

A photograph of soldiers in a snowy forest. The soldiers are wearing winter gear and carrying equipment. One soldier in the foreground is using a chainsaw. The background shows a dense forest of tall, thin trees covered in snow.

28ID Intent, Priorities, And Guidance

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Overall classification of this presentation is **UNCLASSIFIED**//FOUO



28TH INFANTRY DIVISION
"ROLL-ON"

Intent

Purpose: Increase readiness to conduct state and federal missions.

Key Tasks: We will accomplish this by focusing on nine (9) key tasks (Iron Imperatives) along four (4) lines of effort:



End State:

- Soldiers exemplify Army Values and are fit, resilient, & well trained.
- Leaders exhibit trust, character, competence, & provide direction.
- Staffs display technical, tactical, & operational competence.
- Units achieve high levels of readiness, camaraderie & Esprit de Corps.



THE IRON DIVISION AT THE MARNE





The role of the NCO Corps in achieving the vision

Non Commissioned Officers are obligated to keep soldiers safe; we do that by enforcing standards.

- The most important thing we do
- More than just obvious safety standards



The role of the NCO Corps in achieving the vision

Non Commissioned Officers are the primary trainers of our Division

- Many of our NCOs have been trained and not responsible for training
- Must mentor our NCOs to exploit opportunities and hold them accountable



The role of the NCO Corps in achieving the vision

Non Commissioned Officers are trained at the appropriate level of NCOES/SSD; Eligible E4s-WLC, E5-ALC, E6-SLC

- NCOs and soldiers are promoted and are not set up for success
- Leadership a combination of mentoring, emulation, and Institutional training



The role of the NCO Corps in achieving the vision

Non Commissioned Officers are where our soldiers are; we will take back the barracks

- Acting on concerns and monitoring soldier behavior
- Exploiting all means of communicating between drills
- Our presence corrects conditions detrimental to readiness

The role of the NCO Corps in achieving the vision

Non Commissioned Officers will not allow sexual assault/harassment and suicide to happen in our Division

- Knowing our soldiers
- Incorporating resiliency in everything we do
- The personal courage to intervene and act



Summary

We are a standards based professional corps that enables fit, resilient, and well trained soldiers to dominate and win decisively in a complex operational environment.



TY14 Priorities

- HRF Mission and Transition
- 55 ABCT Armor USF (TY14-15)
- 55 ABCT & 28 CAB redeployment, reset, reintegration
- 2 IBCT WFX: 17-27 JUN 2014
- 28 CAB ATX: 6-22 JUN 2014
- 28ID RUGT14: 10-24 MAY 2014
- 28ID Domestic All-hazards Response Force reinforcing M
- Improve systems & processes to communicate to Soldiers, families, employers, the public, Higher HQ, & adversaries
- DTMS vitalization down to Platoon-level leaders (application & process)





Every leader is trusted and expected to use disciplined initiative within the commander's intent without wasting time requesting permission.

Report up as the situation develops.

Request further guidance or support as necessary.

Demonstrating high levels of initiative is worth the risk of making honest mistakes



Iron Imperatives

- **Force Management (Readiness Scorecard)**
- **Fitness and Resiliency**
- **Force Protection (Safety)**
- **Supply and Maintenance Discipline**
- **Training Management**
- **Leader Development**
- **Staff Proficiency**
- **Gunnery**
- **Communicate to Stakeholders**

Iron Imperatives

- **Force Management (Readiness Scorecard)**

- Fitness and Resiliency

- Force Protection (Safety)

- Supply and Maintenance

- Training Management

- Leader Development

- Staff Proficiency

- Gunnery

- Communicate to Stakeholders

- Assigned strength = 96% - 100% (Amber / Green)
- Retention Rate > 75% (Green).
- Medical Readiness - MRC 1 & 2 > 85% (Green).
- Neg End Strength <1.0% (Green)
- DMOSQ >= 85% (Green)
- Avail Strength > 80% & Avail DMOSQ > 75%
- SL10 vacancies <15% (Green)
- NCO vacancies <10% (Green)
- CPT/MAJ vacancies <20% (Amber)
- WO vacancies < 20% (Amber)

At the company level, the Company Cdr, 1SG, Readiness NCO, Retention NCO & Recruiter are integrated and working as a team

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- Comprehensive Soldier & Family Fitness: Family, Physical, Emotional, Social, Spiritual
- Enforce PT & height / weight standards,
- Resiliency Training, Suicide Prevention, SHARP Training
- Commands support Family Readiness Groups (FRGs), FRG activities conducted regularly. Goal: Unit Cdrs meet with FRG leadership quarterly

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- Conduct tough, realistic training but do it safely.
- Incorporate safety into all training & real world operations.
- Think safety on & off duty.
- Continual use of Cdr's risk assessment.

Goal: Zero loss of life or limb due to training safety issue.

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- Perform Quality PMCS & ensure it is on training schedule
- Conduct monthly BDE maintenance meetings
- Conduct CSDP inspections one-level down
- OR Rate Goal: >90%
- Conduct annual 100% OCIE “Showdown” inspections
- Soldiers turn-in OCIE at ETS-90 days. Reduce Soldiers on the OCIE Discharge Report
- Report equipment loss immediately – MTOE & OCIE
- FLIPL’s completed within 240 days

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- DIV UTP NLT 1 MAR, BDE UTP NLT 15 April, BN SRTG UTP 1 June
- DTMS for planning, executing, & evaluating training
- Company and BN monthly training meetings
- Use lanes training concept: crawl, walk, run

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- **Leader Development**
- Staff Proficiency
- Gunnery
- Communicate to Stakeholders

- Leader Professional Development for Officers & NCOs to establish a Culture of Learning & Mentoring
- NCOES: Goal is 100% of promotion eligible soldiers completed or enrolled in corresponding level NCOES prior to being boarded: **E4-WLC, E5-ALC, E6-SLC**
- ILE attendance: Goal is 100% Promotable CPTs & MAJs enrolled in ILE
- Documented biannual counseling (minimum)
- Career Management - NCO & Officer (AGR, Techs, Traditional) - reassignments at right time to enhance professional development

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- **Staff Proficiency**
- Gunnery
- Communicate to Stakeholders

- Battle-focused training for DIV, BCT, BN staffs
- Digital Master Gunners appointed and trained
- Gain proficiency with the Operations, IPB, Intelligence, & Targeting processes
- Focus on Joint, Interagency, Intergovernmental, Multinational (JIIM) operational environment
- Aggressively seek out a Division WFX annually

Iron Imperatives

• Force Management (Readiness Scorecard)

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• Force Protection (Safety)

• Supply and Maintenance

• Training Management

• Leader Development

• Staff Proficiency

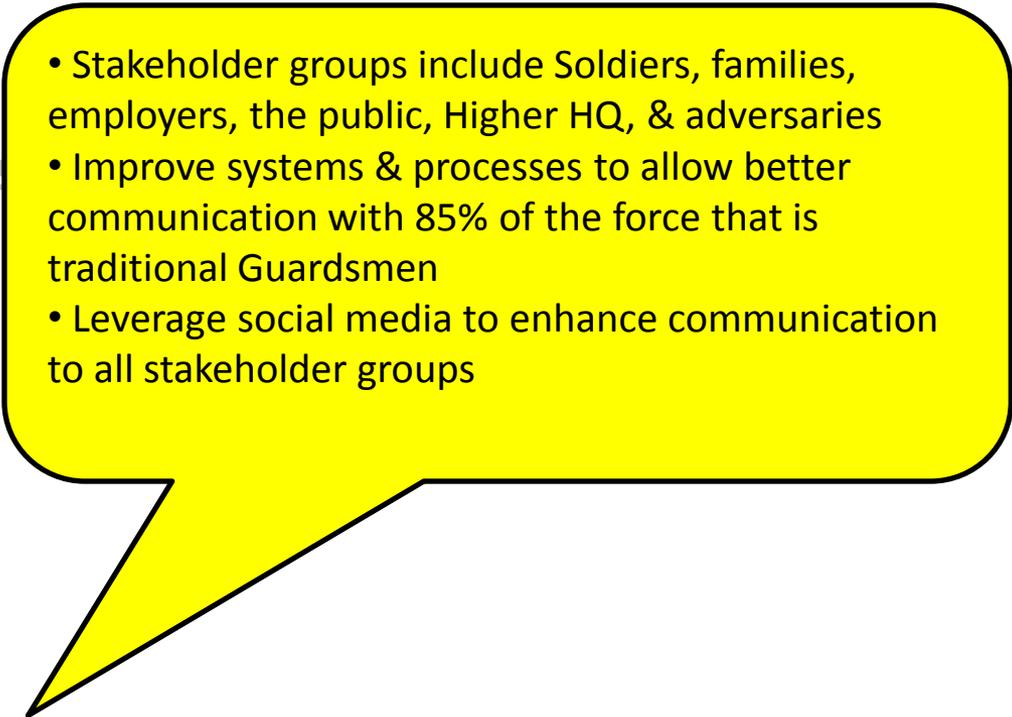
• **Gunnery**

• Communicate to Stakeholders

- Gunnery Program – Tanks, Brads, Strykers, MGS, Arty Mortars, Aviation, Unstabilized, IWQ
- Master Gunners trained and assigned
- Crew Gunnery with stretch goal to Platoon Gunnery
- Squad LFX with stretch goal to Platoon LFX
- Platoon STX (Lanes)
- Train in core competency at all levels - individual, crew, section, unit
- Continue to increase levels of difficulty – sustained training in field / night training

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- **Communicate to Stakeholders**

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- Stakeholder groups include Soldiers, families, employers, the public, Higher HQ, & adversaries
 - Improve systems & processes to allow better communication with 85% of the force that is traditional Guardsmen
 - Leverage social media to enhance communication to all stakeholder groups



Warrior Skills

Company-level mission command and execution proficiency for CS and CSS units

Joint Fires Observer training, proficiency, qualification

UAS (Shadow) Training

Reverse cycle (night) training - weapons, movement, maneuver

Combatives Training

Units maximize field training time & enhance field craft skills at AT (9-10 days in field) & IDT

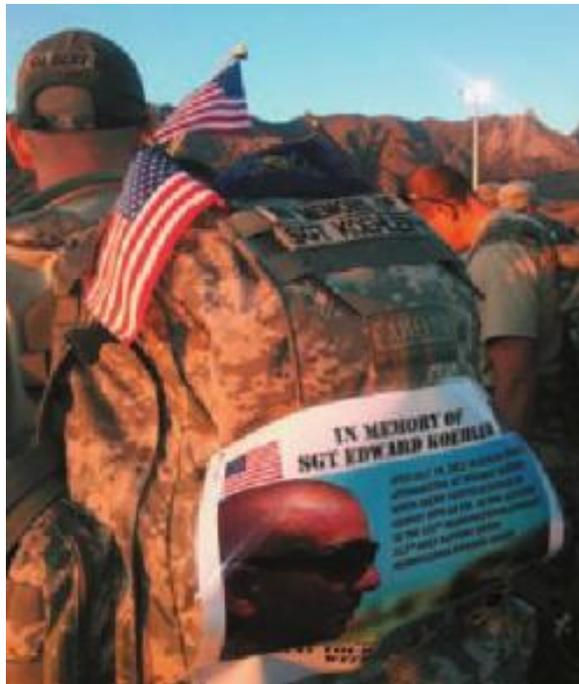
-Air Ground Operations
-Army Aviation
-Blue Air

Individual Weapons Training
Premarksmanship training,
EST / KD / Shoot House

Incorporate DSCA Training



Special Projects



- Dedicate a memorial wall at Boalsburg for 28 ID Fallen Warriors post - 9/11/01
- 28 Mile "March For The Fallen" ruck march – annually
- Continue training relationship with Lithuanian & Canadian military



Questions

