



# AIR NATIONAL GUARD READINESS CENTER 2018 STRATEGIC PLAN

SERVICE  
TEAMWORK

AIRMEN

INTEGRITY

READINESS

INNOVATION

RIGHT PLACE

EXCELLENCE

OPERATIONAL

TOTAL FORCE

FOR TOMORROWS

OPERATIONAL  
AUTHENTIC  
PME

FIGHT TO WIN  
LEADING EDGE  
MENTORSHIP





## FOREWORD

Every day, more than 6,000 Guard Airmen are deployed around the world answering the call. They have unselfishly laid down the plow and picked up their arms to defend our nation's freedoms and protect their homeland. Our Air Force succeeds in fighting America's wars with a combat ready Air National Guard that represents more than one third of the capability brought to bear on any given day. The monumental task of ensuring the operational footing of approximately 106,000 Guard Airmen, at 90 wings, close to 200 geo-locations, and a budget of \$10-billion falls to the men and women of the Air National Guard Readiness Center. Your engagement is critical to the development, sustainment and employment of a ready and capable force when the nation and its communities call.

Guided by the Air National Guard's vision, we will meet dynamic 21st Century challenges with combat ready, innovative Airmen and

operational agility while maintaining our citizen-soldier heritage and ethos. This is an exciting time for our Air Guard and the Air National Guard Readiness Center team will be there every step of the way. We will pursue every resource and remove every barrier to maximize the readiness of Guard Airmen. We will lead the way providing superior four-star staff support to the Chief, National Guard Bureau and Director, Air National Guard. Now is the time for us to step out of our comfort zone, engage across all staffs and functional areas, and take a fresh look at what we're doing and how we're doing it.

We are committed to appropriately resourcing and training Guard Airmen to perform the mission, developing strategic thinkers and versatile leaders. We will foster a safe and



productive work environment that values teamwork, supports diversity and inclusion, and infuses our culture with Service, Optimism and Passion. The Air National Guard is "Always on Mission" for our nation and its states and the Air National Guard Readiness Center team

## "SERVES THE WINGS, SERVES THE MISSION!"

This Strategic Plan provides the Air National Guard Readiness Center Commander's Vision, Focus, Priorities and Goals to ensure we meet the responsibilities to our nation, states, National Guard Bureau and Headquarters Air Force.





## ANGRC HISTORY

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The Air National Guard Readiness Center is based at Joint Base Andrews, Maryland. It is charged with ensuring the combat and domestic operations readiness of Air National Guard units and acting as a liaison between the National Guard Bureau, the United States Air Force, Combatant Commands and the individual states and territories on Air National Guard operational activities.

The Air National Guard Readiness Center traces its roots to the Vietnam War, during which time the Air Guard provided airlift support to American forces in Southeast Asia. The National Guard Bureau was responsible for coordinating

these operations. In 1964, the National Guard Bureau periodically tasked the command post of the 118th Military Airlift Wing at Berry Field in Tennessee to manage large scale domestic airlifts, overseas training flights and Military Assistance Command channel missions to Southeast Asia. This facility became known as the Air National Guard Airlift Operations Center, and in May 1968 began around the clock operations. By 1972, growing global Air Guard responsibilities led to a proposal to transform the Air National Guard Airlift Operations Center into an Air Operations Center and move to Edgewood Arsenal, north of Baltimore, Maryland. Known as the Air National Guard Field Support Facility, it opened in 1974,

but because it was too far removed from the Pentagon, was later moved to Andrews Air Force Base, Maryland.

To separate operational activities from National Guard Bureau staff functions, the Air National Guard Support Center was created on 21 October 1976 at Andrews Air Force Base, Maryland as a named activity under the control of the Director, Air National Guard. On 1 June 1979, the center was deactivated as a named activity and concurrently constituted as a direct reporting unit assigned to the United States Air Force. The Director, Air National Guard was designated as having a dual position, one in the Air Staff and

the other as Commander, Air National Guard Support Center. On 1 June 1992, the Air National Guard Support Center was re-designated as the Air National Guard Readiness Center.

Today, the Air National Guard Readiness Center team is comprised of Air National Guard personnel (military, civilian and contractors) assigned to the National Guard Bureau, Headquarters Air Force, Major Commands and Numbered Air Forces.

# STRATEGIC ENVIRONMENT

The Air National Guard is operationally engaged across every Air Force mission set and is an integral part of how the National Guard responds to the needs of our communities. The debate over the efficacy of an Operational Reserve versus Strategic Reserve has been resolved and the Operational Reserve has proved its worth to the Combatant Commanders and the nation.

## “GUARD AIRMEN ARE OUR MOST VALUABLE ASSET.”

Our Air National Guard includes some of the most talented individuals our nation has to offer. Our accessibility, diversity, leadership, community ties, culture and civilian skills define the foundation of our force. In the coming years we face equipment and infrastructure modernization issues that will force changes to how we look and operate.

As the Air Force seeks to replace legacy equipment, we can expect the budgetary pressures of costly new systems to result in a higher level of risk in the modernization of

existing equipment. The future Air Force will rely heavily on technological advantages in space, command and control, intelligence, and reconnaissance systems, cyber, Remotely Piloted Aircraft, and the next generation of fighters, tankers and bombers.

These advances in capability will cost more to procure and place a greater burden on our training infrastructure to produce the skills our Airmen need to field them. We can expect longer training pipelines and increased currency requirements that will compete with limited time available to ensure the readiness of Traditional Guard members. Additionally, we can expect greater competition from the civilian sector for the same critical skills our 21st Century Guard Airmen will require.

The next generation of Guard Airmen will have more opportunity for employment in both public and private sectors. The flexibility to seamlessly transition in and out of public service is critical to the future Air Force and the Guard is uniquely positioned to lead the way in this new environment. We will need new and innovative ideas that provide access to critical skills and

incentivize career service in the Air National Guard.

While external changes to our environment are already underway, we are also facing internal organizational changes that will impact how our Air National Guard Readiness Center operates and engages. With the elevation of the Chief, National Guard Bureau, to the Joint Chiefs of Staff, the National Guard Bureau must also evolve and the Air National Guard Readiness Center is an integral part of that evolution.

As a member of the Joint Chiefs of Staff, the Chief, National Guard Bureau's primary role is to provide his best military advice on a wide range of issues. These new responsibilities are in addition to our continuing requirement to support the essential functions and strength of the National Guard:

## “FIGHT AMERICA'S WARS, SECURE THE HOMELAND, AND BUILD PARTNERSHIPS.”

Over the past several years, the federal government has pursued across the board reductions in management headquarters staffs. The recent 20-percent reduction experienced at the Air National Guard Readiness Center, new administrations directives and ongoing Management Headquarters Assessment continues the message that there is little appetite for staff growth. The Air National Guard Readiness Center will need to embrace new ways of doing business. Our traditional lines-of-effort will be challenged to keep up with the needs of the states, the new demands of supporting a member of the Joint Chiefs of Staff, and our

ongoing commitments to support Air Guard advocacy through the Director, Air National Guard. This will all have to be accomplished with minimal changes to existing Air National Guard Readiness Center staff resources. Our leaders will need to focus more effort on prioritization and ensuring staff resources are directed to where they are needed most. Through continuous process improvement, we need to find new and innovative ways for improving cross-staff communication, delayering processes, reducing error rates and standardizing information flow.

The requirements of this new strategic environment for the men and women of the Air National Guard Readiness Center will focus greater attention on our Force Development, Force Management and training. We will need to find new ways to not only train the military and civilian members we have on staff, but also ensure we spread that knowledge to the field. Our 21st Century Guard Airmen will require the depth and breadth of knowledge to lead a diverse force in the Joint environment and across every component of the Air Force. The experiences of serving in the National Capital Region and the complexities of serving in the states are a valuable commodity for the Total Force leaders of today and tomorrow.

The Air National Guard Readiness Center team has been instrumental in fielding an unmatched Operational Reserve. If we embrace the opportunities presented by this new environment, the next generation of Guard Airmen will:

## “REACH NEW HEIGHTS IN READINESS FOR STATE AND GLOBAL ENGAGEMENTS!”





## VISION

*“Reaching new heights in Readiness for state and global engagements.”*

The READINESS of the Air National Guard is why we exist and what we protect. We will actively engage at all levels to field an Air National Guard force second to none at home and abroad.

## MISSION

*“The mission of the Air National Guard (ANG) Readiness Center is to provide resources, policy oversight and guidance to ensure ANG wings and Geographically Separated Units are ready, trained and equipped for homeland and global operations.”*

The Air National Guard Readiness Center pursues its mission daily by effortlessly engaging at multiple levels with the National Guard Bureau, Headquarters Air Force, Office of the Secretary of Defense, Major Commands, Numbered Air Forces, and the states and territories. Just as its link to the Air National Guard field units is critical to mission success, the ability to advocate at all levels within the Department of Defense ensures its overall success.

## PRIORITIES

### MAXIMIZE THE FIELD'S READINESS

To “reach new heights in Readiness...” we must remove all barriers that hamper recruiting and retaining our most valuable resource... Guard Airmen. Our Air Force and our communities are reliant on the readiness of Guard Airmen to respond when called upon. As we prepare our Airmen for a 21st century requiring more diverse

and complex skills, we need to ensure we get the most out of their time and resources. Every effort must be made to get the right Airmen in the right job, with the right equipment and training. We need to pursue innovative ideas that return time to Regular Scheduled Drill for critical skills training.

### TAKE CARE OF TEAM ANGRC

Creating a Team ANGRC that values service, trust, teamwork, transparency, and accountability requires active engagement. Every member on the Air National Guard Readiness Center team is vitally important to our mission success. Our team will not tolerate the enemies to our success that undermine the culture of Team ANGRC. We

value Service, Optimism and Passion as force multipliers to team success. We will provide for a safe and inclusive culture that capitalizes on our diverse force and facilitates all members reaching their full potential through deliberate force development and mentorship.

### SERVE THE CHIEF, NATIONAL GUARD BUREAU AND DIRECTOR, AIR NATIONAL GUARD

Team ANGRC is, and will continue to be, on the leading edge; ensuring the Chief, National Guard Bureau and the Director, Air National Guard, or those representing them, have what they need to engage at the highest level. We will resource Team ANGRC to synchronize and standardize our staffing efforts. Our focus will include codifying Standard Operating

Procedures for staffing within the Air National Guard Readiness Center, National Guard Bureau and Headquarters Air Force. We will examine our internal and external communication practices to enhance relationships and build trust across the Department of Defense, the 54 and the 90 Wings.





# FOCUS

## MAXIMIZE THE FIELD'S READINESS... WE WILL:

- Advance Air National Guard mission readiness through targeted recruiting, effective manning, superior training, and modernization & recapitalization.
- Be relentless stewards of our Airmen's time and our nation's resources.
- Find innovative ways to revitalize Regular Scheduled Drill and share innovations across our 90 wings.

## TAKE CARE OF TEAM ANGRC... WE WILL:

- Promote an environment that values Service, Trust, Teamwork, Transparency, and Accountability.
- Create high performance, innovative teams to find win-win solutions to wicked problems.
- Provide for a safe and inclusive culture—that capitalizes on our diverse force and allows all to reach full potential through deliberate force development and mentorship.

## SERVE THE CHIEF, NATIONAL GUARD BUREAU AND DIRECTOR, AIR NATIONAL GUARD... WE WILL:

- Enhance relationships and build trust across the Department of Defense, the 54 and the 90 Wings.
- Lead the way providing superior staff support to the Chief, National Guard Bureau, the Director, Air National Guard and all stakeholders.

# ROAD MAP

# AIR NATIONAL GUARD

—READINESS CENTER—

### SECRETARY OF DEFENSE

- Build a more lethal force
- Strengthen alliance & attract new partners
- Reform the Department for greater

### SECAF

- Restore Readiness
- Cost Effectively Modernize
- Drive Innovation
- Develop Exceptional Leaders
- Strengthen our Alliances

### CNGB PRIORITIES

- Provide Ready Forces to meet the Nation's needs
- People, Families and Employers
- Innovation

### DANG PRIORITIES

- Readiness for Today's Fight
- 21st Century Guard Airmen
- Build for Tomorrow's Fight

### ANGRC PRIORITIES

- Maximize the Field's Readiness
- Take care of Team ANGRC
- Serve the CNGB & DANG

# STRATEGIC ALIGNMENT

SECDEF PRIORITIES	CNGB PRIORITIES	DANG PRIORITIES	ANGRC PRIORITIES			LINES OF EFFORT	FOCUS AREAS	GOAL	OPR
Build a more lethal force	Provide Ready Forces to meet the Nation's needs	Readiness for Today's Fight	Maximize the Field's Readiness	Take care of Team ANGRC	Serve the CNGB & DANG	Training & Readiness	Accurate reporting, guidance & increase training time	100% DOC Statements standardized and guidance updated to meet/exceed AF Standard of 80%	NGB/A236/10
						Manning	Critical AFSC analysis, recruiting & retention	Grow to 110K & achieve 102% End Strength & >90% Effective Manning	NGB/A1
						Resources	Reporting, funding & equipment	Meet/Exceed AF Standard of 80% units C1/C2	NGB/A4
Strengthen alliances & attract new partners	People, Families & Employers	21st Century Guard Airmen				Airmen's Time	Time analysis, guidance & feedback	Decrease non-AFSC training time by 20%	NGB/A1
						Innovation & Agility	Analysis, two-way communication & empower Airmen	Implement ideas from the field & staff that save time & money	ANGRC/CC & the "90"
						Resilience	Reporting, outreach, tools/ programs & policy	Support Airmen to recognize goal of zero suicides & sexual assaults or harrassments in our ranks	NGB/SG
						ANGRC Organizational Management	Promote Teamwork, reward high performing members, & a safe & inclusive culture	Reduce Vacancy Fill Rate to <10%, zero late evals/fitness/overdue ancillary & IMR <15% late	ANGRC/HR
Reform the Department for greater performance & affordability	Innovation	Build for Tomorrow's Fight				Recapitalization & Modernization	Involvement/participation, ANG mission analysis, NGREA priorities, & concurrent/balanced with Active Component	Work within AF Corporate Process to modernize & recapitalize ANG Force Structure	NGB/A5/8
						Missions & Concepts	Strategic analysis, MAJCOM/ HAF engagement, & field communication	Increase ANG equities in all AF missions & increase active associations	NGB/A5/8
						Enhance Relationships & Build Trust	Superior staff support, Improve communication flow & standardize processes	Standardize communication & staffing processes	ANGRC/CCX

# DANG PRIORITIES AND LINES OF EFFORT

READINESS:  
TODAY'S FIGHT

21ST CENTURY  
GUARD AIRMEN

BUILD FOR  
TOMORROW'S  
FIGHT

## LOE 1-1: TRAINING & READINESS OPR: A2/3/6/10

Properly trained ANG Airmen provide state and national leaders with competent experts in their respective fields. The ANG must ensure that training events enhance mission capability. LOE 1-1 aims to ensure that Airmen are AFSC trained in accordance with appropriate directives to accomplish their domestic and deployed missions.

- ❑ Key Focus Areas:
  - Accurate Reporting
  - Guidance
  - Increase Training Time

**Metric:** 100% DOC Statements standardized and guidance updated to meet/exceed AF standard of 80%

## LOE 1-2: MANNING OPR: A1

End strength & effective manning underpin readiness. The ANG must achieve end strength to ensure we meet full spectrum operations today & future challenges tomorrow. Effective manning is crucial to the units & enables readiness with the right airmen properly trained, equipped, and proficient. LOE 1-2 aims to meet end strength goals & effectively manned units.

- ❑ Key Focus Areas:
  - Critical AFSC Analysis
  - Recruiting
  - Retention

**Metric:** Grow to 110k and achieve 102% End Strength & >90% Effective Manning

## LOE 1-3: RESOURCES OPR: A4

In addition to people and training, resources are a critical function of readiness. The ANG must identify where resources are needed and prioritize equipment and funds to the most critical needs. LOE 1-3 aims to ensure that Airmen are equipped, exercised, and unit ready to accomplish unit DOC taskings in accordance with their UTC equipment.

- ❑ Key Focus Areas:
  - Reporting
  - Funding
  - Equipment

**Metric:** Meet/exceed AF Standard of 80% units C1/C2

## LOE 2-1: AIRMEN'S TIME OPR: A1

Airmen need time to accomplish their duties. Additionally, airmen need "white space" to allow for quality of life events and to develop physically, mentally, and emotionally for the rigors and stresses of military life. LOE 2-1 aims to identify and eliminate tasks, additional duties, and ancillary training that do not directly contribute to Airmen readiness.

- ❑ Key Focus Areas:
  - Time Analysis
  - Guidance
  - Feedback

**Metric:** Increase available time Airmen have to accomplish AFSC training by 30%

## LOE 2-2: INNOVATION AND AGILITY OPR: ANGR/CC & THE "90"

New and creative ways to accomplish tasks that quickly and efficiently reduce effort, time, and cost are critical in a resource constrained environment. Airmen at all levels should identify and empower ideas that add "white space" to Airmen's schedules while increasing readiness. LOE 2-2 activities should promote the propagation and implementation of these ideas.

- ❑ Key Focus Areas:
  - Analysis
  - 2 way communication
  - Empower Airmen

**Metric:** Implement ideas from the field and staff that save time and money

## LOE 2-3: RESILIENCE OPR: SG

Though military life can be physically, mentally, and emotionally stressful, today's Airmen are extremely resilient. However, we must not forget that some Airmen are hurting. We must continue to focus on building their resilience for continued service to their communities and country. LOE 2-3 aims to identify areas of stress or injury and provide programs to help Airmen recover.

- ❑ Key Focus Areas:
  - Reporting
  - Outreach
  - Tools and Programs
  - Policy

**Metric:** Support Airmen to recognize goal of zero suicides and sexual assaults or harassments in our ranks

## LOE 3-1: RECAPITALIZATION OPR: A5/8

The ANG must recapitalize its aging fleet of equipment. The recapitalization efforts on all ANG weapons systems should follow a concurrent and balanced approach with the active component. LOE 3-1 aims to identify recapitalization needs and ensure ANG equities are met to ensure total force synergy.

- ❑ Key Focus Areas:
  - Involvement/Participation
  - ANG Mission Analysis
  - Concurrent/balanced w/ AC

**Metric:** Work within AF Corporate Process to modernize & recapitalize ANG Force Structure

## LOE 3-2: MODERNIZATION OPR: A5/8

The ANG must modernize equipment to maintain an advantage over adversaries. Similar to recapitalization, modernization should follow a concurrent and balanced approach with the active component. LOE 3-2 aims to ensure that the ANG uses its unique position and resources to contribute to modernization efforts that enhance domestic and deployed operations.

- ❑ Key Focus Areas:
  - Involvement/Participation
  - NGRE priorities
  - Concurrent/balanced w/ AC

**Metric:** Increase ANG equities in all AF missions and increase active associations

## LOE 3-3: MISSIONS AND CONCEPTS OPR: A5/8

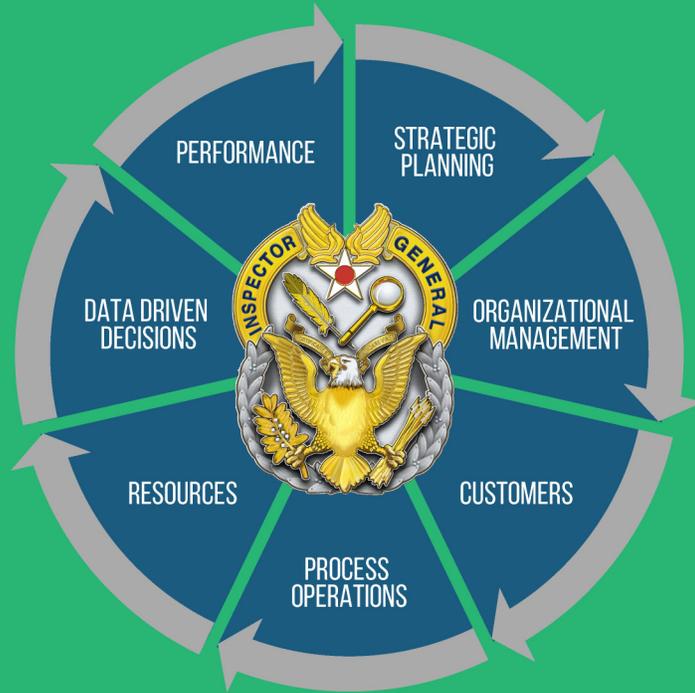
The ANG must continuously seek missions and roles that fit into its citizen Airmen construct. Additionally, ANG entities should seek new and innovative concepts to accomplish missions more efficiently and effectively. LOE 3-3 aims to identify new mission opportunities that fit the ANG construct, as well as, new concepts that improve mission accomplishment, to include building Active Associations in all Guard mission sets.

- ❑ Key Focus Areas:
  - Strategic Analysis
  - MAJCOM/HAF Engagement
  - Field Communication

**Metric:** Increase ANG equities in all AF missions and increase active associations

# AIR FORCE CORE VALUES

• INTEGRITY FIRST • SERVICE BEFORE SELF • EXCELLENCE IN ALL WE DO



## THE AIRMAN'S CREED

I AM AN AMERICAN AIRMAN.  
I AM A WARRIOR.  
I HAVE ANSWERED MY NATION'S CALL.  
I AM AN AMERICAN AIRMAN.  
MY MISSION IS TO FLY, FIGHT, AND WIN.  
I AM FAITHFUL TO A PROUD HERITAGE,  
A TRADITION OF HONOR,  
AND A LEGACY OF VALOR.  
I AM AN AMERICAN AIRMAN.  
GUARDIAN OF FREEDOM AND JUSTICE,  
MY NATION'S SWORD AND SHIELD,  
ITS SENTRY AND AVENGER.  
I DEFEND MY COUNTRY WITH MY LIFE.  
I AM AN AMERICAN AIRMAN.  
WINGMAN, LEADER, WARRIOR.  
I WILL NEVER LEAVE AN AIRMAN BEHIND,  
I WILL NEVER FALTER,  
AND I WILL NOT FAIL.



JUNE 2018