



REPLY TO  
ATTENTION OF

## DEPARTMENT OF THE ARMY

Headquarters, 14<sup>th</sup> Combat Engineer Battalion (Corps) (Wheeled)  
Fort Lewis, Washington 98433

AFZH-CEF

29 June 2004

MEMORANDUM FOR Rugged Battalion Troopers

SUBJECT: Rugged Policy Letter #8 (Soldier Retention)

1. Leaders create the environment from which the desire to "Stay Army" grows within the first term soldier. Retention is a leadership responsibility with far reaching readiness implications. The retention of a quality soldier starts the first day in the unit and continues through professional development as a leader.
2. Our retention program must be personal and honest; we must understand the needs and aspirations of our subordinates. What brings soldiers into the Army is not what keeps them in. Many needs and commitments change over time and we must understand all of a soldier's concerns. Whatever the status, we need to address desires to be a part of a winning team - to be part of something special.
3. For the soldier, reenlistment is a major commitment. Treat it accordingly. Each company's retention program will have realistic incentives including passes, duty exemptions, and special recognition ceremonies in which the family members and the leadership of the unit are actively involved. These programs must complement the battalion incentives. All soldiers who reenlist will receive that and the following day off in order to take care of personal affairs and will be duty exempt for 30 days. All initial term soldiers who reenlist will receive a special battalion 4-day pass to be taken at the individual's request and with approval of the company commander. The pass will be granted within 30 days of reenlistment, exclusive of deployments.
4. We must retain the best soldiers. The professional development of the quality soldier into a future leader starts with the unit retention program. Tomorrow's ability to fight and win depends on today's retention.

RUGGED!

A handwritten signature in black ink that reads "M Brobeck".

MICHAEL W. BROBECK  
LTC, EN  
Commanding