



# ARMY NATIONAL GUARD 2014-2020 *STRATEGIC PLANNING GUIDANCE*



*Recognized as the premier unit-based force of Citizen-Soldiers...  
resilient, adaptable, relevant and ready*



Foreword & Introduction .....	3
Current Environment.....	4
ARNG Strategic Framework.....	5
Higher Level Guidance Summarized.....	6
ARNG Vision & Mission Statement.....	7
Strategic Imperatives.....	8
Strategy Map.....	9
Campaign Objectives.....	10
Major Objectives & Metrics.....	11
Major Objective 1 Series.....	11
Major Objective 2 Series.....	13
Major Objective 3 Series.....	16
Major Objective 4 Series.....	19
Major Objective 5 Series.....	21
Major Objective 6 Series.....	23
Major Objective 7 Series.....	26
Major Objective 8 Series.....	28
Conclusion.....	30



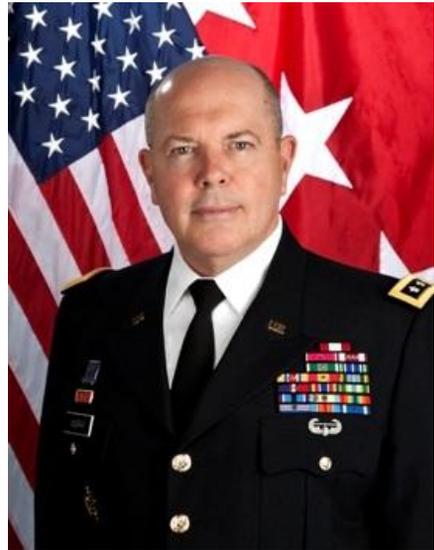
# FOREWORD

Last September the ARNG took the first steps to charting a way forward with the introduction of Strategic Imperatives. The concepts embodied in those imperatives have taken root in every unit of every state and territory. Now it's up to us to turn the imperatives, vision and mission into well informed decisions and a campaign of concerted action. That is the purpose of this Strategic Planning Guidance.

Our path to the ARNG of 2020 must acknowledge a central fact: Citizen Soldiers are part of a fully operational force at home and abroad – 24 hours a day, seven days a week. Ask any Combatant Commander under siege. Ask any Governor when floodwaters are rising. Deployed ARNG units move in and immediately deliver critical capabilities that bring about decisive results. But how do we remain operational? How does the ARNG sharpen and improve its capabilities? Why is retaining the experience acquired over the past twelve years so pivotal to considerations of force structure and end strength across all components?

Strategic Imperatives offer the broad strokes. Within the pages of this Strategic Planning Guidance (SPG) you will see how the inherent strengths and wide ranging functions of the ARNG enable our men and women in uniform to simultaneously serve states and the nation. The objectives outlined here – as directed in regulation and policy – will shape what's important to us as Soldiers, leaders, civilian employees, units, states and citizens. I look forward to working alongside each of you.

**William E. Ingram, Jr.**  
**LTG, U.S. Army**  
**Director, Army National Guard**



# INTRODUCTION

Organizations require a roadmap to prepare for and secure the future. It should come as no surprise that staying the same is not an option. The challenges we face are as formidable as they are unpredictable. So the intent of Strategic Planning Guidance (SPG) is to first, carefully consider the Strategic Imperatives (SI), and then apply those imperatives to continually re-define an operational ARNG. That guidance is presented in the form of objectives accompanied by interim steps and metrics to chart progress.

The guidance offered through this document identifies what must be achieved *across the Army National Guard*. This path to 2020 hinges on cohesive planning to foster optimal readiness among the States, Territories, and District of Columbia– even as pressure mounts to reduce the cost of the force and as global threats proliferate.

By implementing the Campaign and Major Objectives, the SPG sets in motion an active management structure for ARNG Senior Leaders, both military and civilian, to prioritize, synchronize, direct execution and evaluate progress across all ARNG activities. Because staying where we are today is not an option... it's time to go to work.



# CURRENT ENVIRONMENT

Our global operational environment is complex and chaotic. Multiple state and non-state actors pose a wide range of threats. Coercion and pressure from adversaries is more interconnected and viral than at any time in history.

It is necessary to monitor global shifts in demographics, climate, disease, and competition for natural resources. These factors contribute to tensions and foreshadow conflict. To cite a few examples, by 2030, six out of every ten people will live in cities. And by 2050, this proportion will increase to seven out of ten people.

These trends represent opportunities for our adversaries who have access to a myriad of conventional weapons and affordable technologies they can adapt to create unprecedented lethality. News reports remind us every day that attacks from cyber or financial weapons are virtually undetectable. Destructive forces are invisible, latent, and progressive. Social media enables even small, scattered groups to mobilize people and resources in ways that disrupt conventional operations.

As an inevitable consequence, the ARNG will be confronted with a wide spectrum of potential threats, challenges, and contingencies. The ARNG must be prepared to operate in a full range of complex environments and counter a wide spectrum of potential dangers. This threat landscape demands a re-evaluation of the way the ARNG does business.

The bombing of the Boston Marathon on 15 April 2013 illustrates how local events can accelerate the adoption of changes in how we defend ourselves. This emerging threat environment places a premium on the urgency of implementing an integrated ARNG strategy. This need to move quickly cannot be overstated.



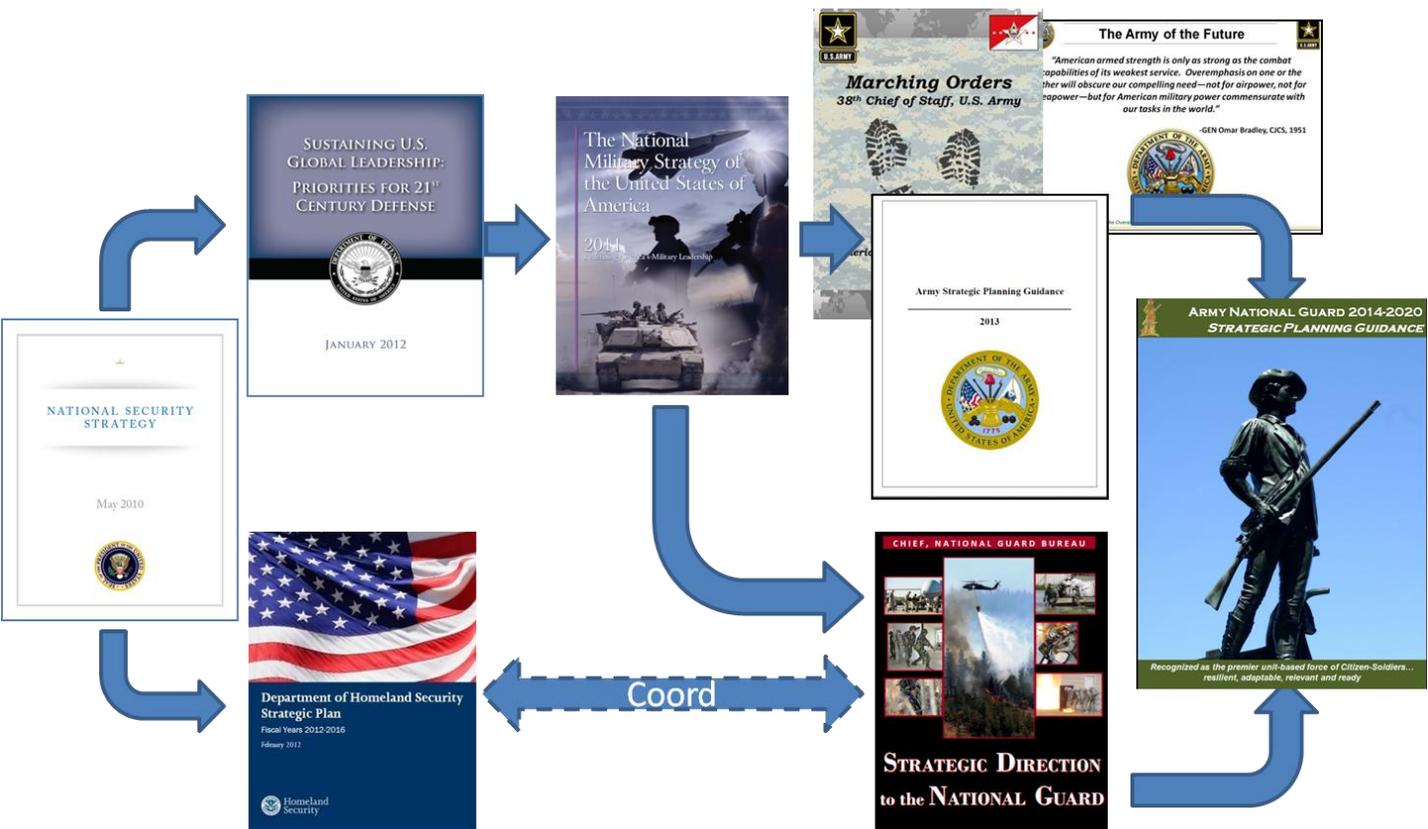
Members of the NYARNG Joint Task Force Empire Shield patrol Grand Central Terminal in New York, April 16, 2013 in response to two bomb explosions near the finish of the Boston Marathon, killing three people and triggering a massive hunt for those behind the attack.



# ARNG STRATEGIC FRAMEWORK

The ARNG plays a unique role as both the primary combat reserve of the Army and the land-component response force for domestic operations.

Given these dual roles, the ARNG SPG has incorporated a wide variety of plans, policies, and strategies to best meet the nation's security needs. This planning is not conducted in isolation. The SPG integrates the *National Security Strategy* as it flows through the Department of Defense's *National Military Strategy* and Department of Homeland Security's *Strategic Plan* into the service and component-specific guidance of Headquarters Department of the Army and Chief, National Guard Bureau (CNGB). Documents of specific note from these agencies include the Army's *Strategic Planning Guidance* (ASPG) and the CNGB's *Strategic Direction to the National Guard* (SD2NG). Each higher echelon document specifies objectives and milestones as a method of directing each organization to fulfill specific missions as articulated by the National Command Authority. It is the intent of the SPG to align higher-level goals with unified, attainable, and measurable objectives, tasks, and metrics for the ARNG across all States, Territories, and District of Columbia.

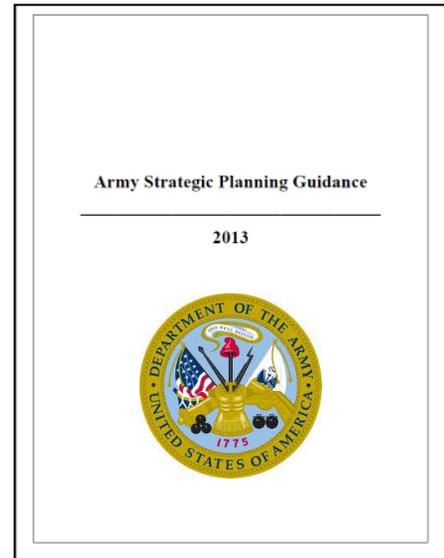




# HIGHER LEVEL GUIDANCE

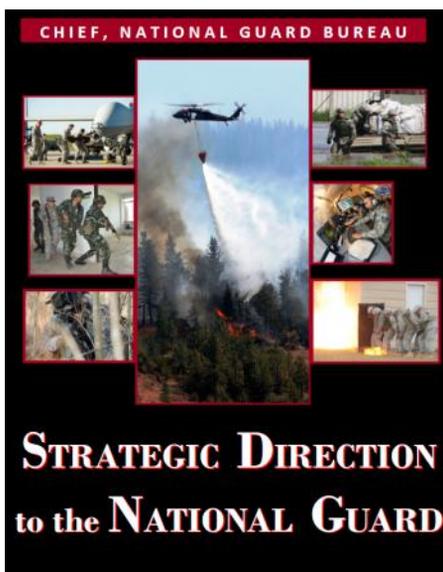
## 2013 ARMY STRATEGIC PLANNING GUIDANCE

As a continuation of the 2012 Army Strategic Planning Guidance (ASPG), the 2013 ASPG seeks refinement in thought and vision; leveraging the Total Force, but not delineating a changed end state. The ASPG outlines maintenance of the Army's ability to dominate land operations while reinforcing military missions as summarized in the "Priorities for 21<sup>st</sup> Century Defense." The ARNG objectives laid out in this document are in full support of Army priorities and The Army Imperatives, grouped as near, mid, and long term milestones, serve to promulgate the ASPG Vision Statement and provide the direct means of support to the Geographic Combatant Commanders (GCCs).



## STRATEGIC DIRECTION TO THE NATIONAL GUARD

The Strategic Direction to the National Guard (SD2NG) serves to inform and assist the National Guard of the States, Territories, and District of Columbia to achieve a common sense of purpose, unity of effort, and facilitate the accomplishment of our common strategic priorities and goals. To continue the National Guard's long tradition of success and standing ready to meet upcoming challenges, the SD2NG focuses on four key priorities: Provide Trained and Ready Operational Forces; Be Good Stewards of Our Resources; Sustain the National Guard Community; and Forge and Maintain Partnerships. The ARNG wholeheartedly supports these SD2NG priorities—and seeks to infuse them into the SPG.





# ARNG VISION STATEMENT

A premier unit-based force comprised of resilient, adaptable, relevant, and ready Citizen-Soldiers accessible for war and domestic crises.



# ARNG MISSION STATEMENT

The Army National Guard, a community-based Operational Force that serves as the primary Combat Reserve of the Army, provides ready units to support global and domestic requirements.





# ARNG STRATEGIC IMPERATIVES

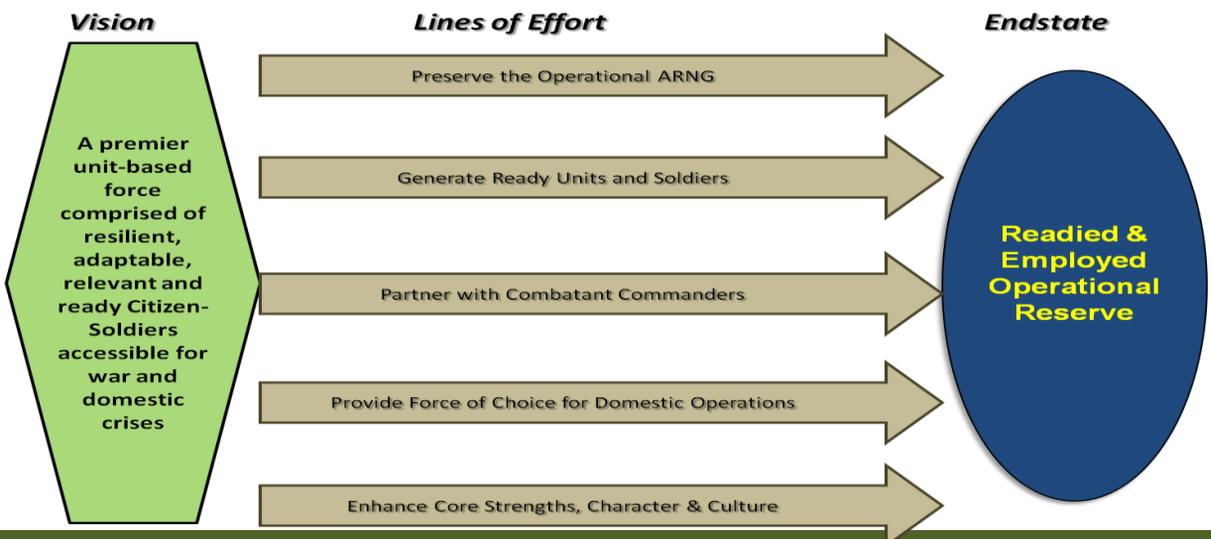
**PRESERVE THE OPERATIONAL ARMY NATIONAL GUARD.** The ARNG must remain a balanced force; foundationally based upon eight Division Headquarters, 28 Brigade Combat Teams, eight Combat Aviation Brigades, and two Special Forces Groups. This requires manning the ARNG with no less than 350,200 Citizen-Soldiers.

**GENERATE READY UNITS AND SOLDIERS.** Retaining and recruiting quality Soldiers while we continue to develop transformational, adaptive leaders is essential now and in the foreseeable future of the ARNG. As such, we must re-commit to the basics of personnel readiness and resource realistic, relevant training to meet the rising challenges we face in today’s uncertain world.

**PARTNER WITH COMBATANT COMMANDERS TO PROVIDE RELEVANT, READY FORCES CAPABLE OF PERFORMING UNIFIED LAND OPERATIONS WORLDWIDE.** Combatant commanders seek forces that are both proficient in decisive operations and additionally capable of building partnership capacity. These qualities support joint, interagency, and multinational environments.

**PROVIDE THE NATION’S FORCE OF CHOICE FOR DOMESTIC OPERATIONS.** The ARNG exists to produce rapidly employable forces for Governors and U.S. Northern Command in support of homeland missions. By our geographically distributed, community-based presence in the 54 States, Territories and District of Columbia, the ARNG is optimized for the complex environment of domestic operations.

**ENHANCE THE ARNG’S CORE STRENGTHS, CHARACTER, AND CULTURE.** Sustained through the trust of our Soldiers, families, employers, and communities, the ARNG culture fosters a positive environment that is free from abuse, harassment, and discrimination. Our Citizen-Soldiers are a reflection of the public they defend. We will continue to improve our reputation as good stewards of resources, good neighbors, and trusted leaders within our communities.





# ARNG STRATEGY MAP

**VISION:** "A premier unit-based force comprised of resilient, adaptable, relevant, and ready Citizen Soldiers accessible for war and domestic crises"

**MISSION:** The Army National Guard, a community-based Operational Force and the primary Combat Reserve of the Army, provides ready units to support global and domestic requirements.

**Core Functions:** Organizing Manning Equipping Training

**Imperatives:** Preserve OPNLRNG Generate Ready Units Partner with COCOMs Provide DOMOPS Enhance Core Strengths

## CAMPAIGN OBJECTIVES

- ★ 1 Man, strengthen, and manage an adaptable and ready operational force (Coord Lead: G1)
- ★ 2 Provide programs, services and systems that support a ready and resilient force (Coord Lead: G1)
- ★ 3 Equip the force (Coord Lead: G4)
- 4 Provide effective sustainable infrastructure to support readiness (Coord Lead: G4)
- ★ 5 Train the force for unified land operations (Coord Lead: G3)
- ★ 6 Provide operational forces for global and domestic requirements (Coord Lead: G3)
- 7 Shape the Army National Guard (Coord Lead: G3)
- 8 Sustain and enhance business operations (Coord Lead: G5)

## MAJOR OBJECTIVES

- ★ 1-1 Lead & manage accession and retention practices to drive unit personnel readiness (G1-GSS) (ACP MO1-1)
- ★ 1-2 Improve individual and unit personnel readiness (G1-HRZ) (ACP MO 1-2)
- ★ 1-3 Man the generating & operational force (G1-HRM) (ACP MO 1-1)
- 1-4 Operational reserve in support of the Total Force Policy (G3-MR) (ACP MO 3-1 / 3-2)
- 2-1 Improve Soldier employment opportunities (G1-HRS) (ACP 1-2/1-5/4-4)
- 2-2 Provide dignified care for the fallen and their families (G1-HRS) (ACP MO 2-2)
- 2-3 Build and sustain Soldier and family resilience (G1-HRS) (ACP MO 4-4)
- 2-4 Provide Soldier and family support (G1-HRS) (ACP MO 2-1, 1-5)
- 2-5 Provide, enhance & protect personnel systems (G1-HRP) (ACP MO 2-1)
- ★ 3-1 Equip the force for ULO & domestic operations (G4-ILS) (ACP MO 6-1)
- 3-2 Reduce Equipment cross leveling (G4-ILS) (ACP MO 6-6)
- ★ 3-3 Modernize equipment and ensure interoperability (G8-RMQ / G4 ILS) (ACP MO 5-3)
- 3-4 Develop the acquisition work force (G8-AWF) (ACP MO 5-1)
- 3-5 RESET equipment (G4-ILS) (ACP MO 5-8)
- 3-6 Ensure property accountability (G4-ILS) (ACP MO 6-1)
- 4-1 Modernize and sustain efficient infrastructure (G4-IL) (ACP MO 2-3 / 2-4)
- 4-2 Create water and energy efficiencies and securities (G4-IL) (ACP MO 8-2 / 8-3)
- 4-3 Preserve, protect, conserve, and restore the environment (G4-LE) (ACP MO 2-4)
- 4-4 Maintain effective protection capabilities (G3-OD) (ACP MO 2-6 / 3-3)
- ★ 5-1 Train Soldiers and civilians (G3-TR) (ACP MO 4-1)
- 5-2 Deliver training support (G3-TR) (ACP MO 4-3)
- 5-3 Enhance security cooperation (G3-OD) (ACP MO 3-2 / 3-4)
- 5-4 Network infrastructure modernization (G6-IMG) (ACP MO 7-4)
- ★ 6-1 Resource & station relevant & ready operating force structure (G3 FM) (ACP MO 3-1)
- ★ 6-2 Provide units ISO of GCC IAW -GFM Process (G3-MR) (ACP MO 3-1 / 3-2)
- ★ 6-3 Manage Readiness (G3-MR) (ACP MO 3-2)
- ★ 6-4 Support DOMOPS (G3-OD) (ACP MO 3-1)
- 6-5 Develop security resiliency of the force (G2) (ACP MO 3-1 / 4-4)
- 7-1 Expand role in cyber mission (G3-OD) (ACP MO 7-1 / 7-2)
- 7-2 Standardize generating force TDA (G3-FM) (ACP MO 7-1)
- 7-3 Maintain same unit MTOE design as the active component (G3-FM) (ACP MO 7-2)
- 8-1 Implement an integrated management system (BTO) (ACP MO 9-1)
- 8-2 Strengthen financial management (G8-RMC) (ACP MO 9-4)
- 8-3 Improve business systems IT management (BTO) (ACP MO 9-6)
- 8-4 Optimize information services (G6-IMG) (ACP MO 9-6 / 4-3)





# ARNG CAMPAIGN OBJECTIVES

★ 1

Man, strengthen, and manage an adaptable and ready operational force  
(Coord Lead: G1)

Fully man the ARNG requirements to generate qualified and available personnel and units to meet 21<sup>st</sup> century challenges while providing capabilities to conduct the full spectrum of federal and state missions.

2

Provide programs, services and systems that support a ready and resilient force  
(Coord Lead: G1)

Enhance Army National Guard core strengths and character by providing Army National Guard unique programs, personnel services with secure and efficient systems to foster and promote readiness, resilience, mental and physical health and fitness, and enhance community life of Soldiers, Civilians, and Families.

★ 3

Equip the force  
(Coord Lead: G4)

Equip the ARNG for 21<sup>st</sup> Century Operations to produce a sustained flow of fully equipped forces ready to support combatant commanders and Governors across Unified Land Operations (ULO) and Domestic Operations.

4

Provide effective sustainable infrastructure to support readiness  
(Coord Lead: G4)

Effectively invest in, site and manage sustainable infrastructure critical to support our dual mission. Ensure installation readiness by providing energy security, appropriately designed, configured and modernized facilities to meet force structure, equipment and training requirements. Be responsible stewards of military and community resources.

★ 5

Train the force for Unified Land Operations  
(Coord Lead: G3)

Produce trained and ready Soldiers and Civilians, led by adaptive leaders who are strategic, creative thinkers capable of operating within a JIIM environment. Support the training of units and the development of leaders prepared to operate as members of the Joint team conducting unified land operations.

★ 6

Provide operational forces for global and domestic requirements  
(Coord Lead: G3)

Through aggressive management of the progressive readiness process, the ARNG will provide ready units that are properly manned, equipped, trained, and resourced to meet mission requirements both globally and domestically.

7

Shape the Army National Guard  
(Coord Lead: G3)

Coordinate with HQDA G3/5/7 to develop a rotation plan that supports current operations and Homeland Defense (HD) / Defense Support of Civil Authority (DSCA) response requirements. Continue to adapt personnel, administration, training and mobilization policies / processes to meet future challenges.

8

Sustain and enhance business operations  
(Coord Lead: BTO)

Inculcate the integrated management system for all business operations, to include the policies, processes, information and systems relating to the end-to-end financial, logistics, facility management, human capital, acquisition, administration, and other functions that support the Warfighter.

★ *Essential Objective*



# ARNG MAJOR OBJECTIVES

## MAJOR OBJECTIVE 1-1

### **LEAD & MANAGE ACCESSION & RETENTION PRACTICES TO DRIVE UNIT PERSONNEL READINESS**

Lead, build, and strengthen personnel readiness by focusing production recruiting to fill vacancies in skill level 10, low and high density and critical skill MOS's. Emphasize retention and attrition management to retain qualified personnel through a continuum of military service. **Lead: G1-GSS // Members: CSG, HRM**

#### **Metrics:**

**M1-1.1 MILESTONE:** IET Ship rate to 83% or better. Metric: (Number of IET shipped divided by scheduled to ship).

**M1-1.2 MILESTONE:** CPT and MAJ adjusted vacancies to 15% or less. (Number of vacant O3-O4 slots divided by O3-O4 authorized strength, after adjustments for claimants).

**M1-1.3 MILESTONE:** Training pipeline success rate of 84% or higher. (Total number of enlisted training pipeline graduates divided by total enlisted population within the last 12 months).

**M1-1.4 MILESTONE:** Warrant Officer adjusted vacancies to 15% or less. (WO adjusted vacancies divided by WO authorized strength after adjustments for claimants).

**M1-1.5 MILESTONE:** NCO E5-E7 adjusted vacancies to 10% or less (NCO vacancies divided by NCO authorized strength after adjustments for claimants).

**M1-1.6 MILESTONE:** Skill level 10 adjusted vacancies to 15% or less (skill level 10 authorized vacancies divided by skill level 10 authorized strength after adjustments for claimants).

**M1-1.7 MILESTONE:** Obligor Reenlistment Success Rate (12 Mo) of eligible pop.  $\geq$  80%.

**M1-1.8 MILESTONE:** Total Reenlistment Mission Percent (FYTD) > 100%. Metric: (FYTD Reenlistments divided by FYTD NGB established Reenlistments Mission).

**M1-1.9 MILESTONE:** Careerist Reenlistment Success Rate (12 Mo) of eligible Pop.  $\geq$  95%.

**PERIOD: Mid Term (FY15-17)**

## MAJOR OBJECTIVE 1-2 ★

### **IMPROVE INDIVIDUAL & UNIT PERSONNEL READINESS:**

Generate individual and unit personnel readiness by maintaining leader emphasis on improving Soldier Duty MOS qualification, administrative, medical and dental readiness of the force. Integrate strategy, policy, and oversight by linking programs that support the needs of the total force. **Lead: G1-HRZ // Team Members: HRH, HCM, CSG, MR, TR, MILPAC-EC, COSAC-EC**

#### **Metrics:**

**M1-2.1 MILESTONE:** Medical readiness to 85% or better (medically ready divided by Commander's assigned strength).

**M1-2.2 MILESTONE:** National DMOSQ rate to 85% or better. (Number of DMOSQ Soldiers divided by the total authorizations).

**M1-2.3 MILESTONE:** Reduce negative end strength to 1% or less (negative end strength divided by assigned strength).

**M1-2.4 MILESTONE:** MOSQ re-training percent to 10% or less. (Enlisted retraining divided by Enlisted MOSQ to determine percentage of MOSQ Enlisted Soldiers who are DMOSQ).

**M1-2.5 MILESTONE:** Sustain an air/ground mishap trend quotient of less than 1.0 (fewer mishaps over the past 12 months, when compared to the past 36; Class A Air, Class A Ground, Class A-C Air, Class A-C Ground, Class R).

**M1-2.6 MILESTONE:** Medical Readiness Resources obligated at 95% or better end of year (Value of funds distributed less obligated by each quarter).

**M1-2.7 MILESTONE:** Non-Ed Qualification within 12 months of future grade <10% of eligible population.

**PERIOD: Near Term (FY14)**

★ *Essential Objective*



# ARNG MAJOR OBJECTIVES

## MAJOR OBJECTIVE 1-3 ★

### **MAN THE GENERATING & OPERATIONAL FORCE:**

Attract hire and retain the most qualified and talented Soldiers and civilians. Develop, staff, and advocate legislation supporting G1 manning priorities in order to ensure passage and inclusion into the National Defense Authorization Act. **Lead: G1-HRM // Team Members: HRH, HCM, GSS, NGBLL**

#### **Metrics:**

**M1-3.1 MILESTONE:** Miltechs to 98% of total authorization (Total Mil Techs filled divided by total authorized).

**M1-3.2 MILESTONE:** AGRs to 99% or higher. (Total AGRs filled divided by total authorized).

**M1-3.3 MILESTONE:** IDT of 87% or higher. (Total funded IDTs divided by validated requirements).

**M1-3.4 MILESTONE:** IET seats filled to 95% or higher. (number of school seats resourced divided by TRAP seats by year).

**M1-3.5 MILESTONE:** Integrate policy, processes, and procedures to achieve OPM goal of Hiring Time at 100 days or less by end of FY12.

**PERIOD: Mid Term (FY15-17)**

## MAJOR OBJECTIVE 1-4

### **OPERATIONAL RESERVE IN SUPPORT OF THE TOTAL FORCE POLICY:**

Ensure ARNG Forces are deployed IAW the GFM process in equitable and proportional unit-sized deployments. Determine whether or not the Total Force Policy is being applied when analyzing utilization trends for whole ARNG "AA" units for Allocated and Apportioned mission sets. **Lead: G3-MR // Team Members: ARNG Staff**

#### **Metrics:**

**M1-4.1 MILESTONE:** Secure BDE sized unit deployments (Y/N dependent on the global operational environment, min of 1 x Bde annually).

**M1-4.2 MILESTONE:** Determine by SRC percentage for deployments among COMPO 1, 2, and 3 (not less than 40% of all operational missions and TSC requirements fulfilled by ARNG assets, company thru Bde levels, i.e., both BCTs and F/MF)

**M1-4.3 MILESTONE:** Document and demonstrate utilization for both T10 and T32 requirements by FY (Y/N).

**PERIOD: Long Term (FY18-20)**

★ *Essential Objective*



# ARNG MAJOR OBJECTIVES

## MAJOR OBJECTIVE 2-1

### IMPROVE SOLDIER EMPLOYMENT OPPORTUNITIES:

Assist in providing Employment and Educational opportunities and programs to Army National Guard Soldiers by leveraging their military training, leadership, job skills, and education with civilian employers, schools, and other governmental agencies, to develop and RETAIN high quality personnel. **Lead: G1-HRS // Team Members: HRM, NGB J1, OSD (H2H)**

#### **Metrics:**

**M2-1.1 MILESTONE:** Ensure eligible Soldier compliance of mandated State Department of Labor Employment Workshop as directed by Veterans Opportunity to Work (VOW) Act and DTM 12-007 – Implementation of Mandatory Transition Assistance Program Participation for Eligible Service Members. Compliance with Sections 201-265 of Public Law 112-56, “VOW to Hire Heroes Act of 2011”. The actual number of Soldiers in attendance /Number of eligible Soldiers required to attend (100%).

**M2-1.2 MILESTONE:** State/Territory/District utilization of National Guard Employment Network (NGEN) case management system. Resource the States/Territories/District with a tailored employment case management system that can ease transition and lead to securing gainful employment. Number of States/Territories/District utilizing NGEN case management system divided by 54 (60%).

**PERIOD: Mid Term (FY15-17)**

## MAJOR OBJECTIVE 2-2

### PROVIDE DIGNIFIED CARE FOR THE FALLEN AND THEIR FAMILIES:

Sustain programs and initiatives that support military survivors of our fallen. Expand awareness of programs and services available to Families regarding all phases upon the loss of a service member. Provide professional and honorable service in keeping to the highest military traditional standards. Ensure the families of our fallen warriors are never forgotten and provide all support services available and authorized. **Lead: G1-HRS // Team Members: IMCOM, CMOAC, Chaplain**

#### **Metrics:**

**M2-2.1 MILESTONE:** ARNG executes Military Funeral Honors (MFH) for all requested, qualified personnel. Measurement: # of honors executed / # of honors projected to execute. <80% and >110% red, 80-89% and 106-110% amber, 90-105 % green.

**M2-2.2 MILESTONE:** Quality Survivor Outreach Services (SOS) support is available to all eligible survivors. Measurement: the ratio of SOS coordinators to Survivors. 1: 300+ red, 1:201-299 amber, 1: 0-200 green.

**M2-2.3 MILESTONE:** ARNG MFH funded to accomplish projected mission. Measurement: funds obligated / funds projected to execute. <80% and >110% red, 80-89% and 106-110% amber, 90-105 % green.

**PERIOD: Mid / Long Term (FY15-20)**



# ARNG MAJOR OBJECTIVES

## **MAJOR OBJECTIVE 2-3**

### **BUILD & SUSTAIN SOLDIER & FAMILY RESILIENCE:**

Develop and implement programs and services that foster resilient and healthy Soldiers, Families, and Civilians. Expand awareness of programs and services available to Families regarding all phases of the deployment cycle. Increase human resilience, enhance performance and optimize the ability and likelihood of Soldiers and Civilians to face successfully the physical and psychological challenges of sustained operations. **Lead: G1-HRS // Team Members: CSG, Chaplain, G-Staff, & HQDA select staff**

#### **Metrics:**

**M2-3.1 MILESTONE:** Applied Suicide Intervention Skills Training (ASIST) for Trainers (T4T) to 93% or more (Number of trained T4Ts divided by 216: per the allocation model).

**M2-3.2 MILESTONE:** Resilience Program Coordinators (RC) placed at 95% or more (Number of certified RCs placed divided by 54).

**M2-3.3 MILESTONE:** Master Resilience Trainers (MRTs) delivering resilience training at 90% or more (Number of MRTs trained and in place divided by the total requirement of 1398 MRTs).

**M2-3.4 MILESTONE:** Resilience Trainer Assistants (RTAs) to 85% or more (Number of trained RTAs divided by total requirement of 9100 RTAs).

**M2-3.5 MILESTONE:** Risk Reduction/Suicide Prevention Program Managers (R2SPPMs) to 100% (Number of R2SPPMs hired, trained and in place divided by total requirement of 22).

**M2-3.6 MILESTONE:** Sexual Harassment/ Assault, Response and Prevention (SHARP) Program Managers within each state to 99% (Number of SHARP PMs hired, trained and in place divided by total requirement of 54).

*Continued...*

**PERIOD: Long Term (FY18-20)**

## **MAJOR OBJECTIVE 2-3**

### **BUILD & SUSTAIN SOLDIER & FAMILY RESILIENCE (CON'T):**

**M2-3.7 MILESTONE:** Reduce tobacco use among the ARNG by 5% each year to reach parity with the national average (total number reporting tobacco use divided total number soldiers completing PHA).

**M2-3.8 MILESTONE:** Reduce flags for height/weight failures (SIDPERS # flagged records for ht/wt failures divided by total completed ht/wt records).

**M2-3.9 MILESTONE:** Decrease uniformed behavioral health officer vacancies to ensure all authorized positions are all filled over the next 5 years (FY13-17) (100%; Total number of positions divided by the total filled).

**M2-3.10 MILESTONE:** Decrease rate of soldiers tested positive for illicit drug use by 25% in the next five years. (number of ARNG SM tested positive for illicit drug use divided by total number tested)..

**M2-3.11 MILESTONE:** Increase DPHs to identified high risk states to ensure all positions are filled over the next 2 years (FY13-15) (Total number of positions divided by the total filled) (97%).

**PERIOD: Long Term (FY18-20)**



# ARNG MAJOR OBJECTIVES

## **MAJOR OBJECTIVE 2-4**

### **PROVIDE SOLDIER & FAMILY SUPPORT:**

Initiate and sustain programs that foster readiness and resilience of Soldiers and Families throughout their lifecycle. Provide Soldier and Family Support services to maintain Well-Being and Quality of Life and to reduce stress and risk associated with separation due to Military mission. **Lead: G1-HRS // Team Members: NGB J1, HQDA G1, IMCOM**

#### **Metrics:**

**M2-4.1 MILESTONE:** Family Assistant Center Specialists (FAC) to 90%. (FAC specialists hired and trained divided by the desired EOY number of FAC specialists).

**M2-4.2 MILESTONE:** Family Readiness Support Assistants (FRSAs) to 90% or more (Number of FRSAs hired, trained, and functioning divided by total required).

**M2-4.3 MILESTONE:** Soldier attendance of Yellow Ribbon events to 90% or more (Number of Soldiers attendance per event divided by the number of projected to attend).

**M2-4.4 MILESTONE:** Family/Designated individual attendance of Yellow Ribbon events to 70% or more (Number of Family/Designated individual attendance per event divided by the number of projected to attend).

**M2-4.5 MILESTONE:** State Youth Coordinators (SYCs) at 90% or more. (Number of SYCs hired and trained divided by the desired EOY number).

**M2-4.6 MILESTONE:** Uniformed BH Providers and DPHs will conduct mandatory MHAs to support all 5 touch points in the ARFORGEN cycle especially for touch point 4 and 5, PDHRA and PHAs. Increasing BH screenings and referrals from current 53% to 80%.

**PERIOD: Near Term (FY14)**

## **MAJOR OBJECTIVE 2-5**

### **PROVIDE, ENHANCE & PROTECT PERSONNEL SYSTEMS:**

Ensure Personnel Systems are secure and data is available, accurate and sufficient to provide decision making and personnel management tools to leaders, Commanders and the user community. **Lead: G1-HRP // Team Members: HRM, CSG, HRS, GSS and HRH**

#### **Metrics:**

**M2-5.1 MILESTONE:** Personnel systems will be accessible to users 99% of the time. (Any downtime due to other dependencies are not factored).

**M2-5.2 MILESTONE:** Enhance the customer experience and data quality by centralizing disparate systems, migrating 25% of target systems to an enterprise solution per year.

**M2-5.3 MILESTONE:** Manage performance of system contract deliverables, i.e. releases, Help Desk tickets, MCRs, SCRs and ECPs, etc. to 100% satisfaction of program manager and contractual requirements.

**M2-5.4 MILESTONE:** Personnel Systems will be submitted for FISMA Compliance certification, at 100% rate. (Number of systems submitted for certification divided the total number of systems).

**PERIOD: Near Term (FY14)**



# ARNG MAJOR OBJECTIVES

## MAJOR OBJECTIVE 3-1 ★ EQUIP THE FORCE FOR ULO & DOMESTIC OPERATIONS:

Equip Operating and Generating Forces to enable the ARNG to provide the necessary forces to accomplish the objectives of the National Defense and National Military Strategies. **Lead: G4-ILS // Team Members: G8-RMQ, ILS-E**

### Metrics:

**M3-1.1 MILESTONE:** All States equipped to not less than S2 EOH (100%).

**M3-1.2 MILESTONE:** All States equipped to not less than 80% Critical Dual Use (CDU) EOH.

**M3-1.3 MILESTONE:** EOH all States within current Modernization levels of 70% (+/- 5%).

**M3-1.4 MILESTONE:** Cross Level Equipment to units in the Mission Force Pool and Rotational Force Pool in Train Ready Year 3 to reach goals of S-1/ AME 1 prior to entering the Available Year.

**PERIOD: Near Term (FY14)**

## MAJOR OBJECTIVE 3-2 REDUCE EQUIPMENT CROSS LEVELING:

As Equipment on Hand (EOH) inventories increase, the requirement for equipment cross leveling must be systematically reduced to provide for reductions in Second Destination Transportation expenses and corresponding labor expenses at shipment preparation and receiving points. **Lead: G4-ILS // Team Members: N/A**

### Metrics:

**M3-2.1 MILESTONE:** Reduction of Second Destination Transportation costs by 5% to 10% per year predicated upon Equipment on Hand not requiring redistribution.

**M3-2.2 MILESTONE:** Labor costs associated with Second Destination Transportation shipping and handling requirements are reduced 5% to 10% on an annual basis.

**PERIOD: Near / Mid Term (FY14-17)**





# ARNG MAJOR OBJECTIVES

## MAJOR OBJECTIVE 3-3 ★ **MODERNIZE EQUIPMENT & ENSURE INTEROPERABILITY:**

The ARNG is an essential part of the Total Force—Active Component, Guard, and Reserve. As such, the ARNG must retain interoperability and maintain equipment parity with all components in order to provide a doctrinally correct capability for Unified Land Operations. Accordingly, this requires Army equipment distribution and modernization plans for continually fielding equipment to the ARNG at a commensurate level with the Total Force. The ARNG G8 must coordinate and synchronize the fielding/distribution of new equipment based upon Army G8 allocations to validated Army materiel requirements (Modified Table of Organization and Equipment (MTOE), Table of Distribution and Allowances (TDA), or Mission Essential Equipment List (MEEL); and, ensure Basis of Issue Plans (BOIP) support planned equipment distributions ahead of published documentation. **Lead: G8-RMQ**  
**Team Members: G4-ILS, G3-FM**

### **Metrics:**

**M3-3.1 MILESTONE:** Equipment programmed/fielded to valid requirements and current units (or scheduled) to 70% and above. Percentage-based equipment allocated (total available quantities) for distribution fielded against a valid authorization/requirement. Assessment can be updated quarterly or semiannually as data corresponds to HQDA G8 quarterly Equipment Distribution Plan updates.

**PERIOD: Near / Mid Term (FY14-17)**

## MAJOR OBJECTIVE 3-4 **DEVELOP THE ACQUISITION WORK FORCE:**

The ARNG AWF must be fully trained to provide expert acquisition advice to the ARNG and NGB staff and senior leadership as a result of participation in and support to the overall Army acquisition mission. The AWF must train and be certified to contribute to the Army's AWF efforts and reach Defense Acquisition Workforce Improvement Act (DAWIA) objectives. **Lead: ARNG-AWF/ Team**  
**Members: RMQ, HCM, PARC-NGB AQ**

### **Metrics:**

**M3-4.1 MILESTONE:** Required numbers of Acquisition Work Force personnel on hand within the ARNG Acquisition Work Force as compared to total authorizations. Seek to achieve the objective of filling all (100%) of T-10 AWF positions.

**M3-4.2 MILESTONE:** Required numbers of Acquisition personnel are Defense Acquisition Workforce Improvement Act (DAWIA) certified IAW required two year time frame upon assignment to the ARNG Acquisition Workforce. At the end of FY14, 98% personnel must be certified or within their grace period for achieving certification.

**PERIOD: Mid / Long Term (FY15-20)**





# ARNG MAJOR OBJECTIVES

## MAJOR OBJECTIVE 3-5

### **RESET EQUIPMENT:**

Conduct activities to reset equipment required to rebuild unit capability readiness and restore strategic depth in support of ARFORGEN. Synchronize responsible retrograde and reset with organic industrial base production and improved asset management, visibility and accountability to increase available inventory. **Lead: G4-ILS // Team Members: ILS-M**

#### **Metrics:**

**M3-5.1 MILESTONE:** Equipment is entered into the Automated Reset Management Tool (ARMT) at least 180 days prior to the units redeployment.

**M3-5.2 MILESTONE:** 100% of equipment turned in under the ARI program is returned to ARNG custody within 365 days of the return of the unit.

**M3-5.3 MILESTONE:** Equipment that is not returned to ARNG custody within 365 days is nominated for a DoDI 1225.06 payback program.

**PERIOD: Near / Mid Term (FY14-17)**

## MAJOR OBJECTIVE 3-6

### **ENSURE PROPERTY ACCOUNTABILITY:**

In compliance with the CSA / ARNG Property Accountability Campaign Plan, assigned units must ensure 100% accountability for all equipment. All equipment transactions must be reflected in PBUSE in a timely manner and lost, stolen or missing equipment must undergo FLIPL investigations that must be initiated and completed within applicable timeframes. **Lead: G4-ILS // Team Members: ILS-E**

#### **Metrics:**

**M3-6.1 MILESTONE:** On annual basis all "AA" activities by State conduct required inventories and accounts for all EOH.

**M3-6.2 MILESTONE:** Number of FLIPL investigations are completed within 240 days of commencement.

**M3-6.3 MILESTONE:** Number of CIFISM Discharge Reports and FLIPL investigations are completed and forwarded to DFAS for collection.

**PERIOD: Near Term (FY14)**



# ARNG MAJOR OBJECTIVES

## **MAJOR OBJECTIVE 4-1** **MODERNIZE & SUSTAIN** **EFFICIENT INFRASTRUCTURE:**

Invest in critical infrastructure and decrease facility deficit generated by current Army National Guard force structure. **Lead: G4-ILI // Team Members: ILI-E, ILI-C, ILI-R, ILE**

### **Metrics:**

**M4-1.1 MILESTONE:** 65% Percent of MILCON funds obligated in the first year of availability.

**M4-1.2 MILESTONE:** 90% Percent of MILCON funding executed in the 1st yr of appropriation

**M4-1.3 MILESTONE:** Not more than 15 days for Facilities Management Engineer (FME) Design Review per fiscal quarter.

**M4-1.4 MILESTONE:** 90% Percent of MILCON Concept Designs received (01 JUN) 16 months prior to year of execution (01 OCT).

**M4-1.5 MILESTONE:** 90% Percent of MILCON Real Property actions complete (01 JUN) 16 months prior to year of execution (01 OCT). These include licenses and Certificates of Title, NEPA documentation.

**M4-1.6 MILESTONE:** 100% Percent of SRM Funds Appropriated which have been Obligated.

**PERIOD: Mid / Long Term (FY15-20)**

## **MAJOR OBJECTIVE 4-2** **CREATE WATER & ENERGY** **EFFICIENCIES & SECURITIES:**

Provide increased level of energy and water security/efficiencies leading to sustainable and resilient infrastructure and mission assurance. Create energy and water efficiencies by holding users accountable, modernizing facilities, installing new technologies, and leveraging partnerships.

**Lead: G4-ILI // Team Members: ILI-F**

### **Metrics:**

**M4-2.1 MILESTONE:** Weighted score (67%-100%) for ARNG implementation of Army Sustainability goals.

**PERIOD: Mid Term (FY14-17)**



# ARNG MAJOR OBJECTIVES

## **MAJOR OBJECTIVE 4-3**

### **PRESERVE, PROTECT, CONSERVE, & RESTORE THE ENVIRONMENT:**

Support Army Environmental Program Priorities through preservation, protection, conservation, restoration, and compliance with statutory and regulatory requirements. Seamlessly integrate environmental guidance, policy, and goals into day to day operations. Proactively address environmental matters to ensure Soldiers have unhindered access to training lands and infrastructure necessary to support readiness.

**Lead: G4-ILE // Team Members: ILE**

#### **Metrics:**

**M4-3.1 MILESTONE:** Quarterly percentage (54%) of all State environmental management plans implemented.

**M4-3.2 MILESTONE:** Quarterly percentage (10%) of all repeat Environmental Performance Assessment System (EPAS) findings from previous external audit.

**M4-3.3 MILESTONE:** Annual percentage (10%) of all cleanup funding to remediate properties that were acquired without a ARNG-ILE approved ECOP.

**PERIOD: Long Term (FY18-20)**

## **MAJOR OBJECTIVE 4-4**

### **MAINTAIN EFFECTIVE PROTECTION CAPABILITIES:**

Provide requisite, full-spectrum protection measures (to include energy security strategies). Ensure installation public safety, security and emergency management through preparedness, response, recovery and mitigation programs based upon the Risk Management Process. Prevent and minimize damage to personnel, visitors, infrastructure, information, and equipment at all installations.

**Lead: G3-OD // Team Members: ODP**

#### **Metrics:**

**M4-4.1 MILESTONE:** All physical security services performed by the 54 Commands and Arlington Hall Station to protect Army assets (YES / NO).

**M4-4.2 MILESTONE:** All 54 State JFHQ AT program reviews will be assessed at least every three years (18 program reviews per year; 33% annually); Information provided from the final, approved assessment report is reviewed by ARNG ODP AT specialist to determine metric compliance.

**PERIOD: Mid Term (FY15-17)**



# ARNG MAJOR OBJECTIVES

## MAJOR OBJECTIVE 5-1 ★

### **TRAIN SOLDIERS & CIVILIANS:**

Train and educate individual Soldiers and Civilians by enabling institutional training, education, and self-development initiatives which support ARFORGEN. Remain values based and develop warrior ethos required to succeed across the full spectrum of operations in a JIIM environment. Increase foreign language capabilities and cultural awareness across the Army. **Lead: G3-TR // Team: ARNG Staff**

#### **Metrics:**

**M5-1.1 MILESTONE:** Execute the Army Program for Individual Training (ARPRINT) with a fill rate of 95% vs. seats programmed and a graduation rate of 90% vs. seats programmed after completion of Training Resource Arbitration Panel (TRAP) adjustments.

**M5-1.2 MILESTONE:** Achieve 90% of authorized Duty Military Occupational Specialty Qualification (DMOSQ) in Army National Guard units at the start of aim point #3 of the Train/Ready Pool and achieve 95% DMOSQ in ARNG units at the start of aim point #4, entering the Available Pool of ARFORGEN.

**PERIOD: Near Term (FY14)**

## MAJOR OBJECTIVE 5-2

### **DELIVER TRAINING SUPPORT:**

Deliver relevant Live, Virtual, Constructive and Gaming training enablers through the Army's Training Support System (TSS) deliverables and TSS products (e.g., training Aids, Devices Simulators and Simulations – TADSS), services (manpower and operating funds), facilities (e.g., ranges, training land, mission command training facilities, training support centers and simulation facilities), and collective training events (e.g., Combat Training Center (CTC) and eXportable Combat Training Capability (XCTC) rotations) to create and adapt training conditions that realistically portray the operational environment; enables Standardized METL based collective unit training within the ARFORGEN construct.

**Lead: G3-TR // Team Members: ARNG Staff**

#### **Metrics:**

**M5-2.1 MILESTONE:** Develop and field modernized LVCG Training enablers IAW the Army Regional Collective Training Capability (RCTC) and ARNG Training Strategy.

**M5-2.2 MILESTONE:** Modernize all TSS Facilities and AATS IAW RCTC and ARNG Training Strategy.

**M5-2.3 MILESTONE:** Ensure all ARNG BCTs and Function/Multi-Functional (F/MF) brigades participate in an XCTC rotation in their respective ARFORGEN cycle (4 to 5 rotations per year).

**PERIOD: Mid Term (FY15-17)**

★ *Essential Objective*



# ARNG MAJOR OBJECTIVES

## **MAJOR OBJECTIVE 5-3**

### **ENHANCE SECURITY COOPERATION:**

Provide ARNG forces to Army Service Component Command (ASCC) Security Cooperation Activities (SCA). IAW AR 350-9, sourcing for ASCC SCA shortfalls is requested through FORSCOM via the Army Training Information Management System (ARTIMS). SCAs include Exercises, METs (Military Engagement Teams), JCETs (Joint Combined Exchange Training), and SPP (State Partnership Program) events. Sourcing is based on ARFORGEN posture and METL training requirements determined by the ARNG unit commanders. **Lead: G3-OD // Team Members: ODO-Y, MR, TR**

#### **Metrics:**

**M5-3.1 MILESTONE:** 50% annually of all ASCC lines filled for exercise participation by ARNG units divided by the ASCC line requirements for listed exercises.

**PERIOD: Near Term (FY14)**

## **MAJOR OBJECTIVE 5-4**

### **NETWORK INFRASTRUCTURE MODERNIZATION:**

Develop strategy, policy, procedures, and architecture for modernizing the network infrastructure by building capacity to provide improved capabilities that enable efficient and effective business operations, enterprise services, network operations and security, and the capability to leverage the Armory as a Docking Station for approved tactical systems (NIPR/SIPR) and conduct Live, Virtual, and Constructive (LVC) training while providing interoperability with DSCA mission partners. This objective will be measured by the percentage of the number of circuits increased in capacity, the consolidation/ convergence of SIPRNet circuits, and the number of select ARNG Armories enabled as a Docking Station. **Lead: G-6-IMG // Team Members: G-2, G-3, JFHQ DOIMs, NGB CIO/J-6**

#### **Metrics:**

**M5-4.1 MILESTONE:** Build WAN capacity to enable SIPRNet Circuit Convergence at the Gateways (90% of the network)

**M5-4.2 MILESTONE:** Build Network capacity to enable the Armory as a Docking Station (90% of all requirements developed).

**M5-4.3 MILESTONE:** Improve the GuardNet Network Security Posture (95% IAVA notifications completed vs. the number of IAVA notifications).

**PERIOD: Long Term (FY18-20)**



# ARNG MAJOR OBJECTIVES

## MAJOR OBJECTIVE 6-1 ★

### **RESOURCE & STATION RELEVANT & READY OPERATING/ GENERATING FORCE STRUCTURE:**

Provide recommendations to HQDA IAW ARNG Leadership Guidance. Collaborate with HQDA for Force Structure to support Federal and State missions. Distribute force structure across the 54 to support DARNG vision. **Lead: G3-FM // Team: ARNG Staff**

#### **Metrics:**

**M6-1.1 MILESTONE:** Annually, maintain historical levels of Operating Force Structure at not less than 75% and Generating Force Structure at not more than 25% of Force Structure Allowance. (Target) Unless adjusted by the Army, maintain 350.2k of Force Structure.

**M6-1.2 MILESTONE:** Annually, provide Unit Identification Code (UIC), Organization Authority (OA) and Federal Recognition (FR) to the states. Target. NLT 90 days from receipt of completed request for FR, certificate is forwarded for signature. Status is 30 days green; 60 days amber; 90 days red.

**PERIOD: Near Term (FY14)**

## MAJOR OBJECTIVE 6-2 ★

### **PROVIDE UNITS IN SUPPORT OF GCCS IN ACCORD WITH THE GFM PROCESS:**

Efficiently and effectively execute ARFORGEN to provide a predictable and sustained flow of manned, trained, and equipped forces that are Full Spectrum Operations capable in support of Combatant Commander and Army Service force requirements at best value. **Lead: G3-MR // Team Members: G2, OD, TR**

#### **Metrics:**

**M6-2.1 MILESTONE:** Number of units that received a NOS message divided by the number of units attending the Joint Assessment Conference hosted by 1st Army and ARNG (95%).

**M6-2.2 MILESTONE:** Number of units actually sourced divided by the number of units requested (95%).

**M6-2.3 MILESTONE:** Notify all units of sourcing (YES / NO).

**M6-2.4 MILESTONE;** Source units to support Request for Forces (RFF) based on Sourcing Criteria (ARNG ARFORGEN Availability Matrix) (YES / NO).

**PERIOD: Mid Term (FY15-17)**

★ *Essential Objective*



# ARNG MAJOR OBJECTIVES

## MAJOR OBJECTIVE 6-3 ★ **MANAGE READINESS:**

ARNG conducts in depth strategic readiness analysis for internal and external readiness forums in order to identify ARNG readiness trends, shortfalls, issues or concerns. ARNG oversees readiness reporting requirements, provides technical support, interprets readiness regulations and policy, and distributes readiness reporting guidance to the States, Territories, and DC. Ensure unit compliance with monthly readiness status reporting requirements, to include the submission of timely, accurate, and complete reports. **Lead: G3-MR // Team Members: ARNG Staff**

### **Metrics:**

**M6-3.1 MILESTONE:** 95% of ARNG units in compliance with Army readiness reporting standards; reports "as of" the 15<sup>th</sup> of the month and due to HQDA NLT 96hrs after the as of date.

**M6-3.2 MILESTONE:** 95% of required reporting units meeting ARFORGEN Aim Point goals/objectives.

**M6-3.3 MILESTONE:** 100% of required reporting units who accurately report in NetUSR the Type of Report, Force Package, and Force Pool.

**PERIOD: Near Term (FY14)**

## MAJOR OBJECTIVE 6-4 ★ **SUPPORT DOMESTIC OPERATIONS:**

The CAT is comprised of selected ARNG staff sections and must exercise processes and functions periodically to maintain preparedness to alert, assemble and staff essential functions in response to domestic events. CAT focuses on developing resource solutions in order to provide required ARNG capabilities to affected States, Territories, and DC. **Lead: G3-OD // Team Members: ODO-C, MR, CSG, G2, G4, G6**

### **Metrics:**

**M6-4.1 MILESTONE:** Conduct two major CAT exercises annually utilizing the entire ARNG staff (Y/N).

**M6-4.2 MILESTONE:** Conduct routine (monthly) liaison with interagency elements (Y/N).

**PERIOD: Near Term (FY14)**

★ *Essential Objective*



# ARNG MAJOR OBJECTIVES

## **MAJOR OBJECTIVE 6-5**

### **DEVELOP SECURITY RESILIENCY OF THE FORCE:**

Security Resiliency is an enabling function that addresses the insider threat. It is an enterprise approach, with ownership from multiple ARNG staff elements, which provides a holistic, comprehensive strategy for synchronizing multiple elements to act in concert against the insider threat. ARNG Security Resiliency includes the Threat Awareness Training Program, implementation of Homeland Security Policy Directive 12, Clear the Army, and the Foreign Disclosure Program.

**Lead: G2 Team Members: G1, G6, & INSCOM**

#### **Metrics:**

**M6-5.1 MILESTONE:** 75% of all ARNG MI Professionals authorized to deliver TARP training annually.

**M6-5.2 MILESTONE:** 100% of newly accessed soldiers have an initial National Agency Check with Law and Credit (NACLC) or higher level investigation .

**M6-5.3 MILESTONE:**100% of newly hired DoD civilians have an initial Access National Agency Check with Inquiries or higher level investigation.

**M6-5.4 MILESTONE:** 100% of all new soldier accessions have an initially adjudicated NACLC or higher level investigation that can determine at least SECRET clearance eligibility within 6 months of accession into the ARNG.

**M6-5.5 MILESTONE:** 100% of new accession soldiers not requiring a clearance that have an unfavorably adjudicated initial investigation are notified by the Department of Defense Consolidated Adjudications Facility and State/Territory (or unit) security managers within 9 months of accession.

**M6-5.6 MILESTONE:** 95% or more States/Territories have an ARNG State/Territory Foreign Disclosure Officer (FDO) FDO appointed in writing and certified to Army standards.

**PERIOD: Near Term (FY14)**



# ARNG MAJOR OBJECTIVES

## **MAJOR OBJECTIVE 7-1** **EXPAND ROLE IN CYBER** **MISSION:**

Expand the role in Cyber Mission ARNG Computer Network Defense Teams (CND-T) provide incident response, vulnerability assessment, risk reduction, enterprise monitoring capabilities and training to ensure the confidentiality, integrity, and availability of information systems. **Lead: G3-OD // Team Members: G2, G6-IMG**

**Metrics:**  
**M7-1.1 MILESTONE:** Fully man the Computer Network Defense Teams (CND-T) to 100% of authorized strength.

**PERIOD: Near Term (FY14)**

## **MAJOR OBJECTIVE 7-2** **STANDARDIZE THE GENERATING** **FORCE TDA:**

In accordance with AR 71-32, Centralized Documentation, provide guidance to the stakeholder staffs and the 54 states, territories and District of Columbia (DC) on Concept Plans and Command Implementation Plans (CIP). **Lead: G3-FM // Team Members: ARNG Staff**

**Metrics:**  
**M7-2.1 MILESTONE:** Annually, submit 100% of all Leadership approved Concept Plans and Command Implementation Plans to HQDA (G3/5/7) IAW AR 71-32.

**PERIOD: Near Term (FY14)**



# ARNG MAJOR OBJECTIVES

## **MAJOR OBJECTIVE 7-3**

### **MAINTAIN SAME UNIT MTOE DESIGN AS THE ACTIVE COMPONENT:**

MTOEs are modernized by annual documentation to ensure ARNG units meet the Army standard for capability and equipment. ARNG-FM receives NGB, ARNG, and HQDA Guidance. ARNG-FM coordinates to develop the Command Plan and coordinates with the States in accordance with their Force Structure Strategic Plan. **Lead: G3-FM // Team**  
**Members: ARNG Staff**

#### **Metrics:**

**M7-3.1 MILESTONE:** Document the force in accordance with HQDA Policy. 100% of all ARNG units receive a new document when scheduled.

**PERIOD: Long Term (FY18-20)**



# ARNG MAJOR OBJECTIVES

## **MAJOR OBJECTIVE 8-1** **IMPLEMENT AN INTEGRATED MANAGEMENT SYSTEM:**

An integrated set of business management processes enabling ARNG leadership to make resource-informed decisions and provide the Nation with trained and ready forces at best value. IMS assigns responsibility and focuses effort (Plan); provides leadership and direction, monitors execution, ensures synchronization (Management); and defines progress and serves as basis for resource allocation decisions (Measurement). Desired Outcome: The ARNG Management Systems that constitute the Integrated Management System through measurement and review are more effective. **Lead: BTO // Team Members: ARNG Staff**

### **Metrics:**

- M8-1.1 MILESTONE:** Annually Conduct the Organizational Self Assessment of the Army National Guard Directorate using the Criteria for Performance Excellence. (Y/N)
- M8-1.2 MILESTONE:** Track organization performance in the Army Strategic Management System (SMS). Defined by the percentage of organizational performance metrics tracked in Army SMS. (Y/N)
- M8-1.3 MILESTONE:** Implement process improvements based on evaluation and feedback of the organizational self assessment. Measured by the percentage of opportunities for improvement that are implemented. (Y/N)
- M8-1.4 MILESTONE:** Process improvements implemented based on the mapped E2E Processes. Measured by the percentage of identified needed process Improvements implemented. (Y/N)
- M8-1.5 MILESTONE:** Align E2E Business Process with the Director’s Strategic Imperatives. Measured by the percentage of E2E BP aligned to the DARNG SI. (Y/N)

**PERIOD: Mid / Long Term (FY14-20)**

## **MAJOR OBJECTIVE 8-2** **STRENGTHEN FINANCIAL MANAGEMENT:**

The ARNG is accountable for operating a financial management program designed to detect and correct instances of fraud, waste, abuse, and misconduct. To execute these requirements, the ARNG shall improve internal controls, achieve and sustain audit readiness, and implement responsive budgetary systems to meet current events. **Lead: G8-RMC // Team Members: BTO & ARNG Staff**

### **Metrics:**

- M8-2.1 MILESTONE:** Deploy Army Enterprise Resource Planning Systems within cost, performance and schedule plans. (Y/N)
- M8-2.2 MILESTONE:** Attain statutory compliance with FFMI, SFIS, and BEA. (Y/N)
- M8-2.3 MILESTONE:** Achieve and sustain audit readiness. (Y/N)
- M8-2.4 MILESTONE:** Achieve and sustain effective internal controls. (Y/N)
- M8-2.5 MILESTONE:** Support resource-informed decision making by implementing effective cost management programs throughout the Army. (Y/N)
- M8-2.6 MILESTONE:** Implement responsive budgetary systems to meet the needs of current events. (Y/N)
- M8-2.7 MILESTONE:** Identify efficiencies to be monitored and responsible agencies. (Y/N)
- M8-2.8 MILESTONE:** Assist responsible agencies in developing metrics, goals and timelines for each efficiency to be monitored. (Y/N)
- M8-2.9 MILESTONE:** Develop and issue monitoring and reporting procedures. (Y/N)
- M8-2.10 MILESTONE:** Provide quarterly report to senior leaders. (Y/N)

**PERIOD: Long Term (FY18-20)**



# ARNG MAJOR OBJECTIVES

## **MAJOR OBJECTIVE 8-3** **IMPROVE BUSINESS SYSTEMS IT MANAGEMENT:**

Strengthen management of the Army's business systems information technology by implementing the ARNG Business Council to execute and oversee the ARNG Business Strategy in order to improve performance, reduce complexity and redundancy, maximize return on investment and optimize support to the Operating Force. Desired Outcome: BSIT governance and oversight provide direct and positive influence over business processes and systems. **Lead: BTO // Team Members: NGB CIO, G6, ARNG Functional Domains**

### **Metrics:**

**M8-3.1 MILESTONE:** Implement and charter ARNG Business Council by FY14. (Y/N)

**M8-3.2 MILESTONE:** Review of all ARNG Business Systems prior to review by the Army Business Council (BC). Measured by the percentage of Business Systems reviewed by the ARNG BC that are approved by for funding by the Defense Business Council.

**M8-3.3 MILESTONE:** Reduce and re-align governance forums within the ARNG. Measured by the percentage of governance forums consolidated.

**PERIOD: Long Term (FY18-20)**

## **MAJOR OBJECTIVE 8-4** **OPTIMIZE INFORMATION SERVICES:**

Ensure ARNG information services and governance practices effectively support the ARNG by developing the strategies, policies, plans, and procedures that align with the DOD Joint Information Environment (JIE), the Army Strategic Planning Guidance, and other Federal Government requirements. This objective will be measured by the percentage of IPNs registered, the implementation of ITSM, and FISMA compliance within established goals. **Lead: G-6-IMG // Team Members: NGB CIO/J-6, J6-FAC, JFHQ DOIMs, State DPIs**

### **Metrics:**

**M8-4.1 MILESTONE:** Designate and Register one Installation Processing Node (IPN) per JFHQ. (60%-100% of all JFHQs).

**M8-4.2 MILESTONE:** Complete contract award and transition to Enterprise Operations and Security Services III. (90% of all contract awards and transitions).

**M8-4.3 MILESTONE:** Develop and Institutionalize an organizationally based Portfolio Management and Governance Framework. (3 of 5 business domains; 5 of 8 war fighting domains; & 3 of 4 enterprise information domains).

**M8-4.4 MILESTONE:** Achieve Established FISMA Compliance Goals. (95% FISMA compliance for all systems on GuardNet).

**M8-4.5 MILESTONE:** Improve the Security Posture of the Fielded Applications. (95% of total number of applications vs. total number scanned).

**M8-4.6 MILESTONE:** Support the Federal Initiative to consolidate data centers and save energy. (95% servers utilizing virtualization technology).

**M8-4.7 MILESTONE:** Transition applications to optimized framework. (60% of all applications towards modernized network services).

**PERIOD: Mid Term (FY15-17)**



# ARMY NATIONAL GUARD 2014-2020 *STRATEGIC PLANNING GUIDANCE*

## CONCLUSION

The Army National Guard serves as a time tested, indispensable contributor to our Nation's defense. Therefore, we require an organizational roadmap that not only allows us to efficiently organize, but also manifestly contribute to the common defense as we have since 1636. The difficult challenges we faced over the past decade of conflict serve as a clear reminder to Citizens and Soldiers alike: staying the same is not an option. Through this Strategic Planning Guidance, we challenge our leaders to continually re-define an operational ARNG; to chart our progress; build cohesive planning efforts; and foster optimal readiness among the States, Territories, and District of Columbia. Together, we can do it!

