

# NEVADA AIR NATIONAL GUARD

STRATEGIC  
PRIORITIES  
2016 - 2020



NEVADA AIR NATIONAL GUARD

Notes:

Air Commander's 3 **Non-Negotiables:** (fill in from p. 4)

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**A-**

**P-**

# STRATEGIC PRIORITIES

Version 8.0 / 20 Jan 16  
Summary of Changes


# NEVADA AIR NATIONAL GUARD

## Vision

*The Nevada Air National Guard is a premier organization building leaders and capabilities to meet tomorrow's challenges.*

## Mission

*Provide world class tactical air delivery, remotely piloted aircraft, intelligence and advanced war fighters for federal and state objectives. We respond with Ready Airmen!*

## End State

*Provide a credible, relevant, reliable response capability for any federal, state & local contingency.  
Respond with ready Airmen to effectively and efficiently accomplish global and domestic missions.  
Ensure family readiness and ongoing support.  
Ensure an inclusive & diverse working environment.  
Be a committed, engaged and responsible member of the community.*

## Values

*Integrity First, Service Before Self, Excellence  
In All We Do*

## Strategic Priorities

*Readiness, Care for Members and Families, Diversity,  
Community and Force Development*

# STRATEGIC PRIORITIES



*Readiness, Care for Members and Families, Diversity, Community and Force Development*

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*“The Nevada National Guard exists to fulfill two supporting roles. The first role is that of an integral component of the armed forces of the United States. In this role, we must have trained units and members available to mobilize in support of national defense. The second role is that of the State militia. In this role, we must be ready at all times to respond to the governor for domestic operations and/or homeland defense.”*

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**“Always on Mission.”**

## STRATEGIC PRIORITIES

# Strategic Guidance

This strategic guidance will establish a framework of planning principles to guide the Nevada Air National Guard as we continue to organize a ready, reliable and relevant force for the future of Nevada. I fully support the TAG's four priorities which include:

1. **Readiness** - Directly tied to the guiding principle, "Mission first, people always," our high state of readiness will give our organizations the opportunity to compete for and acquire new and emerging missions as well as supporting domestic operations.

2. **Care for Members and Families** – This must be at the forefront of all we do. By taking care of our member's needs, they will stay focused on the mission. Moreover, care for each other through a strong battle buddy/wingman concept will further enhance our ability to remain a resilient force.

3. **Diversity** – an essential initiative to our current and future success. We must attract, recruit, develop, promote and retain diverse Airmen and Soldiers to win the competition for talent.

4. **Community** - We need members to be a positive image within their circle of influence and not only be known as a member of the community, but also as a member of the military who is part of "our community."

5. As an addition to the TAG's four key priorities, **my fifth priority of Force Development will provide the strategic focus for the Nevada Air National Guard for the next five years.** The importance of force development is key in solving the challenge of the demands on Airmen which will increase over time.

Further, my objectives for Nevada align with the USAF Chief of Staff's "A Vision for the USAF" and the Chief, NGB's principles of "Proven in Battle – Trusted at Home". The ANG's focus on our core missions include having a Community-Based force, a Cost-Effective Dual-Use force and a Deliberately Developed force. Building our key priorities through our strategy, we achieve our "Always on Mission" commitment to our president and governor. **In all of the above, my policy remains focused on 3 Non-Negotiables I call TAP – Transparency, Accountability and Performance.** I fully expect commanders and leaders at all levels to read and apply this plan to all aspects of mission execution. To whom much is given, more is expected!



**Commander Nevada Air  
National Guard Brigadier  
General Ondra Berry**

Ondra Berry,  
Brigadier General, USAF  
Commander NVANG

# Strategic Challenges

The strategic direction for the Armed Forces as outlined in the National Military Strategy and NGB Posture Statement, provides a vision for how our joint force will fight America's wars, respond in the homeland and build partnerships. While we continue to refine how we counter violent extremism and deter aggression, this strategy also rightfully emphasizes that our ability to effectively respond is most effective when employed in concert with other elements of power. This approach, as described by General Grass, Chief, National Guard Bureau and a member of the Joint Chiefs of Staff, is a whole-of-nation approach to domestic and foreign policy and is essential to addressing the complex defense, security and community support challenges before us.



Our strategy is based on three pillars:  
fighting America's wars, responding in the  
homeland and building partnerships  
around the world

We must plan now for the Nevada Air National Guard forces that will be in place in the near and distant future. With economic constraints thrust upon the Department of Defense by sequestration, budgets will continue to shrink, thus requiring our utmost in readiness to meet and extend our fighting capability in Nevada and around the globe.

## STRATEGIC PRIORITIES

# Strategic Priorities & Goals

The following sections outline the Nevada Air National Guard strategic priorities and goals. These objectives, together with appropriate Measures of Performance (MOP), measure progress as units move toward achieving established goals. The MOP provides reasonable measures to determine if we are achieving our strategic objectives. MOPs are specific to each objective and change as objectives change. In essence, MOP serve as the Commander's dash board to determine how well the organization is progressing toward achieving an objective. Nevada Air National Guard members should be able to directly correlate their work efforts to the strategic objectives and commanders at all levels must be prepared to identify reasons and action plans to meet or exceed the goals in this plan.



**The NVANG over Normandy Beach for the 70<sup>th</sup> Anniversary of the D-Day Invasion**

# Strategic Priority #1

## Readiness

To display our readiness we must ensure we meet all assigned mission requirements. We must consistently be in the **top quartile** for all metrics tracked at NGB. By maintaining a high state of readiness, we are prepared when called upon to perform our state or federal mission and we will also be strategically postured to compete for any new mission.

**Man The Force** – Ensure all current and future manning of allocated positions are maximized for mission capability, readiness and the development of our members.

**Equip the Force** – Ensure we maintain Mission Capable (MC) aircraft to meet the mission.

**Train the Force** – Ensure enlisted 5/7/9 level and officer specific AFSC training time does not exceed AFI guidance.

**Medical Readiness** – Continuously provide healthy, medically sound and physically ready airmen through the management of an intensive medical readiness program, maintaining an individual medical readiness (IMR) average greater than the ANG National average.

*“Readiness is a responsibility that we all must endeavor to challenge and deliver on each and every day...we never know when we will be called upon but our families, employers, our state partners as well as all American’s are counting on us to perform. We must remain at the top of our game!”*

Lt Col Tony Machabee, 192 AS CC

## STRATEGIC PRIORITIES

#1 Readiness Measures of Performance		
Objective	Key performance indicator	Goals
<b>Man the Force</b>	<b>Recruiting</b>	<b>100 % end strength</b>
	Retention	Maintain greater than 95%
Equip the Force	MC Rate	Maintain MC rate in the top quartile of ANG Airlift Wings (like MDS)
Train the Force	5/7/9 and Officer (AFSC specific) level training	100% members trained within AFI guidance timelines
<b>Medical Readiness</b>	<b>IMR</b>	<b>Maintain IMR in the top quartile of ANG Wings</b>

## Strategic Priority #2 Care for Members & Families

Our members and their families will be considered in our every endeavor. As stated by The Adjutant General, “This system must function! We must provide family support so deployed service members can maintain mission focus. Staying focused saves lives.”

The Nevada Air National Guard recognizes that our members are our greatest asset. Additionally, we understand that the service to our state and nation demands a great deal of time from our members. These demands dramatically increase during deployments and can place additional requirements and stress on the members and their families. We must ensure that our members have support before, during and after each deployment. Additionally utilizing the wingman concept will enhance our airmen’s resiliency.

**Meet Service Members/Families’ Needs** – Engaged members and their families through key volunteer programs and the member’s families themselves.

**Care For Members** – Relentlessly provide feedback, development and mentorship to our members in order to develop world-class leadership and talent.

*“At a time when we are placing considerable, sustained demands on our airman, it is especially important to address the family, home, and community challenges facing our all-volunteer force. Because our military families support and sustain our troops, it is one of our top priorities. “*

Col JoAnn Meacham, Director of Personnel, State HQ

## STRATEGIC PRIORITIES

#2 Members & Families Measures of Performance		
Objective	Key performance indicator	Goals
<b>Meet service members and their family's needs</b>	Brief Member and Family Care programs available to all members	<b>Brief members and their families annually</b>
	Support the Key Volunteer Program	Meet with key volunteers quarterly, actively conduct training of new volunteers per NGB guidance and seek improvement
	Provide Yellow Ribbon Reintegration Programs for our departing and returning members	Ensure deploying & returning members have access and support via Yellow Ribbon
<b>Care for Members</b>	OPR submission	Submit 100% of OPRs within AFI timelines
	EPR submission	Submit 100 % EPRs within AFI timelines
	Airmen Comprehensive Assessment (ACA)	100 % ACA feedback within AFI timelines
	Members properly awarded and decorated	100%
	Unit career advisors and or first sergeants	Meet with every member IAW AFI
	Foster continued collaboration with our retirees	Support monthly retiree events with members supporting diverse perspectives and topics

# Strategic Priority #3

## Diversity

We must create and sustain an organization that is dedicated to mission, and values diversity. This will ensure each individual has the opportunity and means to reach their full potential. Recognize that equal opportunity and equal employment opportunity are mandatory and legal mechanisms, but achieving diversity is a voluntary endeavor that maximizes productivity, efficiency, quality and performance focus in our organization. It is imperative the leadership of our organization create a culture of inclusion fostered by all, regardless of rank, that promotes respect, trust, open dialogue and career development support for all personnel.

To create an inclusive climate we must make sure all members have the same opportunities to move up the ranks and we must foster talent and place emphasis on continued force development. All components of our organization must create and foster a responsible leadership team that not only ensures a ready force, but also recognizes the value of diversity as a force multiplier, balancing personnel needs with organizational goals.

### Nevada Joint Diversity Executive Council

(NVJDEC) - Ensure member representation across our organizations in the NVJDEC.

**Command Leadership Engagement** – Commanders' engagement in diversity is reflected through commanders' participation and support in the diversity agenda.

**Develop and Enable Members' Potential** – Recognize champions of diversity and those who promote inclusive environments through the NVJDEC, and provide yearly Diversity awards at the Wing and Squadron level.

## STRATEGIC PRIORITIES

#3 Diversity Measures of Performance		
Objective	Key performance indicator	Goals
NVJDEC	Conduct regular NVJDEC meetings IAW NVJDEC Charter	Ensure member representation across our organization in the NVJDEC
Command Leadership Engagement	Reflect commander participation and support in the diversity agenda via the <i>Commanders Diversity &amp; Inclusion Checklist</i>	Commander's engagement in diversity IAW <i>Commanders Diversity &amp; Inclusion Checklist</i>
<b>Develop and Enable Members' Potential</b>	<b>NVJDEC recognizes champions of diversity and those who promote inclusive environments</b>	<b>Provide yearly diversity awards at the State level</b>

“I want independent thought. I do not want to be surrounded by people who think like me...I already know what I think. I want a marketplace of ideas open for discussion. We must get the right people in the right position at the right time, and keep pace with our organizational goals and objectives.”

Brig Gen William Burks  
The Adjutant General, NVANG

# Strategic Priority #4

## Community

We are all members of our community and our organization is a fundamental component in the continued security, resiliency and culture of the people and populace around us. We must encourage all of our members to be involved with the development of our society through engagement and volunteerism, and making the fundamental parts of our community an “essential” for every member.

**Maintain Positive Relationships with Our Community and Employers** – Position the NVANG’s future through innovative engagement with our employer community and the delivery of capable and competent volunteers that give back to their community.

#4 Community Measures of Performance		
Objective	Key performance indicator	Goals
Maintain positive relationships with our community	Foster and recognize community and employer support	<b>Continuously grow ESGR awards nominations annually</b>
	Encourage volunteerism	<b>Establish and cultivate the Honorary Commanders program per AFI 35-3106</b> Encourage and recognize members that volunteer in the community

*“The 152d Civil Engineer Squadron has a rich tradition of serving diverse communities throughout Nevada, we work to build community bridges that strengthen the squadron, the Nevada Air National Guard, our families and communities.”*

Lt Col. Glen A. Martel, Director of Staff – Air NVANG

# STRATEGIC PRIORITIES



## Strategic Priority #5

# Force Development

Leadership development is an essential element for creating and sustaining a ready, reliable force. We must establish training that prepares our members for diverse and challenging mission assignments. Furthermore, it is critical to “develop the bench” to ensure continuity and strength in our current and future leaders. Our members must take advantage of opportunities to hold duty assignments outside of the Nevada Air National Guard to gain experience and our leadership must ensure these members have a return path so our organization can benefit from that experience. We must also ensure our leaders have established career paths that support their development. Careers and assignments should provide the breadth and depth of experience that enhances the organization.

**Career Force Development Plans** – Establish and implement measures to prepare the officer and enlisted force for future success. Review individual force development plans and provide constructive feedback to the Airmen under review. Assess each member’s potential and deliberately plan a vector to promote and develop institutional and occupational competencies to make the member an effective member and future ANG leader.

**Developmental Opportunities** – Expand our leadership’s knowledge and development through diverse and broad based experiences and assignments to strengthen knowledge, build relationships beyond Nevada while strengthening the Air Force through our member’s contributions.

**Leadership Training / Mentorship** – Extend our leadership capability through formal training, workshops, and higher headquarter orientations that challenge, share, and exchange leadership knowledge and understanding at all levels in our organization. Our mentorship commitment, as senior leaders, is to ensure that every one of members has access to and commitment from today’s leaders in order to develop a strong bond for the future. Senior leaders will offer the necessary support, knowledge, insight and perspective in response to junior member’s needs.

## STRATEGIC PRIORITIES

#5 Force Development Measures of Performance		
Objective	Key performance indicator	Goals
<b>Career Force Development Plans</b>	<b>Force Development voluntary participation rates</b>	<b>Exceed 20% Officer/ Enlisted participation IAW NVANGI 36-2640</b>
	Achieve timely debriefs to all participating members	Feedback to voluntary members within 2 UTA's IAW NVANGI 36-2640
Developmental Opportunities	Nevada Developmental Tours	Fill 90+% ST HQ manning doc. positions & assign 4 Officer/Enlisted temp tours
	NGB Stat / ADOS Tours	Put members on NGB tours, initial obj. 10 per calendar year
	Officer/Enlisted In-Residence PME	In-Res PME applications – Target 5 Per Annum
Leadership Training / Mentorship	Professional Development (PD) Workshops	Conduct a minimum of 2 PD workshops per year
	FD Seminars/Courses, and ST HQ / NGB Orientations	Maximize exposure to seminars, courses & HQ
	Field grade officers and Senior NCO's to host and mentor junior members	Measure number of paired mentors to mentees as % of total - NVANG goal is 1 mentee to FGO/SNCO

*“The deliberate development of our enlisted force is absolutely paramount in order for the Air National Guard to remain relevant in the years to come. The old model of force development plain and simply will not work! We must deliberately develop our future enlisted leaders at a much faster pace with an emphasis on technical expertise, diversity and education.”*

*CMSgt. Mike Drisdale, State Command Chief*

# Our Strategic Priorities

Priority	Focus Areas	Goals
#1 Readiness	Man the Force	Enable the NVANG to provide world-wide ready mission and staffing capabilities efficiently and effectively
	Equip the Force	
	Train the Force	
	Medical Readiness	
#2 Care for Members And Families	Meet Service Members and Families' Needs	Ensure members have the support before, during and after their careers to enhance their resiliency
	Care For Members Now & Later	
#3 Diversity	NVJDEC Activity	Maximize our talent and leadership to deliver the mission of the organization and empower all members to rise to their highest level of performance via the NVJDEC
	Command Leadership Engagement	
	Eliminate Barriers / Foster Talent	
#4 Community	Maintain Positive Relationships With Our Community and Employers	Build stronger community bonds that connect our mission with our communities' needs and unlock the talent within the community for our future
#5 Force Development	Career Force Development Plans	Train, retain, coach, council and grow our most valuable assets to lead the future of the NVANG
	Developmental Opportunities	
	Leadership Training / Mentorship	

## STRATEGIC PRIORITIES

Notes:

*“We are made wise not by the  
recollection of our past, but  
by the responsibility for our  
future.”*

*George Bernard Shaw*



## STRATEGIC PRIORITIES

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NEVADA AIR NATIONAL GUARD

“Always on Mission”



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