



**CHIEF, NATIONAL GUARD BUREAU'S**

# **VISION** FOR **FUTURE** THE

**FIGHT AMERICA'S WARS**

**SECURE THE HOMELAND**

**BUILD PARTNERSHIPS**



# Evolving to meet Global Challenges

By **General Joseph L. Lengyel**

*Chief, National Guard Bureau*

We live in a dynamic and complex security environment. Across the globe, our nation faces emerging near-peer competitors, burgeoning regional powers, and the constant threat of violent extremist organizations. Threats emanate from state and non-state actors, who operate deliberately and continuously in conventional and asymmetric ways to minimize our military advantage and avoid escalation with the U.S. and our allies or partners.

If deterrence fails and crises occur, we must be prepared for conflict that is transregional in scope, likely intersecting numerous combatant commands simultaneously. Conflict may be waged across multiple domains, with potential adversaries challenging us on the land, in the air, across and under the sea, and in space and cyberspace. Conflict will likely be multi-functional with foes attempting to integrate non-conventional threats such as special operations forces, missile technology and cyber warfare along with conventional forces.

U.S. military might alone will not solve



these challenges. International allies and partners will remain critical and national security will require a ‘whole of government’ approach to build and maintain lasting change consistent with our national interests.

Our armed forces will remain a key instrument of national security; land and air power is essential to the joint fight. To meet these requirements, our Army and Air Force rely on the National Guard to remain operational and ready to respond.

We face these challenges knowing today’s National Guard is the best it has ever been. As

**“The Guard has evolved as an operational force through the skill and devotion of America’s Citizen-Soldiers and -Airmen”**

I look towards tomorrow, I am confident the nation will need the National Guard more than ever before.

## **Foundational Principles**

The National Guard is constitutionally unique and fulfills two key roles: the primary combat reserve of the Army and the Air Force and the first military responder in the homeland.

The Guard has evolved as an operational force through the skill and devotion of America’s Citizen-Soldiers and -Airmen. Together, we will forge a future based on these foundational principles that define how we see ourselves.

# The National Guard is ...

## *... The Nation's Combat Reserve*

A truly operational force, the National Guard is a warfighting organization, designed with a balance of combat and enabling units that mirrors its active components. We must not squander the nation's investment in this operational force.

Army National Guard units must be resourced at a baseline of C3 within a progressive readiness model. Units that have been assigned, apportioned or allocated for federal missions will be funded and equipped to achieve the required levels of readiness for employment.

Air National Guard units must remain resourced at a baseline of C1 and provide forces in Unit Type Codes that have the personnel and equipment tailored to deploy as part of a complete warfighting package.

Both the Army and Air National Guard must be modernized with our active component counterparts.

## *... Integral to the Total Force*

We are inextricably linked to the Army and Air Force and ready to fight as part of the nation's Joint Force. We must fully implement Total Force concepts to organize, man, train, equip, modernize and employ the National Guard as an operational force. This will include measures such as providing

recurring, rotational and sustainable capabilities to meet combatant command requirements.

## *... Engaged and Always Accessible*

The National Guard is prepared to provide forces for large-scale contingencies when required. We are ideal for rotational





employment for combat and homeland response missions. A full suite of authorities exists to access Guard forces for missions at home or abroad.

Leveraging real-world operations affords the Guard challenging training and global employment opportunities. These are fundamental for developing leaders and retaining members while also providing predictable deployment cycles.

***... a Tremendous Value for America***

The National Guard is a cost-effective, proven

national asset. It provides full spectrum capability in the warfight and is the first military responder in the homeland.

***... Connected with America***

Men and women of the National Guard and their families live in nearly every ZIP code with facilities in over 2,600 communities. We are often the face of the military across much of our nation. We communicate the strategic value of the Total Force to the citizens we serve, and help connect the Department of Defense with the fabric of our nation. In return, we maintain the trust and confidence of the American people.

# Mission Triad

## *What We Do*

### **This is our story and we all need to tell it**

This symbol, the Mission Triad, is our brand. We prioritize based on these three missions — fighting America’s wars, securing the homeland and building enduring partnerships.

These missions are intertwined, where the capability built in one strengthens and reinforces the others.

The Minuteman in the middle represents our heritage and connects the earliest Citizen-Soldiers to today’s full spectrum Soldiers and Airmen. It also reflects the foundation upon which the National Guard is built — our Soldiers and Airmen, their families, and their communities with invaluable support from their employers.



## **OUR PEOPLE**

Our storied history and future accomplishments are directly attributable to the dedication and skill of our most important weapon system: our people. Nothing happens across the force without the capable, competent and ready Army and Air National Guard warriors and their families and employers who support them. Their spirit of sacrifice and desire to do more makes me proud.

## **FIGHT AMERICA’S WARS**

MORE THAN 787,000 MOBILIZATIONS SINCE 9/11

## **SECURE THE HOMELAND**

MORE THAN 1.2 MILLION MAN-DAYS IN FY16

## **BUILD PARTNERSHIPS**

ENDURING RELATIONSHIPS WITH 79 NATIONS

# WARFIGHT

The National Guard stands ready to fight our nation's enemies when called upon to do so. Our operational force is organized, manned, trained, equipped and funded around this fundamental task.

From Brigade Combat Teams to enabling forces on the ground and in the air, to flying manned and unmanned platforms anywhere around the globe — we have individually deployed more than 787,000 times.

Thousands of Guard members serve globally on any given day. In the future, worldwide operational employment of the National Guard will continue.





## HOMELAND

The National Guard is the first military responder in the homeland, providing ready forces for immediate demands. Capabilities and experience gained from the warfight are the same capabilities and experience used here in the homeland.

We respond to natural disasters such as hurricanes and wildfires, and assist in crises such as the Boston Marathon bombing and the civil unrest in Ferguson and Baltimore. We also secure America as the primary force provider to the North American Aerospace Defense Command through the Aerospace Control Alert mission, and to the Missile Defense Agency through the Ground-based Midcourse Defense mission.

In a world where speed and agility matters, we stand 'Always Ready, Always There' to respond to the call of duty. We are diverse in our experiences — teachers, lawyers, students, farmers, firefighters, doctors — as well as Soldiers and Airmen. Our presence in communities across our nation is foundational to who we are.



# PARTNERSHIPS

We accomplish missions overseas and at home through our enduring partnerships at the international, federal, state and local levels. Our expertise in bridging different cultures, organizations and people — to build bonds of trust and friendship — enables our success in warfighting and homeland missions.

Our State Partnership Program (SPP), currently 79 nations strong, assures partners, deters foes, and helps transition nations from security consumers to global security providers.

On the federal and state levels, teaming with our interagency

partners on critical issues (i.e., emergency management, counterdrug and cyber capabilities) enables all levels of government to be rapidly brought to bear when needed.

Locally, programs such as National Guard Youth ChalleNGe and Military Funeral Honors provide an essential and visible tie to the communities where we live and serve.

Forging and maintaining these partnerships in today's environment is an essential skill and force multiplier the Guard provides like no other.



# CNGB PRIORITIES



## 1 Provide Ready Forces to meet the Nation's needs

The elements of the mission triad do not happen without ready units and Citizen-Soldiers and -Airmen. Readiness begins with our force structure represented by a balanced array of combat and enabling forces that largely mirrors the active component. We must be modernized on par with the active component and available across our nation.

We expect our end strength will stabilize in 2017; yet this still presents some risk as the lowest acceptable floor without jeopardizing our ability to meet global and homeland requirements. This stability should better enable our recruiting and retention of high quality, traditionally serving

Guard members that provide the lifeblood of our organization.

We will prepare units for the full spectrum of global challenges, ideally in a progressive readiness model. This includes participation in training events such as Combat Training Center rotations and Red Flag exercises.

Our nation needs its National Guard to grow through these high-level training opportunities, and to use the leader development and readiness they generate to support a myriad of combatant commander requirements.

## 2 People, Families and Employers

Our center of gravity is our people. Since our militia roots, the well-being of our Soldiers, Airmen, families and employers has underpinned our service and proven to be critical to maintaining our part-time business model.

We are committed to establishing a respectful environment for all. We must strive for a diverse force, reflective of the communities we serve, where all members have the opportunity to reach their military goals.

We will not tolerate acts that demoralize units and degrade readiness, such as sexual assault and sexual harassment; victims will receive our utmost care and support.

We must continue to address the tragic issue of suicide. We simply cannot accept this continued loss of Soldiers and Airmen.

This is a problem that needs to be met

individually, with first-line leaders, battle buddies and wingmen looking out for each and every Soldier and Airman. We will place great emphasis on programs that provide mental health and resilience capabilities to units and leaders as they strive to prevent further suicide in our ranks.



As we examine family and employer programs, we remain mindful of the need to maintain those that generate the greatest readiness. Where we identify gaps, we will seek to leverage the numerous federal, state and local opportunities that assist the communities where we live and work.



such as fielding major platforms or advances in weapons systems often come to mind. Although we have Soldiers and Airmen contributing in the technology space, innovation is not limited to technological advances. There are certainly Soldiers or Airmen thinking about how we can better maximize limited time, implement more efficient business

Providing as much predictability as possible in our deployment and training obligations is invaluable to families and employers — and thanking them for their support must be the rule, not the exception. We must foster an employer-service member relationship that is sustainable for both.

We will never forget those that came before us. As the nation’s community-based force, our Veterans and families of the fallen will lean on us for support, and we will be there for them.

### **3 Innovation**

Innovation is inherently in our DNA as Citizen-Soldiers and -Airmen. Guard members develop imaginative solutions to perplexing challenges daily and their creative ways are needed more than ever before.

Our unique culture embraces partnerships with public and private organizations. It is crucial that we focus with great deliberation on confronting the myriad threats and challenges we find across the defense enterprise.

When we think or read about innovation, topics

processes, improve Army or Air Force policies, or update obsolete doctrine.

Great ideas reside in the field, where our service members may be unknowingly solving macro-level problems. We must leverage the unique depth and breadth of our civilian skill sets along with our military training and experience. Think big and contribute in ways not previously seen. We will find a way for you to channel your innovative thoughts to the proper places.

Our unique business model is postured well to lead innovation. We must fight to adapt and change to make ourselves better.

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# INDIVIDUAL FUNDAMENTALS

As Soldiers and Airmen, we execute four fundamental tasks as we fight America's wars, secure the homeland and build partnerships. These are tasks for which we should hold ourselves and each other accountable.

## **Ensuring a culture of respect, candor and integrity**

There is a reason that our service's values are taught to Soldiers and Airmen at the earliest stages of their careers — because they underpin their actions every single day.

Only through an environment that promotes diversity, inclusion and respect can we accomplish our missions, achieve our personal goals, and do so in a setting that recognizes each Soldier and Airman as vital to the success of the team.

We will make mistakes; and when we do we will examine them honestly, discuss them with professional candor, take the necessary corrective action and grow from the experience.

However, we cannot tolerate those who choose to act with a lack of integrity and character. Acts such as sexual assault, sexual harassment, and discrimination bring discredit to us all and destroy readiness.

Our environment must be one where integrity guides our decisions, and where our battle buddies and wingmen know each of us strives to do what is right, every time.

## **Developing leaders at all levels**

Regardless of your rank, the day you assume a new job, you need to begin training your replacement. While the service leader development philosophies rely on formal and informal experiences to groom the next generation, it is your responsibility to prepare your successors.

Encourage them to seek leadership opportunities, challenge themselves with schools and self-development, and embrace feedback from superiors and subordinates alike.

Be mindful of gaps in learning and development that have emerged with a generation of warriors who only know the post 9/11 environment. Many have not trained in full spectrum warfighting tasks or planned in the resource constrained environment we experienced in the post-Cold War era.

Each of us must share the knowledge, insights, and wisdom that come from our incredibly diverse force and maximize every opportunity we have with our Soldiers and Airmen.

## **Exercising fiscal stewardship**

We are all part of a magnificent force that has earned the nation's respect and admiration. With that trust and confidence comes great responsibility to wisely manage our resources. Auditability and transparency are central to this discussion; our task is to make every dollar count.

## **Accepting challenge to improve units and ourselves every day**

The Profession of Arms is exactly that — a profession. Whether we serve as a traditional or M-day Guard member, AGR, Technician, or civilian, our country relies on our ability to respond when needed.

This type of professionalism requires dedication to something much bigger than ourselves. We are committed to intellectual growth, physical wellness and a culture of resilience, while balancing the demands of military and civilian careers.

As leaders, encourage your teams to begin their path to excellence in the Profession of Arms early in their careers as we all strive to improve our National Guard in support of our communities, states and nation.



## CONCLUSION

It is an honor to lead the National Guard as we address the challenges facing our nation together. As an indispensable operational force, we will succeed due to the commitment, extraordinary talent and excellence of this generation's Minutemen. Our Soldiers and Airmen always rise to the challenge of defending our nation, and respond to our communities during times of crises.

We will always strive to be more innovative, responsive, capable and affordable. Our heritage is exceptional, but our best days in service to our nation lie ahead. We owe future generations of Americans a continued commitment to excellence. We are Guardsmen ... Always Ready, Always There!  
Go Guard!

28th Chief, National Guard Bureau