

New York Army National Guard Strategic Plan

The New York Army National Guard (NYARNG) is an integral part of the Division of Military and Naval Affairs and as such, incorporates the DMNA Strategic Direction within the framework of the NYARNG Strategic Plan. The DMNA Strategic Direction 2020 provides the framework in which the NYARNG will operate and establishes the overarching Mission, Vision and Fundamental Values of the organization.

This document must be a living document, providing the ability of our leaders to refocus and adapt quickly to the potential challenges and changes in overseas and domestic missions, force structure and facility readiness, funding, training, equipment and any other potential change. This document will provide initial strategic direction but with the ability to refocus our force to meet any challenge, now and in the future.

The NYARNG values will nest directly to our organizations Fundamental Values found in DMNA's Strategic Direction 2020.

MISSION

NYARNG provides fully capable land forces, air assets and facilities ready to execute global missions across unified air and land operations in support of our communities, State and nation.

VISION

NYARNG's core competencies are Army forces capable of providing mission ready units and unique military skills to support both civil operations and Federal overseas requirements. The NYARNG core competences will nest directly with the DMNA goals and objectives.

STRATEGIC ENVIRONMENT

The NYARNG will continue to operate in a time of constant change, both at the Strategic and Operational levels

The NYARNG must manage and utilize limited Federal and State resources on many levels

The NYARNG must be ready for overseas and domestic operations

STRATEGIC IMPERITIVIES AND OJECTIVES

The NYARNG Strategic Imperatives and Objectives will focus on four fundamental areas where success is the only option to having a successful organization.

1. Individual Soldier and Family Readiness
2. NYARNG Unit Readiness
3. Facility Improvement and Readiness
4. Financial Resource Management and Execution

The NYARNG Commanders Yearly Training Guidance (YTG) provides the specific requirements that each and every unit and Soldier, with their families, must accomplish. The broad imperatives will be successful with all leaders using the YTG and adhering to the requirements listed. This will ensure success in accomplishing the Mission of this organization and the Vision of providing well trained and ready units and Soldiers, prepared to fulfill any and all missions as required.

Strategic Objective Considerations

Our Soldier Readiness objectives ensure that each individual Soldier is prepared for either federal or state missions. Ready prepared Soldiers translate into unit readiness and mission effectiveness. Ready units allow the NYARNG to ensure that we have the appropriate mix of force structure to meet the capabilities required by the ARNG's "Essential 11" construct. Our advantage is New York's reputation for mission accomplishment and excellent performance.

Family Readiness is the critical linkage between Soldier and unit preparedness. Our Soldiers must deploy knowing that their Family has access to assistance and information when needed. The NYNG's network of support is specifically designed and tailored to ensure that both Soldiers and Family members can access assistance when required. The NYARNG continues to prepare Soldiers and their families for potential deployment

Equipment Readiness supports both the overseas war fight, as well as domestic missions at home. We are focused on sustaining our equipment readiness through an aggressive program to upgrade equipment and to maintain what we have. We also have an aggressive program to ensure property accountability.

Facility Readiness is the foundation of the NYARNG. Without well maintained, properly sized, and modern facilities the organization cannot be successful. We link strategic facility planning into all force structure discussions. The OTAG has instituted a program to ensure that a general officer or other senior member of the command visit each and every facility on an annual basis. This program is designed to brief senior leaders on issues affecting the facility; it's standing in the local community; and needs necessary to maintain its effectiveness. The visits include a room by room tour of the building(s) and

grounds. The visits provide a forum for senior leaders to evaluate each facility on an basis and observe trends. In addition, the NYARNG is developing and implementing a comprehensive annual facility Inspection program that will target improvement of our facilities. The inspection will link Installation Status Reporting with facility improvement requirements and provided OICs with areas for emphasis.

Funding uncertainties in the future require all NYARNG leadership and Soldiers to focus on financial resource management and execution. A comprehensive budget, built on the needs of the organization that will ensure its success, must be accurate and executable. The NYARNG must also be prepared to work with limited and with the potential that funding could be reduced within the Fiscal Year by the National Guard Bureau (NGB). Leaders must be fully engaged with resource requirements and aggressively ensure training and activities are well planned and executed.

GUIDANCE

The NYARNG leadership will use the continuous Strategic Planning Cycle to drive performance improvement as reflected. This interactive process is focused on Soldier and unit readiness and begins with the systematic approach of constantly measuring performance and revisiting the organization's vision, values, mission, and goals in light of any changes in the strategic and operational environment affecting the NYARNG. The entire NYARNG Strategic Plan is focused on measuring and improving Soldier and unit readiness.



Key Participants

The Executive Council (EC), headed by the NYARNG CG and includes General officers from the Joint Force Headquarters (JFHQ), 42nd ID, and 53rd TC, as well as CoS and key staff officers. The EC generally convenes quarterly (Step 1) to review progress and direct necessary changes to the strategic guidance on vision, values, mission or goals. Revised strategy guidance is then put into action by the Empire team (ET) which includes senior level staff officers from the JFHQ, 42nd ID, and 53rd TC. This team is responsible to re-evaluate existing long and short term objectives and associated action plans which ultimately become the metrics used throughout the organization to measure progress on the readiness. The ET conducts a Strengths/Weaknesses/ Opportunities/Threats (SWOT) analysis to identify those long and short term objectives that are essential to goal accomplishment (Figure 2.2). The ET also identifies action plans to meet the objectives, as well as metrics that best indicate performance towards objective completion (Step 2). The EC approves or adjusts the ET's products (Step 3). At this stage, the EC may decide to publish updates to the existing Strategic Plan, or continue to review through the next ET SWOT iteration (Step 6). The EC and ET staff also conduct a yearly internal ACOE self assessment as a tool to improve operational performance. Through both ACOE and SWOT analysis, commanders and staff develop improvements to procedures and plan ahead to proactively assess the external environment such as national level resources, policy changes, mission adjustments, etc., to ensure that the NYARNG's direction remains relevant. Commanders and staff immediately begin to implement innovations and document these new processes into SOP's, directives, policies, and Letters of Instruction (LOI's).

The new Strategic Plan is the capstone document for all these new efforts, aligning action plans with key long and short term objectives supporting NYARNG CG goals, with the correct metrics to track improvement towards these goals. The highlight of the organization's metric measurements and progress review is the monthly Army Priority Readiness Metrics (APRM) briefing to TAG by the JFHQ, 42nd ID, and 53rd TC staffs. This briefing tracks every readiness metric used to ensure that Soldier and unit readiness is improving or remaining at or above standards.

Potential Blind Spots

The ET meets almost weekly during the Army CoS staff meeting to discuss readiness metrics and other issues important to the organizational health of the NYARNG. These ET meetings and staff analyses help ensure that the organization avoids blind spots. First, the SWOT analysis process identifies potential weaknesses, as well as those strengths on which to capitalize. The process examines and discusses potential threats from outside the NYARNG, as well as opportunities to exploit for future relevancy and growth. Secondly, the ET limits exposure to blind spots by having a representative from every command and staff section participate in the ET so that we have organizational understanding and buy-in regarding our strategic goals and objectives, and of our action plans. These senior staff members bring a perspective and an experience level that

serves as multiple lenses through which the senior leadership can see the optimal way for the organization as a whole to move forward into the future.

Innovation

At a time of dwindling fiscal resources and changing strategic objectives on a national and state level, The TAG and Senior Leadership continuously stress that all members of the NYARNG look for innovative and increased stewardship of resources so that we continue to meet and exceed standards. At every opportunity, the TAG seeks input from officer, enlisted and civilian employees on how the NYARNG can perform any and all missions with no degradation of service. Sensing sessions, AAR's, customer feedback and many other avenues previously discussed and identified in Category 1 are used to seek support for innovation. These avenues lead to identification of Strategic opportunities that will allow the NYARNG to continue to improve and more importantly, increase relevance to both customers and the workforce. The TAG and senior leaders evaluate all of these opportunities to see just what is feasible for the leadership to pursue. These decisions are based on what the TAG sees as continuing to enhance the organizations ability to meet its mission and vision for the country and state.

STRATEGY IMPLEMENTATION

Action Plan Development and Deployment

Action Plan Development

Together with their staff, the ET develops action plans which address the needs of our objectives.

Action Plan Implementation

The ET members each create action plans with the assistance of their functional area staff. The combined effort serves as a reality check for implementing the action plan and achieving the desired performance. Weekly briefs also provide feedback on how well the NYARNG performs and can expect to perform in the future via the APRM. The ET reviews these metrics and action plans at each quarterly ET meeting, adjusting with the approval of the EC. Adjustments are also made to the APRM monthly metrics as required.

Resource Allocation

The NYARNG assesses progress and allocates resources based on goal accomplishment utilizing the Program Budget Advisory Committee (PBAC). This body meets at least quarterly and recommends prioritized budget allocations to meet the NYARNG strategic objectives and goals, manpower guidance and balance resources within the organization.

Action Plan Modification

Since each ET member works within their functional area on a daily basis, they are familiar with the requirements and details of each of their action plans. If weekly metrics show no improvement, or if the chosen metric doesn't measure performance, the ET will make adjustments to the action plan as necessary. The ET is responsible for ensuring that action plans provide the proper steps to lead to improvement and that the metrics reflect how much progress has been made towards the objective.

Performance Projections

We are in the process of identifying realistic time frames for meeting the objectives and action plans. As we proceed through more iterations of the Strategic Plan, we may adjust indicators to include survey results or otherwise isolate and measure indicators of how well we serve our customers. This extends to measuring the condition and abilities of Soldiers provided to the mobilization site after we have led them through pre-mobilization training. The strategic planning process provides us a framework for prioritizing long and short term objectives, and focusing on those objectives that most directly support our four goals: Soldier Readiness, Family Readiness, Equipment Readiness, and Facility Readiness.

CONCLUSION

The NYARNG Strategic Plan will be continually reviewed and adjusted to meet the fast pace of the changing landscape the NYARNG works within. This plan is interactive and focused and written in accordance with the DMNA Strategic Direction 2020. These continuous reviews begin with this systematic approach as addressed and will review constantly changing guidance from DMNA. Failure to plan for these approaching challenges is not an option.