition is conducted on an annual basis. The competition recognizes the most outstanding Career Counselor within Division. The winner of the Division competition will represent the Division at the XVIII Airborne Corps Career Counselor of the Year Competition. All Career Counselor's in the ranks of SFC and below will compete as this gives them the opportunity to enhance their promotion opportunities. There is no limit to the number of competitors for the competition; however, no less than one competitor from each brigade will compete.

2. Eligibility. Active component Career Counselors performing duties in PMOS 79S for at least six months during the fiscal year are eligible.

3. Criteria for Selection.

a. The Division CCOY Committee selects the Division Career Counselor of the Year. The Division Command Sergeant Major (or appointed designee) serves as the President of the Board.

b. The Division Retention Office will generate a board Memorandum of Instruction (MOI) listing the requirements for participation and board members, not later than six weeks prior to the date the board convenes.

c. Units will submit nominations by memorandum signed personally by the appropriate senior commander. IAW AR 601-280, para 9-9, each nomination packet will include requirements as listed on the board MOI.

4. Recognition. The Division Commander, or designated representative, will recognize selected winners and all participants at the next Division Quarterly Awards Ceremony. Competition winners will have earned an Army Commendation Medal.

5. Publicizing the Program. Division Public Affairs Office and The Mountaineer will publicize the event.

6. Procurement and Funding Responsibility. The Division Retention Office will procure awards and appropriate recognition for the winner and all participants of the Division competition.

**APPENDIX H  
RETENTION OPERATIONS DURING CONTINGENCY OPERATIONS**

1. Contingency Operations Plan. Reenlistment actions continue through all deployments, contingency operations, and all phases of mobilization and stop move, unless specifically terminated by HQDA. Each brigade and separate battalion will develop a contingency operations plan to support the Division plan.

a. Concept of Support:

(1) On initiation of contingency operations, the Division Retention Office activates a retention support cell with electronic mail (e-mail) accounts and systems access. If necessary, 24-hour telephone service for the purpose of providing communication support between deployed elements, home stations and HRC/HQDA is established.

(2) Commanders will ensure Career Counselors deploy with sufficient automation hardware and software, V-Sat access, publications, blank forms, and office supplies to support retention operations.

(3) Upon arrival in the theater of operations, the senior Career Counselor must establish and maintain liaison with the senior retention element within the theater. Additionally, they must work through appropriate agencies and commanders to establish telephonic or e-mail communications with one of the support cells in OCONUS.

(4) When a Brigade headquarters is alerted for deployment, the senior Career Counselor will work with command team on forward retention support. When a Battalion headquarters is alerted for deployment and subsequently deployed, the servicing Career Counselor will deploy with the headquarters element regardless of the percentage of Soldiers from the unit that are deploying/deployed.

b. Reporting.

(1) Report all retention actions (reenlistments, extensions, and bars to reenlistment) to the senior Career Counselor in the theater of operation from this headquarters. The Senior Career Counselor within the theater will report these actions to the rear detachment support cell in CONUS. If this headquarters is not in theater report all retention actions to the division retention office.

(2) In cases where the Soldier is a member of a unit that does not fall directly under the command structure of the division or is assigned to location other than the division, packets will be forwarded to the Soldier's home station and/or parent organization.

c. Responsibilities.

(1) Rear detachment support cell.

(a) The senior Career Counselor at the Division Reenlistment Office will be the NCOIC of the rear detachment support cell. This counselor is responsible for the management, organization and accountability of all rear detachment equipment and support.

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(b) If necessary, establish a 24-hour support for forward deployed elements.

(c) The Brigades are responsible for developing a contingency plan to ensure their units have sufficient internal support for the rear detachments. The rear retention cell will screen records of Soldiers as needed to support units with limited connectivity.

(d) Establish a system to provide the forward reenlistment element with current messages, changes, publications and any other hard copy information if normal communication channels are unresponsive or overtaxed.

(2) Forward retention element.

(a) The senior Career Counselor will establish communications with the rear support cell.

(b) Conduct normal reenlistment activities unless officially terminated by HQDA.

2. RC Deployment Procedures. The deployment of the RC Career Counselors will be coordinated with Human Resources Command (HRC). Utilization of RC Career Counselors will be coordinated through the Division Command Career Counselor.



**APPENDIX I**  
**RESERVE COMPONENT TRANSITION/RETENTION PROCEDURES**

1. Soldiers who are not reenlisting will have a one-on-one interview with the RC Career Counselor. Retention appointment memorandums are distributed on a monthly basis to Soldiers who are within 180 days of their ETS. Soldiers are required to contact the RC Retention Office upon receipt of the appointment memorandum to schedule an appointment. Soldiers who do not receive an appointment memorandum will be referred to the RC Retention Office, Clark Hall, to schedule appointments.
2. ETS tracking reports will be distributed on a monthly basis to subordinate commands. This report will be used to determine the status of each Soldier eligible for RC retention. This report will be maintained for the current and previous fiscal years.
3. Commanders will ensure unit incentive policies include Soldiers enlisting or transitioning into the Reserve Components (US Army Reserve or US Army National Guard).

**APPENDIX K  
CAREER COUNSELOR UTILIZATION**

**1. References:** AR 601-280, Chapter 9.

**2. Career Counselor (PMOS 79S, 79T, 79V) Utilization:**

a. Career Counselors may be tasked by Headquarters, 10<sup>th</sup> Mountain Division, for assistance on projects in support of the Division wide retention program.

b. Career Counselors (PMOS 79S, 79T, 79V) are expected to devote maximum time, effort, and energy to meet Army personnel readiness missions and end-strength requirements. Accordingly, they will not be used, attached, or assigned tasks, functions, and/ or duties, other than those authorized in direct support of the Army Retention Program. These Soldiers are expressly prohibited from performing either permanent or temporary leadership duties as first sergeant, detachment noncommissioned officer in charge, platoon sergeant, and squad leader. Furthermore, they will not be assigned any additional or roster type duties that are not in direct support of the Army Retention Program. These include, but are not limited to, duties as: sergeant of the guard, charge of quarters, staff duty NCO, court martial duties, casualty notification officer (CNO), casualty assistance officer (CAO), equal opportunity NCO, or training NCO.

c. 10<sup>th</sup> Mountain Division's Command Career Counselor will ensure career counselors are properly supervised, utilized, resourced, trained, and provided sufficient transportation, funding, office space, and clerical assistance to accomplish their duties and responsibilities in support of the Army Retention Program, and placement for all Career Counselors assigned and attached to the 10<sup>th</sup> Mountain Division.

**APPENDIX K  
AWARDS PROGRAM**

1. References:

- a. Paragraph 2-2 d. (14), AR 601-280.
- b. Paragraph 2-2 f. (18), AR 601-280.

2. The primary objective of the 10th Mountain Division (LI) Retention Awards Program is to promote the retention of highly qualified Soldiers consistent with Army requirements.

3. Special recognition awards will be presented to assigned Officers and NCOs who demonstrate outstanding support of the retention efforts within the 10<sup>th</sup> Mountain Division.

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

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

6. Implementation: The Commanding General's program supports current Army goals to complete all assigned missions in accordance with the Fiscal Year Retention Mission and guidance published by HQDA. The awards program provides recognition to the individuals and subordinate commands for outstanding retention and accomplishment of all assigned missions.

Note: Should it become necessary to suspend or modify the Annual Awards Program due to unforeseen situations (i.e. mission/accomplishment discrepancies, operational TEMPO, policy, etc.), alternate actions are at the discretion of the 10<sup>th</sup> Mountain Division (LI) Commander in coordination with the Command Career Counselor.

7. Annual Awards

Annual Awards are listed below and will be presented to units as they achieve their respective active and reserve component retention missions. Ultimately, there is only one objective - to complete all assigned missions.

a. Brigade Level. The Commanding General's "Annual Retention Excellence Award" is presented to each Command that achieves mission in all categories listed in paragraph 6.a and b. that meet or exceed the prescribed HQDA assigned aggregate retention mission to include the RC and FY categories (if applicable).

b. Battalion / Brigade Level. An Impact Army Achievement Medal (AAM) Award is presented to each Career Counselor that achieves mission in all categories. Additionally, the "Retention Excellence Award (Belt)" will rotate to the top Tier 1 (1BCT, 2BCT, and 3BCT) and Tier 2 (10CAB and MDSB) Brigades each year.

c. Commanding General's "Guardian of the Mountain" award. This award is presented annually to the top command retention programs from paragraph 6.a and b. that achieved the highest percentage of Option 2, current station stabilization reenlistments.

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d. Commanding General's "Early Bird" award. This award is presented annually to the command retention programs listed in paragraph 6.a. and b. that meet or exceed all assigned missioned categories (FY, Initial, Mid-career, and Careerist) the fastest. Additionally, the career counselor responsible for each unit recognized by this award will receive a similar award and an impact Army Achievement Medal.

e. Command General's "Top Production" award. This award is presented annually to the command retention programs listed in paragraph 8.a and b. that exceeded all assigned missioned categories (FY, Initial, Mid-career, and Careerist) that have the highest overall percentage in the Division. Additionally, the career counselor responsible for each unit recognized by this award will receive a similar award and an impact Army Achievement Medal.

### 8. Categories. Brigade Combat Team, Multifunctional Brigade, Battalion

- a. Brigades Combat Team includes 1BCT, 2BCT and 3BCT.
- b. Multifunctional Brigade includes 10CAB, MDSB, and DIVARTY.

### 9. Responsibilities.

The Division Retention Sergeant Major provides overall supervision of the awards program. The Division Retention Office will:

- a. Select the award recipients utilizing the parameters discussed in paragraph 8 above.
- b. Ensure the awards are processed and prepared for timely presentation.
- c. Coordinate and schedule appropriate awards ceremonies.

### 9. Rules and Procedures.

Data for awards is based on an analysis of the retention reports reconciled using the RETAIN system annually. To compete for awards, Brigades must:

- a. Have a minimum reenlistment mission of one Soldier in each category.
- b. To count for awards purposes, all confirmations on RETAIN must be accurate to reflect true credit for each Soldier reenlisted. Reserve component will be counted off completed packets not ships for award purposes only.

8. Presentation. The Division Commander, or his designated representative, will present Annual Awards.

**APPENDIX L  
INCENTIVE PROGRAM**

1. References: AR 601-280, Army Retention Program, with applicable MOIs.
2. This memorandum supersedes and replaces Policy Memorandum 9, 10<sup>th</sup> Mountain Division (Light Infantry) Reenlistment Education Incentive Program, 27 April 2017.
3. Purpose: To establish Incentives for reenlistments within 10<sup>th</sup> Mountain Division (Light Infantry).
4. Applicability. The incentives are applicable to Soldiers assigned or attached the 10<sup>th</sup> Mountain Division (Light Infantry) at both Fort Drum, New York and Fort Polk, Louisiana.
5. General. It is incumbent on all 10<sup>th</sup> Mountain Division (Light Infantry) leaders to keep good Soldiers in the Army. This requires leader involvement with Soldiers armed with knowledge to properly inform them of their options.
6. Policy. This policy focuses on two major reenlistments incentives for 10<sup>th</sup> Mountain Division (Light Infantry) Soldiers: enrollment in civilian education and enrollment in the division Light Fighter School Air Assault Course.
  - a. **Civilian Education Incentives.** Soldiers, who reenlist under the provisions of AR 601-280 Table E-2, Current Station Stabilization, or Table E-1, Regular Army Reenlistment, may elect to participate in the Education Incentive Program, which is developed and implemented at each MSC level. Table E-2 does not provide for continuing civilian education, but the 10<sup>th</sup> Mountain Division (Light Infantry) Education Incentive Program authorizes Soldiers to undertake civilian education programs designed to enhance their professional development in conjunction with their commitment of stabilization to remain in the Army at Fort Drum or Fort Polk for Soldiers from 3BCT, 10<sup>th</sup> Mountain Division. Under the provisions of this program, Soldiers may pursue civilian education requirements necessary to complete vocational courses or up to one semester of college-level studies. Soldiers will not exceed the equivalent of one semester (12 semester hours), and Soldiers will complete all class requirements prior to the reenlistment stabilization termination date. Commanders shall make reasonable accommodations in Soldiers' schedules based on the mission requirements, the terms of all relevant regulations, and the terms of the Soldier's reenlistment in order to facilitate their academic efforts
  - b. **Certificate of Achievement.** Initial term Soldiers who reenlist for any of the available reenlistment options will receive a Certificate of Achievement for their commitment to continue their service to the Nation. The first reenlistment is a milestone in their career and will be recognized as such. The Division Retention Office will submit the names of all Soldiers on a monthly basis to Division G1 for processing.
  - c. **Light Fighter School Air Assault Course.** Soldiers who reenlist under the provisions of Table E-2, Current Station Stabilization or E-1 Regular Army Reenlistment, may elect to attend Air Assault training on Fort Drum. Each brigade will be allotted five training seats each month. Soldier must be qualified and meet all prerequisite for training. Coordination will be made through the servicing Career Counselor to Division Operations for training seat. Training seats will be filled on a first come first serve basis.

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c. **Army Mountain Warfare School (AMWS).** Soldiers who reenlist under the provisions of Table E-2, Current Station Stabilization or E-1 Regular Army Reenlistment, may elect to attend the Army Mountain Warfare School located at Camp Ethan Allen training site in Vermont. Coordination will be made through the servicing Career Counselor to Division Operations for training seats. Division Retention will work with G3 schools and the Division Command Sergeant Major to secure training for AMWS.

d. **Current Station Stabilization.** Soldiers who reenlist for Current Station Stabilization for a period of at least three years may request reassignment to another unit located within the 10<sup>th</sup> Mountain Division. Soldiers will submit a completed Department of Army (DA) Form 4187, Request for Personnel Action, requesting reassignment through the servicing retention office to the Division Retention Office for required action. All requests must contain a letter of release from their current Command Sergeant Major (CSM) or designated representative, letter of acceptance from requested unit's CSM or designated representative, and Enlisted Records Brief (ERB). Letter of acceptance must include a valid position number for the Soldier's military occupational specialty (MOS) and grade. The Division Retention Office will forward the request to the proper approval authority for determination. Soldiers will not be reenlisted until the proper approval authority has approved the request. Soldiers desiring to combine this incentive with the Fort Drum Reenlistment Education Incentive must obtain the gaining commander's approval for participation.

### d. Prerequisites.

(1) Applicants must be qualified for and reenlist under the provisions of Table E-2 or E-1. Table E-1, AR 601-280 does not guarantee stabilization. It is imperative that Soldiers understand that the needs of the Army have priority and subsequent reassignment instructions interrupting class or training attendance is insufficient cause for deletion/deferment application.

### d. Responsibilities.

#### (1) Unit commanders will ensure:

- (a) Soldiers understand all the responsibilities listed in this MOI.
- (b) Soldiers will participate in daily unit PRT
- (c) Classroom time, labs, homework, and class research projects are reconsidered when establishing off-duty time. Exemption from duty rosters and other details should also be considered, but cannot be guaranteed.

(d) Applications are processed through the Fort Drum or Fort Polk Education Center prior to reenlistment. As an exception, deployed Soldiers only need to have the Commander's and Soldier's signature prior to reenlistment.

(e) Processing. Enclosure 1, 10th Mountain Division (Light Infantry) and Fort Drum Education Incentive Program Agreement, Air Assault MOI, and packing list is attached.

#### (2) Commander will define a Soldier's duty day and structure the work week.

#### (3) Reenlisting Soldiers will understand that:

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(a) Withdrawal from the program (voluntary/involuntary) does not void the conditions or guarantees of the Reenlistment Option.

(b) The needs of the Army have priority. Every attempt to allow course attendance will be made; however, interruption of course attendance for mission requirements does not constitute a breach of the reenlistment contract.

(4) Senior Career Counselors will:

(a) Monitor trends in this program.

(b) Track participating Soldiers to ensure compliance with their respective programs.

(5) Termination. Soldiers will be terminated from this program for the following reasons:

(a) Worldwide Contingency Operations (Deployment Notification).

(b) Becoming disqualified from reenlistment (except RCP). Such examples are suspension of favorable personal actions (flag) for AFPT failure, overweight, pending UCMJ action, and Lost Time.