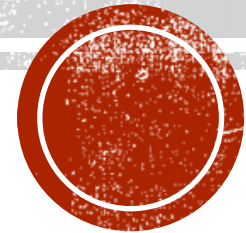




DEPARTMENT OF MILITARY AFFAIRS



OGSM

December 2022

Vision:
A ready and resilient Montana

Objective #1: An Empowered and Developed Workforce

Goal Statement: A trained and empowered workforce ready for tomorrow's challenges.

Strategies:

1. Develop transparent career management plans.
2. Provide pertinent and timely training to the next level.
3. Develop career ladders.
4. Provide competitive pay and benefits.
5. Empower leaders at the lowest level of execution.
6. Develop individual employee training plans.

Objective #2: Service to the Next Level

Goal Statement: DMA provides the ability to grow in service through teamwork and duty.

Strategies:

1. Promote team-building.
2. Develop and implement systems to provide feedback on duty accomplishments.
3. Describe service opportunities in all job descriptions.
4. Promote and develop service opportunities for all generations.
5. Foster external relationships to expand service opportunities.

Objective #3: Mission-Focused: Establish clarity and purpose for agency programs in alignment with the DMA Mission.

Goal Statement: Optimize resources to support programs that enhance resiliency, readiness and engaged citizenship by 2024.

Strategies:

1. Each DMA Division develops operational plans that are reviewed and updated at least quarterly.

Mission:

DMA strengthens Montana through our collective readiness to defend against threats, increasing resilience, and engaged citizenship.

An Empowered and Developed Work Force

Division	Objectives	Goals	Measures
Director's Office	2.0 Improve continuity and retention	2.1 For retention: career mobility, career ladders, learning and development opportunities, offer training for management	Continuity/retention: longer tenure/turnover period, internal promotions, engagement and training offered/received
	2.0 Improve continuity and retention	2.2 For recruiting: greater department visibility, explore different avenues of recruiting (colleges, job services, etc.)	Recruiting: more applications, shorter vacancy windows, track source, % of candidates screened to interview
	4.0 Improve strength of the budget and financials across the department.	4.1 Internal controls, procurement process, reduce audit risk, provide tools and trainings.	Efficiency, accuracy, completeness, timeliness
	3.0 Train to the next level.	3.1 find opportunities to develop and improve skills among IT staff.	training hours or CEU's across IT staff.
	3.0 Train to the next level.	3.2 Develop a career ladder to promote internal career advancement.	Career ladder is available.
Youth Challenge	3.0 Reduce Staff Attrition	3.1 Ensure staff pay is competitive with the market	% of current market- staff turnover rates reduced
	3.0 Reduce Staff Attrition	3.2 Implement Staff friction group	Monthly meetings- staff turnover rated reduced
STARBASE	4.0 Annually develop individual and division goals, values, and mission	4.1 Conduct weekly/monthly meetings with meeting agendas & minutes	Meeting frequency
	4.0 Annually develop individual and division goals, values, and mission	4.2 Stay up-to-date on Talent System	Meeting records
	4.0 Annually develop individual and division goals, values, and mission	4.3 Provide opportunities for additional training and development	Performance evaluations/goal completion
Army Guard	2.0 Develop a generation of leaders.	2.1 Develop employee driven performance plans	100% performance plan in state TALENT system and 100% quarterly check ins complete
	2.0 Develop a generation of leaders.	2.3 Identify resource gaps and optimize organizational structure	100% organizational review by CFMO branches
Air Guard	2.0 Recruit and retain high performing individuals to sustain talent into the future	2.1 Support training, safety, and physical fitness. Maintain high expertise through continuing education, implement and emphasize safe practices, and encourage improved health and fitness.	Recruiting and retention metrics
	2.0 Recruit and retain high performing individuals to sustain talent into the future	2.2 Plan work to minimize unproductive time. Every area will always be ready for inspections, audits or reviews that yield an excellent rating or higher with no significant negative findings.	Inspection's audits, results, trending
	2.0 Recruit and retain high performing individuals to sustain talent into the future	2.3 Promote work life balance superior to those opportunities available in the greater community.	Recruiting and retention metrics. Quarterly feed back/ goals sessions.
DES	1.0 Ready the state for disasters.	1.2 Continuously support the development of state and local emergency management programs	Annual approval of an Integrated Preparedness Plan (IPP).
	1.0 Ready the state for disasters.	1.4 Develop employee driven performance plans	100% performance plan in state TALENT system and 100% quarterly check ins complete
VA	2.0 Strengthen leadership.	2.1 State sponsored leadership courses.	Reduce number of turnovers
	2.0 Strengthen leadership.	2.2 Develop leadership through mentorship	Courses conducted
	2.0 Strengthen leadership.	2.3 Culture sensitivity	Employee satisfaction
	2.0 Strengthen leadership.	2.4 Improve career ladder	Increased leadership courses for supervisors

Mission-Focused

Division	Objectives	Goals	Measures
Director's Office	1.0 Support Montana guard soldiers and airmen	1.1 Provide soldiers an airmen employee assistance, military family relief fund, scholarships, awards, state partnership for peace support	Measure: scholarships given, employee assistance used, military family relief grants given, awards given, funds used for state partnership for peace
	3.0 Improve budget and financial knowledge and communication across department	3.1 Financial data access, reporting, and analytics; develop and improve processes; provide tools and trainings.	Efficiency, accuracy, completeness, timeliness
	1.0 consolidate and collaborate to reduce network overhead and workload	1.1 merge auxiliary "off state network" networks were possible.	Number of domains managed.
	1.0 consolidate and collaborate to reduce network overhead and workload	1.2 deploy cloud-based solutions to remove the reliance on direct or physical access across networks.	Amount of data stored locally on site or on segregated servers.
Youth Challenge	2.0 Increase staff effectiveness.	2.1 Provide three events/opportunities for cross training with other programs	Three events- Cadet attrition rates
	2.0 Increase staff effectiveness.	2.2 Provide three new "in-house" training events	Three events- Cadet attrition rates
	2.0 Increase staff effectiveness.	2.3 Provide three finance/fiscal training opportunities	2.3 Three events- improved reimbursement times
	4.0 Increase Cadet Employability	4.1 Implement construction certificate program	Cadet placement rates
	4.0 Increase Cadet Employability	4.2 Implement two new certificate producing offerings	Two new certificates- Cadet placement rates
STARBASE	1.0 Continue to provide basic STARBASE programming to 5th grade youth in Helena and Great Falls school districts	1.1 Conduct at least 30 classes of at least 20 students during the school year	number of students served
	1.0 Continue to provide basic STARBASE programming to 5th grade youth in Helena and Great Falls school districts	1.2 Provide each class 25 classroom contact hours over 5 days	number of schools served
	2.0 Continue to provide supplemental activities to Montana's youth	2.1 At least 2 weeks (10-15 hrs/week) summer camps and academies per STARBASE site	number of youth served
	2.0 Continue to provide supplemental activities to Montana's youth	2.2 Afterschool 2.0 Programming for 6-8th grades	number of community/school partners
	2.0 Continue to provide supplemental activities to Montana's youth	2.3 Perform at least four community outreach activities (per STARBASE site) in the form of workshops, fostering community partnerships, and teacher training periods	number of supplemental activities offered
	3.0 Expand awareness and visibility of Montana STARBASE program	3.1 Keep social media platforms up-to-date	Social media following & post frequency
	3.0 Expand awareness and visibility of Montana STARBASE program	3.2 Keep website up-to-date	event participation numbers
	3.0 Expand awareness and visibility of Montana STARBASE program	3.3 Share branded materials and impact	Website update time stamps

Mission-Focused (continued)

Division	Objectives	Goals	Measures
Army Guard	1.0 Enhance cross division outreach.	1.1 Prioritize construction and facility management initiatives to support cross division operations	Invite divisions army directorates to provide input Develop plan short/long Implement Define priorities plans, programs in federal/state funding mechanism that will impact objective
	1.0 Enhance cross division outreach.	1.2 Obtain integrated natural resources and cultural resource management	Submit plan in compliance with NGB regulation
	1.0 Enhance cross division outreach.	1.3 Develop/implement process to utilize federal funds to leverage state funding	Obtain federal funds to match 100% of state funding
	3.0 Build and maintain exceptional facilities and training lands.	3.1 Contract and award 100% appropriated federal and state funds	Determine division army directorate training/range needs and put in operable plan
	3.0 Build and maintain exceptional facilities and training lands.	3.2 Streamline business processes, align with state & federal objectives	Implement real property actions / Revised liason agreement btwn A&E / CFMO
	3.0 Build and maintain exceptional facilities and training lands.	3.3 Update facility management plans	100% updated statewide masterplan
	3.0 Build and maintain exceptional facilities and training lands.	3.4 Implement 10 year (SMART) plan to revitalize MTARNG facilities and reduce deferred maintenance	Obtain state funding for SMART / Provide facilities assessment
	4.0 Optimize management practices/process to produce resilient infrastructure.	4.1 Identify inefficient construction and management practices	Report duplicative project management; provide policy/practice modification
4.0 Optimize management practices/process to produce resilient infrastructure.	4.2 Optimize use of high performance building standards	Report most impactful inefficiencies or high performance standards	
Air Guard	1.0 Maintain modern facility portfolio to support and posture the MTANG for future mission sets	1.1 Implement 100% preventative maintenance programs across all trades.	100% sortie mission success rate
	1.0 Maintain modern facility portfolio to support and posture the MTANG for future mission sets	1.2 Zero preventable environmental, fire or life safety Notice of Violations.	5y 100% facility inspection timeline
	1.0 Maintain modern facility portfolio to support and posture the MTANG for future mission sets	1.3 Zero facility related impacts to mission accomplishment	100% sortie mission success rate
DES	1.0 Ready the state for disasters.	1.1 Achieve EMAP accreditation	Complete EMAP baseline assessment.
	1.0 Ready the state for disasters.	1.3 Integrate continuity of operations into preparedness response activity	Number of state agency continuity of operations program reviews completed.
	3.0 Mitigate disaster impact.	3.1 Increase the investment in disaster mitigation projects	Increase the number of disaster mitigation projects.
	3.0 Mitigate disaster impact.	3.2 Achieve an enhanced mitigation plan by 2027	Approval of enhanced plan by FEMA.
	4.0 Coordinate statewide disaster response.	4.1 Develop a long-term strategy for disaster warehouse operations and State Emergency Coordination Center (SECC) operations	Provide timely response to resource needs.
VA	1.0 Expand veterans service role.	1.1 Improve networking	Number of claims submitted
	3.0 Increase and improve services at state cemeteries.	3.1 Increase revenue	Work w/ legislature on additional HB701 funds
	4.0 improve communication and messaging.	4.3 Collaborate with directors office for regular updates	Deadlines met

Service to the Next Level

Division	Objectives	Goals	Measures
Director's Office	2.0 decrease the departments vulnerability to cyber attacks.	2.1 provide end users with training on cyber security and best practices for protecting state of Montana assets.	Number of users who have completed cyber security training annually.
	2.0 decrease the departments vulnerability to cyber attacks.	2.2 enroll state owned equipment in MDM solutions to enforce security principles.	Number of devices enrolled in MDM.
	2.0 decrease the departments vulnerability to cyber attacks.	2.3 deploy zero trust security standards across the department.	Did it happen?
Youth Challenge	1.0 Increase Academy Awareness Across Montana	1.2 Conduct at least two awareness events in each of the 7 reservations	14 events- increased Cadet and Mentor Applications
	1.0 Increase Academy Awareness Across Montana	1.3 Schedule 6 large scale media awareness events	6 events- increased Cadet and Mentor Applications
STARBASE	5.0 Expand Montana STARBASE offerings and number of youth reached in supplemental activities	5.1 Submit proposals for additional site locations where appropriate	Numbers of youth served in comparison with prior years
	5.0 Expand Montana STARBASE offerings and number of youth reached in supplemental activities	5.2 Offer additional supplemental activities	Numbers of community/school partnerships created in comparison with prior years
	5.0 Expand Montana STARBASE offerings and number of youth reached in supplemental activities	5.3 Recruit more instructors for supplemental activities to allow for more youth participation	Demographic data changes as new communities are reached
Army Guard	2.0 Develop a generation of leaders.	2.2 Define and implement recognition and compensation to align CFMO purpose with employees	Employee retention metric
Air Guard	3.0 Promote efficient use of state and federal resources for long range fiscal and natural resource stewardship.	3.1 Ensure integrity and stewardship of funds, equipment, and materials. Validate each expenditure and ensure checks and balances are in place for the financial process.%	Reduce gas and electric usage by 3% per year.
	3.0 Promote efficient use of state and federal resources for long range fiscal and natural resource stewardship.	3.2 Validate each expenditure to ensure it supports the larger ANG vision.	Are project priorities aligned with strat plan.
	3.0 Promote efficient use of state and federal resources for long range fiscal and natural resource stewardship.	3.3 Ensure 100% accurate accountability of all assets by tracking work orders and cross-shop communications.	IEMS asset inventory review annually
	3.0 Promote efficient use of state and federal resources for long range fiscal and natural resource stewardship.	3.4 Attempt to reduce utility expenses through contract solutions.	Percentage of contracts with reduced costs.
	4.0 Provide top tier FES support to the MTANG and local community.	4.1 Zero preventable loss of life of property.	Mutual Aid statistics and run reports.
	4.0 Provide top tier FES support to the MTANG and local community.	4.2 Ensure firemen are adequately trained and equipment to provide high quality service.	Response times exceed industry and AFI standards.
	4.0 Provide top tier FES support to the MTANG and local community.	4.3 Access to most modern training courses and materials available.	Review currency and relevancy of training materials
	4.0 Provide top tier FES support to the MTANG and local community.	4.3 Access to most modern training courses and materials available.	Review currency and relevancy of training materials
DES	2.0 Recover from disaster.	2.1 Establish a state lead recovery cadre	Number of cadre enrolled in the program.
	2.0 Recover from disaster.	2.2 Establish a short-term and long-term recovery strategy	Completion of a recovery strategy.
	4.0 Coordinate statewide disaster response.	4.2 Maintain a consistent, well-trained staff to support the State Emergency Coordination Center (SECC)	Evaluations following exercises and real-life disaster responses.
	4.0 Coordinate statewide disaster response.	4.3 Establish and maintain response coordination infrastructure and systems	Evaluations following exercises and real-life disaster responses.
VA	1.0 Expand veterans service role.	1.2 Expand and improve electronic claims processing Broaden outreach	Federal dollars received
	3.0 Increase and improve services at state cemeteries.	3.2 Improve recruiting	Set additional minimum criteria for new hires
	3.0 Increase and improve services at state cemeteries.	3.3 Improve operations and evaluation of activities Standardize and implement new web-based service desk	Monitor use and ease of scheduling, error-free documentation
	4.0 improve communication and messaging.	4.1 Increase communications	Communication satisfaction