

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS' AFFAIRS



STRATEGIC PLAN

2011 – 2016

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS' AFFAIRS

STRATEGIC PLAN 2011 – 2016

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MESSAGE FROM THE ADJUTANT GENERAL

Over the past eight years, the Department of Military and Veterans' Affairs (DMAVA) has distinguished itself as a highly professional and effective organization. We have proven our ability to meet very significant challenges by executing multiple mobilization/deployment cycles while concurrently implementing a total force transformation and expanding programs, services and activities in the veterans' affairs arena.

It is because we operate in a multi faceted, fast paced and dynamic environment, we cannot be content to rest on these accomplishments. In order to ensure our continued viability we, like all successful organizations, make an investment in developing a strategic plan that outlines the vision, mission, values and objectives for the Department. In this way, we will provide our leaders, professional staff, Soldiers, Airmen and civilian employees with a blueprint for the future direction of the organization.

DMAVA has undergone an all-inclusive, integrated, and rigorous strategic planning effort. Over the past nine months, representatives from every component and functional area of the department have engaged together in a comprehensive strategic planning process and have identified a clear way ahead to a vibrant and relevant future state that requires a significant change in our organization culture.

The DMAVA leadership team is committed to achieving excellence and driving the department to a culture of continuous improvement. This plan focuses on five key areas to ensure our resiliency and determination to excel in a challenging fiscal environment: Human Resources, Force Structure Modernization, Facilities and Infrastructure, Knowledge Management, Stewardship and Accountability.

My challenge to you is to become One Department. To be committed to meeting or exceeding requirements; fully and competently staffed; resourced for success well into the future; with the insight, knowledge and dexterity to maintain its strength and reputation for excellence in a constantly changing environment.

Now it is time for execution and you are a partner in that execution! We stand together, working to ensure our great organization continues to set the high standard of excellent service to our veterans, communities, State and Nation as they expect and deserve.

I thank and congratulate the members of the Strategic Planning Committee for their work in preparing this document. Today, I am proud and pleased to present the New Jersey Department of Military and Veterans' Affairs Strategic Plan for 2011–2016.



GLENN K. RIETH
Major General
The Adjutant General

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS' AFFAIRS

STRATEGIC OVERVIEW

Mission

The New Jersey Department of Military and Veterans' Affairs provides operational forces ready for rapid civil and military response as well as first class services to our veterans, families and citizens. We at DMAVA will:

... Generate relevant and ready forces able to conduct continuous full-spectrum operations in order to prevail in this protracted era of continuous engagement.

... Equip, train and prepare to respond to domestic emergencies under the command and control of the Governor of New Jersey.

... Advocate for Veterans and provide them world class health care, benefits and services.

The Adjutant General's Intent

1. Purpose. To ensure DMAVA continues to lead, grow and improve to maintain our exceptional reputation and garner the high levels of confidence bestowed upon us by our stakeholders, customers and the workforce.
2. Method.
 - a. The Department MUST focus especially hard on organizational (enterprise) improvement to establish the culture of **Continuous Improvement** necessary to ensure that DMAVA remains a high performance organization.
 - b. We WILL frequently evaluate and improve upon core skills and competencies so that when unexpected opportunities come along we are able to capitalize on them.
 - c. Component leaders will design two year action plans aligned to DMAVA's Strategic goals as they relate to the component mission and business functions supported by specific measurable objectives and action plans.
 - d. Diligent reporting and tracking of our metrics will indicate our strengths and weaknesses and allow us to attain higher performance levels and develop the continuous improvement culture that we seek. Standardized reporting MUST be directly tied to leader, manager and employee performance evaluation criteria!

3. End State. One Department: Committed to meeting or exceeding requirements; fully and competently staffed; resourced for success well into the future; with the insight, knowledge and dexterity to maintain its strong position and reputation for excellence in a continuously changing climate.

Focus Areas

1. **Human Resources**: Build, sustain, and deploy a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals. As people are our most valuable resource, assuring civilian and military employees, managers and leaders are adequately prepared is vital.
2. **Force Structure and Modernization**: Build a capable, well equipped and relevant force to meet the substantial demands of our current, complex environment. Aggressively pursue force modernization opportunities that will ensure our viability and significance well into the future.
3. **Facilities and Infrastructure**: Analyze the sufficiency of installations and the overall stationing plan within the Department to support each Component's missions, activities and joint operating needs. Optimize the Department's existing facility space to enhance operational efficiencies and effectiveness.
4. **Knowledge Management and Collaboration**:
 - a. Develop a net-centric, knowledge based environment to transform how we make decisions and operate.
 - b. Establish and strengthen internal and external partnerships to exploit synergies of effort to attain greater mutually beneficial successes.
5. **Stewardship**: Improve the management and effectiveness of DMAVA by linking performance to budget decisions and improve performance tracking and management.
 - a. Better control of resources
 - b. Accountability over results.
 - c. Reduce our ecological impact and continue to reduce our consumption of non-renewable energy sources.

Guiding Principles

1. **Align and optimize component methodologies** to ensure a common approach and uniform priorities to guide the Department to its strategic objectives.
2. **Standardize operational data and knowledge management** to significantly improve information sharing that better supports decision making and mission execution.
3. **Simplify business rules** that unnecessarily complicate operations, add expense, increase risk, and inhibit continuous performance improvement initiatives.
4. **Streamline our core operating model** to eliminate non-value added activities and achieve significant improvements in, efficiency, effectiveness and relevancy of our operations.
5. **Eliminate Stovepipe operations** so that our historically “component centric” mind-set moves toward a joint approach; *The way that DMAVA will deliver on its mission into the future.*
6. **Develop Systems and methods** centered on requirements management and risk mitigation to drive improved efficiency and effectiveness throughout the Department.

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS' AFFAIRS

ORGANIZATIONAL PROFILE

The Environment

The New Jersey Department of Military and Veterans Affairs is a principle department of New Jersey State Government as established in P.L. New Jersey Statutes Title 38A. The Department is committed to providing highly-trained military forces poised for rapid response to preserve peace and public safety on the orders of the Governor and to respond to national security threats at the direction of the President. DMAVA also strives to provide state-of-the-art support to New Jersey veterans through a statewide network of services that run the gamut from mental-health treatment to long-term care to ensuring they receive all applicable federal entitlements.

The Adjutant General of New Jersey, a Governor's principal Cabinet Executive, is the Commissioner of the Department and has overall command responsibility for its three main components, Veteran's Affairs, New Jersey Army National Guard (NJARNG) and the New Jersey Air National Guard (NJANG). He is assisted by Departmental Joint Staff and his leadership is facilitated through a team of high ranking representatives of each of the components:

- (a) Deputy Commissioner for Veterans Affairs
- (b) Chief of the Joint Staff
- (c) Assistant Adjutant General – Army, Chief of Staff – NJARNG
- (d) Assistant Adjutant General – Air (Commanding General NJARNG), Chief of Staff - NJANG

Component Descriptions

Veterans Affairs: The Department of Military and Veterans Affairs is committed to providing high quality comprehensive assistance to New Jersey's nearly 600,000 veterans. Our Department seeks to meet its mission of communicating and facilitating the vast array of state and federal benefits and programs available to those who have given our country so much.

- (a) The Division of Veterans Healthcare Services operates three modern long-term care nursing homes located in Paramus, Menlo Park, and Vineland. These homes are inspected and licensed annually by the New Jersey Department of Health and Senior Services, and the U.S. Department of Veterans Affairs.
- (b) The Division of Veterans Services oversees the veterans service offices located throughout the state, maintains the toll-free information line, veteran's preference entitlements, veteran's status determinations, and the blind and catastrophic veterans pension entitlements. Additionally, the Veterans Services division oversees the Doyle Veterans Memorial Cemetery, the Veterans Haven Transitional Housing Program and the State Approving Agency, which is responsible for certifying VA funded educational and training programs. The Division also maintains each of the state owned veteran memorial monuments.

Army National Guard: The mission of the New Jersey Army National Guard is twofold. On the federal level, the NJARNG provides well –trained and equipped units that are available for use in the event of a national emergency or war. Additionally, the NJARNG provides military support to civil authorities under the direction of the Governor of New Jersey in the event of a natural, technological or man-made disaster or other domestic emergency. The Major Army National Commands are:

- (a) The 42nd Regional Support Group sited in Somerset.
- (b) The 50th Infantry Brigade Combat Team headquartered in Lawrenceville.
- (c) The 57th Troop Command located in Atlantic City
- (d) The Joint Training and Training Development Center at Fort Dix
- (e) The 254th Regiment located in Sea Girt

Air National Guard: The New Jersey Air National Guard, Headquartered at Fort Dix, provides command and control of the JFHQ-Air Component. And two subordinate wings, The 108th Wing and the 177th Fighter Wing. Both organizations provide mission ready units and personnel in support of federal military operations as well as providing highly specialized skills and capabilities in support of civil authorities during domestic emergencies. The Major Air National Guard commands are:

- (a) The 108th Wing is headquartered at McGuire Air Force Base
- (b) The 177th Fighter Wing is based in Atlantic City

Mission, Vision and Values

MISSION: To provide operational forces ready for rapid civil and military response as well as first class services to our veterans, families and citizens.

VISION: To be the recognized standard of excellence for joint civilian and military services to our State and Nation.

VALUES:

Loyalty – Bear true faith and allegiance to our state and nation and to those who serve and have served.

Service – Keep the welfare of our workforce, veterans and citizens before our own.

Integrity - Do what is legally, morally and ethically right.

Respect – Treat others with honor and dignity.

Pride – Typify a strong sense of purpose and commitment in all that we do.

Workforce Profile

The Department of Military And Veterans Affairs employs workforce of over 7500 civilian (Federal and State) employees and military members at XX sites throughout New Jersey. In addition, our workforce is routinely augmented with onsite contractor support which varies with need. The civilian workforce is represented by 5 labor unions. State personnel are represented by the American Federation of State, County and Municipal Employees (AFSCME), Communications Workers of America (CWA) and the International Federation of Professional and Technical Engineers (IFPTE). Federal employees are represented by The National **Federation of Federal Employees** (NFFE) and The Association of Civilian Technicians (ACT). The tables below depict DMAVA’s workforce composition from the Force Structure and Diversity perspectives.

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS AFFAIRS Workforce Groups			
	AUTH	ASSD	REQUIREMENTS
Veterans Affairs			
Central Office		206	
Veterans Services		97	
Veterans Health Care Services		1249	
Army National Guard			
Traditional Drilling Guardsman			
Active Guard/Reserve	531	523	
Federal Technician	465	414	
Temporary Technician / Contract Worker	N/A	10	
Air National Guard			
Traditional Drilling Guardsman			
Active Guard/Reserve	302	295	
Federal Technician	489	442	
Temporary Technician / Contract Worker	N/A	30	

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS AFFAIRS Workforce Diversity									
Comparison		Race						Gender	
	Total	White	Black / African American	Hispanic	Asian or Other Pacific Islander	American Indian / Alaska Native	Other	Female	Male
Veterans Affairs	1552	590 (38.1%)	588 (37.9%)	184 (11.8%)	185 (11.9%)	5 (0.3%)	0	1031 (66.4%)	521 (33.6%)
Army National Guard	6174	3652 (59.2%)	1151 (18.6%)	942 (15.3%)	182 (2.9%)	6 (0.1%)	241 (3.9%)	951 (15.4%)	5223 (84.6%)
Air National Guard	2432	1516 (62.2%)	363 (14.7%)	372 (15.2%)	90 (3.6%)	24 (1.0%)	82 (3.3%)	473 (19.5%)	1959 (80.5%)
New Jersey Population	8,707,739	(75.8%)	(14.5%)	(16.7%)	(7.0%)	(0.4%)	(0.1%)	(51.0%)	(49.0%)

Equipment and Technologies

The Department of Military and Veterans Affairs constantly endeavors to attain the most modern equipment and technologies available to ensure organizational relevance, improve operational effectiveness and deliver the highest quality services in fulfilling our diverse array of mission requirements. The tables below depict each components current Mission Critical End Items and the Department’s joint technologies.

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS AFFAIRS Mission Critical Systems or End Items	
Veterans Affairs	
Electronic Medical Record System (Hardware and Software)	
Minimum Data Set (MDS) – Medicare Reporting for Long Term Care (Software)	
Veterans Records and Archives System	
Army National Guard	
Family of Military Tactical Vehicle Fleet	
Harris Long Range Satellite & High Frequency Radio Communications System	
UH 60 Blackhawk Tactical Transport Helicopter Fleet	
Air National Guard	
KC-135-R Stratotanker	
F-16 Falcon Block 30 Multi-purpose Fighter	
C-32-B Military Passenger Transport	

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS AFFAIRS Joint Technologies	
Technology / Capability	No. of Sites
Video Tele-Conference (VTC)	13
Secure (Secret) Video Tele-Conference (S-VTC)	7
Distance Learning Centers	9
Secure Internet (SIPRNET) Sites	11
Audio/Visual Editing Studio	2
Training / Battle Simulation Center / Training Development Center	4
Incident Command, Control, Communications & Computer System	1

Facilities

The Department of Military And Veterans Affairs operates at more than 60 sites throughout New Jersey. The table below summarizes the inventory of Department facilities by type and usage.

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS AFFAIRS		
Facilities		
Facility	Number	Component / Use
DMAVA Headquarters	1	Department / Joint
United States Property and Fiscal Office	1	National Guard / Joint
Homeland Security COE and Joint Operations Center	1	Department / Joint
21 st Civil Support Team Headquarters	1	National Guard / Joint
Veterans Memorial Home	3	Veteran
Veterans Haven Transitional Housing Program	1	Veteran
BG Doyle Veterans Memorial Cemetery	1	Veteran
Veterans Monuments and Memorials	3	Veteran
New Jersey Youth ChalleNGe Academy – Fort Dix	1	Department
Joint Army- Air Force Headquarters	1	NJANG Guard
Hq 108 th Wing - McGuire Air Force Base	1	NJANG Guard
Hq 177 th Fighter Wing – Atlantic City (Pamona)	1	NJANG Guard
Warren Grove Range (Air Gunnery)	1	NJANG / Joint
National Guard Readiness Center (Armories)	32	NJARNG / Joint
NJ National Guard Training Center – Sea Girt	1	Department / Joint
Joint Training and Training Development Center	1	NJARNG / Joint
Regional Training Site - Maintenance	1	NJARNG / Joint
Combined Logistics Training Facility	1	NJARNG
Army Aviation Support Facility	1	NJARNG
Field Maintenance Shop	7	NJARNG
Combined Support Maintenance Shop (CSMS)	2	NJARNG

Regulatory Environment

DMAVA operates within a highly regulated framework. This includes Federal and State Code, the Department of Defense acquisition and program management process, DA and DAF, FAA, OSHA and EPA, USDVA, NJDHS and NJDHSS. Within this regulatory environment we undergo a variety of internal and external visits, exercises, audits and inspections to ensure compliance. While competing and complex regulations have a potential to hamper productivity and stifle organizational performance, DMAVA has an enduring reputation of being able to balance compliance while providing high quality services and rapid response to our stakeholder and customer communities.

Health and Safety: DMAVA is committed to safety in the workplace as well as in all of our customer and stakeholder engagements. The department strives to meet or exceed all governing safety standards and regulations including OSHA, FDA, the Army and Air Force Safety Programs and associated directives.

Environmental Responsibility: The Department is required to comply with all major environmental laws including the Clean Air Act, Clean Water Act, Toxic Substance Control Act, Resources Conservation, Recovery Act and others. Federal regulatory jurisdiction is exercised by the US Environmental Protection Agency (EPA). State jurisdiction is through the New Jersey Department of Environmental Protection. Military regulatory guidance comes from the Department of Defense, DA Army Regulation (AR) 420 Series, AR 200-1, ARPAM 200-1, DAF 40 CFR parts 262,370, 312 and the National Guard Bureau.

Fiscal Regulations: DMAVA is subject to Federal and State law, policy and regulation.

Organizational Stakeholder Relationships:

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS AFFAIRS Market and Customer Relationships					
	MARKET SEGMENT	KEY STAKEHOLDER RELATIONSHIP	REQUIREMENTS	PRODUCT	SERVICE / OPERATIONS
FEDERAL	National Defense and Security	CENTCOM, EUCOM PACOM, AFRICOM SOUTHCOM	Conduct full spectrum military operations anywhere in the world	Well trained, properly equipped full spectrum Army and Air Forces	Warfighting Units Sustainment Forces
		NORTHCOM Dept of Homeland Security / FEMA	Provide military assistance to civil authorities during domestic emergencies, natural or man caused disasters		Defense Support to Civil Authorities Military Assistance to Civil Authorities
STATE	Domestic security, Law and Public Safety	NJ State Police; Office of Emergency Management, Office of Homeland Security	Supporting civil authorities in reducing the threat of terrorism in the State; and assist during the response to civil emergencies, technological and/or natural disasters	Well trained, properly equipped full spectrum Army and Air Forces	Homeland Security Emergency Preparedness and response
COMMUNITY	Local Law Enforcement & Emergency Services	County Sheriff Departments, Local Police, Fire and EMS	Support civil authorities during the response to civil emergencies, technological and/or natural disasters	Well trained, properly equipped full spectrum Army and Air Forces	Emergency Response Community Service Domestic Actions Facilities
	Citizenry	Community Leaders, Civic Groups, Local Events & Activities	Support civil authorities during emergencies and natural disasters; and adding value to the community	Full Spectrum Forces	
	Youth	Schools and Youth Programs	Educate youth on drug awareness; support community based after school programs; and provide "at risk" youth a positive educational and life skills development opportunity	Well trained forces and sufficiently resourced youth service programs	Drug Demand Reduction Program After School activities NJ ChalleNge Youth Academy
VETERANS	Veteran Services	New Jersey Veterans and their Families	Provide & assist N J's veteran population access a comprehensive array of Federal, State, NGO and Private Sector services and outreach programs; Veteran's Advocacy	Highly qualified, professional leadership; Well trained, dedicated work force; and sufficiently resourced Veteran Service programs	General Assistance: 1-800-8NJ-VETS; www.nj.gov/military/veterans/njguide ; Education Programs and Services; Medical and Health Care Services; Homeless Veteran and Transitional Housing Programs; Death, Burial and Related Benefits; Yellow Ribbon Grants; Veteran Recognition Programs; Monuments and Memorials
DMAVA AFFILIATES	Workforce	Soldiers and Airmen State Employees Federal Employees Contractors	Resources to attain military skill proficiency; Safe work and training environment; Timely pay and administrative support; Positive organizational climate	Equipment Facilities Funding Leadership	Training Management Safety Program Enforcement Timely & accurate Pay Management Positive Command Climate
	Associate and Internal Stakeholders	Families	Preparation for & d support during & after mobilization & deployments	Family Programs	Family Readiness Training Family Readiness Groups Family Assistance Centers NJ Family Readiness Council DMAVA/NJNG Youth Camp Program
		Employers	Timely communication of Military requirements (training, deployment etc.); Accurate information on USERRA laws	Chain of Command ESGR	Effective communication system Training and Assistance Employer Programs (i.e. Boss Lift)
		Retirees	Pre-Retirement programs, Assistance with retirement pay, Funeral Honors support	Special Services	Service Verification Funeral Honors Veteran Services and Assistance

Organizational Challenges

Competitive Environment: The Department of Military and Veterans Affairs continually seeks to maintain its competitive position by engaging five strategic focus areas (*Human Capital, Force Structure Modernization, Facilities and Infrastructure, Knowledge Management and Stewardship*) in a Requirements Based – Customer Focused approach to continuous process improvement. Our main competitors include the National Guards of the 54 States and Territories, other Active and Reserve Component organizations, social services organizations, public and private sector health, safety, long term and elder care service providers.

Strategic Challenges: The New Jersey Department of Military and Veterans Affairs continues to seek leading edge ways and means to service our customer and stakeholder groups in the face of greater competition for diminishing federal and state resources. Our commitment to timeliness, efficiency and high quality performance has garnered a strong reputation and enduring relationships within our market segments and stake holder groups.

Performance Improvement System: The DMAVA approach to continuous performance improvement and our systemic evaluation of our organizational effectiveness relies on the following key processes and benchmarks:

- (a) The Army Performance Improvement Criteria
- (b) New Jersey Governor's Performance Management Initiative (Executive Order 8)
- (c) The Strategic Planning Process
- (d) Objective Action Plans
- (e) DMAVA Internal Management Control Program

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS' AFFAIRS

STRATEGIC GOALS AND OBJECTIVES

Human Resources (HR)

HR 1. Build, sustain, and deploy a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals.

HR 1.1. Recruit, develop, deploy & retain a diverse, high quality workforce.

HR 1.2. Provide or facilitate relevant and meaningful employee, managerial and leadership training to support individual development and organizational improvement.

HR 1.3. Provide HR services and transactions as efficiently as possible, utilizing HRMS technology. Deliver non-HRMS transactions with reliable speed and accuracy.

HR 2. Integrate the Human Resources function as a full strategic partner at the senior level to establish common and parallel focus for planning, forecasting and organizational development.

HR 2.1. Establish a Strategic Human Resource Council co-chaired by the Directors of HRD and HRO and members including the G1, A1 and Labor Union leadership.

HR 2.2. Develop and administer policy, procedures and programs to align the Human Resource function with continuous improvement principles and DMAVA Strategic Objectives.

HR 2.3. Maintain and provide up-to-date and accurate data based on key metrics to support decision-making.

Force Structure and Modernization (FS)

FS 1. Build a capable, well equipped and relevant force to meet the substantial demands of our current, complex environment.

FS 1.1. Develop a highly trained and well equipped force for rapid civil and military response to meet the needs of our veterans, families and citizens.

FS 1.2. Develop and incorporate new methods and capabilities to enable the workforce to meet current and emerging missions.

FS 1.3. Acquire and maintain an affordable mix of the best equipment available to ensure success in current and emerging operational environments.

FS 2. Aggressively pursue force modernization opportunities to ensure our viability and significance well into the future.

FS 2.1. Leverage existing systems by making cost-effective improvements in both capability and reliability while balancing with investments in new equipment to meet current and future requirements.

FS 2.2. Review programs and services and eliminate or replace obsolete or ineffective programs.

Facilities and Infrastructure (FI)

FI 1. Analyze the sufficiency of installations and the overall stationing plan within the Department to support each Component's missions, activities and joint operating needs.

FI 1.1 Evaluate existing facilities for present and future use.

FI 1.2 Recommend improvements and seek funding to support emerging requirements and mandates.

FI 2. Optimize the Department's existing facility space to enhance operational efficiencies and effectiveness.

FI 2.1. Eliminate excess (unoccupied) Armory inventory and consolidate underutilized facilities

FI 2.2. Reduce facilities operating costs and improve efficiencies

Knowledge Management & Collaboration (KM)

KM 1. Develop a knowledge based environment to transform how we make decisions and operate.

KM 1.1. Establish a communication system to facilitate the exchange of information among DMAVA's three discrete components

KM 1.2. Clarify complex concepts into more precise language that is understandable across components and leadership levels

KM 2. Establish or strengthen internal and external partnerships to exploit synergies of effort to attain greater mutually beneficial successes.

KM 2.1. Provide a strategic leadership environment that encourages and facilitates continuous learning, inquiry and dialogue, collaboration and team learning.

KM 2.2. Implement a Departmental Technology Review Board to study and develop opportunities for integrating human and technical systems to maximize the use of internal and external knowledge bases

Stewardship and Accountability (SA)

SA 1. Enhance DMAVA's management effectiveness of by linking performance to budget decisions and improve performance tracking and management systems and controls.

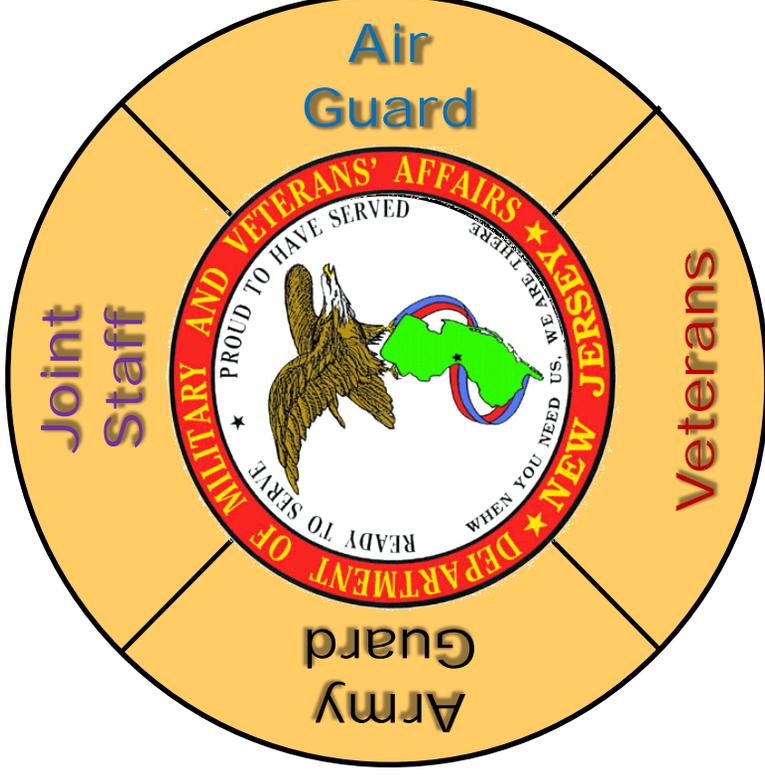
SA 1.1 Establish an Internal Process / Board to monitor compliance with law, regulation, management controls and ethical standards while executing DMAVA programs.

SA 1.2 Develop a comprehensive system to track synchronize all (internal and external) reviews, audits, inspections, assessments, evaluations and visits.

SA 1.3 Implement a balanced score card system to link individual and collective performance ratings to metrics and internal controls and drive a culture of continuous improvement.

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

STRATEGIC PLAN 2011-2016



**DMAVA Staff
Two Year Action Plan**

Human Resources: 1. Build, sustain, and deploy a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
HR 1.1a. Recruit & retain a diverse, high quality workforce.	Review attrition report and new hire data report for %	Work with all four HR Manager and recruiter and eeo/aa to develop outreach for hiring freeze exempt titles	HR Recruitment, recruiter and EEO/AA	April 2011
HR 1.1b. Develop, deploy a diverse, high quality workforce.	Review of Performance Appraisal system	Meet with Managers to discuss standards and goals	Personnel Assistant 2, HR Director and ERO	March 2011

Human Resources: 1. Build, sustain, and deploy a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>HR 1.2. Provide or facilitate relevant and meaningful employee, managerial and leadership training to support individual development and organizational improvement</p>	<p>PAR/PES</p>	<p>Review development plans to determine what in house training we can provide using LMS</p>	<p>HRD</p>	<p>March 2011</p>
<p>HR 1.3. Provide HR services and transactions as efficiently as possible, utilizing HRMS technology. Deliver non-HRMS transactions with reliable speed and accuracy.</p>	<p>PMIS transaction reports</p>	<p>Review daily reports</p>	<p>HR Manager</p>	<p>Weekly</p>

Human Resources 2. Integrate the Human Resources function as a full strategic partner at the senior level to establish common and parallel focus for planning, forecasting and organizational development.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>HR 2.1. Establish a Strategic Human Resource Council co-chaired by the Directors of HRD and HRO and members including the G1, J1, Air, Veterans, Family Programs and Labor Union leadership.</p>	<p>Quarterly minutes</p>	<p>Co-Chair DMAVA HR council</p>	<p>HRD and HRO</p>	<p>TBD</p>
<p>HR 2.2. Develop and administer policy, procedures and programs to align the Human Resource function with continuous improvement principles and DMAVA Strategic Objectives.</p>	<p>TBD</p>	<p>Update Departmental directives for state employees.</p>	<p>HRD and 3 VHM's</p>	<p>TBD</p>

Human Resources 2. Integrate the Human Resources function as a full strategic partner at the senior level to establish common and parallel focus for planning, forecasting and organizational development.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
HR 2.3. Maintain and provide up-to-date and accurate data based on key metrics to support decision-making.	FTE report review and cross verification	Review Fiscal FTE report and compare with actual account number positions data	HRD and Fiscal	Ongoing
HR 2.4. Establish a strategic labor-management council focused on addressing common workforce issues.	Decrease in employee grievance	Meet quarterly with all bargaining units	HRD and ERO and DMAVA Management	Quarterly

Force Structure 1. Build a capable, well equipped and relevant force to meet the substantial demands of our current, complex environment.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>FS 1.1. Develop a highly trained, safe, and well equipped force for rapid civil and military response to meet the needs of our veterans, families and citizens.</p>	<p>Analysis of current staffing levels and core skills inventory for DMAVA's central office and veterans' services delivery activities</p>	<p>Participate DMAVA Planning, Training & Exercise Programs. Identify, attain & maintain required trade & professional certifications. Meet current OSHA requirements</p>	<p>Chief Joint Staff, Directors</p>	<p>APR 2011</p>
<p>FS 1.2.A Develop and incorporate new methods and capabilities to enable the workforce to meet current missions.</p>	<p>Employee and Stakeholder surveys. Performance Management Report Data</p>	<p>Review current practices and procedures, benchmark against similar organizations. Analyze processes to reduce cost and improve efficiencies</p>	<p>Directors</p>	<p>SEP 2011</p>
<p>FS 1.2.B Develop and incorporate new methods and capabilities to enable the workforce to meet emerging missions.</p>	<p>Organizational and market analysis</p>	<p>Participate in Strategic Planning process</p>	<p>Directors</p>	<p>JUL 2011</p>

Force Structure 2. Aggressively pursue force modernization opportunities to ensure our viability and significance well into the future.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>FS 2.1. Leverage existing systems by making cost-effective improvements in both capability and reliability while balancing with investments in new equipment to meet current and future requirements.</p>	<p>Operate within current financial resources</p>	<p>Equipment Maintenance & Lifecycle management IT Systems management ID alternative resourcing opportunities</p>	<p>Chief Joint Staff</p>	<p>Quarterly</p>
<p>FS 2.2. Review programs and services and eliminate or modernize obsolete or ineffective programs.</p>	<p>Annual Budget review process Governors Performance Reporting</p>	<p>Develop a stakeholder / customer relations plan. Develop DMAVA annual OPLAN.</p>	<p>Chief Joint Staff</p>	<p>Annually (1 Jul-30 Jun) Monthly/ Quarterly</p>

Facilities & Infrastructure 1. Analyze the sufficiency of installations and the overall stationing plan within the Department to support each Component's missions, activities and joint operating needs.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
FI 1.1 Evaluate existing facilities for present and future use.	TAG approval of stationing plan for NJARNG; 10 year capability for cemetery, VA standards on Homes	Update master plan to conform and program projects to implement unit stationing requirements. Establish permanent internal armory review committee	Real Property Management Bureau, ID and Internal Army Realignment and Closure Committee	Bi-annual
FI 1.2 Recommend improvements and seek funding to support emerging requirements and mandates.	Capital Budget Commission approval . VA Grants.	Submit capital requirements in August of each year	Resource Management Bureau, ID	Annually

Facilities & Infrastructure 2. Optimize the Department’s existing facility space to enhance operational efficiencies and effectiveness.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
FI 2.1. Eliminate excess (unoccupied) facilities inventory and consolidate underutilized facilities.	Support to stationing requirements of NJARNG	Submit declared excess property to Treasury for disposal	Real Property Management Bureau, ID	Phased
FI 2.2. Reduce facilities operating costs and improve efficiencies through energy assessments and use of energy efficient technology.	Compliance with mandated reductions per regulations, rules and EO	Compile consumption data and effect recurring reductions	Energy Manager, Plans and Programs Bureau	Continuous

Knowledge Management 1. Develop a knowledge based environment to transform how we make decisions and operate.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>KM 1.1. Establish a communication system to facilitate the exchange of information among DMAVA's three discrete components.</p>	<p>TAG Board Appointment of JTRB members Schedule Qrtrly Mtgs</p>	<p>Create a Joint Technology Review Board (JTRB) and provide representative(s) from Central Office.</p>	<p>IASD, Central Office Directorates, A6 and G6</p>	<p>June 2011</p>
<p>KM 1.2. Clarify complex concepts into more precise language that is understandable across components and leadership levels.</p>	<p>Continue DMAVA Policy Board actions . Renew Board appointments biennially. Add key staff to Board as needed.</p>	<p>Reduce the use of acronyms in joint communications; use plain-text explanations; utilize joint training opportunities to increase understanding of sister service acronyms and concepts.</p>	<p>DMAVA Policy Review Board, Director IASD, A6, and G6</p>	<p>Monthly Annually</p>

Knowledge Management 2. Establish or strengthen internal and external partnerships to exploit synergies of effort to attain greater mutually beneficial successes.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>KM 2.1. Provide a strategic leadership environment that encourages and facilitates continuous learning, inquiry and dialogue, collaboration and team learning.</p>	<p>Schedule and conduct annual and biannual Joint exercises. Conduct AAR and document lessons learned & any corrective actions. COOP-COG alerts / table –top, tier one live, etc..</p>	<p>Continue to use events like TAG Quarterly meetings to facilitate communication between the 3 DMAVA components. Develop joint exercises that develop and refine the strategic leadership.</p>	<p>HSCOE Operations, JDOMS, Director IASD, A6, and G6</p>	<p>January 2013</p>
<p>KM 2.2. Implement a Departmental Technology Review Board to study and develop opportunities for integrating human and technical systems to maximize the use of internal and external knowledge bases.</p>	<p>TAG Board Appointment of JTRB members Schedule Qtrly Mtgs. Publish annual OPLAN. Obtain Customer feedback.</p>	<p>Provide HR, IT and Central Office members to the JTRB . Develop (IT) appendix for Annual OPLAN. Share best practices across components</p>	<p>IASD, Central Operations Directorates, A6, G6</p>	<p>June 2012</p>

Stewardship and Accountability 1. Enhance management efficiencies through comprehensive process improvement and robust management controls.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>SA 1.1. Establish a Process Improvement Oversight Committee (PIOC) to identify data sources and processes that are lead indicators in order to proactively impact end-states and optimize management efficiencies and economies across the full spectrum of NG programs and activities.</p>	<p>Office of Legislative Services, Office of Management and Budget audits, and audits performed by audit firms contracted by the State of New Jersey (e.g. KPMG).</p>	<p>OLS, OMB audits State and Federal PBAC meetings</p>	<p>Fiscal Division, CFO. Audit groups outside of the Department with coordination from USPFO.</p>	<p>30 June Annually 30 Sept Annually</p>

Stewardship and Accountability 1. Enhance management efficiencies through comprehensive process improvement and robust management controls.

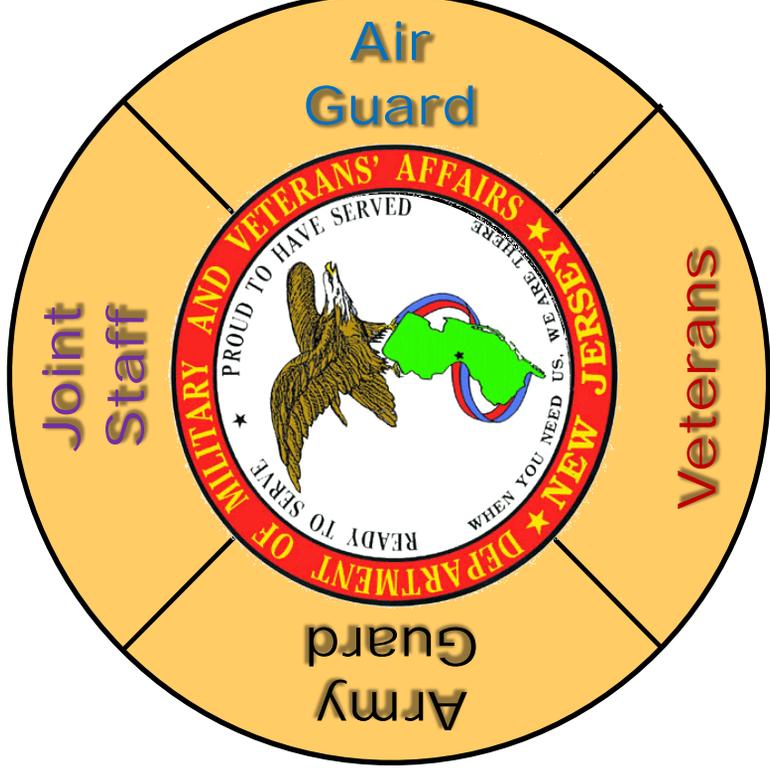
Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
SA 1.2. Establish an Audit Committee to qualitatively and quantitatively monitor compliance with law, regulation, management controls and ethical standards while executing NG programs and activities.	Internal and External Audit/Inspection reports	Audits conducted by OLS, OMB and outside firms. Annual Internal Control Assessments .	Fiscal Division, CFO. Central Operations Directors	30 June Annually 30 September Annually
SA 1.3. Identify and implement new and existing processes to proactively improve Property Accountability.	Maintain compliance with GASB accounting standards. CFO Certification	Inventories, Capital asset reporting LBAM	Installations Division with coordination Fiscal Division.	August Annually

Stewardship and Accountability 1. Enhance management efficiencies through comprehensive process improvement and robust management controls.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>SA 1.4.1. Implement new mechanisms and processes to improve full-spectrum resource management operations that better serve employees and vendors (customers) with accurate and timely pay, per diem and contract awards/payments, and to assist leadership in making informed financial decisions.</p>	<p>Client surveys, Customer feedback. Meet all regulatory fiscal and contracting benchmarks .</p>	<p>State and Federal PBAC OMB, Best Practices Committees, etc.</p>	<p>Fiscal Division USPFO.</p>	<p>Quarterly</p>

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

STRATEGIC PLAN 2011-2016



New Jersey Army National Guard

Two Year Action Plan

Human Resources: 1. Build, sustain, and deploy a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>HR 1.1a. Recruit & retain a diverse, high quality workforce.</p>	<p>DPRO (Director's Personnel Readiness Overview database): 100% End Strength & <18% Attrition Rate</p>	<p>Develop a diversity marketing strategy and provide TAG & MSCs with monthly reports</p>	<p>RRC (Recruiting and Retention Command)</p>	<p>4th Quarter 2011</p>
<p>HR 1.1b. Develop, deploy a diverse, high quality workforce.</p>	<p>DPRO, USR (Unit Status Report), ARFORGEN (Army Force Generation Model) milestones</p>	<p>Develop & publish AT guidance, NET (New Equipment Training) schedules, Leader development, consolidate ancillary training requirements. Track Req, Produce Annex C to TY12 OPORD</p>	<p>G3</p>	<p>March 2011</p>

Human Resources: 1. Build, sustain, and deploy a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>HR 1.2. Provide or facilitate relevant and meaningful employee, managerial and leadership training to support individual development and organizational improvement.</p>	<p>Internal Reporting</p>	<p>Track & Schedule all full time support force training requirements</p>	<p>J1</p>	<p>Feb2011</p>
<p>HR 1.3. Provide HR services and transactions as efficiently as possible, utilizing HRMS technology. Deliver non-HRMS transactions with reliable speed and accuracy.</p>	<p>DPRO, NGB Readiness Scorecard</p>	<p>Implementation of PSDR (Personnel Service Redesign), decentralization of tasks, systems and personnel to MSCs (Major Subordinate Commands)</p>	<p>G1</p>	<p>Jan 2011 through Sep 2012 (first tasks handed off through completion)</p>

Human Resources 2. Integrate the Human Resources function as a full strategic partner at the senior level to establish common and parallel focus for planning, forecasting and organizational development.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>HR 2.1. Establish a Strategic Human Resource Council co-chaired by the Directors of HRD and HRO and members including the G1, J1, Air, Veterans, Family Programs and Labor Union leadership.</p>	<p>N/A</p>	<p>Will provide members to DMAVA council</p>	<p>J1</p>	<p>TBD by DMAVA HRC</p>
<p>HR 2.2. Develop and administer policy, procedures and programs to align the Human Resource function with continuous improvement principles and DMAVA Strategic Objectives.</p>	<p>DPRO and Readiness Score Card</p>	<p>G1 develops HR SOP, implements OIP, schedules FTUS for CPI</p>	<p>G1</p>	<p>OIP: 2nd Q TY 11; SOP: 3rd Q TY 11</p>
<p>HR 2.3. Maintain and provide up-to-date and accurate data based on key metrics to support decision-making.</p>	<p>DPRO and Readiness Score Card</p>	<p>G1 maintains systems while pushing access to MSC and below</p>	<p>G1</p>	<p>Sync timeframe with HR 1.3</p>
<p>HR 2.4. Establish a strategic labor-management council focused on addressing common workforce issues.</p>	<p>N/A</p>	<p>Will provide members to DMAVA council</p>	<p>J1</p>	<p>TBD by DMAVA HRC</p>

Force Structure 1. Build a capable, well equipped and relevant force to meet the substantial demands of our current, complex environment.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>FS 1.1. Develop a highly trained, safe, and well equipped force for rapid civil and military response to meet the needs of our veterans, families and citizens.</p>	<p>USR, J5/7 reporting system , C2 Feasibility Review , ARFORGEN aim points</p>	<p>Update NGCS (National Guard Civil Spt) Plan, MSC Realignment Board, (FISC [Force Integration Steeing Committee]+FAB[Facility Advisory Board])</p>	<p>J5/7 (State Missions) G3 (Federal Missions)</p>	<p>May 2011 July 2012</p>
<p>FS 1.2. Develop and incorporate new methods and capabilities to enable the workforce to meet current and emerging missions.</p>	<p>UAS (Unmanned Aerial Systems) IPR (In progress review): Shadow: Tng at collective level, Ground Crew RL1, USR T2</p>	<p>NET, RL1 (Readiness Level 1) Tng, Airspace approval CLTF (Combined Logisitcs Tng Fac)</p>	<p>SAAO</p>	<p>Aug 11 (Shadow) Dec 11 (Raven)</p>

Force Structure 2. Aggressively pursue force modernization opportunities to ensure our viability and significance well into the future.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>FS 2.1. Leverage existing systems by making cost-effective improvements in both capability and reliability while balancing with investments in new equipment to meet current and future requirements.</p>	<p>Trip Reports, Maint reports, USR S-Ratings</p>	<p>Req'd trip reports/brief, Equip maint & IT analysis, Encourage Conferences (emerging doctrine/systems) , NET/NEFs</p>	<p>G4</p>	<p>Apr 2011</p>
<p>FS 2.2. Review programs and services and eliminate or modernize obsolete or ineffective programs.</p>	<p>Internal Reporting, Annual Statements of Assurance</p>	<p>Cmd Mgt Prgm, OIP review, Staffing for duplicity in deliverables, Establish committee to review Unit level Requirements vs G-staff demands</p>	<p>Cofs</p>	<p>Nov 2011</p>

Facilities & Infrastructure 1. Analyze the sufficiency of installations and the overall stationing plan within the Department to support each Component's missions, activities and joint operating needs.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
FI 1.1 Evaluate existing facilities for present and future use.	Final TAG approved stationing plan	Study and Recommend new comprehensive stationing plan	FISC	Jun 2011
FI 1.2 Recommend improvements and seek funding to support emerging requirements and mandates.	Future Years Defense Plan (FYDP)	Develop & publish 5 year construction plan based on priorities	CFMO	Sept 2011

Facilities & Infrastructure 2. Optimize the Department's existing facility space to enhance operational efficiencies and effectiveness.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>FI 2.1. Eliminate excess (unoccupied) readiness centers inventory and consolidate underutilized facilities.</p>	<p>Readiness centers support force structure</p>	<p>Create FAB/FISC Joint Committee to review</p>	<p>CFMO</p>	<p>Oct 2011</p>
<p>FI 2.2. Reduce facilities operating costs and improve efficiencies through energy assessments and use of energy efficient technology.</p>	<p>Utilities costs reduced to within forecasted AFP limitations</p>	<p>Energy assessments and use of energy efficient technology</p>	<p>CFMO</p>	<p>Aug 2012</p>

Knowledge Management 1. Develop a knowledge based environment to transform how we make decisions and operate.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>KM 1.1. Establish a communication system to facilitate the exchange of information among DMAVA's three discrete components.</p>	<p>DMAVA's three components are able to exchange information in real-time</p>	<p>- Create a Joint Technology Review Board (JTRB) and provide member to DMAVA -G6 supports JTRB</p>	<p>G6</p>	<p>June 2012</p>
<p>KM 1.2. Clarify complex concepts into more precise language that is understandable across components and leadership levels.</p>	<p>Strategic Leadership is able to share and exchange ideas in a collaborative environment</p>	<p>- Create a Joint Technology Review Board (JTRB) and provide member to DMAVA -G6 supports JTRB</p>	<p>G6</p>	<p>June 2012</p>

Knowledge Management 2. Establish or strengthen internal and external partnerships to exploit synergies of effort to attain greater mutually beneficial successes.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>KM 2.1. Provide a strategic leadership environment that encourages and facilitates continuous learning, inquiry and dialogue, collaboration and team learning.</p>	<p>Strategic Leadership is able to share and exchange ideas in a collaborative environment</p>	<p>- Create a Joint Technology Review Board (JTRB) and provide member to DMAVA -G6 supports JTRB</p>	<p>G6</p>	<p>TBD</p>
<p>KM 2.2. Implement a Departmental Technology Review Board to study and develop opportunities for integrating human and technical systems to maximize the use of internal and external knowledge bases.</p>	<p>Joint Technology Review Board (JTRB) conducting quarterly meetings</p>	<p>- Create a Joint Technology Review Board (JTRB) and provide member to DMAVA -G6 supports JTRB</p>	<p>G6</p>	<p>TBD</p>

Stewardship and Accountability 1. Enhance management efficiencies through comprehensive process improvement and robust management controls.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>SA 1.1. Establish a Process Improvement Oversight Committee (PIOC) to identify data sources and processes that are lead indicators in order to proactively impact end-states and optimize management efficiencies and economies across the full spectrum of ARNG programs and activities.</p> <p>(Link Pro-active management processes to better performance and metrics. Example of lead indicator: CPMR that shows upcoming no-vals, upcoming bonuses, upcoming ETS, etc.)</p>	<p>Annual Statement of Assurance</p>	<p>Participate in PIOC</p>	<p>G8</p>	<p>TBD by PIOC</p>

Stewardship and Accountability 1. Enhance management efficiencies through comprehensive process improvement and robust management controls.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
SA 1.2. Establish an Audit Committee to qualitatively and quantitatively monitor compliance with law, regulation, management controls and ethical standards while executing ARNG programs and activities.	Annual Statement of Assurance	Participate in Audit Committee	G8	TBD

CAVEAT: Systems are in place and working, no need to re-invent the wheel. Take-away is the Audit Committee and interim (semi-annual) assessment between the annual MCP cycles. Audit Committee is currently updating its charter and will be implemented in December 2010.

Stewardship and Accountability 1. Enhance management efficiencies through comprehensive process improvement and robust management controls.

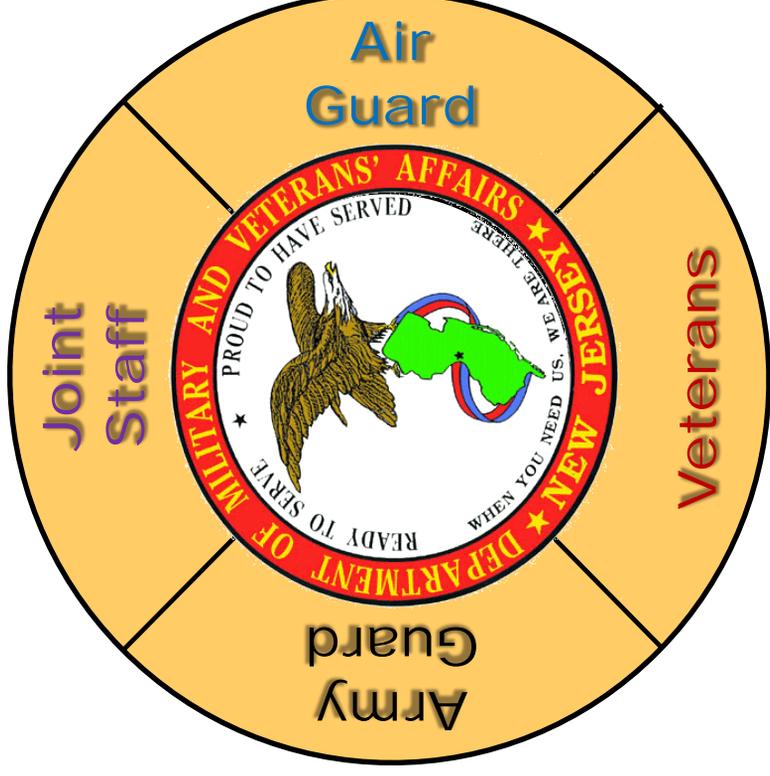
Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>SA 1.3. Identify and implement new and existing processes to proactively improve Property Accountability.</p>	<ol style="list-style-type: none"> 1. 100% visibility of assets 2. Excess O/H <= 0.5% 3. FLIPL process <= 240 days 	<ol style="list-style-type: none"> 1. PBUSE-AIT scanner 2. PBUSE scanner training 3. Command Supply Discipline Program (CSDP) 4. Organizational Inspection Program (OIP) 5. Supply Assistance Teams (SATs) 6. Quarterly training classes 7. Monthly logistics reviews at LATWs (ie: FLIPL register scrubs) 8. Compliance with TAG Property Accountability Plan 	G4	July 2011

Stewardship and Accountability 1. Enhance management efficiencies through comprehensive process improvement and robust management controls.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>SA 1.4.1. Implement new mechanisms and processes to improve full-spectrum resource management operations that better serve employees and vendors (customers) with accurate and timely pay, per diem and contract awards/payments, and to assist leadership in making informed financial decisions.</p>	<p>ALL regulatory fiscal and contracting benchmarks as established by NGB and DA. Various DA and NGB Financial Scorecards</p>	<ol style="list-style-type: none"> 1. Compliance with inspection checklists for key functional areas. 2. Maintain active and robust PBAC process. 3. Joint obligation & spend-plan reviews between PM/BA and Comptroller. 4. Semi-annual UA/AO training classes. 5. Proper credentialing of contracting personnel. 6. Effective GPC program. 7. Proper and timely appointments and credentialing of PMs and Budget analysts. 8. Robust system of internal controls and MCP. 9. Sufficient staffing of USPFO Fiscal and Contracting Divisions. 	<p>G8</p>	<p>Immediate and Ongoing.</p>

NEW JERSEY DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

STRATEGIC PLAN 2011-2016



New Jersey Air National Guard

Two Year Action Plan

Human Resources: 1. Build, sustain, and deploy a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
HR 1.1a. Recruit & retain a diverse, high quality workforce.	AFRISS (Air Force Recruiting Integrated Service System) demographics align with those of the state of NJ	Follow the diversity guidelines set forth in the NJANG Recruiting and Retention Plan	RRS (Recruiting and Retention Superintendent)	4 th Quarter 2011
HR 1.1b. Develop, deploy a diverse, high quality workforce.	ART Reports (Air Expeditionary Force Reporting Tool), SORTS (Status of Resources and Training), Wing Training Reports	100% Effective Manning; obtaining and maintaining AFSC (Air Force Specialty Code) Qualifications; minimize pipeline losses; maintain proper supervision chain in training	A 1/3/5	Quarterly

Human Resources: 1. Build, sustain, and deploy a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>HR 1.2. Provide or facilitate relevant and meaningful employee, managerial and leadership training to support individual development and organizational improvement</p>	<p>Internal Reporting; Tracking of formal schools attended (IDE, SDE, NCOA, SNCOA); Attendance of internal (state) training (leadership/mentoring seminars, etc); identifying and tracking minimum requirements for joint and senior level executive training to ensure members are scheduled upon qualification</p>	<p>Rounded and developed individual; mentoring skills at all levels; provide after-actions back-briefs following Joint Task Force Commander and other senior level executive courses</p>	<p>A1</p>	<p>Monthly</p>
<p>HR 1.3. Provide HR services and transactions as efficiently as possible, utilizing HRMS technology. Deliver non-HRMS transactions with reliable speed and accuracy.</p>	<p>Monthly/Daily A1 internal reports (JFHQ SharePoint records, MiIPDS, and Discover)</p>	<p>Timely completion of HR/Military Personnel functions within NJANG utilizing appropriate internal systems</p>	<p>A1</p>	<p>January 2011</p>

Human Resources 2. Integrate the Human Resources function as a full strategic partner at the senior level to establish common and parallel focus for planning, forecasting and organizational development.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>HR 2.1. Establish a Strategic Human Resource Council co-chaired by the Directors of HRD and HRO and members including the G1, J1, Air, Veterans, Family Programs and Labor Union leadership.</p>	<p>N/A</p>	<p>Will provide members to DMAVA council</p>	<p>A1</p>	<p>TBD by DMAVA HRC</p>
<p>HR 2.2. Develop and administer policy, procedures and programs to align the Human Resource function with continuous improvement principles and DMAVA Strategic Objectives.</p>	<p>TBD by Strategic Human Resource Council</p>	<p>Will be through Strategic Human Resource Council; A1 will assist with application</p>	<p>A1</p>	<p>TBD</p>

Human Resources 2. Integrate the Human Resources function as a full strategic partner at the senior level to establish common and parallel focus for planning, forecasting and organizational development.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
HR 2.3. Maintain and provide up-to-date and accurate data based on key metrics to support decision-making.	MiIPDS and Discover Reports; ARCNet	Maintain systems to track key metrics	A1 and Unit/Wing Training Managers	July 2011
HR 2.4. Establish a strategic labor-management council focused on addressing common workforce issues.	N/A	Will provide members to DMAVA council	J1	TBD by DMAVA HRC

Force Structure 1. Build a capable, well equipped and relevant force to meet the substantial demands of our current, complex environment.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>FS 1.1. Develop a highly trained, safe, and well equipped force for rapid civil and military response to meet the needs of our veterans, families and citizens.</p>	<p>SORTS Report, ART Report, DRRS, HLS, UMIS</p>	<p>Identification of federal UTCs for state missions; training with outside agencies (federal, law enforcement; civil services, etc); Military to Military cross training (Army to Air and Air to Army)</p>	<p>A 3/5/7</p>	<p>4th Quarter 2011</p>
<p>FS 1.2.A Develop and incorporate new methods and capabilities to enable the workforce to meet current missions.</p>	<p>100% ASOS Manning; CRG Certification; HRF Certification</p>	<p>Participate in Strategic Planning System (NGB level)</p>	<p>A 3/5/8</p>	<p>2013</p>
<p>FS 1.2.A Develop and incorporate new methods and capabilities to enable the workforce to meet emerging missions.</p>	<p>Explore potential Cyber Mission, liaison with North Atlantic Strike Team and Maritime Interdiction Center of Excellence</p>	<p>Participate in Strategic Planning System (NGB level)</p>	<p>A 3/5/8</p>	<p>TBD</p>

Force Structure 2. Aggressively pursue force modernization opportunities to ensure our viability and significance well into the future.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>FS 2.1. Leverage existing systems by making cost-effective improvements in both capability and reliability while balancing with investments in new equipment to meet current and future requirements.</p>	<p>Participation in Strategic Planning System process; data input to Future Mission Database and ANG Flight Plan</p>	<p>Weapons System Councils to improve current systems; recapitalization (next generation of Tanker and Fighter Aircraft)</p>	<p>NJANG/CC</p>	<p>Quarterly</p>
<p>FS 2.2. Review programs and services and eliminate or modernize obsolete or ineffective programs.</p>	<p>Internal Reporting</p>	<p>Identify programs that are costly to time, manpower or money and work to eliminate or improve inefficiencies</p>	<p>CoS - Air</p>	<p>Semi-annually</p>

Facilities & Infrastructure 1. Analyze the sufficiency of installations and the overall stationing plan within the Department to support each Component's missions, activities and joint operating needs.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>FI 1.1 Evaluate existing facilities for present and future use.</p>	<p>Base Civil Engineer and Wing Commander concurrence, Base Master Plans (for both wings)</p>	<p>Evaluate Facility Utilization Board Minutes, revise Base Master Plan accordingly</p>	<p>BCE / Wing CC</p>	<p>Annually</p>
<p>FI 1.2 Recommend improvements and seek funding to support emerging requirements and mandates.</p>	<p>Future Years Defense Plan (FYDP)</p>	<p>Work with Facilities Utilization Board; continuous education of legislative staffs of NJANG needs; continue to pursue funding through NGB to meet wing Master Plans</p>	<p>Base Civil Engineer (BCE), A7</p>	<p>Annually</p>

Facilities & Infrastructure 2. Optimize the Department's existing facility space to enhance operational efficiencies and effectiveness.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>FI 2.1. Eliminate excess (unoccupied) readiness centers inventory and consolidate underutilized facilities.</p>	<p>Facilities Utilization Board results</p>	<p>Work with Facilities Utilization Board; and ongoing assessment of Base Master Plan</p>	<p>BCE / A7</p>	<p>Annually</p>
<p>FI 2.2. Reduce facilities operating costs and improve efficiencies through energy assessments and use of energy efficient technology.</p>	<p>Reduced facilities operating costs and improved efficiencies ; analysis of ANG facilities' metering</p>	<p>Explore cutting edge technologies that can be implemented at the wings (turbines, solar projects, etc). Make use of 'fringe properties' to implement energy efficiency projects. Continue to pursue LEED certification on new construction projects</p>	<p>BCE / A7</p>	<p>Semi-Annually</p>

Knowledge Management 1. Develop a knowledge based environment to transform how we make decisions and operate.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>KM 1.1. Establish a communication system to facilitate the exchange of information among DMAVA's three discrete components.</p>	<p>DMAVA's three components are able to exchange information in real-time</p>	<p>- Create a Joint Technology Review Board (JTRB) and provide member to DMAVA -A6 supports JTRB</p>	<p>A6</p>	<p>June 2012</p>
<p>KM 1.2. Clarify complex concepts into more precise language that is understandable across components and leadership levels.</p>	<p>Strategic Leadership is able to share and exchange ideas in a collaborative environment</p>	<p>Reduce the use of acronyms in joint communications; use plain text explanations; utilize joint training opportunities to increase understanding of sister service acronyms and concepts.</p>	<p>A5</p>	<p>May 2012</p>

Knowledge Management 2. Establish or strengthen internal and external partnerships to exploit synergies of effort to attain greater mutually beneficial successes.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>KM 2.1. Provide a strategic leadership environment that encourages and facilitates continuous learning, inquiry and dialogue, collaboration and team learning.</p>	<p>Strategic Leadership is able to share and exchange ideas in a collaborative environment</p>	<p>Resiliency; Joint training; interdepartmental activities; Force Development initiatives; Participation in 360 Leadership Training</p>	<p>ANG CoS</p>	<p>TBD</p>
<p>KM 2.2. Implement a Departmental Technology Review Board to study and develop opportunities for integrating human and technical systems to maximize the use of internal and external knowledge bases.</p>	<p>Joint Technology Review Board (JTRB) conducting quarterly meetings</p>	<p>Participate in Joint Technology Review Board (JTRB)</p>	<p>J6</p>	<p>TBD</p>

Stewardship and Accountability 1. Enhance management efficiencies through comprehensive process improvement and robust management controls.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>SA 1.1. Establish a Process Improvement Oversight Committee (PIOC) to identify data sources and processes that are lead indicators in order to proactively impact end-states and optimize management efficiencies and economies across the full spectrum of ANG programs and activities.</p>	<p>USPFO Audits</p>	<p>Both wings are monitored by USPFO to ensure compliance; Supplemental guidance provided by NGB; no internal boards</p>	<p>USPFO, Wing Leadership</p>	<p>Ongoing (annual review)</p>

Stewardship and Accountability 1. Enhance management efficiencies through comprehensive process improvement and robust management controls.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
SA 1.2. Establish an Audit Committee to qualitatively and quantitatively monitor compliance with law, regulation, management controls and ethical standards while executing ANG programs and activities.	Internal and External Audit/Inspection reports	All internal and external audits, reviews, etc are tracked by the USPFO; Maintain ANG member(s) on USPFO staff; AF Audit Agency, UCI	USPFO, Financial Management Flights; Air Force Audit Agency	Ongoing
SA 1.3. Identify and implement new and existing processes to proactively improve Property Accountability.	Passing and excellent scores on UCI inspections CA/CRL Inspections; Ready Value Listing	Continue to review CA/CRL, Inspection reports and Ready Value Listing; maintain hand-receipts on any loaned equipment	Equipment Custodians and Wing Assistant USPFOs	Annual

Stewardship and Accountability 1. Enhance management efficiencies through comprehensive process improvement and robust management controls.

Strategic Objective	Measurement	Steps to Attain	Responsibility	Time Frame
<p>SA 1.4.1. Implement new mechanisms and processes to improve full-spectrum resource management operations that better serve employees and vendors (customers) with accurate and timely pay, per diem and contract awards/payments, and to assist leadership in making informed financial decisions.</p>	<p>ALL regulatory fiscal and contracting benchmarks as established by NGB and AF.</p>	<ol style="list-style-type: none"> 1. Compliance with inspection checklists for key functional areas. 2. Proper credentialing of contracting personnel. 3. Ensure sufficient staffing of Contracting offices 4. Utilization of WAWF program 5. Effective GPC program. 6. Proper and timely appointments and credentialing of PMs and Budget analysts. 7. Utilize DTS, RTS, and Government Travel Card reports 	<p>Wing Contracting Offices; Unit Resource Advisors; Wing Finance Offices</p>	<p>Quarterly</p>

STRATEGY MAP

BE THE RECOGNIZED STANDARD OF EXCELLENCE FOR JOINT CIVILIAN AND MILITARY SERVICES TO OUR VETERANS, FAMILIES AND CITIZENS

