



NATIONAL GUARD BUREAU

111 SOUTH GEORGE MASON DRIVE
ARLINGTON VA 22204-1382

NGB-ARP-S

21 April 2009

MEMORANDUM FOR Military Personnel Management Officers of All States, Puerto Rico, Guam, the U.S. Virgin Islands, and the District of Columbia

SUBJECT: Negative End Strength Best Practices

1. References:

a. Memorandum, NGB, CNGB, 30 Mar 09, subject: FY 09 End Strength Action Plan (encl 1).

b. Memorandum, NGB, DARNG, 2 Feb 09, subject: FY 09 End Strength Action Plan (encl 2).

2. In support of the CNGB's end strength action plan, the Personnel Division (NGB-ARP) reached out to the States to acquire best practice methodology with respect to managing negative end strength. This memorandum includes several best practices you may use as a tool to improve the management of your State's negative end strength. To that end, each State should be establishing policies and procedures to effectively manage your NOVAL, Expired ETS, and Non DMOSQ personnel in order to expedite the process for separations.

3. This mission requires involvement and a sense of urgency at every level of leadership. Commanders, First Sergeants, and First Line Leaders must be the focal point for communication and execution. Your involvement is imperative to ensure we develop efficient processes to reduce negative end strength and improve personnel readiness. The Personnel Management Best Practices Annex will be posted on the GKO website at: <https://gkoportal.ngb.army.mil/sites/ARNG/G1/ARP/default.aspx>

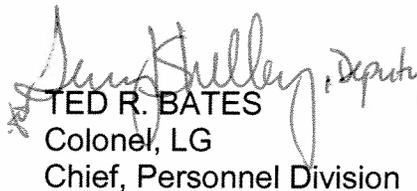
4. The point of contact is CW2 John Runyan, NGB-ARP, Systems Branch, at DSN 327-7189, 703-607-7189, or john.e.runyan@us.army.mil.

3 Encls

1. CNGB Memo

2. DARNG Memo

3. Personnel Management Best Practices Annex


TED R. BATES
Colonel, LG
Chief, Personnel Division



NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

NGB-ZA

30 MAR 2009

MEMORANDUM FOR The Adjutants General of all States, Puerto Rico, the US Virgin Islands, Guam, and the Commanding General of the District of Columbia

SUBJECT: FY 09 End Strength Action Plan Adjustment

1. Reference. FY 09 End Strength Action Plan, 2 February 2009.
2. Purpose. To provide TAGs guidance to effectively manage the end strength requirements for the remainder of FY 09.
3. Policy. No later than 15 May 2009, States must initiate separation actions on the following categories of Soldiers to address negative endstrength:
 - a. All Soldiers with an expired Expiration of Term of Service (ETS), other than those extended under the provisions of current Stop-Loss policy.
 - b. All Soldiers listed on the Non Validated Pay (NOVAL) list for more than two consecutive months IAW chapter 4, AR 135-91. Soldiers on the NOVAL List for more than 2 months can be found on the G1 intranet site at <https://minuteman.ngb.army.mil>.
 - c. All individuals who failed to report for their Initial Entry Training (IET) ship date IAW chapter 8, AR 135-178. Note the counseling and rehabilitative requirements required by paragraph 2-4.
 - d. All Soldiers required to become Military Occupational Specialty Qualified (MOSQ) by the end of this Fiscal Year who will be unable to achieve all required qualification standards. States must initiate involuntary separation immediately for any Soldier who will be unable to achieve the 24-month MOSQ requirements by 30 Sep 09.
4. Discussion. For FY 09, the ARNG is funded at the end strength of 358,200. Currently, we are approximately 10,000 personnel over end strength. Negative end strength is defined as those personnel who are on NOVAL, have expired ETS, and/or are awaiting their IET for training and have not become MOSQ within 24 months of entering the SELRES. This negative end strength must be addressed so that those Soldiers who are participating members and are awaiting training are within our end strength, while those who remain or become part of the negative end strength are removed. The organization incurs a monthly fiduciary liability for non-performing Soldiers who remain in the paid end strength. We cannot continue in this manner.

NGB-ZA

SUBJECT: FY09 End Strength Action Plan Adjustment

5. The point of contact is COL Marianne Watson, G1, Army National Guard, at DSN 327-9181, 703-607-9181, or marianne.watson@us.army.mil.

A handwritten signature in black ink, appearing to read "Craig R. McKinley". The signature is fluid and cursive, with a large, sweeping flourish at the end.

CRAIG R. MCKINLEY
General, USAF
Chief, National Guard Bureau



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NGB-ARZ-HR

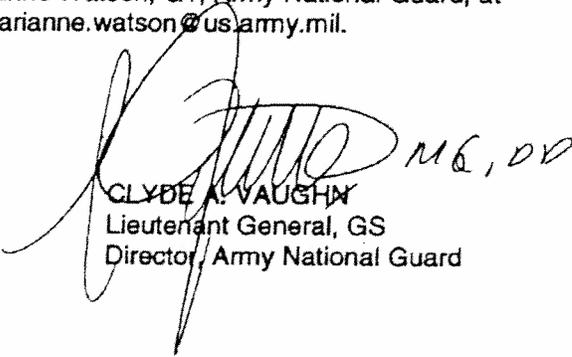
2 February 2009

MEMORANDUM FOR The Adjutants General of all States, Puerto Rico, the US Virgin Islands, and Guam, and the Commanding General of the District of Columbia

SUBJECT: FY 09 End Strength Action Plan

1. I want to thank each of you for implementing successful recruiting and retention programs. Your efforts have improved our personnel readiness posture. Although our end strength numbers appear favorable, I know this does not accurately reflect the available strength in your formations. I need your help to present a more accurate picture of our personnel readiness by incrementally removing unavailable personnel from your units.
2. Furthermore, the organization incurs a monthly fiduciary liability for non-performing Soldiers who remain in the paid end strength. I am lowering the non-validated goal from 2 percent to 1 percent inclusive of all pay groups. The team must address this issue and responsibly discharge or move Soldiers to the inactive National Guard (ING) as appropriate.
3. Additionally, States must focus their efforts on enlisting (CAT) I-III A applicants. My goal is to maintain the Office of the Secretary of Defense standard of 60 percent CAT I-III A enlistments. To this end, NGB-ASM will implement a policy limiting CAT I-III B enlistments by issuing control numbers to States. Our future end strength posture hinges on our ability to achieve this enlistment goal.
4. Please review the enclosure which outlines the target populations that need to be discharged or moved to the ING, and action these immediately. This process will enable us to more accurately reflect available personnel and to resource those programs that will further improve the readiness of Soldiers and Families in the future.
5. The point of contact is COL Marianne Watson, G1, Army National Guard, at DSN 327-9181, 703-607-9181, or marianne.watson@us.army.mil.

Encl
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CLYDE A. VAUGHN
Lieutenant General, GS
Director, Army National Guard

End Strength Processing Guidance

1. Personnel Transactions will be conducted as follows:

a. Adjutants General have the authority to and are responsible for transferring Soldiers into the Inactive National Guard (ING) or Individual Ready Reserve (IRR). The following Soldiers should be transferred as outlined below:

(1) Soldiers with an expired Expiration Term of Service over 60 days with a remaining military service obligation may be processed in one of two ways:

a. The Soldier may be transferred to the ING provided the Soldier signed an NGB Form 21, Annex A-DD Form 4, "Enlistment/Reenlistment Agreement-ARNG", or

b. The Soldier may be discharged and concurrently transferred to the USAR for assignment to the IRR.

(2) All Soldiers on the Extended non validated (NOVAL) pay list for 2 months or longer (i.e. Soldier has not been paid for 6 months) must be transferred to the ING (removed from paid end strength rolls) or processed for discharge as appropriate. Soldiers on the extended NOVAL Pay over 2 months can be found on the G1 Intranet Site, <https://minuteman.ngb.army.mil> in using the NOVAL Pay application.

(3) All Soldiers that have not completed initial entry training requirements at the end of 24 months will be discharged concurrently from the ARNG and military service.

b. Upon the determination to transfer Soldiers to the ING, Military Personnel Offices (MILPO) will transfer the Soldiers to the ING and forward a copy of the orders to the Soldier. Soldiers will be notified that this constitutes a removal from active status and may impact certain benefits such as Montgomery GI Bill eligibility, accumulation of retirement points, promotion eligibility, date of rank, and bonus eligibility. Soldiers must be advised that they remain mobilization assets who can be involuntarily mobilized for Federal or State active duties and Servicemen's Group Life Insurance will be terminated upon entering the ING.

c. Manpower Division (NGB-ARM) will coordinate with the MILPOs for the monthly personnel discharge/ING transfer objectives to manage the loss rates.

2. Commanders may take the appropriate disciplinary action, if necessary; prior to transferring Soldiers to the ING.

a. Soldiers may be reduced in grade for accumulating more than nine periods of unsatisfactory participation.

Enclosure

End Strength Processing Guidance

- b. Upon final separation from service, Soldiers who were transferred to the ING for unsatisfactory participation may be discharged with an RE-3 code and categorized as general, under honorable conditions.
- c. The Adjutants General may delegate this authority in writing to their Chief of Staff.

ANNEX

Personnel Management Best Practices

General: Many States actively monitor the Director's Strength Readiness Overview (DSRO) to maintain visibility of the unit's strength readiness posture. The DSRO application provides Commanders the opportunity to be proactive in identifying the proper course of action.

The following practices have proven to be an effective means by which to manage negative end strength. Listed below are specific categories of negative end strength and a corresponding best management practice. This list is not all inclusive; however, it targets the large populations that contribute to State's negative end strength.

1. Non Validated Pay (NOVAL) Report. The NOVAL pay list has proven to be an effective tool for identifying non-contributing members of the force. The Chief, National Guard Bureau objective is for States to initiate separation actions for all Soldiers who have been on this list for two or more consecutive months. While there is no specific statutory or regulatory authorization to discharge a Soldier just for being on the list, the overwhelming majority of Soldiers who appear on this list fall into a category that authorizes separation. States will identify why their Soldiers are listed as NOVAL, and will use existing discharge procedures and timelines appropriate to each case. Some considerations for common NOVAL categories are listed below:

a. Unsatisfactory Participants: (AR 135-91, Ch. 4 and AR 135-178, Ch. 9):

i. Soldiers with nine or more unexcused absences within one year, or who failed to attend or complete Annual Training, may be subject to discharge or transfer to the Inactive Ready Reserves (IRR) for Unsatisfactory Participation. In order to eliminate delays in the administrative procedures Commanders must send notice of unexcused absence during or immediately following the unit training assembly (UTA) or multiple unit training assemblies (MUTA) as prescribed in AR 135-91, Ch. 4, Figure 4-1. Prescribed Letter of Instructions – Unexcused Absence.

ii. Due to the lengthy process of discharge/separation actions, and to eliminate increasing NOVAL percentages, MILPOs may authorize transfer to the Inactive National Guard (ING). Many States that successfully maintain 1 percent or lower on the NOVAL pay report are transferring Soldiers into the ING when the Soldier accumulates nine consecutive unexcused absences and the Commander has determined the Soldier will not continue service as a productive member. The State orders clerk will execute a Personnel Action Request (PAR) for involuntary transfer into the ING. Notification is sent to the Soldier and unit of assignment. Upon completion of the discharge

procedures, States must return the Soldier to an active status using SIDPERS RING transaction prior to executing SIDPERS DSCH transaction. Transferring Soldiers into the ING will remove them from the paid end strength, and eliminate additional debt to SGLI while States continue the discharge/separation process. States that elect to transfer Soldiers to the ING may establish State derived SIDPERS LDP values for tracking purposes in positions 1 through 25 of the LOC_DATA_PERS field. States will not use NGB controlled LDPA positions 26 through 30 for this purpose.

b. Legal Processing: (AR 135-178, Ch. 11 and Ch.12):

i. Separation procedures for positive urinalysis, civil conviction, and other legal or disciplinary issues can take months to complete due to official notification, waiting periods, and consultation with defense counsel. States are encouraged to review their processes and identify ways to decrease processing time. Commanders can enhance processing time by ensuring actions are initiated as soon as possible after violations occur. States must ensure Soldiers are coded "A" (Adverse Action) in SIDPERS Local Supplemental Database LSDB, SFPA-RSN field using DA Form 268 for supporting documentation.

ii. Commanders must act promptly when Soldiers are identified positive for drug abuse. Soldiers above the grade of E-5 and all grades with over 3 years of service will be processed for separation. First time drug abusers in the grade of E-1 through E-4 and have less than 3 years of service may be discharged but are not required to be discharged.

iii. MILPOs may authorize transfer to the ING for Soldiers who fail to participate in unit assemblies and are awaiting discharge due to drug and alcohol abuse, civil conviction, or other legal/disciplinary related issues when the Commander determines participation is not likely. Transfer into the ING will remove non participants from the paid end strength, and eliminate additional debt to SGLI while States continue the discharge/separation process.

iv. States that elect to transfer Soldiers into the ING who fail to participate in unit assemblies and are awaiting discharge due to drug and alcohol abuse, civil conviction, or other legal/disciplinary related issues must return the Soldier to an active status using SIDPERS RING transaction prior to executing SIDPERS DSCH transaction. Discharges due to drug abuse will be discharged using the appropriate narrative reason and SIDPERS assignment loss reason code. Failure to do so could allow future eligibility for enlistment/appointment into the ARNG where otherwise the accession would be ineligible. States that elect to transfer Soldiers to the ING may establish State derived SIDPERS LDP values for tracking purposes in positions 1 through 25 of the

LDP field. States will not use NGB controlled LDPA positions 26 through 30 for this purpose.

c. Inter-State Transfers (IST), (AR 135-91, Ch. 5):

i. Soldiers with a remaining service obligation who relocate to another state should be encouraged to transfer to an ARNG Troop Program Unit in the vicinity of their new home. AR 135-91 stipulates that commanders must grant a 90 day leave of absence to Soldiers who provide notification of relocation. The losing State Commander will initiate a DA Form 4651 (Request for Reserve Component Assignment or Attachment) to be forwarded to the losing State SIDPERS to process the CREL (Conditional release) transaction. Upon completion of the NGB 22-5-R-E the gaining State will forward supporting documentation to the losing State IST coordinator, SIDPERS section, and Enlisted Manager via email to be scanned into iPERMS and process SIDPERS DSCH transaction.

ii. Including the SIDPERS section and Enlisted Manager in the distribution process will expedite the overall process and eliminate Soldiers from counting twice against the end strength of the ARNG. When Soldiers fail to report after 90 days as noted on the DA Form 4651 the losing State must initiate the discharge/separation process. IST coordinators should monitor the DSRO "IST Held Gain/Loss report". This report is an excellent tool used in many States for tracking ISTs.

d. Unresolved medical issues, (AR 135-178, Ch. 6 and AR 135-91, Ch. 5):

i. States must ensure procedures are in place for medically non-available Soldiers to progress through an approved course of treatment or be evaluated by the appropriate MOS Medical Retention Board (MMRB) or Medical Evaluation Board (MEB), etc.

ii. Soldiers determined to be non-deployable and are precluded from participating in IDT/AT due to medical reasons are coded "999M" in SIDPERS POSN-NBR-EXCESS-IND. Soldiers coded "999M" will be removed from the NOVAL pay report. To maintain visibility on Soldiers determined non-deployable for medical reasons (such as dental) are still required to attend IDT/AT should be coded "999O" in SIDPERS POSN-NBR-EXCESS-ID. Soldiers coded "999O" will remain on the NOVAL pay report if they fail to participate in unit assemblies. States desiring to expand visibility to distinguish these Soldiers as non-deployable do to medical reasons may establish State derived SIDPERS LDP values for tracking purposes in positions 1 through 25 of the LDP field. States will not use NGB controlled LDPA positions 26 through 30 for this purpose.

2. Failure to Ship (AR 135-178, Ch. 8):

a. Soldiers who fail to enter initial active duty training IADT within 12 or more months and do not have a confirmed training seat reservation will be processed for separation/discharge under the provisions of AR 135-178, Ch. 8. States must use the notification procedures as prescribed in AR 135-178, Ch. 3, and ensure that required counseling is completed in order to meet the 15 May 09 suspense for initiating separation procedures. States RSP, IADT personnel must monitor DSRO to account for at risk Soldiers.

b. MILPOs may authorize transfer to the ING for Soldiers who fail to participate in unit assemblies and fail to enter IADT within 12 or more months from date of enlistment. Transfer into the ING will remove non participants from the paid end strength, and eliminate additional debt to SGLI while States continue the discharge/separation process. States that elect to transfer Soldiers to the ING may establish State derived SIDPERS LDP values for tracking purposes in positions 1 through 25 of the LDP field. States will not use NGB controlled LDPA positions 26 through 30 for this purpose.

3. NPS Without Military Occupational Specialty Qualification (MOSQ), (AR 630-10):

a. Non-Prior Service (NPS) enlistees are required to become MOSQ within 24 months of initial enlistment. This is a statutory provision with no authorized waiver. States must assess their NPS, Non-MOSQ population in order to identify all Soldiers whose 24 month period will end prior to 30 Sep 09, and who will not meet the qualification requirement. States may immediately initiate separation action for these Soldiers. The primary references for this provision are the current ARNG FY-07 Enlistment Criteria, 01 Oct 06, and AR 630-10.

4. Expired Expiration Term of Service (EETS), (NGR 600-200, Ch.7):

a. Soldiers with an expired ETS. Many States retain Soldiers in SIDPERS beyond their ETS for periods ranging from 30 to 120 days. Effective 15 May 09, States should ensure that all Soldiers are discharged in SIDPERS not later than 30 days after ETS. Additionally, States should take all reasonable steps to discharge Soldiers with an ETS date in Sep 09 as soon as possible after ETS, and not later than 30 Sep 09.

b. States should consider appointing a Battalion Career Counselor. They are the eyes and ears of the Commander and as such, they play a critical role in achieving end strength objectives. This is an additional duty position, appointed on orders by the Commander and is MOS immaterial. Soldiers appointed to this position must attend the Battalion Career Counselor Course 805B-F24 (DL) and 805B-F24 (2) course conducted by the ARNG Strength Maintenance Training Center.

5. NGB-ARP will continue working with NGB-ARM's DSRO application to modify the Potential NOVAL/Long Term NOVAL reports to meet the States needs. Correctly coding these Soldiers in SIDPERS plays a critical role in accurate reporting within DSRO.

References

- a. Memorandum, C NGB, 26 Mar 09, Subject: FY 09 End Strength Action Plan Adjustment.
- b. Memorandum, NGB-ARZ-HR, 2 Feb 09, Subject: FY 09 End Strength Action Plan.
- c. AR 135-178, Enlisted Administrative Separations, 13 May 07.
- d. AR 135-91, Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures, 1 Feb 05.
- e. AR 630-10, Absence Without Leave, Desertion, and Administration of Personnel, 13 Jan 06.
- f. NGR 601-1, Army National Guard Strength Maintenance Program, 28 Apr 06.
- g. Memorandum, NGB-ARH, 25 Sep 07, Subject: Management of Personnel as Mobilization Assets through the Use of the ING.
- h. Memorandum, NGB-ARH, 27 Sep 06, Subject: Army National Guard Enlisted Personnel Management (NGR 600-200) Implementing Draft.