



Department of Military Affairs

Joint Strategic Plan

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Virginia National Guard DMA Joint Strategic Plan

INTRODUCTION

1. The Virginia National Guard (VANG) Department of Military Affairs (DMA) Joint Strategic Plan (JSP) outlines our plan to be one of the nation's best military organizations. The plan provides broad vision and a framework with which to pursue our shared objectives.
2. This plan tasks the JFHQ staffs (J-Staff, ACC, LCC), HQ 29 Infantry Division (HQ29ID), Virginia Defense Force (VDF) and Current Operations Officer (COO) to work in unison to achieve objectives nested within four strategic Lines of Effort (LOEs):

LOE 1: Readiness - Meet or exceed service directed readiness goals in order to be prepared for State and Federal missions. Focus resources and efforts on achieving the highest levels of readiness possible within the levels of funding provided.

LOE 2: Operational Excellence - Establish Virginia as a national leader in agility, innovation, continuous process improvement, and supporting initiatives.

LOE 3: Leadership – Develop professional leaders of character through a deliberate developmental program which combines training, education, experiences and incorporates elements of resiliency, diversity and inclusion.

LOE 4: Strategic Communications – Purposeful strategic messaging that informs DMA members, their families, employers, and alumni and that promotes awareness of the Virginia National Guard among government officials and the general public.

3. I challenge you to synchronize your efforts to best meet the challenging environment facing DMA, which includes increased and evolving threats, budget reductions, changes to federal and state laws, enduring high operational tempo, State and Federal mission expansion, force structure transformations, and a challenging recruiting and retention environment.
4. Every DMA Soldier, Airman, VDF member and Civilian should use the JSP to guide, shape, and inform decision making and to develop internal objectives and metrics to evaluate progress within your part of the organization. The JSP should not be viewed as limiting or all-encompassing; each organization should develop their own plans which incorporate your internal priorities, goals, and objectives, nested with and informed by the JSP.
5. We must be steadfast in our commitment to be the best in the nation. We are shaping this organization for the future leaders and Service Members of the DMA. We owe it to them to make judicious decisions that support our non-negotiable responsibilities: **“Professional Service, Commitment to Excellence and Valued Results.”**



Timothy P. Williams
Major General, VaARNG
The Adjutant General

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1. **Purpose:** This plan provides guidance to the J-Staff, ACC, LCC, HQ29ID, VDF, and COO. It is a tool to focus the efforts of the DMA and its Services in their efforts to accomplish the Adjutant General's (AG) long-term and near-term strategic objectives.
2. **Foundation:** This plan is nested with the AG's organizational vision, mission, and values for the Department of Military Affairs (DMA) and builds on previous versions of the DMA Joint Strategic Plan (JSP). This plan articulates the AG's strategic objectives using Lines of Effort as a framework for supporting objectives and tasks.
3. **Implementation:** J-Staff, ACC, LCC, HQ29ID, VDF, and COO will develop action plans detailing how applicable objectives and tasks will be achieved, to be briefed to the AG and staff during the first quarter of FY19. Each staff will review tasks and objectives previously developed and agreed upon during strategy development sessions and include those as appropriate in their respective plans. The SIG will serve as the office of primary responsibility for coordinating dates, times, and venues for supporting meetings and events.
4. **Review:**
 - a. Progress will be reported during quarterly Strategic Azimuth Checks between the AG and key leaders and staff. The JSP will be reviewed annually and updated as directed by the AG and the Director of the Joint Staff (DJS).
 - b. The Staff lead for each task will establish metrics that monitor the progress in achieving objectives and tasks, coordinate with each responsible Senior Leader / Commander on the development of metrics to track the plan, and recommend adjustments to the plan to the SIG and AG. Changes in task/objective leads will be adjudicated during quarterly azimuth checks.
 - c. The Strategic Management System (SMS) will be the primary tool used to track and visualize metrics. Task owners are responsible for maintaining current task status in SMS in coordination with SIG.
5. **Applicability:** The term DMA represents all personnel of the Department of Military Affairs; Army and Air National Guardsmen, VDF members and Civilians (state/federal employees and contractors). This plan applies to every DMA Soldier, Airman, VDF member and Civilian. For the remainder of this document, member is defined as all aforementioned categories of DMA personnel.
6. **Strategic Vision:** *“Professional Service, Commitment to Excellence and Valued Results”*
7. **Mission:** The Department of Military Affairs provides ready and responsive Army and Air National Guard and Virginia Defense Force units and personnel to support and defend the Constitutions of the United States and the Commonwealth of Virginia.

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8. Lines of Effort:

LOE 1: Readiness - Meet or exceed service directed readiness goals in order to be prepared for State and Federal missions. Focus resources and efforts on achieving the highest levels of readiness possible within the levels of funding provided.

Objective 1.1 VANG places in the top 10 nationally in readiness and resource management metrics defined as “most important” by NGB NLT 30 Sep 19 (LCC, ACC).

Task 1.1.1 Action a well-defined process that prioritizes resources to improve VA’s standing in key NGB readiness metrics NLT 31 DEC 18 (ACC, LCC, DJS).

Objective 1.2 Recruit & Retain to >105% assigned versus authorized end strength for all VANG operational units and staffs while maintaining required individual member participation rates (e.g., NOVAL <1%) NLT 30 Sep 19 (J-Staff, ACC, LCC).

Task 1.2.1 Complete an annual assessment of accessions demographics to determine trends and relative alignment to the State population NLT 30 Sep 19 (ACC, LCC).

Task 1.2.2 Realign R&R personnel to cover geographic areas to better meet unit requirements NLT 30 Sep 19 (LCC).

Objective 1.3 Gain new and relevant DMA Missions and Force Structure over the next 5 years (J-Staff, ACC, LCC); ongoing objective.

Task 1.3.1 Increase VANG force structure authorizations by 1,000 Air and 2,000 Army (consider per staff analysis All Source Analysis, Organic Squadron, Remote Piloted Aircraft, Offensive Space Control, Manned ISR, Special Tactics Squadron, Office of Special Investigations, Sustainment Brigade, Special Forces Company, Artillery Battalion, Artillery Brigade, Air Defense Artillery, Maneuver Battalion, etc.) NLT 30 Sep 21 (ACC, LCC).

Task 1.3.2 Develop a strategy to increase One Army School System courses conducted by RTI by five in order to increase individual soldier training and professional development opportunities within the state NLT 30 Sep 21 (LCC/RTI CDR)

Task 1.3.3 Expand Camp Pendleton Mission Command simulation center usage with a battalion or higher-level exercise annually NLT 30 Sep 20 (LCC).

Task 1.3.4 Provide mission analysis and upon approval all required planning to establish a Simulation Center at Fort Pickett NLT 30 Sep 20 (LCC).

Task 1.3.5 Formalize a military partnership with Finland in order to support theater security cooperation objectives and provide DMA members and units with international training and professional development opportunities NLT 30 Sep 19 (J5).

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Task 1.3.6 Facilitate Joint, Interagency, Intergovernmental, Multinational (JIIM) integration in VANG operations, training, missions and facilities NLT 30 Sep 19 (J-Staff).

Objective 1.4 Provide a BOS solution for VAANG priority requirements for assigned missions. (ACC).

Task 1.4.1 Resource and execute 192 SS Base Civil Engineering function to plan (man, equip, train & station) in order to manage, coordinate, and oversee all VAANG facility requirements NLT 30 Sep 23 (ACC).

Objective 1.5 Increase active strength of the VDF by 25 members NLT 30 SEP 19 (VDF).

Task 1.5.1 Deliver a comprehensive plan that details the recruiting program of initiatives to attain this goal NLT 1 Dec 2018 (VDF).

Objective 1.6 Conduct background checks on all VDF personnel NLT 30 Sep 19 to ensure the fielding of a professional force (VDF).

Objective 1.7 Resilience - maintain ready and resilient members, families, communities. Synchronize efforts to ensure integration of resources and programs. Create a culture of resilience in the VANG, to include all members and their families (J-Staff, ACC, LCC)

Task 1.7.1 Sustain conduct of quarterly Community Health Promotion Council (CHPC) meetings, report data and develop initiatives, policy, programs, and training to best improve readiness and wellness within VANG NLT 30 Sep 19 (J-Staff).

Task 1.7.2 Establish periodic working group to establish courses of action to mitigate negative trends and to develop proactive programs and procedures NLT 31 Dec 2018 (DJS, COS, DOS, CHPC).

LOE 2: Operational Excellence - Establish Virginia as a national leader in agility, innovation, continuous process improvement and supporting initiatives.

Objective 2.1 The SIG will, in coordination with the DJS, CoS, and DoS, ensure that tasks articulated in the JSP are completed in the designated time period. Adjustment of task dates will be addressed during the quarterly Strategic Azimuth Checks, as required.

Task 2.1.1. Continually manage key engagements, required partnerships, and strategic messaging requirements in support of strategic objectives. Ongoing throughout year. (SCWG).

Objective 2.2 Implement a Knowledge Management program (KM) to align people, processes, and tools across the organization and establish a culture for leaders and subordinates to collaborate and share understanding to increase overall efficiency and quality of outputs. (Transitions to sustainment upon completion of current objective) (J-Staff, ACC, LCC).

Task 2.2.1 Establish a stable, fully functional and optimized SharePoint platform to facilitate enterprise-wide adoption of KM program NLT 31 Mar 19 (KMO, G6/J6).

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Task 2.2.2. Revalidate organizational KM priorities through the KM Steering Committee NLT 31 Mar 19 (DJS/CoS/DoS/KMO/J3/J5/J6).

Task 2.2.3. Train Knowledge Management Representatives to be able to support end users and to facilitate functionality of VKO across the enterprise NLT 31 Jul 19 (KMO).

Task 2.2.4 Implement a Continuous Process Improvement plan with measurable metrics to critically assess VANG processes and enable a culture of efficiency and transparency using best business practices (e.g., Lean Six Sigma, ACOE) NLT 31 Mar 19 (SIG, J-Staff, ACC, LCC).

Task 2.2.5 Analyze IT infrastructure—including classified, unclassified, and web/social media platforms—for its ability to support DMA day to day operations and strategic programs and submit prioritized upgrade recommendations NLT 31 Mar 19 (DJS/DoS/CoS/G6/J6, KM).

Objective 2.3 Develop and sustain a Continuity of Operations program (battle rhythm, tools, agenda, quarterly GO brief) that integrates Force Development, Force Management, Assignments, Diversity and Resilience by providing a bench of ready Airmen for every key position in the VAANG NLT 1 Jan 19 (ACC).

Objective 2.4 Produce a prototype field terminal that integrates HF into current Tactical Package (TACPAK) capability baseline (VDF).

Task 2.4.1 Demonstrate an integrated prototype NLT 30 Sep 19 (VDF).

Objective 2.5 Deliver an initial capability DMA HF radio-to-Internet gateway (Phase I)(VDF).

Task 2.5.1 Install a DMA HF radio-to-Internet gateway in the MRC radio room NLT 30 Sep 19 (VDF).

LOE 3: Leadership – Develop professional leaders of character through a deliberate developmental program which combines training, education, experiences and incorporates elements of resiliency, diversity and inclusion (ACC, LCC).

Objective 3.1: Leader Development – develop professional leaders of character through a deliberate developmental program which combines training, education, and experiences.

Task 3.1.1 Establish a Professional Development / Talent Management process to ensure leaders are prepared for key assignments (e.g., top 5 each Internal (Air, Army, Joint) and 5 external positions) NLT 30 Sep 19 (J-Staff, ACC, LCC).

Task 3.1.2 Build Career Maps/Developmental Plans and conduct member counseling (E6+, O3+) that identify recommended education and assignments necessary to progress in officer and enlisted career fields. Complete career maps and counseling for 80% of force NLT 30 Sep 19 (J-Staff, LCC, ACC).

Task 3.1.3 Implement a Supervisor Leadership Academy/Training Program for state supervisors NLT 31 May 19 (COO-DMA).

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Task 3.1.4 Execute a basic troop leadership course for small unit leaders NLT 31 Jul 19 (VDF).

Task 3.1.5 Deliver a program of instruction for review NLT 28 Feb 19 (VDF).

Objective 3.2 Diversity and Inclusion – maintain a culture which demonstrates diversity and inclusion in all aspects of our operations. Emerge as a national leader in diversity programs and initiatives.

Task 3.2.1 Maintain a Diversity Council and identify and address trends and provide analysis and recommendations to better achieve diversity goals across the DMA. Ongoing throughout year (Diversity Council).

Task 3.2.2 Promote and publicize products and information internally and externally that promote diversity across the DMA. Ongoing throughout year (JPAO).

Task 3.2.3 Develop matrix of leading indicators to set conditions for recruiting, Senior Leader, Field Grade, Senior Warrant, NCO and Civilian diversity NLT 30 Sep 19 (J-Staff, LCC, ACC).

Task 3.2.4 Implement Diversity and Inclusion training at all levels and provide annual report of training completion to TAG-VA NLT 30 Sep 19 (J-Staff, LCC, ACC).

LOE 4: Strategic Communications – Purposeful strategic messaging that informs DMA members, their families, employers, and alumni and that promotes awareness of the Virginia National Guard among government officials and the general public.

Objective 4.1 Establish a Virginia National Guard Museum at a premier location in the Commonwealth to facilitate knowledge of the VANG's service from 1607 through today.

Task 4.1.1 Establish a Museum Working Group (MWG) NLT 31 Oct 18 (OTAG).

Task 4.1.2 Propose prospective museum location(s) NLT 31 Dec 18 (MWG).

Task 4.1.3 Develop financial requirements and conceptual public and private funding avenues NLT 31 Mar 19 (MWG).

Objective 4.2 Leverage existing and newly developed DMA web and social media presence to present consistent, complementary internal and external messaging.

Task 4.2.1 Establish and develop a Public Web Presence working group consisting of DMA stakeholder representatives NLT 31 Oct 18 (PAO).

Task 4.2.2 Develop and nest Recruiting and Retention marketing plan IOT support JSP LOE 1 NLT 31 Dec 18 (R&R).

Objective 4.3 Promote involvement in professional military associations among DMA members and alumni (Ongoing Task) (ACC, LCC, VDF, J-Staff).

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Task 4.3.1 Advocate membership in military associations (e.g., NGAUS, AUSA, AFA, branch and veterans organizations) to facilitate professional development, camaraderie and esprit de corps throughout the DMA (LCC, ACC, DJS).

Task 4.3.2 Facilitate Virginia National Guard alumni involvement in unit activities and social events (e.g., dinings out, musters, etc.) to build camaraderie between current and former VANG members.