

“Always on Mission”



Version 8.5 / 15 May 17

BATTLE  BORN

NEVADA AIR NATIONAL GUARD

STRATEGIC
PRIORITIES
2016 - 2020



Version 8.5 / 15 May 17
Summary of Changes

Learning Log:

8.5	TOPIC - Change / Page
	Diversity – Changed Key Performance Indicators and Goals to update to 2017 Goals p. 12
	Readiness – Removed Train the Force replaced with Effective Manning p. 9
	Force Development – Changed all priority indicators p. 17/18

Learning Log:

Brig. General's
3 Non-Negotiables -
T.A.P. Defined

Transparency

Communicate Transparently - Speak truthfully and directly by assessing the situation, sharing the “right” information, with the “right” people, at the “right” time, and communicate difficult or unpopular decisions, to build buy-in and inclusion. Has the confidence and clarity to have courageous conversations.

Accountability

Accountable for Action – Take responsibility for the actions and decisions for self and others, manage consequences, and drive strategies and ideas, making our unit better, regardless of where the idea came from.

Performance

Drive Unit Performance – Demonstrate a sense of urgency to set high expectations, prioritize work and resources, solve problems by identifying solutions that last, and coach others to perform and succeed, ultimately leaving things better than you found it.

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*

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

George Bernard Shaw



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	
	Effective Manning	
	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 And Inclusion	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	Force Development Vectoring	Train, retain, coach, council and grow our most valuable assets to lead the future of the NVANG
	Developmental Opportunities	
	Building Next Generation Leaders	



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



“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.”

“Always on Mission.”

#5 Force Development Measures of Performance		
Objective	Key performance indicator	Goals
Force Development Vectoring	Force Development Team Review Boards	Force Development opportunities offered on an annual basis IAW NVANGI 36-2640
	FD vectors issued and feedback given to participating airmen	Vectors and feedback sessions accomplished IAW NVANGI 36-2640
Developmental Opportunities	NVJFHQ Developmental Tours	In-state NVJFHQ development opportunities offered annually
	NGB State Development Tour Program	Effectively fill NGB State Development Tour Program positions
Building Next Generation Leaders	Professional Military Education	PME completion goals set for all levels of NVANG airmen
	Professional development courses and leadership seminars	Offer continual professional development opportunities to all NVANG airmen

“The deliberate development of our airmen 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 leaders at a much faster pace with an emphasis on leadership, technical expertise, education, diversity and innovation.”
 CMSgt. Mike Drisdale State Command Chief

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.

Force Development Vectoring – Establishes and implements measures that prepares the officer and enlisted force for future leadership opportunities. By reviewing individual force development worksheets and providing constructive vectoring to the Airmen. That assess each member’s potential and deliberately plans a path to promote and develop institutional and occupational competencies to make each airmen an effective member and future 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.

Building Next Generation Leaders – Extend our leadership capability through professional military education, civilian education, formal training, workshops, that challenge, share, and exchange leadership knowledge and understanding at all levels in our organization. Our development commitment, as senior leaders, is to ensure that every airmen has the training opportunities necessary to lead the Nevada Air National Guard into the 21st century and beyond.

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 and Inclusion** – We must ensure an inclusive and diverse working environment as we attract, recruit, develop, promote and retain our Airmen to win the competition for talent. This is essential to our current and future success.

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. Force development is key in solving the on-going and increasing challenges of the demands on Airmen which will increase over time.

Further, my objectives for Nevada align with 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, much 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 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	<p>Continuously grow ESGR awards nominations annually</p> <p>Establish and cultivate the Honorary Commanders program per AFI 35-3106</p>
	Encourage volunteerism	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 & 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 70th 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.

Effective Manning – The utilization of personnel in a position most needed. Speaks to the importance of ensuring we are moving excess assets to valid vacancies.

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

#3 Diversity and Inclusion MOP's		
Objective	Key performance indicator	Goals
Increase The Retention of Talent	Airman Resource Group Involvement in Community Events	Ensure NVANG members Participating in Community Events Reflect the Venue
Diversify Our Leadership	Foster a Mentoring Culture	Offer Quarterly Mentoring Opportunities
Enhance Environment of Inclusion	Inclusion Best Practices are shared throughout the NVANG	Provide Quarterly Inclusion Topics and Ideas through Various Sources

“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 #3

Diversity and Inclusion

We must create and sustain an organization that is dedicated to mission, and values a diverse and inclusive working environment. 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 and inclusion 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 and inclusion as a force multiplier, balancing personnel needs with organizational goals.

Nevada Air National Guard Diversity Council (NVANG DC) - Ensure we have member representation across our organizations in the NVANG DC.

Command Leadership Engagement – Commanders’ engagement in diversity and inclusion is reflected through commanders’ participation and support of this initiative.

Develop and Enable Members’ Potential – Recognize those in our organization who promote inclusive and diverse working environments through the NVANG DC, and provide yearly Diversity awards at the Wing and Squadron level.

#1 Readiness Measures of Performance		
Objective	Key performance indicator	Goals
Man the Force	Recruiting	100 % end strength
	Retention	Maintain greater than 95%
Equip the Force	MC Rate	Maintain MC rate in the top quartile of ANG Airlift Wings (like MDS)
Effective Manning	Moving excess assets to valid vacancies.	Maintain within established NGB standards
Medical Readiness	IMR	Maintain IMR in the top quartile of ANG Wings

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 –

Support members and their families through key volunteer programs, educate on family programs, and provide access to Yellow Ribbon.

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

#2 Members & Families Measures of Performance		
Objective	Key performance indicator	Goals
Meet service members and their family’s needs	Brief Member and Family programs available to all members	Brief members and their families annually
	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
Care for Members	OPR submission	Submit 100% of OPRs within AFI timelines
	EPR submission	Submit 100 % EPRs within AFI timelines
	Members reviewed for awards bi-annually	100% review by Commanders
	Foster continued collaboration with our retirees	Support monthly retiree events with members supporting diverse perspectives and topics