

## Units Visited

- 126<sup>th</sup> Public Affairs Detachment
- 1430<sup>th</sup> Engineer Company
- 1431<sup>st</sup> Engineer Company
- 1461<sup>st</sup> Transportation Company
- 1462<sup>nd</sup> Transportation Company
- 1776<sup>th</sup> Military Police Company
- Co A, 1-125th Infantry
- A Troop, 1-126<sup>th</sup> Cavalry
- Co D, 1-125<sup>th</sup> Infantry
- Co F, 237<sup>th</sup> BSTB
- FSC 507<sup>th</sup> Engineer Battalion
- HHB 119<sup>th</sup> Field Artillery
- HHC 246<sup>th</sup> Transportation Battalion

# Summary of Findings

The findings from this inspection fall into the major areas by objective:

Objective 1: Most inspected units are not in compliance with the requirements of the retention program.

Recommendation: Refine and implement the OIP.

Objective 2: The three issues most affecting decisions not to re-enlist are: OPTEMPO, poor first line leadership, and schedule changes that effect employment, school and family.

Recommendations: Evaluate unit training requirements and scheduling to moderate the effects of OPTEMPO. Re-energize mentorship and NCO development. Develop and adapt methods to minimize schedule changes. Communicate changes clearly, concisely and with sufficient reaction time.

Objective 3: Most company level leaders are aware of the issues with their Soldiers and know the requirements of the retention program, but are not implementing the requirements.

Recommendations: Identify and train UCC's to maintain the records and implement retention practices. Implement the OIP to ensure compliance.

# Inspection Findings

Finding Statement: Many companies were not compliant with the requirement to have an **approved Strength Maintenance Plan.** (Objective 1)

Standard: OPORD 005-16, Operation Full Throttle, paragraph 3.(d)1. **Strength Management Plan (SMP).** Develop annual SMP's from the company level through MSC NLT 01 JUL 15. SMP's are subject to inspection. Quarterly Reviews are conducted internally and higher level leaders are briefed on their progress.

Recommendation: Battalion level and higher headquarters review and approve company level SMP's as required by opord 005-16. Brigade headquarters should review battalion level command inspection results and ensure company level retention programs are inspected as part of the OIP. The retention program is included in the checklist, and should be reviewed IAW published guidance.

# Inspection Findings

(Continued)

Finding Statement: Most inspected companies do not have trained primary and alternate Unit Career Counselors (Objective 1).

Standard: OPORD 005-16, Operation Full Throttle paragraph 3(d)6. **Unit Career Counselor (UCC).** Each Unit will have a trained UCC on additional appointment orders performing retention activities during IDT/AT events.

Recommendation: That battalion commanders direct the battalion retention NCOs to work with the units to identify and train UCCs.

# Inspection Findings

(Continued)

Finding Statement: Most of the units surveyed had a sponsorship program. However, few of them met the regulatory requirements (Objective 1).

Standard: OPORD 005-16, Operation Full Throttle, Paragraph 3. (d) 14.

**Sponsorship.** Units will ensure that all incoming Soldiers are assigned a sponsor IAW NGR 601-1. The Sponsorship checklist will remain on file for two years. This will be inspected during the CIP.

Recommendation: Recommend that First Sergeants and company UCC's, once identified and trained, ensure that the sponsorship program is conducted to standard.

# Inspection Findings

(Continued)

Finding Statement: Most units inspected had a SMET program that was effective and in compliance with regulations. Minor record keeping shortfalls were noted (Objective 1).

Standard: OPORD 005-16, Operation Full throttle, Paragraph 3.(d)11. **Strength Management Enhancement Team (SMET)**. The SMET meeting is the Commander/1SG's meeting and opportunity to discuss Strength Management with Key Leaders. These meetings must happen once a month. Mandatory Reps are CDR, 1SG, RRNCO, UCC, Readiness NCO, PSG's and an E4. The SMET meeting checklist must be completed and maintained for two years and will be inspected during CIP's See Annex C, Appendix 3.

Recommendation: Sustain. Recommend the Battalion Retention NCO's conduct training on proper record keeping in conjunction with command inspections.



# Inspection Findings

(Continued)

Finding Statement: None of the inspected units could show documentation that indicated **exit surveys** were being completed (Objective 1).

Standard: OPORD 005-16, Operation Full Throttle, Paragraph 3.(d)8. **Exit Survey.** Units Complete Exit Surveys for Soldiers separating from the MIARNG. Surveys are submitted through the MSC Career Counselor to the MIARNG Retention NCO NLT the Soldiers ETS date. See Annex C, Appendix 2.

Recommendation: Recruiting and Retention Battalion evaluates if there is any required information on the exit survey that cannot be addressed in existing or modified retention counseling. Explore whether this could be done more efficiently to allow company commanders to meet the intent of retention counseling while reducing workload at the company level.

# Inspection Findings

(Continued)

Finding Statement: Many Soldiers stated that training time was being used inefficiently. (Objective 2)

Standard: N/A

Recommendation: All levels of command should adhere to the T6 method of training management. A training schedule should be locked in at least 60 days from execution. Company and platoon level NCO's should initiate and manage an opportunity training program as a means of using time effectively and developing junior leaders.



# Inspection Findings

(Continued)

Finding Statement: Many Soldiers stated that they have not or cannot conduct effective MOS training (Objective 2).

Standard: N/A

Recommendations: Company commanders should make an effort to account for the low density MOS's and in conjunction with the company leadership, develop training plans that are inclusive of low density MOS's, and encourage opportunity training for all Soldiers if the training schedule allows.

# Inspection Findings

(Continued)

Finding Statement: Many Soldiers stated that lack of leadership **enforcing standards** for height/weight, APFT, and military customs and courtesies is causing them to consider not re-enlisting (Objective 2).

Standard: AR 135-178, AR 600-20, para. 4-3a.

Recommendation: There are two recommendations for this finding. The first is for leadership to re-emphasize through the chain of command that there is a regulatory requirement to process Soldiers for separation if they fail to meet the standard and rehabilitative efforts, and make an effort to educate lower levels on those processes. The second recommendation is to have the senior NCO's utilize the NCO chain to communicate and enforce upholding standards of professional military conduct.

# Inspection Findings

(Continued)

Finding Statement: Many Soldiers indicated that the current **OPTEMPO** had negatively affected their employment, education and family life (Objective 2).

Standard: N/A

Recommendation: The Land Component Commander direct an assessment of the effects of the current OPTEMPO on Soldiers through climate surveys and use that information while staffing future operations plans.

# Inspection Findings

(Continued)

Finding Statement: Most of the unit members complained of faulty leadership priorities, poor execution of leadership tasks and poor **communication** (Objective 2).

Standard: N//A

Recommendation: All levels of command adhere to the T-6 model for training management to lock in training in sufficient time to keep Soldiers notified. When briefing Soldiers, conduct back briefs to ensure understanding of directives and responsibilities.

# Inspection Findings

(Continued)

Finding Statement: Many inspected units were unable to secure training seats for additional skill identifier and required **NCOES schools**, leading to reduced readiness and progression (Objective 2).

Standard: N/A

Recommendation: While there is no short-term recommendation, in future years, the G3 should continue to work with the MSC S3's and NGB to identify an accurate, achievable number slots and resources to reserve ASI and NCOES school slots to meet he organizational needs.

# Inspection Findings

(Continued)

Finding Statement: Most of the unit leaders surveyed could discuss most aspects of the requirements of the retention program and identify the issues affecting their Soldiers (Objective 3).

Standard: OPORD 005-16 Operation Full Throttle.

Recommendation: Execution of the battalion level OIP will ensure that the units will execute the requirements of the retention program. The investigation shows that commanders know what the requirements are, but most are not executing them.