

NORTH CAROLINA

ARMY NATIONAL GUARD

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ARMY COMMUNITIES OF EXCELLENCE

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INFORMATION PAGE

Information Page

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ENDORSEMENT LETTER



STATE OF NORTH CAROLINA
DEPARTMENT OF PUBLIC SAFETY
JOINT FORCE HEADQUARTERS
NORTH CAROLINA NATIONAL GUARD



PAT MCCRORY
GOVERNOR

FRANK L. PERRY
SECRETARY

GREGORY A. LUSK
MAJOR GENERAL, NCNG
ADJUTANT GENERAL

NGNC-TAG

16 Jun 2015

MEMORANDUM FOR Director, Army National Guard, ATTN: ARNG-SPB/ACOE/IMS
Program Manager Ms. Wanda Thurman, 111 S. George Mason Drive, Arlington,
Virginia 22204-1382

SUBJECT: Army Communities of Excellence (ACOE/IMS) Program, The Adjutant
General's Endorsement

1. Reference Memorandum, ARNG-SPB, Army Communities of Excellence (ACOE)
Program Guidance Memorandum of Instruction (MOI) for FY 16.

2. The referenced memorandum requires Joint Force Headquarters (JFHQ)-ST
Installations submitting an ACOE packet for consideration in the ACOE Award
Competition to comply with four special prerequisites. JFHQ-NC has met these
prerequisites as stated below:

a. Our submission is focused on organization management processes and business
operations (i.e., Integrated Management System (IMSS)). We based our submission on
the 2014/2015 Criteria for Performance Excellence (criteria as it relates to IMS and
business processes).

b. We have a viable master planning capability, an approved master planner, and
real property planning components maintained in accordance with Army Regulation
210-20.

c. JFHQ-NC does not have any open or pending environmental Notices of Violation
(NOVs).

d. Real property management controls are in place consistent with Army Regulation
405-45, Real Property Inventory Management.

3. I verify that JFHQ-NC's submitted narrative packet accurately reflects a valid
assessment of the organization. Only unclassified data are included in this document.
The submitted narrative packet was original work created without unauthorized outside
contractor support.

NCNG-TAG

SUBJECT: Army Communities of Excellence (ACOE/IMS) Program, The Adjutant General's Endorsement

4. If JFHQ-NC is selected as an award recipient, I will support sharing our application packet results in the spirit and practice of sharing best practices and building organizational knowledge.

5. The point of contact for submitted ACOE assessment application is COL Jeffrey Copeland at (919) 664-6559, DSN: 582-9688, or email jeffrey.l.copeland.mil@mail.mil.



GREGORY A. LUSK
MAJOR GENERAL, NCARNG
Adjutant General

ORGANIZATIONAL CHARTS



Chain of Command


President of the United States


Governor of North Carolina


Secretary of Defense


Secretary of Public Safety


Adjutant General North Carolina


DAG


AAG - MAN


AAG - SUS


Joint Force HQs Raleigh
 419 Personnel


AAG - DO


AAG - Air


30th Armored Brigade Combat Team
 Clinton
 3,329 Personnel


449th Theater Aviation Brigade
 Morrisville
 852 Personnel


130th Maneuver Enhancement Brigade
 Charlotte
 2,647 Personnel


113th Sustainment Brigade
 Greensboro
 1,542 Personnel


139th Regimental Training Institute
 Fayetteville
 165 Personnel


60th Troop Command
 Raleigh
 1,225 Personnel


145th Airlift Wing
 Charlotte
 1,510 Personnel

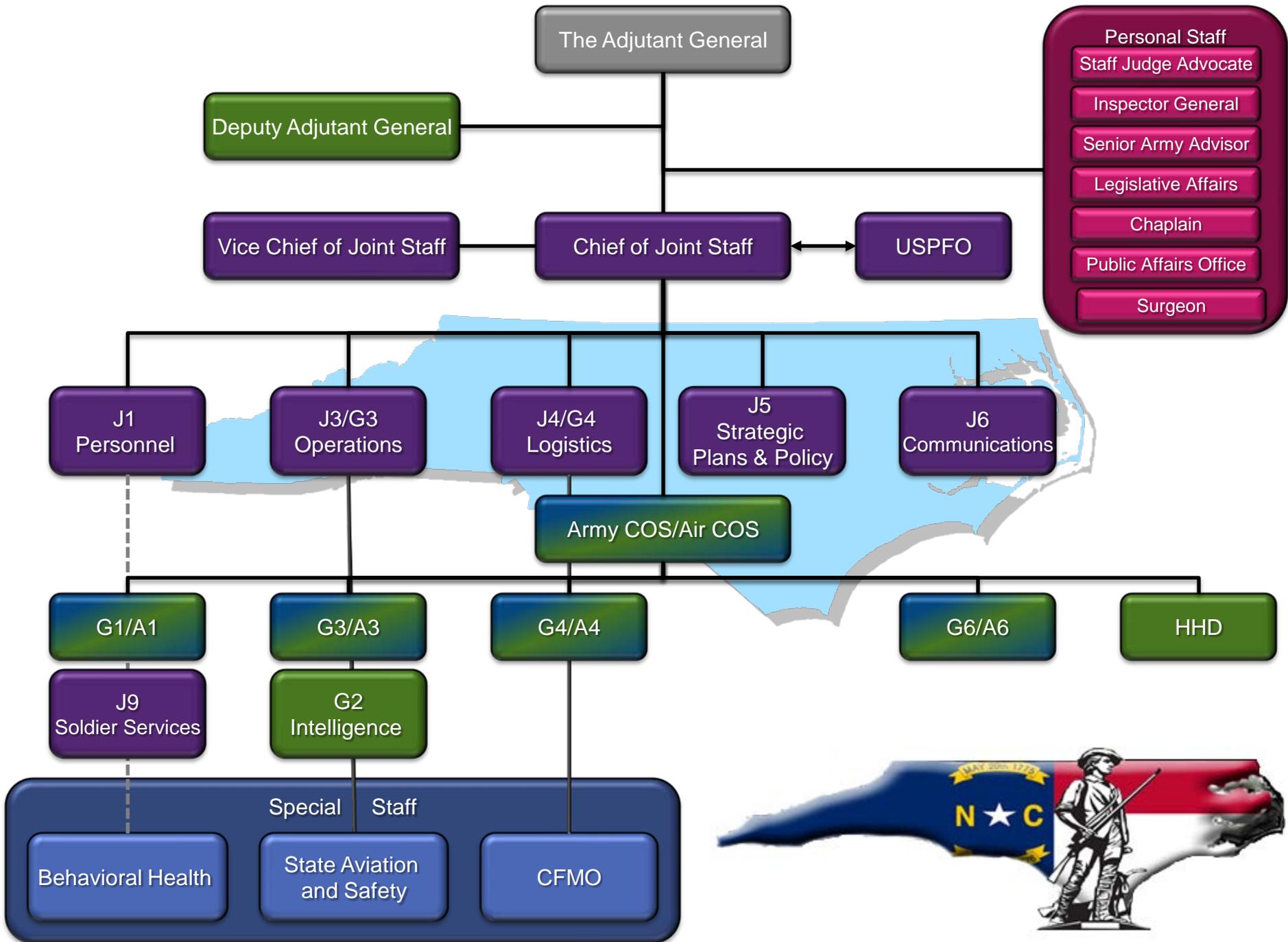


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ORGANIZATIONAL PROFILE

ORGANIZATIONAL PROFILE

P.1 Organizational Description

P.1a(1) The main product of the North Carolina National Guard (NCNG) is **Providing Ready Forces** to our key customers: Federal, State and Community. Our main services are the capabilities we provide while conducting missions at home and abroad. The NCNG provides the Governor of NC and the Department of Defense (DoD) with forces that are ready, reliable, responsive and relevant in both times of state or national emergencies. Unit training and readiness is driven by a mission essential task list (METL) to support Federal war fighting requirements. Domestic operations are executed at the direction of the governor or in support of civil authorities.

P.1a(2) The NCNG's Mission, Vision and Values are described below:

NCNG Mission:

On order, the North Carolina National Guard's Always Ready-Ready Team deploys military capabilities, in support of State and/or National authorities, in order to protect the lives and properties of fellow Citizens, defend the State and Nation, and secure our American way of life.

NCNG Vision

The North Carolina National Guard is the most Ready, Reliable, Responsive and Relevant military force for our State and Nation.

NCNG Values (LDRSHIP-Excellence):

- **Loyalty**
- **Duty**
- **Respect**
- **Selfless Service**
- **Honor**
- **Integrity**
- **Personal Courage**
- **Excellence in all we do**

Our Core Competencies are **organizing, manning, equipping, training, and deploying Ready Forces** in support of both our National Security Objectives and Civil Authorities in response to natural or manmade events.

P.1a(3) The NCNG is authorized 10,191 Soldiers, both Traditional Guardsmen and Full-Time Support Staff, who are assigned to six Major Subordinate Commands (MSC), and a Joint Force Headquarters (JFHQ). Contract employees augment the workforce where required. Figure P-1 depicts our Workforce Profile. The Association of Civilian Technicians (ACT) is the labor organization representing our full-time Federal Technician workforce bargaining unit.

We operate an extensive Family Readiness Group (FRG) Program. The Program is primarily staffed by 110 volunteers who serve as FRG Coordinators.

Workforce Groups		
Traditional Guardsmen (85% of Total Force)		
Full Time Support Workers (15% of Total Force)		
Active Guard (AGR)	788 (42%)	Requirements: Effective Training Rewarding Assignments Education Benefits Safe Environment Retirement Benefits
Federal Technicians	886 (51%)	
State Employees	181 (7%)	

Figure P-1: Workforce Profile

Most officers are required to possess, at least, a baccalaureate degree. All enlisted Soldiers are required to possess either a HS Diploma or equivalent. Some other professionals are required to possess specific degrees or certifications in the performance of their duties (i.e. doctors, lawyers, engineers, etc). Figure P-3 depicts the various education levels of our workforce. On the military side, each MOS and grade has their own requirements.

Organization Workforce Education Profile				
Education Level	Enlisted	Warrant Officer	Officer	Total
Doctorate	2	3	55	60
Masters	98	10	242	350
Bachelors	616	92	644	1260
Some College	1364	47	6	1258
Other Professional	3	1	14	18
High School	6733	97	19	6849
GED or Eqv	760	3	0	763

Figure P-3: Education Levels

Our workforce benefits vary based on the employee group. The benefits are managed through our organization's personnel section and by the individual employees. The health and safety requirements are dependent upon the employee group activity and strictly adhere to OSHA guidelines. Required training and communication is completed throughout the year.

P.1a(4) The NCNG actively focuses on integrating the most modern technology and equipment into its operations. It actively identifies and pursues items and capabilities that most effectively enhance current and

future operations. Figure P-4 depicts a summary of our major facilities, equipment, and technologies.

Major Facilities	Qty
NC Military Center Complex – JFHQ-NC	1
Armories	91
Snow Camp Local Training Area (LTA)	1
NC Military Academy, Fort Bragg NC	1
Camp Butner Training Site	1
Fort Fisher NCNG Training Site	1
Army Aviation Flight Facilities	2
Field Maintenance Shops	15
Sustainment Level Maintenance (CSMS)	1
Mobilization and Training Equipment Site (MATES)	1
Distance Learning Centers	12
Major Equipment (Assigned)	
AH-64D Longbow Apache Helicopters	18
UH-60L Helicopters	9
Bradley Fighting Vehicles	82
M1A1 Tanks	58
High Mobility Rocket Systems (HIMARS)	19
M109A6 155mm Self Propelled Howitzers	22
C-26 Fixed Wing Aircraft	1
LUH-72 Helicopters	4
Tactical Wheeled Vehicles	2650
Major Technologies	
Computer Assets	2596
Distance Learning Centers	12
Secure Video Conference Sites	2
Statewide Data Network with 102 locations	1
Telephone Switching Systems (PBX)	3
Video Conferencing Sites	64
SIPR	15
Emergency Satellite Communications Packages	13
Metro-Ethernet Network Sites	95

Figure P-4: Major Assets

P.1a(5) The NCNG operates within an environment of sound management and compliance with the laws of the United States and the State of North Carolina, which is a priority for TAG. We follow and adhere to all statutory and regulatory requirements from Federal, State, DoD, Department of the Army (DA), and National Guard Bureau (NGB) pertaining to personnel, training, logistics, financial, and environmental issues. The Internal Control Program (ICP) provides a systematic process to evaluate the processes of our organization on an annual basis and plays a vital role in early identification and correction of issues. The duties and responsibilities of the United States Property and Fiscal Officer (USPFO) are prescribed by Federal law (32 USC 708) and further defined by DA and NGB regulations and directives, including NGR 130-6, *United States Property Fiscal Officer Appointment, Duties, and Responsibilities*. All NCNG units are subject to Occupational Safety and Health (OSHA) inspections and must comply with OSHA regulations. Additionally, environmental studies and

inspections are accomplished on all existing and proposed facilities.

Our State Employees are expected to follow accepted work practices. All employees are trained and participate in quarterly emergency drills (tornado, fire, bomb threat, active shooter, etc.). State officials conduct an annual building code/fire safety inspection at every facility, to include inspections of fire extinguishers, kitchen hoods, and alarm systems. Our maintenance staff quickly responds to any issues to protect everyone from workplace hazards. Workplace safety is regulated by a host of state building codes, laws and guidelines. We are required to abide by specific requirements related to Fire Protection, OSHA 1910.120 for Hazardous Materials certification and response and 1910.134 for Respiratory Protection Program.

P.1b - Organizational Relationships

P.1b(1) The NCNG operates under the umbrella of the Joint Force Headquarters (JFHQ). The six MSCs operate with their own command structure under this umbrella. The Organizational Charts shown earlier (Organizational Charts 1-3) depict operational alignments and reporting structures. The JFHQ-NC is subordinate to the Governor of North Carolina and has a liaison relationship with NGB to DoD. The Army MSCs operate within their service-specific governance. For Federal issues, each branch operates, ultimately, under the direction of the President. For State issues, TAG reports to the Governor through the Secretary, Department of Public Safety (DPS). Organizational Chart 1 indicates the dual organizational structure inherent with the NCNG.

P.1b(2) The NCNG provides ready forces for war fighting abroad, domestic operations, and value added missions to our three primary customers: Federal, State, and Community. *Figure P-5* identifies our Key Customer groups, requirements and the differences in requirements between the groups.

- Our **Federal** customer is the Department of the Army (DA) who reaches us with force requirements from FORSCOM through NGB. In response to their requirements, the NCNG prepares and trains to provide ready forces for deployment.
- Our **State** customer is ultimately the Governor through the Secretary, DPS. We have a continuously evolving domestic operations mission. In response to that mission, we maintain a Secretary of Defense-certified Civil Support Team (CST) and the state’s Rapid Reaction Force (RRF).
- Our **Community** customers are our families, employers and citizens of North Carolina. Family Programs are a critical element in supporting our Soldiers and their Families. We provide training and administrative services to our Families, including Marriage Enrichment Seminars and children’s programs at multiple locations throughout the State to make it

easier for those Families to attend. The NCNG Employer Support of the Guard and Reserve (ESGR) program is very active in the communities where our Soldiers live and work, providing information and assistance to Guardsmen and as well as recognizing outstanding employers. We add value through community-based programs, community service projects, economic impact, response and recovery operations and information sharing. In addition to ongoing links at the grassroots level between our units and their surrounding neighborhoods, we have several centrally directed programs.

- Our key stakeholder groups are our retirees, veterans, and sister services. We provide administrative services to our retirees through our Family Programs. We conduct a NCNG Retiree Day at our JFHQ facility during the fall of each year, which serves to keep our Retiree Network up-to-date on the organization, events calendar, benefits, and programs. Each year our Funeral and Honors Teams conduct well over 3,500 military funerals throughout the State, and our Tarheel ChalleNGe Academy, StarBase, and programs help hundreds of youths annually. In addition, we have recently opened the NCNG Education and Employment Center (EEC). Unemployed and under-employed NCNG service members and their dependents now have direct support in the employment process. The EEC opened its doors in June 2013 and has already helped over 800 service men and women in their job search throughout the state.

Key Customer Groups	Key Customers	Requirements/Expectations	Differences
Federal	DA	Ready Soldiers Ready Units Operational Equipment	Global Focus National Defense
State	Governor	Ready Soldiers Ready Units Operational Equipment	State Focus Emergency Response Domestic Operations
Community	Families Employers NC Citizens	Community Events Ceremonies Special Program Support	Community Focus Adding Value to our Communities

Figure P-5: Key Customer Groups & Requirements

P.1b(3) The most important suppliers, partners, collaborators and distributors are those who support and enhance the ability to execute our Core Competencies. The key resource supplied to the NCNG is received in the form of funding needed to perform our mission. Over

95% of the NCNG funding comes from the DA through NGB. The remaining 5% is provided by the State of North Carolina through DPS. Funding is allocated in specific categories with one of the largest being pay and allowances for our Soldiers (Figure P-6).

Product/Service	Federal	State
Pay and Allowances	210	1.7
Counter-Drug Support	1.9	0
OPS and Maintenance	162.7	1.8
Other	2.7	7.5
Total Funding	376.6	11.9

Figure P-6: Funding Supply (\$Mil) for NCARNG

Services are supplemented through contractors both military and civilian. NGB and DA also supply us with regulatory guidance for day-to-day operations. Partners and collaborators include the employer of every Guardsman, the University of North Carolina school system, the State Community College system, state and local law enforcement agencies, numerous local government and municipal groups, the North Carolina Special Olympics and every community with an NCNG facility. The current fiscal constraints at both the state and federal level have triggered the requirement for additional innovation in doing more with less. In addition, our Campaign Plan survey collected feedback from our partner agencies and customers identifying gaps in our support leading to the identification of process improvement projects across the organization. The products/services provided to our organization by suppliers all contribute to our overall mission readiness and allow for flexibility in improving our processes and adding value to our customers.

Key Suppliers/Partners...
<ol style="list-style-type: none"> 1. NGB and North Carolina State Government 2. Employers / Families 3. Communities
...provide...
<ol style="list-style-type: none"> 1. Force Structure 2. Funding 3. Equipment 4. Training 5. Missions 6. Facilities 7. Benefits 8. Public Support
... through these Communication Mechanisms
<ol style="list-style-type: none"> 1. Staff Visits 2. Legislative Liaison visits with elected officials 3. Meetings, Phone Calls, Emails 4. Community Events, Social Media 5. AARs

Figure P-7: Key Suppliers and Partners

P.2 Organizational Situation

P.2a(1) We compete with the National Guard of the other 53 states and territories, and both the active and reserve forces of the Army for federal funding, federal missions, units, personnel, and equipment. However, we have identified Washington and Ohio National Guard organizations as our key competitors because they are similar in overall strength and force structure. We also compare ourselves to those states that are “Best in Class” based upon various reporting metrics. The NCARNG comprises about 3% of the total ARNG force and is ranked 10th out of 54 in size based on total authorized Soldiers (source: DPRO State Top 10 Report).

P.2a(2) The organization conducts a quarterly Continuous Process Improvement (CPI) Board that focuses on productivity and process improvement across the organization. This board identifies projects and opportunities for improvement. In addition, the organization conducts annual exercises in support of civil authorities and identifies lessons learned in order to execute continuous improvements. As mobilizations overseas decrease, the NCNG has identified the growth of the active component as a valid competitor in both support to civil authorities and in their desire to gain ground in the State Partnership Program (SPP). As a result, the NCNG has continued to grow our relationships with both our Emergency Management and SPP Partners. In support of our core competency, our organization evaluates and defines process improvement opportunities in providing Ready Forces.

Provide Ready Forces – This represents our strategic objective to provide highly trained and professional forces to effectively and efficiently respond to federal missions. Success is defined by our ability to mobilize and deploy units in a Title 10 United States Code (USC) status in support of the combatant commanders’ requirements within prescribed limits.

The key changes that have affected our competitive situation include our transition to an operational force built on modular unit sets and our increased deployment pace, which we have embraced and accomplished with excellence. Our ability to recruit and retain Soldiers and maintain end strength is vital to maintaining our competitive edge. Continuous commitment to providing excellent service to our customers hinges on resources provided by our key suppliers (particularly NGB), who base their resource decisions primarily on our end strength and our proven ability to provide trained, ready and available forces.

P.2a (3) Key sources of comparative and competitive data available to the NCNG include the Unit Status Report (USR), Installation Status Report (ISR), the Directors Personnel Readiness Overview (DPRO) and internal SIDPERS data. Limitations to our ability to obtain data include: security classification, having a valid

need to know the information and protection of personally identifiable information (PII).

P.2b Our strategic challenges and advantages are listed in *Figure P-8* and revolve around those pressures that either threaten or enhance our ability to accomplish our core competencies depicted as “Ends” on our NCNG State Strategy Map (*Figure 2.1-1*). We must maintain an adaptive environment in order to respond to changing expectations and demands, to sustain operations, and to forecast changes in the competitive environment in order

Level	Strategic Challenge	Strategic Advantage (Mitigation)
Business	Secure Stable Resources	NC Legislature & State Population are Pro-Military
Operations	Remaining Adaptive and Flexible	All units w/in 1 to 3 hour drive to major federal training facilities
Societal Responsibility	Environmental Friendly	LEED trained CFMO, environmental program in place
Workforce	Recruiting and Retention	Excellent State Tuition Assistance & State Retirement Pension Plans Bonuses

Figure P-8: Strategic Challenges and Advantages

to proactively meet these changes. Change may be directed by the DoD for our federal role of providing ready forces or from our State pertaining to support to civil authorities. The overarching strategic challenges we face are in the human resources arena. The current NC economic environment has many competitors (business, state and federal government) vying for a limited number of qualified and loyal youth. The high operational tempo and the growth in expectations create the strategic challenge of maintaining our forces with trained, qualified and available personnel. Recognizing and addressing these key strategic challenges is critical to both the accomplishment of our “Ends” and the ability to sustain the organization.

P.2c The NCNG’s key elements of our performance improvement system are iterative planning, feedback and continuous performance improvement is found in our use of the national standard of the Malcolm Baldrige Criteria for performance excellence to assess overall performance of the NCNG. In 2005, we adopted the Army Communities of Excellence (ACOE) structure found in AR 5-1. The NCNG developed a cycle of improvement thru its new Officer Assessment Board (OAB) as key to gaining greater transparency for retention and constant career progression feedback to officers. The NCNG developed this OAB as a direct response to the Campaign Plan 2012 Survey. Only Officers with greater than 10 years were boarded in year 1 allowing for constructive feedback. Adjustments were made followed by the full implementation of the OAB in 2013.

Our senior leaders, systematically, review and evaluate the performance of units during the quarterly Joint Commander's Conference (JCC), Army Readiness Council (ARC), Logistical Readiness Review (LRR), Commander's Unit Status Reports (CUSR), and the monthly General Officer (GO) Conferences. When performance shortfalls exist, the senior leaders provide guidance and resources to Staff directors and MSC commanders to focus on performance improvement. Additionally, the NCNG adopted the use of Lean Six Sigma (LSS) as a performance improvement methodology. NCNG deployed personnel are receiving Six Sigma training and completing projects while on deployment bringing additional skill sets to their home stations. The NCNG has taken advantage of two civilian trained Master Black Belts within the National Guard inventory, whose services are offered to other States and Territories. In 2013 and 2014, the NCNG continued its aggressive plan to become one of the first self supporting states in the Nation by conducting three internal Green Belt training sessions utilizing instructors within its organization. In 2014, we also conducted our first Yellow Belt training session for our partners within the Department of Public Safety to assist them with kicking off their process improvement program. These actions continue the organization on its path to develop both a succession plan for innovation subject matter experts and ensuring a sustainable innovation environment. A periodic review of all projects is conducted with CoJS and TAG as well as a quarterly review at the JCC with all leadership within the organization.

Our approach to organizational learning and the sharing of knowledge assets is reflected in the conduct of bi-weekly Joint Plans Groups (JPG), monthly Joint Staff Update Briefs (JSUB), quarterly JCC or GO conferences, and use of web-based information sharing systems (NCGKO, GKO, AKO, and the NCNG public website). The NCNG leverages the COGNOS suite of business intelligence software tools to generate accurate, up-to-date reports that are used in decision-making from unit to organizational levels. The NCNG achieves systematic evaluation and improvement of key processes by continuously reviewing the processes supporting our Ends.

Inherent to all of our processes, we employ some form of the basic P-D-C-A cycle (Figure P-9):

PLAN: Establish the objectives and processes necessary to deliver results in accordance with the expected output (the target or goals).

DO: Implement the plan, execute the process, and make the product. Collect data for charting and analysis in the following "CHECK" and "ACT/ADJUST" steps.

CHECK: Study the actual results (measured and collected in "DO" above) and compare against the expected results (targets or goals from the "PLAN") to ascertain any differences.

ACT/ADJUST: Request corrective actions on significant differences between actual and planned results. Analyze the differences to determine their root causes. Determine where to apply changes that will include improvement of the process or product.

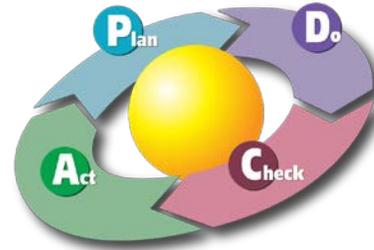


Figure P-9: Basic P-D-C-A Cycle

CATEGORY 1

LEADERSHIP

1 LEADERSHIP

1.1 Senior Leadership

North Carolina Army National Guard Senior Leaders strive to lead and influence the organization from their experience and mindset of leading from the front. The Adjutant General (TAG) of North Carolina empowers all echelons of leaders from his GOs to the Battalion Commander level to train and mentor the force of over 10,000 Soldiers of the NCARNG. After years of steady conflict the leadership of the NCNG understood that the organization must adapt to being an operational force. Beginning with the realignment of the GOs to mimic an operational division staff, the decentralized approach has empowered not only senior leaders, but all leaders within the state to plan ways to achieve tasks and missions in this resource constrained environment. Senior leaders routinely seek opportunities to train our forces to include extending partnering opportunities to both civil and military organizations within North Carolina while guiding and instructing their subordinates through published guidance and professional development.

1.1a(1) The NCNG has implemented an enterprise-wide process for development of the organization's vision, values and mission as outlined in the Organizational Profile. This effort is spearheaded by strategic planners in the organization's J5 staff section and staff under the operations directorate. All headquarters staff sections and MSCs contributed to the creation of the NCNG Campaign Plan, a publication which charts the organization's course five years hence. The plan's production came as a result of a collaborative effort utilizing a Strategic Management Group (SMG). The vision, values and mission are reviewed and validated annually by senior leaders, both officer and enlisted, approved by TAG and communicated to all of the organization's key leaders during the annual Senior Leaders Workshop (SLW). In 2013, the staff reviewed the vision, values, and mission and made recommended adjustments due to the changing environment. These adjustments were incorporated into the final Campaign Plan revision and communicated across the organization and our partner agencies and customers.

The NCNG Campaign Plan contains TAG's vision and values extending through the next five years. The Campaign Plan serves as the organization's primary policy document and illustrates how institutional resources, or "means," are to be used to accomplish "ends" as identified in the Strategic Planning Guidance. The Campaign Plan focuses all efforts on achieving the desired means by following three Lines of Operation (LOOs). These LOOs are *Employ the Force, Ready the Force, and Enable the Force*.

Disseminating leadership's plan for the organization takes place through engagement and broadcast of the Campaign Plan. Leadership and subordinates schooled by leadership in the organization's vision, values and mission actively engage key stakeholders through face-to-face contact where organizational goals and methods for achieving them are communicated and feedback is

immediately received. In keeping with the changing times and the increased use of social media amongst Soldiers and leaders within all organizations, the NCNG is also making effective use of media by engaging these stakeholders through organizational and official leader social media pages on platforms such as Facebook and Twitter and online surveys working with one of our partner agencies. Through these media, leaders are able to engage stakeholders in conversation related to vision, values and mission and to receive feedback on implemented initiatives. Through traditional and new engagement techniques, leadership is able to gather real-time information about the effectiveness of its plans. This allows leaders to adjust to produce the most effective courses of action.

The organization is also using the more traditional broadcast-style methodology of disseminating its vision, values and goals. The Campaign Plan has been distributed to NCARNG facilities as well as to family support offices statewide via electronic means and hard copies. Additionally, the plan is routinely provided, with appropriate explanations and context, to members of Congress, local and state lawmakers and other officials, members of the media and any other interested parties. Screen savers featuring vision, values and mission are routinely inserted on Guard network computers, and the plan is available for download in several versions on the public web site as well on the intranet splash page that displays every time a user logs on to the network. Wallet cards have also been distributed, and key command messages featuring vision, values and mission are used in all published material as well as speeches crafted for use at official events and for community relations activities.

One of the greatest changes in the organization is the "operationalizing" of the headquarters that has led to effective downstream communication of the Campaign Plan goals. A screening bureau produces easily-understood operations orders (OPORDs) for each major event undertaken by the organization. Those orders, written in the common vernacular of all military orders crafted in the joint environment, spell out processes and procedures. They are always in the context of the organization's mission, vision, and values, and are along the LOOs pertinent to each order. Subordinate units then provide feedback and questions, and clarifications are issued through what is called the fragmentary order (FRAGO) construct. This practice ensures that

1. the organization is moving ahead in accordance with its stated goals,
2. subordinate elements have a clear picture of those goals and how to achieve them, and
3. Leadership has clear and concise feedback on the organization's ability to attain the desired end state.

Additionally, bi-weekly staff meeting chaired by the CoJS identifies key tasks conducted by each staff section as it relates to the Campaign Plan. A Battle Rhythm of recurring meetings (*Figure 1.1-1*) covering key topics relating to the day-to-day and strategic

operations of the NCNG has been established. Each of these is held in the context of the mission, vision and values and with an eye toward accomplishing all goals by following the approved LOOs. A prime example is the Joint Plans Group (JPG), made up of Joint Staff deputies and senior non-commissioned officers who provide feedback to senior leaders and assist in evaluating the effectiveness of the implementation of organizational plans. Participation in each of these meetings (*Figure 1.1-1*) and with the JPG, is open to senior leaders, staff, and subordinate commanders.

Senior leaders throughout the organization reflect organizational values through their personal actions. Leaders annually and typically more frequently, undergo ethics training to ensure their understanding of the standards of conduct. Leaders make it a point to adhere to the highest standards for military training, education, physical fitness, appearance and professional conduct among peers and with subordinates. This leadership by example enables them to impartially enforce these high standards on members of the force who see that no double standard exists. Leaders utilize institutional tools such as the Inspector General (IG), Equal Employment Opportunity (EEO) and periodic diversity training to ensure fair and impartial application of high standards. These tools are also used as sensors to gauge the climate of the organization and determine whether course corrections are needed. Building on that, annual command climate surveys and the annual NCNG Survey are conducted to solicit feedback on current practices. An example of impartial adherence to standards and leadership by example is leadership's commitment to the psychological health of Soldiers and their Families. The command provides an innovative 24-hour, confidential behavioral health program, and leadership consistently touts it and its pledge to keeping the program entirely confidential. This has resulted in increased trust in leaders and an upswing in utilization of one of the nation's most cutting-edge programs designed to help service members and their families in this era of persistent conflict.

The resulting multi-dimensional, top-down approach to disseminating organizational goals and soliciting feedback from all levels of the enterprise has led to a responsive leadership team that is able to flex when needed while continuing to pursue stated long-term courses of action. This has produced a NCNG that is better trained and equipped to be the ready, reliable and responsive military force required by the state and nation directly in line with the organization's vision while maintaining our core values.

1.1a(2) In his 2014-2018 Campaign Plan, TAG clearly articulated the following principled legal and ethical end states: "Soldiers, Airmen and units will see the NCNG as fair and non-discriminating, open and transparent, loyal to their commitment, deserving of their service and stewards of the environment." To arrive at these end states, the organization develops and implements transparent, equitable and consistent policies. The personnel policies are written to be clear,

concise and easily understood by all of our Soldiers, and civilians. In particular, the policies are crafted to provide clear paths to career development, advancement and provide open lines of communication for redress of real or perceived grievances.

The senior leaders of the NCNG have several tools in place to foster legal and ethical behavior within the organization. The IG, Staff Judge Advocate (SJA) and Senior Army Advisor (SRAA) provide guidance to command and help ensure the integrity of the organization and that the end state is met. The IG and SRAA are Title 10 Army officers with no affiliation with the NCNG. These officers provide objective guidance to mitigate any perceived or real danger of favoritism or misjudgment in dealing with issues including: boards, mobilization or cases that are submitted for investigation.

The organizational structure of the NCNG has a built in system of checks and balances by virtue of operating within the framework of federal and state statutes, Department of Defense instructions, Army, and National Guard regulations and policies. To ensure compliance with the law, policies, SOPs and board memoranda of instructions (MOIs) are staffed and reviewed by the SJA, IG, SRAA and other staff elements. Further, TAG emphasizes to senior leaders the necessity of leading by example in their daily practices.

Further, ethical behavior, which has undergone many cycles of improvement, is the NCNG career management boards [Joint Career Management Board (JCMB), Career Management Board (CMB) and Federal Recognition Board (FRB)] and retention boards [Qualitative Retention Board (QRB), Selective Retention Board (SRB) and Active Service Management Board (ASMB)]. Our retention boards endeavor to retain those best able to lead and contribute measurably to the Force. The MOI criteria and standards for the boards are determined in accordance with law and regulation and provided to board members and those Soldiers being reviewed by the applicable board. The processes are defined and evaluated for value and applicability to meet the demands of the organization.

The JCMB and service specific CMB for the NCARNG were developed to ensure an environment of fair and impartial selection and promotion of officers to field grade positions. Career management was identified as a crucial area for the future of the organization and was prioritized by the TAG to build strong qualified leaders based on key developmental assignments TAG authorizes the State IG access to all JCMB and CMBs, which is specifically addressed in the corresponding regulations. The Deputy Adjutant General (DAG) chairs the CMB which consists of the MSC Commanders and the chair. Once the CMB's conduct their boards, the results are presented to the JCMB, which is chaired by the DAG, for concurrence.

The JCMB is also responsible for managing the

Meeting	Staff	Frequency
IT Readiness Work Group	Coordinating Staff Officers from CMD, Personal, Special and Staffs	Bi-monthly
G3/J3 Monthly DCO Sync	J3/G3, Training OICs, OPS NCOs, MSC AOs	Monthly
Logistics Work Group	J4/G4, SMM, CFMO, USP&FO Supply Services, MSC S4s	Monthly
Joint Staff Update Brief	CoJS, VCoS, BN AOs, Staff and MSC AOs	Monthly
COMMSYNC Work Group	PAO, Dep PAO, GA, J5, Dep J5	Bi-monthly
KM Committee	KM Reps from each Staff section/MSc identified in Charter	Bi-monthly
Personnel Policy Work Group	G1, MSC S1s, SRAAG, RRC CDR, SJA, HRO	Monthly
Joint Plans Group	Primary Staff (or Deputies), Special Staff, MSCs	Bi-monthly
Orders Screening Bureau	VCoS, Deputies required for FRAGO input	Bi-monthly
Council of Colonels Sync Meeting	COL/O6's (no subs/ reps authorized)	Bi-monthly
Legislative Advisory Committee	VCoS, G1, J3, G3, G4, J5, G6, MSC, AOs, DDNG, CMD-GA, DOS-Air, CFMO, SAO, VCSOP, PFO, SJA, J3 XO, J9	Monthly (Aug-Jan)
Installation Commanders Council	VCoS, Staff Deputies, Select Personal Staff	Monthly
Army Readiness Council	G1, G2, G4, MSC Deputies, AAG-Maneuver	Quarterly
Logistics Readiness Review	G4, Select Special Staff, MSC Deputies, USPFO S&S, AAG-Sustainment	Quarterly
Equal Opportunity Council	J1, MSC Deputies	Quarterly
Joint Diversity Exec Council	J1, MSC Deputies	Quarterly
Command Safety/ADIC Council	CoJS, VCoS, G1 Dep, G3 Dep, G4 Dep, MSC Deputies, Select Personal and Special Staff, JAG, CFMO, HRO	Quarterly
Future Force Structure Cmtee	CoJS, VCoS, Primary Staff, Personal Staff, Special Staff, MSC AOs	Quarterly
R3SP	Coordinating Staff from J1, J3, J9, G1, G4, G6; Select Personal Staff, MSC Commanders, SJA	Quarterly
PBAC II	Sub Program Managers, USPFO	Quarterly
PBAC I	Program Managers, USPFO	Quarterly
General Officers Conference	CoJS, VCoS, J3, J5, G1, G3, G4, G6, GOs	Monthly
EQCC	Select Staff from J3, J5, G3, G4, Personal Staff, Special Staff and MSCs	Quarterly
Career Management Board	CoJS, Army MSC Commanders	Quarterly
Joint Career Management Board	G1, Wing Commander and GOs	Quarterly
Joint Commanders Conference	CoJS, Primary Staff, MSC Commanders	Quarterly
SAPR-C	CoJS, VCoS, Primary Staff, Select Personal and Special Staff	Quarterly
Joint Staff Huddle	CoJS, VCoS, Joint Staff, Optional for Primary Staff, Select Personal and Special Staff	Monthly
JPG (IDT)	VCoS, Joint Staff, Optional for Primary Staff, Select Personal and Special Staff	Monthly
JFHQ-HHD-Training Meeting	VCoS; Joint, Primary, Personal and Special Staff Deputies	Monthly

Figure 1.1-1 Battle Rhythm Meetings

careers of all Colonels and all Joint positions. This process has greatly improved the management of officers within the NCNG by providing glide paths for officers to follow to ensure they meet key developmental assignments and it continues to improve with the development of officer branch managers to focus on officers branches and assist with guiding them to key developmental assignments.

The NCNG also operates a cross-functional EO council with senior ARNG leaders who review hiring practices, complaints and demographics on a quarterly basis.

1.1a(3) The NCARNG Senior Leadership has created an environment of empowerment and accountability that permeates throughout the organization resulting in a sustainable organization that measures its effectiveness. This sustainable organization is driven by results, quality, and excellence. The annual SLW focuses on strategic issues, analyzing current performance, setting goals, and creating action plans to achieve those goals. This venue also allows our senior leaders the opportunity to network and share best practices. Each year, TAG challenges the commanders and all leaders to strive for continuous improvement. One key focus of the annual SLW is the communication of the NCNG Campaign Plan and key initiatives and focus items based on the current environment. The NCNG Campaign Plan is the master document in which all plans, policies, and procedures are linked (*Figure 2.2-2*).

TAG enforces and maintains awareness of these requirements through several mechanisms. These include review and approval of Army exercises, Joint Readiness Council, and LRR. From the Strategic Planning Process (SPP) (*Figure 2.1-2*), short and long-term performance expectations are developed and tracked continually through the utilization of the approved Battle Rhythm (*Figure 1.1-1*). One of the aims of the Battle Rhythm establishment is to expand the process of overall organizational management to include input from all levels of the organization. This method has proven successful in sensing the efficacy of organizational tactics, techniques and procedures. The Battle Rhythm is required to provide predictability which in turn facilitates the opportunity for the staff and subordinate commanders to exercise anticipation.

The value to our customers compared to our performance is tracked through various metrics that are briefed in the LRR, ARC and USRs. The ICP has also been integrated into the Strategic Plan and is continuously discussed at the senior level. The Internal Management Control Program (IMCP) validates the actions IAW the 5 Year Plan to provide a mechanism for organizational improvement. LSS, via NGB's CPI program, serves as a guideline for performance improvement. In the end, it is the transparency and openness of the organization that creates an environment where our Soldiers want to lead and move the organization forward.

Continuing to look for ways to improve the leadership has expanded the process of building future leaders in the organization by reengaging former leaders for mentorship. Beginning with the SLW, invitations were extended to retirees, partners, and both state and federal agencies in order to identify opportunities for innovation that are mutually supportive and sharing of best practices. This expansion occurred due to feedback/AAR from the previous year's workshop. In addition, succession planning was addressed by expanding the audience within our organization down an additional level to BN Staff to integrate our future leaders into the strategic discussion and evaluation of the organization.

1.1b Senior Leaders communicate by a variety of two-way communications which in turn inform senior leader decisions and effective communication methods. Methods include: formal and informal face-to-face engagements, hard-copy publications, electronic publications and social media interaction. A new Communications Synchronization (COMMSYNC) Workgroup gathers all the staff sections together to ensure that all communication methods are synchronized so the organization speaks clearly and with one voice across all audiences.

First and foremost, senior leaders strive to be both accessible and approachable. They practice the art and science of active listening when interacting with both peers and subordinates. This accessibility is implemented throughout the organization by Open Door policies, IG practices, update briefs that include representatives from low, middle and upper levels of the organization and a command climate that encourages feedback and critical thinking. Information that demands immediate attention from senior leaders are submitted from across the organization through commander's critical information requirements (CCIRs). This collaborative atmosphere fosters an environment of mutual respect and understanding with all members of the organization working toward the common goals of the Campaign Plan.

While the traditional model of organization meetings is still utilized, that collection of meetings has undergone an assessment to determine which meetings adequately meet the organizations vertical and horizontal information-sharing needs. This assessment yielded a "Battle Rhythm" which is under constant assessment to ensure that it meets the needs of the organization. The Battle Rhythm also contains most of the vehicles for disseminating goals and key decisions of the organization.

The organization has many informal gatherings to facilitate communication. This type of communication provides near-real-time feedback to senior leaders, which enable them to adjust courses of action to meet Campaign Plan goals. Annual command surveys assist the command in assessing the effectiveness of its communication practices. Simultaneous to the employee communication practices the organization is

conducting similar communication strategies with our customers.

Written methods of communication throughout the organization include the electronic "SharePoint" and OPORDs and FRAGOs which direct and give guidance to subordinate organizations. To ensure maximum participation, dissemination of message and cost effectiveness, teleconferences, videoconferences, and Defense Connect Online are all used to ensure that units across the organizations broad geographical footprint share in the collaborative process.

Feedback is solicited at all times, socializing decisions in a collaborative atmosphere leads to the internalization of organizational goals and a shared sense of responsibility for achieving them. Units are empowered to take their own steps toward continual improvement and share those methods with others in the organization.

1.1b(2) Senior leaders participate actively in the rewards and recognitions program. Leaders recognize superior performers at unit formations, retirement, ceremonies, deployment and welcome home events. Recognition includes traditional military decorations and the issuance of a leader's personal coin. In addition, based on feedback from the branding and marketing Rapid Improvement Event (RIE), the organization obtained a Governor's declaration of March as NCNG heritage month. A new NCNG logo and branding program tied to NCNG heritage month informs our customers and employees of the history and capabilities of the NCNG. A G1 Awards SOP and awards board ensures fair and equal evaluation of all awards.

Through the JOPP, SPP, conducting SWOT analysis, and the meetings listed in the Battle rhythm, our senior leaders identify needed actions. All of these engagements often involve metrics that can be evaluated against the back drop of the Campaign Plan goals. For instance, at the PBAC, budgets are evaluated that look at the rate of use of appropriated funds. Funds are then reallocated, based on campaign plan priorities, to enhance the execution rate of those funds.

1.2a(1) DA, NGB, and the state of North Carolina provide oversight of organizational actions. TAG is ultimately responsible for the joint and special staff in accordance with Army Regulation 20-1 and Field Manual 3-0, ensuring the organization is focused as a productive governance system.

Accountability for management's actions: The NCNG uses periodical surveys to gauge the effectiveness of the leadership within the state. Annually, the NCNG Annual survey (*Figure 7.2-7 Survey Results*) is distributed force wide to allow all members of the force an opportunity to provide feedback on best practices and areas of improvements. *Figure 1.2-1* displays other inspections that are conducted within the organization on a schedule basis. The IG section simultaneously conducts command climate surveys

on all units within the state and provides detailed reports back to the TAG on the leadership within the organization. The NCNG continues to use the Organizational Inspection Program (OIP) with the purpose of providing a systematic approach to measuring the effectiveness of management's actions against a clearly defined standard. All inspections within the OIP adhere to the five principles of Army inspections as outlined in AR 1-201: (1) Purposeful, (2) Coordinated, (3) Focused on Feedback, (4) Instructive (5) Followed up (*Figure 7.4-12 NCARNG Internal Review*).

Fiscal accountability: As a Title 10 USC Officer, the USPFO has overall responsibility for fiscal actions that involve federal monies. The office ensures fiscal compliance and oversees accountability of all Federal equipment within the NCNG. The USPFO oversees and establishes contracts for all NCNG purchases and ensures the budget process for all activities is fiscally and legally sound. Financial Management Boards are used to monitor spending activity through the Commanders Update Brief (CUB) and the Programming Budget Advisory Council (PBAC) (*Figures 7.5-1 Execution Rates, 7.5-2 Growback and 7.5-6 Disbursement Rates*).

Transparency in operations: GOs serve as the governance board for the NCNG. The members of the GOs Conference protect the key interests of all stakeholders. The GOs Conference meets bi-monthly and regularly reviews organizational performance.

Independence in internal and external audits: The Internal Review Division evaluates Internal Controls as required by the type of audit service performed. This audit activity of the NCNG is comprised of Federal technician employees with complete autonomy to perform reviews. When applicable, the auditors identify and make suggestions, with management input, to strengthen weak controls. Additionally, internal audits are performed by neutral parties on Morale, Welfare and Recreational (MWR) and non-appropriated funds. External audits are conducted randomly upon request (*Figure 7.4-12*).

Protection of stakeholder and stockholder interests: The IG serves as the eyes, ears, voice, and conscience of TAG and serves to protect internal and external stakeholder interests. The IG conducts, oversees, or assigns the responsibility for investigations and inquiries requested by either our members or customers.

The NCARNG plans for the future succession of leaders by mentoring and planning career building assignments to develop young officers and NCOs into future leaders. Key developmental assignments are planned for all members to broaden their expertise in functional areas. Assignments to non functional areas

assist with developing future leaders with developing the strategic mindset needed for future assignments. Additional duties and assignments to Army Communities of Excellence (ACOE) teams and Continuous Process Improvement (CPI) teams expose and develop future leaders to the organization and ways to improve the overall production.

1.2a (2) TAG is evaluated by both the Chief of NGB and the Governor. All GOs, below TAG, receive an annual performance review from the AG. All officers, warrant officers, and noncommissioned officers receive annual evaluation reports to gauge their performance and identify strengths and areas for improvement. Federal Technicians receive an annual appraisal that is linked directly to their performance. Deficiencies are addressed through a multitude of ways that include counseling, surveys, and direct supervisor feedback. The same methodology is used for all officers, executive or otherwise. Performance is also measured by centralized selection boards such as JCMBs, Sergeants Major Board, Enlisted QRB, SRBs, and Life-Cycle Management Boards. The aforementioned boards and processes happen on an annual basis ensuring predictability for the force and ensuring the standard is known and well published.

The NCARNG recently implemented an officer assessment board based off the design and procedures of other services. This board provides feedback to senior leaders and all officers within the state on where they rank in the 20/60/20 system based on performance and key developmental positions held based on AR 600-3.

1.2b(1) The NCNG leadership, through personal example, emphasis, responsibility, investigation, and provision of sufficient resources, ensures a robust and effective ethics program. Special Staff Sections with significant involvement in legal and regulatory matters (SJA, IG & USPFO) are fully integrated into the JPG, JPG, SLW, and Command and Staff meetings to ensure the organization properly considers legal and ethical matters when making operation decisions.

Owner	Type Inspection	Activity	Schedule
DA/FORSCOM	URV & MOBEX	ARNG Units	Annual
DAIG	IG Inspection	USPFO	3 years
Safety	OSHA	ARNG	Annual
DA	Management Control	JFHQ	Annual
NGB	CLRT	ARNG	3 years
Occupational Health/Industrial Hygiene	OH/IH	ARNG	As needed
NC State Dept. of Insurance	Safety Inspection	ALL	Annual
State Dept. of Environmental & Natural Resources	Environmental	ALL	As needed

Figure 1.2-1 Routine Inspections and Practices

Understanding that our customers are our partners and clients leads to a climate of mutual ethical support. We honor this partnership by educating, informing, soliciting information from and responding to the needs and concerns of our customers. The NCNG anticipates client concerns with its current and future products, services, and operations by analysis of the quarterly results from our Complaint Management Process (Figures 1.2-3 and 3.2-3). This system captures concerns received from Commanders at all levels, the VCSOP, the IG's Office, TAG Hotline, online sources, AARs, town halls, TAG hotline, and through Federal and State legislative channels.

Public concerns about our products or services are anticipated throughout our planning process for possible impacts on our customers and the community. Additionally, data is gathered from inside and outside the organization by surveys, town halls, SWOT and data calls. One example of using that data and pairing it with our planning process is the Future Force Structure Committee, where change concerns about the potential adverse impacts on society as a result of force structure changes are voiced through the VCSOP, IG, and legislative channels.

We engage our customers and partners through legislative agendas, the North Carolina National Guard Association (NCSGA), community relations events and contributing to state and local media. In these engagements we seek feedback and prepare for and resolve concerns in a proactive manner. The NCNG integrates into its JOPP and standard meetings processes to assess our responsibilities to the public.

Through the Campaign Plan, the NCNG leadership has identified the critical measurements to ensure our compliance with legal and ethical requirements. The primary measures for ensuring regulatory and statutory compliances are shown in Figure 7.5-1 Execution Rates and Figure 7.4-6 IG Action Requests (IGARS).

1.2b(2) The NCNG systematically promotes and ensures ethical behavior through the following process:

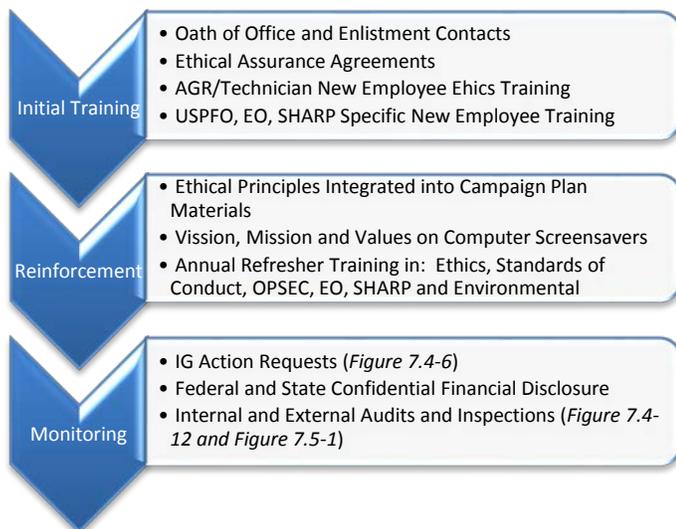


Figure 1.2-2 Ethics Training Lifecycle

All employees are counseled on the ethical use of the government credit card and the administrative/judicial actions which may result from misuse. Employees are encouraged to bring their legal and ethical questions to their supervisors or to the SJA, the NCNG's designated ethics official, for advice on issues from acceptance of gifts and gratuities to proper use of Government resources and time. Finally, new commanders and 1SGs receive legal and fiscal responsibility training upon appointment to those leadership roles.

Results and trends of inspections, audits and complaints are analyzed and results are communicated back through proper channels to ensure an environment is established that will promote ethical business practices. The IG tracks complaints and reports by category and disposition to identify areas for improvement.

To get information from the widest breadth of the organization as possible, TAG directs that every redeploying unit conducts sensing sessions and deployment survey. The IG manages the survey and sensing session date along to TAG. This special report is then shared with unit leadership to correct any deficiencies. This report is redacted so no specific Soldier or group is identifiable.

Any breaches of ethical or legal violations are quickly investigated by trained investigating officers. The SJA office has trained 146 new investigating officers in 2013. These investigations provide command with findings of what occurred and recommendations on how to address the issue and potential administrative and judicial action may be taken to address the issue. See Figure 1.2-3 for overview of ethical behavior monitoring.

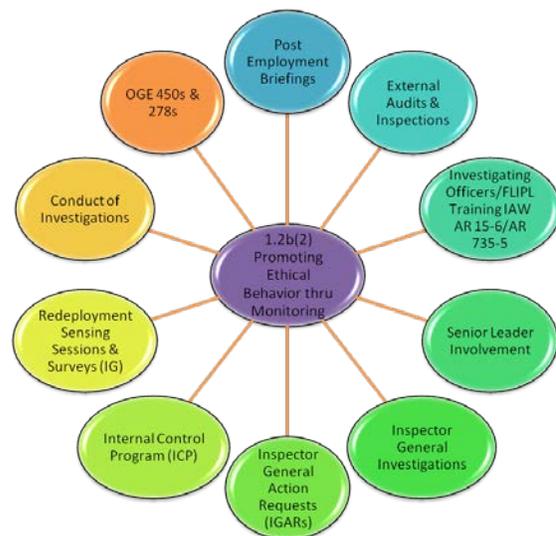


Figure 1.2-3 Ethical Behavior Monitoring

1.2c(1) The NCNG uses a combination of ways to engage its impact on society. Social media is the newest way that the NCNG engages with society and informs the public on issues and opportunities within the organization. Key leaders and all units within the state have Facebook pages to interact with current, past, and potential new members. The importance we place on

community supports the organization's ability to serve the needs of North Carolina and the United States. The NCARNG impacts communities we serve in four key areas: Federal Military Missions, State/peacetime missions, Economic impact, and Environmental responsibility.

Federal Military Mission: The NCARNG is a Ready Team. Our Soldiers and units are prepared for operations in support of Overseas Contingencies requiring our forces to be manned, equipped, trained, led and stationed in the most efficient way possible.

State/Peacetime Mission: The NCARNG excels in the area of providing value to our state during peacetime operations. The NCARNG has armories in almost all of the counties within North Carolina that provide support and reach back capabilities to all branches of service within the state. The NCARNG force package system provides ready teams of Soldiers and equipment that is available for any type of natural or manmade disasters.

Economic Impact: In Fiscal year 2013, the NCARNG economic contribution to the state of NC was over \$532 million (*Figure 7.5-5 Economic Impact*). NCARNG successfully executed 98.97% of appropriations received from the DA and NGB.

Environmental Impact: The NCARNG coordinates and works with a wide range of regulatory agencies to ensure compliance with environmental standards. We also provide assets organic to our units to assist with agencies studies when requested.

1.2c(2) The NCARNG has made huge accomplishments to provide value back to the community during 2013 (*Figure 1.2-4 Community Support*).

The ESGR facilitated by the NCNG serves all seven of the nation's reserve components and not just the components organic to our organization. This program has been so successful that NC has seen a winner of the nation's highest ESGR honor, the Freedom Award, given annually by the Secretary of Defense, for each year of the past decade.

Supporting our key communities is our mission during peacetime. Employees volunteer for community events and support numerous requests for information or displays to better educate and serve the community. Family Assistance Centers (FAC) across the state provide assistance to Soldiers and their families assisting with ensuring our families are taken care not only while their Soldiers is gone but also while they are home and integrating into daily life styles.

Support to Key Community	Impacts on Key Community	How Addressed	Results
Employment and Education Center (EEC)	Focusing on the civilians of North Carolina and all the veterans and their families the opening of the Employment and Education Center (EEC) has linked military members, veterans, and their families with corporations seeking Soldiers for lasting careers. The EEC has also established a lasting relationship with multiple employers in North Carolina building a strong community support channel. The EEC is manned and operated by North Carolina National Guardsmen and has placed over 310 military members in careers since July 2013. This initiative helps to retain and recruit members to the NCARNG while also supporting our Governor's mission of employing our military members.	NCNG manned centers around state to all visitors	Figure 7.4-9
NCNG ID Card Facilities	The NCARNG also has ID card facilities placed throughout the state that can issue cards to current and former service members and their families. In the past year the ID card facilities have issued over 10,000 cards and adjusted their hours of operation to better accommodate the schedules of working military members who need a later appointment time.	NCNG manned facilities around the state with staggered operational times	Figure 7.4-10 Figure 7.2-6
NCHART	The NCARNG aviation community provides specialized support to our communities with their involvement in counterdrug operations with local and federal law agencies to assist with providing safe, drug free environments for our communities. The NCARNG also trains and responds when called to assist with our North Carolina Helicopter Aquatic Rescue teams (NCHART) who in 2013 rescued 61 stranded individuals in both water and extreme terrain situations.	Partnership with NCNG Blackhawks and local fire and emergency rescue units	Figure 7.4-11
NCNG Funeral Honors	The NCNG is a leader in supporting those who have made our freedoms possible. The Military Funeral Honors Team handled more than 3880 funeral missions in 2013, and only funding constraints have limited its future mission load. The team is regularly requested by community members to take part in community events when not involved in funeral support, and it diligently trains with experts like the Old Guard at Arlington National Cemetery to maintain and improve its ability to serve our community.	Requested through the NCNG with teams stationed around the state	Figure 7.4-1

Figure 1.2-4 Community Support

CATEGORY 2

STRATEGY

2 STRATEGIC PLANNING

2.1 Strategy Development

NCNG State Strategy Map 2015-2019

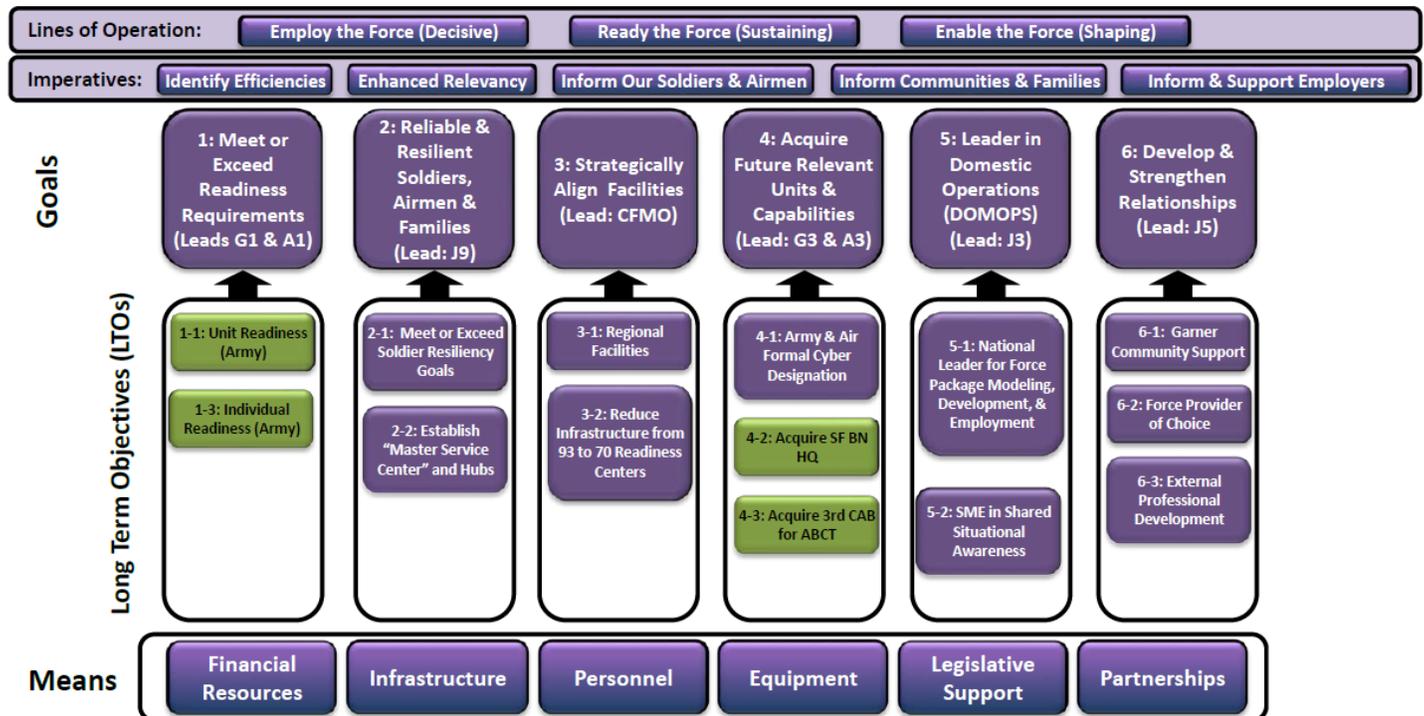


Figure 2.1-1 NCNG State Strategy Map

2.1a(1) The NCNG conducts strategy planning and development through the seven-step NCNG Strategic Planning Process (SPP) outlined in *Figure 2.1-2* using a 5 year cycle. Our Strategy Map (*Figure 2.1-1*) serves as the focal point for the strategic planning process on the near, mid and long term planning horizons and is refined/validated annually during step 2 of *Figure 2.1-2*. Validation includes ensuring alignment with DA and NGB Strategic Plans as well as the Army Campaign Plan. In addition, adjustments are made based on the current environment and TAG guidance to ensure our organization remains flexible and able to support the changing environment. The key participants in the development of the strategic plan are broken into two groups, the Command Group (Council of Colonels and GOs) and the SMG. The Command Group begins the state SPP in the first quarter by examining the ACOE OFIs for process improvement suggestions and reviewing a SWOT analysis to provide guidance focusing on the long term planning horizon. The Command Group reviews the Mission, Vision, Values, Goals and provides strategic and legislative guidance. In 2013 and 2014, the Command Group consisted of the GOs in the organization. Based on feedback from the staff, the Command Group expanded in 2015 to include

the full time Colonels to allow for representation across the organizational leadership. The SMG consists of the CoJS, Army and Air Chiefs of Staff, Army Staff, Air Staff, Special Staff, the Joint Staff and AOs from the ARNG MSCs and the Airlift Wing. In 2012, the SMG consisted of a selected group of CPTs and MAJs from across the organization. Based on the AAR from that Campaign Plan Development, the 2013 team expanded to primary full time staff as well as the CoJS. Following the AAR from the 2013 event, the SMG expanded to those listed during the SPP for 2014. This expansion also includes personnel from our M-day staff and further integration of our Air component due to the identified gap in our 2013 AAR. The SMG uses guidance from our Command Group to confirm goals and develop long and short term SMART objectives for approval by the Command Group. Upon approval, the SMG is responsible for deploying the Strategic Plan and overseeing Action Plan development in the second and third quarter. The JPG is the focal point for Action Plan development in the third and fourth quarter as well as synchronizing the mid and near-term planning horizons to achieve the strategic ends. The planning horizons are established based on ARFORGEN and budget cycles: Near-term is within the current year of budget execution; Mid-term is 3-5 years; Long-term is 6-20 years. Goals are



Figure 2.1-2 Strategic Planning Process

established for the next five years and beyond with supporting long term and short term objectives to meet near term and mid term requirements. The final plan is then back briefed to the Command Group, SMG, and strategic constituents during the 1st quarter of the following fiscal year during the SLW.

Step 1: Internal and External Review. The Command Group reviews the Strengths, Weaknesses, Opportunities, Threats (SWOT) and/or seven factor analysis assessment prepared by the SMG, ensuring gap analysis has been conducted to identify potential blind spots. The Command Group then validates and/or refines the strategic direction and goals in the “Ends” section of the strategy map. They further identify and define the broad strategic initiatives, or “Ways” to attain success for each of these goals. A critical contribution provided by the Command Group is the setting of conditions and environment that promotes, fosters and expects the organization to be forward looking, proactive, and improving over the long term horizon. The conclusion of this step results in the identification of the strategic challenges based primarily on the weaknesses and threats revealed during the SMG’s SWOT. Additionally, the Command Group determines the organizations strategic advantages based primarily on the strengths and opportunities from the SWOT assessment. The strategic challenges and advantages

are identified in *Figure P-8* on page v, Organizational Profile.

Step 2: Strategy Formulation by SMG. The SMG is the key component of the strategic planning process. This group conducts the SWOT; analyzes future missions and roles; recommends additions, deletions, and modifications to core competencies; receives Command Group strategic initiative guidance; develops/validates/refines strategic initiatives to attain the strategic objectives and core competencies; assigns responsibilities for subordinate measures and plans; and is the primary group that directs application of organizational resources- “Means”- to accomplish the objectives. This group stays involved throughout the process validating short-and long-term objectives and monitoring both the internal and external environment to ensure objectives and measurements continuously address and meet customer needs and expectations. A continuous and iterative process, the SMG not only develops and defines broad organizational strategies to achieve the ends, but also develops, validates and monitors a balanced scorecard. As trends are identified, the SMG adjusts resources and means to capitalize on success and/or address issues.

Step 3: Initiative Development by J-Staff. The Joint Staff receives the assignments of responsibility from the SMG for strategic objectives and initiatives and assigns internal responsibilities within their functional areas, including the identification of those areas where there are specific distinctions between services (Army and Air

Force). Each functional area develops operational concepts and initiatives with specific objectives that are subordinate to and support the strategies and objectives defined by the SMG. These subordinate initiatives include the allocation of resources and the identification of issues and areas for improvement. Continuous involvement, feedback and refinement occur during the JPG where subordinate units begin to nest guidance and plans with the JFHQ-NC. Additionally, J-Staff sections begin developing staff estimates to aid action plans development during step 5.

Step 4: Deploy. Coordinated by the CoJS, endorsed by TAG and the Command Group, the organizational strategy depicted by the strategy map is deployed throughout the entire organization. The deployment includes the organization's application of resources or means allocated by each directorate and their respective action plans to achieve their supporting objectives. Focus is maintained throughout the organization as: 1.) senior leaders use the Measures of Effectiveness/Measures of Performance (MOE/MOP) or the Executive Scorecard to identify areas of strength and weakness in regards to the ends; 2.) J-Staff and MSC/Wing Commanders key in on the underlying supporting intermediate level scorecard measures.

Step 5: Develop. Each subordinate command and staff section assigns individual and collective responsibilities to develop, implement and monitor action plans with implicit objectives and measures to be accomplished over the next year. The action plans are deployed as OPORDs from an operational headquarters providing tactical level unit's direction to assist in achieving the strategic plan. Developed through the JPG, the process ensures subordinate commands nest their initiatives with the JFHQ-NC. Action plans at this level have a near term focus with an expected impact on the next one to two years. The consolidation of these measures across the NCNG comprises the organizational wide scorecard.

Step 6: Execute the Plan. Execution of the strategic plan, supporting and subordinate initiatives, objectives, and action plans with measures originates here. In other words, the application of "Means" (resources) throughout the organization in the manner described by the "Ways" (initiatives) to accomplish the strategic "Ends". Once initiated, execution is a continuous process that includes feedback, modification, refinement, communication and accountability.

Step 7: Assess and Improve. This is both the first and last step of the continuous strategic planning process. It is the first because it provides the initial evaluation and assessment of the organization. The assessment provides a yardstick on the viability and effectiveness of the process. In all iterations, evaluation and assessment is continually conducted. Continuous evaluation and feedback are conducted in many forums. Bi-weekly the JSUB ensures Joint Staff and MSC actions directly support strategic initiatives and focuses

on critical MOE/MOPs. The MOE/MOPs are also the main topic at the monthly GO conference. They provide the quantitative view of critical measures that affect the organization's ability to achieve, maintain, and improve our core competencies. In 2014, the JSUB expanded to include updates from Battalion level AOs in addition to the MSC AOs due to feedback requesting expansion down one additional level to ensure the strategic plan integration down to the lowest levels of the organization. Additionally, a Feb 2015 azmiuth check on learning between the COS, J5, and AOs determined that BNs and above had a full understanding of the strategic plan and the bi-weekly JSUB was no longer required. The COS adjusted the battle rhythm to only convene the JSUB monthly.

Quarterly, the CoJS hosts the JCC. MSC Commanders join the Command Group and review the JSUB slides, CPI projects, and discuss key issues. This forum provides linkage between strategic and subordinate initiatives, determines progress, suggests refinement, and ensures integration and inclusion. The JCC requires accountability ensuring commands and staff focus their efforts and resources appropriately. Bi-weekly, the VCoS conducts the JPG that provides linkage between the strategic and operational initiatives and the action plans. Quarterly, the ARFOR Commander hosts unit commanders for ARC and the LRR. The ARC and LRR reviews unit readiness and alignment with ARFORGEN, requires accountability for measures, provides trend analysis for instant process improvement, determines requirements for RIEs, follows up on corrective action plans, and makes recommendations for resource alignment or re-alignment to meet STOs, LTOs, or ways within the strategic plan. Annually, the feedback received from the ACOE assessment is reviewed by the ACOE team, and OFI's are assigned for analysis and improvement plans. Every other year the NCNG Bi-Annual Survey (*Figure 7.2-7*) is conducted state-wide. MSCs receive a confidential report of their specific results, and an organizational level report (less unit identifying data) is reviewed at the annual SLW. This forum is used to provide, facilitate, and receive information, feedback, and recommendations from the unit level up to TAG, and vice versa. The open dialogue of commanders and staff from throughout the organization provides a unique opportunity to generate and sustain successes and address areas that need improvement.

The SPP addresses both organizational agility and operational flexibility in its cyclical process. The organization conducts an annual SWOT in order to assess the current environment allowing for the development/adjustment of supporting strategy in line with the current environment versus a stagnant plan that is locked in for five to ten years.

2.1a(2) Annually at a minimum, the SMG conducts SWOT analysis. The results, which are linked to the core competencies and strategic "Ends" (objectives) of the organization, are provided to the Command Group and MSC/Wing commanders. These identified gaps are then prioritized based on the strategic plan and projects

identified to support filling the identified gaps. Since innovation has the ability to emerge from any level of the organization, each J-Staff lead, G-Staff lead, and MSC Commander continually monitor both their internal and external environment for changes in their assessment. Through monthly meetings and the presentation of the MOE/MOPs and procedures outlined in *Figure 2.2-1*, the J-Staff is able to address any changes their respective SWOT's may have revealed. In both the formal and continuous process, the Command Group applies an enterprise wide view and issues guidance to proactively and strategically address priority issues which may impact the organization. For the SWOT analysis, the process explicitly addresses seven key factors (organizations strategic challenges). This assessment sets the framework for the continuous review and awareness cycle in Step 1 of *Figure 2.1-2* and identification of process improvement and innovation in Step 7 of *Figure 2.1-2*. In addition, the organization supports a robust continuous process improvement program that expands to the MSCs. This program expansion in 2013 has allowed for innovation down to the lowest level versus the focus at JFHQ from previous years. Our key strategic opportunities are highlighted in our Campaign Plan. These key strategic opportunities are the Ends identified in *Figure 2.1-1*. Further, 2015 SWOT analysis revealed gaps in both action plan development and MOE/MOP integration resulting an indepth examination of the 7 step SPP. The group's examination revalidated the effectiveness of process, but determined the the organization was not following its process by attempting to execute Step 5 before Step 4. The examination resulted in a request to NGB to conduct a SMS course in NC during May, 2015 focused on MOE/MOE and tying metrics to objectives. Once complete and briefed to the AG, Goal leads will generate FRAGOs to their action plans in the 1st quarter 2016.

2.1a(3) Relevant data is collected from our customers, partners and organization through surveys, AARs, and focus groups. In response to our ACOE feedback from 2013, the organization increased surveys conducted to our external customers in order to receive timely and relevant feedback. This feedback is then reviewed as part of the overall SPP and SWOT. Further feedback is gathered by liaison personnel assigned to work with key customer groups. Their focus on gaining and maintaining strong relations provides key information and early recognition of customer needs and changes for inclusion in our process. Additionally, senior leaders themselves provide vital information gained through their extensive involvement with many external customers. Using the multiple (monthly, bimonthly, quarterly, and annual) continuous feedback loops in the SPP (*Figure 2.1-2*), the Command Group, SMG, and JPG have the necessary information for early identification of changes in customer and mission requirements.

This data collection and analysis through the SWOT enable the organization to identify its strategic challenges and advantages during its annual SLW. In addition, the annual SWOT identifies the organization's gaps and blind spots as well as risks to maintaining our relevancy and sustaining our identified strengths while taking advantage of our opportunities. The SWOT allows for the identification of changing strategy and/or innovation in order to fill the gap. Step 6 of the SPP (*Figure 2.1-2*) ensures the execution of the adjusted strategy while step 7 assesses the organization's execution and identifies the innovative actions and process improvement opportunities to improve the organization's ability to execute the strategic plan.

The SWOT analysis also identified a gap in our SPP with the organization failing to coordinate workforce to customer engagements. In late 2014, the organization created a Communications Synchronization (COMMSYNC) workgroup under Step 7 to synchronize customer engagements, but AARs revealed an additional gap in the COMMSYNC process where engagement topics failed to support the strategic plan. In mid 2015 the COMMSYNC working group began generating leader cards and a Civic Leader Guide (Step 4) for workforce to customer engagements. The organization updates leader cards quarterly and CLG bi-annually.

2.1a(4) In 2013, the NCNG implemented 6 step 3 year (Oct year 1 to Sep year 3) cyclical process to align core competencies, ends, ways, and workforce are designed to support the key work system of providing ready personnel and units to both State or Federal customers aligned with the competencies of Organize, Man, Equip, Train, and Deploy the Force (*Figure 6.1-2*). Step 1 has the J3/J5 issuing the Joint Commanders Training Guidance (JCTG); Step 2 has the G3 issuing the Training Leader Development Guidance (TLDG); Step 3 is the Yearly Training Brief (YTB) where senior leaders approve unit and J-Staff goals, objectives, and timelines; Step 4 is the Resource Scheduling Workshop (RSW) using the Defense Training Management System (DRMS) to request resources through NGB and ensure request support streategic planning objecvies; Step 5 is the Resource Allocation Worshop (RAW) where NCNG senior leaders allocate organizational resources in support of the strategic plan; and Step 6 is the quarterly ARC and LRR where senior leaders have the ability examine MOEs/MOPs and reallocate resources in support of strategic planning objectives. A process AAR in 2014 following Step 5 determined that the Step 3 was not in compliance with Army Training Regulations resulting in a process timeframe adjustment. The process is now 2 year 3 months beginning in May of year 1 and ends in Sep of year 3 with Step 1 in May year 1, Step 2 in Aug year 1, Step 3 in Jan year 2, Step 4 in Apr year 2, Step 5 in Oct year 3, and Step 4 continuous thorough year 3. An AAR following Step 5 in 2015 with 6 Bde level commands and 23 battalion commanders supported the effectiveness of

the process and continuing without change into the next fiscal year.

2.1b(1) The NCNG key strategic goals are those associated with accomplishing the core competencies identified in the “Ends” section of our strategy map, *Figure 2.1-1*. These objectives are supported by many levels of subordinate strategies that culminate in organizational success, long-term growth, and sustainability. The most important goals and objectives are continuously reviewed during our JSUB and thru additional ARC, LRR, USR, and JCC meetings. The Key Strategic Objective Performance Indicators (*Figure 2.2-1*) identifies key strategic objectives and our timetable for achieving these objectives in support of our overall strategic goals. Each MOE/MOP has targets that focus the NCNG on the path to achieve and sustain our core competencies.

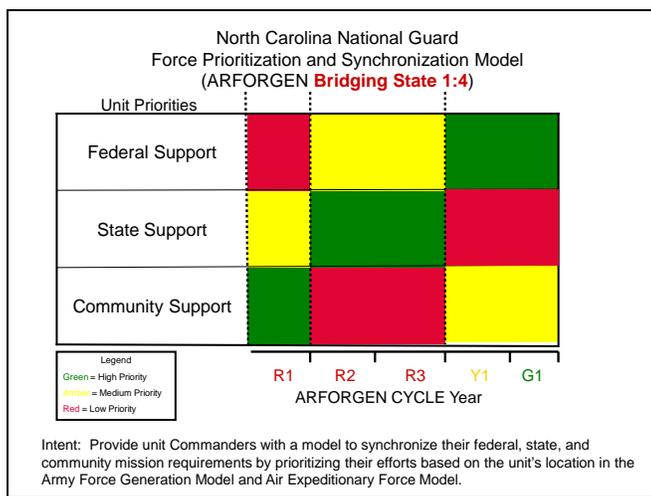


Figure 2.1-3 Force Synchronization Model

2.1b(2) The NCNG Strategy Map, *Figure 2.1-1*, clearly indicates that our strategic objectives are directly associated with identified strategic challenges for both Provide Ready Forces and Support to Civil Authorities. The Man the Force strategic initiative focuses the organization on addressing the challenging issues surrounding recruiting and retaining quality personnel. Our “Means” section of the Strategy Map provides a forum and visibility to recognize and address resource challenges and uncertainty. The SMG developed the force synchronization model, (*Figure 2.1-3*) to ensure our strategic objectives identified in the “Ends” perspective balances the needs of all three key stakeholders: federal, state, and community. This model provides a priority effort to our commanders based on where their unit is located in the ARGORGEN model. This model empowers the staff to be innovative by developing new techniques for employment of our personnel based on individual and cross-functional capabilities. A prime example is the development of Force Support Packages to meet state emergency requirements (*Figure 7.1-10 Force Package Availability*).

Response packages of Soldiers and equipment are ready to respond to specific events or threats, instead of inefficiently tasking entire units (*Figure 7.1-6 Force Package Response Time*). This business model allows our subordinate units to maximize the use of our limited resources. In 2013, the organization developed additional Force Packages based on a unit’s capabilities versus on those requested from our Partners. Since its implementation, Force Package flexibility and utilization has increased. Force Package measures that address the challenges of this system are reviewed monthly by the SMG and quarterly by the Command Group. Our continuous feedback loop maintains focus on all customer needs. Through our strategic planning process, we focus on the type of organization we want to become. The strategic objectives are linked to this long-term view. The subordinate strategic initiatives and objectives then relate to both the mid-term and near-term cycle. In total, these objectives establish a progression of supporting and supported measures that address current (1 year), mid-term (3-5 years), and long-term (5-20 years) targets.

2.2 Strategy Implementation

2.2a(1) *Figure 2.1-2* demonstrates the SPP with step 5 dedicated to action plan development. TAG approves the strategic plan including assigned goal champions, and short and long term objective chiefs. The goals champions assemble a working group with STO and LTO chiefs as well as subject matter experts from applicable staff sections to generate action plans through the JOPP that results in OPORDs, a format familiar to the joint staff and subordinate tactical commanders. The JOC issues the action plans outlining tasks nested with the objectives for each goal. for JFHQ-NC Staff and subordinate MSCs to execute. The headquarters deploys the actions plans through OPORDS, but also by holding Goal champions, STO and LTO Chiefs, and subordinate commanders responsible using the Officer and Non-Commissioned Officer Evaluation Reporting (OER/NCOER) Systems and Military Technician Performance Appraisal Application (PAA). Raters, Senior Raters, and Supervisors counsel chiefs and MSC commanders on expectations and ensure accountability through annual or change of rater / supervisor reports. Step 7 (assess and improve) of the strategic plan process provides feedback or learning for effectiveness of action plans. The NCNG senior leadership use the SLW (Battalion Commander, CSM, S3, XO and MSC leadership), monthly JSUBs, and quarterly JCC to assess action plan completeness. The 2013 SPP produced action plans focused on LOOs and MSC tasks generating confusion over priorities, responsibilities, and measures of effectiveness. NCNG senior leadership examined action plan shortfalls, and modified the 2014 SPP spending less time on goal and objective refinement and more time on action plan development assigning TAG approved Goal champions and LTO/STO chiefs and generating measure to determine Action Plan effectiveness outlined in *Figure 2.2-1*. The action plan development process (JOPP) is the basis of the

operational planning process (Figure 2.2.1). The JFHQ-NC staff uses the familiar problem solving process to refine action plans as well as direct day to day operations for the organization.

2.2a(2) Both Step 1 and Step 7 of the SPP provide a means of assessing the effectiveness of campaign plan deployment. The SWOT analysis in Step 1 revealed gaps in the deployment causing the SMG to relook the process and determine the process as effective, but incorrectly executed as described paragraph 2.1a(2).

2.2a(3) TAG and J5 monitor the legislative environment to recognize strategic issues that may affect future resources. The J-Staff provides key information to NGB for inclusion in the Program Objective Memorandum (POM), and works closely with their NGB counterparts to stay abreast of funding issues. Quarterly, the CoJS chairs a PBAC that examines the status of funding, performance and execution. The PBAC recommends allocations of current resources, and the CoJS weighs the return versus investment along with any risk and applies resources to best improve and operate the NCNG. Figure 7.5-1 Execution Rates and Figure 7.5-2 Growback, reflect success achieved by ensuring strong action plans are in place to execute funds in this variable environment.

2.2a(4) Commands and J-Staff sections contribute to action plan development and execution. Action plan development includes considerations of workforce capabilities and capacity. Once developed, commands and J-Staff sections monitor work force changes through annual FTM allocation and MTOE / TDA scrubs, and quarterly through the Future Force Structure committee (FFSC). Typically, the owning element modifies the action plan and communicates the changes appropriately. If the change affects many areas in the organization, it is staffed, approved by TAG, and communicated via the JPG.

2.2a(5) Figure 2.2-1 illustrates key short and long term action plans that support and drive success in the overarching strategic initiatives. Each of these initiatives is

identified on our organizational scorecard with an associated metric, competitor comparison, and target goals.

2.2a(6) Our tiered strategic plan structure - strategic initiatives supported by subordinate initiatives and action plans, provides an integrated and systematic view of our key performance indicators expressed in terms of the directors slide. The command utilizes JOPP and presents adjustments to actions plans through FRAGOs. The JOC tracks compliance with implementation holding leaders at all levels accountable for their performance.

2.2b Figure 2.2-1 illustrates key short and long term action plans that support and drive success in the overarching strategic initiatives. Each of these initiatives is identified on our organizational scorecard with an associated metric, competitor comparison, and target goals. Additionally, the figure demonstrates annual goals for each goal, objective, or task. During Step 2 of the SPP the SMG defines performance targets for each objective measure. The SMG determines the projected targets based on the requirements identified in the ARFORGEN model.

Additionally, each level of the organization has initiatives focused on their supporting action plans. The targets established for each are commensurate with the level of the initiative. The USR (federal readiness measurement) considers like type state and federal unit comparison allowing subordinate units to directly compete in readiness with like type units across the entire Army. Actions plans include benchmarks for federal readiness based upon achieving the strategic ends. Gaps are addressed through the semi-monthly review of readiness data during the COS update brief, bimonthly review during the JCC, and the quarterly analysis of subordinate measures during the ARC and LRR provides mechanisms for tracking progress on initiatives and plans. Corrections will be annotated and fed back into the JPG to determine solutions that nest with the overall strategic plan.

KEY STRATEGIC OBJECTIVE PERFORMANCE INDICATORS										
Campaign Plan Goal		Key Objective	Key Tasks (Business Process)	Criteria	Owner	Goal Timeline - % Complete Per FY			Action Plans	Business Results
						FY15	FY16	FY17		
Goal 1	Meet or Exceed Readiness Requirements	Army Unit Readiness	Units Report P3 or Higer	Goal: 90% G: >=90% A: 80%-<90% R: <80%	G3-MR	85%	90%	100%	OPORD 15-045	Figure 7.4-20
			Reduce MRC 4	Goal: <4% G: <4% A: 4%-7% R: >7%	G1	85%	90%	100%	OPORD 15-045	Figure 7.4-8
			Reduce Attrition	Goal: <15% G: <18% A: 18%-20% R: >20%	G1	85%	90%	100%	OPORD 15-045	Figure 7.4-19
			Reduce NOVAL	Goal: <1%	G1	85%	90%	100%	OPORD 15-045	Figure 7.4-7
		Army Individual Readiness	Decrease MRC 3A	Goal: <4% G: <=4% A: >4%-<7% R: >=7%	G1	85%	90%	100%	OPORD 15-045	Figure 7.4-3

Figure 2.2-1 Continued on next page

KEY STRATEGIC OBJECTIVE PERFORMANCE INDICATORS										
Campaign Plan Goal		Key Objective	Key Tasks (Business Process)	Criteria	Owner	Goal Timeline - % Complete Per FY			Action Plans	Business Results
						FY15	FY16	FY17		
Goal 1	Meet or Exceed Readiness Requirements	Army Individual Readiness	Decrease MRC 3B	Goal: <7% G: <=4% A: >4%<7% R: >=7%	G1	85%	90%	100%	OPORD 15-045	Figure 7.4-4
			Increase MOSQ	Goal: >85% G: >=85% A: >75%<85% R: <=75%	G1	85%	90%	100%	OPORD 15-045	Figure 7.1-9
Goal 2	Reliable & resilient Soldiers, Airmen & Families	Meet or Exceed Soldier Resiliency Goals	Track Training	See Figures 7.3-10a and 7.3-10b	J9	100%	100%	100%	OPORD 15-046	Fig 7.3-10a Fig 7.3-10b
		Establish "Master Service Center" and Hubs	Create a NCNG "App"	Complete and awaiting NGB approval	J9	80%	90%	100%	OPORD 15-046	complete
Goal 3	Strategically Align Facilities	Regional Facilities	Track Progress Towards Regional Facilities		CFMO	85%	90%	100%	OPORD 15-031	Figure 7.4-17
		Reduce Infrastructure from 93 to 70 Readiness Centers	Track Progress over 5 year period		CFMO	85%	90%	100%	OPORD 15-031	Figure 7.4-18
Goal 4	Acquire Future Relevant Units and Capabilities	Establish a NCNG formal Army and Air Cyber Designation NLT Sep 2017	Develop operational cyber protection capability	Goal: Train Personnel	G6	12 pax trained	12 pax trained	UIC	OPORD 15-029	Figure 7.4-15
		Acquire SF BN HQ NLT FY19	60 TC SF: maintain personnel strength	Goal: 85% G: >85% A: 75%-85% R: <75%	G3	85%	90%	100%	OPORD 15-029	Figure 7.4-13
		Acquire 3 rd CAB within the Carolinas for ABCT NLT FY19	30 ABCT: maintain personnel readiness	Goal: 85% G: 85%-100% A: 75%-85% R: <75%	G3	85%	90%	100%	OPORD 15-029	Figure 7.4-14
Goal 5	Leader in Domestic Operations (DOMOPS)	National leader for Force Package Modeling, Development and Employment	Make Force Packages Available for State AD	Goal: 100% available to State	J3	100%	100%	100%	OPORD 15-030	Figure 7.1-10
		SME in Shared Situational Awareness	Support and Training with Partner States	Goal: Partner with states for all conferences & training events	J3	100%	100%	100%	OPORD 15-030	Figure 7.4-16
Goal 6	Develop and Strengthen Relationships	Garner Community Support	Established Comm/Sync Wkgrp; Developed Leaders Card w/ key speaking points; Published Civic Leader Guide	Complete	J5	100%	100%	100%	OPORD 15-031	Complete
		Force Provider of Choice	Increase in opportunities /missions ISO AFRICOM and NCNG strategic objectives	Goal: 25% increase over next 3 years	J5	80%	90%	100%	OPORD 15-031	Figure 7.2-9
		Excellence External Professional Development	Attendance at active component PME to foster relationships	Goal: Send 4 Members to in-residence PME annually	J5	80%	90%	95%	OPORD 15-031	Figure 7.3-2

Figure 2.2-1 Key Strategic Objective Performance Indicators

CATEGORY 3

CUSTOMERS

3 CUSTOMER FOCUS

3.1 Voice of the Customer

3.1a(1) The NCNG is organic in nature and has wide and numerous customer levels. These customer levels can be identified as Federal, State, and Community. This dynamic environment has forged a communication structure that involves service member education and involvement at all levels to collect and disseminate customer requests and customer relationships to the right service provider in the NCNG. The process includes both formal and informal routing chains which we have formed into a systematic process to listen to our customers and obtain actionable information (*Figure 3.1-2*), involving constant interaction with and observation of those customers. We gather this data through AARs, online and paper surveys, and most importantly during face to face meetings with our customers. After receiving the mission - whether a federal or state directive for units or personnel, facilities, or other requirements - we contact the customer to confirm and clarify their needs. We utilize both the full and abridged MDMP as well as SOPs, SM experience and staff experience to determine possible options, ensuring any recommendation is consistent with the broad guidelines established by our 2015 Campaign Plan and the ARFORGEN model. With our facilitation the customer decides on a solution or option, we review and refine it, then execute and assess, modifying our actions in the future as needed, based on both our own observations and our customers' feedback.

Our customer listening methods vary for different customer groups. We use both direct and indirect feedback to maintain situational awareness of other government agencies and non-government organizations (NGOs) customers' perceptions. More often and informally, we are constantly asking our customers, "How are we doing?" and, "What do we need to do differently or better?" Then we take their answers as the basis for changing our business processes. In addition, we collect direct feedback at mission conclusion through various methods. For example, we started including DPS in our AARs for SAD and HURREXs once we moved into our new JFHQ in the Fall of 2011. This was due largely in part to being co-located with them and performing exercises jointly. Using feedback received at the 2013 SLW, the NCNG developed a marketing/branding strategy to deepen our ties with our external and internal customers while at the same time broadening our customer base. Our executive leadership receives direct feedback from the Secretary of NC DPS with continual input before, during, and after all state events.

In an effort to maximize our relationships with our customers, senior leaders and primary staff officers make regular trips (usually semiannually) to speak in person with their counterparts at ARNG headquarters, and talk with them via phone, DCO, and email regularly. They talk to our state customers weekly, if not more

often, face-to-face or by telephone or email, constantly seeking their feedback.

To listen to our Community customers, the NCNG has made extensive use of social media since October 2010. Through Twitter, Flickr, Facebook, YouTube and Tout, Pinterest and the recently added Instagram application, the NCNG gets its messages out and receives real-time customer feedback and inputs (*Figure 7.2-2 FaceBook and Twitter* and *Figure 7.2-3 Flickr and YouTube "Views"*). Trends and common themes in these customer-provided postings are summarized monthly and reported to the CoJS, who directs changes in emphasis as appropriate. Our state senior leaders have Twitter and Facebook accounts, posting to them and responding to readers' comments.

Our listening methods evolve across the customer life cycle as each customer becomes more confident of our ability and readiness to deliver the promised forces and services on time and to standard. In the initial phases of our dealings with a new customer, such as with a recently appointed State Cabinet Secretary or key leader at ARNG, our TAG spends extra time in face-to-face meetings, building a close personal relationship. Developing these relationships helps us discover and correct problems while they are still small and easier to fix. As the relationship matures, communications shift to more phone calls and emails, with face-to-face meetings used to discuss matters of particular significance. In the most mature stage, staffers and subordinate leaders on both sides handle routine business, leaving the senior leaders free to discuss long-term relationships and shared visions and goals.

We share a facility with our key state partner, NC Division of Emergency Management (NCEM), along with representatives from the State Highway Patrol (SHP) and NC Department of Transportation (DOT). NCEM's and the NCNG's Operations Centers are located about 50 yards apart, with SHP Communications and NC DOT offices adjoining. This makes for daily contacts at multiple levels between us and our most important state customers, ensuring we stay immediately responsive to their needs.

The NCNG includes its key other government agencies and NGO customers when both preparing for events and when conducting post-event AARs, and takes their wishes into consideration. In 2013 we partnered with our higher state headquarters, DPS, when both of us were conducting our annual strategic planning, thereby ensuring synchronization of priorities and efforts and their integration into our Campaign Plan. The NCNG cyber support team has provided support for our local and State partners. In 2012 our cyber support team provided live network defense to the 2012 Democratic National Convention (DNC) cyber team. In February 2014, the cyber team provided an onsite cyber security assessment for a state partner agency that helped improve the agency's understanding of their cyber posture and risks helping strengthen the agency's information security posture. In March 2014, our cyber warriors conducted a Cyber Defense/IT Risk

Management Workshop in Moldova as part of the SPP. We also follow up with customer satisfaction surveys at our training sites and by informal phone calls and visits by the service provider to the customer. On a yearly basis we conduct RRF exercises that provide training readiness for real world missions.

3.1a(2) We communicate with former and potential customers using communication mechanisms outlined in *Figure 3.1-1*. The leaders then share this information at JCC, GO Steering Committees, Leader Conferences, staff meetings, and other venues and determine which actions to take and opportunities to pursue. The framework used to make these decisions is our Campaign Plan, which states where we are going and how we will get there. Those opportunities which are consistent with the Campaign Plan’s guidance are assigned to the appropriate staff directorate for further analysis and implementation; those opportunities and potential customers which are inconsistent with it are declined.

3.1b(1) The NCNG has identified several measures of customer satisfaction, as listed in *Figure 3.1-1*. These measures are tailored to the needs of our three main customers: Federal, State, and Community. These groups also informally assess how effective the different methods are at obtaining customer satisfaction and dissatisfaction, and modify emphases accordingly; primary means of implementing these changes are bi-weekly FRAGOs, OPORDs, policy letters, and annual SOP updates.

Customer Group	Federal Customers	State Customers	Community Customers
Product / Service:	Ready Forces	Ready Forces	Value Added
Customer Satisfaction shown in:	Readiness Levels	Mission Accomplishment	Community Support
Metric:	Unit and Individual Readiness	State Active Duty Missions Requested vs. Performed	ID Cards, Tarhell Challenge, Retiree Survey Results
Evals	X	X	
AARs	X	X	X
Visits	X	X	X
Phone	X	X	X
Email	X	X	X
Surveys	X	X	X
Facebook		X	X
Twitter		X	X

Figure 3.1-1: Feedback Access Mechanisms

We determine customer satisfaction/dissatisfaction by using standardized reporting systems, assessment programs and subjective mechanisms such as AARs and surveys. *Figure 3.1-1* above outlines the different

methods used to determine customer satisfaction among our customer groups.

We validate our measures during our SPP. This ensures these measurements capture actionable information for use in achieving and exceeding our customers’ expectations. We use this information on customer satisfaction/ dissatisfaction to drive our overall organizational improvement.

We listen to our customers and modify our operations and practices to better provide what they require. When our assessments or measurements indicate a possible systemic problem or issue, J5 proposes process improvement initiatives to the CoJS. Any initiative he approves becomes CPI projects, which helps resolve the matter.

TAG is our primary point of contact for our federal and state customers, while the senior NCNG leader at each armory is the main contact for our community customers. On behalf of TAG, and through the guidance of his office, the PAO, Legislative Affairs and the J5 all interact and build relationships with customers. Each builds a working relationship with their customers over time, and becomes increasingly sensitive to and aware of the customer’s needs and satisfaction. These personal relationships also serve to increase customer engagement.

Our local communities’ actions indicate strong customer engagement and support. During a five-week effort in summer 2012, Kangaroo Express’ employees across the state raised \$221,000 for the NC Soldiers and Airmen Assistance Fund (SAAF), up from \$62,000 the year before. Last spring, a new special license tag for the SAAF has been very popular, the advertisement on Facebook getting over 1,600 hits in its first few weeks online. These show that our local customers and fellow citizens appreciate the NCNG and value what we do for them.

3.1b(2) We share federal customers with the other 53 states and territories and compete against them for funding, missions, and force structure. Like the NCNG, their performance is measured by readiness level reports, which the NCNG reviews whenever available. Each month we review ARNG’s published Duty MOSQ rankings, (*Figure 7.1-9 DMOSQ Percent*). These rankings and comparisons give indirect indications of customer satisfaction with our competitors, as do the ISR and reports from regional and national advisory council meetings such as those attended by the G1, G3, G4, and CoJS. We also get comparative information through various ARNG reports, such as the Director’s Slide. Most important, however, are ARNG’s actions in deciding to award new roles and missions among the states and territories. We pay particularly close attention to who gets what, and determine “how” and “why” they got it. We then assess our own performance in those areas, and, where consistent with our Campaign Plan’s goals, adjust our resources and policies accordingly to accentuate our strengths and mitigate our weaknesses. Our SEL regularly provides positive feedback to individual Soldiers and Airmen he observes around the

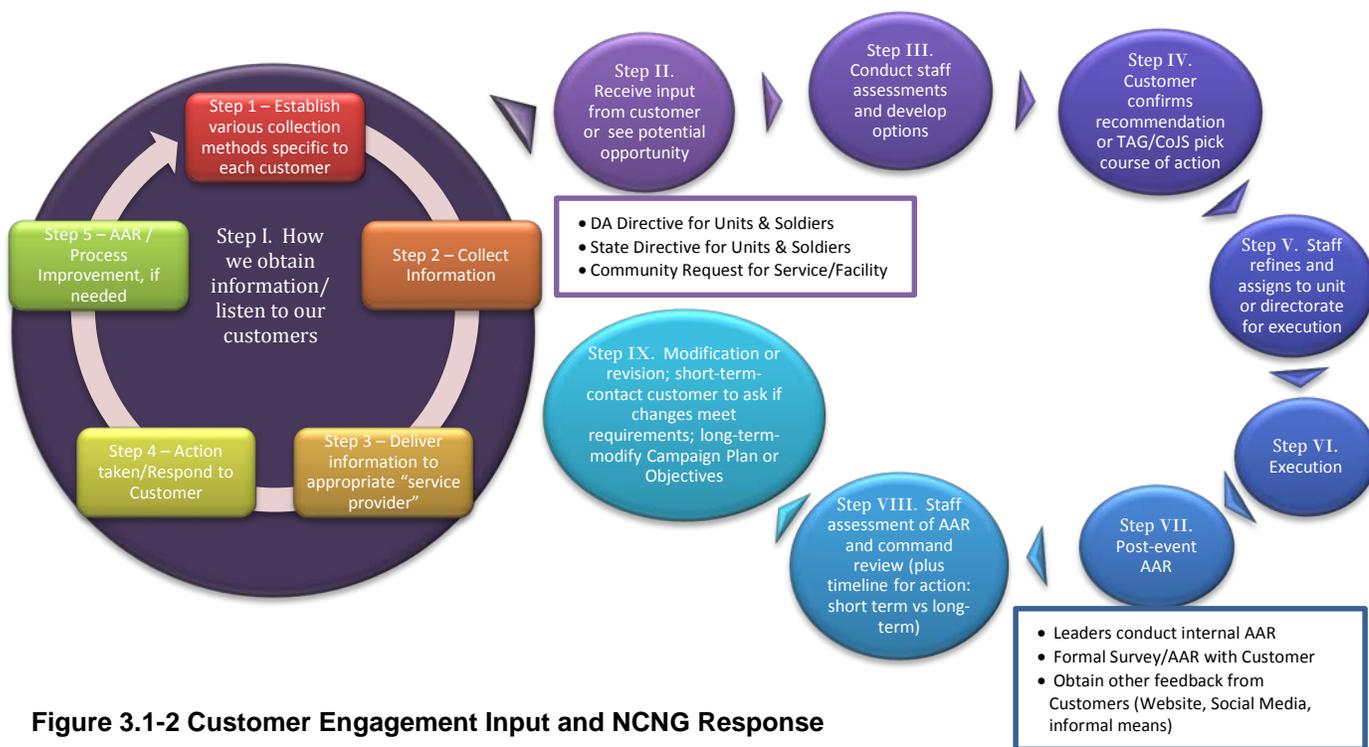


Figure 3.1-2 Customer Engagement Input and NCNG Response

state. Our work with and commitment to social media resulted in our receiving DoD’s Ware Award for the best social media in the National Guard in 2013 (Innovative Social Media). Due to feedback received at the 2013 SLW, the NCNG developed a marketing/ branding strategy which identified the best ways to communicate with our external customers, while at the same time broadening our customer base.

3.1b(3) Communicating with our customers and assessing with them our effectiveness, we collect their feedback and create an accurate picture of our performance. We conduct AARs after our State Active Duty (SAD) missions and federal mobilizations, which are attended by our customers or their representatives.

- **Federal Customers:** we determine dissatisfaction by AARs following federal mobilizations. *Figure 7.2-1* shows that we meet 100% of all Federal Mission requested. *Figure 7.2-4 NCNG SAPR/SHARP* shows that Federal Customer could be dissatisfied if there is an increase in Sexual Assault Cases.
- **State Customers:** we determine dissatisfaction by AARs following SAD missions. *Figure 7.2-6 Percentage of Available Soldiers* shows that an decrease in Soldier Availability could lead to dissatisfaction among our state customer who depend on us for our Ready Soldiers.
- **Community Customers:** we determine dissatisfaction by Congressional Inquiries. We also look at services we provide to our Community Customers. *Figure 7.2-6 Number of CAC Certificate Errors* shows one of those services.

We collect customer requirements and expectations and evaluate them throughout the year in the SMG and Senior Leader Performance Reviews. Additionally, the

senior leadership conducts SWOT analysis during the Strategic Planning workshops, at which the NCNG identifies its current and future customer groups and market segments. These have tended to be fairly constant, bounded as they are by law and regulation.

Through our strategic planning workshops, we identified the need to improve our listening and learning methods to gain relevant information and feedback from our current and former customers. We conduct a bi-annual Campaign Plan survey at the organizational level, reviewing the results in Strategic Planning conferences, the annual SLW, and by the State EO Council; we use command climate surveys to assess matters at the unit level. We rely on direct personal feedback and indirect indicators (such as media coverage and social media) to keep apprised of our customers’ perceptions of our value to them. If we spot gaps, the JPG develops working groups to identify action items and plans to better meet customer needs. If these gaps require more complicated solutions, we add those problem areas to our CPI Project priorities.

There are opportunities to compete with the other 53 states and territories for federal budget share, missions, and force structure. Our success at gaining extra dollars, new missions, and force structure is an indicator of how well we are doing in our federal customer’s eyes. Within the state, the DPS Secretary requires that his divisions, including the NCNG, complement and cooperate with each other rather than compete for state budget shares or missions. We thus work very closely with NCEM, as well as SHP, NC Civil Air Patrol, and other agencies, and they regularly use our training sites.

3.2 Customer Engagement

We engage customers and build relationships with our customers through various forums such as conferences, workshops, legislative meetings, and daily contact with designated liaison personnel within their organizations. In addition, we invite our customers to participate in our strategic planning meetings, our operational planning and exercises, our resource workshops and our social events. Additionally, we make frequent visits to our customer's headquarters, state and federal agencies, and contractors to stay current in their operations. Information gathered during these visits is discussed and analyzed at our senior leadership meetings

3.2a(1) The NCNG is constantly seeking to remain relevant and valued, the needs of our other government agencies, NGOs and Community customers drive our actions; the process is essentially the same as described in Section 3.1a(1). Upon receiving inputs from the different customer groups, the NCNG recipients send those requirements and requests to the J-staff to begin the analysis. The Command Group prioritizes these recommendations, adds its projections of likely customer needs in the future, and determines a timeline for action (*Figure 3.1-2*). We then present the proposed actions to the customer, to ensure they will meet the customer's requirements. Once actions are progressing, the appropriate NCNG leader or service member conducts a follow-up with the customer to verify the solution is meeting the customer's needs. As the action is underway or completed, we adjust our plans and policies accordingly, to incorporate the changes and better adapt to the new or projected conditions. Additionally, the GOSC and the FFSC incorporate those changes into their deliberations, to ensure long-term relevance. As part of our process for identifying customer requirements and expectations, our G3 attends the ARNG's annual Army Future Force Structure (FFS) Conference. ARNG communicates our federal customers' requirements and offers each state the opportunity to pursue new force structure. The G3 then returns to the state and presents the proposals to the NCNG FFS Committee (FFSC) for review. This group ensures we can balance the federal customer's requirements against the state and community customers' expectations before making any recommendations to TAG regarding force structure changes. Taken together, these strategies and approaches provide us the means to determine our customer requirements as well their assessments of how well we are meeting those requirements and learning to anticipate those needs.

Currently, at least 33 other states have incorporated our approach by adopting the force packaging concept into their own Domestic Operations (DOMOPs). The NCNG has briefed the approach at the annual NGB DOMOPs Conference and numerous other venues to share the practice of force packaging. These included working via DCO with Colorado in Dec 2012 and with South Carolina last year, as well an impromptu class for

New Hampshire while at a meeting at NORTHCOM in 2013.

FEMA has adopted force packaging as its basic approach because of the systems effectiveness and this system is compliant with the National Incident Management System (NIMS). FEMA and our sister states greatly appreciate how the concept balances force requirements between state and federal missions. This now-standard methodology is the direct result of our having created a positive two-way communication with our state customer and developed an effective method to address these needs, followed by sharing it with our "competitors" across the country.

We track our packages' status, keeping the governor, secretary, and our other state customers current on our capabilities. To help do this, in 2011 we developed and fielded a web-based GIS (*Figure 3.2-1*) that displays the real-time location and status of our units and force packages; we updated the system in 2012, expanding its capabilities in response to NCEM needs for information and training NCNG unit leaders via DCO sessions how to use it. Our liaisons to NCEM's disaster managers have access to this website from anywhere in the state, greatly improving our responsiveness and reliability for our State customers. Continuously engaging our

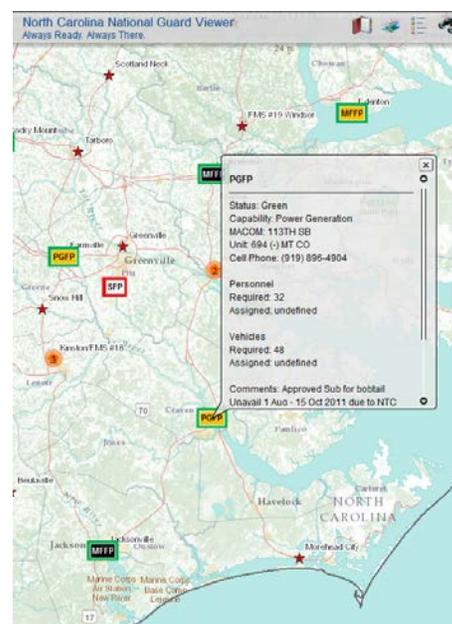


Figure 3.2-1, web-based GIS

Meeting or exceeding our federal customers' expectations through providing trained and ready forces strengthens our solid reputation as a dependable force provider (*Figure 7.1-1, Mobilization of Ready Forces*). Our 30th ABCT's full-spectrum performances in Iraq in 2004-2005 and 2009-2010 solidified its reputation as one of the best heavy brigades in the Reserve Components. In 2011 we received extremely short-notice mobilization requirements to send an engineer battalion to OEF with 4 months' notice and send our SF company to SOUTHCOM with 3 months' notice (rather

customers gives us accurate data of their needs and desired outputs. By providing those actionable items quickly and efficiently, we expand our opportunities for increasing our services to our existing customers as well as attracting new ones.

than the usual 12 months.) Both units successfully deployed, as did the two battalions we sent to the MFO Sinai missions in 2012 and 2013, as well as numerous other successful deployments. These give our federal customers further confidence in the NCNG's ability to provide ready forces. ARNG recognizes our ability and, in March 2012, reassigned a Special Forces (SF) Company to the NCARNG as an addition to our force structure. We are now seeking to add a SF Battalion headquarters to command our two SF companies, as well as gaining a cyber unit which (along with AC/RC MI units from across the Southeast) will be able to train at the FOUNDRY site we are building at our Fort Fisher Training Center.

To better support our federal customers within the US, we have increased our contacts with NORTHCOM and the Department of Homeland Security (DHS) over the past year, and sent several officers to FEMA and NORTHCOM conferences across the country to enhance our Senior Leadership's joint expertise and capabilities. We hosted the 2012 Vigilant Guard Exercise, validating our new JTF and RRF Force Packages; several southeastern states participated, along with interagency and NGOs. We used that experience to support the 2012 DNC, in Charlotte, NC, where we worked closely with NORTHCOM, DHS, the US Secret Service, and FEMA to provide the support these federal customers needed. At the same event we also worked with the Charlotte Fire and Police Departments and the Charlotte Public Utilities Commission; in large part due to contacts developed during the DNC we are again working with those Charlotte agencies on joint exercises this year to validate our RRF for 2013, and will conduct a full COOP stand-up exercise with NCEM's Central Branch in July 2013. The NCNG leverages strong relationship built through mission success and through events such as these we give our existing customers opportunities to expand their relationships with us, as well as encourage potential customers to work with us and establish new ties.

An example of a cycle of improvement is our fielding of AH-64D Longbow Attack Helicopters. The state successfully pursued the opportunity to become the first ARNG unit to field the AH-64D Longbow attack helicopter, mobilizing them in spring 2009. Since then we have been one of the lead states in Block II conversions

3.2a(2) The NCNG's leaders at all levels consider our different customers' needs and requirements, how quickly they require a response (and by whom), and the best means for our customers and us to reach each other (*Figure 3.2-2*). As technology changes we update our mechanisms accordingly and reassess each mechanism's suitability for each customer. G1 utilized microfiche to archive Soldier records (prior to iPERMS) which allows for more efficient ways to respond to document/awards requests for Soldiers. Retirees, civilians, or Soldier representatives (such as the VA, Social Security, Congressional Inquiries, FBI, etc). Since

the introduction of microfiche in March 2013, the G1 Plans and Policy office has received over 1100 requests with a response within 24 hours. The School No-Shows (*Figure 7.1-21*) is tracked by the MSC. The G1 Strength Manager reports in the daily SITREP the NOVAL Pay Percentages (*Figure 7.4-7*) and Negative End Strength (*Figure 7.1-2*). This information is also briefed on a monthly basis from the MSC's to the G1 at the Personnel Policy Work Group (PPWG). We also provide customer service to the field. It is our job to provide guidance about policies, regulations or MOI's. We answer, at a minimum in the G1 section, at least 20-25 questions a day from the field about discharges/separations, officer actions, promotion, awards, retention boards, automation, iperms, RPAM statements, education etc. We are here to not only help the Soldiers of North Carolina but the citizens of North Carolina as well.

We also rely on our subordinate leaders' judgment, trusting them to make an appropriate initial response and then ensuring the right office or person follows up to meet the customer's needs.

Our different customers' needs and expectations determine the relevant contact requirements and access mechanisms. Our federal and state customers want accurate and timely information on our units and equipment. Additionally, our state customers want quick responses to their requests for support. Each level of the NCNG keeps in touch (at the appropriate level) with its customers, and can respond to those customers in a timely fashion.

To provide information and contacts to our federal and state customers 24/7, the NCNG maintains a JOC equipped with both secure and non-secure voice and data communication to our Federal and State customers. The NCNG primary staff and key subordinates are issued cell phone-capable Blackberries to be available to answer our customer's needs 24 hours a day. The NCNG provides various mechanisms for our community customers to communicate to the organization; chief among these are our Facebook, Twitter, and YouTube accounts (*Figures 7.2-1 Facebook and Twitter and 7.2-4 Flickr and YouTube*). PAO monitors the effectiveness of these accounts through Tweetdeck, Meltwater and other programs and reports results weekly to the CoJS.

We evaluate the efficiency and effectiveness of our products and customer support through several means. The ARC meets quarterly, while the JCC and/or the GO Conference meet monthly; each group reviews USR data, evaluates unit readiness against Army standards and reallocates resources as needed. To ensure real-time responsiveness to our customers' needs, we have LNOs and White Cells present at all mobilizations and SAD missions; these groups stay in close contact with our customers, to make corrections on the spot and conduct AARs for future improvements. Items of lasting significance are captured and codified in NCNG's CONPLANS. Through these measures, we consistently capture our customers' needs and their assessments of our services, and provide them what they want.

As an example of successful innovation in meeting and exceeding the needs of our state customer, in 2006 the NCNG developed the concept of “Force Packaging” as the methodology to provide support to civil authorities. Initially, there were 24 force packages in 9 categories available for use on SAD missions by NCEM; as of today there are 55 in 10 categories, up 11 types from two years ago (*Figure 7.1-10 NCNG Force Package Availability*). This increase in types and numbers was the direct result of our listening to our state customers and giving them what they wanted. Force package types and numbers are assessed annually and refined with NCEM through both formal reviews and domestic support exercises. This past 2013/2014 period our Soldiers were deployed during the winter storms using (force packages)

3.2a(3) We keep our approaches current by asking our customers if what we are doing, and the way we are doing it, is what they want. We listen to what they tell us, and adjust our plans and programs accordingly.

By attending meetings and conferences with our counterparts from other states, we learn of new and potentially useful techniques, and apply them wherever appropriate. These include the Adjutants General Conference, our G1, G3, G4, and J5’s quarterly regional and national conferences with their peers from other states, and the National Guard Association of the United States’ (NGAUS) annual conference.

We hold Strategic Planning workshops, attended by all the GOs and staff primaries, to ensure the organization will continue to meet our customers’ expectations in the years ahead. At the workshop, they review, identify and validate key customers within each customer group and market segment based on the type of requirements or expectations the customers have of our products or services. On a quarterly basis the GOSC’s deliberations include reviews of our customers’ needs, to ensure our responsiveness to both identified and potential requirements and to take advantage of emerging opportunities where such possibilities are consistent with the NCNG’s vision and strategic plan.

3.2b(1) Our systematic process for building relationships and ensuring we meet and exceed expectations depends upon continuous customer interaction with our federal, state and community customers. The goals, objectives, and the direction of the organization are established through our strategic planning process and key leader meetings. Our building of relationships has four key components, all of which interact and which feed back into the deliberate strategic planning cycle.

First, we maintain close contact with our customers through a broad spectrum of methods as shown in *Figure 5.2-1, Communication Mechanisms*. We listen to our customers and learn from what they say about their plans, goals, programs and policies, to ensure we can provide the right forces and services to meet their current and future needs.

Second, the NCNG responds quickly and decisively to our customers. Our senior leadership constantly

looks for changes in our operational environment and customer expectations. The earlier we recognize these changes, the sooner we begin our planning processes to effectively meet those new expectations. This is especially true when a customer seeks our potential involvement in a project, one consistent with our vision and long-range strategic objectives.

Third, we build relationships by providing ready forces, ones that will do what the customer needs and perform as expected or better. Having been the first ARNG Enhanced Brigade to complete modular transformation, in April 2009 our 30th ABCT mobilized for its second deployment to Iraq. During Soldier Readiness Processing and unit evaluations at mobilization stations, we identified problems and changed our internal procedures to ensure subsequent units did not have the same problems. Subsequent reviews and refinements have continued to improve our mobilization process, with significant benefits for both the units themselves and the mobilization station staffs.

Within the state, our senior leaders meet regularly with the Secretary and executives of both DPS and other state agencies, particularly NCEM. These contacts enhance our relationships and ensure we meet and exceed their expectations. For example, each spring we present to the DPS Secretary the specific capabilities that we will have available to support the upcoming hurricane season. This meeting is immediately followed by a day-long commanders’ rehearsal of their units’ missions for disaster response within the state. The rehearsal, which is also attended by representatives from NCEM, SHP, NC DOT, NC Department of Agriculture (DOA), 5th Army, NORTHCOM, and the United States Coast Guard (USCG), gives our state customers and partners our names and faces to put against specific missions and capabilities, thus increasing their confidence in our ability and readiness to execute our duties. It also gives them more opportunities for feedback, conveying to us their needs and expectations.

During a strategic planning workshop in 2009 our senior leaders validated the need to increase interaction with local community customers; subsequent annual workshops and results from our branding and marketing survey have confirmed the importance of maintaining close ties with our fellow citizens. Every commander meets at least annually with local community leaders, presenting them a state headquarters-created briefing called “Guard 101” and answering whatever questions they might have. We have begun having more unit “open houses,” and in Spring 2013 held our first “Minuteman Muster” at the state headquarters, with competitions and opportunities for the public to meet NCNG, NCEM, and other state emergency responder leaders. This interaction enhances our relationship with our local community customers, to ensure they know what the NCNG does and what it can do to help them, while our enthusiastic use of social media keeps those community contacts current and active throughout the year.

Fourth, we actively use legislative liaisons at the federal and state level to maintain communication, identify opportunities, and promote initiatives that will help shape our future. These efforts help us get the resources, force structure, and facilities necessary to remain relevant and conduct operations as needed.

To ensure we are not overlooking any key customer, and are maintaining regular contacts with each, we track our interaction with our federal, state, and local leaders. Our legislative liaison office uses a database with members of NC's Congressional Delegation and General Assembly, while our PAO tracks meetings with groups and leaders on its web-based calendar. The data lets us evaluate the type of support provided and gather information on repeat or new customers (*Figure 7.2-10 PAO Community Relations Events*). Feedback from these events helps local NCNG leaders build and maintain good relationships with their communities' elected officials.

3.2b(2) Complaint Management

The NCNG manages customer complaints using the Complaint Management Process (*Figure 3.2-3*). Supervisors report upward any trends or common themes in complaints, such that systemic or program problems are fixed at the lowest possible level.

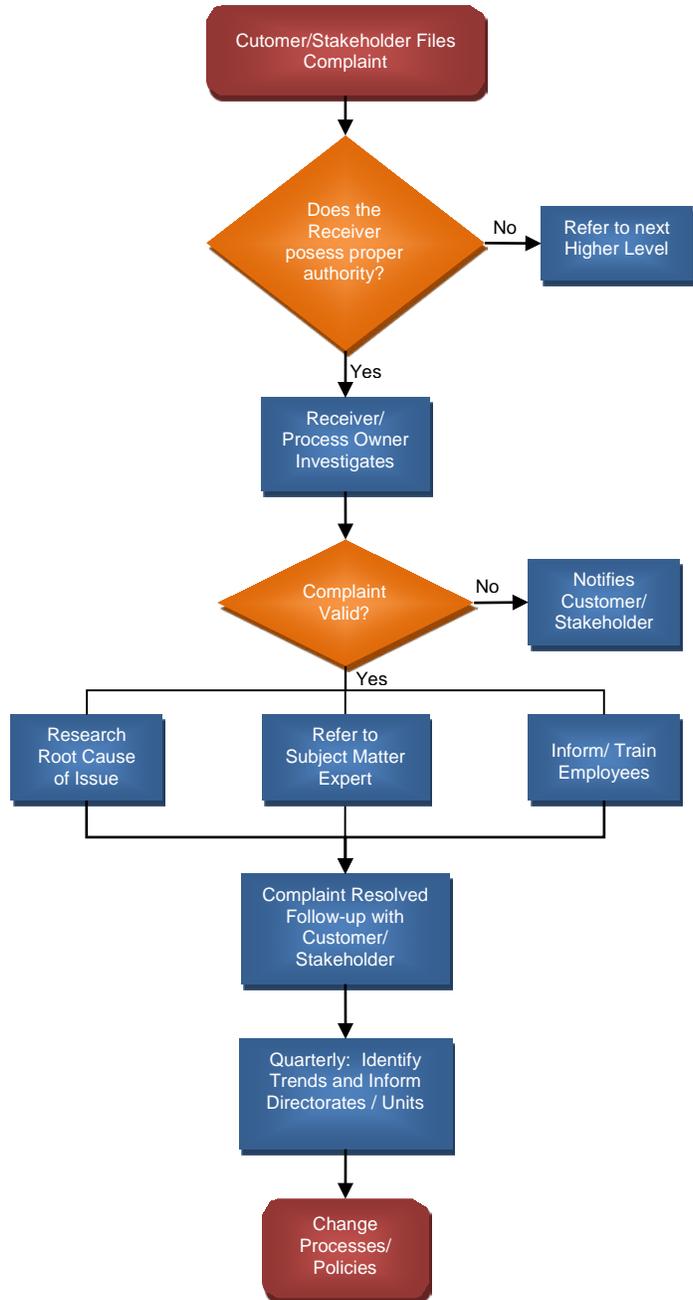


Figure 3.2-3 Complaint Management Process

CATEGORY 4

MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

4 MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

4.1 Measurement, Analysis and Improvement of Organizational Performance

The NCARNG measures, analyzes, reviews, and improves organizational performance through an effective, systematic process identified in our SPP (Figure 2.1-2) and the integrated Performance Measurement Process (Figure 4.1-1).

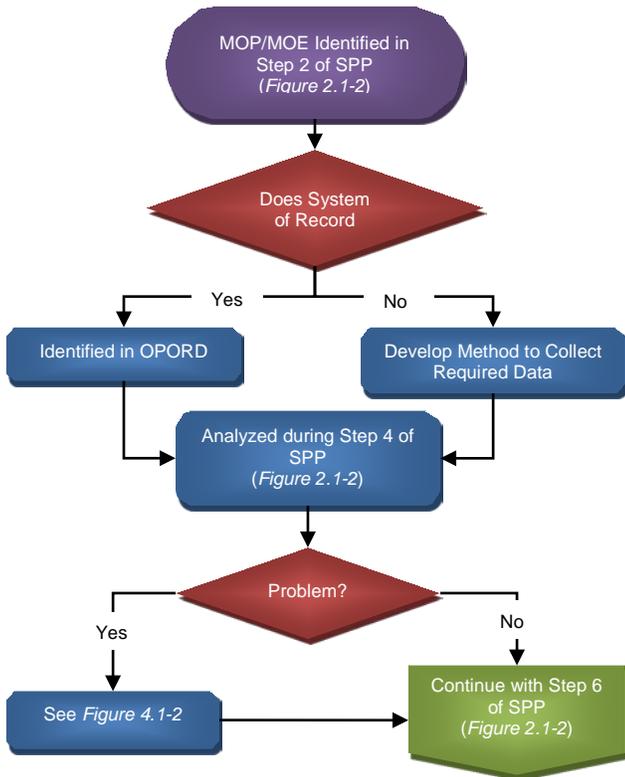


Figure 4.1-1 Performance Measurement Process

4.1a(1) Data and information are selected, aligned, and integrated in Step 2 of our SPP (Figure 2.1-2) and collected throughout the execution of our SPP (Step 6). Progress on achieving our Strategic Objectives is analyzed in Step 7 of our SPP. Our key organizational performance measures, including frequency of tracking are provided in Figure 2.2-2. These data are evaluated quarterly during the ARC where additional resources may be allocated for continuous improvement and innovative solutions can be shared across the force. Evaluation of the process takes place in SPP Step 7, and implementation of the improvements take place in Step 1.

4.1a(2) NCARNG staff select key comparative data that support operational and strategic decision as depicted in both Figure 4.1-1 and Step 2 of Figure 2.1-2.

An example of how we used data and information to support operational decision making is the JSUB.

These comparative measures and goals are clearly identified and demonstrated in Figure 7.1-1 for Federal Customers, Figure 7.1-10 for State Customers, and Figure 7.2-5 for our Community Customers. This

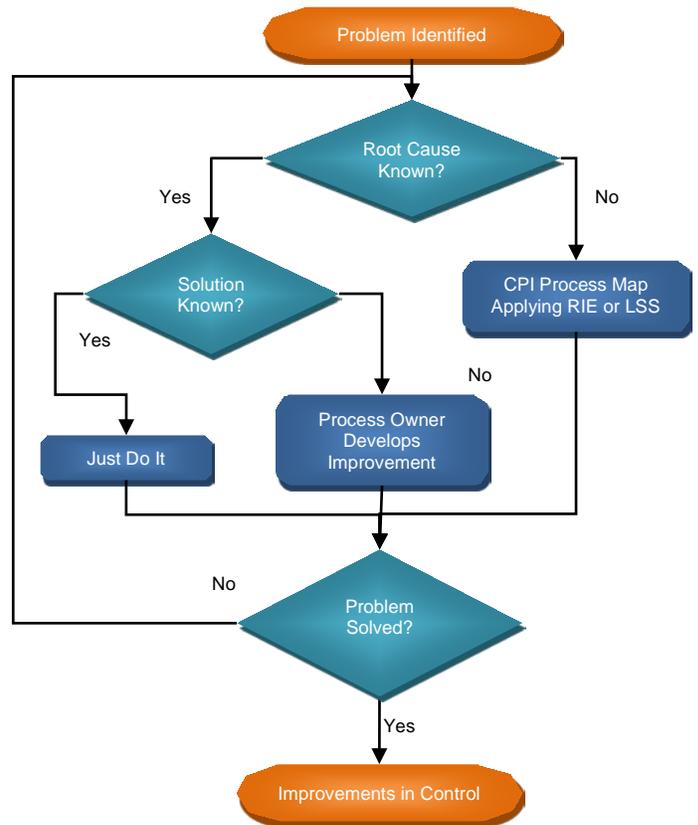


Figure 4.1-2 Problem Identification and Resolution

facilitates the comparison of our performance for each of the MOE/MOP versus either a national benchmark, mandated target, or our competitors identified in P.2a (1). Goals are established using past performance and the needs of the organization and from input from our customers when comparative data is not readily available.

Our decision making process is influenced by using the comparative data to determine our performance relative to our competitors. During the performance reviews identified in Figure 2.1-2, our senior leaders realign resources to improve our performance relative to the target standard and to the performance of our competitors.

4.1a (3) Senior leaders monitor voice of the customer and selects/ensures customer requests are linked to the right service provider and are consistent with our 2015-2019 Campaign Plan guidelines as indicated in 3.1a(1) and Step 1 of Figure 3.1-2. Since October 2010, NCNG has utilized Twitter, Flickr, Facebook, YouTube, Tout, and Pinterest to communicate with customers and gain real-time feedback. Data from these tools are analyzed for common trends and themes and summarized monthly in a report to the CoJS who directs changes in emphasis as appropriate.

4.1a (4) Our performance management system is agile and nimble via our commitment to sharing knowledge across sections/organizations so that if one SME or system goes down, redundant or alternate sources of data or expertise are standing by or available.

4.1b We review organizational performance and capabilities, and comparative and customer data monthly and quarterly during the PPWG, G3

Synchronization Meeting, LRR, IICP, ARC, JPG, Screening Bureau, the JCC, and the GO Conference. The GO Conference provides the opportunity to discuss and share information and improve situational awareness at the state level. The JCC allows the leaders of each Army MSC to increase situational awareness and conduct staff coordination among NCNG leadership while identifying command issues and challenges. During this review, the ARFOR Commander and CoJS may realign resources if necessary to ensure the responsible command and directorate is able to accomplish the intent of the strategic objectives and supporting action plans.

During the TAG's annual SLW, the responsible J/G-Staff Director provides an in-depth look at the performance for each key organizational measure over the past year for all NCNG Battalion/Squadron level commanders and above. *Figure 2.1-2* further depicts the NCNG's ability to ensure organizational performance review throughout the chain of command. Planning, feedback and improvements are performed at the lowest level.

These conferences and council meetings allow leaders at all levels to assess our organization's success as compared to other battalions/squadrons, MSC's, states, and outside competitors. If areas of substandard performance are identified (*Figure 4.1-1*), a CPI project may be assigned. This methodology ensures that performance reviews are aligned to determine the progress relative to our strategic objectives and supporting action plans for the strategic initiatives. Because we conduct performance reviews on a monthly basis, we are able to respond rapidly to changes in our organizational needs and external operating environment, to include transformational change. An example of transformational change is how we share information within our Domestic Operation processes. A review of our Domestic Operations SOPs led us to map the process, to include all information systems and briefings that need to be updated. This caused us to move away from many individuals create and emailing documents, to configuring NCGKO (SharePoint) for individuals to enter pertinent information into SharePoint that is immediately available to others to take appropriate action. These changes have reduced the number of emails and the time it takes to make decisions in support of Domestic Operations.

4.1c(1) High performing units and operations are identified during the organizational performance reviews described in 4.1b.

Best practices are identified twice per month using story boards during the CoJS brief. An Innovation Rewards RIE was completed in January 2014 to develop a process to encourage and recognize Best Practices.

4.1c(2) Future performance is forecasted through analyses of historic trends as indicated in Step 7 of *Figure 2.1-2*. Differences between projections of future

performance and performance projections are reconciled by the SMG in Step 2 of *Figure 2.1-2*.

4.1c(3) NCNG identifies and prioritizes opportunities for improvement during the Performance Reviews as described in Step 7 of the SPP. These are deployed work groups and functional level operations throughout the NCNG via the JPG and CPI Program and communicated through the Campaign Plan and the orders process.

4.2 Management of Information, Knowledge, and Information Technology

4.2a(1)(2) NGNC continues in its commitment to improving our Knowledge Management (KM) posture. Every staff section and MSC has KM Officers (KMOs) on appointment orders. These KMOs attend monthly Knowledge Management Committee meetings, which are included on our Battle Rhythm and chaired by the Vice-Chief of Staff, which is. During these monthly meetings, committee members discuss lessons learned, readjust priorities, and direct the sharing of best practices across the organization. Our methods for collecting and transferring relevant knowledge from and to our customers, partners, and collaborators can be referenced in *Figure 3.1-2*. During Step 2 of this process, data is blended and correlated to build new knowledge. As was the case when the NCNG nested our Domestic Operations process with NC Emergency Management, helping leaders within the NC National Guard and the NC Department of Emergency Management develop more efficient methods to preposition valuable resources and personnel available from across all First Responders, not only the National Guard.

Additionally, our J3 KMO's partner with state agencies and other states KMO's to develop an innovative, shared situational awareness management system that will enable partner agencies to share data and graphics in a near real time environment for heightened visibility and operational awareness.

As training exercises or unexpected events occur, AARs are conducted, and via communication methods listed in *Figure 5.2-1*, the lessons learned are integrated into Strategic Plans and OPORDs for future operations. These lessons learned are also incorporated into SOPs, are our primary method for transferring workforce knowledge.

4.2b(1) NGNC-G6 consistently validates electronic data and information by ensuring recurring system backups are done as well as testing backups for data integrity. Using valid permission sets and limiting access to hardware and software stabilize the process of data and information validation.

- **Accuracy** – Accuracy is addressed through proper training of personnel with supervisory oversight. If deficiencies are found, proper troubleshooting and if necessary, retraining is scheduled and SOP's are updated to correct deficiencies. Accuracy is assessed and audited through intensive testing of hardware, software and data conducted on a regular, but scheduled basis. In addition, user accounts are monitored for valid security clearances as well as system

local user, group policies and procedures are enforced. These efforts are designed to limit exposure to malware that could degrade the accuracy, integrity and reliability of organizational data.

- **Integrity and Reliability** – We ensure our IT infrastructure is continuously monitored to ensure no abnormalities or intrusions alter information. Our network infrastructure is monitored 24 hours a day, 7 days a week through the use of the automated alerts, manned scheduled updates and wireless devices. Examples of this innovation are the use of ForeScout port monitoring, NCNG wireless network intrusion prevention and Solarwinds Network Performance monitoring. In the event of a critical failure or problem as defined by the NCNG Critical Information Requirement (CIR), the G6-CIO is immediately notified and immediate steps are taken to resolve the failure or problem. Equipment is continuously monitored to detect any media or communications failures. Our organizational data is fully backed up every Friday with an incremental back up done each night to ensure information reliability. These backups are periodically tested to ensure data integrity. We also ensure hardware reliability through our three year life cycle replacement policy by replacing out of warranty information systems throughout the NCNG. NCNG has established a COOP process, and as mentioned previously, we have an Incident Response Plan (IRP) integrated into the COOP. NCNG also has an alternate data center (ADC) that provides continuation of critical NCNG technology infrastructure in the event of a natural or human induced disaster.

- **Currency** – IT infrastructure is monitored to detect deficiencies, and is proactively patched to ensure vulnerabilities are mitigated and all users have timely access to information. Timeliness is based on organizational information requirements.

4.2b(2) Security and confidentiality is ensured through the deployment of the layered network discussed in Section (2) 4.2(b)3. Additionally, we ensure network security through the use of access control devices which provide access to routers and switches.

Some information falls into existing confidentiality standards such as Secret, Sensitive But Unclassified (SBU), For Official Use Only (FOUO) and The Army Privacy Program. Each has regulations and processes designed to protect information.

DoD, DA, NGB and NCNG requires Common Access Card (CAC) Cryptographic Logon (CCL) providing a strong, two-factor authentication for physical and logical access to IS equipment. CCL provides a more reliable method for verifying network user certificates. This provides the following:

- Authentication - The need to make sure that both the sender and recipient are who they say they are
- Non-Repudiation - Ensuring that authenticated users in a transaction cannot later deny actions previously taken
- Data Integrity - Ensuring that the data is not manipulated in transit

- Confidentiality - Ensuring privacy of data as it moves around the NIPRNet
- Authorization – Only authorized users are able to see information they are given access to.

Security and confidentiality are further enforced and ensured through a rigorous security clearance process for all employees requiring network access. All users' clearances are regularly vetted for validity, with those not meeting standards having a restricted network account, or no access at all.

Need to add something about "overseeing the cybersecurity of information systems."

4.2b(3) NCNG utilizes commercial software packages in our workstation software image to ensure data and information is available in the most user-friendly format. A searchable knowledge database allows customer to search for answer to common problems and empowers the customer to correct their own problems and issues.

A prime example of distributing time critical data and information to our employees, customers, suppliers and partners, depicted in *Figures 7.2-2 and 7.2-3*. TAG, CoJS, Senior Enlisted Leader (SEL) and the PAO all recently implemented social media sites to make information more readily available and accessible to all Soldiers and Airmen. These sites have been viewed by thousands of additional viewers who would have never seen the traditional systems utilized in the traditional military workplace. Other IT venues used to improve information availability include (but are not limited to) the following:

Targeted (that is, directed towards a MSC, BN, Unit, etc.) e-mail messages; Network pop-ups upon logging into the network; NC email; Bi-Monthly meetings (IT Readiness Committee); Announcement messages through the HelpSTAR Request Tracking Software; AKO Files, AKO community pages; GKO; NCGKO (our intranet); NCNG public website; Local network file shares; Internet; Virtual Private Network (VPN); Surveys; OPODs/FRAGOs

The NCGKO Intranet portal provides a central collaboration site for joint information, joint command and control, and improved knowledge management for both employees and customers. The PAO office posts the most current events, announcements and available resources in the NCNG community on our NCNG Public Site as listed below:

Guard Support, Family Programs, Yellow Ribbon Program, Military Funeral and Honors, SHARP, NCNG IBHS, Casualty Operations/Survivor Outreach Services, and links to NCNG, Army or DoD Public Affairs, Recruiting, Services, Training, NCO Resource Center, Careers, Links to Army and Air Guard Sites

Every effort is made to ensure our employees are provided with access to announcement and data cascading through Directorates. By providing detailed information on available links, locations of the data and problem solutions, our employees and customers have become more self-sufficient when it comes to accessing the available information provided them.

NCNG Network accounts are available to all NC Guardsmen and all NCNG State of North Carolina employees. Currently, over 3,200 Soldiers and employees have a NCNG network account providing availability to information. Full Time Support (FTS) personnel and traditional guardsmen utilize Enterprise email accounts, a great improvement over the old email architecture. Unit newsletters are communicated to all Guard members via a variety of venues to include email, social media, web portals and traditional mail. The quarterly NCNG Tarheel Guardsman, the Air Guard's Tarheel Times and the NCNG's Guard Family Connection magazine all supplement distribution of information to our guardsmen, customers and stakeholders.

Secure access (using the proper credentials and security checks) to our data is provided through accessing the NCGKO Intranet or, using VPN, our network through Internet portals at places like community libraries, distance learning centers, and college computer labs. Paper-media copies of applicable information are also cascaded through Directorates to those who need the data. All leaders, employees, suppliers, partners, and customers have access to need-to-know information and data they require for their work, when they need them by accessing the NCGKO Intranet or connecting to the NCNG network through VPN when not in their office.

NCNG has increased the availability of Information Systems (IS) 58% from 1,555 in 2002 to 2,693 in 2012. Two kiosk workstations were issued to every armory to be used solely for Traditional Guardsmen to access information. an additional 250 workstations have been issued to field units for use by Traditional Guardsmen. This resulted in an additional 2% increase in the availability of IS equipment. This provides a means for Traditional Guardsmen and families to access current and relevant information on a regular basis.

Each year, the NCNG publishes a Campaign Plan which outlines our Vision, Mission, and End State. The KM office is charged with synchronizing communications and information accessibility across the organization.

We continue to assess and analyze how we store, share, ensure accuracy and archive the many sources of information used within our organization. One of the primary means of knowledge sharing and transfer within our Staff is the JPG which meets three times a month and includes members of all of the MSCs. Some of the sources of data storage include Share Drives, SharePoint 2010 Portal hosted at NGB (also known as NCGKO), Exchange Server and our NGNC Public Website. Most of our data sharing from within the workforce is done through Share Drives or, by sending emails with a link to the appropriate Share Drive. Orders (WARNOs, FRAGOs and OPORDs) from the JFHQ-NC are now distributed through our NCGKO JOC Portal where the entire workforce has access to via CAC credentials.

For our Suppliers, Partners and Customers, information is disseminated primarily via email and our

Public Website which allows better collaboration and dissemination of information.

4.2b(4) The NCNG has implemented various processes and systems that ensure our employees and customers an easy, reliable and rapid data transfer across the network. We solicit input and feedback from our employees, our System Administrators (SA) as well as our customers to ensure the needs of our customers are exceeded.

We ensure hardware reliability through our three-year life cycle replacement policy dependent upon obtainable funds and the expected return on investment hardware such as routers, switches, servers, workstations/desktop computers, laptop/notebook computers, etc. are thoroughly tested before deployment and use by employees and customers by ensuring the hardware meets the NCNG network specifications and is properly configured with DA approved software and certified using appropriate security checklists.

Commercial-Off-The-Shelf (COTS) and Government-Off-The-Shelf (GOTS) software are also rigorously tested to ensure they meet DA specifications and pass all Information Assurance (IA) security tests before being installed on IS equipment.

We also ensure hardware, software and network security through the deployment of a layered network and a security model based on AR 25-1 (Army KM and IT Management) and AR 25-2 (IA).

This layered network includes the following components:

- Firewalls
- Intrusion Detection Systems (IDS)
- Vulnerability scanning software
- VPN access
- Virtual local Area Networks (VLAN) to isolate network functions
- Global policies to enforce strong password practices
- Acceptable Use Policy (AUP)
- Anti-virus programs
- Annual employee computer security training
- Trained and certified Information Assurance Security Officers (IASO)
- Domain administration policies

The layered network further provides for the secure passing of information and e-mail across the network. Where necessary, we enforce the use of strong password authentication policies as well as follow the appropriate SOPs for use of the network. An application that monitors Internet activity is used to ensure that our employees and customers are using the IS equipment productively and not "surfing" the web on government time.

NCNG has implemented CCL providing a strong, two-factor authentication for physical and logical access to both the IS equipment and the network. IS equipment are updated with security and antivirus patches weekly. Every three years, or as required, we reaccredit our network through the DoD IT Security Certification and Accreditation Process (DITSCAP) which ensures the NC

domain can process and store information at the proper security level.

An example of our commitment to user friendliness is the establishment of a dedicated User Request-Self Help Web page on the NCGKOV3 Intranet is available to all employees. The page provides links to the following:

- HelpSTAR Web Portal where employees can submit requests, search for problem solutions and manage their open requests
- Using the HelpSTAR Web Interface SOP
- Submitting a G6 Request For Help SOP
- Flash presentation on how to search the HelpSTAR Knowledge Database for solutions
- C4IT Support, Services and Operations Manual (SSOPM)
- Commonly Used SOPs
- Self-Help Links
- A selection of How-To articles
- Self Help videos

Employees using the above links have become more adept at finding solutions to their own problems and issues as well as have become familiar, through the C4IT Community SOPs available through the C4IT SSOPM, with available processes and procedures to better equip themselves to perform their daily work (*Figure 7.3-14 Customer Requests for Help*).

Another example of user friendliness is the regular support the G6 Helpdesk provides via immediate assistance, analysis, and support of employee and customer problems and issues for systematic analysis by providing support in the following ways:

- Web-based support using the HelpSTAR web portal for customer-initiated requests, customer searches for problem solutions and customer management of their open requests
- E-mail support
- Telephone support
- Fax support
- Walk-in support
- On-site support via our 10 Field Service Representatives across the state

Implementation of a Knowledge Centered Support (KSC) methodology provides the C4IT Support Community with a wide range of support options such as the following:

- Web-based Knowledge Database using the HelpSTAR web portal
- SOPs and detailed processes
- Review of knowledge (solutions) to ensure they are still valid and useable
- Evolution of and creation of new knowledge to ensure the customer base is being provided Just In Time (JIT) solutions.
- Continuous monitoring of Helpdesk operations
- Customer Satisfaction Surveys
- Customer follow-up ensure timely resolution of problems

4.2b(5) NCNG G6 Computer Network Defense Team (CNDT) conducts IA operations in support of NCNG. Given that the network is critical for timely information

exchange and decision-making, the CNDT ensures the availability, integrity, and confidentiality of information and information systems used in planning, directing, coordinating, and controlling forces to accomplish the NCNG's mission across the full spectrum of operations. In 2011-2012 the CND participated in 4 national and regional exercises to include live operational support at the Presidential Inauguration.

NCNG has implemented a VPN to provide full network access to key users from any internet accessible location.

CAC readers have been made available through their unit supply channels for all full-time and Traditional guardsmen. This program was implemented to allow all employees to be able to access their email (AKO/Enterprise) as well as NCGKO from just about any internet provider and location

The NCNG Incident Response Plan (IRP) is synchronized with the NCNG COOP and Emergency Action Plans (EAPs) to promote a rapid return to operation, in the event of a cyber or traditional incident (i.e., denial of service attacks, or other unplanned systems failures). The procedures contained in the IRP, EAP, and COOP are regularly verified and updated. The IRP includes a contact list with key personnel which is maintained at the JOC. Additionally, the IRP contains procedures for responding to incidents, restoring the system to full operation after a security incident, and preparing the follow-up analysis. The G6 annex to the IRP includes provisions for the following: scheduled backup of the entire file system, daily backup of changed files, and off-site storage of backup media.

The NCNG consistently strives to provide "cutting edge" technology to all NCNG customers. Our employees regularly attend classes, forums, workshops, seminars, conferences and take online IT courses to further their technical knowledge. Examples include ForeScout, KACE, VoIP, MFPs and IPTV.

Our employees are members of civilian IT and intel organizations such as InfraGard and ISACC. Both of these organizations are partnerships between the private sector, academic institutions, state and local law enforcement agencies, and other participants dedicated to sharing information and intelligence to prevent hostile acts against the United States. In addition, NCNG has active members in the NGB J6 Field Advisory Council (FAC) working groups, which help increase awareness of the evolving direction of technology and customer business needs.

The NCNG KM and IT strategy and planning efforts help the J- and G-staff and MSCs maximize new ways of doing business and maintain agility.

NCNG completed statewide VoIP transition in 2013 providing a standardization of telecommunications services at each location. NCNG now has a redundant communications system built on a hardened state-of-the-art technology, greatly enhancing the organizations access to information and data in an emergency environment.

CATEGORY 5
WORKFORCE

5 WORKFORCE FOCUS

5.1 Workforce Environment

5.1a(1) Since we consist primarily of military personnel, Army Regulations, DA Directives, and NGB define our workforce structure. We assess our workforce capability by evaluating our readiness IAW JFHQ-NC (Army) Regulation 350-1, NCNG Training and OTAG 690-1. Unit readiness status is reported during the quarterly USR. We manage shortfalls in critical skills during our quarterly ARC and apply targeted incentives to recruit and retain those skills. We also provide feedback/input to NGB and DA who have the authority to adjust force structure (*Figure 5.1-1*). Analyses of these results are also conducted during step 1 of our SPP.

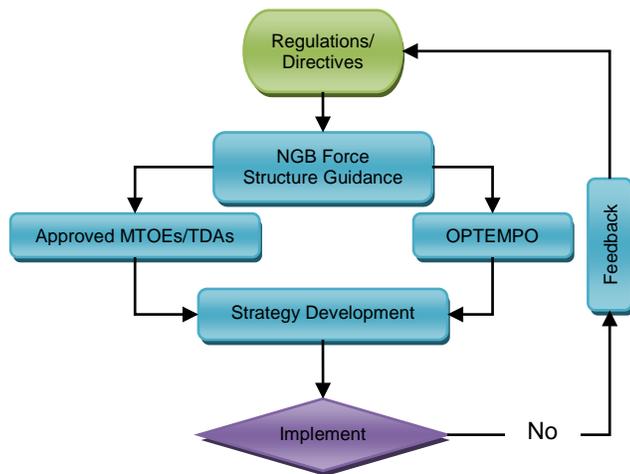


Figure 5.1-1 Workforce Capability & Capacity Assessment Process

During steps 2-6 of our SPP (*Figure 2.1-2*), if applicable, measures/targets are updated/adjusted, strategic initiatives are developed/deployed throughout the organization, and action plans are developed and executed to address areas of workforce capability that are not meeting targets.

Workforce capacity and staffing levels are assessed through the management of the MTOE and TDA manning documents which identify the personnel requirements for our units and the full-time manning voucher. The skills and competencies of our workforce are assessed through our evaluation system described in 5.1a(3).

5.1a(2) The characteristics and skills required for military service are set forth by the DoD, DA, and NGB. Potential traditional or AGR members of the NCNG must meet physical, educational, medical, and testing requirements specific to the Army. The Recruiting and Retention Battalion (RRB) for the NCNG is responsible for recruiting, screening, and contracting members based on the most current enlistment or commissioning criteria.

The characteristics and skills required for employment as a full-time technician or a State employee are outlined in the specific position descriptions as Knowledge, Skills, and Abilities (KSAs). The NCNG HRO is responsible for the advertisement of positions, screening of applicants, and hiring of full-time technicians and AGR members. The NCNG State Operations office is responsible for requesting the advertisement of positions through the State Office of Personnel Management (SOPM). SOPM is responsible for advertisement of positions, screening of applicants, and hiring of State employees.

The characteristics and skills required for employment as a contractor are established by the NCNG and incorporated into written Statements of Work. The USPFO is responsible for getting the contract to civilian companies for manning of those positions.

In order to recruit and retain quality employees, the NCNG focuses on the promotion of all available incentives, benefits and services. New recruits may be eligible to receive a variety of enlistment bonuses and educational benefits. Seasoned members are also eligible to receive retention bonuses. *Figures 7.1-12 Reenlistment Mission Percent and 7.4-19 Total Attrition Loss Rate* reflect our key measures of retention for both full-time and traditional guardsmen. We also measure the effectiveness of our recruiting programs for traditional Guardsmen (*Figures 7.1-3 Total Accessions, 7.3-11a NCO Vacancies, 7.3-11b CPT-MAJ Vacancies and 7.3-11c WO Vacancies*).

New Employee Orientation:

Traditional Guardsmen: New ARNG enlistees into the NCARNG are assigned to a duty position and unit, and attached to a Recruit Sustainment Program (RSP) unit. Our RRB conducts the RSP to ensure new Soldiers receive a balanced orientation into the NCNG and are fully prepared for the challenges of Basic Combat Training and Advanced Individual Training.

Units within the NCNG provide orientation to prior-service enlistees via the Unit Sponsorship Program. New members of the unit are assigned a sponsor who is responsible for introduction of key leaders and ensuring that the Unit Sponsor Checklist is completed.

Full-time Technicians: HRO conducts monthly New Technician Orientation sessions, which provides an overview of our policies, procedures, labor relations, job related training, security clearances, the PAA, standards of conduct HAZCOM and safety briefings and benefits (e.g. health, dental and life benefits, Thrift Savings Plan [TSP]).

New AGR Soldiers: HRO conducts monthly AGR orientation briefings covering on topics such as benefits (basic allowance for subsistence and basic allowance for housing), leave, TriCare (health and dental benefits), education benefits, TSP standards of conduct, Government purchase card and job specific training at the National Guard Professional Education Center..

Figure P-2 of the Organizational Profile, depicts the workforce diversity of the NCNG. TAG publishes the Demographics Report and an Affirmative Employment Goals memorandum on an annual basis. This memorandum is distributed to all commanders, managers, and supervisors within the NCNG. Included is a charge to all leaders within the NCNG to “incorporate a program of positive recruitment which, for each step of the selection process, assures that job requirements, selection procedures, hiring standards and placement processes contribute to the achievement of EEO and Affirmative Employment goals and do not discriminate on the basis of race, color, religion, gender, age, national origin or disability (ies).”

5.1a(3) The NCNG consists of both a traditional and a full-time force. The full-time force consists of AGR personnel, federal technicians (excepted and competitive), state employees, and contractors. Specific data on the breakdown of employees within the NCNG is located in the Organizational Profile (*Figure P-1*).

The organization of our traditional workforce is based on the standardized MTOE and TDA manning documents for the NCNG. NC has transitioned to a JFHQ and implemented the draft Joint Table of Distribution (JTD) for manning. In addition to the JTD, NCNG continues to utilize NGB full-time manning documents, state employee authorizations and established contracts for organization of our full-time workforce.

To ensure our workforce capitalizes on our core competencies, we have linked leader counseling to our core competencies and aligned our Evaluation Systems (OERs, NCOERs, Technician Performance Appraisals, State Appraisals) with strategic objectives that support our Core Competencies. The NCNG PAA for technicians is a two part program established to manage and organize the workforce. The program reinforces performance expectations.

Reoccurring performance reviews such as the GO Conference and JCC (*Figure 2.1-2*) are conducted to ensure performance expectations are met. When necessary, action plans are adjusted during these iterative reviews to ensure workforce capacity is aligned with work accomplishment.

5.1a(4) Our changing workforce capability and capacity needs are identified during step 1 of our SPP (*Figure 2.1-2*), more specifically, during our SWOT analysis. The remaining steps in the SPP are executed as necessary to address changes to workforce capability and capacity. An example of how we ensure sufficient staffing levels to meet varying demand levels is our continued effort to validate and review our COOP in the event our JFHQ becomes uninhabitable. Each section within our full-time staff has designated COOP personnel and a pre-packaged set of equipment required to sustain operations.

The CoJS leads a joint effort to apply full time manning authorizations to identified capability and capacity priorities. We adapt to changing needs by supplementing full time manning with ADOS, temporary technicians and contract civilians. When no longer needed, we reduce this pool of temporary employees. This temporary workforce provides rapid response to immediate/short term changing needs.

Continuous cross training, standard operating procedures (SOPs) and the use of a Rear Detachment Handbook are examples of how we ensure continuity, accomplish our work processes, and minimize the impact of workforce reductions.

5.1b(1) Under the direction of TAG, the NCNG Command Safety Council meets quarterly to review trends and provide data to the MSCs to resolve potential safety hazards. The State’s Safety and Occupational Health (SOH) Office provides a full range of safety and occupational health services, to include: safety management courses; pre-placement physicals; annual medical screenings for at-risk employees; and site evaluations to ensure Occupational Safety and Health Administration (OSHA) standards are consistently met. We monitor the health of our military workforce by ensuring compliance with annual requirements for Periodic Health Assessments (PHA) and dental exams to determine our medical determinate rate which has a national established goal of $\leq 5\%$ (*Figures 7.1-14 Percent MRC and 7.1-15 Dental Readiness*). We also monitor the health of the workforce through, annual physical fitness tests (semi-annual requirement for AGR Soldiers), semi-annual weigh-in, and random urinalysis screening of 100% of our Soldiers on an annual basis.

To improve the safety and health of our workforce, we implemented the first national IBHS in the National Guard. This process is in response to behavioral needs of our workforce initially determined from post deployment assessments. The NCNG fosters an organizational culture characterized by providing easy access to all resources with no wrong door for all NCNG Service Members and their Families as depicted in *Figure 5.1-2*. The NCNG IBHS stood up on 1 November 2010 and is driven by a team of contracted, qualified, licensed clinicians and behavioral health case managers known collectively as the Psychological Services Section (PSS). The IBHS assists NCNG service members and their Families by assessing inquiries for immediate behavioral health needs and then referred based on need such as emergent need or consultation with referring agency. External referrals include but are not limited to: mental health counseling, outpatient psychiatric referrals, acute psychiatric and substance abuse hospitalization, residential treatment, TBI screening, housing, food, employment and entitlement enrollment.

NCNG INTEGRATED BEHAVIORAL HEALTH SYSTEM

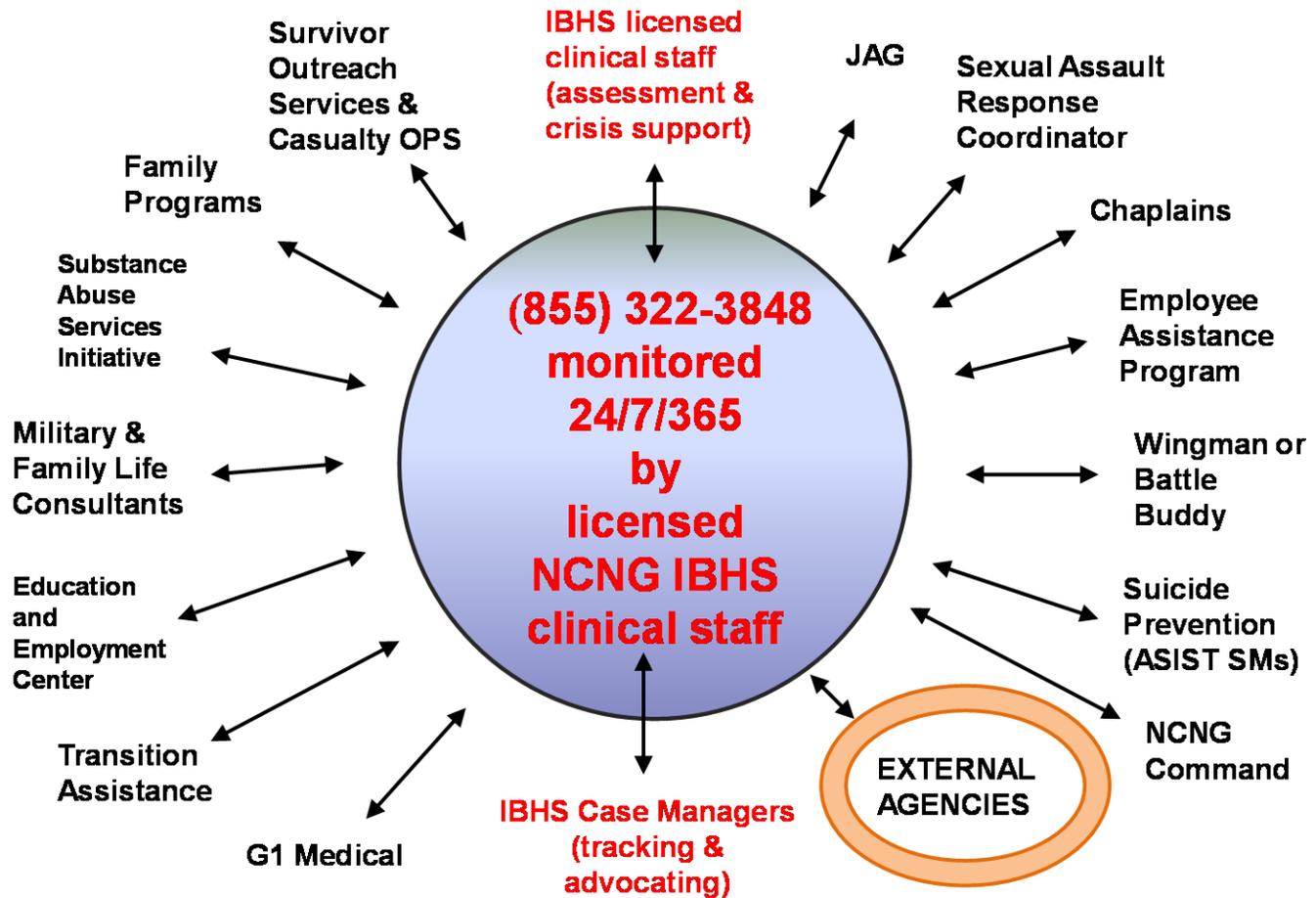


Figure 5.1-2 NCNG Integrated Behavioral Health System (IBHS) facilities. Fencing has been upgraded and flood-lighting installed. Access Control is now monitored by electronic

Internal referrals include but are not limited to: Sexual Assault Response Program, SJA, Transition Assistance Program, Chaplain Corps, Survivor Outreach Services, Employee Assistance Program, Family Programs and many others.

Additionally, the NCNG conducts regular programs such as the Chaplains Strong Bonds Programs (*Figure 7.3-9 Strong Bonds Event Participation*) and R3SP Programs (*Figures 7.3-10a R3SP Driven Training and 7.3-10b Suicide Prevention Training*) to improve workforce health. Strong Bonds programs are conducted regularly and we currently have ten events scheduled for this FY. Our programs consist of relationship education and skills training. This program began with our married service members and due to its success has been expanded to incorporate programs for our single Soldiers. depicts our participation progress.

The J2-Intelligence, and J3-Force Protection, improves the security of our workforce by monitoring force protection levels and enforcing the procedures outlined in AR 525-13, Antiterrorism. With an increased terrorist threat, Force Protection measures have increased and include armed guards at some of our

access cards which electronically controls access to authorized individuals at all access portals. This also serves as a record of individuals entering and exiting entry points at several facilities. The State Fire Marshall conducts a safety inspection on each armory and facility annually to ensure compliance with all pertinent safety regulations. The Installation Management Agency (IMA) personnel, both full-time and traditional, perform inspections and complete an ISR on all aspects of each armory and facility.

Each NCNG facility is required to have an emergency evacuation plan. The NCNG conducts preparedness drills for various emergency situations (i.e. tornado, fire, bomb threat, etc.) IAW the Installation Response Plan. Supervisors and Area Wardens continuously train personnel on emergency event procedures. Area Wardens have been identified and provided radios. In the event of an emergency, radio contact is made with each of the Wardens to ensure personnel safety/accountability and to direct response efforts if necessary. In addition, our JOC issues WARNOs in advance of possible weather-related emergencies or

disasters. An Installation Spill Contingency Plan (ISCP) is also required at every facility by the Directorate of Environmental Management (DEM).

All local unit level armories are equipped with a back-up power source for the IDS that set off alarms if the arms room is compromised. Our Data Processing Installation (DPI) Division conducts an annual COOP exercise from its designated COOP site in Stanly County, NC. The J3/7 has developed and tested a plan for multiple COOP sites. We currently have back-up generators for continuous operation of the JOC.

In addition to organization controls, the NCNG empowers its employees to improve workplace health and safety within the scope of their duties and is linked to our Evaluation System ensuring accountability. Our full-time military employees are responsible for maintaining our armories across the State. Safety hazards are reported through the SOH office and work orders are submitted to the IMA. Routine maintenance requests are submitted via work orders directly to IMA for action. Organizations submit requests for special equipment to the SOH Office, G4 or G6 as appropriate for review and coordination with the IMA. The IMA manages an automated work order program which has improved the processing time of each work order. Our low accident rate, as depicted in *Figure 7.3-3* is evidence of our commitment to ensure and improve workplace health, safety and security.

Employee Safety: During new Employee Orientation Classes the SOH Office educates employees on safety procedures, initial and annual Occupational Health screening requirements, and the requirement to ensure a job hazard analysis is conducted for each position type employed by the NCNG. The SOH Office also conducts training on emergency medical procedures, use and handling of hazardous materials, the proper procedures for reporting any unsafe act or situation, identifying the proper Personal Protective Equipment (PPE) required by particular duty positions, and educates them on maintenance and use of their equipment. The SOH Office also maintains a website on the NCNG Intranet that has on-line safety training and information for Soldiers, as well as full-time employees.

Workplace Safety: The SOH Office conducts annual inspections and visits to armories and maintenance facilities. They evaluate the working conditions, shop safety procedures, management's safety program, employee training and compliance with OSHA and other safety regulations. If employees have concerns about noise levels, air quality or lighting in the workplace, the SOH staff conducts evaluations of the working environment and files a report with CFMO and the State Safety Officer. These reports are tracked to ensure all areas of concern are addressed or, if necessary, repaired. The SOH Office also assists in investigating any workplace mishaps or accidents and works closely with the Army Combat Readiness Center in Fort Rucker, AL to capture the direct and indirect

causes and implement controls to prevent similar incidents.

Environmental Safety: The NCNG is committed to Environmental Safety through sound environmental management by the EQCC and is emphasized in our 2015-2019 NCNG Campaign Plan as one of our "End States". The EQCC is chaired by the CoJS and composed of the primary staff. The NCNG has also declared conformity with the ARNG Environmental Management System (EMS) which adopts the ISO 14001 international standards. The DEM has additionally created a general environmental website, as well as a site-specific web-page for each NCARNG facility, enabling easy access to all pertinent environmental plans and documents. Annual environmental training is mandatory for all M-Day Soldiers.

5.1b(2) The NCNG supports our workforce through policies, programs, services, and benefits such as: educational development training/workshops, travel, health insurance, dental insurance, TSP, retirement programs, uniforms, paid vacation/leave, health monitoring, employer support, a Tuition Assistance Program (TAP) and Family readiness. These services are provided to AGR, Federal Technicians, Traditional Guardsmen, and State employees, with some exceptions due to membership criteria. Otherwise, the NCNG offers these opportunities for morale enhancement, mission readiness, and upward mobility.

The NCNG also sponsors events which highlight personal expertise in areas outside those found in a duty description. For example, TAG hosts an annual Combat Pistol and Rifle Match, the Minuteman Muster, Noncommissioned Officer/Soldier of the Year Competition, and Best Warrior Competition. TAG also strongly encourages unit and individual participation in national competitions for maintenance, food service, supply and logistics, and environmental programs. The NCARNG has received national recognition over the past few years for achieving excellence in several areas: Supply Excellence, Recruiting and Retention Awards, and the prestigious Department of the Army MacArthur Leadership Award.

5.2 Workforce Engagement

5.2a(1) The NCNG fosters an organizational culture characterized by open communication via open door policies established by commanders and supervisors at all levels utilizing the various communication mechanisms depicted in *Figure 5.2-1*. In addition to the lateral and 2-way communication mechanisms identified in the figure, the NCNG uses the OER/NCOER support form for AGR and traditional Soldiers and the PAA for Technicians which include interim reviews and annual appraisals for technician personnel to ensure high performance is met. Performance counseling is linked directly to the metrics (*Figure 2.2-2*) that support achieving our goals identified in our Campaign Plan. To

encourage our military employees, high performance work is fostered by unit vacancy promotions for officers who perform at levels above their peers (*Figure 7.3-4 Promotions*). This allows for advancement prior to selection by promotion boards without having to compete.

We ensure our organizational culture benefits from the diverse ideas, cultures, and thinking of our workforce by, first and foremost, recruiting and hiring from our diverse communities. Our Joint Diversity Executive Council (JDEC) fosters workforce diversity and workplace inclusion. The JDEC is chaired by a GO, the council charter has been developed, and the council has held three official meetings since its inception last year. The NCNG uses a variety of training mechanisms such as officer professional development/NCO professional development (OPD/NCOPD), the Defense Equal Opportunity Management Institute (DEOMI), full-time employee orientation, and mandatory annual briefings to educate our workforce on diversity and EO. Our Equal Opportunity Advisor (EOA) and Military Equal Opportunity (MEO) representative are required to attend a 3 week course at the DEOMI. In addition, the NCNG EO office conducts a biannual 2 day workshop for all EOAs and MEOs. Our full-time orientation includes a requirement to attend 4 hours of EEO training and a requirement for supervisors to attend an additional 2 hours of EEO training. The EEO counselor and special emphasis program managers that assist the EO office are required to attend 32 hours of initial EEO training and 8 hours of annual refresher training. A 4 hour block of diversity training is incorporated in the EEO counselor training. Additionally, unit level Equal Opportunity Leaders (EOL) receive 60 hours of annual mandatory training facilitated by our HREO office. We use the various communication mechanisms depicted in *Figure 5.2-1* to capture and benefit from the diverse ideas of our workforce.

5.2a(2) The NCNG determines the key factors that affect workforce engagement and workforce satisfaction during step 1 of our SPP as depicted in *Figure 2.1-2*. Additionally in 2013, the J5 Organizational Improvement Office conducted the NCNG Annual Survey to assess workforce engagement and workforce satisfaction. The survey allowed for open feedback from participants pertaining to the organization. As a result of the feedback provided to the leadership from the survey, multiple CPI Projects such as an RIE to improve knowledge management, a black belt project that reduced Alcohol and Drug Case (ADC) processing from 324 days to 171 days and a black belt project to implement a biannual OAB were completed. *Figure 7.1-18* depicts the number of CPI projects completed the last three years that the program has been in full use. The program is currently on hold due to funding constraints.

	Traditional	AGR	Federal Technician	State Employee	Contractor
Communication Mechanisms					
Chain of Command	X	X	X	X	X
Telephone	X	X	X	X	X
E-Mail	X	X	X	X	X
VTC	X	X	X	X	X
Verbal	X	X	X	X	X
Defense Connect Online	X	X	X	X	X
Written Directives	X	X	X	X	X
Help Desk	X	X	X	X	X
Survey	X	X	X	X	
Knowledge/Skill Sharing					
Performance Reviews	X	X	X	X	
Staff Meetings		X	X	X	X
Committee Meetings	X	X	X	X	
Working Groups	X	X	X	X	
In-Progress Reviews	X	X	X	X	X
AARs	X	X	X	X	X
AKO/GKO	X	X	X		
Intranet	X	X	X	X	X
Internet	X	X	X	X	X
Newsletters	X	X	X	X	
Training Courses	X	X	X	X	

Figure 5.2-1 Communication Mechanisms

5.2a(3) The NCNG uses various surveys to assess workforce engagement and to determine employee well-being and satisfaction. We assess workforce engagement via annual surveys such as the Command Climate Survey and NCNG Bi-Annual Survey (*Figure 7.2-7 NCNG Survey Results*). Another method used to promote workforce engagement is the transfer and replacement of leadership positions through our quarterly officer and enlisted career management boards. Leaders on the full time workforce, as well as, the M-Day workforce, change out and this helps stimulate workforce engagement through the new ideas new leadership brings with them. One of our key measures of employee, satisfaction or dissatisfaction is the retention rate of our Soldiers (*Figure 7.1-12 Reenlistment Mission Percent*). Customer complaints are managed through our Complaint Management Process (*Figure 3.2-3*) and results are used to improve business processes that affect workforce engagement through the use of CPI projects and RIE, if applicable.

5.2a(4) The NCNG uses the standard Army evaluation reporting systems to support high performance work and workforce engagement. ARNG AGR, traditional and excepted technician officers and NCOs are evaluated using the OER and NCOER. Additionally, our technicians are evaluated using the

PAA and our state employees are evaluated using annual performance appraisals. In order to ensure high-performance work and high workforce engagement, evaluation criteria for ARNG Soldiers are relative to, and aligned with, key metrics (Figure 2.2-1) that support accomplishment of our action plans. Evaluation criteria for our excepted technicians are developed mutually by the employee and supervisor to ensure goals support the individual as well as the overall NCNG mission. These evaluation systems support workforce engagement by aligning workforce development with our core competencies.

As discussed in 5.2a(2), one example how our workforce management system considers rewards and recognition is through the issuance of incentive awards for our technician personnel. For our Soldiers, the military awards system is used as a means to recognize high performance. Each MSC conducts its own awards board. TAG level awards are boarded at the state level for approval if applicable. Figure 5.2-2 outlines our rewards and recognition process. Specific to NC, loyalty and dedicated service of 20 years or more is rewarded by way of state retirement compensation. Monetary awards in the form of bonuses and specialty pay are incentives used to encourage high level individual and organizational performance.

Our workforce performance management system reinforces a customer and business focus by linking our evaluation systems with our core competency.

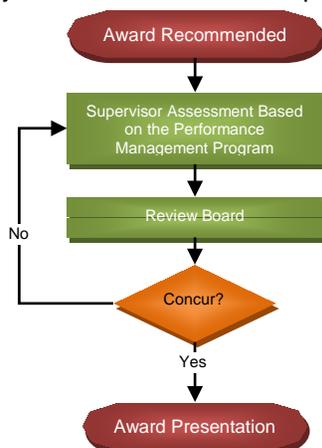


Figure 5.2-2 Rewards and Recognition Process

5.2b Workforce and Leader Development

5.2b(1) Our learning and development system addresses the following factors for our workforce members and leaders:

Core Competencies, Strategic Challenges and accomplishment of Action Plans: Opportunities for learning and development which are essential to achieving our core competency and addressing our strategic challenges are identified during step 1 of our SPP (Figure 2.1-2.) During steps 2-7, strategies are formulated; initiatives and action plans are developed and deployed throughout the organization; plans are

executed; and AARs are conducted ensuring our process is systematic. During the SWOT analysis, each workforce segment is represented and considered.

Performance Improvement and Innovation: Since 2005, the NCNG has used the Baldrige Criteria for Performance Excellence and the LSS performance improvement methodology to continuously assess and improve our organizational performance. In 2009, the organization embraced the CPI initiative, and conducted a strategic alignment workshop to match opportunities for improvement with CPI projects and RIEs. The process has since been refined and is outlined in Figure 4.1-2.

Ethics and Ethical Business Practices: All military personnel receive training on the military’s core values during basic training and leadership development courses. Soldiers receive mandatory annual ethics briefings as part of our yearly training requirements. Additionally, all NCNG network users must sign an AUP accepting the charge to use government computers and equipment responsibly.

Learning and Development Needs: We continue to maintain a formal Warrant Officer (WO) Mentoring program. JFHQ-Pam 600-101, NCNG WO Mentorship Program is posted to our NCGKO site to assist those WOs appointed as mentors for WO Candidates. Our learning and development system addresses the development needs of our workforce through the use of OERs, NCOERs, technician performance plans/appraisals, AARs, end-of-course critiques, and surveys. Additionally, in TY 12, we implemented a biannual OAB that will clearly identify the strengths and opportunities for improvement of each officer boarded. The OAB will evaluate the performance and potential of each officer boarded and rank them in relation to their peer group. Results are captured on DA FORM 4856 and boarded officer is counseled by their senior rater.

Transfer of Knowledge from Departing or Retiring Workforce Members: To ensure the transfer of knowledge occurs from our departing or retiring workforce, replacements are identified up to 90 days prior to the effective date of departing personnel. This process allows new personnel to conduct a right seat ride with departing personnel to gain the job knowledge. In addition, our supervisors and managers emphasize the maintaining of desk top SOPs to capture critical job knowledge for follow on personnel.

Reinforcement of New Knowledge and Skills on the Job: Supervisors and managers ensure cross training occurs on a regular basis and in some instances; Sergeant’s Time is used to focus on cross training and new knowledge sharing. Our G1 section has developed a comprehensive G1 Field Manual that provides instructions and examples of commonly used processes, which includes samples and examples. This handbook is continuously updated to reflect current information,

and is shared with all segments that action personnel items.

5.2b(2) NCNG leadership assess the findings from our organizational Command Climate Survey and NCNG Annual Survey during our continuous performance reviews as outlined in *Figure 2.1-2* such as the GO Conference and JCC. Analysis of the findings is then presented to senior leaders who determine the priorities and provide guidance to the J5. The J5 utilizes the CPI program to develop and manage CPI projects to address the priorities and opportunities for improvement. Monthly CPI meetings are used to track status for reporting progress to the leadership during the above mentioned organizational performance reviews. Specific examples of improvements implemented as a result of this process were outlined in 5.2a(1).

The effectiveness of our development and learning system is ultimately evaluated by our organization's performance. It is primarily evaluated through the organizational performance reviews depicted in our SPP (*Figure 2.1-2*) and via OERs, NCOERs, technician appraisals, annual employee evaluations, AARs, and hot washes from major events and exercises. As depicted in *Figure 2.1-2*, strategies are formulated by the SMG to support strategic initiatives. A key phase in this process is the Assess and Improve phase, where areas for improvement are identified based on AAR results, ACOE assessments, and organizational performance reviews. Our process to evaluate the SPP is shown in the GOs Board Review phase of *Figure 2.1-2*.

5.2b(3) TAG for the NCNG is appointed by the Governor. Succession planning for all other military leadership positions is handled by established processes described below.

The JCMB and the NCARNG CMB for full-time AGR and traditional Field Grade Officers and Warrant Officers in the rank Chief Warrant Officer 5.

The AAG, Maneuver (BG) is the President of the CMB and its voting members consist of the CoJS (COL) and the six MSC Commanders (all Colonels). The Command Chief WO (CW5) is a member without a vote, as is the Secretary General Staff (CW4) or the TAG XO (LTC), serving as the Facilitator/Recorder without a vote. The State IG (COL) sits as an observer. The CMB meets on a quarterly basis (or at the discretion of the CMB President) and evaluates and recommends assignment, transfers and/or promotions for positions in the ranks of MAJ and LTC. Annually, the CMB recommends an Order of Merit List (OML) for officers to attend Command and General Staff Officer Course (CGSOC) in a resident status and Senior Service College (SSC). At the Company Grade Officer (CGO) level, the CMB recommends commissioning branch and MSC of assignment for each State/Federal Officer Candidate School and ROTC graduates, taking into account the desires of the officer and the needs of the

organization. Additionally, each MSC convenes an internal CMB to evaluate and approve assignment, transfer and/or promotion for CGOs and Warrant Officers in the ranks of Warrant Officer 1 (WO1) thru Chief Warrant Officer 4 (CW4).

The DAG (MG) is the President of the JCMB and its voting members consist of the 4 AAGs (BG) and the CoJS (COL). The Command Chief WO (CW5) is a member for WO actions. The TAG XO (LTC) or Secretary General Staff (CW4) serves as the Facilitator/Recorder without a vote. The State IG (COL) sits as an observer. The JCMB meets on a quarterly basis (or at the discretion of the JCMB President) and evaluates and recommends assignment, transfer and/or promotion for positions in the ranks of COL and CW5. Furthermore, the JCMB reviews recommendations of the CMB and forwards the results to TAG. The processes for the JCMB and CMB are laid out in *Figure 5.2-3*.

The CoJS has also implemented a management plan to ensure each AGR officer's career is managed with as much predictability as possible. The plan ensures each officer has the proper professional development necessary for future assignments.

Enlisted Soldiers are promoted through the ranks by way of the Enlisted Promotion System (EPS), which is primarily a merit-based points system with little subjectivity. The State SEL manages the Senior AGR NCOs by way of an enlisted CMB composed of various Sergeants Major.

Military Technician positions, both Dual Status and Non-Dual Status, are advertised when vacated and individuals who are qualified under the Merit Placement Plan are considered for hire in advanced positions.

The NCNG also employs various retention boards to assist in the management of our traditional and AGR force. They include the Officer/Warrant Officer SRB and Enlisted QRB consider traditional Guardsmen and AGR Soldiers with at least 20 years of qualifying service for retention. The Active Service Management Board considers both Officer and Enlisted AGR Soldiers with at least 18 years of Active Federal Service (AFS) for retention beyond 20 Years AFS. These various boards assist with determining Soldiers' potential for positions of greater responsibility.

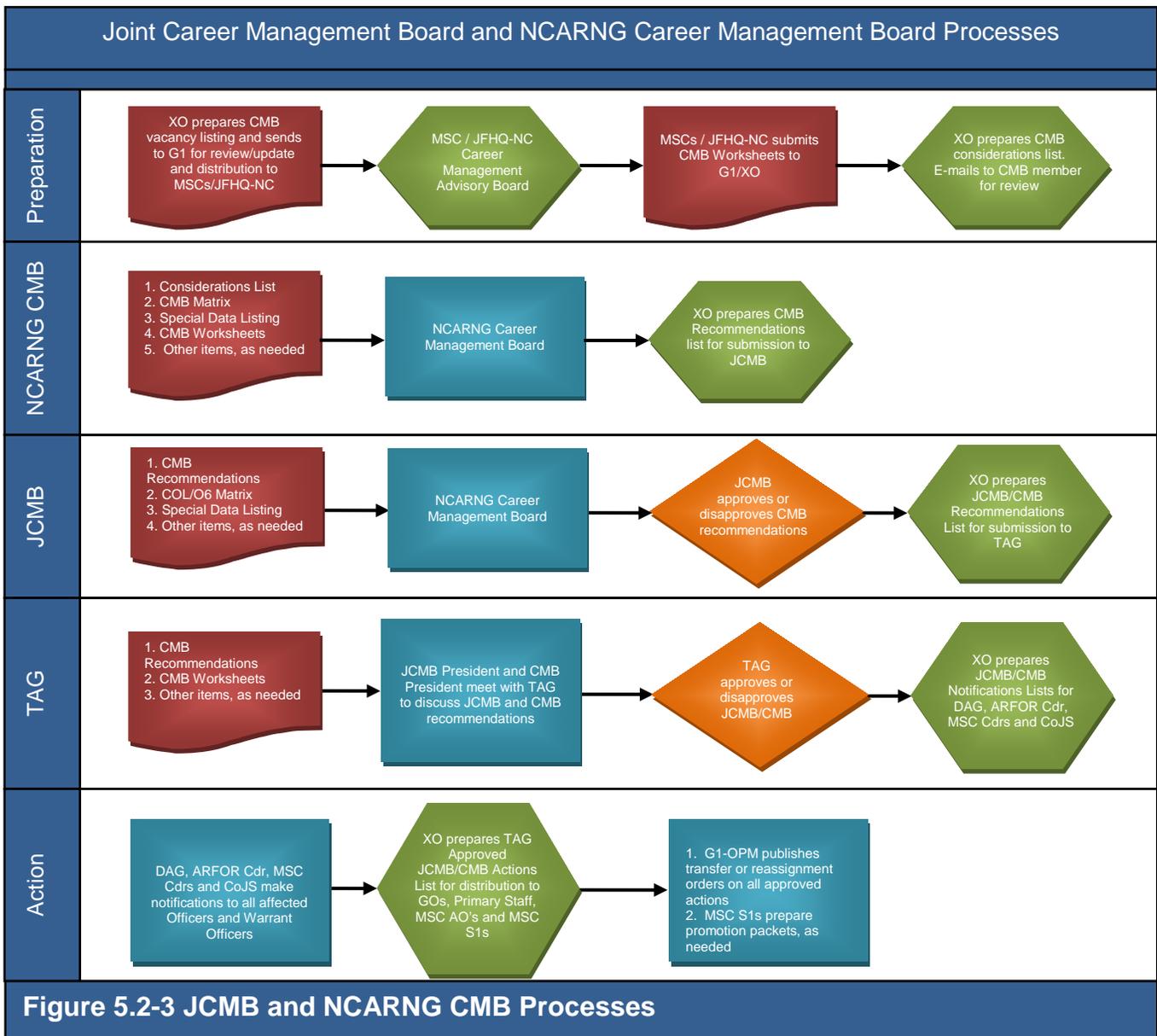


Figure 5.2-3 JCMB and NCARNG CMB Processes

CATEGORY 6
OPERATIONS

6 OPERATIONS FOCUS

6.1 Key Work Processes

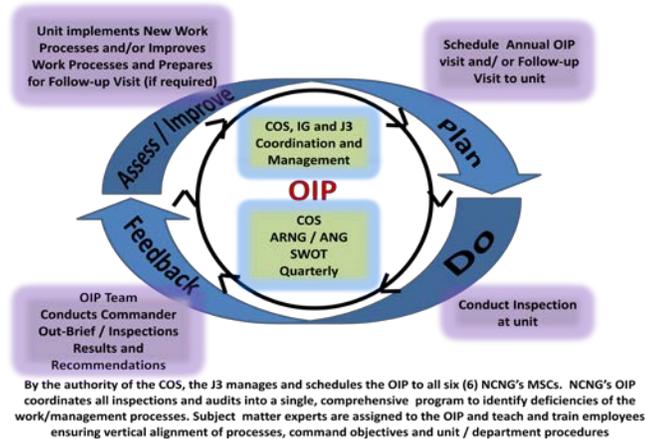


Figure 6.1-1 Key Process Design

6.1a(1) We identify our key requirements from our Federal, State and Community customers (Figure P.5) and systematize it with data from our workforce (Figure 3.1-2). Our workforce analyzes the product requirements and determines the key processes for production. This is how we determine what to measure and how the measurements improve the end product (Figure 6.1-2).

The NCNG facilitates cooperation between the organization, customers and partners through formal and informal events, meetings, reunions and by special meetings (Figure P-7). The JPG tracks and manages formal events on the Joint Planning Calendar (JPC), a Microsoft SharePoint platform. This represents an innovative use of technology that details all relevant activities coordinated to support our strategic initiatives. It provides the key requirements of Synchronization and Visibility to all the OPR's, our workforce and key internal stakeholders.

6.1a(2) Key work system design incorporates customer requirements, regulations, available technology and application of our workforce analysis. Figure 6.1-1 depicts the development process. In order to maintain accountability, we assigned all processes to an OPR, a section or department within the NCNG. We then established a series of boards, meetings and feedback loops to incorporate the needs of our customers with our workforce. Each of the feedback loops, or meetings, does one or more of the P-D-C-A functions described in Figure P.9 and connects to at least one other meeting via a cross-functional staff member. Several of the processes described below are from the viewpoint of the G1 office.

The G1 office oversees all the processes involved with providing personnel services, helping to prepare ready forces to our Federal, State and Community customers. They retain ownership for some entire processes, or pieces thereof, at the state level.

The G1 uses key meeting engagements like the monthly PPWG, a policy guidance and feedback loop depicted on our NCNG Battle Rhythm (Figure 1.1-1) to assess the impact of policy and guidance to our workforce. They entrust other processes down the organizational hierarchy to personnel specialists at subordinate units. These supporting processes use monthly personnel synchronization meetings, quarterly Unit Manning Report (UMR) workshops and annual policy and guidance workshops to receive feedback, assess and improve future actions (Figure 6.1-1). All supporting process groups receive, analyze and distribute data back up the organizational hierarchy to the G1. Subordinate units must synchronize their meetings with scheduled G1 meetings on the NCNG Battle Rhythm in order to provide timely data. Lack of synchronization here results in reduced quality, decreased efficiency and lack of timeliness. But the G1 is not the only OPR, and decisions by the G1 affect processes in other offices.

We published the JFHQ-NC Battle Rhythm Meeting Charters as a deliberate action to synchronize the actions and processes of the separate OPR's in line with our strategic initiatives (Figure 2.1-1). The combined effect of these meetings provide the vision for our future,

PRODUCT	CORE COMPETENCIES	KEY WORK PROCESS	KEY SUPPORT PROCESS	PERFORMANCE MEASURE	RESULTS
TRAINED AND READY FORCES	Organize the Force	State Preparedness	Ensure Availability of Force Packages	% FP Required by State vs. Availability	Figure 7.1-10
	Man the Force	Personnel Readiness	Recruiting	Assigned Strength	Figure 7.3-8
			Retention	Training Pipeline Success	Figure 7.1-11
	Equip the Force	Equipment Readiness	Ensure Adequate Equipment on Hand	% Excess Equipment	Figure 7.1-13
			Ensure Equipment is Operational	Equipment Readiness (OR) Rates	Figure 7.1-8
	Train the Force	Training Readiness	Ensure Soldiers are trained	% DMOSQ	Figure 7.1-9
	Deploy the Force	Personnel Readiness	Medical Readiness	% of Force MRC	Figure 7.1-14
			Dental Readiness	% of Force DRC	Figure 7.1-15

Figure 6.1-2 Key Work Process Development

evaluation of our current situation, planning initiatives to move forward, technological efficiencies and the authorization to act (Figure 6.1-1).

6.1b(1) Figure 6.1-2 depicts our key work process development and how we developed the design process from customer product requirements, through our key work and supporting processes to our performance measure. Key meetings help our workforce analyze the performance measures and influence the key work process development cycle to improve or adapt the product to our customers requirement.

6.1b(2) We determine key support processes (Figure 6.1-2) through our feedback forums aligned with each respective OPR. We purposefully initiate informal meetings with key workforce members to extract the key support processes required to meet our target objectives. Once we identify the key support processes, we present them in the appropriate forum and command level for codification, approval and further assessment.

6.1b(3) OPR's test and validate our work processes through two primary methods. In the G1 channels, they critically examine product quality arriving at the state level from subordinate units. This testing and analysis indicates shortfalls in the process. Then the G1 raises the issue in the monthly scheduled PPWG for all the stakeholders to examine. Feedback typically ranges from shortfalls in resources, training or errors in the key supporting process that causes inefficiencies. This monthly forum provides the workforce a voice, the OPR with feedback and contributes to our situational awareness at the senior NCNG leadership levels.

G-Staff leaders examine the production quality or quantity and determines product improvements compared to the key requirements. The CoJS then directs the implementation of a Joint Working Group to develop supporting process improvements, and/or process improvement recommendations to National Level leadership. The NCNG implements plans on a

timely schedule and changes policies to reflect the improvements. At that point, the original G-Staff proponent continues responsibility for monitoring and auditing the process and the supporting processes and products.

6.1c The NCNG manages innovation through their CPI Program, which is based on the NGB CPI Initiative that was developed by best practices from industry and other DoD organizations and lessons learned from previous transformation efforts. The NCNG CPI Program is managed at the state level by the CPI Deployment Director in the J5 section. In addition, the NCNG CPI Board will provide recommendations in regards to the overall governance of the program. The CPI Board plays a critical role in advising the CPI Deployment Director and ensuring that the CPI Program meets the needs of the state and TAG guidelines.

The CPI board consists of the senior leaders who provide guidance and oversight. The purpose of this Board is to champion the implementation of CPI activities and policies. Senior leaders at the highest levels are engaged as sponsors on high-priority enterprise projects in order to achieve significant, transformational outcomes.

The Project Sponsor is the linchpin in the CPI deployment who integrates the "strategic" guidance and direction provided by the senior leadership and Deployment Leaders with the "tactical" efforts of the project teams. Sponsors will be trained thru the help and support of NGB with Project Sponsor Workshops.

The CPI Board will select CPI training candidates that have qualities to be future leaders within their organizations. Certification standards are required to ensure standardization of CPI practices across the National Guard.

Project Execution is typically the face of a CPI Program as stakeholders tend to measure the effectiveness of an initiative by project results. A

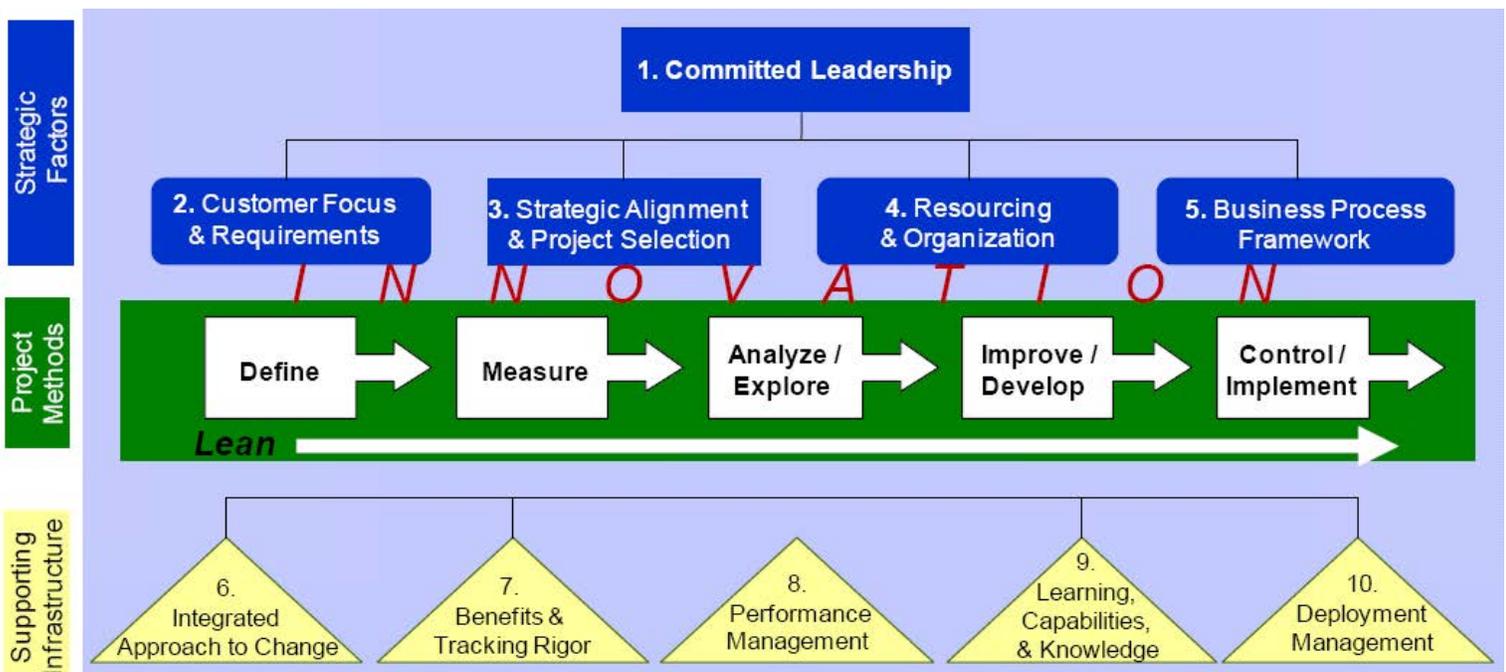


Figure 6.2-1 Critical Success Factors for CPI Framework

systematic approach to executing projects is required to produce sustainable results. Chartering a project is essential to providing the project team the necessary authority to make the changes that are necessary for success of the project.

Project Sponsors will review the progress of the CPI projects by conducting tollgate reviews. Tollgate reviews occur at the end of each phase of a DMAIC project. Project Sponsors and gate approvers should ensure that completed tollgate briefing slides are uploaded into PowerSteering for each phase prior to granting approval for the project to move into the next phase. A project must have a completed tollgate for each of the DMAIC phases entered in PowerSteering in order to be used for belt certification. Those projects conducted as RIEs are entered into PowerSteering (DEPMS) as "Gated" projects. For these projects, an executive review tollgate should be completed and uploaded into DEPMS.

This entire process references back to the SPP (Figure 2.1-2) through the J5 role in SPG and their annual review of the SPP.

Additionally, as referenced in 6.1b(3) the NCNG uses the OPR process to test and validate processes.

6.2 Operational Effectiveness

The USPFO is the means to administer objective control measures on the execution of budget. It is a check and balance organization. This entire internal branch of the organization administers cost control through regulatory audits and compliance checks (Figure 6.2-2). In collaboration with the IGs office the two agencies create policy, give guidance, and apply constraints as necessary to assist senior leadership with the proper execution of the budget. Additionally, the implementation of the General Fund Enterprise Business System (GFEBS) which standardizes business processes across the entire active Army, Army Reserves and ARNG, creates a transparent fiscal environment that allows for regular bi-weekly internal reviews by outside stakeholders through PBAC I and II meetings. Conversely, the Joint Operations Teams leads the planning that determines fiscal requirements. We use regular internal and external evaluations such as Command Organizational Maintenance Evaluation Teams (COMET), Management Control Program (MCP), ICP, Command Supply Discipline Program (CSDP) (Figure 7.1-7), and various Logistic Team Reviews to control overall costs, prevent rework, and minimize the costs of inspections. We also utilize AARs and IPRs to immediately identify and apply lessons learned. The OIP is in an operational pause to apply revisions. The Audit Committee meets twice a year provide guidance and direction to the audit program and assists with addressing risk issues facing the NCNG. To mitigate and monitor expenditures by all Service Members, the NCNG implemented mandatory use of the Government Travel Credit Card (GTCC) for all work-related expenses. This program allows for internal and external transparency of purchases by all Service Members in the NCNG. The IG branch utilizes the OIP to prevent redundant inspections

and controls unnecessary expenditures.

Cost Control Measures (USPFO)

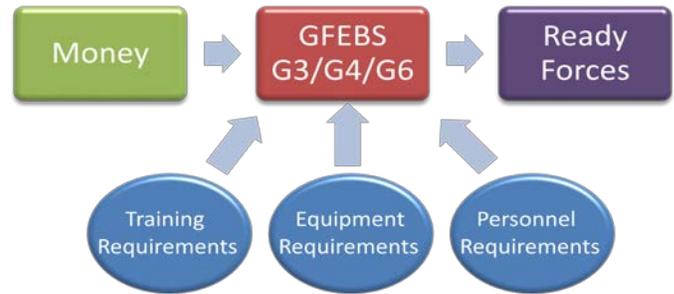


Figure 6.2-2 Cost Control Measures

6.2b The G4 manages the North Carolina National Guard’s supply chain through the GFEBS program. The end user, or internal customer, is responsible for making requests for supplies. The USPFO Contracting Officer (KO) coordinates with suppliers for the NCNG. The Federal Acquisitions Regulation mandates purchases by NCNG. The KO is maintains compliance with all the provisions in the Federal Acquisitions Regulation when making any purchase using federally allocated resources. The KO makes purchases through money allocated in GFEBS, which is audited by the PBAC Level I and II (Figure 6.2-3). The KO sends out a bid for a contract with specific criteria and standards, in accordance with the Federal Acquisition Regulation. The Federal Acquisition Regulation dictates how government agencies conduct purchases. Suppliers with poor performance receive written correspondence dictating to fix their deficiencies or the contract will be terminated. Attendance of the Small Business Conference by suppliers and the NCNG’s USPFO ensures two way communications between both entities.

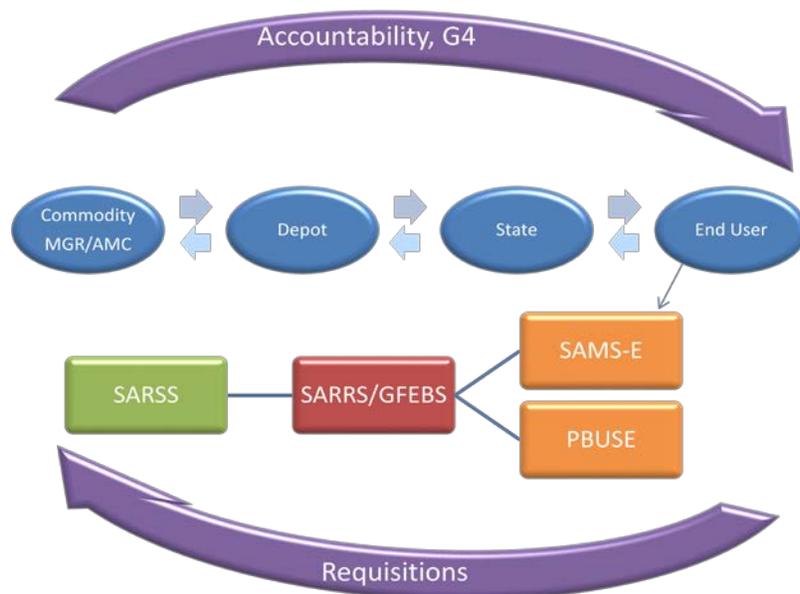


Figure 6.2-3 Supply-Chain Management

6.2c(1) Under the direction of TAG, the NCNG Command Safety Council meets quarterly to review trends and provide data to the MSCs and the AW to resolve potential safety hazards. The State's SOH Office oversees the JFHQ Safety Committee and the HRO Safety Counsel. The SOH provides a full range of safety and occupational health services, to include: safety management courses; pre-placement physicals; annual medical screenings for at-risk employees; and site evaluations to ensure OSHA standards are consistently met. We monitor the health of all Soldiers by ensuring compliance with requirements for regular physical exams, annual physical fitness tests (semi-annual requirement for AGR Soldiers), semi-annual weigh-ins, and additional improvement programs specifically designed for those Soldiers who do not meet Army standards. In addition to a 100% annual non-notified urinalysis screening, we also perform random urinalysis screening of 10% of our Soldiers on an annual basis.

Besides organization controls, the NCNG empowers its employees to improve workplace health and safety within the scope of their duties and is linked to our Evaluation System ensuring accountability. Our full-time military employees are responsible for maintaining our armories across the State. Safety hazards are reported through the SOH office and work orders are submitted to the IMA. Routine maintenance requests are submitted via work orders directly to IMA for action. Organizations submit requests for special equipment to the SOH Office, G4 or G6 as appropriate for review and coordination with the IMA. The IMA manages an automated work order program which has improved the processing time of each work order.

Employee Safety: During new Employee Orientation Classes the SOH Office educates employees on safety procedures, initial and annual Occupational Health screening requirements, and the requirement to ensure a job hazard analysis is conducted for each position type employed by the NCNG. The SOH Office also conducts training on emergency medical procedures, use and handling of hazardous materials, the proper procedures for reporting any unsafe act or situation, identifying the proper PPE required by particular duty positions, and educates them on maintenance and use of their equipment. The SOH Office also maintains a website on the NCNG Intranet that has on-line safety training and information for Soldiers and Airmen, as well as full-time employees.

Workplace Safety: The SOH Office conducts annual inspections and visits to armories and maintenance facilities. They evaluate the working conditions, shop safety procedures, management's safety program, employee training and compliance with OSHA and other safety regulations. If employees have concerns about noise levels, air quality or lighting in the workplace, the SOH staff conducts evaluations of the working environment and files a report with IMA and the State Safety Officer. These reports are tracked to ensure all areas of concern are addressed or, if necessary, repaired. The SOH Office also assists in

investigating any workplace mishaps or accidents and works closely with the Army Combat Readiness Center in Fort Rucker, AL to capture the direct and indirect causes and implement controls to prevent similar incidents.

6.2c(2) Our organization preparedness for disasters and emergencies stems from our JOC, our COOP and our Installation Response Plan (IRP). The JOC is located in the JFHQ and is the NCNG's first responder to a disaster or an emergency. In addition, our JOC issues Warning Orders in advance of possible weather-related emergencies or disasters. We currently have back-up generators for continuous operation of the JOC and the JOC. All local unit level armories are equipped with a back-up power source for the IDS that set off alarms if the arms room is compromised.

Our COOP allows the NCNG to continue operations in the event our JFHQ becomes uninhabitable. Each section within our full-time staff has designated COOP personnel and a pre-packaged set of equipment required to sustain operations. We conduct an annual COOP TTX exercise and capture the results in an AAR. Additionally our DPI Division conducts an annual COOP exercise from its designated COOP site in Stanly County, NC. The DOMS has developed and tested a plan for multiple COOP sites.

IAW the IRP each NCNG facility is required to have an emergency evacuation plan. The NCNG conducts preparedness drills for various emergency situations (i.e. tornado, fire, bomb threat, etc.) Supervisors and Area Wardens continuously train personnel on emergency event procedures. Area Wardens have been identified and provided radios. In the event of an emergency, radio contact is made with each of the Wardens to ensure personnel safety/accountability and to direct response efforts if necessary. Our Visitor Control Center (VCC) provides visitor badges to all visitors to our installation. This is a method to track visitors and account for them following an event. An ISCP is also required at every facility by the DEM.

CATEGORY 7

RESULTS

7 RESULTS

7.1a Product and Process Results

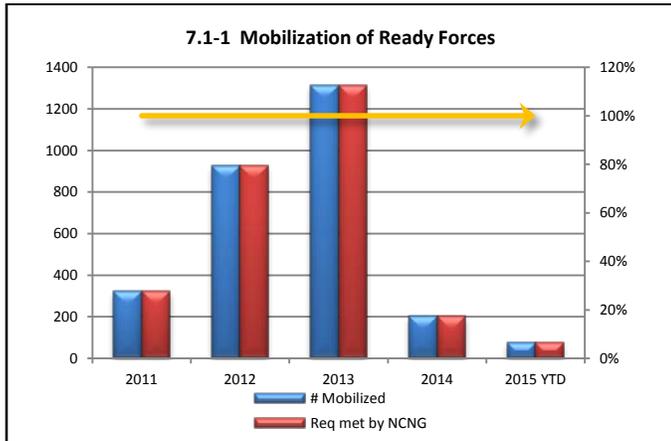


Figure 7.1-1 Mobilization of Ready Forces
Mobilizations have considerably dropped; however we continue to meet 100% of the requirements when asked.

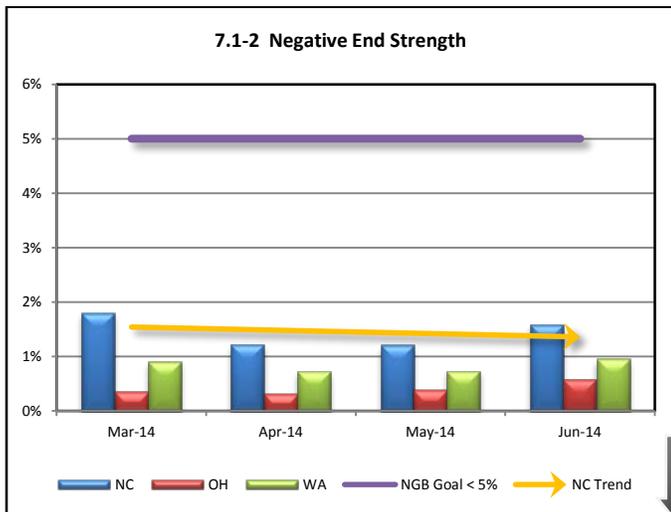


Figure 7.1-2 Negative End Strength

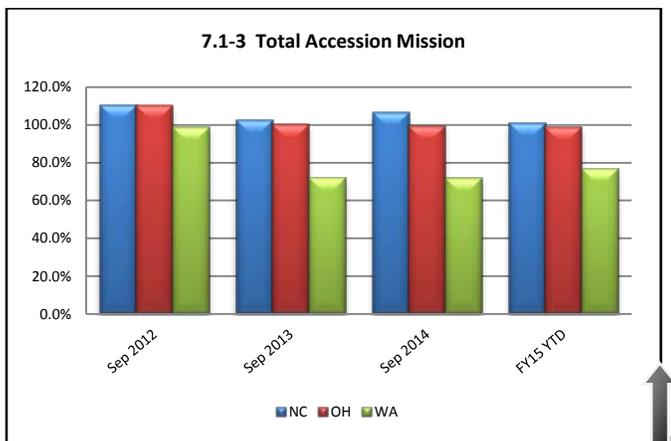


Figure 7.1-3 Total Accessions

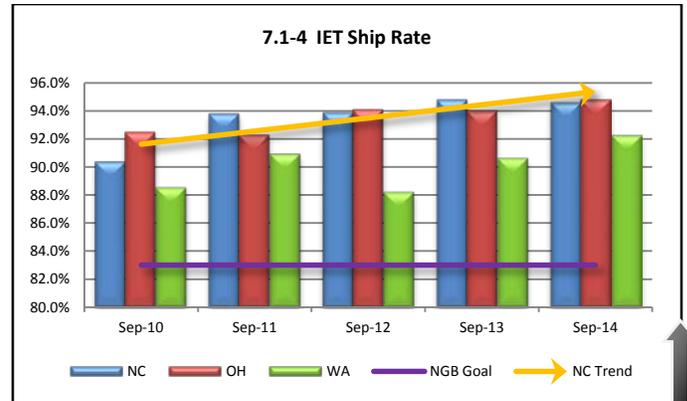


Figure 7.1-4 IET Ship Rate

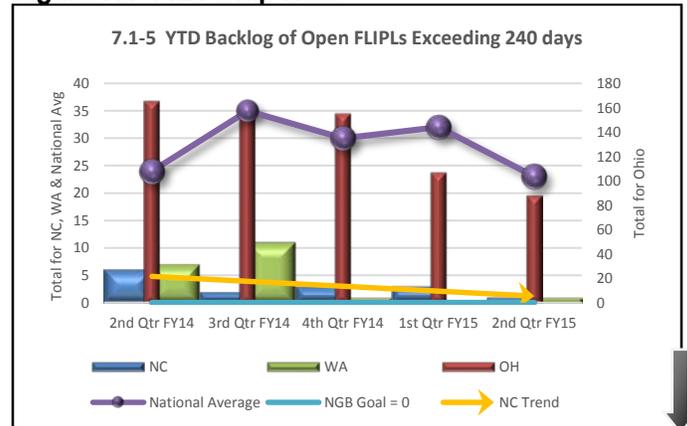


Figure 7.1-5 Financial Liability Investigations of Property Loss (FLIPL)

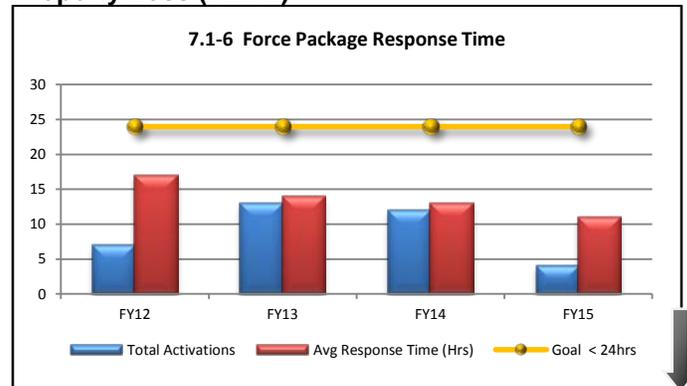


Figure 7.1-6 Force Package Response Time

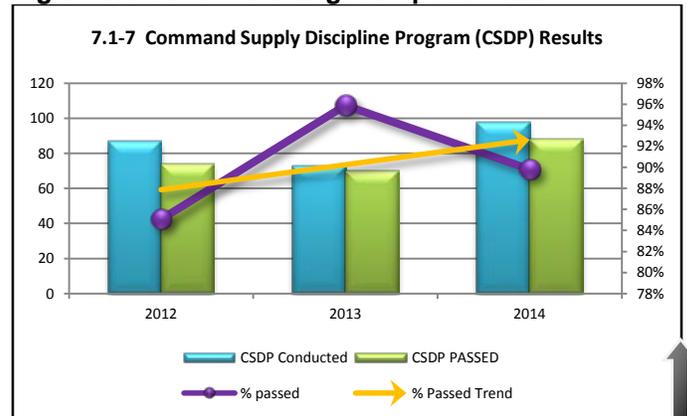


Figure 7.1-7 CSDP Results

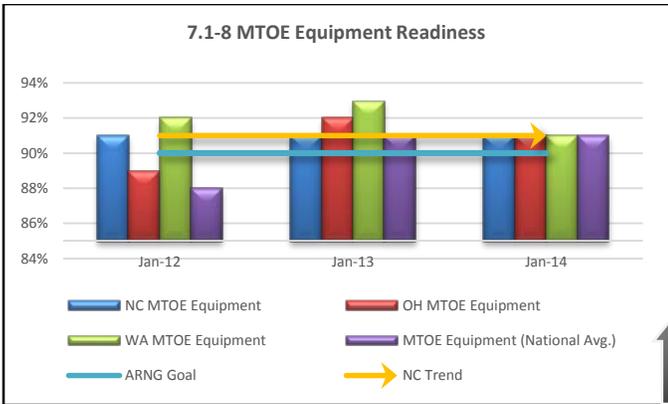


Figure 7.1-8 Equipment Readiness (OR) Rates

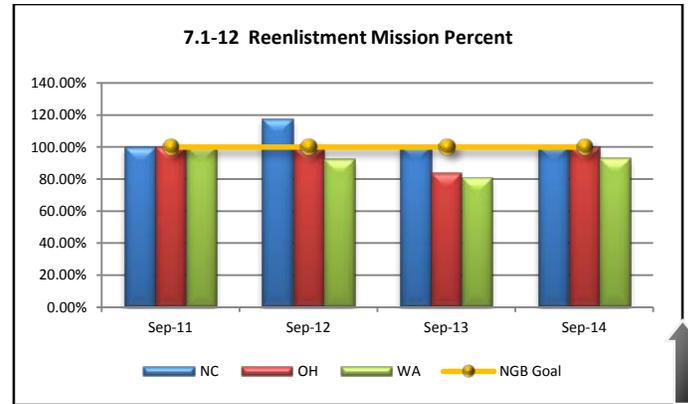


Figure 7.1-12 Reenlistment Mission Percent

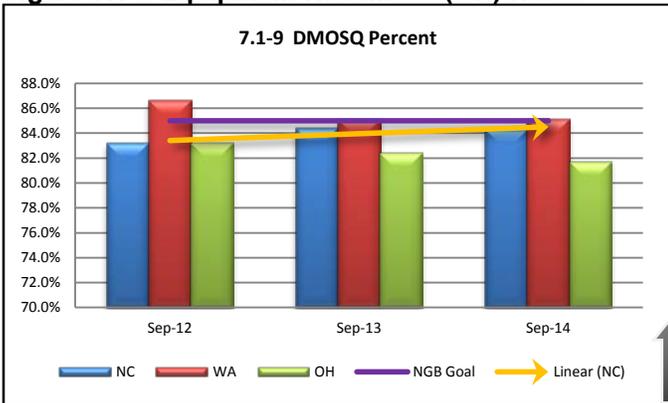


Figure 7.1-9 DMOSQ Percent

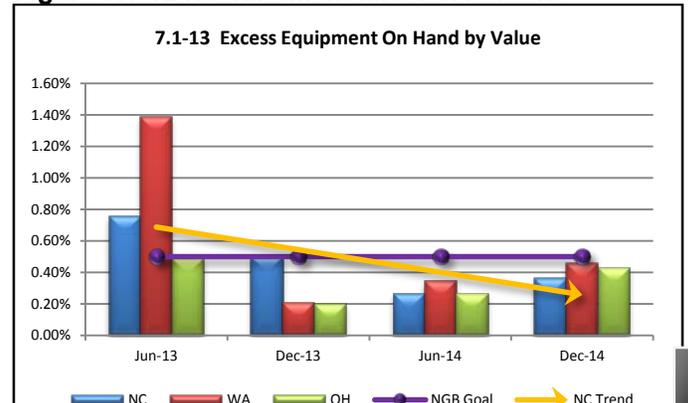


Figure 7.1-13 Excess Equipment On Hand by Value

7.1b(1) Process Effectiveness Results

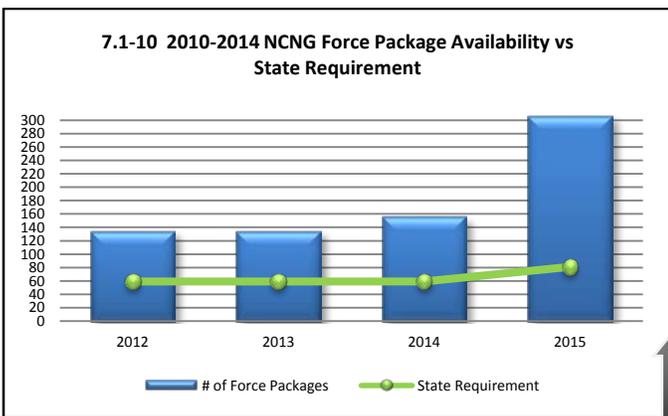


Figure 7.1-10 NCNG Force Package Availability

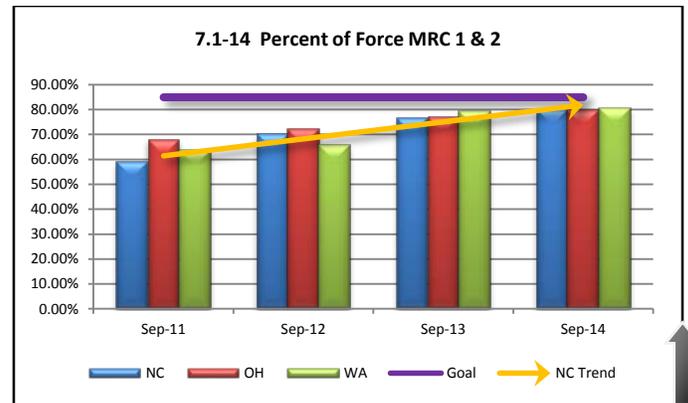


Figure 7.1-14 Percent Medically Ready (MRC 1+2)

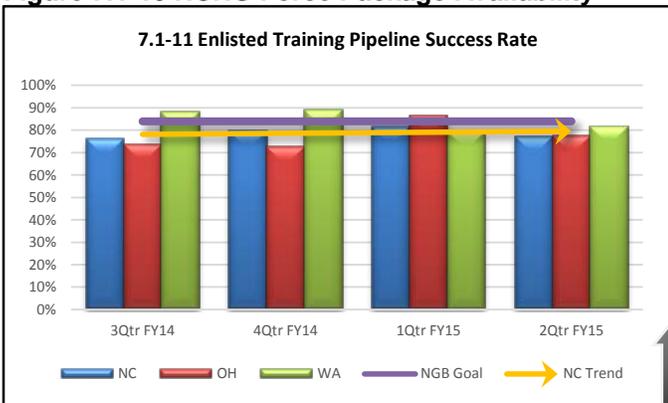


Figure 7.1-11 Enlisted Training Pipeline Success Rate

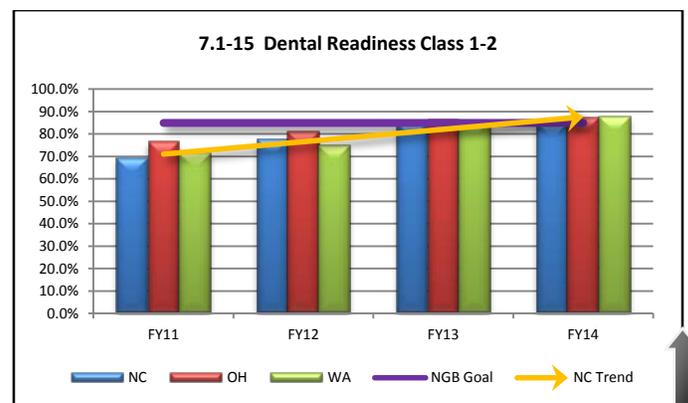


Figure 7.1-15 Dental Readiness Class 1-2

7.1b(2) Emergency Preparedness Result

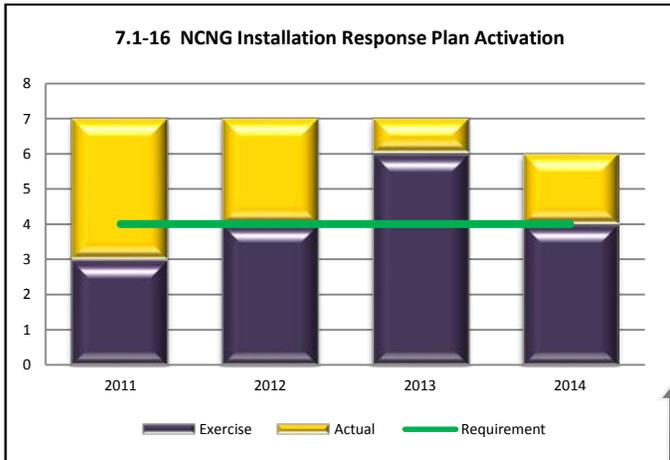


Figure 7.1-16 NCNG Installation Response Plan Activation

7.1c Supply Chain Management Results

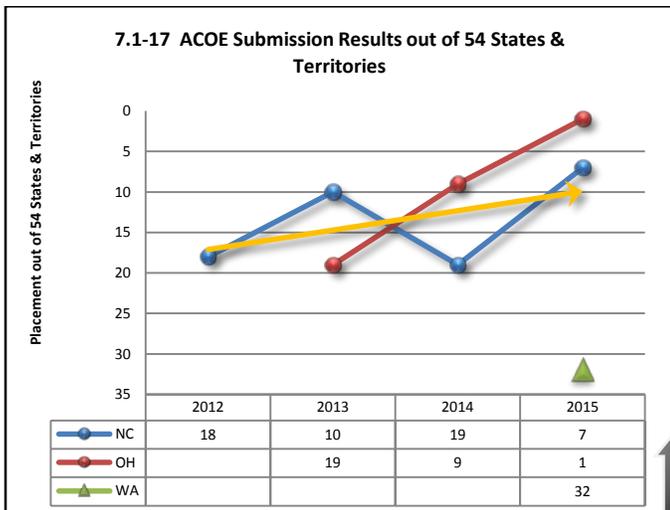


Figure 7.1-17 ACOE Results out of 54 States

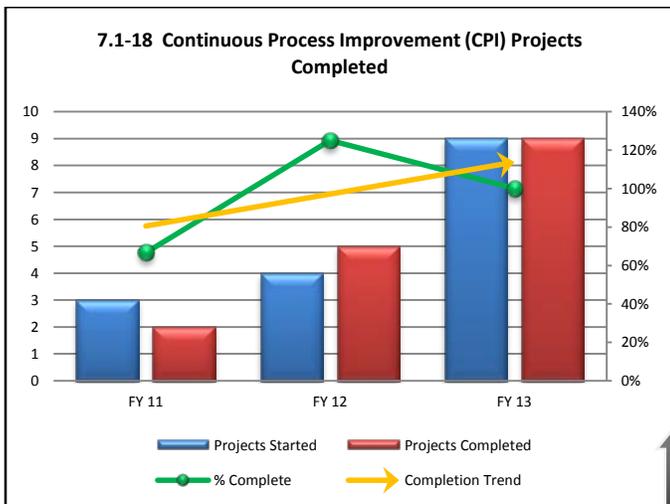


Figure 7.1-18 CPI Projects Completed

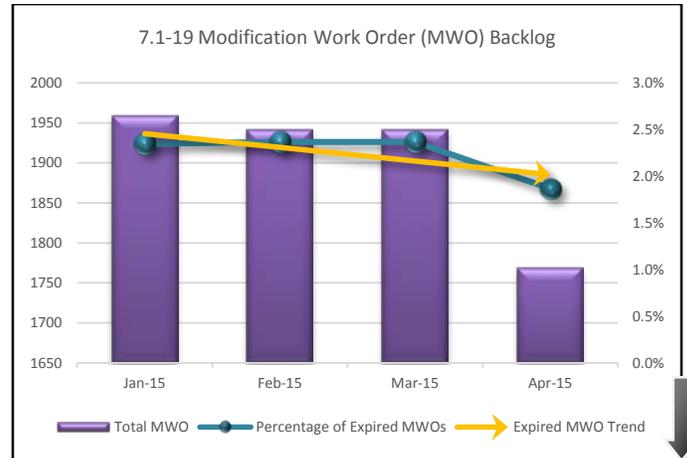


Figure 7.1-19 Modification Work Order Backlog

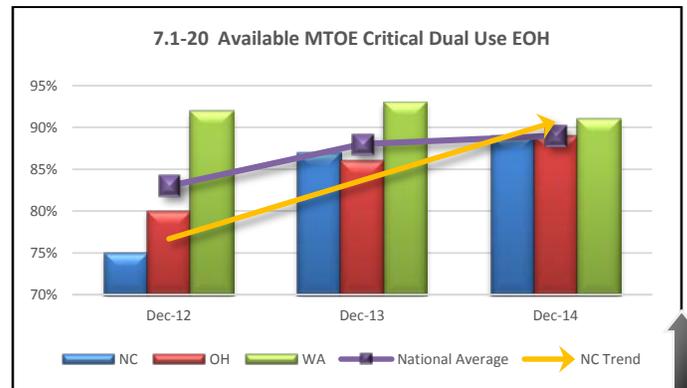


Figure 7.1-20 Available MTOE Critical Dual Use EOH

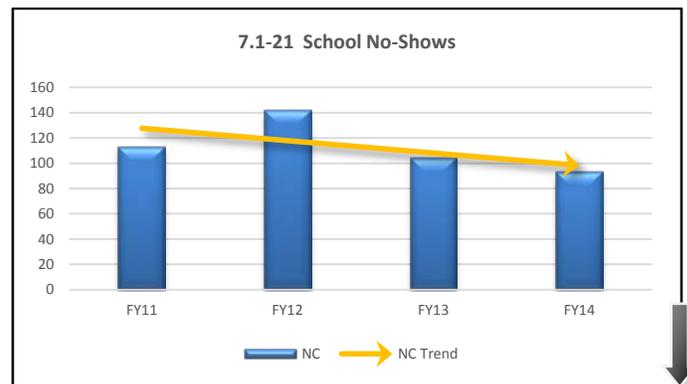


Figure 7.1-21 School No-Shows

7.2a Customer-Focused Results

Figure 7.2-1 Mission Request Satisfaction Since 2010, the NCARNG has accepted 100% of all Federal Missions requested to the satisfaction of our Federal Customers. This meets NGB's goal of 100% acceptance rate of all ready force fill requests.

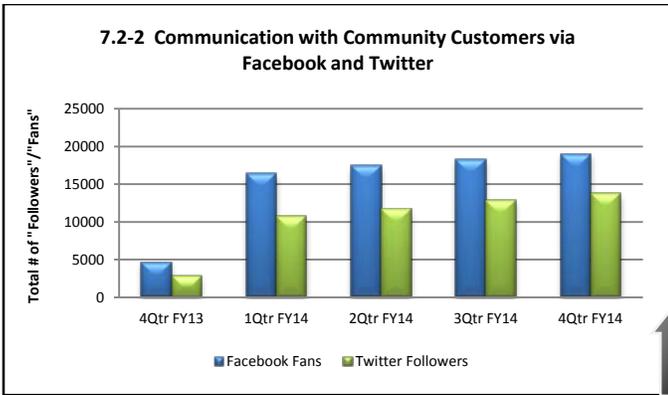


Figure 7.2-2 Communication with Community Customers via Facebook and Twitter

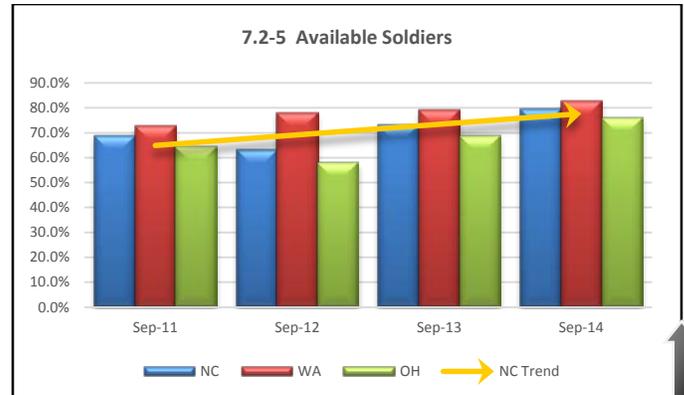


Figure 7.2-5 Percentage of Available Soldiers An increase in Soldier availability could be a sign of State Customer satisfaction.

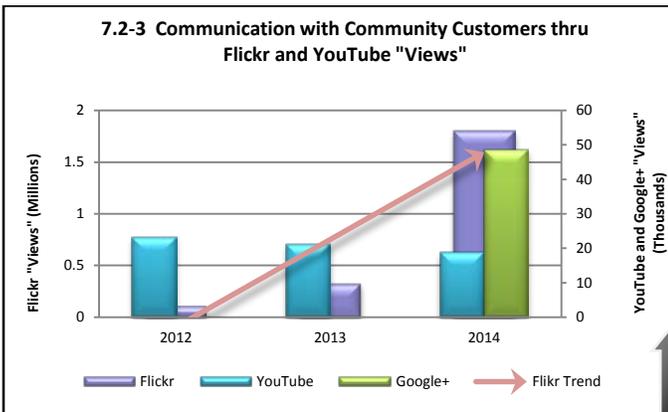


Figure 7.2-3 Communication with Community Customers thru Flickr and YouTube "Views"

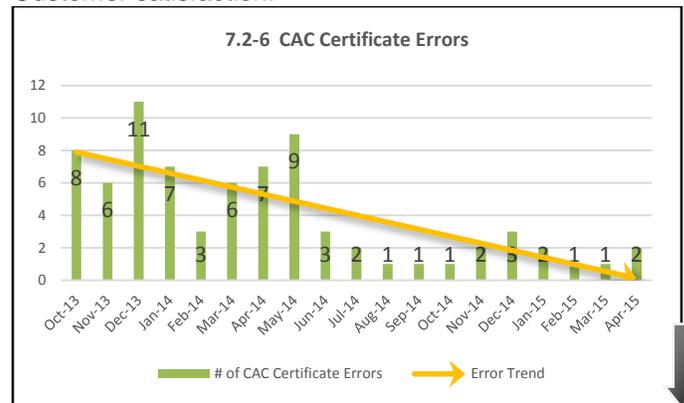


Figure 7.2-6 Number of CAC Certificate Errors Total number of ID Cards created for our customers from 2011-2014 went up significantly:

- 2011 - 2000 Total ID Cards
- 2012 - 7000 Total ID Cards
- 2013 - 10000 Total ID Cards
- 2014 - 16526 Total ID Cards

The error rate has decreased as the total number of ID Cards produced has increased demonstrating significant process improvements. Now the errors we have are due to the system losing connection or timing out. Once this happens the process needs to start over along with cutting a brand new CAC.

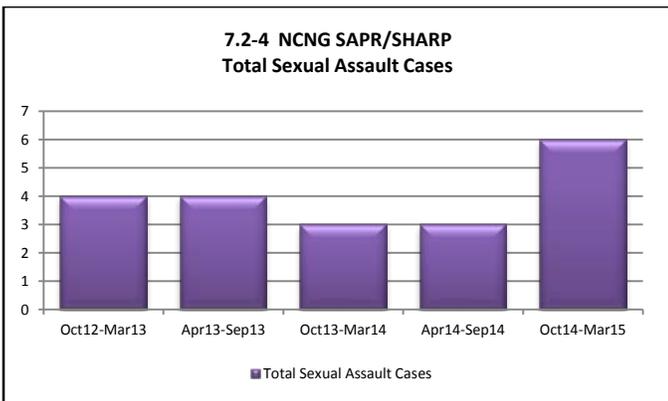


Figure 7.2-4 NCNG SAPR/SHARP: Our Soldiers and Airmen are feeling more and more comfortable reporting incidents and seeking help that they need. The more incidents that do get reported, the better we are able to determine the success of the overall program and whether those individuals affected were satisfied with the services they received.

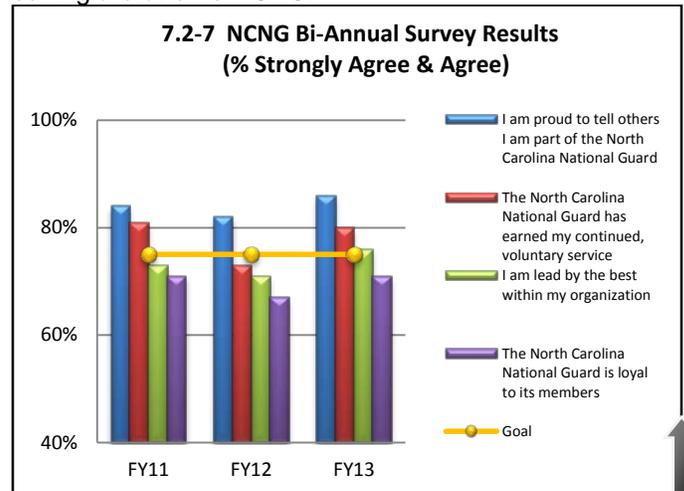


Figure 7.2-7 Survey Results

Carolina for 20 years or more are eligible to receive a State Pension at age 60. We assist this customer group by processing all requests that we receive so they can start collecting this benefit.

7.3 Workforce-Focused Results

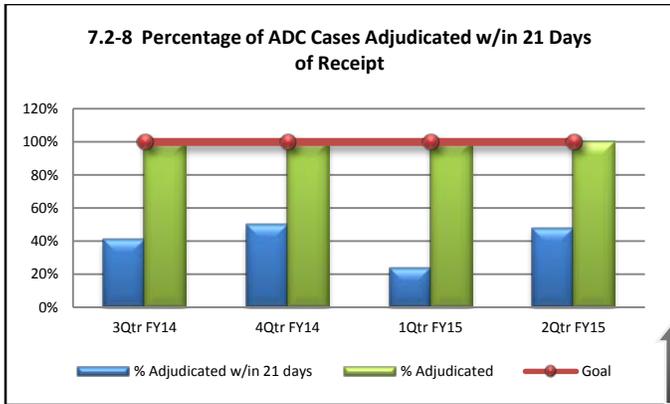


Figure 7.2-8 ADC Cases Adjudicated by OSJA

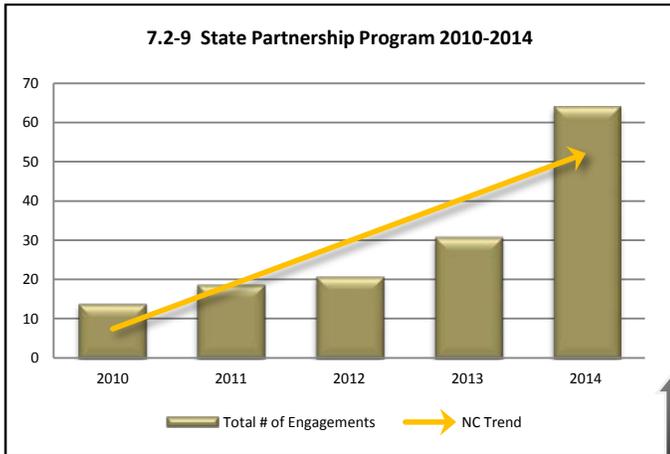


Figure 7.2-9 SPP Participation

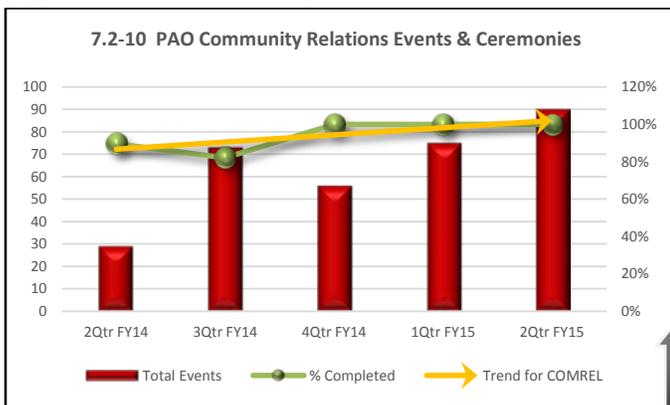


Figure 7.2-10 PAO Community Relations Events

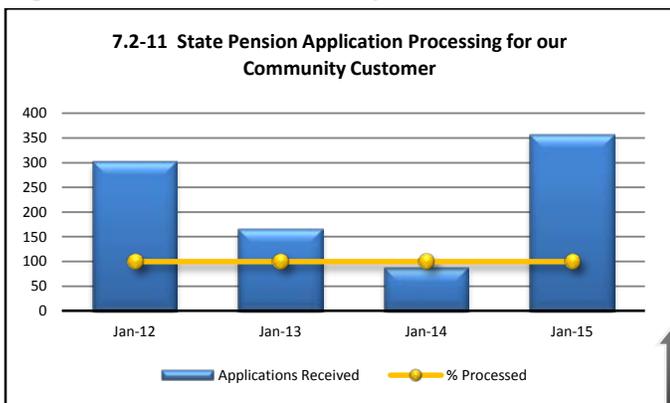


Figure 7.2-11 State Pension Application Requests
Our retirees who have served the guard in North



Figure 7.3-1 Staffing Levels

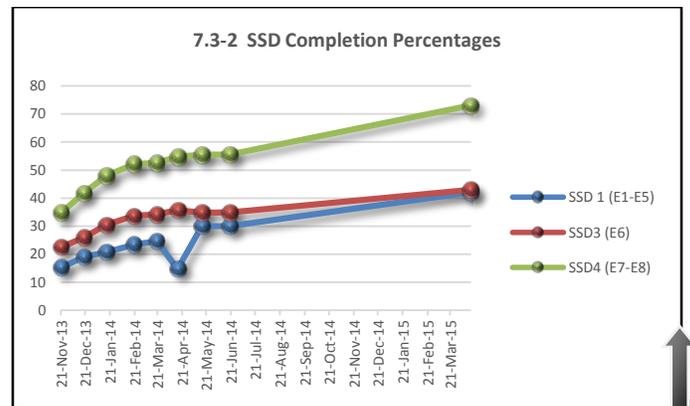


Figure 7.3-2 SSD Completion Percentages based on number completed/number required.

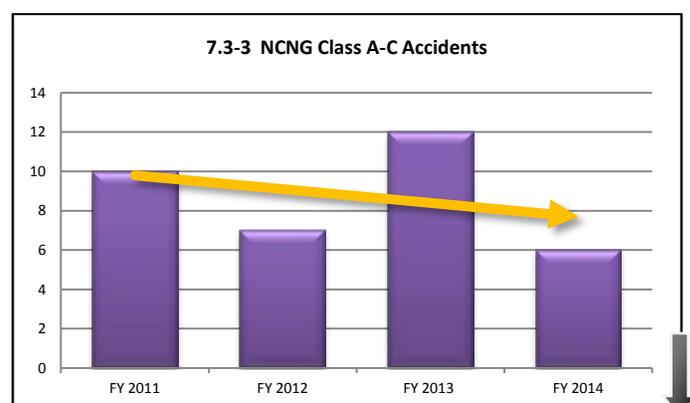


Figure 7.3-3 NCNG Class A-C Accidents

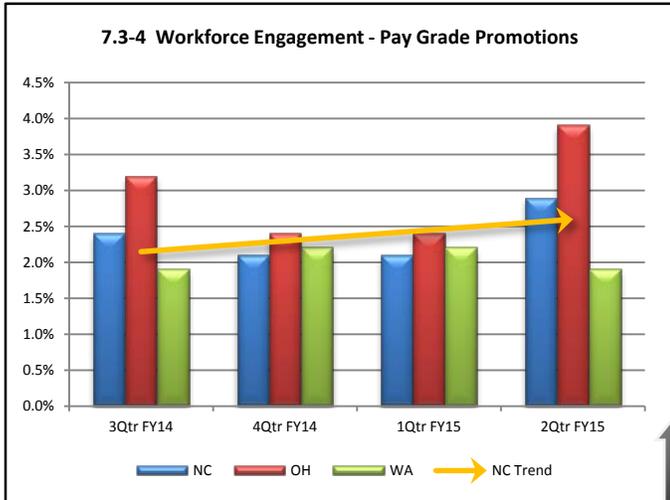


Figure 7.3-4 Workforce Engagement – Promotions
Shows AGR and M-Day promotions as a good indicator of strong Workforce Engagement.

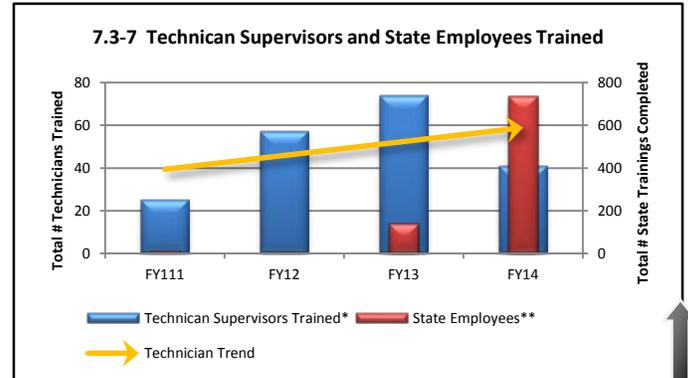


Figure 7.3-7 Total Number of Supervisors Trained
*These numbers include both the Basic Supervisors Course and a newly implemented Refresher Course added to the schedule as a result of feedback in 2013.
**State metric is all training received for NG State Employees by FY.

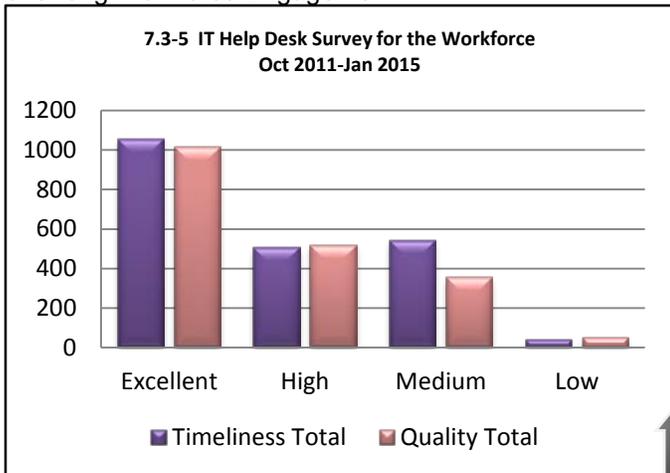


Figure 7.3-5 IT Help Desk Survey for the Workforce

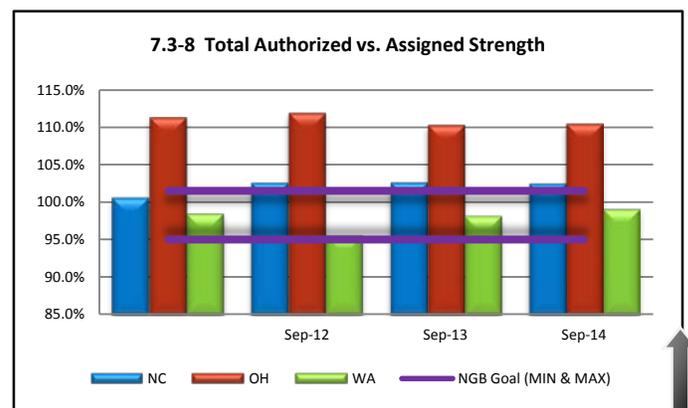


Figure 7.3-8 Total Authorized vs. Assigned Strength

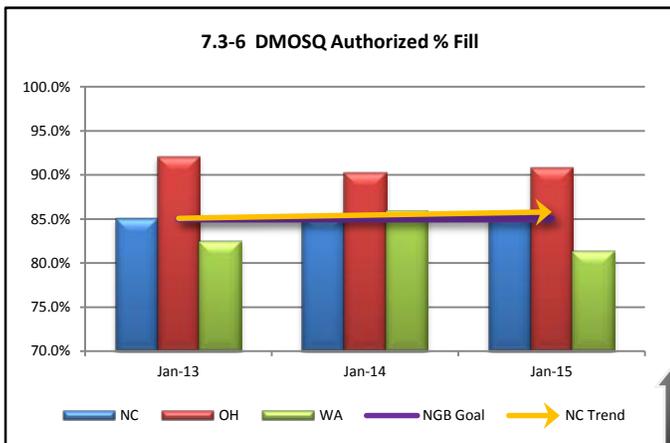


Figure 7.3-6 DMOSQ Authorized % Fill

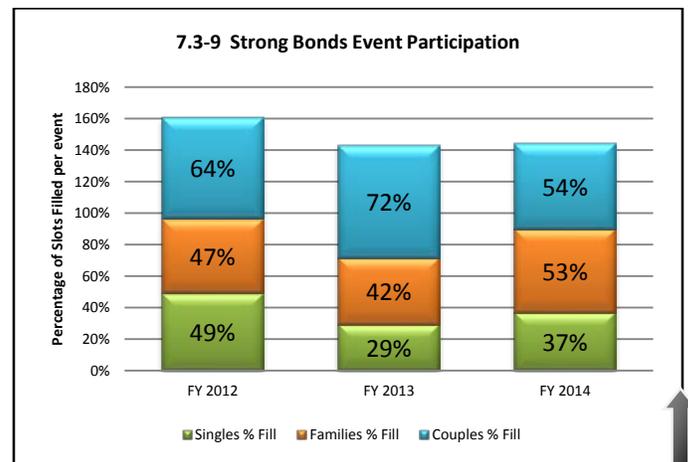


Figure 7.3-9 Strong Bonds Event Participation

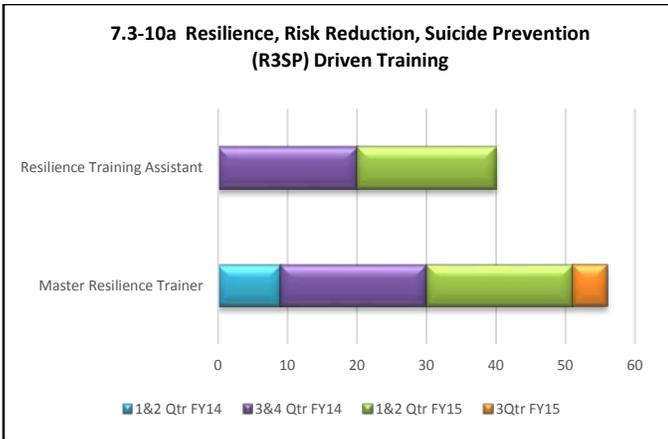


Figure 7.3-10a R3SP Driven Training

7.3-10b Suicide Prevention Training Numbers				
Training	Requirement	Audience	Suspense	Current #
ASIST	100% Gatekeepers	Gatekeepers	1-Oct-16	358/1,501
ASIST T4T	1 trainer : 120 Gatekeepers	Gatekeeper Trainers	1-Oct-16	4-Nov
ACE	100% Soldiers	All Soldiers	End of FY	910/10,234 overdue
ACE-SI	10% State End Strength	1 st Line Leaders	1-Oct-16	1,652/1,000
ACE-SI T4T	Minimum 2 Per State	Leader Trainers	1-Oct-16	13/4
Suicide Intervention Officers	1 SIO per Company	Soldiers trained on ASIST	1-Oct-16	47 Appointed with Memo

Figure 7.3-10b Suicide Prevention Training

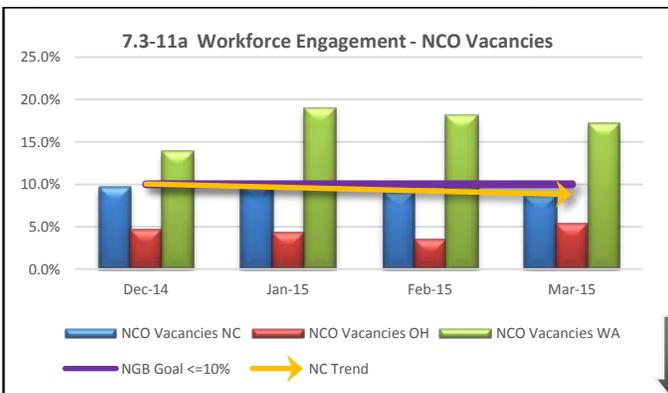


Figure 7.3-11a Workforce Engagement – NCO Vacancies

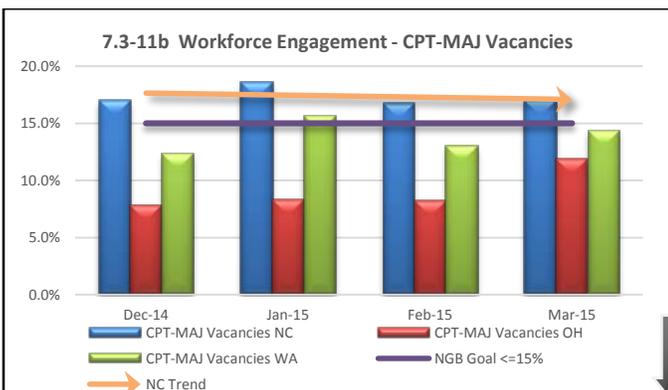


Figure 7.3-11b Workforce Engagement – CPT-MAJ Vacancies

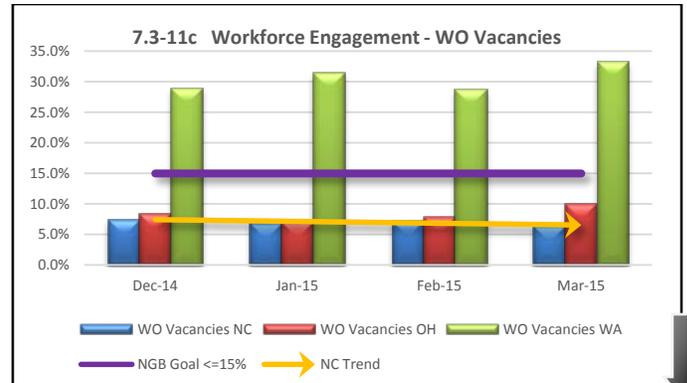


Figure 7.3-11c Workforce Engagement – WO Vacancies

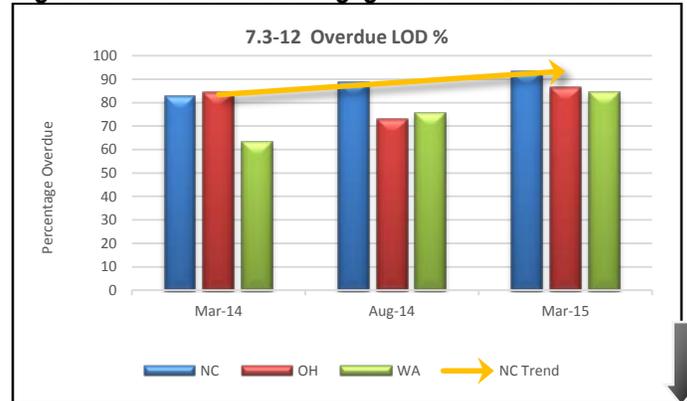


Figure 7.3-12 Overdue LOD %

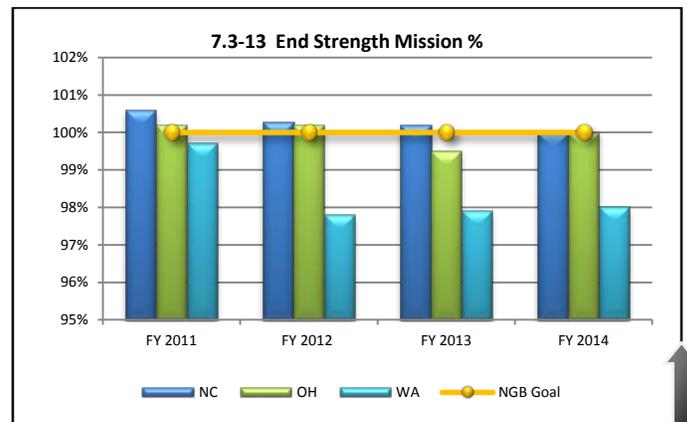


Figure 7.3-13 End Strength Mission %

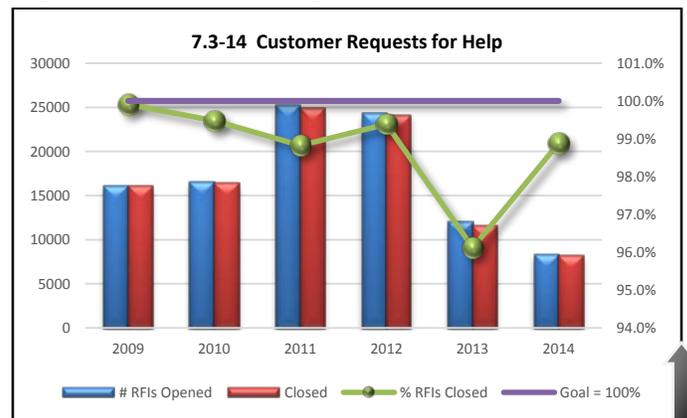


Figure 7.3-14 Customer Requests for Help

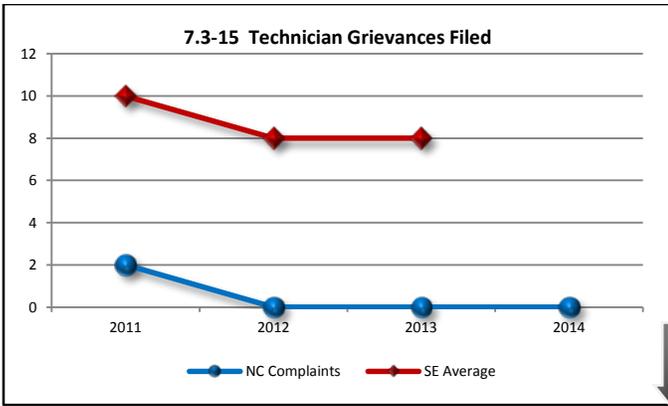


Figure 7.3-15 Technician Grievances Filed

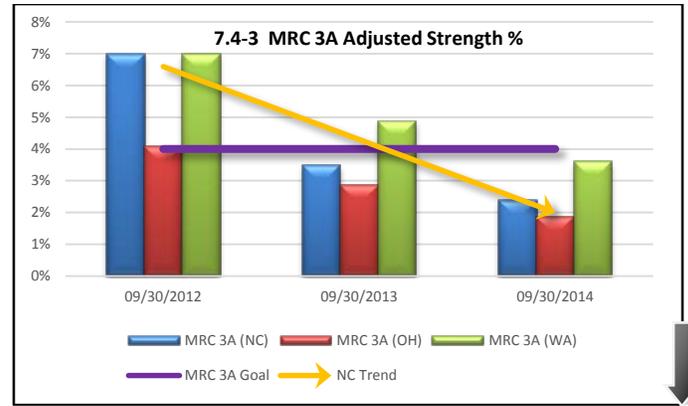


Figure 7.4-3 MRC 3A Adjusted Strength %

7.4a Leadership, Governance & Societal Responsibility Results

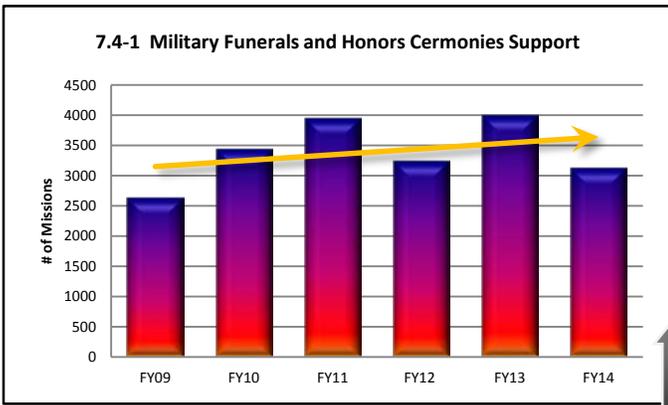


Figure 7.4-1 Military Funerals and Honors Support

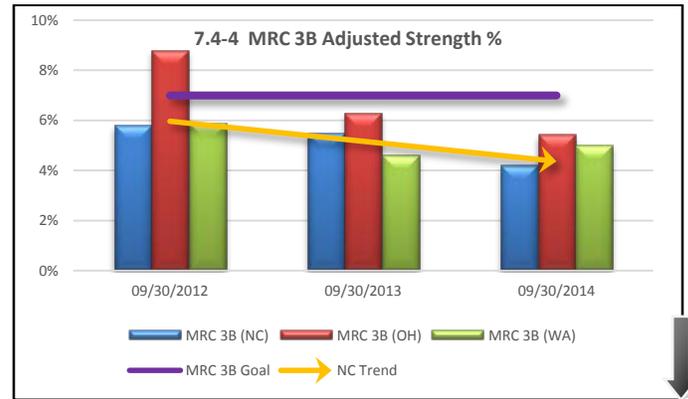


Figure 7.4-4 MRC 3B Adjusted Strength %

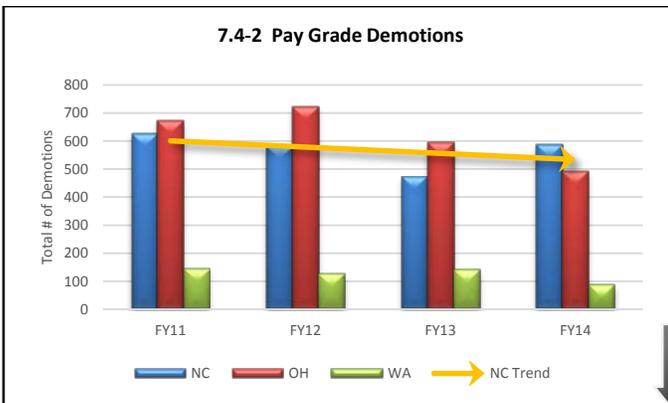


Figure 7.4-2 Pay Grade Demotions Reflects the commitment of senior leaders to maintain a positive environment by demoting Soldiers whose behavior doesn't reflect those values.

	FY11	FY12	FY13	FY14
# Regulatory Inspections as reported in Environmental Quality Report	18	2	1	2
# NCARNG Observations/Findings	70	52	33	91
# Department of Environmental and Natural Resources (NC DENR) NOV	0	0	0	0

Figure 7.4-5 Notice of Violations – Environmental

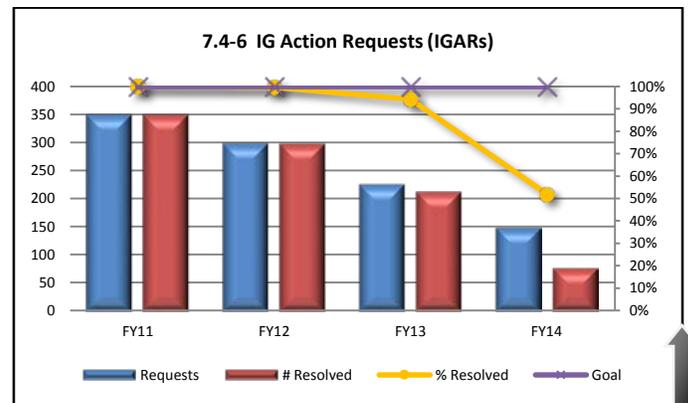


Figure 7.4-6 IG Action Requests (IGARs)

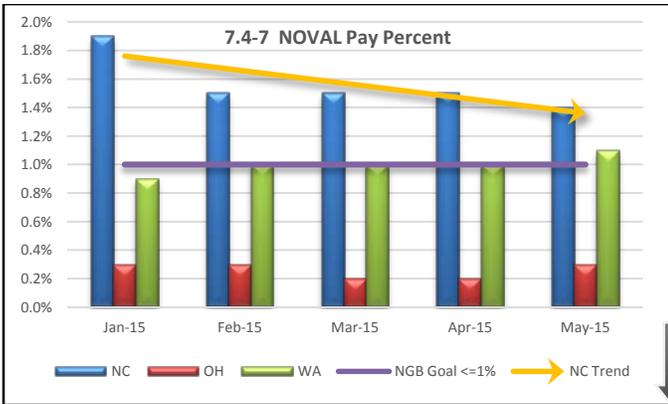


Figure 7.4-7 NOVAL Pay Percent

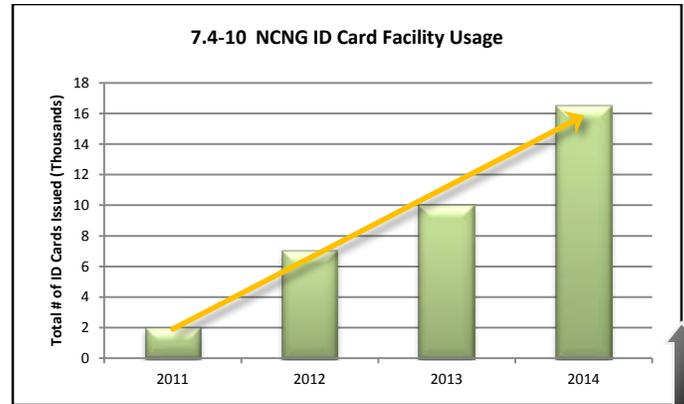


Figure 7.4-10 NCNG ID Card Facility Usage

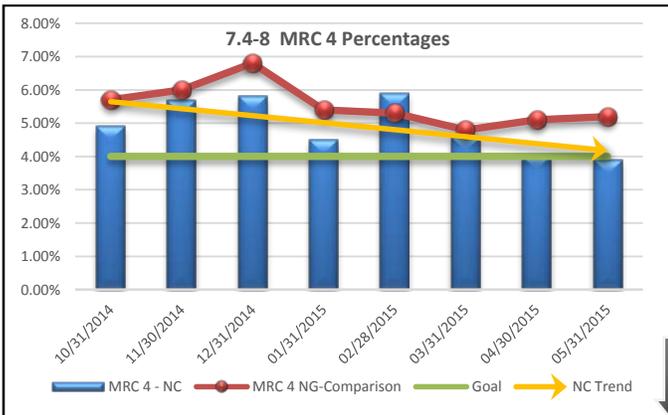


Figure 7.4-8 MRC 4 Percentages

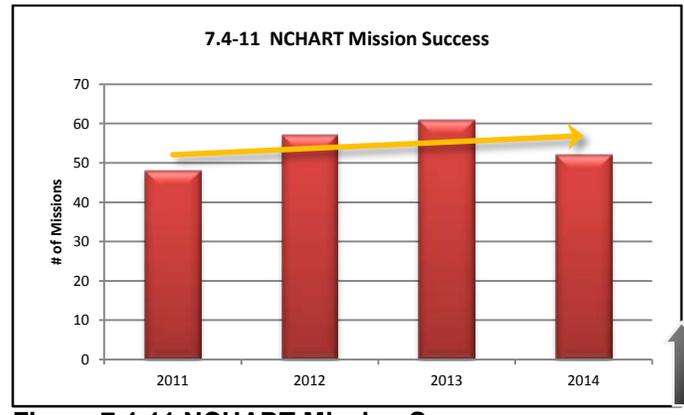


Figure 7.4-11 NCHART Mission Success

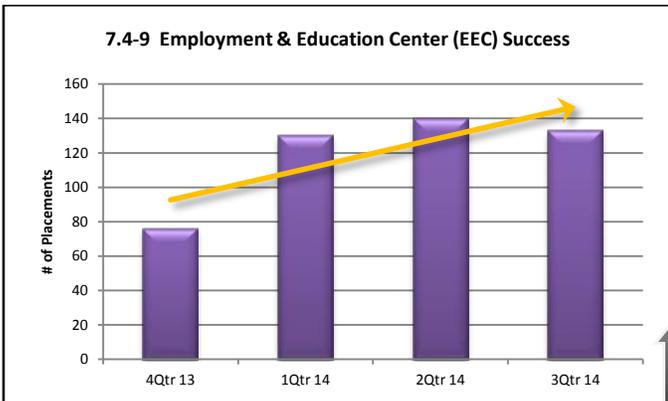


Figure 7.4-9 EEC Success Since its inception in July 2013 we have successfully made over 1100 placements. This puts North Carolina among the top 3 states in the United States with successful programs as well as California and Michigan in first and third respectively.

	2010	2011	2012	2013	2014
Internal Review Engagements Completed	11	15	10	7	4
Internal Review External Audit Liaison	2	4	3	2	3
Audit Readiness Liaison	0	0	4	34	57

Figure 7.4-12 NCARNG Internal Review

7.4b Strategy Implementation Results

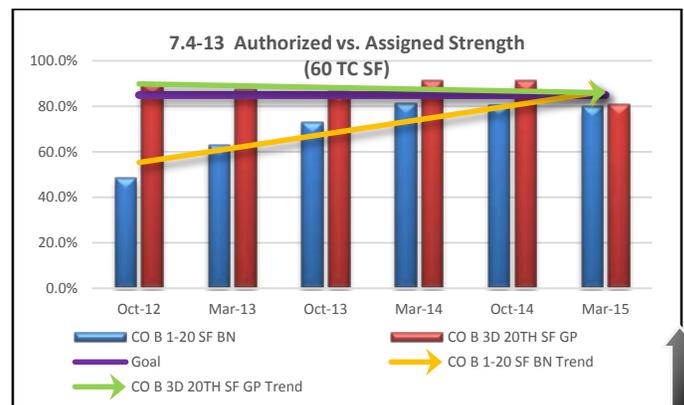


Figure 7.4-13 Authorized vs. Assigned Strength (60 TC SF)

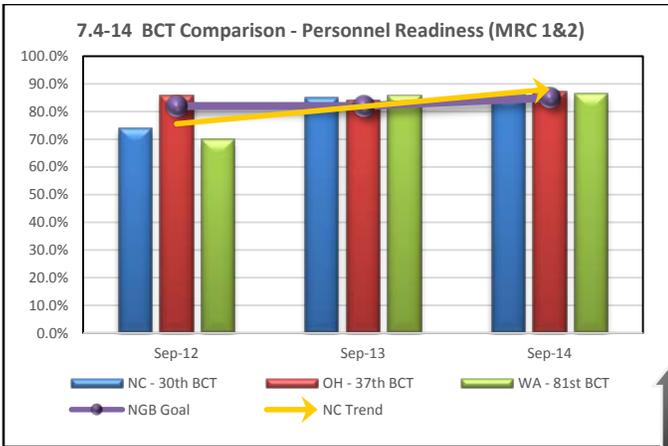


Figure 7.4-14 BCT Comparison (MRC 1&2)



Figure 7.4-17 CP Goal 3-1 Progress

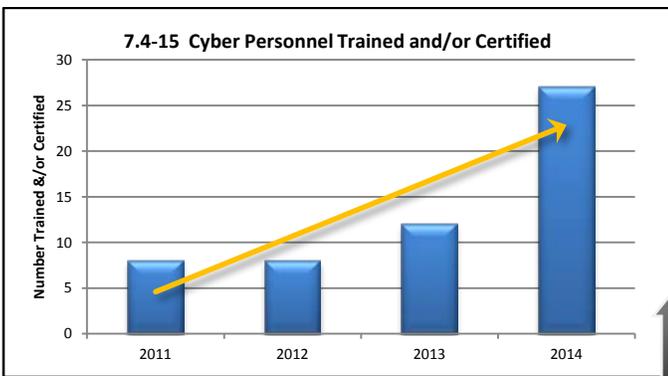


Figure 7.4-15 Cyber Personnel Trained These numbers include G/J6 Personnel 8570 or cyber MOSQ certified by calendar year. Trainings and Certifications include Certified Ethical Hacker (CEH), Certified Information Systems Security Professional (CISSP), Network Warfare Bridge Course (NWBC) and Cyber Operations Fundamentals Course (COFC).



Figure 7.4-18 CP Goal 3-2 Progress

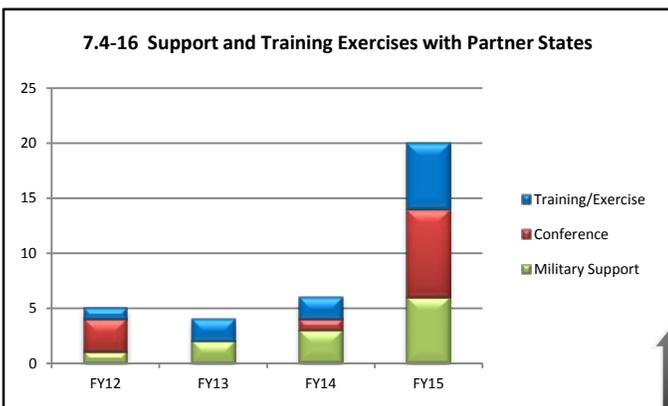


Figure 7.4-16 Support & Training w/ Partner States

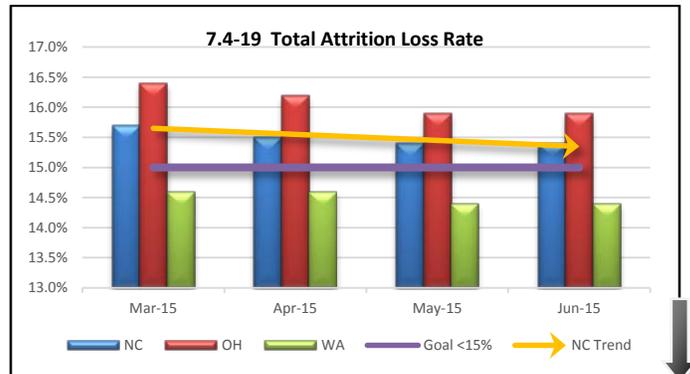


Figure 7.4-19 Total Attrition Loss Rate

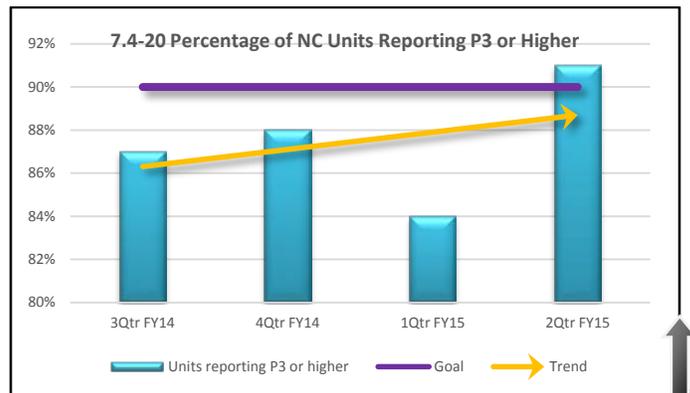


Figure 7.4-20 Percentage of NC Units Reporting P3 or Higher

7.5 Financial and Market Results



Figure 7.5-1 End of FY 2060 & 2065 Execution Rates

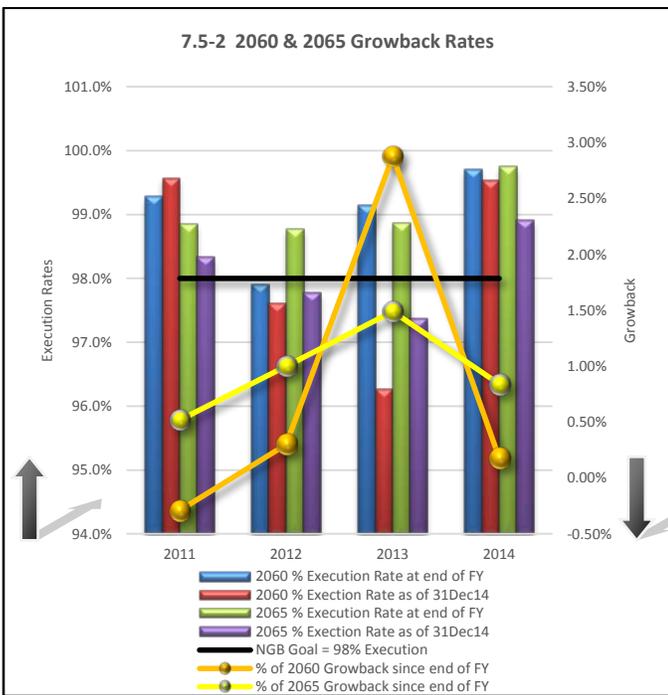


Figure 7.5-2 Growback 2065 OMNG & 2060 NGPA

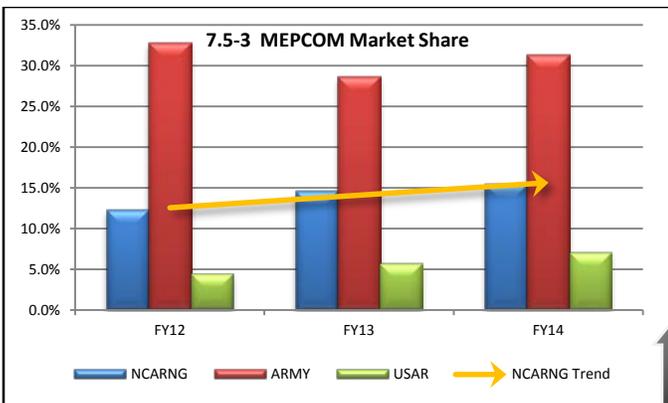


Figure 7.5-3 Market Share of Recruits NC recruits 15% of all the military eligible population.

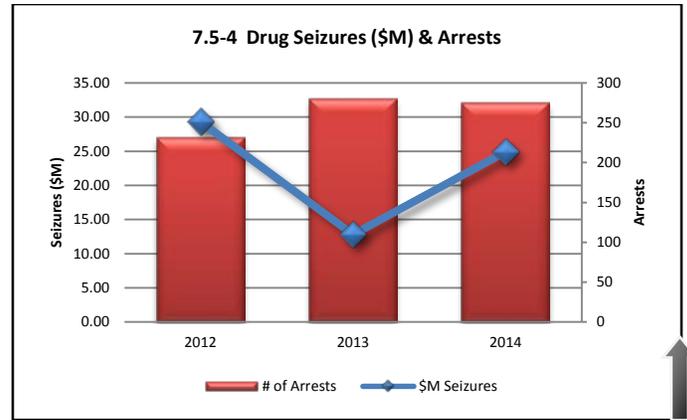


Figure 7.5-4 Counterdrug Seizures & Arrests

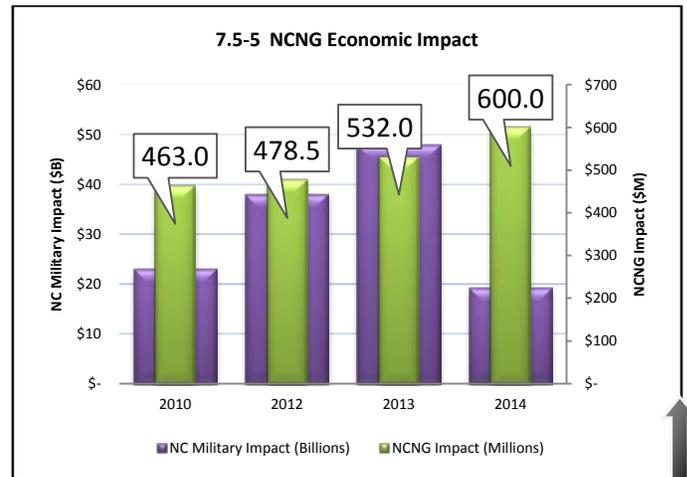


Figure 7.5-5 Economic Impact

Sources: NCLEG.net, US Dept of Commerce, NC Dept of Commerce

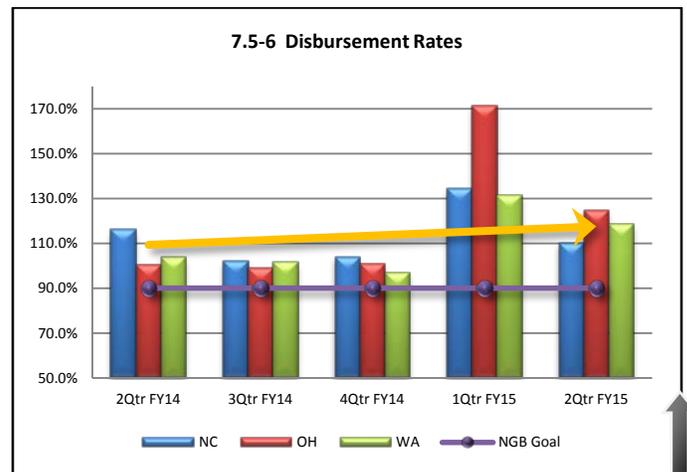


Figure 7.5-6 Disbursement Rates This chart denotes a positive/upward trend.

GLOSSARY

Glossary of Terms

1SG	First Sergeant	CSMS	Combined Support Maintenance Shop
AAG	Assistant Adjutant General	CST	Civil Support Team
AAR	After Action Review	CUB	Commanders Update Brief
ABCT	Armor Brigade Combat Team	CUOPS	Current Operations
AC/RC	Active Component/Reserve Component	CUSR	Commander's Unit Status Report
ACOE	Army Communities of Excellence	DA	Department of Army
ACT	Association of Civilian Technicians	DAG	Deputy Adjutant General
ADC	Alcohol and Drug Case	DAIG	Department of the Army Inspector General
ADC	Alternate Data Center		
ADIC	Alcohol and Drug Intervention Council	DHS	Department of Homeland Security
ADOS	Active Duty Operational Support	DPS	Department of Public Safety
AFS	Active Federal Service	DCO	Defense Connect On-Line
AG	Adjutant General	DDNG	Deputy Director of the National Guard
AGR	Active Guard Reserve	DEM	Directorate of Environmental Management
AKO	Army Knowledge On-line		
AO	Administrative Officer	DEOMI	Defense Equal Opportunity Management Institute
APIC	Army Performance Improvement Criteria		
ARC	Army Readiness Council	DEPMS	DoD Enterprise Performance Management System
ARFOR	Army Forces		
ARFORGEN	Army Force Generation Model	DITSCAP	DoD Information Technology Security Certification Accreditation Process
ARNG	Army National Guard		
ASMB	Active Service Management Board	DMAIC	Define, Measure, Analyze, Improve, Control Phases in a LSS Project
AUP	Acceptable Use Policy		
BN	Battalion	DMOSQ	Duty Military Occupational Specialty Qualified
C4IT	Command, Control, Communications, Computer and Information Technology		
		DoD	Department of Defense
CAC	Common Access Card	DOS	Director of Staff
CCL	Cryptographic Logon	DPI	Data Processing Installation
CCIR	Commander's Critical Information Requirements	DPS	Department of Public Safety
		DPRO	Directors Personnel Readiness Overview
CDR	Commander		
CFMO	Consolidated Facility Management Office	DRC	Dental Readiness Class
		DSCA	Defense Support to Civil Authorities
CGO	Company Grade Officer	EAP	Emergency Action Plans
CGSOC	Command and General Staff Officer Course	EEC	Education and Employment Center
		EMS	Environmental Management System
CIO	Chief Information Officer	ENL	Enlisted
CLRT	Command Logistics Review Team	EO/EEO	Equal Opportunity/ Equal Employment Opportunity
CMB	Career Management Board		
CMD	Command	EOA	Equal Opportunity Advisor
CNDT	Computer Network Defense Team	EOH	Equipment on Hand
COA	Course of Action	EOL	Equal Opportunity Leaders
COGNOS	Business Intelligence Technology	EPS	Enlisted Promotion System
CoJS	Chief of Joint Staff	EQCC	Environmental Quality Control Committee
COMET	Command Organizational Maintenance Evaluation Teams		
		ESGR	Employer Support of the Guard and Reserve
COMMSYNC	Communications Synchronization		
COMSEC	Communications Security	FAC	Family Assistance Centers
CONPLANS	Contingency Plans	FAC	Field Advisory Council
COOP	Continuity of Operations Plan	FEMA	Federal Emergency Management Agency
CORE	Challenge Operational and Resource Evaluation		
		FFSC	Future Force Structure Committee
COS	Chief of Staff	FORSCOM	United States Army Forces Command
COTS	Commercial-off-the-Shelf	FOUO	For Official Use Only
CPI	Continuous Process Improvement	FP	Force Package
CSDP	Command Supply Discipline Program	FRAGO	Fragmentary Order
CSM	Command Sergeant Major	FRB	Federal Recognition Board

FRG	Family Readiness Group	JSUB	Joint Staff Update Briefs
FTM	Full-Time Manning	JTD	Joint Table of Distribution
FTS	Full-Time Support	JTF	Joint Task Force
FUOPS	Future Operations	KM	Knowledge Management
FY	Fiscal Year	KO	Contracting Officer
G2	Army Staff – Intelligence	KSA	Knowledge, Skills, and Abilities
G6	Army Staff – Communications	KSC	Knowledge Centered Support
GA	Government Affairs	LEED	Leadership Energy and Environmental Design
GED	General Education Diploma	LNO	Liaison Officer
GFEBs	General Fund Enterprise Business Solution	LOO	Line(s) of Operation
GIS	Geographical Information System	LSS	Lean Six Sigma
GKO	Guard Knowledge Online	LTA	Local Training Area
GO	General Officer	LRR	Logistical Readiness Review
GOSC	General Officer Steering Committee	LTO	Long Term Objective
GOTS	Government-off-the-Shelf	MANTA	Mid-Atlantic Narcotics Training Academy
GTCC	Government Travel Credit Card	MATES	Mobilization and Training Equipment Sites
HAZCOM	Hazardous Communication	MCP	Management Control Program
HIMARS	High Mobility Rocket Systems	MEO	Military Equal Opportunity
HRO	Human Resources Office/Officer	METL	Mission Essential Task List
HS	High School	MFO	Multinational Force Operation
HURREX	Hurricane Exercise	MI	Military Intelligence
IA	Information Assurance	MOBEX	Mobilization Exercise
IASO	Information Assurance Security Officer	MOE/MOP	Measures of Effectiveness/ Measures of Performance
IAVA	Information Assurance Vulnerability Alert	MOI	Memoranda of Instruction
IAW	In Accordance With	MOS	Military Occupational Specialty
IBHS	Integrated Behavioral Health System	MOSQ	Military Occupational Specialty Qualified
ICP	Internal Control Program	MRC	Medical Readiness Class
ID	Identification	MSC	Major Subordinate Commands
IDS	Intrusion Detection System	MTOE	Modified Tables of Equipment
IDT	Inactive Duty for Training	MWR	Morale, Welfare and Recreation
IET	Initial Entry Training	NCARNG	North Carolina Army National Guard
IG	Inspector General	NCDOA	North Carolina Department of Agriculture
IMA	Installation Management Agency	NCDOT	North Carolina Department of Transportation
IMCP	Internal Management Program	NCEM	North Carolina Emergency Management
IRP	Incident Response Plan	NCGKO	North Carolina Guard Knowledge Online
IS	Information Security	NCHART	North Carolina Helicopter Aquatic Rescue Team
ISCP	Installation Spill Contingency Plan	NCNG	North Carolina National Guard
ISR	Installation Status Report	NCNGA	North Carolina National Guard Association
IT	Information Technology	NCO	Non-Commissioned Officer
J1/G1	Joint Staff/Army – Personnel	NCOER	Non-commissioned Officer Evaluation Report
J2	Joint Staff – Intelligence	NG	National Guard
J3/G3	Joint Staff/Army – Operations	NGAUS	National Guard Association of the United States
J4/G4	Joint Staff/Army – Logistics	NGB	National Guard Bureau
J5	Joint Staff – Strategic Plans	NGO	Non-Governmental Organization
J9	Joint Staff – Soldier Services	NGR	National Guard Regulation
JAG	Judge Advocate General	NIMS	National Incident Management System
JCC	Joint Commanders' Conference		
JCMB	Joint Career Management Board		
JDEC	Joint Diversity Executive Council		
JFHQ	Joint Force Headquarters		
JIT	Just In Time		
JOC	Joint Operations Center		
JOPP	Joint Operations Planning Process		
JPC	Joint Planning Calendar		
JPG	Joint Plans Group		

NIPRNet	Nonsecure Internet Protocol Router Network	SBU	Sensitive But Unclassified
NORTHCOM	Northern Command	SEL	Senior Enlisted Leader
NOVAL	No Value	SF	Security Forces
OAB	Officer Assessment Board	SHARP	Sexual Harassment, Assault Response and Prevention
OEF	Operation ENDURING FREEDOM	SHP	State Highway Patrol
OER	Officer Evaluation Report	SIDPERS	Standard Installation and Division Personnel Systems
OFI	Opportunity for Improvement	SITREP	Situation Report
OH/IH	Occupational Health and Industrial Hygiene Office	SJA	Staff Judge Advocate
OIC	Officer in Charge	SLW	Senior Leader Workshop
OIP	Organization Inspection Program	SMART	Specific, Measurable, Aligned, Relevant and Timed
OML	Order of Merit List	SME	Subject Matter Expert
OPD/NCOPD	Officer Professional Development/Non-Commissioned Officer Professional Development	SMG	Strategic Management Group
OPM	Officer Personnel Management	SMM	Surface Maintenance Manager
OPORD	Operations Orders	SOF	Special Operations Force
OPR	Office of Primary Responsibility	SOH	Safety and Occupational Health
OPS	Operations	SOP	Standard Operating Procedure
OPSEC	Operations Security	SOPM	State Office of Personnel Management
OR	Operational Readiness	SOUTHCOM	Southern Command
OSHA	Occupational Safety and Health Activities	SPP	State Partnership Program
PAA	Performance Appraisal Application	SPP	Strategic Planning Process
PAO	Public Affairs Office/Officer	SRAA	Senior Army Advisor
PBAC	Program Budget Advisory Committee	SRB	Selective Retention Board
PDCA	Plan – Do – Check – Act Cycle	SSOPM	Support, Services and Operations Manual
PFO	Property Fiscal Officer	SSP	Sustained Superior Performance
PHA	Periodic Health Assessment	STO	Short Term Objective
PII	Personally Identifiable Information	STRATCOM	Strategic Communications
POM	Program Objective Memorandum	SWOT	Strengths, Weaknesses, Opportunities, and Threats
PPE	Personal Protective Equipment	TAG	The Adjutant General
PPWG	Personnel Policy Work Group	TAP	Tuition Assistance Program
PSS	Psychological Services Section	TBI	Traumatic Brain Injury
QRB	Qualitative Retention Board	TDA	Table of Distribution and Allowances
QSI	Quality Step Increase	TSP	Thrift Savings Plan
R3SP	Resilience, Risk Reduction, Suicide Prevention	TTX	Table Top Exercise
RIE	Rapid Improvement Event	TY	Training Year
ROTC	Reserve Officer Training Corps	UMR	Unit Manning Report
RPAM	Retirement Points Accounting Management	URV	Unit Readiness Validation
RRB	Recruiting & Retention Battalion	USC	United States Code
RRC	Recruiting & Retention Command	USCG	United States Coast Guard
RRF	Rapid Reaction Force	USPFO	United States Property and Fiscal Office
RSP	Recruit Sustainment Program	USR	Unit Status Report
S&S	Supply and Services	VA	Veterans Affairs
S1	Personnel Officer	VCC	Visitor Control Center
S3	Operations Officer	VCoS	Vice Chief of Joint Staff
S4	Logistics Officer	VCSOP	Vice Chief of State Operations
SA	System Administrator	VLAN	Virtual Local Area Networks
SAAF	Soldier and Airmen Assistance Fund	VoIP	Voice Over Internet Protocol
SAD	State Active Duty	VPN	Virtual Private Network
SAO	State Aviation Safety Office/Officer	VTC	Video Teleconference
SAPR-C	Sexual Assault Prevention and Response Committee	WARNO	Warning Order
		WO	Warrant Officer
		XO	Executive Officer