



2019-2024

# Strategic Plan - Summary

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 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 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.

## 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.



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## ORGANIZATIONAL VALUES

Organizational values are the foundation or bedrock 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.

**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 to 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.



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## 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.

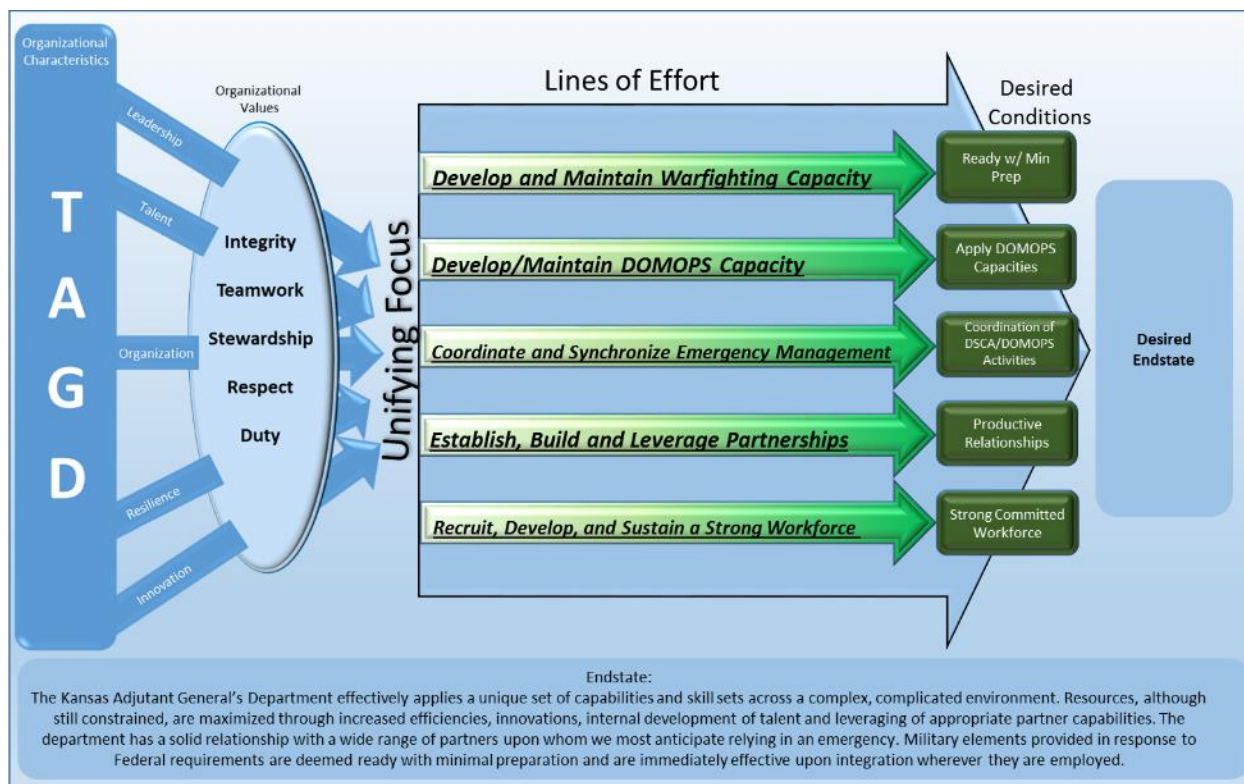


Figure 1. The Strategic Operational Approach

## 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.



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**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.

## 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.

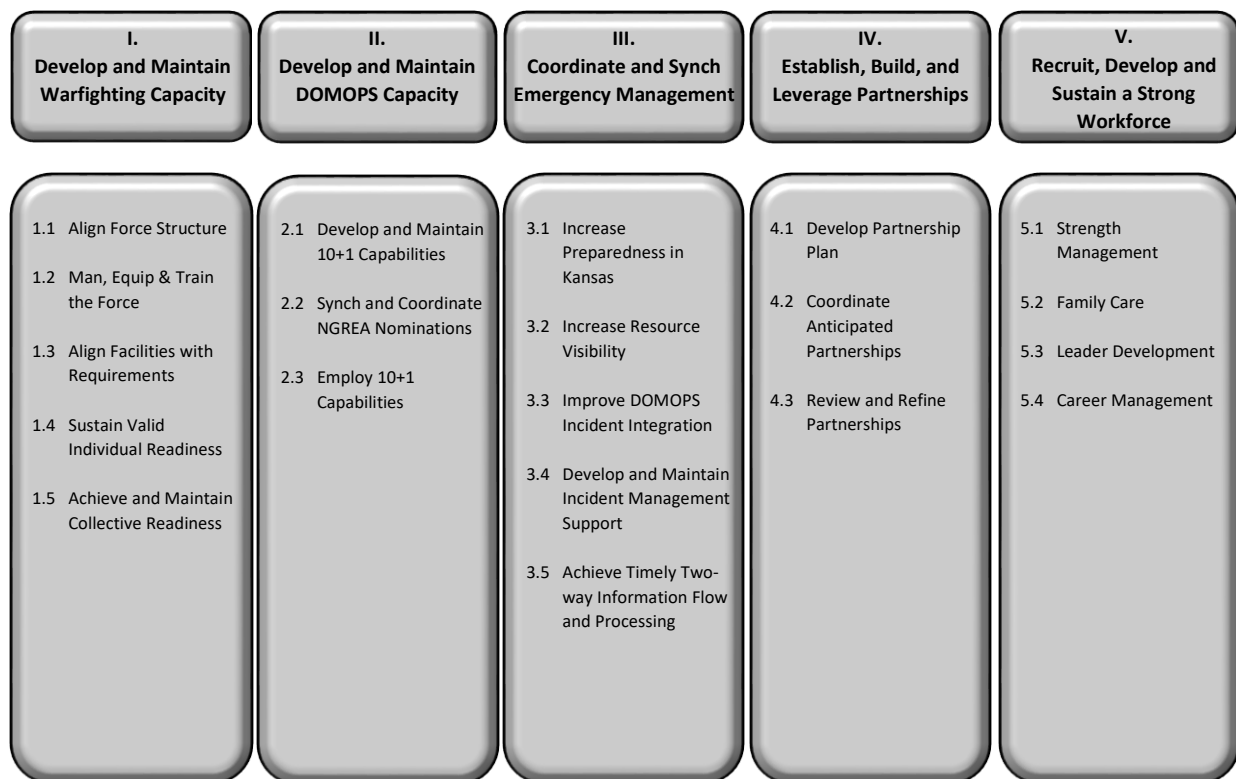


Figure 2. Strategic Lines of Effort



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## 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.

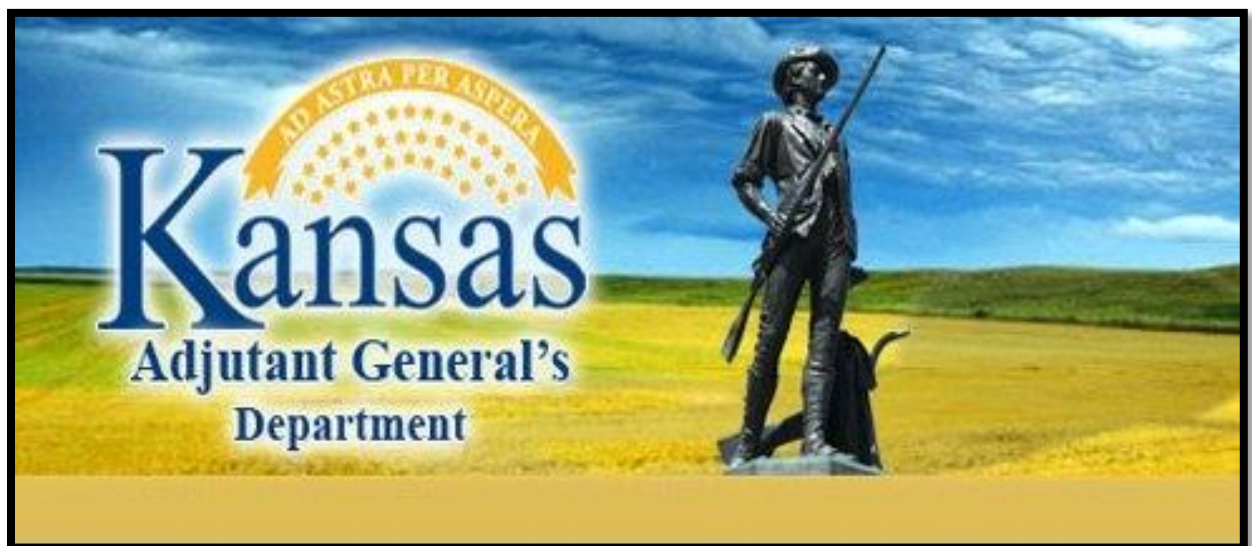


## CONCLUSION

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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