

# Army National Guard Campaign Plan 2016



**Army National Guard  
Arlington, VA  
15OCT15**

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**NATIONAL GUARD BUREAU**  
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October 15, 2015

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army National Guard Campaign Plan 2016

**I. SITUATION.**

The current fiscal environment for the Department of Defense, the Army, and Army National Guard (ARNG) is characterized by sustained uncertainty. The FY16 President's Budget request presents a level of risk that is manageable; however, Fiscal Year 2016 has already begun under a continuing resolution (CR), with no certainty as to when it will be resolved. A CR will generally limit funding to FY15 appropriation levels. Congress and the Army are awaiting recommendations from the National Commission on the Future of the Army, which are due in February 2016, which may drive additional changes in force structure, operational utilization, training, readiness levels and funding.

Even within a context of significant uncertainty, the Army Total Force Policy provides for a relevant and capable ARNG force that contributes significantly to our nation's defense. Army Chief of Staff, General Milley, recently stated, "[t]he Army is not 32 brigades, it is 60 brigades. We are not 490,000 Soldiers, we are 980,000 American Soldiers. As we are one nation indivisible, we are in fact one Army indivisible. It is one Army...very capable, and we are capable because of the National Guard." The ARNG proudly operates as a vital part of our indivisible Army both at home and abroad.

This campaign plan establishes attainable, intermediate objectives that will further the role of the ARNG within the Army Total Force, and better enable us to execute our missions and achieve our vision. These objectives are attainable assuming the President's Budget request level of funding; extension of continuing resolution or sequestration will make these objectives all the more challenging.

**II. MISSION.**

A community-based ARNG provides operational forces capable of unified land operations and response to domestic crises.

**III. VISION.**

The ARNG will continue to be part of the Army's operational force comprised of interoperable, disciplined, ready, predictably resourced units with competent Leaders of Character. As the combat reserve of the Army we will be organized, equipped and trained in order to (IOT) fight and win in the complex Operational Environment (OE) of tomorrow. We must retain our combat arms heritage while optimizing resources to achieve an adaptable, accountable and balanced

force prepared to respond to the nation and governors. Woven into the fabric of our communities, ARNG Citizen Soldiers are a vital link between the American people and their Army.

#### **IV. LINE OF EFFORT (LOE) I: LEADERSHIP DEVELOPMENT**

Leader Development is a critical part of our training strategy. Our success in this area will greatly influence the overall success of the ARNG and its role in the Total Army Force. We will train and produce competent Army and Joint Leaders of Character who inspire, plan, and execute using Mission Command in Unified Land Operations, Homeland Defense, and Senior Army Leadership Engagements in support of a ready ARNG operational force. To do this, the focus will be in three areas (imperatives):

- Effective Talent Management
- Focused Engagements
- Building a Culture of Leader Development

Our goal is to train and inspire Leaders of Character across all four cohorts (Officer, Non-Commissioned Officer, Warrant Officer and our civilian workforce). We will design a process that identifies those leaders that consistently out-perform their peers as early as possible in their careers. The ARNG will select, train, and educate these leaders and provide broadening opportunities to grow future ARNG leaders.

Starting in 2016 and expanding these programs in future years as additional funds become available, we will provide funding to select leaders for Professional Military Education, functional area training and broadening assignments to assist the States, Territories, District, and Title 10 (T10) community in the development of these key leaders. The parent organizations will continue to provide key assignments, guidance and additional opportunities to further develop top performing Leaders within their organization. The ARNG will build the bench of future strategic leaders to one day assume the most senior roles within our organization, fully trained with commensurate experience levels with our active component (AC) counterparts.

##### **A. LOA 1-1: Effective Talent Management.**

The ARNG will build a process to identify, prioritize, select and provide developmental and educational opportunities to the most talented ARNG leaders; those who have clearly demonstrated the most potential in order to provide career development opportunities.

This goal creates a State-selected, nationally managed pool of talented leaders in all cohorts. This pool is identified early, trained, educated, and ready for challenging future assignments. The goal is to optimize ARNG Leaders' education and experience.

The process includes improving processes to foster AC-ARNG swaps with units aligned for training. Further, it seeks to identify and remove barriers that limit Title 10/Title 32 (T32) swaps and provides opportunities for all functional areas and cohorts.

##### **B. LOA 1-2: Focused Engagement.**

The goal of engagements is to inform and gain support of stakeholders for the ARNG Leader Development program. ARNG Leaders engage AC, United States Army Reserve (USAR), and external counterparts on the ARNG Leader Development Strategy and develop initiatives to inform, influence, and educate. The intent of focused engagement is to gain increased opportunities and inform external organizations in order to create better parity between

components. External entities look for active participation from ARNG leaders in broadening and educational opportunities.

Examples include senior leader engagements, forum participation, Congressional testimony and contact with members of Congress at home and in the National Capital Region. Brigade Combat Team (BCT) and Division partnerships with AC units will be leveraged in accordance with (IAW) the Army Total Force policy.

**C. LOA 1-3: Build a Culture of Leader Development.**

ARNG Directorate and State Leadership will set conditions for development to occur. Leader development will become a high priority, incorporated into all organizational requirements and mission accomplishment. This development will occur while balancing mission requirements.

The objective is a culture of leader development instilled at every organizational level. Senior leaders actively participate in the development and career progression of their subordinate leaders and processes are optimized to support this objective.

Examples include publishing ARNG Leader Development Strategy and Resource Guides, increased mentoring and written counseling, and publishing best practices from the field.

**V. LOE II: READY FORCES.**

Ready forces are the means by which the ARNG provides a manned, trained, and equipped force to federal and state governments. Generating readiness creates an operational force that is fully prepared to accomplish their missions. The key to ARNG readiness is to achieve the optimal amount of readiness based on the resources available.

Developing a ready force requires an in-depth understanding of mission requirements and resources available and to recognize that there are many different types of units, structures, and functions within the ARNG. Each of these play a key role in developing a readiness model and achieving a level of readiness that is required for each mission set. The uniqueness of the force structure, whether Divisions, Brigade Combat Teams, Specialists, Enablers, or Sourced Units, requires a different readiness model – one that applies the right amount of resources at the right time to achieve the desired level of readiness based on requirements. This seemingly simple process must be carefully managed, as resources are limited and the timing of peak readiness for each unit may be different. To achieve this, Full Time Support (FTS) is critical to developing ready and operational ARNG forces. Those Soldiers, technicians, and civilians are the mechanism that drives the force generation model, ensuring the ARNG can successfully respond to federal and state government requirements.

With the development of a new Sustainable Readiness Model and the adoption of an Objective Training measurement, the Army will reshape their process and utilization of readiness. The ARNG must understand these changes and apply them to our own readiness processes in FY16 in order to provide ready forces for assigned missions.

The enduring goal is to develop a warfighting capable and governor responsive force, with resource allocation at the ARNG Directorate level, and expenditure at the state level, that is balanced to maximize readiness across the force without overdriving or underdriving readiness in any one area or unit.

**A. Line of Action (LOA) 2-1: Foundational Readiness.**

This is the baseline readiness of the ARNG. Those skills, foundations, and equipment that every Soldier needs in order to be deployable. These include training for Duty Military Occupational Specialty, mandatory medical and dental services, vision screenings, recruiting and retention, and the overall measurement of a state's equipment levels. Foundational readiness includes the infrastructure that allows the development of readiness, to include armories, training sites, maintenance sites, and state headquarters that coordinate these critical assets.

For FY16 our goal is to achieve 85% DMOSQ across the ARNG, with at least 75% of our Soldiers able to deploy. This goal will be challenged under an extended Continuing Resolution or significant Force Structure changes. We also plan to achieve at least 80% readiness for our equipment and apply sufficient resources to maintain our infrastructure in its current condition.

**B. LOA 2-2: Divisions and BCTs.**

The readiness of these units is how the ARNG is measured by senior leadership, and is critical to the states for domestic missions. These units make up the majority of our warfighting capability, and provide Combat Commanders with a recognizable and modular set of capabilities that can be used in decisive operations.

The goal in supporting the readiness of the divisions and brigades is achieving and maintaining balance. As these units progress through their force generation model, we will apply resources at critical points to achieve timely readiness. We will enhance readiness in personnel, equipment, and training for divisions and brigades as they approach their available year, and to provide commanders and governors with predictability in force structure for operations. This will be reflected in the FY16 plan as we look to provide 20% of the force available for deployed operations with the appropriate level of skills and assets.

**C. LOA 2-3: Specialists.**

Specialists are those units that require additional resources in time and funding to achieve a level of readiness necessary to conduct their unique mission: aviation assets, Special Forces, Military Intelligence, Signal, or Cyber forces, each require a higher level of attention and collaboration before they can be utilized. They are often sourced for federal missions at a higher rate than the force generation model predicts, which can complicate their readiness processes.

In order to prepare these specialists for their unique missions, ARNG will focus efforts to apply resources when needed, and assist states with the tools necessary for maintaining the special equipment and skill sets of these assets. The goal will be to allow states to better prepare these units for increased utilization in FY16 and understand the readiness requirements for FY17.

**D. LOA 2-4: Enablers.**

Enablers are those units that sustain the fight, enhance a warfighting capability, or provide a much needed expertise unavailable in other components. Many of these units have a higher federal mission utilization rate, and require the ability to selectively apply resources in order to achieve the necessary level of readiness under these conditions.

Our goal will be to achieve better predictability in the Enabler force generation model in FY16 to allow for greater control of resourcing. Recognizing an increased utilization rate for some units, and allowing states to prepare for these missions will enhance the ARNG's ability to develop a predictable and sustainable operational force.

**E. LOA 2-5: Sourced Units.**

Sourced units are those units that have been notified that they will be utilized for a specific mission. Once sourced the readiness model for these units change, as resources may need to be redirected to achieve assigned mission level of readiness in a specific area of manning, equipping, or training. These units will also need particular attention as they prepare for the sourced mission, which may not be the mission they were designed for. The goal will be to prepare these units for the sourced mission with sufficient resources to meet the requirements, and work towards minimizing the amount of time needed in post mobilization training.

**F. LOA 2-6: Full Time Support.**

Full time support is the critical capability that enables success for the previous lines of action. FTS delivers installation services to Soldiers and Families. These AGRs, Technicians, and Civilians are the backbone in ARNG's ability to generate ready forces. Whether they are recruiters, readiness NCOs, Mobilization Officers, technicians at a maintenance site, or civilians processing payroll and benefits, their work is essential to the readiness process. Our goal will be to maintain the current programmed ramp for Full Time support across the ARNG.

**VI. LOE III: OPERATIONAL FORCE.**

In this age of persistent conflict and unpredictable security requirements our nation requires a globally postured joint force to quickly combine capabilities with itself and missions partners across domains, echelons, geographic boundaries, and organizational affiliations.<sup>1</sup> For the past 14 years, the ARNG has been an important partner in the effective utilization of this joint force to combat both external and internal threats and will continue that commitment for the future. Our challenge is to properly assess our ability to sustain our current operational tempo and be prepared, through leadership development and readiness, to produce a force that meets the long-term strategic needs of the nation. This is a commitment to provide formations when and where they are needed in support of our National Security Strategy.<sup>2</sup> The Operational Force effort will focus on providing access, funding and missions for ARNG units.

The DARNG's Vision 2020 provides the following end state for maintaining operational relevance: ARNG units are resourced, modern, continuously utilized, and rotationally available per the Force Generation Model, to provide a full spectrum capability in Combat Contingency, Defense Support to Civil Authorities (DSCA), Humanitarian Assistance (HA) and Security Cooperation efforts in order to maintain combat readiness, meet domestic response requirements, and enhance retention.<sup>3</sup>

Essential components to the ARNG sustaining its operational competencies include: 1) ensuring predictable resourcing through force generation models and leaders' engagements to drive COCOM requirements; 2) flexible execution; 3) disciplined bands of readiness; 4) sustained deployment capability; 5) continuous utilization.

**A. LOA 3-1: Contingency Forces.**

The ARNG continues to be an important force provider to the Army and the Joint Force for a wide range of contingency operations. By using force generation models (ARFORGEN, SRM) to help prioritize the training and resourcing of personnel and units, the ARNG has been successful in the continuous mobilization and deployment of ARNG units in support of combatant command (CCMD) operations. We continue to provide Assigned, Apportioned, or Allocated ARNG formations to meet the requirements of CCMDs and HQDA war plans as

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<sup>1</sup> Capstone Concept for Joint Operations Joint Force 2020, General Martin Dempsey Chairman Joint Chiefs of Staff dated 10 SEP 2012.

<sup>2</sup> LTG Timothy Kadavy, DARNG, Initial Assessment Letter to SEC of the Army, Army Chief of Staff, CNGB dtd 7 JUL 2015

<sup>3</sup> Vision 2020 Army National Guard Strategic Guidance. LTG Timothy Kadavy, DARNG dtd SEP 2015

directed by the Secretary of Defense's (SECDEF) Global Force Management Implementation Guidance (GFMIG).

Leader Engagement. We can help shape the GFM process with key leader engagements with CCMDs to help identify their requirements and match ARNG capabilities to them. This predictability, along with the force generation models, will help streamline the mobilization process and allow states to properly man, train, and equip those forces.

Available Force Pool. The ARNG will maintain an available pool of approximately 55,000 personnel representing a wide range of capabilities, to support any emergent requirements. In addition to the T10 missions, we will look to coordinate our Overseas Deployment Training (ODT) program to participate in overseas exercises that will further build on both our operational readiness and professional relationships with CCMDs.

Mission Command. Over the past 14 years the ARNG has not only provide the necessary formations in support of our Nation's major conflicts but have also assumed mission command in specific operations (KFOR, MFO, and HOA). The ARNG will look to once again assume mission command, as well as be the force provider for these enduring missions. We will request assignment of those missions and supporting funding for these requirements in POM 18-22.

Engagement. Our efforts to maintain and increase our operational role requires a process of engaging key groups both within and outside the government. This engagement is critical to providing accurate information on ARNG capabilities and the cost effectiveness for using our force.

**A. LOA 3-2: Homeland Defense/Defense Support of Civil Authorities (HD/DSCA).**

The ARNG commitment of both personnel and equipment for HD/DSCA represents one of the most significant missions for the Guard. The National Guard is normally the first uniformed response at the local and state level, and our elected officials and citizens rely on us for timely support.<sup>4</sup> As such, our success will be measured by our ability to respond to a disaster with the right capability to save lives and reduce the impact of the disaster on our communities.

Key components to DSCA operations include: 1) the ability to coordinate our response across local, state, and federal jurisdictions; 2) operating under the proper authority (T10, T32, State Active Duty (SAD)), and; 3) possessing the necessary and ready equipment on hand to meet the needs of the civil authority.

Northern Command (NORTHCOM) T10. Specific areas include our T10 support to NORTHCOM's Chemical, Biological, Radiological, Nuclear Response Enterprise (CBRNE) and missile defense. We will validate that our current statutes and policy guidance reflect the missions requirements and our personnel are in the correct duty status to execute these missions. Additional funding will be sought to provide proper specialty training and new equipment training (NET) and fielding that allows for integration with both military and first responder's organizations which we support.

State Support. We will ensure ARNG capabilities are ready to support the needs of the states. This requires a balanced force for both domestic and war-fighting requirements. We will ensure that equipment assigned to the states is properly maintained, and through the Critical Dual Use (CDU) equipment list submitted to HQDA each year, receives priority for sustainment.

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<sup>4</sup> Strategic Direction of the National Guard. General Frank Grass, Chief, National Guard Bureau. dtd 2015 page 8

Domestic Exercises/Training. We will seek to leverage and expand ARNG participation in domestic preparedness training opportunities, such as Ardent Sentry, Urban Shield, and Vigilant Guard. These large scale exercises provide numerous operational benefits to ARNG through limited intelligence coordination and staff synchronization of not only our units but with the first responders who we will be supporting.

Special Events/National Special Security Events (NSSE). We anticipate the trend to continue of greater use of ARNG units by governmental organizations in support of local special events and National Special Security Events<sup>5</sup> such as major political conventions, large scale sporting events, visits of international dignitaries, and large cultural events. We will undertake a comprehensive review of both statutory and regulatory guidance to ensure ARNG formations operate under proper legal authorities, including duty status and supervisory oversight.

#### **A. LOA 3-3: Theater Security Cooperation (TSC).**

The ARNG will focus support to the CCMD's efforts to build the capacity and capabilities of allies, partners, and multi-national organizations within their specific theaters.<sup>6</sup> The ARNG supports TSC shaping operations by leveraging the depth of military capability and non-military experience of our force to reinforce theater specific engagements, including: law enforcement, emergency management, medical, agricultural, engineering, military-civilian relationships.

Leader Engagement. The ARNG leadership will continue to engage with CCMDs to maximize our support and roles. We will leverage our Active Guard Reserve (AGR) Title 10 personnel assigned to the CCMDs and ASCCs to help in the planning and coordination of ARNG support.

Theater Security Cooperation Support. The ARNG will leverage various programs and engagements to provide support to CCMD's TSC shaping efforts. These include designated ARNG formations as Regional Aligned Forces (RAF) in direct support to a combatant command. We will coordinate ODT opportunities with combatant commands to maximize participation in theater level exercises or nation specific training to meet combatant command security objectives. Our State Partnership Program (SPP) engagements will be synchronized through the combatant commands and the US Embassies of the partner nations to guarantee consistency in messaging and to ensure any actions taken by the states are in support of combatant commands' TSC objectives.

Regulatory Review. During FY16, the ARNG will review exiting statutory authorities on both the duration and funding sources for ODT opportunities. This will include extending allowable days for annual training and determine additional cost associated with overseas deployment training expansion. These funding requirements will be requested in POM 18-22.

### **VII. LOE IV: RESILIENT COMMUNITIES.**

Readiness and resilience are inextricably linked. The ARNG strives to develop and deliver innovative human resource programs and services designed to enhance the readiness and resilience of the Soldier, their Family and the entire community. A perspective on Resilient Communities is the concept that the ARNG is a "community of one" wherein the individual

<sup>5</sup> A National Special Security Event (NSSE) is an event of national or international significance deemed by the [United States Department of Homeland Security](#) (DHS) to be a potential target for terrorism or other criminal activity. These events have included summits of world leaders, meetings of international organizations, presidential nominating conventions and presidential inaugurations. NSSE designation requires federal agencies to provide full cooperation and support to ensure the safety and security of those participating in or otherwise attending the event, and the community within which the event takes place, and is typically limited to specific event sites for a specified time frame.

<sup>6</sup> [Army Strategic Guidance For Security Cooperation](#). HQDA dtd August 2014.



Soldier has two integrated and diverse communities in which he or she operates. On the military side, the communities include the squad, platoon, company, battalion, etc. On the civilian side, the communities comprise the nuclear family, extended family, neighborhood, city/town and state.

Accomplishing the end state of resilient communities ensures that ARNG Soldiers, Families, communities, and employers understand, support and are prepared for the ARNG's role in the nation's defense. This is defined by personal and family readiness integrated with an involved community throughout a Soldier's life cycle. Providing flexibility to States is a key to success rather than imposing rigid, 'cookie-cutter' programs. The objective as we move through FY16 is to establish focused metrics and utilize available and developed data to explore and understand the resilient communities environment in order to determine the effectiveness of programs and resource success.

Within the Resilient Communities Line of Effort, we have five Lines of Action: Soldier & Family Resilience, Health of the Force, Employer Relations, Community Engagement and Diversity. Soldier & Family Resilience will develop a personal readiness operations order with metrics to evaluate Soldier and Family resilience data for predictors of individual/unit availability. Health of the Force will execute and evaluate behavioral health and command climate surveys and data to establish predictors of individual/unit availability. Employer Relations will examine ARNG unemployment and underemployment data to establish predictors of individual/unit availability. Community Engagement will analyze current engagement strategies within the states, territories and District of Columbia to establish predictors of individual/unit availability. Diversity will help cultivate a culture that encourages collaboration, flexibility and fairness and enables individuals to contribute to their full potential. In developing these lines of actions, we will ensure our Soldiers have access to the entire array of Total Army programs.

Additionally, we will make every effort to stabilize contracting and funding mechanisms for the current programs established within the states, territories and District of Columbia to prevent added risk within all five Lines of Action for the Resilient Communities Line of Effort.

**A. LOA 4-1: Soldier & Family Resilience.**

Soldier & Family Resilience provides capabilities to Leaders, Soldiers, Civilians and Family Members to enable them to achieve and sustain personal readiness and optimize human performance. This encompasses physical, psychological, social, spiritual, financial and family fitness to sustain personal readiness in support of ARNG missions.

Community Health Promotion Councils (CHCP) are established and every effort shall be made to ensure they are fully implemented. Doing so will integrate and align state-level assets and community assets to synchronize health promotion, Sexual Harassment/Assault Response and Prevention (SHARP), risk reduction, and suicide prevention. Further, we will socialize the Ready & Resilient (R2) concept with the states, territories and District of Columbia in order to implement a national level of standardization while assisting states in the development of local solutions to unique issues.

HQDA is publishing a Personal Readiness Operations Order (OPORD); the ARNG will publish its own Personal Readiness OPORD in coordination with ARNG G3 to guide the R2 efforts in FY16 and beyond. This includes training modification, CHPC implementation, metrics development and analysis. Publishing an ARNG Family Readiness and Resilience Policy, promulgating the Youth Resilience curriculum from 19 pilot states to 54 and establishing Family

Assistance Center baseline services (e.g. crisis intervention, ID/DEERS, Tricare, legal, financial management, information referral) are essential tasks.

**B. LOA 4-2: Health of the Force.**

Health of the Force initiatives provide ARNG Soldiers, Families and Communities with programs, services, resources and best practices to ensure a healthy, resilient, ready and deployable force for federal, state and community missions. This encompasses integrated health initiatives to promote healthy behaviors across the medical, spiritual and ethical spectrums to include equal opportunity initiatives.

We will enhance the behavioral health program by transitioning from contractors to uniformed full-time providers by FY18. We will maintain psychological health, enhancing resilience and ensuring recovery and provide clinical bio-psycho-social assessments, referrals, crisis intervention and follow-up. We will develop community-based behavioral health networks to improve access to mental health providers and educate Service Members and their families on how to access behavioral health services with an enduring goal of building psychological health, fitness and resilience while dispelling stigma. We will document and track data to provide quality services and identify needs/trends. We will leverage existing web and social media platforms to engage Soldiers and Families in healthy conversations while not on duty, including providing tools for healthy behaviors, access to subject matter experts (SMEs), and support services. A key tool for this mission remains the Unit Risk Inventory/Reintegration-Unit Risk Inventory (URI/R-URI).

The equal opportunity programs identify, execute and conduct surveys to monitor and assess the execution of policies and responsibilities throughout their command. The intent is promoting an environment free from personal, social, or institutional barriers that prevent Service members from rising to the highest level of responsibility possible. We help determine the "health" of units; identify climate areas to positively influence (personnel readiness, retention, and high performing units); establish clear goals and objectives for each area. Command climate is created from the top down by establishing command culture that empowers leader to develop Soldier and Family well-being.

**C. LOA 4-3: Employer Relations.**

Employer Relations provide employment capabilities that leverage available resources to support the needs of Soldiers and their Families, improving Soldiers' and Family Members' ability to obtain and sustain meaningful employment. The key elements of this line of action include preparation, connection and communication. We must prepare Soldiers for civilian careers with meaningful employment and/or education opportunities to strengthen personal readiness during the Soldier's Life Cycle. We must connect Soldiers to programs and resources across the spectrum, including military, government, corporations and non-profits that leverage collaborative partnerships. Within these two lines of action we must improve resources to Leaders for mentoring Soldiers to achieve career readiness standards in accordance with Soldier's life-cycle timelines. Communication requires employment outreach, which entails implementing the employment outreach model and enhancing Soldier's ability to research civilian employment.

**D. LOA 4-4: Community Engagement.**

Community Engagement integrates Soldiers and Families with community partners to garner support, enhance understanding and improve readiness through collaborative efforts. This requires fostering military and civilian partnerships. A holistic engagement strategy addresses

multiple avenues through which these partnerships are established and cultivated. Leaders at every level must be involved in civic organizations both formally and informally (e.g. Lions, Kiwanis, Rotary) to engage community leaders. State and unit Chaplains are involved in faith communities across the entire religious spectrum (e.g. visiting churches, temples, mosques) to engage faith leaders. Finally, Soldiers at all levels are prepared for any informal interactions within their communities. Within the ARNG we must ensure that every Soldier, regardless of rank or position is prepared to be and ambassador for the National Guard.

#### **E. LOA 4-5 Diversity**

Maximizing leader development, human performance and professionalism requires aligning diversity with leadership development as a parallel process to define requirements and establish initiatives that develop competent, agile and adaptive leaders of character. Diversity requires leader commitment; leaders will commit to creating an environment that fosters diversity and promotes inclusion. Integrations within the force develops structures and strategies to equip leaders with the ability to manage diversity be accountable, measure results and refine approaches based on data to foster a culture of inclusion. The human dimension prepares Soldiers and Civilians for the human dimension of leadership and global engagements.

#### **VIII. ACCOUNTABILITY AND OVERSIGHT.**

Accountability and Oversight of our resources are common threads throughout the ARNG Vision and the four Lines of Efforts. In an environment of diminishing resources (dollars, people, equipment, and time) it is imperative that we emphasize the benefits of running an effective Managers' Internal Control Program (MICP). The MICP is mandated by the Federal Managers' Financial Integrity Act of 1982 (FMFIA, 8 September 1982).

The tenets of the ARNG approach to internal control are rooted in better supporting the 54 States, Territories, and the District of Columbia through the institutionalization and sustainment of a program that provides reasonable assurance that the following objectives are achieved:

- A. Effectiveness and efficiency of operations.
- B. Reliability of financial reporting and financial systems.
- C. Compliance with applicable laws and regulations.

The MICP is composed of four assessment/reporting areas: Internal Controls over Operations (ICOO), Internal Controls over Financial Reporting (ICOFR), Internal Control over Financial Systems (ICOFS) - Audit Readiness, and Internal Control over Acquisition Functions (ICOAF). The MICP is a valuable tool that leaders and managers can use to ensure mission Accomplishment. It also becomes a combat multiplier as it diminishes the potential for waste, fraud and misuse of our resources.

All Army Soldiers and Civilians have a responsibility to ensure we apply our resources efficient and effectively to our mission, vision and LOEs accordingly. Being accountable and practicing oversight are basic tenants of sound fiscal stewardship.

#### **IX. ENGAGEMENTS, COMMUNICATIONS AND MESSAGING (ECM).**

In support of the Director's objectives, a strategic ECM plan maximizes the opportunities the General Officers and senior ARNG representatives have for both internal and external engagements. These opportunities will be prioritized through a deliberative planning process

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incorporating input from the primary and special staff. It will account for ongoing formalized activities and engagements that become necessary for emerging requirements. While the implementation of the engagement plan will operate independent from the Strategic Operations Outlook (SOO) process, the process will be informed by and approved through the SOO.

Communications will convey the Director's priorities and positions on issues. Whether the ARNG is responding to external requests or generating messages on our own initiative, writers and editors will rely on DARNG guidance and policies to develop messages. Additionally, ARNG writers and editors will ensure that ARNG messages are consistent with Department of Defense, Department of the Army, and Chief, National Guard Bureau guidance. Writers will convey the DARNG's message in an appropriate style for the audience, will consider the venue for a presentation or interview, and consider the appropriate medium for other written and electronic communications. Although the writer will staff proposed messages across the Directorate for input, the writer and editor remain ultimately responsible for writing a concise and coherent message with the goal of conveying the DARNG's intent in a clear manner.

### **X. THE WAY AHEAD.**

We will institute new battle rhythm events that assess progress and improve processes of this CAMPLAN periodically. Azimuth Checks will be conducted quarterly with the entire staff and leadership as a strategic decision forum for the DARNG. Quarterly LOE Boards will provide an operational decision forum for the SADARNG in preparation of the Azimuth Checks. Monthly LOA Boards will provide the decision forum for G-Staff OPRs and feed the LOE Boards. Weekly Task Working Groups provide the Task OPRs a staffing forum and feed the LOA Boards.

This Campaign Plan initiates the Lines of Effort, Accountability and Battle Rhythm with the implementation of measures to ensure the processes of staff synchronization and continuous improvement become integral and reflexive within the ARNG culture, thus operationalizing the Director's Vision 2020. In an era of uncertainty, budgetary constraints, and existing and emerging threats, the Campaign Plan will help focus efforts, optimize processes, and make maximum use of resources towards achieving our goals and objectives.

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Strategy, Plans and Policy

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