



2019-2024

Strategic Plan

Kansas Adjutant General's Department



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PURPOSE

The purpose of the Adjutant General's Department (TAGD) Strategic Plan is to align the mission, vision and values of the Agency and set goals with accompanying methods or actions to achieve those goals. The plan focuses the energy, resources, and time of members of the organization in one direction, aligned by the vision of the Adjutant General. Strategic planning has many benefits. It forces organizations to be aware of strengths, weaknesses, opportunities, and threats (SWOT). The SWOT analysis focuses on internal factors (Strengths and Weaknesses) as well as external factors (Opportunities and Threats) to provide a holistic view of the organization. This holistic view allows the organization to develop strategies to capitalize on opportunities and strengths while developing mitigations for threats and weaknesses.

Strategic planning gives individuals a sense of direction and marshals them around a collective mission, vision, and value system. It creates standards and accountability while helping to limit or avoid time spent on crisis management. The Agency can increase productivity and proficiency when members are not reacting to unexpected changes that they failed to anticipate and/or prepare to face.

A well-executed Strategic Plan places the Adjutant General's Department in a position of sustained competitive advantage, keeping the organization ahead of its challenges. Frank T. Rothaermel in his book *Strategic Management: Concepts and Cases*, highlights that a company with a competitive advantage, performs at a higher level than other companies in the same industry.

A strategic plan guides individuals, directorates, services and employees toward a broader and more informed perspective of the Agency. This facilitates cohesive and nested planning, development, and execution across the Department creating synergy and improved performance.

Benefits of Strategic Planning:

- Defines the Agencies vision, mission, values and goals.
- Identifies suitable strategies to achieve the goals.
- Defines the external and internal environments.
- Increases leader's commitment to achieving the Agency's objectives.
- Improves coordination of activities and more efficient allocation of resources.
- Better communication between leaders at different levels, functional areas, and services.
- Strengthens the Agency's performance.
- Strategic planning allows the organization to become more proactive than reactive.
- Better Agency performance in times of adversity.

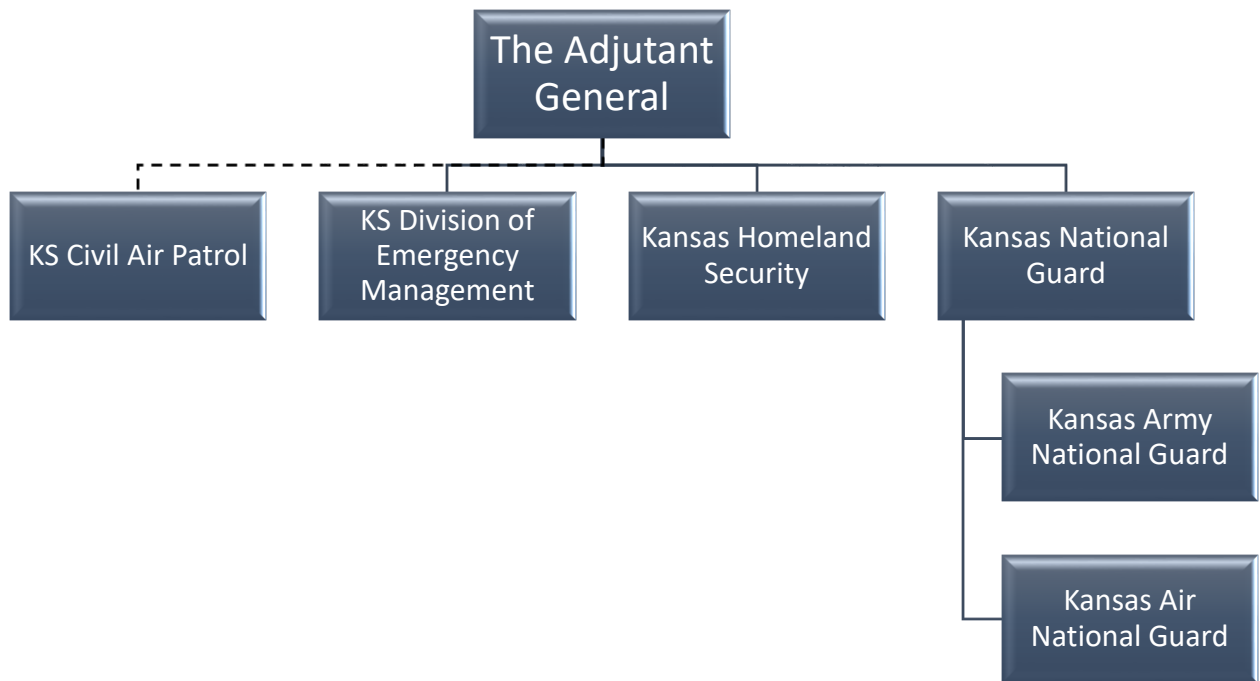


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THE ADJUTANT GENERAL'S DEPARTMENT ORGANIZATION

Figure 1. The Adjutant General's Department Organizational Structure



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THE DEPARTMENT’S VISION, MISSION, INTENT, AND VALUES

VISION:

The Adjutant General’s Department is ready, relevant, and engaged at home and abroad, serving our Communities, State, and Nation with teamwork, stewardship, duty, and respect.

MISSION:

The Adjutant General’s Department synchronizes multi-agency assets utilizing integrated planning, coordinates local, state, and federal resources provides equipped, trained and ready Army and Air Forces, rapid emergency management response, and cohesive homeland security capability to protect life and property in our state and protect national interests from both Kansas and abroad.

INTENT:

The Kansas Adjutant General’s Department effectively applies a unique set of capabilities and skill sets across a complex, complicated environment. The Department’s resources are maximized through increased efficiencies, innovation, internal development of talent and leveraging of appropriate partner capabilities. Continued focus on building and maintaining relationships with a wide range of partners, upon whom we most anticipate relying in an emergency, maintains a priority for the Department. Military elements provided in response to Federal requirements are deemed ready with minimal preparation and are immediately effective upon integration wherever they are employed.

THE ADJUTANT GENERAL’S DEPARTMENT VALUES



Figure 2. Department Values

ORGANIZATIONAL VALUES

Organizational values are the foundation of an organization. They describe the individual and departmental behaviors that will guide the Adjutant General's Department from where it is now, to achieving the mission and living the vision. Values are a driving force that leads the organization to success. The Department's values are a clear, concise and shared meaning of values/beliefs, priorities, and direction of the department, detailed so that everyone understands and can contribute to the successful accomplishment of the mission.

Ethical Fading:

Ethical fading occurs when the ethical aspects of a decision disappear from view. This happens when people focus heavily on some other aspect of a decision, such as task completion or mission accomplishment. People tend to see what they are looking for, and if they are not looking for an ethical issue, they may miss it altogether.

Leaders within the Adjutant General's Department embrace and acknowledge the foundational aspects of the Department's value system. Applying the values of Respect, and Duty, leaders avoid ethical fading and ensure all decisions remain ethical on the surface and at the core. Additionally, the remaining values of Teamwork and Stewardship are relevant to avoid ethical fading. Leaders must Steward reputation and influence, personally and professionally in all decisions and actions. Identifying and avoiding ethical fading is inherent in their responsibilities as a leader.

Teamwork - The collaborative effort of a team to achieve a unified goal or task. This concept emanates within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal. Critical to the effective expression of this value is the ability to quickly form and reform teams based on the mission and situation.

Stewardship - An ethic that embodies the responsible planning and management of resources. While the resources that typically spring to mind (funds, facilities, supplies, materials, environment, etc...) form a consideration in this ethic, there are some others, such as people, talent, reputation, and influence that are critical to the Department and our long-term health and sustainability. Just as we should be good stewards of our environment for future generations to enjoy, leaders in TAGD should be good stewards of the organization for future leaders to employ.

Respect - Treating people as valued and important members of a team. Respect is what allows us to appreciate the best traits and abilities of other people. Treat the members of our organization with respect due a hero...because they are. Treat the members of the communities we serve with the respect due an employee or boss....because they are.

Duty - Fulfill your obligations. Duty is the deep respect for adherence to the responsibilities voluntarily taken to a cause greater than yourself. Doing your duty means more than carrying out your assigned tasks. Duty means being able to

accomplish tasks as part of a team. You fulfill your obligations as a part of your unit every time you resist the temptation to take "shortcuts" that might undermine the integrity of the final product.



THE STRATEGIC OPERATIONAL APPROACH

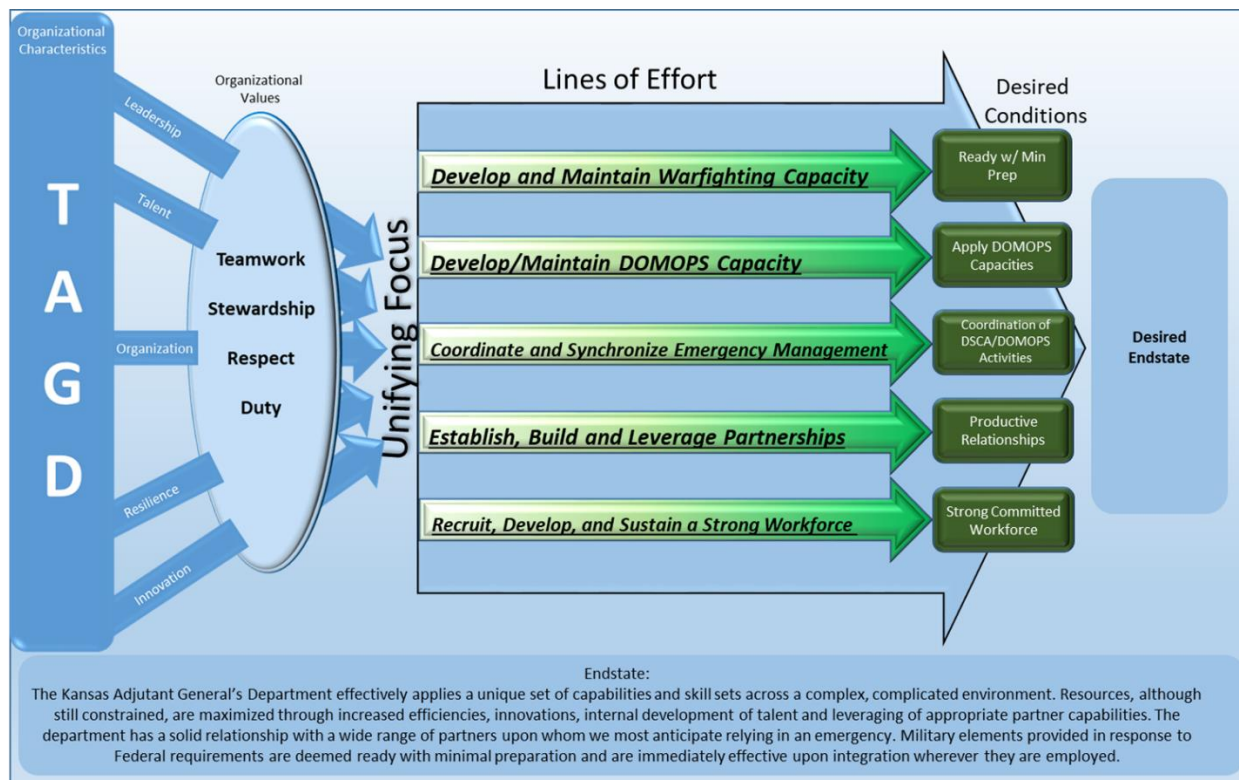


Figure 3. The Strategic Operational Approach

The Strategic Operational Approach (Figure 3) begins with the Adjutant General's Department lines of effort. These lines guide the Agency towards a set of desired conditions which lead to a desired endstate. The five lines of effort embody the core responsibilities of the Department; developing and maintaining a warfighting capacity, developing and maintaining domestic operations capacity, coordinating and synchronizing emergency management, establishing, building and leveraging partnerships, and finally recruiting, developing and sustaining a strong workforce. Through the accomplishment of these lines of effort, the Department not only meets its statutory obligations of the state and federal governments but more importantly, it meets the obligations to the citizens of Kansas and employees of the organization. To facilitate the accomplishment of the lines of effort, the Department emphasizes the innate characteristics found within the Agency. Officially defined as the Department's Organizational Characteristics, they provide a unique set of skills that are amplified by a foundational values system. Together, the characteristics and values amplify and empower employees and leaders to seek opportunity and advantage through disciplined initiative.

Operational Approach Vignette:

A rater conducts career and performance counseling with a subordinate. Leadership is employed in the pursuit of the Employee Care Objective supporting Recruit and Maintain a Strong Organizational Workforce through the lens of the Stewardship, Respect and Duty values. Duty and Stewardship drive the leader to embrace his or her role in developing future leaders in the organization in order to make the most of the investments already made in the talents of the rated employee. The rater addresses the subordinate with Respect knowing it will lead to greater acceptance of the points raised during the counseling.



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ORGANIZATIONAL CHARACTERISTICS

Organizational Characteristics are aspects of the organization that provide a unique capability, talent or skill, which are brought to bear on problems or challenges, both internally and externally. These characteristics directly reflect the performance of the organization and optimize a sense of culture throughout the Department. The unique Organizational Characteristics of the Adjutant General's Department are leadership, talent, organization, resilience, and innovation.

Leadership - The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. In a military setting leadership is an element of combat power which unifies the other elements of combat power.

Talent - The various skills and abilities (whether MOS/AFSC or civilian-based) resident within the workforce.

Organization - The ability to organize, reorganize or task organize on no or short notice to more efficiently or effectively complete a task or accomplish a given mission. Organization forms from the hierarchical structure we bring to any setting and the innate ability to rapidly build a team of individuals or subordinate units from diverse units.

Resilience - The mental, physical, emotional and behavioral ability to face and cope with adversity, adapt to change, recover, and learn to grow from setbacks. This trait applies to organizations as well as to individuals. It allows us to operate effectively in austere conditions with ambiguous or imperfect information or situational awareness.

Innovation - The development of better solutions that meet new requirements, unarticulated needs, or existing needs. Such innovation takes place through the provision of more-effective ideas, products, processes, services, technologies, or business models. This characteristic also includes maintaining an environment that facilitates individual and organizational learning and improvement. Enabled by leaders who actively seek 360-degree input, accept taking risks and underwrite responsible risk-taking by their subordinates. An innovation mind set leads to a deliberate approach to after-action reviews and time dedicated to reflect on and capture lessons learned, ensuring they are not simply lessons observed. The goal is not to establish an error-free organization but rather a healthy environment where mistakes are openly discussed, learned from and help frame the thinking of future leaders.

Organizational Characteristics:

A unique set of skills the Adjutant General's Department brings to bear on an array of situations or problems.

UNIFYING FOCUS OF VALUES AND CHARACTERISTICS

The Adjutant General's Department strategy begins with the Organizational Characteristics of the Department. These characteristics represent the knowledge, skills, and abilities of employees that are focused through a values lens (see Figure 3). These characteristics are foundational tenets of the Agency and are amplified through a values system, which provides focus on the accomplishment of an objective or task. The Organizational Values strengthen the already innate characteristics of the Department's employees providing a unifying focus toward mission accomplishment. Working together, the values system and unique characteristics enhance employee effectiveness while providing a foundational ethic throughout the Department.



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STRATEGIC LINES OF EFFORT (LOE)

There are five Line of Effort which focuses the Department's forward momentum toward establishing desired conditions and, collectively toward an end state. Within each LOE there are multiple Objectives that provide an overarching grouping of tasks, the accomplishment of which leads to the success of the overarching LOE. The events and/or tasks subordinate within the Objective are necessary individual or collective actions, which support the overall Objective. The Objectives will not necessarily be reached sequentially as some are ongoing requirements, while others are executed at different times by different elements of the department, based upon training or deployment cycle. Achieving desired conditions do not necessarily lead to the completion of an LOE as the LOEs are not simply about achieving a certain level of strength, capability or readiness but about maintaining it over time.

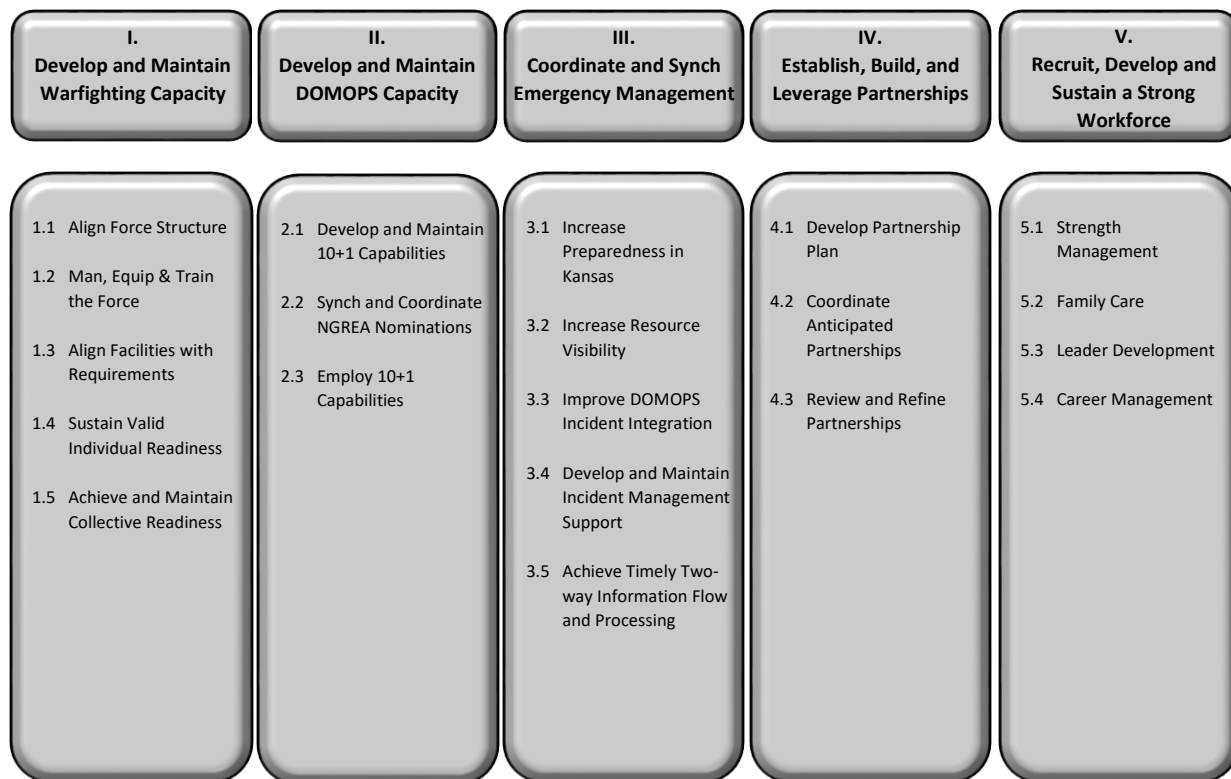


Figure 4. Strategic Lines of Effort

Line of Effort - Commanders synchronize activities along complementary lines of operations to achieve the desired end state. Lines of effort link multiple tasks with goal-oriented objectives that focus efforts toward establishing end state conditions.



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I. DEVELOP AND MAINTAIN WARFIGHTING CAPACITY

According to the 2018 National Defense Strategy, “the surest way to prevent war is to be prepared to win one. Doing so requires a competitive approach to force development and a consistent, multiyear investment to restore warfighting readiness and field a lethal force.” The Kansas National Guard (KSNG) embraces its dual mission in support of both the State of Kansas and the Nation. Developing and Maintaining the Kansas National Guard warfighting capacity begins with readiness. The cornerstone of establishing readiness is a balanced array of force structure, including combat and enabling forces that are suited for the state. Additionally, readiness includes resourcing appropriate levels of full-time support, modernization, and recapitalization of equipment, replacing and upgrading facilities, and recruiting and retaining the best Soldiers and Airmen. Conducting both individual and high-level collective training builds the readiness of the KSNG, develops leaders, increases retention, and increases our ability to respond quickly and effectively, saving lives and property.

1.1 Align Force Structure

Aligning force structure within the military elements of the Adjutant General’s Department intends to secure the most advantageous structure, which may be possible, for Kansas. The ability to align force structure is both limited and divergent between the two military services. When possible and advantageous, the process of gaining or divesting force structure will utilize a holistic analysis of capabilities, requirements, anticipated domestic application, and impacts to Soldiers and Airmen.

Tasks:

1. Analyze and Recommend Force Structure Changes.

Force Structure:

Is the combat-capable part of a military organization which describes how military personnel, and their weapons and equipment, are organized for the operations, missions and tasks expected from them by the particular doctrine of the service or demanded by the environment of the conflict.



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2. Submit Force Structure Requests to NGB.

Effect: The KSNG is made up of force structure that can provide a sustainable warfighting capability. Tailoring the force structure of the Kansas National Guard to Kansas demographics increases the readiness of KSNG capabilities. The force structure exploits the talents we have in our units, producing an effective combat force.



1.2 Man, Equip, and Train the Force

We must man, organize, equip, modernize and train our force for tomorrow's challenges. Departments and units are fully manned organizations with a motivated workforce trained in their specialty, properly equipped, functionally organized and appropriately stationed to meet the requirements. Military staffs must ensure the Department meets both state and federal levels of readiness for current and expected requirements. These will include measures such as providing recurring, rotational and sustainable capabilities to meet local and national command requirements. Figure 5 shows the process and elements of building readiness for military organizations.

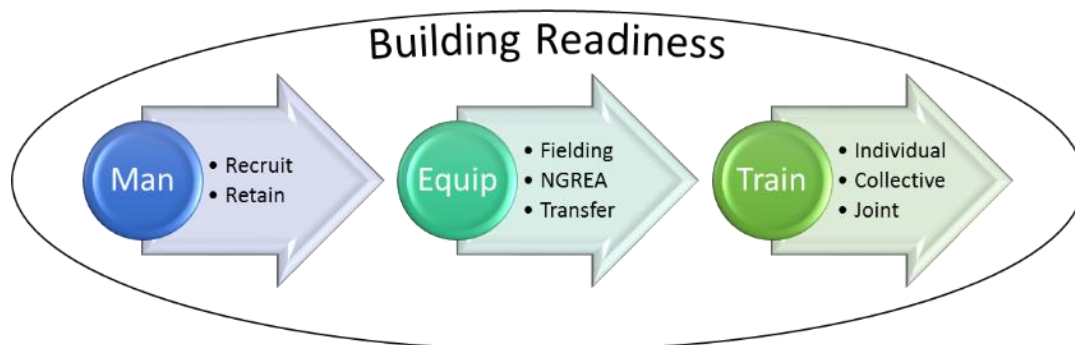


Figure 5. Building Readiness

Tasks: No Department-level tasks.

Effect: Units within the KSNG are prepared to conduct their Wartime mission as required. Our units have the required personnel assigned that are both equipped and trained to perform in combat. TAGD enables subordinate commanders through resourcing, external influencing, and removing obstacles that interfere with the successful execution of the objective.



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1.3 Align Facilities with Requirements

The Adjutant General's Department possesses numerous facilities throughout the State of Kansas. These facilities range from Readiness Centers in many counties and cities to shared space on McConnell AFB and Fort Riley. The alignment of current and projected facilities, with force structure requirements, is essential to capitalize on the training opportunities at our facilities and training areas. Many of the current Readiness Centers or department buildings were constructed using federal funding after World War II and resulted in a wave of new Armories. Final construction on many of these facilities in Kansas occurred in the 1950s using a standard model for specific types of units.

Those modes were typically small, simple brick buildings with spaces for offices and classrooms, a supply room, a vault, a big drill hall, latrines, and a kitchen. Today, many of these facilities are old, undersized, and inadequate to fully support the mission. Changes in force structure, demographics, and equipment quickly overburdened the operational capacity of many of our facilities.



Figure 6. Heartland Preparedness Center - Wichita, KS

The growing requirements for today's Readiness Center include fiber for internet access, larger storage areas for equipment, and a requirement to meet space and functional needs for demanding training. Through innovative training and programmed upgrades, many of these shortcomings are able to be mitigated. Leaders should utilize all available training facilities, ranges, and opportunities to provide realistic and challenging unit training. The Department continues to improve current facilities and working to replacing aging infrastructure when possible. Figure 6 shows the latest addition to the readiness center inventory the Heartland Preparedness Center in Wichita, KS. Future additions include the 35th Infantry Division Headquarters at Fort Leavenworth, KS.

Tasks:

1. Analyze and Request Changes to Facility Infrastructure
2. Realignment, Upgrade, and Improvement of Facilities

Effect: The KSNG has facilities that adequately support the logistical, administrative, and training needs of their supported units. Units occupy facilities that enhance their ability to increase collective readiness.

1.4 Sustain Valid Individual Readiness

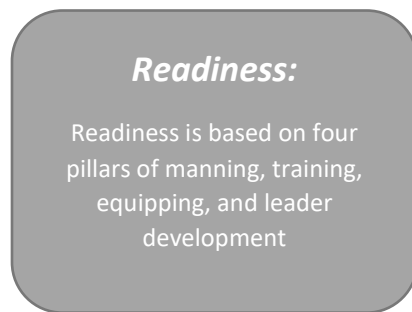
The foundation for deployability and maintaining a warfighting capacity is sustaining valid individual readiness. Unit readiness is directly related to individual readiness, with commanders at every level responsible for improving and maintaining Soldier and Airman individual readiness. The pillars of readiness include manning the force, training the individual Soldier and Airman, Equipping the force, and developing leaders. These pillars guide Kansas National Guard readiness efforts and necessitate metrics for accurate tracking and reporting of valid individual readiness across the force. Senior Commanders must identify Service specific individual readiness metrics and implement readiness tracking programs and processes. Individual readiness is built over time and services must maintain



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those highest levels achieved through the deployment/readiness cycles. The diagram displayed in figure 7 shows a Venn diagram which represents holistic individual readiness. The center of the diagram represents total readiness for an individual, whereas the further in any direction one travels equates to a loss of readiness in one or more categories. The diagram simplistically shows the overlapping requirements for holistic individual readiness.



Individual Readiness:

Medical – Soldiers and Airmen meet standards within all medical readiness categories for deployability; these standards derive from Individual services deployability regulation and policy. Commanders will conduct readiness checks to determine actions required to enhance Soldier and Airmen availability determinations. Commanders must comply with, and enforce the Soldier Readiness Program or Air Force mobilization requirements.

Command oversight of critical readiness programs, such as Individual Medical Readiness (IMR), directly impact and contribute to unit readiness.

Training – Individual training includes qualifications in MOSQ/AFSC, Professional Military Education, functional expertise and developmental training. Train the fundamentals first, focus individual training on performing basic tasks to a high degree of proficiency. Leaders assess whether or not their subordinates need to begin at the crawl stage. Training the fundamentals first allows for a smoother transition to more complex individual and collective tasks, such as those related to culture and foreign languages. Individual and collective training helps Soldiers and Airmen become more agile and innovative.

Leaders continually assess their own proficiency, that of subordinates, and that of their organizations. Leaders ensure training is relevant to individual and organizational needs, so their subordinates are prepared to meet mission requirements. Assessment of individual performance and organizational proficiency through the lens of training efficiency and effectiveness is how leaders evaluate their training programs. Utilization of Career Field Education and Training Plans as a comprehensive education and training document that identifies life-cycle education and training requirements, training support resources, and the minimum core task requirements for a specialty/MOS is a method to track and evaluate individual training.



Figure 7. Individual Readiness Diagram

Tasks: No Department-level tasks.

Effect: The KSNG has units that are manned with Soldiers and Airmen that are trained in their individual tasks and are medically and administratively ready to deploy. The KSNG maintains its warfighting capacity by being prepared to respond to contingency operations throughout the world. TAGD facilitates cross-service support, when required, to address service specific shortfalls or gaps.



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1.5 Achieve and Maintain Collective Readiness

The National Guard stands ready to fight our nation's enemies when called upon to do so. Our operational force is organized, manned, trained, equipped and funded around this fundamental task. Training develops tactical and technical, individual and collective skills through instruction and repetitive practice. Training readiness stems from attaining proficiency in individual and collective tasks. To do that, unit commanders develop their Unit Training Plan, focusing on the tasks to train, based on the higher commander's guidance. Collective training requires interaction among individuals and organizations to perform tasks, actions, and activities that contribute to achieving mission-essential task proficiency. Collective training includes performing collective, individual, and leader tasks associated with each training objective, action, or activity. Unit training occurs at home station, Combat Training Centers, and mobilization training centers. It also takes place in joint training exercises and while operationally deployed. Unit training develops and sustains an organization's readiness by achieving and sustaining proficiency. A helpful model for developing instructional training is the Instructional System Design model, represented in Figure 8. The model is often found in both military and civilian educational institutions. While generally helpful in developing institutional instruction the model may be implemented in any training environment.



Figure 8. Instructional Systems Design

Depending on the type of organization, incorporating both focused training and multi-echelon training is critical to achieving adequate collective readiness. Not all Kansas National Guard organizations conduct multi-echelon training, but all organizations do conduct focused training built around the individual or collective tasks associated with a particular unit or organization.

Focus Training – Focus training on collective tasks built around the unit's purpose, and/or assigned unit mission tasks and the higher commander's guidance. Purpose guided training strategies are synchronized to support readiness requirements. When properly employed, this training facilitates the unit's ability to perform its missions and employ unit specific capabilities.

Multi-echelon Training – Utilize multi-echelon training as a technique to minimize the effects of time constraints on training. Commanders should use multi-echelon training and enablers to "train as we fight" and ensure their units' mission readiness. Training events must have a focus, and multi-echelon training or enablers cannot change or overly distract the focus of a training event.

Tasks: No Department-level tasks.

Effect: The KSNG is ready to deploy units that are tactically and technically proficient in their assigned mission. Units are provided with realistic and relevant training opportunities that increase their collective readiness throughout the training/deployment cycle.





II. DEVELOP AND MAINTAIN DOMESTIC OPERATIONS CAPACITY

The Kansas National Guard supports local, state, and federal civil authorities in a multitude of domestic operations capacities. Almost all National Guard Civil Support is provided in Title 32 duty status or State Active Duty status under the command and control of the Governor. An essential part of responding to the needs of Kansans is the development and maintenance of an operational capacity. The organizations which provide this capacity reside in the Kansas Army/Air National Guard and the Kansas Wing of the Civil Air Patrol. Developing these organizations facilitates rapid and efficient response to domestic incidents.

National Guard Domestic Operations fall into three mission areas:

Homeland Defense — for which the Department of Defense (DoD) serves as the primary federal agency and military forces are used to conduct military operations in defense of the Homeland.

National Guard Civil Support — for which the National Guard serves in a supporting role to other primary state or federal agencies by assisting U.S. civil authorities at the federal, state, tribal, and local levels.

The National Guard Baseline Operating Posture — in which the National Guard conducts required planning, training, and exercises, as well as some ongoing mandated domestic operations.

The Adjutant General's Department conducts National Guard Civil Support missions to support civil authorities whose capabilities or capacity is insufficient to meet current requirements with general



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purpose, specialized, or unique Guard forces or capabilities. Additionally, the department responds to protecting the life, property, and safety of U.S. citizens and U.S. persons, to protect critical U.S. infrastructure, and provide humanitarian assistance during disaster response and domestic emergencies. The Department may provide support to designated law enforcement activities and operations and support designated events, programs, and other activities.

During the development and maintenance of domestic operations capacity, the Kansas National Guard utilizes the established framework of ten plus one (10+1) core capabilities for homeland readiness. The citizens of Kansas count on the Kansas National Guard's assets to be available to them within the first hours of a domestic incident. To meet the needs of the state, NGB developed the ten essential capabilities for National Guard Domestic Operations, which constitute the response framework. These capabilities are; Aviation/Airlift, Command and Control (C2), Chemical, Biological, Radiological, Nuclear, and high-yield Explosives (CBRNE) response, Engineering, Medical, Communications, Transportation, Security, Logistics, Maintenance, and Cyber.

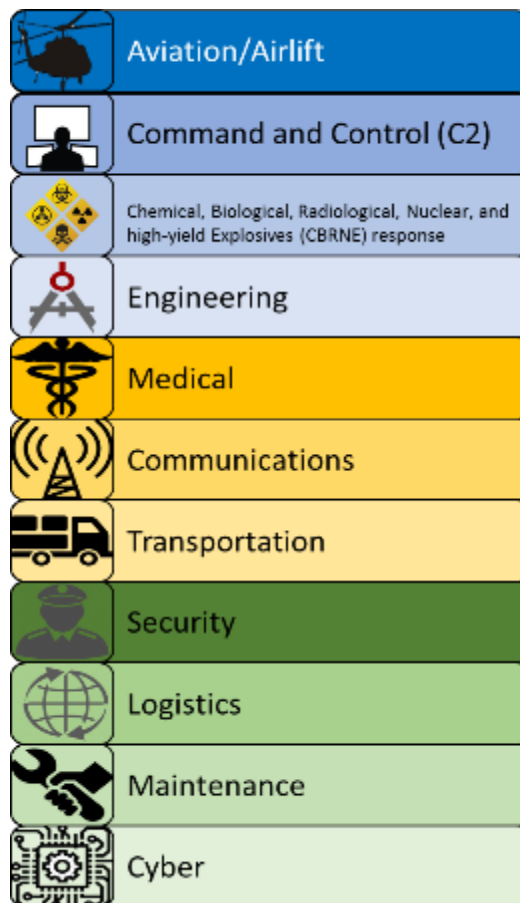


Figure 9. NGB 10+1 Essential Capabilities

The Kansas National Guard maintains situational awareness within Kansas while conducting mandated ongoing operations. To develop and maintain domestic operations capacity the Department conducts extensive training, deliberate planning, and preparation for routine and likely incidents.

2.1 Develop and Maintain 10+1 Capabilities

Most events which require KSNG assistance are no notice events, so it is imperative that leaders at all levels maintain readiness and develop contingency plans for National Guard Civil Support (NGCS) operations for not only the recurring mission assignments but for unforeseen events. This is accomplished by maintaining readiness within our ranks and the establishment of NGCS capability packages designed to fill gaps in our interagency partner's capabilities and plans. The KSNG must ensure readiness across all levels including Personnel, Equipment, and Training. The most important element of Developing and Maintaining Domestic Operations is an ongoing assessment of what capabilities exist and at what level they exist at all times. This assessment allows the KSNG to react immediately and support contingency operations throughout the state.

Tasks:

1. Running Estimate of Asset Availability
2. 10 +1 Force Structure Crosswalk
3. Equipment Fielding and Request

4. Equipping through NGREA
5. Designated JTF-State
6. Maintain KS WMD-CST

Effect: The TAGD possesses the essential capabilities to provide civil authorities assets that save lives, protect property and help communities recover from catastrophic events. This includes the ability to accurately assess, track, and report on existing capabilities and capability gaps due to mobilization or readiness shortfalls.

2.2 Synchronize and Coordinate National Guard and Reserve Equipment Appropriations (NGREA) Nominations

Through the National Guard and Reserve Equipment Appropriations (NGREA), the Kansas Army National Guard (KSARNG) and the Kansas Air National Guard (KSANG) are able to procure equipment were current shortfalls exist in both on hand equipment and equipment modernization. This Defense-Wide Procurement Appropriation complements each Reserve Components' base appropriation by providing additional resources to increase preparedness. Each department conducts a detailed analysis to determine where capability gaps exist. This analysis combined with direct coordination with National Guard Bureau allows the Kansas National Guard to focus its NGREA nominations on critical dual-use equipment that benefits both its Domestic Support Operations as well as its Title 10 War Fighting mission.

Tasks:

1. Synchronized Kansas National Guard NGREA Nominations
2. Submit Kansas National Guard NGREA Nominations

Effect: Synchronizing and coordinating KSNG NGREA nominations in accordance with NGB nomination processes in order to comply with congressional requirements and increase the potential for acquiring equipment through NGREA.

Values Vignette:

At the end of his first year in position, a Battalion Command Sergeant Major brings his assigned driver in for counseling. The driver is a great Soldier, knows everything about his duties and has shown a talent for anticipating the needs of the CSM. They've developed a mutual trust in one another but the driver has been in the position for three years. After providing his driver positive feedback on his performance over the past year, the CSM tells him he's going to be reassigned to a position within his MOS.

What values are reflected in the CSMs actions?

Stewardship – Even though he had a great Soldier serving him, the CSM made the decision to get the driver into another position that would allow for his professional growth. The CSM saw a potential future leader if he could get additional experience in his chosen field.

Duty – Even though the driver's performance had been excellent, the CSM took the time to counsel him. Every employee has earned the right to receive personal feedback from his or her supervisor. Even more important is the feedback and course corrections that would occur between the start of the rating period and the end in order to allow the employees time to make improvements to their performance in time to influence their final evaluation.



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2.3 Employ 10+1 Capabilities

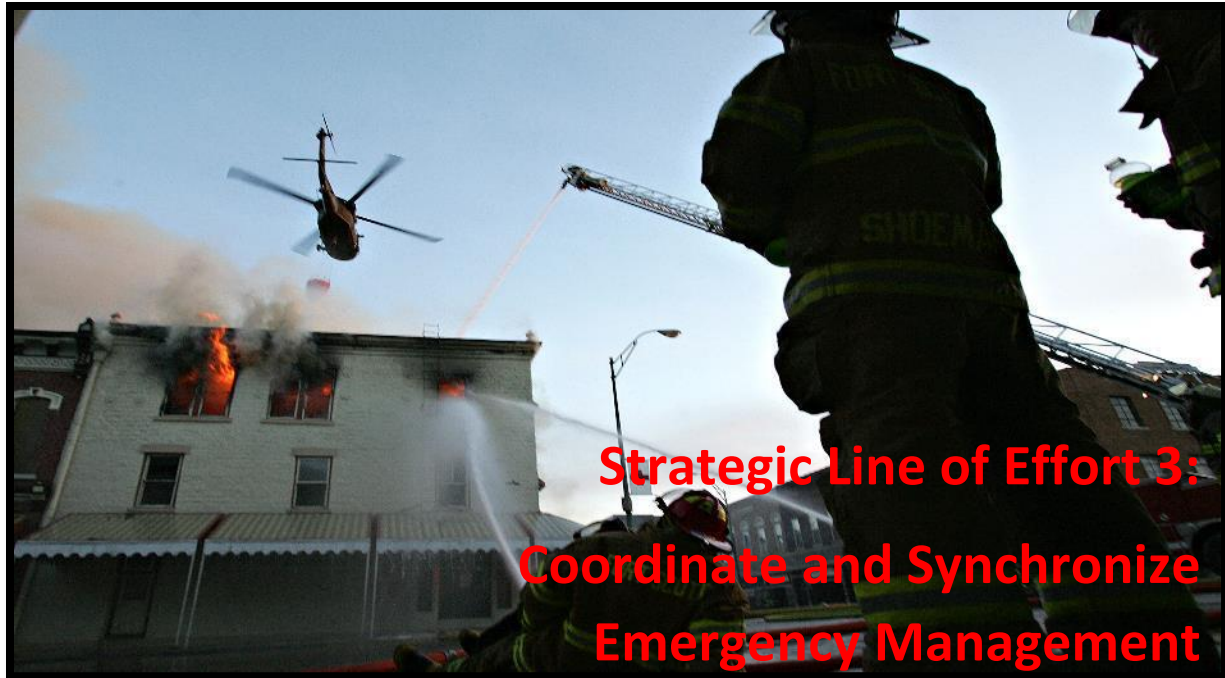
The employment of Kansas National Guard capabilities during a domestic response, begins with anticipation of an incident, or emergency, within Kansas or any other State that may request mutual aid from The Adjutant General's Department. The anticipation of an incident accounts for three distinct types of events. The first, an event that is predictable with some notice and time for preparation before the event. The second, an event where there is little notice, but the department can marshal equipment and personnel before the full impact of the event. The final, and most difficult, is a no-notice event, where there is no preparatory time for mobilization of resources before the full impact. Regardless of the type of event, The Adjutant General's Department, plans, trains, and exercises all capabilities to respond effectively and efficiently.

Tasks:

1. Joint Operation Center (JOC) / Emergency Operations Center (EOC) Activation
2. Kansas National Guard Domestic Operations Employment
3. Kansas National Guard Domestic Operations Transition

Effect: The timely employment of TAGD capabilities in accordance with the anticipated response for equipment and personnel to meet the needs of local and regional partners.





III. COORDINATE AND SYNCHRONIZE EMERGENCY MANAGEMENT

The Kansas Emergency Management Program consists of multiple partners that include government agencies (local, state, federal), tribal, private sector, and non-profits organizations with varying levels of support provided. To effectively and efficiently prepare for, mitigate against, respond to, and recover from a disaster or emergency that impacts the State of Kansas. Emergency management partners must coordinate and synchronize efforts to deliver necessary resources promptly. The whole-community effort and shared responsibility, across all layers of government and partners, is a nationally recognized best practice embraced by Kansas. Within the State of Kansas the emergency management program is managed by the Kansas Division of Emergency Management (KDEM), supported federally, and executed locally. During an emergency or disaster, requests for

assistance are made by county emergency management, and the KDEM coordinates the delivery of state or federal assistance from Program partners. KDEM's preparedness responsibilities are to build partner relationships, develop practical response/recovery capabilities, and ensure actionable information can be delivered to decision-makers during an incident.

3.1 Increase Preparedness in Kansas

The aim of the Emergency Management Program is to develop a secure and resilient Kansas with the capabilities required across the whole community to prevent, protect against, mitigate,



Figure 11. Phases of Emergency Management

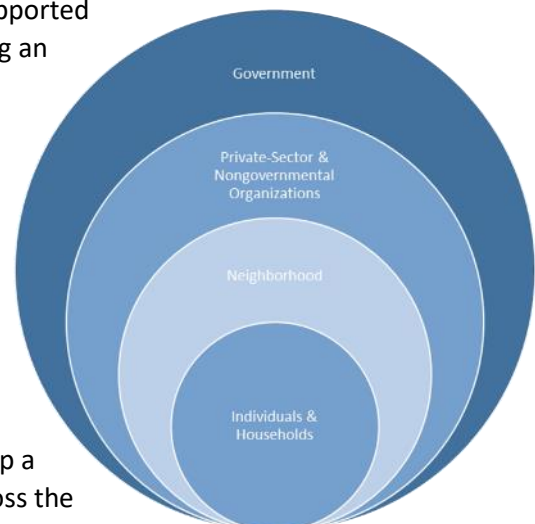


Figure 10. Preparedness: A Shared Responsibility



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respond to, and recover from the threats and hazards that pose the greatest risk. The National Preparedness Goal defines 32 required activities that our Program must be prepared to execute called core capabilities. The Program must analyze the whole communities' ability to successfully provide these core capabilities and apply effort to improve effectiveness to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.

Tasks:

1. Identify and Address Capability Gaps

Effect: The identification of core capability gaps within the emergency management program will allow for the applied focus of limited resources on priority gaps to improve operational preparedness for and reaction to catastrophic events within Kansas.

3.2 Increase Resource Visibility

Effective emergency or disaster response is reliant on systematically managed resources including personnel, equipment, teams, and facilities. No single community owns all the resources to address disaster needs. With awareness of intrastate assets that can assist during a disaster, the Program can leverage each jurisdictions resources, engage the private sector for disaster contracts, involve volunteer organizations, and encourage the implementation of the Kansas Mutual Aid System. The identification of resources within the Program additionally enables accurate capability estimations and identification of resource shortfalls. Once resources deploy for incident response/recovery, there must be effective processes in place to track the asset which allows for preparations to receive the resource by the requesting jurisdiction, protects the safety and security of the resource, and enables resource coordination and timely movement.

Task:

1. Pre-incident Identify Intrastate Resources
2. Increase Accountability of Incident Response Resources

Effect: The increase in intrastate resource identification and Program visibility will lend itself to enhanced response time, resource reliability, and the increased accuracy of pre-incident planning assumption and considerations. Improved incident accountability processes will increase responder safety, decreases incident response cost, and improve disaster documentation and reimbursement processes.

3.3 Improve DOMOPS Incident Integration

The KSNG provides numerous disaster response capabilities that the Kansas Emergency Management Program relies on to support known capability gaps that exist within local jurisdictions. However, these capabilities have limited opportunities for incident deployment and interaction with local incident command personnel. An understanding of the emergency management process to include resource ordering, the Incident Command System (ICS), and immediate response constraints is necessary to seamlessly integrate KSNG assets into local disaster response. Identifying and engaging in opportunities to participate in emergency management exercises will allow for capability improvement pre-disaster.

Task:

1. Conduct DOMOPS Integration Training



2. Increase KSNG/CAP Involvement in Emergency Management Exercises

Effect: The delivery of KSNG DOMOPS training and integration in emergency management exercises will improve KSNG effectiveness in fulfilling program shortfalls to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.

3.4 Develop and Maintain Incident Management Support Capabilities

The Kansas Emergency Management Program is state maintained, federally supported, and locally executed. Within Kansas Statute, each county is responsible for emergency management and coordination of response to a disaster. It's recognized and accepted that no single jurisdiction is capable of supporting the response and coordination needs of a catastrophic event. The Program must bolster mutual aid and incident management capabilities to support local responsibilities and effectively meet the immediate disaster needs of Kansans.

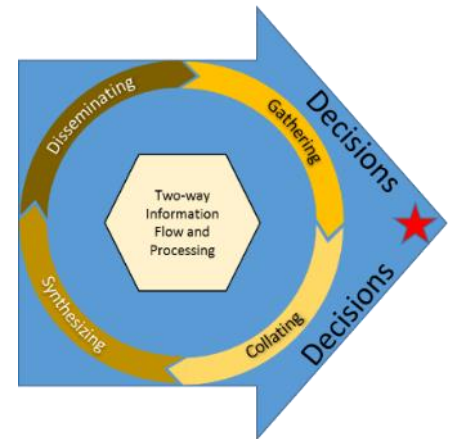
Task:

1. Build Statewide Mutual Aid Coordination Mechanisms
2. Enhance Incident Management Team (IMT) and EOC Support Team Capability

Effect: The improvement of mutual aid coordination will enhance the response time of needed resources owned by political subdivisions of the State of Kansas. This will decrease disaster response cost and increases life safety, protection preservation, and incident stabilization. The enhancement of incident management capabilities will support local organizations and enable those responsible for disaster response to execute their mission.

3.5 Achieve Timely Two-way Information Flow and Processing

Situational awareness is imperative in disaster response to save lives and mitigate cascading consequences. The process of continually gathering, collating, synthesizing, and disseminating incident information to all pertinent partners enables decision-makers, to include responders, emergency management personnel, and elected officials, to make the best decisions possible. Without two-way information flow or integrated approach between partners, the response would be severely delayed, less effective, and costly. This information flow can be accomplished through the development and use of common plans and interoperable equipment, processes, standards, and architectures.



Task:

1. Improve Situational Awareness for Incident Decision-Makers

Effect: Improved situational awareness for initial disaster impacts will improve disaster response time by allowing local and state decision-makers to understand the gravity and magnitude of the incident. Continued incident information flow will increase operational effectiveness and resource efficiency. Immediate identification of cascading hazards by first responder's on-scene and the subsequent notification of all levels of emergency management personnel will increase responder and citizen safety and allow for the timely deployment of incident stabilization resources.



IV. ESTABLISH, BUILD, AND LEVERAGE PARTNERSHIPS

The breadth of the Adjutant General’s responsibilities require the constant facilitation and strengthening of partnerships ranging from local to international, and encompassing the private sector, intergovernmental, academia and non-governmental (NGOs) entities. As the Department faces an increasingly complex future where specific and implied responsibilities are outpacing available resources, a professionally run partnership effort will be crucial for the successful completion of the Department’s responsibilities to the people of Kansas and the United States of America. Past Departmental partnership efforts have relied too much on individual relationships and are often developed in reaction to events or problems, versus being proactive in nature where individual efforts are professionally administered; designed for sustainability and growth over time. The Department can and must do better. By developing a systematic approach to partnership development, Departmental efforts and precious resources can be utilized efficiently, produce tangible results and increase trust with our partners.

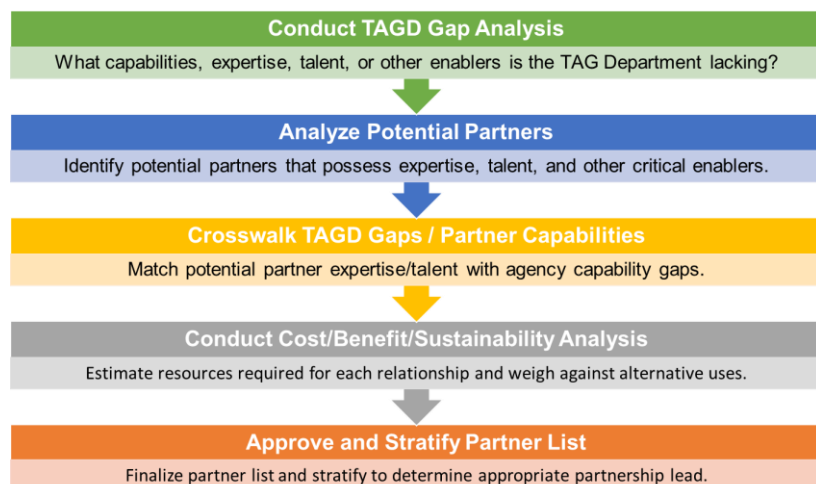


Figure 12. Partnership Analysis and Approval



Few problems the Department will face in the next two decades will be solvable without the collaborative efforts of partners from a wide range of fields and disciplines. In this way, partnerships are unquestionably crucial to the long-term success of this strategy. By pooling resources toward the execution of our shared responsibilities, partner agencies and the Department will both enjoy greater overall success and a significantly expanded set of capabilities beyond those any single entity can afford alone. Beyond mere resource sharing, partnerships built on deep trust and shared responsibility inherently yield access to different perspectives, wider ranges of skillsets and expanded problem-solving abilities. These are key components to success in an unpredictable future where adapting to the unexpected will become the norm.

4.1 Develop a Partnership Plan

To ensure that partnership efforts are professionally analyzed, planned, executed and managed, it's vital that a consistent methodology is followed. The Department will operate in a constrained resource environment for the foreseeable future and must focus its efforts on the types of partnerships most likely to produce positive and tangible results. That begins with an examination of where the Department's capabilities and skills fall short, followed by a detailed look at potential entities which might be promising to engage, a comparison of the Department's needs with the potential partners, then an estimation of the amount of resources likely to be expended to sustain the partnership. Finally, the Department develops an officially approved list of potential partner agencies, NGOs, private sector businesses, and academic institutions, along with a general engagement plan.

Tasks:

1. Conduct Partnership Analysis
2. Prioritize and Stratify the List of Potential Partners
3. Stratify Partnerships and Assign Agency Lead

Effect: The Department will have a well analyzed and prioritized list of potential partners and a general engagement plan designed to produce healthy partnerships which yield mutual trust, expertise, talent, and other critical enablers.

4.2 Coordinate Anticipated Partnerships

After initial planning has occurred, the Department will assign a partnership lead, define the objectives of the partnership from both the partner and Department's perspective, execute the written partnership plan and adjust as necessary. Although current partner efforts have produced positive results, many were entered into without deliberate planning methodology or controls. In a resource-constrained environment, this approach is not advisable and places the Department at unnecessary risk.

Tasks:

1. Define Partnerships Objectives and Talking Points
2. Identify Partner Objectives
3. Execute Engagement and Capture Partnership Feedback

Effect: All Department partnerships will be professionally managed according to an approved plan with targeted objectives focused on earning the trust and influence of key policymakers and stakeholders. Additionally, the Department's overall competency in interagency partnership development and management will increase over time.



4.3 Review and Refine Partnerships

An essential component of any Departmental effort requiring a sizable expenditure of resources is an assessment period. That assessment must be followed by the decision to continue as is, make adjustments, or end the current effort if targeted results/objectives aren't being produced. Forming relationships between the Department and other entities is a positive development, but a formal partnership requires additional resources and higher expectations of defined results. Those results must be balanced and managed against leadership expectations so that long-term strategic decisions can be made.

Tasks:

1. Assess Partnership Success
2. Assess the Future of Each Partnership
3. Stratify, Reduce, or Modify Partner List

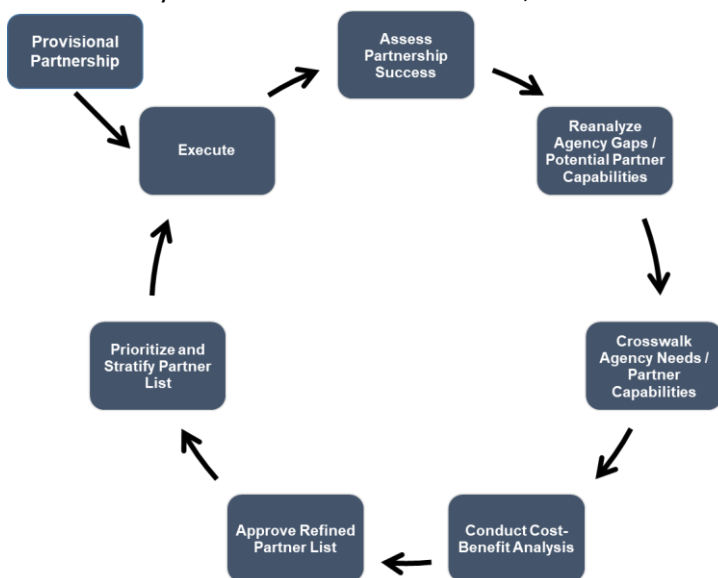


Figure 13. Partnership Refinement Process

Effect: The Department's partnership efforts will be focused, effective, and produce key enablers necessary to protect the lives, property, and way of life of our citizens. The Adjutant General will have the key information necessary to make sound decisions about Departmental partnerships.



Armenian Soldiers visit the 891st Engineer Battalion, Kansas Army National Guard



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V. RECRUIT, DEVELOP AND SUSTAIN A STRONG WORKFORCE

To maintain our unique and talented force, we have to ensure the well-being of our Soldiers, Airmen, and Employees, including support for our families and employers. Recruiting, developing, and retaining a high-quality military and civilian workforce is essential to the accomplishment of our mission.

Developing leaders who are competent in state and national-level decision-making requires a broad understanding of the law, policy, and regulatory requirements. This level of understanding only comes from a diverse education and experience talent management system. Within the civilian workforce, the Adjutant General's Department requires a motivated, diverse, and a highly skilled pool of employees. We value and emphasize experience, new skills, and divergent thinkers to complement our current workforce.

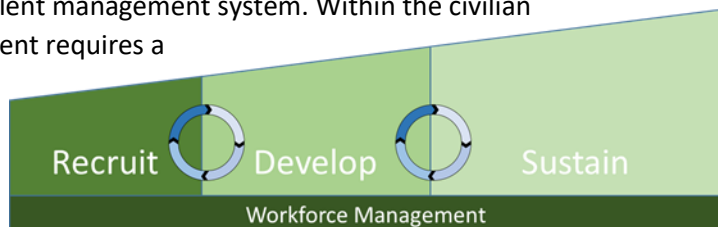


Figure 14. Workforce Management Model

Respect throughout our ranks is paramount, and we will always strive to seek and embrace diversity. A diverse workforce capitalizes on the contributions of persons of distinct ethnicities, races, cultures, and backgrounds. Leveraging these differences enhances the workplace environment, helps to eradicate discrimination, and increases organizational efficiency and productivity. Through personal leadership and involvement, all employees will proactively support and promote the Department's equal opportunity programs to achieve a more diverse workforce and promote a workplace free of discrimination and harassment.

5.1 Strength Management

Comprehensive strength management allows the Adjutant General's Department to provide a ready operational reserve that is state responsive, regionally supportive and globally engaged; using a professional and ethically led force that is an indispensable partner in today's volatility and uncertain environment prepared to respond to the needs of our communities, State, and Nation. Building comprehensive strength management begins with developing teams both internally to the Department and externally with partners. Expanding individual and organizational spheres of influence helps to build strength and identify highly skilled professionals to recruit and internally to develop.



Figure 15. Strength Management Model

Tasks:

1. Develop a Fully Manned and Trained Recruiting Force
2. Increase Lead Generation
3. Meet Enlisted Accession Goals
4. Retain Qualified Members of the Department and Manage Attrition

Effect: Meeting the officer and enlisted accession goal primarily through non prior service gains will allow for end strength growth through retention of qualified Soldiers and prior service gains (Intra-State Transfers and Inter-Service Transfers).

5.2 Family Care

The objective of family care is to assist when required and enable proactive education, empowerment and lasting connections between the Adjutant General's Department and family members of the Department's employees. A strong foundation for employees of the department begins with strong families, who are able to overcome obstacles and challenges. Family care emphasizes personal growth, positive development, and improved individual and family functioning. To facilitate these attributes the Adjutant General's Department provides assistance, empowerment, information and a lasting connection between Department leadership and employees and their families.

Inform – Education and enrichment services that focus on helping families build and maintain healthy relationships, strengthen interpersonal competencies and problem-solving skills, and master respective roles, tasks, and responsibilities throughout the family life cycle.

Empower – Through support services, give families the proper information and tools to foster self-determination and enable them to represent their interests in a responsible method. It is the process of becoming stronger and more confident in one's own actions and decision-making process.



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Assist – Assisting leaders in preventing, identifying, and addressing family readiness-related challenges in order to maintain cohesion and operational readiness.

Connect – Forming bonds, relationships, and contacts are important in the empowerment process and providing preemptive assistance to employees and families. These connections build trust and part of building trust is forming human connections and being dependable, trustworthy, and empathetic.

Tasks:

1. Inform Families
2. Empower Members of the Department and their Families
3. Assist Members of the Adjutant General's Department and Families
4. Connect with Members and Families

Effect: TAGD personnel maintain awareness of the challenges of having a serving family member and ensure open lines of communication and ease of access to appropriate services available to family members. Families understand the challenges/benefits of serving, can access the appropriate services/benefits as required and support the continued service of their family member. The distraction of department employees by family issues are minimized.

5.3 Leader Development

The Adjutant General's Department is committed to training, educating, and developing all its leaders, including civilians, officers, warrant officers, and noncommissioned officers, to lead the Department in complex and challenging environments. A critical aspect of leader development is training and education to develop agile leaders and prepare them for current and future assignments. Leader development is achieved through the career-long synthesis of the training, education, and experiences acquired through opportunities in the institutional, operational, and self-development domains.

Self-Development – A planned, dimension-based, progressive, and sequential process the individual leader uses to improve performance and achieve developmental goals. Self-development is a continuous process that takes place during institutional training and education and operational assignments. It is a joint effort that involves the leaders and the commander or supervisor. Self-development actions are structured to meet specific individual needs and goals. It starts with an assessment of leadership skills, knowledge, and potential. Commanders or supervisors assist the individual to identify strengths, weaknesses, and developmental needs.

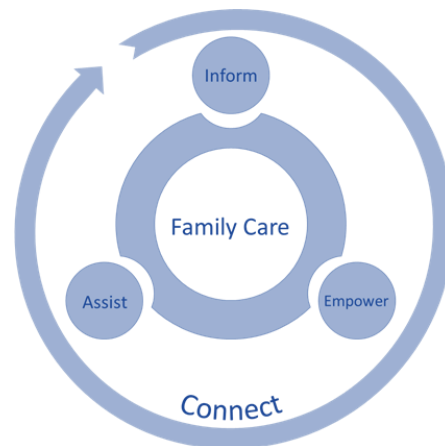


Figure 16. Family Care Model

Professional Experience – The skills, knowledge, and practice derived from years of experience performing the functions within a skillset or specialty. Professional experience is the practical application of institutional and self-development training with the addition of coaching and mentorship.

Leader Development:

Leader development is the deliberate, continuous, and progressive process that grows Soldiers, Airmen and Civilians into competent, committed professional leaders of character. Leader development is achieved through the career-long synthesis of the training, education, and experiences acquired through opportunities in the institutional, operational, and self-development domains.

There is no substitution for professional experience across a range of developmental, functional or broadening assignments.

Institutional – The education centers and schools that provide initial training and subsequent functional training and professional education for Soldiers, Airmen, and civilians. The institutional sphere includes advanced civil schooling, training with industry, and fellowships to supplement leader education. The institution provides the knowledge and develops the leadership attributes and competencies at the right time necessary for increased responsibility at the current and future rank or grade.

Talent Management – Talent management complements leader development. Talent management takes into account the individual talents of our Soldiers, Airmen, or civilians’ knowledge, behaviors and the potential they represent. We look to develop and emplace well-rounded leaders based on the talents they possess—talents that derive not only from operational experience but also from broadening assignments, advanced civil schooling and professional military education and demonstrated interests.

Tasks:

1. Establish and Maintain Formal Leader Development Programs
2. Increase Active Mentorship
3. Establish Tools for Guided Self Development
4. Ensure Timely Professional Education Attendance
5. Conduct Deliberate Developmental Assignment Processes
6. Increase the Number of Degrees and Credentials Throughout the Department

Effect: TAGD develops leaders across all cohorts which results in increased organizational effectiveness, the greater capability of individuals to successfully perform in positions of increased responsibility, and provides a larger pool of capable candidates from which to select for key duty positions.



Figure 17. Leader Development

5.4 Career Management

Career management is a focused effort to develop a pool of talented employees as well as enhance their career satisfaction. Successful career management results in an improvement in the efficiency of the organization, ultimately resulting in improved service to our community and nation. Proper career



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management within the Department includes a balance between organizational workforce requirements and individual career needs. The Department acknowledges that employees have their own goals and aspirations and want to attain their career ambitions. A functional career management system is a mechanism that takes both requirements into consideration and develops methods and paths to best meet their objectives.

Adjutant General's Department Career Development System:

Career Decisions: Leaders provide growth opportunity and guidance, through mentorship and experience opportunities, to employees as well as junior leaders to assist with career decisions. Through mentorship and broadening opportunities, subordinates gain insight on different career paths and direction, which helps guide future decisions.

Career Management:

Career management is the combination of structured planning and active management between the individual and organization, to best utilize employee talents within the organization, to produce superior results and member satisfaction.

Utilization of Employee Skills: Leaders who know their subordinates, know their individual talents and skills. Employing these talents and skills where they best benefit the Department creates an advantage for both the agency as well as the employee.

Goal Setting: Setting realistic goals and expectations helps both employees and leaders understand what is feasible and acceptable.

Creating a Pool of Talented Employees: Leader Development facilitates the creation of a pool of talented employees and future leaders of the organization. Providing employees a blend of developmental, broadening and functional assignments creates a pool of employees who can fill multiple assignments in their current grade/rank, as well as the potential to fill senior-level positions in the future.

Communication: Communication traits the Department emphasizes and values are 'truth to power' and honest communication. Employees should strive to provide clear and concise communication in their spoken, written and electronic media. Leaders will provide feedback to employees on their performance, so they understand the expectations and both their strengths and weaknesses.

Tasks:

1. Establish Career Maps
2. Establish Senior Advisors for Military Occupational Skills and Air Force Specialty Codes
3. Assign Members based upon Developmental Needs
4. Develop a Feedback Plan for all Selections
5. Execute Civilian Development

Effect: TAGD employees have a clear understanding of what is required to meet their personal and career goals within the department. Employees have realistic expectations for their career and place trust in the process of selections, promotions and hiring actions. Employees have ready access to career counseling that empowers them to make decisions based on information tailored to their situation. Critical talent is retained in the department.



MEASURING AND ACHIEVING RESULTS

The 2019-2024 Adjutant General's Department Strategic Plan contains Strategic Goals and Objectives designed to guide the Department's actions over the next five years. These goals and objectives help keep the agency moving in the correct direction by avoiding several heuristics which historically derail progress and create confusion. Through the identification of performance measures leaders and members of the Adjutant General's Department are able to determine cause and effect when metrics do not align with goals and objectives.

Appendix A is the Adjutant General's Department assessment of individual objectives within the five overarching lines of effort for the Department. This Appendix includes specifics on performance measures.

The responsibility for reporting the results of each Agency to the Adjutant General resides exclusively with the agency director. When consolidating the Agency assessment, the directors will evaluate the data available with the following objective analysis.

1. Clearly define how the objective relates to the Agency and how the assessment relates to the effectiveness of operations.
2. Develop a theory of cause and effect – what are the linkages within the objective or task that relate to other objectives and tasks, which are impacting the assessment. What can the Department do to strengthen linkages or remove obstacles?
3. Evaluate the statistics – what are the numbers saying and does the picture they portray represent the situation. If the statistics are not representative of the current state, what changes are required?

The Adjutant General's Department operates in a fluid and shifting environment, and all Agencies must remain flexible and adaptable with how we measure and defines success. Appendix A is a baseline for initial measurements, and it is the responsibility of subordinate Agencies and leaders to identify weaknesses and shortfalls with the assessment methodology and provide recommendations to The Adjutant General. Planned ongoing refinement of the strategic direction over the next five years will ensure that we are well positioned for the future.

What is a Heuristic?

A heuristic is a mental shortcut that allows people to solve problems and make judgments quickly and efficiently. These rule-of-thumb strategies shorten decision-making time and allow people to function without constantly stopping to think about their next course of action.



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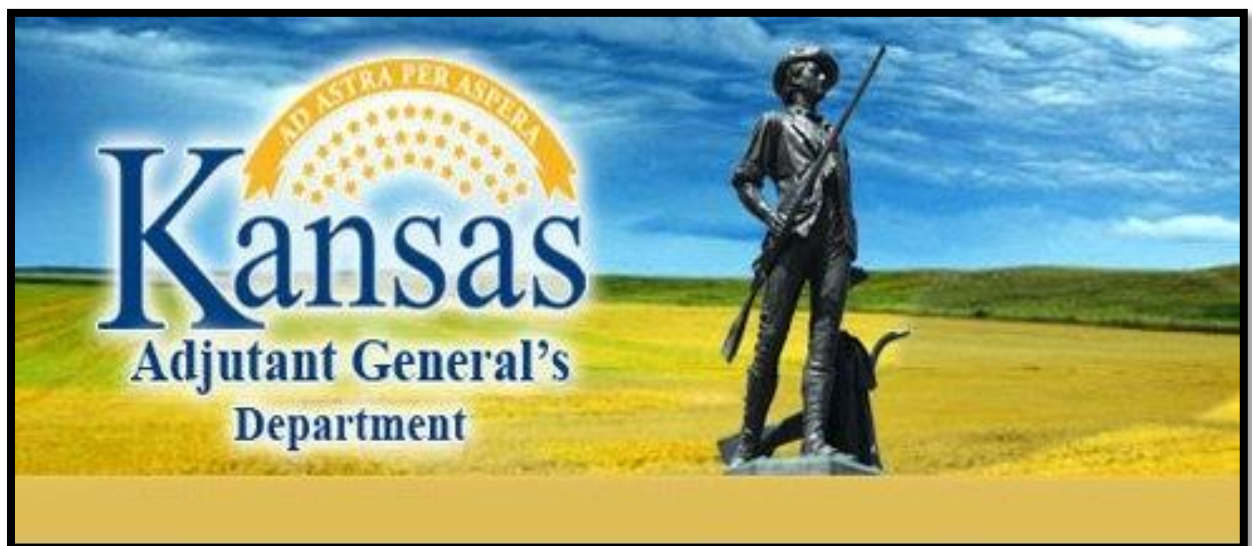
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CONCLUSION

This Strategic Plan is not only the Adjutant General's Department path forward as an Agency, but also describes a future state of a vision for the Department working together to improve response, training, and partnerships. The strategy is nested with current projects and initiatives, which will improve implementation and efficiency across the Agency. Accomplishing the objectives laid out in this strategy is no small act and will require coordinated leadership, unity of effort, and buy-in throughout the Agency.

An integral part of this strategy is developing an organizational culture that is representative of our history, service, profession, and values. Successful implementation of this strategy will result in cultural change, which is communicated through a clear vision, an embodied values system, and engagement with partners and stakeholders. The Department improves through the establishment of clear roles and responsibilities, radical transparency, continuous improvement, and extended communication both internally and externally.

The Department's culture will reinforce its mission, goals, and strategies through common norms, values, and organizational characteristics/traits. This Strategic Plan presents an outstanding opportunity for our Agency to improve by simplifying and unifying our processes, strengthening our workforce, and building new and stronger partnerships.



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