

Oregon Military Department Strategic Plan 2030



The Service of Choice
Protecting Oregonians and Defending America



Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.

*General George S. Patton, Jr.
June 5, 1944*

Introduction

The Oregon Military Department (OMD) exists to protect Oregonians and defend America. We are a ready force of Army and Air National Guard Service Members and Civilian employees who are a winning team of professionals. Upholding equal employment opportunity and pursuing our organizational values – Be Connected, Be Competent, and Be Committed - shape our culture and provide the lens through which we prioritize our actions to enable our success and affirms our commitment to integrity, readiness, and the values of our state and nation. To this end, our Strategic Plan 2030 describes the actions we plan to undertake to realize our goal of being *The Service of Choice* in Oregon.

OMD's Strategic Plan is informed by The Adjutant General's (TAG's) Strategic Guidance. The Strategic Guidance centers on our People and Culture, and is supported by a focus on Readiness, and Partnerships, which will make us *The Service of Choice* in Oregon. Subordinate echelons execute this strategy through their nested Campaign Plans, but are assessed by the Measures of Effectiveness (MOEs) detailed in Annex C of this document. The MOEs in this plan are reviewed annually for effectiveness and adjusted as required. Figure 1 below graphically depicts OMD's Strategic Approach.

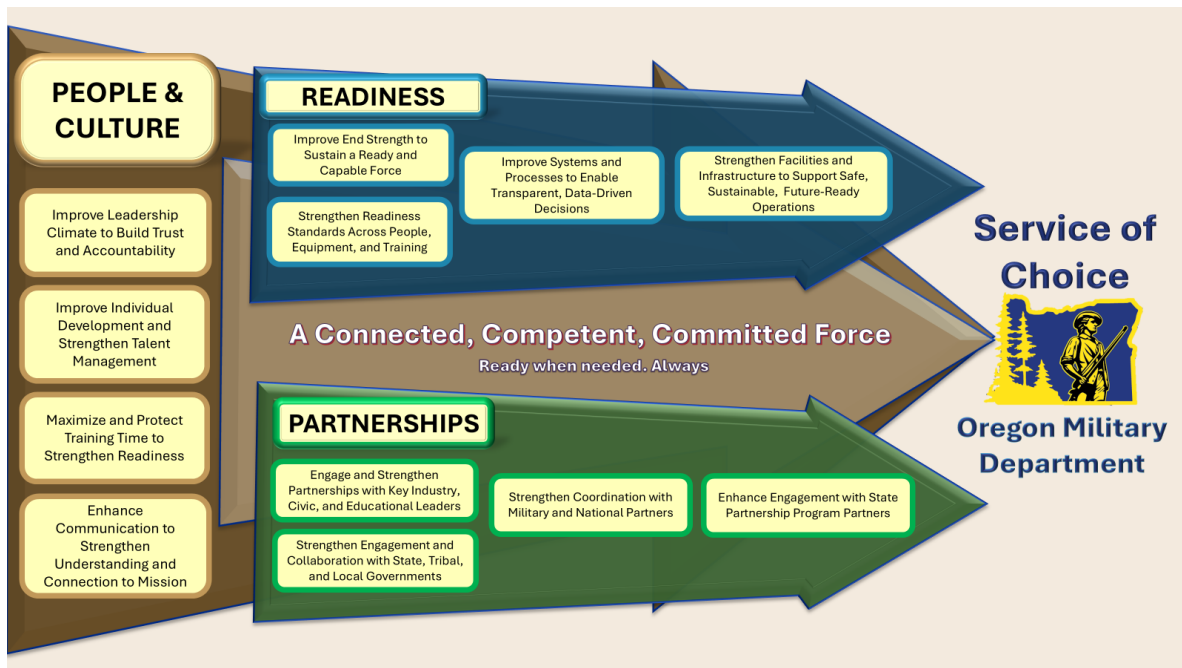


Figure 1

Mission

The Oregon Military Department protects Oregonians and defends America by providing a ready force of Citizen-Soldiers, -Airmen, and Civilians, trained and equipped to successfully respond to any contingency.

Our mission is our reason for existence. Whether responding to a civil disturbance or a wildfire, or deploying overseas, we serve our fellow Oregonians and Americans by going where we are needed and doing what needs to be done.

Vision

We are The Service of Choice, admired for our integrity, leadership, and commitment to our communities. We are prepared, trained, and ready to fight and win. We are a Team of Winning Units.

Our vision describes how we see our ideal self as an organization. We constantly strive to achieve our vision.

Intent

I intend to make the ORNG a unit that we're all proud to be a part of a winning team and a place where people want to be. Ready to serve our communities, our state, and our nation in their time of need. I want every one of us to be trusted and admired in our communities for what we do and what we represent. It is my intent to make the ORNG *The Service of Choice* in our State, an institution that Oregonians want to join because everyone wants to be on a winning team. We'll achieve this by being connected to each other, being competent in our profession, and by being committed to improving the Oregon Guard. Our values – Be Connected, Be Competent, Be Committed – wrap around and underpin our efforts.

Taking care of our people and improving our culture are essential to becoming *The Service of Choice* for Oregonians. People and Culture is our “no fail” task. Therefore, the readiness of our force is the primary measure of our culture's health and reflects our ability to execute our missions. Partnerships support our culture by demonstrating that we are connected team players at all levels – local, state, national, and international.

We will measure our success by the 40/50/70-90 Rule, tracking growth in market share, leads, and retention over a two-year period. That is, when our share of Department of Defense enlisted accessions is at least 40% of the total volume processed through the Military Entrance Processing Stations (MEPS); when the number of qualified leads generated by our unit members is 50% of the total generated; and, when our annual retention percentage stabilizes at or above 70% for the Land Component and 90% for the Air Component.

By 2030, the Oregon National Guard (ORNG) will achieve 93% authorized strength, be the preferred service for Oregon's youth, and the partner of choice for local

communities. Our units will meet or exceed all service readiness standards, prepared for no-notice domestic operations and T10 mobilizations, equipped with modern and relevant equipment, and fully trained for future missions. To achieve this, leaders at all levels will exercise disciplined initiative and accept prudent risk while mitigating potential retention impacts from poorly planned, resourced, or executed training, operations, and administrative tasks. Just as everyone is a safety officer, everyone is a retention officer, empowered to raise concerns if an event might negatively affect retention.

Leaders shepherd their units toward becoming *The Service of Choice* by exercising mission command. Our leaders must set conditions so that their subordinates achieve this intent, and exercise disciplined initiative to seize opportunities in complex and rapidly changing environments. This philosophy of command, is built on a foundation of trust and shared understanding, enables a decentralized execution that focuses on the purpose of this plan rather than the specific methods for achieving it. (ADP 6-0, Chapter 1; AFDP 1-1, Chapter 1).

I expect leaders to nominate changes or adjustments to our MOEs and adjust their Measures of Performance (MOPs) when they find they are not effective and/or not efficiently moving their element in a positive direction. This plan will be reviewed annually, and, as we strive for continuous improvement, will be adjusted as needed.

How to Use This Document

This plan is the overarching plan for the OMD. All other plans developed within the OMD must support this plan. Existing plans will be reviewed for consistency with this plan and adjusted as required. We are organized as depicted in Annex A (Organization and Lines of Effort).

This plan is intended to provide subordinates with the reason why we exist. To that end it links our vision of being *The Service of Choice* in Oregon to the means by which we will reach that goal through successful accomplishment of the objectives listed in each of our lines of effort (Annex A). It directs Component-level leaders – Land, Air, and State Affairs – to develop Campaign Plans and Annual Readiness Plans utilizing the objectives as their “nested ends” and measures of effectiveness as their “nested ways” to put in to action the resources available (means) to achieve our vision (the ends).

Commanders use the annual Command Climate Assessment (CCA) cycle, the CCA community needs assessment, and nested commander-owned Command Action Plans (CAPs) as outlined in the Integrated Prevention Framework, at the lowest practical echelon to accomplish the objectives nested in the People and Culture line of effort. CAP actions and measures are selected and refined based on CCA data to ensure they reflect validated risk and protective factors, remain comparable over time, and align with the strategy.

The MOEs described in Annex C are provided as a broad set of options that components may select from. The intent is for components to select a reasonable

number of MOEs – likely two to three – in order to determine progress towards achieving the associated objective. Attempting to measure too many MOEs will be counterproductive.

Campaign Plans identify component-level MOEs and are assessed by the results of those MOEs they’ve selected in their Annual Readiness Plans. Annual Readiness Plans direct unit actions and events that must be performed as directed by their parent Service and the objectives they must achieve in support of this plan. Figure 2 illustrates how subordinate echelon plans nest in the OMD Strategic Plan.

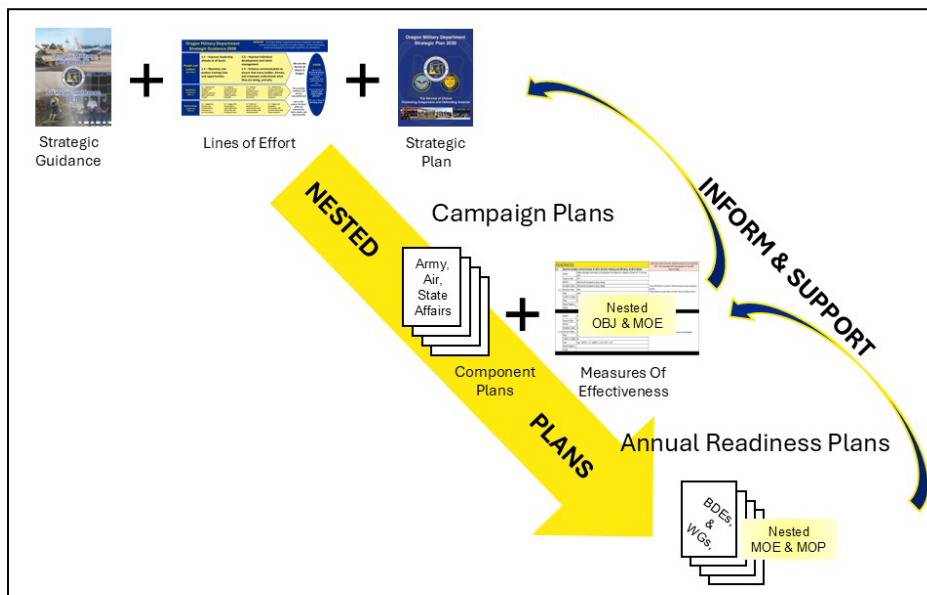


Figure 2.

This plan improves our organization by focusing on the things that will elevate us to the top. As stated by the famous management consultant Peter Drucker, “You can’t manage what you don’t measure.” Our MOEs and MOPs must be realistic and reflect our progress toward achieving agency objectives and goals. We are a team comprised of three components with unique requirements, methods, and resources. Consequently, each solves problems a little differently. Understanding this fact, leaders at all levels are expected to find legal, ethical, moral, and creative ways to solve problems.

Nesting Lines of Effort with Our Mission and Vision

Our shared purpose to protect Oregonians and defend America is operationalized by focusing on our stated objectives that allow us to realize our vision of becoming *The Service of Choice* in Oregon. Annex A is a graphic depiction of “what” we must do to

realize our vision. It outlines the four most important things we must do in support of each effort and assists with prioritizing actions. Our lines of effort (key tasks) are:

Main Effort	People and Culture
Supporting Effort 1	Readiness
Supporting Effort 2	Partnerships

We will realize our vision by accomplishing the objectives along each of our lines of effort. To this end, leaders must align their subordinates' actions with our objectives. Annex B (Description of Objectives) defines our interpretation of each objective as it pertains to supporting the line of effort. Annex C (Measures of Effectiveness) lists the methods by which we evaluate the efficacy of associated MOPs written into the Component's Campaign Plans and Annual Readiness Plans.

The MOEs in Annex C were selected by the components, and their effectiveness is monitored to determine how well we are improving or executing their associated objective and drawing closer to our end-states. While working toward our end-state, we will improve our processes by reviewing this plan annually. Annual reviews of this document, coupled with the results of our Progress Report, validate each selected MOE and influence whether to stay or change the course. While unlikely, we may at some point in the future decide to turn off or change one or more MOEs during this process.

Ends, Ways, and Means Linkage

This plan intends to link ends (our ultimate goal), ways (how to achieve it), and means (with what) by establishing lines of effort to focus our effort toward achieving our stated vision. Our organization's vision statement is our **end** with the most important element being "*The Service of Choice*." Our three lines of effort with the most important effort being People and Culture are our **ways**. Resources and discretion controlled by component leadership, managed within existing authorities, and subject to constraints on administrative burden are the **means**. Annex D (Ends, Ways, Means Linkage) is intended to explain the linkage to ends-ways-means. Commanders are given the latitude to exercise initiative and use their resources to accomplish TAG's intermediate goals (Objectives) which are component level "nested ends." The actions taken are the tasks defined by the component developed MOPs which will drive positive changes in component selected MOEs.

In addition to the linkage charts in Annex D, the Office of Primary Responsibility (OPR) Lead Assignment chart identifies OPRs to collect or produce reporting data. The OPR Leads also provide implementation guidance within the scope of existing higher-level regulation, policy, and guidance.

Communicating Our Success

This plan organizes our efforts and is supported by our strategic communication plan. The OMD Communication Synchronization Plan establishes a shared, common

narrative and communication strategy for the OMD. It describes how we intend to communicate our message to internal and external audiences by doing the following:

- Educate our service members, civilian employees, and others outside the organization about what OMD/ORNG is doing and why, especially during emergencies or in support of defense strategies.
- Build public support for and reinforce positive perceptions of OMD and the ORNG by informing them of our intentions and efforts.
- Counter misinformation by highlighting the benefits OMD/ORNG bring to local communities, our state, and the nation.

Governance and Reporting

Change management will be governed by a dedicated oversight committee responsible for evaluating and maintaining recommended changes to the Strategic Plan. This committee will meet quarterly and assess proposed adjustments before providing recommendations to me, or my appointed designee, for final consideration. Change proposals may be submitted through various channels, including the chain of command, NCO support channels, the 'Ask TAG' process or the ORNG J5 who will chair the committee and ensure timely publishing of approved updates.

Accountability and progress will be ensured through established reporting and compliance oversight structures. Specifically, existing forums will assess senior leadership's efforts and measure performance against this plan's objectives. Some examples of these forums include: the TAG-led Joint Prevention Integrated Council (JPIC), TAG Component Update Briefs (TUBs), Quarterly Readiness Briefs (QRBs), and Component Strength Update Briefs. These recurring forums will maintain accountability across all echelons, paving a clear path to our vision of becoming the Service of Choice.

ALAN R. GRONEWOLD
Brigadier General
The Adjutant General

Annex A: Organization and Lines of Effort
Annex B: Strategic Objective Definitions
Annex C: Measures of Effectiveness
Annex D: Ends, Ways, Means Linkage

Annex A (Organization and Lines of Effort)



Oregon Military Department

The Oregon Military Department (OMD) is the state agency established by Oregon law to fulfill its militia obligations. Within the OMD, the Oregon National Guard (ORNG) operates as a unique dual-status force – part-time Soldiers and Airmen, fully capable of serving both state and federal missions. When Oregon needs us, the OMD answers to the Governor, protecting communities from emergencies like wildfires and floods. When the nation calls, the ORNG transforms into a federal force, deploying alongside Active Duty units to defend America abroad. This dual mission allows the ORNG to simultaneously protect Oregonians and defend America, offering a vital and versatile capability.



Army National Guard



Air National Guard



State Affairs



Joint Forces Headquarters



41st Infantry Brigade Combat Team



82nd Troop Command Brigade



Oregon Medical Command



Oregon Training Command



142nd Fighter Wing



173rd Fighter Wing



Adjutant General's Comptroller



Adjutant General's Installations



Adjutant General's Information Technology



Adjutant General's Personnel



Adjutant General's Public Affairs



Civil Defense Force



Oregon Youth Challenge Program



STARBASE

Oregon Military Department

Lines of Effort 2030

MISSION *The Oregon Military Department protects Oregonians and defends America by providing a ready force of Citizen-Soldiers, -Airmen, and Civilians, trained and equipped to successfully respond to any contingency.*

People and Culture *(Main Effort)*

1.1 – Improve leadership climate to build trust and accountability

1.3 – Maximize and protect training time to strengthen Readiness

1.2 – Improve individual development and strengthen talent management

1.4 – Enhance communication to strengthen understanding and connection to mission

We are the Service of Choice in Oregon

VISION

We are the Service of Choice, admired for our integrity, leadership, and commitment to our communities.

We are prepared, trained, and ready to fight and win.

We are a Team of Winning Units.

Readiness *(Supporting Effort 1)*

2.1 – Improve end strength to sustain a ready and capable force

2.2 – Strengthen readiness standards across people, equipment, and training

2.3 – Improve systems and processes to enable transparent, data-driven decisions

2.4 – Strengthen facilities and infrastructure to support safe, sustainable, future-ready operations

We exemplify readiness and mission accomplishment

Partnerships *(Supporting Effort 2)*

3.1 – Engage and strengthen partnerships with key industry, civic, and educational leaders

3.2 – Strengthen engagement and collaboration with state, tribal, and local governments

3.3 – Strengthen coordination with military and national partners

3.4 – Enhance engagement with State Partnership Program partners

We are the partner of choice, within our communities, state, nation, and internationally

BE CONNECTED ★ BE COMPETENT ★ BE COMMITTED

Annex B: Strategic Objective Definitions

Purpose

This annex defines each objective in plain language and describes what success looks like. It explains “what we mean” and “what good looks like” and is intended to bridge the Strategic Plan’s intent and Annex C’s measures.

LOE 1 - People and Culture

As our main effort, "People and Culture" focuses on building a ready and resilient force by investing in our team and shaping a positive organizational culture. We prioritize leadership development, talent management, and training at all levels to foster individual growth and a strong, cohesive environment built on trust and fair treatment. Our execution is aligned with a comprehensive prevention approach and synchronized through prevention governance that connects Command Climate Assessments (CCAs) and DEOCS results, commander-owned Command Integrated Action Plans (CAPs), and the State's annual cycles. Ultimately, this effort is anchored in our values: Be Connected, Be Competent, Be Committed.

1.1 – Improve leadership climate to build trust and accountability

Alignment of leader actions and behaviors with our values throughout the organization. Leaders use command climate data and other authorized inputs to identify conditions that erode trust and readiness, then drive focused actions through CAPs, DEOCS results, and leader engagement to improve climate over time. Organizations focus on leadership development through formal training, mentorship, and exercises. Consideration of past performance and future potential when selecting for promotion.

What success looks like: Climate risk factors decrease, protective factors increase, repeat climate risks or issues decline, and commander actions are completed on time and sustained throughout the year.

1.2 – Improve individual development and strengthen talent management

We cultivate a member-focused culture dedicated to continuous growth. This is accomplished through meaningful counseling, clear development pathways, mentoring, education and credential completion. Our talent management system uses fair and transparent processes to align individual development goals with the organization's strategic objectives, ensuring members are prepared for current and future assignments.

What success looks like: Improved development completion rates, improved fairness and growth, reduced manageable losses, and stronger bench strength in key positions.

1.3 – Maximize and protect training time to strengthen Readiness

Annex B: Strategic Objective Definitions

It is every leader's duty to fight through training distractors and protect training time and opportunities. Training time is treated as a readiness asset and protected from preventable disruption. Leaders must protect training opportunities, maximize available time, and synchronize resources. Training events are opportunities for leaders to reinforce their members' desire to remain part of the team, and wasted opportunities, time, or resources are failures in leadership. Commanders distribute training guidance to give subordinates a clear understanding of what is expected, equipping them with the direction, purpose, and motivation needed for effective training.

What success looks like: Increased planned training event completion, fewer late changes and cancellations, fewer preventable disruptions, and improved readiness outcomes tied to training.

1.4 – Enhance communication to strengthen understanding and connection to mission

Members deserve to understand their mission or task, the purpose of the mission or task, and how it supports the mission of the OMD. Comprehending the 'why' behind a mission is essential for fostering unity of effort and strengthening the resolve of subordinates. When individuals know the reason for their tasks and their role in the bigger picture, their dedication to the mission's success increases. Clear, consistent, and reliable communication, with two way feedback loops, that includes context while providing purpose and direction.

What success looks like: Empowered subordinates who are competent and act with disciplined initiative, confident in their actions, aligned with the commander's intent, and committed to completing the task. Improved understanding of mission, expectations, and how an individual's contribution matters, resulting in improved trust in information channels and stronger connection and engagement.

LOE 2 – Readiness

"Readiness" supports our main effort by building a prepared force and improving our end strength to at least 93% of 2025's authorized numbers while meeting or exceeding all Service-specific personnel, equipment, and training standards. To support this, we will enhance decision-making and efficiency by improving systems and processes, while ensuring our facilities and training areas are maintained for current and future missions. These combined objectives ensure our organization is manned, trained, equipped, and postured for success.

2.1 – Improve end strength to sustain a ready and capable force

The fiscal year 2025 end-strength numbers are our benchmark for measuring success. We are doing this so we can better evaluate our year-to-year success because we cannot control force structure adjustments dictated by the Army and Air Force.

Annex B: Strategic Objective Definitions

Benchmarking will frame our point of reference and deny uncontrollable factors an ability to change how our measure of success is calculated. Changing the denominator in our end-strength formula can lead to a false sense of success or failure.

What success looks like: Sustained progress toward authorized strength and retention goals, as well as measurable reduction in manageable loss drivers.

2.2 – Strengthen readiness standards across people, equipment, and training

Strengthen compliance with service readiness requirements and reduce recurring shortfalls through disciplined standards, predictable readiness rhythms, and early identification of readiness risks including people related indicators that affect readiness outcomes. Reference Service-specific standards for additional clarification as needed.

What success looks like: Sustained readiness rates, fewer repeat deficiencies, improved completion of readiness requirements and improved performance in validated readiness measures.

2.3 – Improve systems and processes to enable transparent, data-driven decisions

Actions and technologies that, through continuous process improvement, improve effectiveness, and provide leaders with better information to drive decision-making. Create new or utilize existing processes, applications, and systems to automate repetitive tasks and streamline workflows.

Reduce process friction and improve access to usable information so leaders can make timely decisions. Create new or refine existing processes, applications, and systems to automate repetitive tasks and streamline workflows. This includes standard data definitions, clear ownership, appropriate access controls, and reporting cadences that reduce duplicative effort and enable consistent decision-making across components.

What success looks like: Faster decision cycles, fewer duplicative reporting requirements, improved data quality, improved decision making, and integration of emerging systems and technologies with clear accountability for action and follow-through.

2.4 – Strengthen facilities and infrastructure to support safe, sustainable, future-ready operations

Sustain and modernize facilities and infrastructure through regular and enhanced maintenance to support safe training, mission execution, and future growth. Make capital investments to ensure the organization is considered for new missions and advanced equipment that may become available in the future.

Annex B: Strategic Objective Definitions

What success looks like: Infrastructure that can fully support current and emerging operational demands, ensuring mission readiness by reducing safety risks, improving facility availability, and minimizing critical backlogs achieved through rigorous and transparent, risk-based model for capital investments, prioritizing every dollar to maximize operational capability and mitigate long-term risk.

LOE 3 – Partnerships

“Partnerships” support our main effort through the establishment and reinforcement of relationships with key community, government, and military partners to achieve shared goals and solidify our position as the *Service of Choice* in Oregon. This is accomplished by prioritizing engagements with centers of influence across industry, civic, educational, state, tribal, and local governments, while also strengthening lines of communication with military, national, and State Partnership Program partners. Ultimately, these engagements create a robust network of trust and shared understanding that facilitates broader collaboration across military, government, economic, and social spheres.

3.1 – Engage and strengthen partnerships with key industry, civic, and educational leaders

Prioritize and sustain partnerships with high-impact community centers of influence that measurably improve recruiting, retention, readiness support, resilience, and trust. These positive interactions in our communities promote our emphasis on becoming the *Service of Choice* in Oregon and inform others of the reasons why the ORNG must be considered first. These relationships allow us to exhibit the indispensable nature of our organization by informing them about our capabilities and why we are different than the active component.

What success looks like: Deep-seated support translates into tangible benefits, including increased recruiting opportunities, and a widespread, positive public perception through targeted engagements that produce tangible support to force generation and readiness that transcend through leadership transitions.

3.2 – Strengthen engagement and collaboration with state, tribal, and local governments

We will strengthen relationships with civil, state, tribal, and local government partners to improve interoperability, preparedness, and coordinated response. Through collaborative engagement, routine planning, and joint exercises aligned with state and federal missions, we will inform our partners of our capabilities, enhance our collective ability to achieve shared goals, and solidify our position as the *Service of Choice* in Oregon.

What success looks like: Robust state legislative and executive backing. Improved coordination outcomes and reduced friction during real world events and exercises.

Annex B: Strategic Objective Definitions

3.3 – Strengthen coordination with military and national partners

Improve synchronization with military and national partners through clear communication channels and shared planning that enables readiness, resourcing, and mission execution. The term “partners” refers to agencies and the individuals with whom we work to perform our State and Federal missions and functions.

What success looks like: Fewer preventable disconnects, improved coordination timeliness, shared situational awareness, and mission support.

3.4 – Enhance engagement with state partnership program (SPP) partners

Align SPP engagements with readiness priorities by seeking opportunities to train with, advise, and support our partners in support of defense security cooperation. Through purposeful activities such as joint training, advising, exchanges, and whole-of-society collaboration, we will build trust, interoperability, and a shared understanding of each other's capabilities. This approach leverages our full potential to facilitate broader engagements across military, government, economic, and social spheres.

What success looks like: Sustained engagements tied to defined objectives, demonstrated learning and capability gains resulting in improved interoperability.

Appendix C – Measures Framework (MOEs & MOPs)

Purpose: Track execution (MOPs) and impact (MOEs) for ORNG Strategic Plan LOEs and objectives.

Definitions

MOE (Measure of Effectiveness) = outcome/condition change.
MOP (Measure of Performance) = execution/output evidence that activities occurred.

Use and Review

Use MOEs to assess whether conditions improved over time and MOPs to confirm delivery, coverage, and timeliness.
 Progress and evaluation should be reported through existing governance forums, including TAG Update Briefs and other established review processes.
 The three Lines of Effort: People & Culture, Readiness, and Partnerships are interconnected and may involve cross-cutting activities and indicators.
 As the organization learns, metrics may evolve, while the strategic objectives and core efforts remain consistent. For alignment or measurement guidance:
 • LOE 1- J9 / IPPW
 • LOE 2 & 3 - J5

LOE quick reference (examples)

LOE 1 – People & Culture

Trust, cohesion, fairness, leader engagement, professional development, communication reach, recognition timeliness.

LOE 2 – Readiness

End strength/retention, training readiness (DMOSQ/quals), physical readiness, equipment readiness, process efficiency, facilities readiness.

LOE 3 – Partnerships

Partner capacity, shared training/exercises, referral pathways, MOUs, interagency coordination, SPP engagements and outcomes.

A Note on Metrics: The metrics, data sources, and Measures of Performance (MOPs) in this framework are illustrative, not prescriptive. They serve as examples of how to measure effectiveness, not a checklist of what must be measured. Leaders and program owners should adopt where appropriate, and/or adapt these examples and develop metrics tailored to their specific operational context to ensure a holistic assessment of prevention and readiness efforts. Click on the MOE Titles below to link to the full description and illustration.

People & Culture Improve leadership, communication, and professional development to strengthen trust and retention.				Readiness Improve strength, processes, and infrastructure to ensure every element is trained, equipped, and capable of mission success.				Partnerships Strengthen collaboration with communities, government, and allies to enhance shared readiness and resilience.			
1.1 Improve Leadership Climate to Build Trust and Accountability	1.2 Improve Individual Development and Strengthen Talent Management	1.3 Maximize and Protect Training Time to Strengthen Readiness	1.4 Enhance Communication to Strengthen Understanding and Connection to Mission	2.1 Improve End Strength to Sustain a Ready and Capable Force	2.2 Strengthen Readiness Standards Across People, Equipment, and Training	2.3 Improve Systems and Processes to Enable Transparent, Data-Driven Decisions	2.4 Strengthen Facilities and Infrastructure to Support Safe, Sustainable, Future-Ready Operations	3.1 Engage and Strengthen Partnerships with Key Industry, Civic, and Educational Leaders	3.2 Strengthen Engagement and Collaboration with State, Tribal, and Local Governments	3.3 Strengthen Coordination with Military and National Partners	3.4 Enhance Engagement with State Partnership Program Partners
1.1.1 Strengthen Leader Engagement	1.2.1 Increase Individual Development Plan Completion	1.3.1 Reduce Travel Time to Training Sites	1.4.1 Broaden Communication Reach Across Platforms (Newspaper, All Calls)	2.1.1 Increase Recruitment and Retention to Reach 93% Authorized Strength	2.2.1 Meet or Exceed All Service-Specific Benchmarks	2.3.1 Streamline Workflow and Decision Cycles	2.4.1 Modernize Training Sites and Ranges	3.1.1 Improve Engagement with Key Community Influencers	3.2.1 Strengthen Inter-governmental Coordination for Emergency Response	3.3.1 Improve Information Sharing Across DoD and National Guard Components	3.4.1 Strengthen Training and Exchange Activities with Partner Nations
1.1.2 Strengthen Leadership Actions that Improve Climate Identified in CCAs.	1.2.2 Increase Professional Education Completion	1.3.2 Reduce Disrupted Training Events	1.4.2 Strengthen Awareness of Key Initiatives	2.1.2 Strengthen Retention Initiatives Across Units	2.2.2 Increase Training Completion Rates for Critical Skills	2.3.2 Integrate Data Systems Across Statewide Components	2.4.2 Enhance Facility Maintenance and Sustainment Plans	3.1.2 Expand Workforce and STEM Partnership Programs	3.2.2 Develop Shared Training and Resource Agreements	3.3.2 Enhance Joint Operations and Training Synchronization	3.4.2 Expand Whole-of-Society Collaboration
1.1.3 Align Data Across Components to Improve Climate Assessment	1.2.3 Expand Professional Development Events	1.3.3 Increase Training Budget Allocation	1.4.3 Increase Narrative Engagement	2.1.3 Improve Recruiting Pipeline Efficiency	2.2.3 Improve Equipment Readiness Rates	2.3.3 Improve Budget and Resource Tracking	2.4.3 Invest in Energy Resilience and Sustainability	3.1.3 Highlight ORNG Value Through Public Outreach	3.2.3 Increase Joint Planning Exercises with Civil Authorities	3.3.3 Expand Data Transparency and Reporting to NGB and DoD	3.4.3 Increase Cultural and Operational Understanding
1.1.4 Implement Command & Mgt Action Plans (CAP & MAP [OMD])	1.2.4 Ensure Counseling Compliance	1.3.4 Improve Funding Projection and Timeliness	1.4.4 Align All Messaging to Mission & Values	2.2.4 Integrate Total Force Readiness Training Alignment	2.2.5 Improve Equipment Readiness Rates	2.3.4 Strengthen Performance Analytics Capacity	2.4.4 Improve Facility Utilization and Space Management	3.2.4 Improve Facility Utilization and Space Management	3.2.5 Improve Facility Utilization and Space Management	3.2.6 Improve Facility Utilization and Space Management	3.2.7 Improve Facility Utilization and Space Management
1.1.5 Improve Recognition & Awards Timeliness	1.2.5 Strengthen Succession Planning	1.3.5 Strengthen Battle Rhythm Adherence	1.4.5 Improve Onboarding Communication (Mission Connection)	2.2.6 Improve Equipment Readiness Rates	2.2.7 Improve Equipment Readiness Rates	2.3.5 Integrate Readiness & Prevention Dashboards	2.4.5 Integrate CARE, Safety and Mishap Readiness Analysis	3.2.8 Improve Facility Utilization and Space Management	3.2.9 Improve Facility Utilization and Space Management	3.2.10 Improve Facility Utilization and Space Management	3.2.11 Improve Facility Utilization and Space Management
		1.3.6 Increase Training Seat Completion Rates	1.4.6 Improve Collaboration Through Shared Communication Channels	2.2.8 Improve Equipment Readiness Rates	2.2.9 Improve Equipment Readiness Rates	2.3.6 Enhance Data Literacy for Readiness & Prevention	2.4.6 Improve Facility Utilization and Space Management	3.2.12 Improve Facility Utilization and Space Management	3.2.13 Improve Facility Utilization and Space Management	3.2.14 Improve Facility Utilization and Space Management	3.2.15 Improve Facility Utilization and Space Management
			1.4.7 Ensure Performance Accountability Links to Mission	2.2.10 Improve Equipment Readiness Rates	2.2.11 Improve Equipment Readiness Rates	2.3.7 Establish Coordinated Assessment, Risk, & Engagement (CARE) Team	2.4.7 Improve Facility Utilization and Space Management	3.2.16 Improve Facility Utilization and Space Management	3.2.17 Improve Facility Utilization and Space Management	3.2.18 Improve Facility Utilization and Space Management	3.2.19 Improve Facility Utilization and Space Management

1.1 – Improve Leadership Climate to Build Trust and Accountability

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
1: Strengthen Leader Engagement	Leaders build trust through consistent, two-way engagement that improves communication clarity, psychological safety, and perceived supervisor support.	<p>Outcome</p> <ul style="list-style-type: none"> - % favorable DEOCS items tied to trust in leaders, supervisor support, and communication clarity (trend YoY). <p>Leading indicators</p> <ul style="list-style-type: none"> - % of commands conducting at least quarterly leader engagement forums (town hall, small group, "skip-level") with documented feedback themes and follow-up actions. - Participation rate at leader engagement events (attendance + eligible). <p>Target/Threshold</p> <ul style="list-style-type: none"> - Establish baseline this cycle; aim for +3–5 percentage point improvement in targeted DEOCS items over 12–24 months (adjust by component/size). 	DEOCS results (unit, MACOM/wing/brigade rollups); CCA Needs Assessment summary; Unit leader engagement logs (agenda, attendance, themes, follow-up); OASIS/JPIC dashboards (when available).	Leader engagement is a leading indicator for trust, psychological safety, and willingness to surface problems early. Pairing activity (forums held) with outcome data (DEOCS items) avoids mistaking "more meetings" for better climate.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Town halls / commander calls held on a defined cadence - Small-group leader engagements - "Skip-level" listening sessions - Documented themes + "You said / actions taken" follow-up within 30–60 days
2: Strengthen Leadership Actions that Improve Climate Identified in CCAs	Assessment results translate into measurable climate improvements in the top problem areas identified by CCAs/DEOCS, rather than remaining as reports on a shelf.	<p>Outcome</p> <ul style="list-style-type: none"> - Improvement in the top 3 climate gaps identified in each unit's CCA/DEOCS (tracked item-by-item across cycles). <p>Execution</p> <ul style="list-style-type: none"> - % of units translating top climate gaps into CAP/MAP actions within 60 days of results delivery. - % of CAP/MAP actions closed on time (and sustained for 2+ quarters). <p>Guardrail</p> <ul style="list-style-type: none"> - Recurrence rate of the same climate issues across cycles (target: downward trend). 	CCA Needs Assessment; DEOCS (item-level trend); CAP/MAP tracker and quarterly updates; Commander brief products / AARS; OASIS/JPIC issue log (optional).	The point of assessment is change. Measuring "movement" in the specific weak spots and whether actions close on time connects leader behavior to climate outcomes, not just to completing a plan.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Top 3 climate gaps translated into CAP/MAP actions within 60 days - Quarterly check-ins on progress and barriers - Evidence of leader behavior changes (e.g., feedback loops, decision transparency)
3: Align Data Across Components to Improve Climate Assessment	Leaders have a shared, reliable picture of climate and prevention risk/protective factors across components so they can prioritize and track change over time.	<p>Outcome</p> <ul style="list-style-type: none"> - % of units with a current, complete climate picture (DEOCS/CCA + needs assessment + CAP/MAP status) available for leader review. <p>Data quality</p> <ul style="list-style-type: none"> - Completeness: % of required data elements populated by unit/component. - Timeliness: average days from source update to dashboard/report refresh. - Consistency: % of shared definitions/thresholds used across components (e.g., what "on-time" means). <p>Target</p> <ul style="list-style-type: none"> - ≥90% completeness and ≤30 days data refresh lag (adjust where systems limit). 	OASIS / enterprise dashboard outputs; DEOCS admin completion reports; CAP/MAP submission tracker; CCA Needs Assessment repository (SharePoint/Teams); Component data owners' extracts (as needed).	Leaders can't manage what they can't see. Aligned data reduces "competing truths" between components and enables comparable, repeatable decision-making over time.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Shared climate indicator definitions/taxonomy - Agreed roll-up rules and minimum n thresholds - Routine cross-component data exchanges / dashboards - Documented data governance decisions (what, who, when, how)

1.1 – Improve Leadership Climate to Build Trust and Accountability

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
4: Implement Command & Mgt Action Plans (CAP & MAP [OMD])	CAP/MAP actions are executed and drive sustained improvements in the targeted risk and protective factors, with fewer repeat findings year over year.	<p>Outcome</p> <ul style="list-style-type: none"> - Demonstrated change in at least one linked indicator per CAP/MAP (e.g., targeted DEOCS item, retention risk indicator, incident trend) by the next review cycle. <p>Execution</p> <ul style="list-style-type: none"> - On-time CAP/MAP completion rate. - % of actions with clear owner, timeline, and measure. - % of actions closed on time. <p>Quality</p> <ul style="list-style-type: none"> - CAP/MAP quality score using a simple rubric (root cause stated, actions tied to risk/protective factors, measures defined, check-in cadence set). 	CAP/MAP submissions and updates; CCA Needs Assessment; DEOCS trends; HR/personnel retention & loss data (by unit/component); Program/incident trend reports (when applicable).	CAP/MAPs are only useful if they drive measurable change. Tracking timeliness, closure, and a basic quality check prevents "paper plans," while outcome linkage keeps focus on readiness and people impact.	<p>MOP examples:</p> <ul style="list-style-type: none"> - CAP/MAP submission by required suspense - Quarterly updates submitted and briefed - Action owners identified + resourcing barriers logged/escalated - AAR lessons captured and reused
5: Improve Recognition & Awards Timeliness	Recognition is timely and equitable to reinforce desired behaviors, strengthen belonging, and reduce perceptions of favoritism or invisibility.	<p>Outcome</p> <ul style="list-style-type: none"> - % of members reporting they receive appropriate recognition for good performance (survey/DEOCS proxy items). <p>Execution</p> <ul style="list-style-type: none"> - Median days from award/recognition submission to presentation. - % of awards processed within standard (set standard by award type; commonly 30/60/90 days). - Submission-to-presentation ratio (helps detect backlogs). <p>Target</p> <ul style="list-style-type: none"> - Reduce median cycle time quarter-over-quarter until standard is met; sustain. 	Awards processing logs / personnel office trackers (Army & Air); IPPS-A / component awards systems (as applicable); Unit recognition trackers; DEOCS/CCA pulse items on recognition/morale.	Timely recognition reinforces desired behavior, improves morale, and supports retention. Measuring cycle time and member perception avoids mistaking "more submissions" for effective recognition.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Standardized awards routing timelines - Awards board cadence met - Supervisors coached on recognition expectations - Spot recognition program executed (tracked separately from outcomes)

1.2 – Improve Individual Development and Strengthen Talent Management

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
1: Increase Individual Development Plan Completion	Members receive meaningful development planning and coaching that increases competence, confidence, and intent to stay, beyond simply having a form on file.	<p>Outcome</p> <ul style="list-style-type: none"> - % of members with a current (≤12 months) Individual Development Plan (IDP) or documented development plan. <p>Effectiveness</p> <ul style="list-style-type: none"> - % of members reporting they understand their career/development path and required next steps (survey item). - Retention difference (optional analytic): members with current IDP vs without. <p>Target</p> <ul style="list-style-type: none"> - Establish baseline; drive ≥90% current IDPs for covered populations 	Component career development systems / trackers (Army, Air, Civ); Supervisor counseling documentation; CCA/DEOCS or pulse survey items; Retention/loss reports by cohort.	IDPs help convert intent into a measurable pathway. Pairing completion with member understanding and retention outcomes reduces the risk of “checkbox IDPs.”	<p>MOP examples:</p> <ul style="list-style-type: none"> - IDPs updated at least annually and after key transitions - Leader coaching touchpoints scheduled (e.g., quarterly) - Quality spot-checks for specificity and follow-through (not just completion)
2: Increase Professional Education Completion	Required education completion supports a qualified leadership pipeline with fewer preventable delays to promotion or assignment readiness.	<p>Outcome</p> <ul style="list-style-type: none"> - % on-time completion of required PME/professional education by grade/AFSC/MOS and key billets. <p>Efficiency</p> <ul style="list-style-type: none"> - Average wait time from eligibility to seat allocation. - % of overdue PME requirements (target: downward trend). <p>Target</p> <ul style="list-style-type: none"> - Meet or exceed component standards; reduce overdue backlogs quarter-over-quarter. 	Army and Air education/training systems (school quotas, completion records); Unit training records; J1/J3 training management reports; Course rosters and graduation lists.	Professional education is a readiness and leadership pipeline issue. Measuring on-time completion and backlog/wait time shows whether the system is producing qualified leaders, not just scheduling seats.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Seat forecasting and waitlist management for required courses - Early identification of at-risk members (prereqs, waivers, scheduling) - Command emphasis on removing avoidable barriers (travel, admin, orders)
3: Expand Professional Development Events	Required education completion supports a qualified leadership pipeline with fewer preventable delays to promotion or assignment readiness.	<p>Reach</p> <ul style="list-style-type: none"> - % of targeted populations reached annually (e.g., CGOs, SNCOs, first-line supervisors). <p>Quality/Impact</p> <ul style="list-style-type: none"> - Participant evaluation score and pre/post knowledge or confidence gain. - % of participants implementing at least one change within 90 days (self-report or supervisor confirmation). <p>Target</p> <ul style="list-style-type: none"> - Increase reach and maintain quality; set baseline this year. 	Event rosters and attendance; Post-event evaluations and pre/post surveys; Unit follow-up check-ins; Training calendars / LMS records.	Professional development matters when it changes behavior. Measuring reach plus learning/implementation keeps the focus on capability building, not just running events.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Seat forecasting and waitlist management for required courses - Early identification of at-risk members (prereqs, waivers, scheduling) - Command emphasis on removing avoidable barriers (travel, admin, orders)
4: Ensure Counseling Compliance	Performance counseling is timely and constructive, supporting growth and reducing preventable discipline issues, surprise evaluations, and disengagement.	<p>Outcome</p> <ul style="list-style-type: none"> - % of members receiving required performance feedback/counseling within timelines (initial, mid-term, annual; by component rules). <p>Quality</p> <ul style="list-style-type: none"> - % of counseling records meeting minimum quality checklist (clear expectations, goals, follow-up date). <p>Climate linkage</p> <ul style="list-style-type: none"> - Trend in DEOCS items tied to supervisor support and clarity of expectations. 	Counseling/performance systems and trackers; Supervisor documentation audits (spot checks); DEOCS/CCA items on supervisor support/communication; Inspection/IG trends (if applicable).	Consistent, quality feedback is one of the strongest levers supervisors control. Measuring timeliness and quality, then checking climate linkage, protects against “forms completed, support absent.”	<p>MOP examples:</p> <ul style="list-style-type: none"> - Counseling timelines met (initial, quarterly, event-driven as required) - Leader training on effective feedback and documentation - Quality sampling for developmental value, not just signatures

1.2 – Improve Individual Development and Strengthen Talent Management

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
5: Strengthen Succession Planning	Units maintain continuity of operations and leadership depth, with reduced disruption from predictable turnover and fewer critical positions left uncovered.	<p>Outcome</p> <ul style="list-style-type: none"> - % of critical billets with an identified successor and development plan. <p>Resilience</p> <ul style="list-style-type: none"> - Time-to-fill for critical vacancies (target: decreasing). - % of critical positions vacant >90 days. <p>Target</p> <ul style="list-style-type: none"> - Establish critical billet list; drive ≥80–90% coverage over time. 	Manning documents / unit rosters; Succession plan repository; Vacancy and hire/assignment cycle time reports; Component talent management products.	Succession planning reduces single-point failures and prevents readiness shocks. Coverage and time-to-fill show whether the system can absorb turnover without breaking.	MOP examples: <ul style="list-style-type: none"> - Critical positions identified with primary/alternate coverage - Cross-training plan for key duties and systems - Turnover checklists used and after-action feedback captured
6: Improve Onboarding Effectiveness	New members integrate faster, understand expectations and resources, and show stronger early retention and readiness outcomes.	<p>Outcome</p> <ul style="list-style-type: none"> - % of new members completing onboarding milestones by 30/60/90 days. <p>Effectiveness</p> <ul style="list-style-type: none"> - New member survey: understands mission/values, knows where to get help, and reports connection to unit/team. - First-year attrition rate (target: downward trend). <p>Target</p> <ul style="list-style-type: none"> - ≥90% milestone completion; improve new member survey scores cycle over cycle. 	Onboarding checklists and completion logs; New member pulse survey; Personnel accession and loss reports; Unit sponsor program records (if used).	Onboarding is where culture becomes real. Measuring completion plus understanding/connection and first-year attrition shows whether onboarding is actually setting people up to stay and succeed.	MOP examples: <ul style="list-style-type: none"> - Standard onboarding checklist completed within 30 and 90 days - Sponsor or buddy program participation where feasible - Early pulse checks to identify friction points (pay, orders, access, culture)
7: Increase Career Development for CO Grade Officers (NG only)	Required education completion supports a qualified leadership pipeline with fewer preventable delays to promotion or assignment readiness.	<p>Outcome</p> <ul style="list-style-type: none"> - % of company grade officers with a current (≤12 months) career development plan and documented counseling. <p>Pipeline health</p> <ul style="list-style-type: none"> - Retention of high-performing CGOs; trend in key developmental assignment fill rates. <p>Quality</p> <ul style="list-style-type: none"> - % of CGOs reporting access to mentorship and clarity on competitive categories/requirements (survey item). 	Officer development/career counseling logs; Component talent management outputs; DEOCS/CCA or officer pulse survey; Retention/loss reports by cohort.	CGOs are the near-term command and staff pipeline. Tracking development plans and mentorship access supports retention and prepares officers for key assignments, which is a readiness issue disguised as "career stuff."	MOP examples: <ul style="list-style-type: none"> - Seat forecasting and waitlist management for required courses - Early identification of at-risk members (prereqs, waivers, scheduling) - Command emphasis on removing avoidable barriers (travel, admin, orders)
8: Expand Mentorship Program Participation	Mentorship is accessible and effective enough to improve professional growth, belonging, and retention, especially for underrepresented groups.	<p>Participation</p> <ul style="list-style-type: none"> - % of eligible members paired with a mentor and completing a minimum meeting cadence (e.g., quarterly). <p>Effectiveness</p> <ul style="list-style-type: none"> - Participant satisfaction and perceived support (survey). - Trend in DEOCS belonging/connection items for participating units/cohorts (where measurable). <p>Target</p> <ul style="list-style-type: none"> - Grow participation while sustaining quality and matching effectiveness. 	Mentorship program roster and match records; Meeting cadence self-reports; Participant pulse survey; DEOCS/CCA connectedness items (when feasible).	Mentorship is a key contributor to a sense of belonging and transfers know-how. Measuring participation without perceived value creates "assigned mentors, no relationship," so the effectiveness check matters.	MOP examples: <ul style="list-style-type: none"> - Mentor pool established with clear expectations and training - Match rate and sustained engagement (e.g., meetings per quarter) - Feedback loop to refine matches and improve quality
9: Improve Warrant Capacity (USPFO)	Warrant capacity supports mission requirements with reduced single-point failures in technical expertise and continuity.	<p>Outcome</p> <ul style="list-style-type: none"> - Authorization-to-fill rate for key warrant billets supporting critical functions. <p>Readiness</p> <ul style="list-style-type: none"> - % of assigned meeting required qualification/training milestones. - Vacancy duration for key billets. <p>Target</p> <ul style="list-style-type: none"> - Reduce critical billet vacancies and qualification gaps over time. 	Manning documents and vacancy reports; training/qualification records; Assignment actions and accession pipeline data; Unit readiness reports (as applicable).	Capacity is often a single point of failure for technical readiness. Measuring fill rate, qualification, and vacancy duration shows whether the pipeline is healthy, not just whether a billet exists on paper.	MOP examples: <ul style="list-style-type: none"> - Identified requirements vs assigned and qualified - Training and certification pipeline tracked end-to-end - Backfill and shadowing plans for high-risk billets

1.3 – Maximize and Protect Training Time to Strengthen Readiness

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
1. Reduce Travel Time to Training Sites	Training access improves by reducing excessive travel burden, lowering fatigue and opportunity cost for members and employers.	<p>Outcome</p> <ul style="list-style-type: none"> - Average round-trip travel time to primary training sites during IDT/AT (by unit/component). <p>Impact</p> <ul style="list-style-type: none"> - Estimated training hours protected (planned training hours minus travel hours; trend YoY). <p>Target</p> <ul style="list-style-type: none"> - Establish baseline by unit type; reduce average travel time ≥10% over 2–3 years where feasible. 	DTS (where used), unit travel logs, convoy/transport logs; Fuel/vehicle utilization records; Training schedules (planned training hours) and attendance records.	Travel is hidden "training time theft." Reducing transit time protects readiness by returning hours to training and reducing fatigue and risk.	MOP examples: <ul style="list-style-type: none"> - Site selection considers member geographic distribution and travel time - Use of regional training hubs or distributed options where feasible - Advance scheduling to reduce last-minute travel changes
2. Reduce Disrupted Training Events	Training events are executed as planned with fewer cancellations, late changes, or administrative disruptions that erode readiness and morale.	<p>Outcome</p> <ul style="list-style-type: none"> - % of scheduled training events executed as planned (on date/time/location and with required resources). <p>Loss</p> <ul style="list-style-type: none"> - # and % of events cancelled/rescheduled; hours lost to disruption. <p>Target/Threshold</p> <ul style="list-style-type: none"> - ≥90% executed as planned (Green), 75–89% (Amber), <75% (Red); refine after baseline. 	Unit training schedules and calendars; AARs and reschedule/cancellation logs; Range/resource allocation records; Attendance rosters.	Disruptions drive skill decay, wasted dollars, and frustration. Measuring execution rate and hours lost shows whether the organization is protecting training time or constantly re-planning.	MOP examples: <ul style="list-style-type: none"> - Primary cancellation causes tracked and acted on - Orders, funding, and facility confirmations completed by set suspense dates - Contingency plans for high-risk events (weather, facility, instructor)
3. Increase Training Budget Allocation	Resourcing supports mission priorities with fewer readiness shortfalls caused by predictable funding gaps or misalignment.	<p>Outcome</p> <ul style="list-style-type: none"> - % of OMD discretionary spend allocated to direct readiness/training enablers (range time, travel, equipment sustainment, instructor support). <p>Execution</p> <ul style="list-style-type: none"> - Budget execution rate for training lines (planned vs spent). - Lapse/return rate (target: decreasing). <p>Target</p> <ul style="list-style-type: none"> - Improve year-over-year allocation to direct training and execute within planned timelines. 	Budget execution reports (USPFO / comptroller); Training line item tracking; Unit resource requests and approvals; After-action cost reviews.	A budget can claim readiness while funding admin. Tracking allocation and execution shows whether dollars are actually reaching training, and whether resourcing can spend on time to support the mission.	MOP examples: <ul style="list-style-type: none"> - Budget aligned to prioritized training requirements - Spend plan tracked monthly with variance explanations - Leaders receive simple, usable budget status updates

1.3 – Maximize and Protect Training Time to Strengthen Readiness

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
4. Improve Funding Projection and Timeliness	Funding forecasts are accurate enough to prevent training delays and reduce end-of-year spending spikes and churn.	<p>Outcome</p> <ul style="list-style-type: none"> - Variance between projected and actual training costs/spend (forecast accuracy). <p>Timeliness</p> <ul style="list-style-type: none"> - Average days from requirement identification to funds release/authorization. <p>Target</p> <ul style="list-style-type: none"> - Reduce forecast error and shorten funding timelines quarter-over-quarter (set baseline this year). 	Financial forecasts and monthly spend reports; Resource board minutes/decisions; DTS and travel obligation data; Unit request-to-approval tracking.	Late or inaccurate funding forces last-minute changes and reduces training quality. Measuring forecast accuracy and release timelines exposes the chokepoints.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Forecast accuracy tracked quarter to quarter - Time from request to funds release tracked by type - Chokepoints identified and corrected (approvals, contracting, travel)
5: Strengthen Battle Rhythm Adherence	Predictable planning cycles reduce friction, improve family and employer support, and increase member confidence in schedules.	<p>Outcome</p> <ul style="list-style-type: none"> - % of required planning/coordination events executed on time (training meetings, resource boards, commander updates) with decisions captured and acted on. <p>Effectiveness</p> <ul style="list-style-type: none"> - % of units receiving annual training guidance/calendar by required suspense. - Reduction in late changes to training plans (target: decreasing). <p>Target</p> <ul style="list-style-type: none"> - Establish required battle rhythm events; drive ≥90% adherence. 	Published battle rhythm calendar; Meeting minutes/decision logs; Training guidance publication dates; Change logs for training schedules.	A reliable battle rhythm is how a complex organization stays predictable. Adherence and reduced late changes protect training time and reduce friction for members, families, and employers.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Annual and quarterly training calendars published on time - Change control applied for late shifts with documented rationale - Communication cadence maintained (no surprise drill changes)
6. Increase Training Seat Completion Rates	Qualification pipelines stay healthy with higher completion and fewer avoidable dropouts, protecting readiness and promotion flow.	<p>Outcome</p> <ul style="list-style-type: none"> - % of allocated school/training seats filled and completed (by course type). <p>Loss</p> <ul style="list-style-type: none"> - No-show and non-completion rates; reasons coded (funding, medical, civilian employment conflict, etc.). <p>Target</p> <ul style="list-style-type: none"> - ≥90% completion of filled seats; reduce no-show/non-completion trends. 	School quota management and course rosters; Training management systems reports; Unit training NCO/UTM trackers; AARs for non-completions.	Seats are scarce and expensive. Measuring fill and completion rates prevents wasted capacity and strengthens the qualification pipeline that readiness depends on.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Seat fill and cancellation reasons tracked - Prerequisites and admin readiness confirmed before attendance - Remediation support for academic or logistical barriers

1.4 – Enhance Communication to Strengthen Understanding and Connection to Mission

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
1: Broaden Communication Reach Across Platforms (Newspaper, All Calls)	Members receive timely, relevant, and trusted information through channels they actually use, with improved understanding and reduced misinformation.	<p>Outcome</p> <ul style="list-style-type: none"> - % of members reached by at least one official channel monthly (email, all-call, intranet, unit platform). <p>Effectiveness</p> <ul style="list-style-type: none"> - % favorable DEOCS items for communication clarity and mission understanding. <p>Channel health</p> <ul style="list-style-type: none"> - Newsletter/email open rate and click rate (where measurable). - All-call attendance rate (attendance ÷ eligible). <p>Target</p> <ul style="list-style-type: none"> - Establish baseline; improve reach and DEOCS communication items cycle-over-cycle. 	Email/newsletter analytics (open/click rates); All-call attendance logs; Unit communication distribution lists; DEOCS/CCA items on communication clarity and mission understanding; Website/social metrics (as applicable).	Distribution is not impact. Reach and understanding metrics show whether messages are landing, while channel health metrics help improve the delivery system without confusing it for effectiveness.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Multi-channel distribution plan (email, social, print where needed) matched to audience segments - Two-way options built in (Q&A, feedback forms, small-group sessions) - Message timing aligned to decision points (orders, training changes, benefits windows)
2: Strengthen Awareness of Key Initiatives	Awareness and comprehension of key initiatives increase enough to change behavior, such as earlier help-seeking and better use of resources.	<p>Outcome</p> <ul style="list-style-type: none"> - % of members who can correctly identify top OMD priorities/initiatives and key resources (survey recall/knowledge check). <p>Behavioral signal</p> <ul style="list-style-type: none"> - % reporting they know where to get help (survey/DEOCS proxy). <p>Target</p> <ul style="list-style-type: none"> - Improve awareness scores and “know where to get help” rates over time; set baseline this cycle. 	Pulse surveys / onboarding surveys / periodic knowledge checks; DEOCS items (mission understanding, know-where-to-get-help); Help-seeking pathway data (aggregate utilization trends, where appropriate).	Awareness is the bridge between leadership intent and member behavior. Measuring recall and resource knowledge supports readiness, safety, and prevention without relying on “we sent an email” as proof.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Short, repeated message campaigns with clear calls to action - Leaders brief the why and the what in-person or in small groups - Myth-busting content based on common questions and misperceptions
3: Increase Narrative Engagement	Strategic narratives resonate and motivate action, reflected in higher trust, belonging, and willingness to engage with programs and leaders.	<p>Outcome</p> <ul style="list-style-type: none"> - Engagement rate with key narratives (views, click-through, shares/comments) normalized by audience size. <p>Effectiveness</p> <ul style="list-style-type: none"> - % of members reporting increased pride/belonging and understanding of mission value after key campaigns (pre/post or pulse survey). <p>Target</p> <ul style="list-style-type: none"> - Increase engagement rate and sustain positive sentiment/understanding indicators. 	Web/social analytics (views, reach, engagement rate); Internal platform metrics (intranet/Teams); Pulse survey results (pride, belonging, mission value).	Narratives shape identity and retention. Engagement tells you who noticed; sentiment/understanding tells you whether it changed anything.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Storytelling using credible messengers (peers, leaders, SMEs) - Engagement analysis by channel and audience (not just total likes) - Feedback loop used to refine messages and tone

1.4 – Enhance Communication to Strengthen Understanding and Connection to Mission

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
4: Align All Messaging to Mission & Values	Messaging is consistent across levels and reinforces mission and values, reducing mixed signals and cynicism.	<p>Outcome</p> <ul style="list-style-type: none"> - % of major messages/campaigns mapped to mission, vision, and People & Culture values (Connection, Competence, Commitment) using a simple content audit. <p>Consistency</p> <ul style="list-style-type: none"> - Commander/leader message alignment score (spot check quarterly). <p>Target</p> <ul style="list-style-type: none"> - ≥90% of major messaging aligns; reduce conflicting messages over time. 	<p>Communication Synchronization Plan / message calendar;</p> <p>Quarterly content audits;</p> <p>Leader talk-track products;</p> <p>Audience feedback surveys (optional).</p>	Alignment prevents “initiative whiplash.” When messaging consistently ties back to mission and values, members understand priorities and leaders reinforce the same narrative across the enterprise.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Core message set maintained and refreshed as needed - Leaders at all echelons use consistent talking points in routine forums - Contradictory messages identified and corrected quickly
5: Improve Onboarding Communication (Mission Connection)	New members integrate faster, understand expectations and resources, and show stronger early retention and readiness outcomes.	<p>Outcome</p> <ul style="list-style-type: none"> - % of new members completing mission/values orientation and knowing where to find key resources within 30 days. <p>Effectiveness</p> <ul style="list-style-type: none"> - New member survey: mission understanding, sense of connection, and help-seeking knowledge. <p>Target</p> <ul style="list-style-type: none"> - ≥90% completion; improve survey scores each cycle 	<p>Onboarding checklist completion logs;</p> <p>New member pulse survey;</p> <p>Unit sponsor program records;</p> <p>DEOCS/CCA (as members enter the next cycle).</p>	Onboarding messaging is where culture is transmitted. Measuring understanding and connection ensures the message becomes usable knowledge, not just a slide deck.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Standard onboarding checklist completed within 30 and 90 days - Sponsor or buddy program participation where feasible - Early pulse checks to identify friction points (pay, orders, access, culture)
6: Improve Collaboration Through Shared Communication Channels	Cross-functional collaboration improves, reducing duplicated effort and confusion, and increasing speed and quality of decision-making.	<p>Outcome</p> <ul style="list-style-type: none"> - # and % of cross-functional collaboration touchpoints occurring on a predictable cadence (quarterly minimum) with decisions/actions documented. <p>Signal</p> <ul style="list-style-type: none"> - Usage metrics for shared channels (active users, posts, file views) tied to mission work (not vanity counts). <p>Target</p> <ul style="list-style-type: none"> - Increase reliable cross-program coordination and reduce duplicative/conflicting messaging. 	<p>Meeting minutes/attendance;</p> <p>Teams/SharePoint channel analytics (where available);</p> <p>JPIC/working group products;</p> <p>After-action feedback from stakeholders.</p>	Shared channels only matter if they produce coordination. Measuring cadence plus documented outputs keeps collaboration from becoming noise.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Shared collaboration spaces maintained with clear owners and file rules - Meeting outputs documented (decisions, tasks, owners, due dates) - Deconfliction process for overlapping initiatives

1.4 – Enhance Communication to Strengthen Understanding and Connection to Mission

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
7: Ensure Performance Accountability Links to Mission	Performance expectations are clear and linked to mission outcomes, reinforcing accountability and development without creating checkbox behaviors.	<p>Outcome</p> <ul style="list-style-type: none"> - % of performance discussions/appraisals that explicitly link individual performance to mission, values, and strategic priorities. <p>Quality</p> <ul style="list-style-type: none"> - Spot-check rubric score: goals are clear, measurable, and tied to team outcomes. <p>Target</p> <ul style="list-style-type: none"> - Improve linkage rate and quality over time; set baseline this year. 	Performance appraisal records (aggregate); Supervisor documentation audits; Employee/member pulse survey on clarity of expectations and mission connection.	People do what they're evaluated on. Linking performance to mission and values turns strategy into day-to-day behavior and reinforces accountability without adding new programs.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Performance feedback includes mission-relevant behaviors and outcomes - Supervisors coached on fair, evidence-based evaluations - Recognition and consequences align with stated expectations

2.1 – Improve End Strength to Sustain a Ready and Capable Force

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
1. Increase Recruitment and Retention to Reach 93% Authorized Strength	The organization improves recruiting and retention toward the authorized strength target with sustainable gains, reduced adverse attrition, and fewer readiness impacts from manning shortages.	Outcome - End Strength (% of authorized) by COMPO and critical MOS/AFSC (monthly/quarterly). - Manageable losses rate and retention rate (quarterly; trend YoY). Leading indicators - Recruiting mission attainment (%), accessions vs target, and loss drivers (ETS, separations) by unit/region.	NGB strength & manageable loss reports; ORNG G1/A1 personnel systems (e.g., IPPS-A / MiIPDS outputs); unit rosters; recruiting command production reports.	End strength and manageable losses are direct readiness constraints. Pairing outcomes with leading indicators prevents “we hit the number” blindness when risk is building in the pipeline.	MOP examples: - Monthly strength and loss reviews with leading indicators (pipeline, delays, barriers) - Targeted interventions for high-loss units and cohorts - Exit themes captured and acted on
2. Strengthen Retention Initiatives Across Units	Retention programs lead to measurable reductions in preventable losses and improved intent to stay, especially in priority units and specialties.	Outcome - % favorable on engagement/commitment items (State Employee Engagement Survey) and retention intent (if included). Leading indicators - Survey participation rate (target ≥85%). - Voluntary loss rate among key cohorts (first-term, high-demand MOS/AFSC) and changes after major initiatives.	State Employee Engagement Survey (Gallup) results & participation reports; HR/personnel loss data by cohort; exit/retention interview themes (if collected).	Engagement and intent-to-stay are early signals for retention. Participation alone is not effectiveness, but it is a gate for interpreting trends and acting before losses spike.	MOP examples: - Retention plans tied to unit-specific drivers (pay, leadership, tempo, access) - Cohort-focused touchpoints (first-term, mid-career, key MOS/AFSC) - Tracking of intervention follow-through, not just offers made
3 Improve Recruiting Pipeline Efficiency	Recruiting pipeline moves faster and with fewer avoidable drop-offs, increasing accession yield and reducing time-to-train.	Outcome - Conversion rate from lead → contract → ship/accession (by quarter). - Median days from first contact to contract and contract to accession. Leading indicators - No-show rate at key steps (MEPS, training, appointments). - Disqualification / attrition reasons (top 5) and rework rate.	Recruiting command CRM/pipeline reports; MEPS processing stats; NGB recruiting dashboards; recruiter activity logs (as available).	Efficiency is about fewer lost leads and faster, cleaner throughput. Tracking conversion and cycle time highlights friction points that “activity counts” hide.	MOP examples: - Time-in-stage tracked (lead, applicant, enlist, ship) - Drop-off reasons categorized and addressed - Process fixes tested and scaled (paperwork, MEPS, waivers, scheduling)
4. Vacancy reduction	Critical vacancies decrease and time-to-fill improves, reducing mission risk and workload strain on remaining staff.	Outcome - Vacancy rate (% unfilled billets) statewide and in priority/critical billets. - Median time-to-fill for priority billets. Leading indicators - Offer/acceptance rate; decline reasons; internal lateral movement rate; onboarding completion within 30/60/90 days.	ORNG manning documents/position management outputs; component personnel systems; hiring/onboarding trackers (HRO / unit).	Vacancy reduction improves continuity and readiness, but time-to-fill and acceptance rates explain whether the system is getting healthier or just shuffling vacancies.	MOP examples: - Time-to-hire and onboarding cycle time tracked by position type - Root causes addressed (classification, salary, hiring process, onboarding) - High-risk vacancies escalated with mitigation plans
5. Sustain EEP	Enlistment Enhancement Program incentives contribute to sustained accession and retention outcomes in the targeted populations without degrading trust or generating churn.	Outcome - Retention rate of eligible members who receive EEP vs comparable eligible non-participants (cohort comparison). Leading indicators - % eligible members counseled on EEP options. - Utilization rate (% eligible who use EEP) by unit/COMPO. - Member-reported understanding of incentives (quick pulse or post-counseling survey).	EEP program records (eligibility, approvals); personnel systems for retention outcomes; unit counseling logs; incentive tracking reports.	If EEP is an incentive lever, effectiveness is whether it changes retention for the population it targets, not just how many packets exist.	MOP examples: - EEP eligibility and targeting rules applied consistently - Use monitored by unit and specialty to prevent perverse incentives - Member feedback captured on fairness and understanding

2.1 – Improve End Strength to Sustain a Ready and Capable Force

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
6. EEP payments	EEP payments are timely, accurate, and perceived as fair, supporting trust and willingness to reenlist or extend.	<p>Outcome</p> <ul style="list-style-type: none"> - % of approved EEP payments made within standard (e.g., ≤30 days) and median days-to-pay. <p>Leading indicators</p> <ul style="list-style-type: none"> - Payment error/return rate and top 3 causes. - % packets complete on first submission. - Backlog volume and age. 	Finance/pay processing trackers; incentive system transaction logs; quality control checklists (incentives office/finance).	Payment timeliness is a credibility metric. If incentives are slow or error-prone, the program can backfire and degrade trust and retention.	MOP examples: <ul style="list-style-type: none"> - Payment timelines tracked with backlog resolution - Error rate and correction cycle tracked - Clear communication on eligibility and payment triggers
7. EEP enlistments	EEP-supported enlistments produce mission-ready accessions and retention beyond the incentive window.	<p>Outcome</p> <ul style="list-style-type: none"> - % of total enlistments/accessions that include EEP (by quarter/annually) AND retention/continuation of those cohorts. <p>Leading indicators</p> <ul style="list-style-type: none"> - Distribution of EEP use by unit/region and by high-need MOS/AFSC. - Early attrition rate for EEP cohorts (first 6–12 months). 	Recruiting command accession/enlistment reports; EEP incentive records; personnel system continuation/attrition data.	A high EEP share can indicate targeted incentive use or over-reliance. Pairing share with continuation/attrition shows whether it's buying readiness or buying churn.	MOP examples: <ul style="list-style-type: none"> - EEP cohort tracked for readiness and retention at 12, 24, 36 months - Target specialties monitored for true shortage reduction - Churn signals monitored (early separations, non-participation)
8. Recruiting Command Fills	Recruiting force is staffed and stable enough to execute mission, with reduced vacancy-driven degradation of accession outcomes.	<p>Outcome</p> <ul style="list-style-type: none"> - Production recruiter vacancy rate (target: 0 vacancies; sustain ≥90% fill rate across FY). <p>Leading indicators</p> <ul style="list-style-type: none"> - Median time to fill recruiter vacancies. - Recruiter turnover rate and reasons. - Recruiting mission performance in areas with vacancies vs fully-staffed areas. 	Recruiting command manning documents; personnel system fill reports; recruiter assignment/turnover trackers; recruiting production dashboards.	Recruiter staffing is a core capacity metric. Without stable recruiter fills, end-strength and pipeline improvements are structurally capped.	MOP examples: <ul style="list-style-type: none"> - Vacancy rate and assignment stability tracked - Recruiter training and support completion - Workload and territory coverage reviewed quarterly

2.2 – Strengthen Readiness Standards Across People, Equipment, and Training

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
1. Meet or Exceed All Service-Specific Benchmarks (NG only)	Service-specific readiness benchmarks are met or exceeded in a way that reflects true capability, not reporting artifacts.	<p>Outcome</p> <ul style="list-style-type: none"> - % of members meeting service fitness and weapons qualification standards (quarterly; trend YoY). - % of units meeting service readiness benchmarks (by component). <p>Leading indicators</p> <ul style="list-style-type: none"> - Remediation completion rate for members below standard. - Missed training/qualification rate and top drivers (scheduling, equipment, medical). 	DTMS (Army) / Air training & readiness systems; unit training records; fitness test and weapons qualification records; readiness rollups (NGB/service).	Service benchmarks are the floor for deployability. Measuring remediation and missed-event drivers supports prevention of predictable readiness failures.	MOP examples: <ul style="list-style-type: none"> - Benchmark drivers reviewed and corrected (personnel, training, equipment) - Readiness data reconciled across systems to reduce errors - Command focus on root causes, not last-minute fixes
2. Increase Training Completion Rates for Critical Skills (NG only)	Completion of critical skills training increases, improving deployability and mission execution while reducing training bottlenecks.	<p>Outcome</p> <ul style="list-style-type: none"> - % completion of required critical training (PME, specialty qualification, annual requirements) by echelon. - % on-time evaluations and promotion/board eligibility completion. <p>Leading indicators</p> <ul style="list-style-type: none"> - Training cancellation rate and reasons. - Average time overdue for required items; backlog volume by unit. 	Training management systems (DTMS and Air equivalent); learning platforms; personnel/evaluation trackers; promotion board eligibility lists; unit training calendars.	Critical skills completion improves deployability and reduces last-minute readiness scrambles. Backlog and cancellation drivers tell you where the system is breaking.	MOP examples: <ul style="list-style-type: none"> - Seat and instructor availability forecasted for critical skills - Drop/cancel reasons tracked and fixed - Unit-level suspense and reminders to reduce avoidable no-shows
3. Improve Equipment Readiness Rates (NG only)	Required education completion supports a qualified leadership pipeline with fewer preventable delays to promotion or assignment readiness.	<p>Outcome</p> <ul style="list-style-type: none"> - Mission capable / FMC rate for priority equipment and fleets (monthly/quarterly). - Pass rate for key inspections (e.g., COMET/SAIT or service equivalents). <p>Leading indicators</p> <ul style="list-style-type: none"> - Maintenance backlog age and volume. - Parts wait-time (median) for priority systems. - Repeat faults/returns-to-maintenance rate. 	Maintenance systems and inspection reports (G-4/A4); COMET/SAIT results (as applicable); readiness reporting (service/NGB); shop backlog trackers.	Readiness is the ability to fight tonight, not the number of work orders opened. Backlog age and parts timelines predict future drops in mission capability.	MOP examples: <ul style="list-style-type: none"> - Seat forecasting and waitlist management for required courses - Early identification of at-risk members (prereqs, waivers, scheduling) - Command emphasis on removing avoidable barriers (travel, admin, orders)
4. Integrate Total Force Readiness Training Alignment	Training and readiness expectations are aligned across Total Force partners, reducing duplication, gaps, and conflicting requirements.	<p>Outcome</p> <ul style="list-style-type: none"> - % of readiness training requirements synchronized across Army/Air and key enablers (annual plan executed vs planned). - Reduction in duplicate/competing training requirements (hours reclaimed or events eliminated). <p>Leading indicators</p> <ul style="list-style-type: none"> - % of units publishing an annual readiness training plan and quarterly updates. - Leader satisfaction with training clarity and predictability (pulse measure). 	State training guidance; component training plans/calendars; after-action summaries; consolidated reporting inventory; leader pulse survey results (as available).	Alignment reduces training collisions, improves predictability, and protects time for mission-essential training. Measuring duplication prevents "more training" from becoming "less readiness."	MOP examples: <ul style="list-style-type: none"> - Shared training calendar and requirements crosswalk maintained - Joint deconfliction sessions held ahead of major cycles - After-action reviews identify alignment gaps and fixes

2.3 – Improve Systems and Processes to Enable Transparent, Data-Driven Decisions

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
1: Streamline Workflow and Decision Cycles	Decisions are made faster with fewer avoidable delays, and stakeholders report clearer accountability and reduced friction.	<p>Outcome</p> <ul style="list-style-type: none"> - Median days from tasking to decision/approval for defined workflow types (e.g., CAP approvals, resourcing requests, policy updates). <p>Leading indicators</p> <ul style="list-style-type: none"> - % of actions returned for rework and top 3 reasons. - % of actions using a standard template/checklist 	Staff action trackers; workflow maps; after-action review notes; template/checklist usage logs (SharePoint/Teams).	Decision speed and clarity improve readiness and reduce rework. Measuring rework reasons keeps the fix focused on friction, not personalities.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Decision timelines tracked for key processes - RACI (who decides/does/consults) published for recurring decisions - Bottlenecks removed through process change, not heroics
2: Integrate Data Systems Across Statewide Components	Leaders can access consistent, timely data without manual rework, improving decision quality and reducing reporting burden.	<p>Outcome</p> <ul style="list-style-type: none"> - % of priority data elements aligned to a shared definition and available in a common view (readiness + prevention). <p>Leading indicators</p> <ul style="list-style-type: none"> - # of data-sharing agreements/memos executed. - Data quality rate for priority fields (% complete, % valid). 	OASIS / dashboard data dictionary; integration milestones; access logs; data quality checks; governance decisions (JPIC/working groups).	Integrated data prevents conflicting answers, improves trust, and enables commanders to make faster, better decisions with fewer manual reports.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Key systems connected or reconciled with standard definitions - Manual reporting hours reduced and tracked - Data refresh cadence published and met
3: Improve Budget and Resource Tracking	Resource decisions are informed by accurate, current budget data, reducing surprises and improving execution against priorities.	<p>Outcome</p> <ul style="list-style-type: none"> - % variance between projected and actual spend by quarter (by major line). - % of priority readiness/prevention resource requests processed within standard timeline. <p>Leading indicators</p> <ul style="list-style-type: none"> - # of late-breaking unfunded requirements; # of reprogramming actions. - % of projects with defined owner, milestone, and status update cadence. 	Budget execution reports; project/resource trackers; contracting timelines; resourcing request logs; quarterly reviews.	Predictable resourcing prevents last-minute disruptions that degrade readiness. Tracking timeliness and variance highlights whether planning is improving or just shifting pain.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Monthly budget reviews with variance explanations - Real-time obligation and expenditure tracking available to leaders - Standard categories used across components for comparability
4: Strengthen Performance Analytics Capacity	Analytics capability supports prevention and readiness decisions with usable insights, not just more charts.	<p>Outcome</p> <ul style="list-style-type: none"> - % of leadership decision forums using an agreed metrics set (not ad hoc slides) and documenting a decision/action. <p>Leading indicators</p> <ul style="list-style-type: none"> - Analyst coverage ratio (priority portfolios per analyst) and backlog. - Time-to-answer for recurring leadership questions. - % of dashboards with documented metric definitions and owners. 	Forum minutes/decision logs; analytics work queue; dashboard catalog; metric owner registry; training records for analysts.	Analytics capacity is only real if it changes decisions. This protects against dashboard theater and focuses effort on questions leaders actually act on.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Core analytic questions agreed with leadership (what decisions the data supports) - Standard dashboards maintained with version control - Analyst-to-leader feedback loop to improve usability

2.3 – Improve Systems and Processes to Enable Transparent, Data-Driven Decisions

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
5: Integrate Readiness & Prevention Dashboards	Readiness and prevention dashboards are trusted and used in routine leader decisions, improving prioritization and follow-through.	<p>Outcome</p> <ul style="list-style-type: none"> - Monthly active users by echelon and % of required leader updates satisfied via dashboard vs manual reports. <p>Leading indicators</p> <ul style="list-style-type: none"> - # of redundant reports retired. - Data refresh timeliness for priority metrics (% on schedule). - User trust score (quick pulse: "I trust these numbers"). 	Dashboard usage analytics; reporting inventory; refresh logs; user pulse survey; JPIC/leadership reporting synchronization notes.	One shared view reduces admin burden and improves alignment. Trust and refresh timeliness determine whether leaders will use the data when it matters.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Dashboards reviewed in recurring battle rhythm meetings - User training and quick reference guides provided - Data quality issues tracked and corrected
6: Enhance Data Literacy for Readiness & Prevention	Leaders and staff interpret data correctly and act appropriately, reducing misreads, overreactions, and loss of trust in data.	<p>Outcome</p> <ul style="list-style-type: none"> - % completion of identified data literacy curriculum for leaders/key staff. <p>Leading indicators</p> <ul style="list-style-type: none"> - Pre/post knowledge check improvement. - Quarterly spot-check: % of units correctly interpreting top 5 metrics in review (no re-teach required). 	Training records; learning platform; knowledge check results; quarterly review notes.	Data only helps if leaders interpret it consistently. Literacy reduces misreads, overreactions, and "weaponized dashboards."	<p>MOP examples:</p> <ul style="list-style-type: none"> - Short training on trend interpretation, thresholds, and limitations - Examples of good decisions using data shared across the org - Common misinterpretations identified and corrected
7: Establish Coordinated Assessment, Risk, & Engagement (CARE) Team	At-risk members are identified earlier and connected to support faster, with improved continuity of care and reduced recurrence of high-risk events.	<p>Outcome</p> <ul style="list-style-type: none"> - CARE cadence met (%); % of cases/actions with documented owner, timeline, and follow-up. <p>Leading indicators</p> <ul style="list-style-type: none"> - Median days from identification to referral/action. - % actions completed on time. - Recurrence rate for similar high-risk cases (trend). 	CARE tracking log (de-identified/role-based); action tracker; referral system logs; JPIC/EXCOM roll-ups (as appropriate).	Coordinated risk review prevents gaps and duplication and improves follow-through. Timeliness and completion are the difference between a board and a real safety net.	<p>MOP examples:</p> <ul style="list-style-type: none"> - CARE process defined with roles, privacy guardrails, and escalation paths - Regular case coordination cadence established - Warm handoff tracking between programs and leaders

2.4 – Strengthen Facilities and Infrastructure to Support Safe, Sustainable, Future-Ready Operations

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
1. Modernize Training Sites and Ranges	Training infrastructure supports mission requirements with fewer constraints, cancellations, or safety risks due to facility limitations.	<p>Outcome</p> <ul style="list-style-type: none"> - % of priority ranges/sites meeting mission requirements (capability, safety, access). - Reduction in training cancellations/relocations due to facility constraints. <p>Leading indicators</p> <ul style="list-style-type: none"> - ITAM/Integrated Training Area Management milestones on time. - Work order closure rate for range-critical deficiencies 	ITAM plans and execution reports; training event records/cancellation logs; range inspection reports; facilities work order system.	Modernized ranges increase training quality and reduce lost training time. Cancellation drivers show whether investments are changing outcomes, not just producing projects.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Modernization priorities tied to highest mission impact gaps - Project schedules tracked with risk mitigation for delays - User feedback captured on training constraints and fixes
2. Enhance Facility Maintenance and Sustainment Plans (SA only)	Facilities are maintained to prevent mission disruption, with fewer emergency repairs and reduced downtime for critical spaces.	<p>Outcome</p> <ul style="list-style-type: none"> - % of facilities/training sites in adequate condition (by facility category). <p>Leading indicators</p> <ul style="list-style-type: none"> - Preventive maintenance completion rate. - Backlog of deferred maintenance (cost and age). - Work order cycle time for critical issues. 	Facility condition assessments; maintenance management system; sustainment plan milestones; ISR/FCI inputs (as applicable).	Maintenance is readiness insurance. Backlog age and cycle time predict future mission disruption more reliably than “money spent” alone.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Preventive maintenance compliance tracked - Backlog reviewed with prioritization by mission impact - Work order cycle time tracked and improved
3. Invest in Energy Resilience and Sustainability	Energy resilience reduces operational risk during outages and supports continuity of operations for critical missions and facilities.	<p>Outcome</p> <ul style="list-style-type: none"> - Compliance rate for environmental requirements (findings closed on time; zero high-risk repeat findings). - Energy resilience capability for priority sites (e.g., backup power duration for critical operations). <p>Leading indicators</p> <ul style="list-style-type: none"> - # of open compliance findings by age. - % completion of resilience projects/milestones 	Environmental compliance reports/audits; finding tracking log; energy resilience assessments; project milestone trackers; utility outage records (as available).	Compliance and energy resilience protect operations and funding and reduce mission downtime. Tracking repeat findings prevents paper compliance from masking real risk.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Critical facilities assessed for backup power and fuel plans - Exercises test power loss scenarios and recovery timelines - Sustainment plans for generators and microgrid components
4. Improve Facility Utilization and Space Management	Space is allocated and used efficiently, reducing conflicts and improving access to mission-critical training and operations.	<p>Outcome</p> <ul style="list-style-type: none"> - % of training area availability supporting scheduled events; reduction in double-booking/conflicts. - Utilization rate of key spaces (by category) vs planned capacity. <p>Leading indicators</p> <ul style="list-style-type: none"> - Schedule change rate within 30 days (predictability). - Average time to approve/confirm space requests. 	Training area scheduling systems; facilities space management records; event calendars; conflict logs; user feedback/pulse.	Predictable access to facilities is a readiness multiplier. Measuring conflicts and late changes shows whether space management is enabling training or blocking it.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Utilization reviews identify underused and overbooked spaces - Scheduling rules and points of contact published - Conflict resolution process used for competing demands
5. Preserve Real Property Asset Value	Real property condition improves over time, reducing long-term costs and preventing predictable mission disruptions.	<p>Outcome</p> <ul style="list-style-type: none"> - Rate of facility condition improvement (FCI/condition index trend) and reduction in asset value degradation for priority facilities. <p>Leading indicators</p> <ul style="list-style-type: none"> - % of priority repairs executed within standard. - Deferred maintenance growth rate for priority assets. 	Facility condition assessments (FCI/ISR inputs); asset management records; work order system; capital improvement project trackers.	Real property value preservation is a readiness and stewardship requirement. Deferred maintenance growth is a leading indicator for long-term cost and mission disruption.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Facility condition assessments completed on schedule - High-risk facilities prioritized for investment - Deferred maintenance tracked with clear risk statements

2.4 – Strengthen Facilities and Infrastructure to Support Safe, Sustainable, Future-Ready Operations

MOP # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
6. Increase Mission-Ready Facility Standards	A higher percentage of critical facilities meet mission-ready standards, reducing safety hazards and readiness bottlenecks.	<p>Outcome</p> <ul style="list-style-type: none"> - % of critical facilities meeting mission-ready standards (ISR/mission criteria) and trend over time. <p>Leading indicators</p> <ul style="list-style-type: none"> - # of ISR "red" drivers and days in red. - % of corrective actions completed on schedule for ISR deficiencies. 	Installation Status Report (ISR) / facility readiness reporting; corrective action plans; work order and project milestone data.	ISR and mission-ready standards influence funding and readiness risk. Tracking drivers and corrective action closure prevents surprises and supports prioritized resourcing.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Mission-ready criteria defined and applied consistently - Inspections and corrective actions tracked to closure - Repeat deficiencies reduced year over year

3.1 – Engage and Strengthen Partnerships with Key Industry, Civic, and Educational Leaders

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
1: Improve Engagement with Key Community Influencers	Partnerships with key community leaders improve trust, support, and resource leverage that benefits member wellbeing and mission support.	<p>Outcome</p> <ul style="list-style-type: none"> - Partner satisfaction score (avg 1–5; target ≥4.0 / 80% favorable). - Closed-loop referral completion rate and timeliness (e.g., BH/SUD/DV/crisis line/family support referrals completed within 14 days). - Community perception index (survey/sentiment) and trend YoY. <p>Leading indicators</p> <ul style="list-style-type: none"> - # MOUs/MOAs established/renewed with key community influencers and service providers. - # joint engagements/events (resilience, readiness, STEM, career fairs) and attendance/demographics. - % partnership initiatives that include integrated prevention, resilience, or mental health components. - Resource leverage: estimated \$ value of services, scholarships, facilities access, training hours, volunteer hours. 	MOU/MOA repository; engagement logs; event rosters; partner survey instruments/results; referral tracking (closed-loop where available); program after-action reviews; community perception/sentiment data (surveys, media analytics, outreach feedback).	Moves beyond counting meetings to whether partnerships actually improve readiness support and access to services. Captures relationship quality (satisfaction), tangible support flow (referrals/resource leverage), and public trust/community value.	MOP examples: <ul style="list-style-type: none"> - Engagement plan identifies priority influencers and goals - Regular touchpoints with documented outcomes and follow-ups - Resource partnerships tracked (services, referrals, joint events)
2: Expand Workforce and STEM Partnership Programs	Workforce partnerships produce sustained pipelines into high-demand roles and improve recruiting competitiveness and readiness.	<p>Outcome</p> <ul style="list-style-type: none"> - Conversion rate: # participants who transition to ORNG/OMD hiring, internships, apprenticeships, enlistment, or credentialed positions (and % of total participants). - Participant outcomes: % earning credentials/certifications; self-reported skill gain (pre/post survey). - Retention of converted participants at 12/24 months. <p>Leading indicators</p> <ul style="list-style-type: none"> - # formal agreements with universities, trade schools, and industry (internships, apprenticeships, scholarships). - # STEM/workforce events (STARBASE, career fairs, campus engagements) and attendance. - # internship/apprenticeship placements; # scholarships or tuition support leveraged. 	STEM/workforce program rosters (STARBASE/Youth Challenge/workforce initiatives); MOUs/MOAs; recruiting/HR systems (applications, hires, hires-to-fill); partner reports; pre/post surveys; credential/education records where available.	Treats “hosting” and “outreach” as inputs and measures whether partnerships create a usable pipeline and skills outcomes that support sustained readiness and staffing in high-demand areas.	MOP examples: <ul style="list-style-type: none"> - MOUs and partnership agreements maintained with clear owners - Pipeline metrics tracked (participants, conversions, retention) - Internships, apprenticeships, or bridge programs executed
3: Highlight ORNG Value Through Public Outreach	Public understanding of ORNG value increases, supporting recruiting, employer support, and community trust.	<p>Outcome</p> <ul style="list-style-type: none"> - Community sentiment/favorability score (survey/sentiment analytics) and YoY change. - Recruiting lead conversion from outreach: # qualified leads captured at outreach events and % converting to contact/processing. - # partner/community requests for ORNG support/participation and % aligned to priority missions. <p>Leading indicators</p> <ul style="list-style-type: none"> - # outreach events/briefings and total reach (attendance, impressions, geographic coverage). - Media/social engagement metrics (reach, engagement rate, click-through). - # collaborations executed through established programs (e.g., STARBASE, Youth Challenge, civic events) with documented outcomes. 	Public Affairs products/analytics (web, social, media); outreach/event logs; recruiting lead tracking; community survey tools; program activity reports; post-event feedback and AARs.	Public outreach matters only if it changes awareness, trust, and mission support. These measures link outreach to sentiment and recruiting outcomes rather than simply counting publications or events.	MOP examples: <ul style="list-style-type: none"> - Targeted outreach campaigns with clear audiences and messages - Use of credible stories and outcomes (not just announcements) - Engagement feedback used to refine approach

3.2 – Strengthen Engagement and Collaboration with State, Tribal, and Local Governments

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
1. Strengthen Inter-governmental Coordination for Emergency Response	Coordination with civil authorities improves response speed, interoperability, and clarity of roles during incidents.	<p>Outcome</p> <ul style="list-style-type: none"> - Time to coordinated action (notification → joint plan/resource deployment) during exercises/real events. - # shared resources mobilized and effectiveness rating from AARs. - Partner satisfaction score (avg 1–5; target ≥4.0). <p>Leading indicators</p> <ul style="list-style-type: none"> - # formal engagements with state/county/tribal/municipal governments each quarter (agendas + action items). - # joint emergency preparedness exercises and prevention initiatives with civil authorities. - # joint planning/policy products produced (mutual aid, joint plans, hazard mitigation annexes). 	Engagement logs and meeting minutes; DSCA/EMAC mission logs; exercise evaluations/AARs; state/tribal/local partner feedback surveys; joint plans and agreements repositories.	Coordination is only real when it improves speed, clarity, and effectiveness under stress. These measures connect routine engagement to measurable response performance and partner satisfaction.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Points of contact and escalation paths validated annually - Joint coordination meetings held ahead of high-risk seasons - After-action items tracked to closure
2: Develop Shared Training and Resource Agreements	Shared agreements reduce delays and confusion during mobilization, improving access to resources and mutual support.	<p>Outcome</p> <ul style="list-style-type: none"> - # active MOUs/MOAs with defined triggers/roles; % validated in an exercise or real-world use within the last 12–24 months. - Utilization: % increase in use of shared training venues/resources; estimated cost avoidance. - # policy/process duplications reduced (tracked issues closed) and reduction in repeat coordination problems in AARs. <p>Leading indicators</p> <ul style="list-style-type: none"> - # agreements drafted/renewed; # joint training events leveraging agreements. - # shared training/resource planning sessions with partners. - # joint prevention or resilience initiatives embedded in 	Agreement repository (J5/JAG/G4 as applicable); training scheduling systems; finance/resource tracking; exercise AARs; partner meeting minutes and planning documents.	An agreement is valuable only if it changes behavior and improves readiness. This set measures whether agreements are usable, used, and reduce friction and duplication.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Agreements reviewed and updated on a set cadence - Resource inventories and access procedures clarified - Exercises test the agreement in realistic conditions
3: Increase Joint Planning Exercises with Civil Authorities	Planning exercises improve operational readiness with fewer surprises in real events, and faster execution during activations.	<p>Outcome</p> <ul style="list-style-type: none"> - Exercise evaluation ratings and trend (reduction in negative findings). - % AAR corrective actions closed within 90/180 days; # repeat findings. - Partner feedback on coordination effectiveness (≥4/5). <p>Leading indicators</p> <ul style="list-style-type: none"> - # joint planning exercises and tabletop/functional exercises conducted annually. - # ORNG participants and partner agencies represented. - # joint planning products updated post-exercise (annexes, SOPs, communications plans). 	Exercise planning documents; participant rosters; HSEEP-style evaluations/AARs; corrective action trackers; updated plans/annexes; partner surveys/feedback.	Exercises are the lab where coordination is tested. These measures ensure exercises produce learning and change, not just participation.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Exercise schedule includes key partners and realistic scenarios - Lessons learned translated into updated plans - Participation includes decision-makers, not only operators

3.3 – Strengthen Coordination with Military and National Partners

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
1. Improve Information Sharing Across DoD and National Guard Components	Information sharing improves timeliness and accuracy across components, enabling coordinated operations and support.	<p>Outcome</p> <ul style="list-style-type: none"> - Avg time from receipt of key guidance/updates → dissemination to LCC/ACC and affected units. - Partner satisfaction score (survey; target ≥4/5). - % of interagency assignment/fellowship participants completing debriefs and implementing a documented improvement (target 100%). <p>Leading indicators</p> <ul style="list-style-type: none"> - # scheduled information-sharing sessions/working groups with NGB, DoD components, FEMA, and other partners (per quarter). - # personnel in interagency assignments/fellowships and completion rate. - # shared products published (common operating picture updates, briefs, SOP updates). 	Meeting calendars/minutes; distribution and publication logs (SharePoint/Teams); assignment rosters; debrief products; partner surveys; staff action trackers.	Information sharing is a speed-and-clarity problem. These measures track whether information reaches the force quickly and whether partnerships actually improve processes, not just attendance at meetings.	MOP examples: <ul style="list-style-type: none"> - Data-sharing agreements and procedures clarified (privacy, classification) - Common reporting formats used for recurring updates - Issues logged and resolved (access, permissions, latency)
2. Enhance Joint Operations and Training Synchronization	Joint synchronization reduces scheduling conflicts and capability gaps, improving readiness and interoperability.	<p>Outcome</p> <ul style="list-style-type: none"> - Joint exercise evaluation trend (fewer negative findings; higher ratings). - % of joint AAR corrective actions closed within set timelines; reduction in repeat findings. <p>Leading indicators</p> <ul style="list-style-type: none"> - # joint exercises (EMAC, DSCA, All-Hazards, SPP, etc.) and # ORNG participants. - # joint planning documents where ORNG contributed content/leadership (OPLAN annexes, hazard mitigation plans, SOPs). - # formal synchronization events (planning conferences, staff talks) with partners per quarter. 	Exercise AARs/evaluations; participation rosters; training calendars; joint planning documents; corrective action trackers; SPP office records (where applicable).	The point of synchronization is measurable interoperability. These measures connect participation to performance improvements and closure of real gaps.	MOP examples: <ul style="list-style-type: none"> - Cross-component planning cadence established - Shared calendars and requirement crosswalks maintained - AARs used to refine synchronization processes
3. Expand Data Transparency and Reporting to NGB and DoD	Reporting is accurate, timely, and trusted, supporting better resourcing decisions and reducing rework and audit risk.	<p>Outcome</p> <ul style="list-style-type: none"> - On-time submission rate for required reports/briefs (target 100%). - Data quality: % required fields complete; reconciliation error rate across systems; update cadence met (monthly/quarterly). - Dashboard/brief utilization: # leadership reviews per quarter with documented decisions/actions. <p>Leading indicators</p> <ul style="list-style-type: none"> - # established data-sharing agreements and reporting SOPs. - # dashboards/products updated on schedule and published to stakeholders. - # data literacy / reporting process trainings completed (where needed). 	Reporting trackers; dashboard systems (e.g., readiness/prevention dashboards); data governance artifacts (SOPs, agreements); publication logs; meeting minutes showing review/action; quality checks and audit trails.	Transparency only matters if the data is timely, trusted, and used. This set measures reporting performance, quality, and decision linkage.	MOP examples: <ul style="list-style-type: none"> - Standard reporting timelines and owners established - Quality checks reduce errors and revisions - Feedback from NGB/DoD used to improve reporting

3.4 – Enhance Engagement with State Partnership Program Partners

MOE # & Short Title	Measure of Effectiveness	Metric Indicator	Data Source	Rationale	MOPs (Measures of Performance) – optional
1: Strengthen Training and Exchange Activities with Partner Nations	Training and exchanges with partner nations improve interoperability, readiness, and shared understanding for relevant missions.	<p>Outcome</p> <ul style="list-style-type: none"> - % of planned SPP engagements executed and % meeting stated objectives (AAR/engagement evaluation). - Partner nation satisfaction score (target $\geq 4/5$). - Exercise/training evaluation trend (reduced repeat issues; improved ratings). <p>Leading indicators</p> <ul style="list-style-type: none"> - # substantive Key Leader Engagements (KLEs), staff talks, exchanges, and planning events per partner nation. - # joint training events/exchanges executed by capability area; # ORNG participants. - # lessons learned captured and actions assigned/closed. 	SPP office engagement logs; travel reports; engagement plans; participant rosters; after-action reports; partner nation feedback (where available); lessons learned trackers.	Counts are useful only if they represent meaningful engagements. These measures connect engagement tempo to objective achievement, partner feedback, and improved interoperability.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Engagement objectives defined per event (capability, interoperability, relationship) - After-action outcomes captured and applied - Participation includes the right specialties for the objective
2: Expand Whole-of-Society Collaboration	Cross-functional collaboration improves, reducing duplicated effort and confusion, and increasing speed and quality of decision-making.	<p>Outcome</p> <ul style="list-style-type: none"> - # multi-sector (civil + military) SPP initiatives launched/completed (e.g., disaster response, cyber, health, infrastructure resilience). - Resource leverage: \$ value or in-kind support gained through multi-sector partnerships. - Diversity of partner network: # unique non-military organizations engaged per year. <p>Leading indicators</p> <ul style="list-style-type: none"> - # engagements/agreements involving civilian partners (universities, agencies, NGOs, industry) tied to SPP objectives. - # partner-led exercises/engagements requested/approved and ORNG participation rate. - % of SPP events that include a whole-of-society component. 	SPP engagement plans/logs; USARPAC/PACAF/CCMD requests and approvals; MOUs/MOAs; participation rosters; AARs; finance/resource leverage documentation; partner lists.	Whole-of-society engagement increases resilience and depth of partnership beyond military channels. This measures whether collaboration broadens, leverages resources, and produces real initiatives.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Shared collaboration spaces maintained with clear owners and file rules - Meeting outputs documented (decisions, tasks, owners, due dates) - Deconfliction process for overlapping initiatives
3: Increase Cultural and Operational Understanding	Cultural and operational understanding improves, enabling better coordination, fewer miscommunications, and more effective partnered operations.	<p>Outcome</p> <ul style="list-style-type: none"> - % of SPP participants completing required pre-engagement cultural/operational briefs or training. - #/rate of AAR issues attributable to cultural/communication gaps (trend down). - On-time submission rate for required SPP engagement reports (target 100%) and leadership usefulness rating ($\geq 4/5$). <p>Leading indicators</p> <ul style="list-style-type: none"> - # cultural/language training hours completed by SPP participants. - % of engagements with documented lessons learned and follow-up actions. - Report completeness checklist score (required fields, risks, next steps). 	Training records; pre/post assessments; engagement debriefs/AARs; SPP office document control; reporting trackers; leadership feedback on reports.	Cultural competence is an operational enabler. Reporting is not the goal, but it creates shared understanding and continuity. These measures tie training and reporting to reduced friction and better engagements.	<p>MOP examples:</p> <ul style="list-style-type: none"> - Pre-briefs and cultural training completed for engagements - Knowledge captured and shared (playbooks, lessons learned) - Feedback from partners incorporated into future planning



Annex D

Ends, Ways, and Means Linkage



OMD-level Ends, Ways, and Means Linkage

Oregon Military Department Lines of Effort 2030

MISSION The Oregon Military Department protects Oregonians and defends America by providing a ready force of Citizen-Soldiers, -Airmen, and Civilians, trained and equipped to successfully respond to any contingency.



VISION

We are the Service of Choice, admired for our integrity, leadership, and commitment to our communities.

We are prepared, trained, and ready to fight and win.

We are a Team of Winning Units.

Ways:
LOEs

Intermediate Goals: Objectives

Ends: Vision

Means: The resources and discretion controlled by component leadership, managed within existing authorities, without adding to the administrative workload below the brigade or wing.

BE CONNECTED ★ BE COMPETENT ★ BE COMMITTED



Component-level Ends, Ways, and Means Linkage



Component-level Linkage

LOE 1: People and Culture

Objective 1.1: Improve leadership climate to build trust and accountability

Objective Problem Statement: How does the Oregon Military Department align leader actions and behaviors with our values throughout the organization?

Objective End State: The OMD has engaged leaders who improve leadership climate through CCA and MAP feedback and ensure timely recognition of accomplishments.

Current:

Processes and Metrics: (that support and measure execution of the objective)

The primary means of objective measurement is the CCA.

Challenges: (to how objective can be quantifiably measured)

CCA is the culmination of an annual effort that ties together a series of events from multiple data sources (CCA, sensing sessions, focus groups, etc.) and is a lagging indicator of organizational culture.

Future:

Quantitative Metrics (MOEs): (for integration into the plan)

- 1: Strengthen Leader Engagement (All)
- 2: Strengthen Leadership Actions that Improve Climate Identified in CCAs (A, L, T)
- 3: Awards Timeliness & Participation (All)

SoC Alignment (how identified metrics contribute to achieving SoC)

An increase in the number of formal leader engagements with subordinates promotes transparency thereby improving trust, beliefs, and perceptions of the organization

BE CONNECTED ★ BE COMPETENT ★ BE COMMITTED

Nested Ends:
The objectives within each LOE

Nested Ways:
The actions (as measured by MOPs) taken by components to drive positive changes in MOEs

Challenges:
Existing or anticipated challenges that need to be overcome or worked through

Nested Means: The specific personnel, time, equipment, and funding necessary to execute the tasks to drive towards achieving success within each MOE.



Component-level Linkage

LOE 1: People and Culture

Objective 1.1: Improve leadership climate to build trust and accountability

Objective Problem Statement: How does the Oregon Military Department align leader actions and behaviors with our values throughout the organization?

Objective End State: The OMD has engaged leaders who improve leadership climate through CCA and MAP feedback and ensure timely recognition of accomplishments.

Current:

Processes and Metrics: *(that support and measure execution of the objective)*

The primary means of objective measurement is the CCA.

Challenges: *(to how objective can be quantifiably measured)*

CCA is the culmination of an annual effort that ties together a series of events from multiple data sources (CCA, sensing sessions, focus groups, etc.) and is a lagging indicator of organizational culture.

Future:

Quantitative Metrics (MOEs): *(for integration into the plan)*

- 1: Strengthen Leader Engagement (All)
- 2: Strengthen Leadership Actions that Improve Climate Identified in CCAs (A, L, T)
- 3: Awards Timeliness & Participation (All)

SoC Alignment *(how identified metrics contribute to achieving SoC)*

An increase in the number of formal leader engagements with subordinates promotes transparency thereby improving trust, beliefs, and perceptions of the organization



Component-level Linkage

LOE 1: People and Culture

Objective 1.2: Improve individual development and strengthen talent management

Objective Problem Statement: How can we leverage robust and transparent talent management systems that proactively identify, develop, and align individual skills and aspirations with current and future organizational needs, while improving readiness and achieving strategic objectives?

Objective End State: The OMD utilizes development and talent management systems characterized by data-driven approaches to identifying and bridging skill gaps. Overall organizational goals are achieved through informing, counseling, and guiding personnel towards achieving their personal goals.

Current:

Processes and Metrics: *(that support and measure execution of the objective)*

The only existing metric is observation of the number of vacancies that cannot be filled through promotion. Observation of this metric does not drive specific programs or processes to address the problem long term.

Challenges: *(to how objective can be quantifiably measured)*

The collection, consolidation, and analysis of this type of data cannot be automated, as it requires subjective measurements of transparency and alignment. This degree of difficulty encourages labeling the data collection as “not worth the time and effort”.

Future:

Quantitative Metrics (MOEs): *(for integration into the plan)*

- 1: Education Completion (A, T)
- 2: Onboarding Effectiveness (S)
- 3: Company Grade Career Development (L, T)
- 4: Mentorship Program Participation (T)
5. USPFO Warrant Capacity (T)

SoC Alignment *(how identified metrics contribute to achieving SoC)*

Promotes a culture of openness about the needs of the organization and how the strengths and goals of our members will contribute to opportunities for success.



Component-level Linkage



LOE 1: People and Culture

Objective 1.3: Maximize and protect training time to strengthen Readiness

Objective Problem Statement: How can we proactively identify and mitigate factors that erode available training time and resources, thereby enabling leaders to effectively utilize time and opportunities to build cohesive teams and reinforce professional development?

Objective End State: We are an organization of cohesive, highly-proficient teams accomplishing assigned missions, resulting from having mitigated or eliminated distractions and unproductive efforts.

Current:

Processes and Metrics: *(that support and measure execution of the objective)*

Existing metrics are not collected and consolidated for analysis and action.

Challenges: *(to how objective can be quantifiably measured)*

Measuring training distractions and disruptions is difficult, as no existing system automatically captures IDT and AT deviations from training plans. Individual training can be more easily captured for formal training requirements, assuming that this data is accurately reported at all levels.

Future:

Quantitative Metrics (MOEs): *(for integration into the plan)*

1. Disrupted Training (S, L, T)
2. Training Prioritization – Resource Allocation in % (S, T)
3. Funding Projection (A, L, T)
4. Battle Rhythm Adherence (S, T)
5. Training Seat Completion (A, T)

SoC Alignment *(how identified metrics contribute to achieving SoC)*

Prioritizing training and managing supporting resources increases member proficiency which lends to organizational success. Accurate data enables identification of root causes which can then be addressed organizationally.



Component-level Linkage

LOE 1: People and Culture

Objective 1.4: Enhance communication to strengthen understanding and connection to mission

Objective Problem Statement: How does the OMD clearly and concisely communicate to every Soldier, Airman, and Employee so that they understand what they are doing and why?

Objective End State: Outcomes demonstrate that members have a shared sense of purpose and mission accomplishment resulting from an understanding of their contributions to the organization.

Current:

Processes and Metrics: *(that support and measure execution of the objective)*

No metric exists.

Challenges: *(to how objective can be quantifiably measured)*

A formal internal and external communication plan providing a succinct message about the features, benefits, and capabilities of the organization does not exist. Organizational messaging is disjointed across echelon and department.

Future:

Quantitative Metrics (MOEs): *(for integration into the plan)*

- 1: Campaign Awareness (T)
- 2: Narrative Engagement (L, T)
- 3: Strategic Alignment (A, T)

SoC Alignment *(how identified metrics contribute to achieving SoC)*

Communicating “what” and “why” to members creates trust and a culture of connectedness in an environment where members understand the importance of their role and associated duties as they relate to the organization’s success.



Component-level Linkage



LOE 2: Readiness

Objective 2.1: Improve end strength to sustain a ready and capable force

Objective Problem Statement: How does the ORNG sustain increased end strength success to greater than or equal to 93% of FY25 authorized levels?

Objective End State: ORNG consistently maintains an end strength at or above 93% of FY25's authorized levels, demonstrating a sustained ability to meet operational demands ensuring a reliable and capable force, validated by consistent achievement of established personnel metrics.

Current:

Processes and Metrics: *(that support and measure execution of the objective)*

Current processes focus on end strength and changes at all levels, rather than true impact to the organization. Therefore, certain units can "grow" through promotion cycles, but actually negatively impact the overall state strength. Metrics are taken from existing personnel systems.

Challenges: *(to how objective can be quantifiably measured)*

- Whole of organization problem: Member buy-in of the roles regarding who is a recruiter and who is responsible for retaining members.
- Focusing efforts.
 - Units prospect for leads and pass to recruiting force
 - Recruiters primarily prospect and process
 - Leaders engage and inform (brand / COI/VIP)
- "Gains" and "losses" below the state level don't truly measure progress.

Future:

Quantitative Metrics (MOEs): *(for integration into the plan)*

1. Manage losses (all)
2. Employee engagement (S, T)
3. Vacancy reduction (S, A, T)
4. Sustain EEP (all)
5. EEP payments (all)
6. EEP enlistments (A, T)

SoC Alignment *(how identified metrics contribute to achieving SoC)*

Management of current, recruitment of new, and support to members are actions that directly contribute to achieving the objective. Reaching and sustaining the end state signifies our becoming the Service of Choice in Oregon.



Component-level Linkage



LOE 2: Readiness

Objective 2.2: Strengthen readiness standards across people, equipment, and training

Objective Problem Statement: How does the ORNG meet or exceed Service-specific personnel, equipment, and training readiness standards despite resource constraints, operational demands, and evolving threats?

Objective End State: The ORNG stands ready to rapidly and effectively respond to emerging missions, equipped with consistently high levels of deployable personnel, available equipment, and validated training proficiency against Service-specific benchmarks.

Current:

Processes and Metrics: *(that support and measure execution of the objective)*

DTMS manages unit statistics based on unit inputs. Existing personnel and logistics systems report respective readiness levels. Reporting is quarterly at the brigade and wing level.

Challenges: *(to how objective can be quantifiably measured)*

A lack of formal tracking hinders analysis that could be used to inform future decision-making. The challenges regarding this objective are not so much about how or what to measure, but about documenting decisions and measuring the impact those changes make on the organization.

Future:

Quantitative Metrics (MOEs): *(for integration into the plan)*

1. Training (L, T)
2. Personnel (L, T)
3. Equipment (T)

SoC Alignment *(how identified metrics contribute to achieving SoC)*

Meeting or exceeding Service-specific personnel, equipment, & training readiness standards positions the organization be among the first to be considered when emerging equipment and missions become available. This translates to opportunities for members, current and new, to do the job they signed up to for with the newest equipment and MOSs and AFSCs available.



Component-level Linkage

LOE 2: Readiness

Objective 2.3: Improve systems and processes to enable transparent, data-driven decisions

Objective Problem Statement: What systems, processes, and new technologies should be integrated to demonstrably improve efficiency thereby driving accurate and timely decisions?

Objective End State: Integrated systems and streamlined processes provide accurate, timely, and relevant information that enables organizational agility.

Current:

Processes and Metrics: *(that support and measure execution of the objective)*

No direct metric exists.

Challenges: *(to how objective can be quantifiably measured)*

Quantifiably measuring efficiency improvement is nearly impossible, because effectively measuring it would be highly inefficient, and thus self-defeating. Changing the paradigm to focus on leading indicators, process metrics, and outcome metrics will only provide indirect measurements, but these will likely provide the best picture possible.

Future:

Quantitative Metrics (MOEs): *(for integration into the plan)*

1. Decision Transparency Score (all)
2. Suspense Completion (all)
3. Streamline Workload (all)

SoC Alignment *(how identified metrics contribute to achieving SoC)*

Through improved systems and streamlined processes, we will deliver accurate, timely, and relevant information that fosters organizational agility, establishing us as the Service of Choice in Oregon.



Component-level Linkage



LOE 2: Readiness

Objective 2.4: Strengthen facilities and infrastructure to support safe, sustainable, future-ready operations

Objective Problem Statement: How can we ensure facilities and training areas are adequately positioned to support evolving mission requirements and the integration of advanced equipment, while maintaining existing capabilities?

Objective End State: Facilities and training areas are adaptable, resilient, able to accommodate evolving mission sets and seamlessly integrating new equipment without compromising existing operational capabilities. Real property and infrastructure are proactively maintained and enhanced, serving as a strategic enabler for sustained readiness and mission success.

Current:

Processes and Metrics: *(that support and measure execution of the objective)*

AGI O&M budget execution, EPAS scoring, RFMSS utilization rates

While these systems are available, no process currently exists to report the data in terms of preparedness for future missions.

Challenges: *(to how objective can be quantifiably measured)*

Indirect measurement is likely the best approach for measuring preparedness for future missions and equipment. Such metrics could include training and facility UFRs, facility cost estimates to receive new force structure, maximize flexibility for future use during remodel/retrofit activities, and transformation costs.

Future:

Quantitative Metrics (MOEs): *(for integration into the plan)*

No Objective 2.4 MOEs are being tracked at this time

SoC Alignment *(how identified metrics contribute to achieving SoC)*

We solidify our position as the Service of Choice in Oregon by investing in adaptable, resilient, and proactively maintained facilities and training areas, to provide a premier environment for sustained readiness and future capability integration.



Component-level Linkage



LOE 3: Partnerships

Objective 3.1: Engage and strengthen partnerships with key industry, civic, and educational leaders

Objective Problem Statement: How does the organization cultivate and strengthen relationships with key industry, civic, and educational institutions within our communities to highlight our value proposition and reinforce the reasons why we are the Service of Choice in Oregon?

Objective End State: Community stakeholders consistently recognize the OMD as the Service of Choice because we are vitally indispensable and they seek us out because they understand our value proposition and unique capabilities.

Current:

Processes and Metrics: *(that support and measure execution of the objective)*

No metric exists to determine the impact of engagement, only the number of engagements.

Challenges: *(to how objective can be quantifiably measured)*

Directly measuring impact is exceptionally challenging, because the benefits from these types of engagements typically manifest indirectly over extended periods. Proxy metrics from new recruits (“How did you first hear about us?”) or commission a poll of parents or other influential persons would provide an indication of effectiveness. No single metric is definitive, and therefore they must be used together to portray the effects of our engagements.

Future:

Quantitative Metrics (MOEs): *(for integration into the plan)*

1. Partnership with Education (all)

SoC Alignment *(how identified metrics contribute to achieving SoC)*

Proactively engaging key community institutions allows us to establish ourselves as the Service of Choice in Oregon – a valued, indispensable partner that community stakeholders actively seek for our unique capabilities, built on a foundation of trust.



Component-level Linkage



LOE 3: Partnerships

Objective 3.2: Strengthen engagement and collaboration with state, tribal, and local governments

Objective Problem Statement: How does the organization cultivate and strengthen relationships with state, tribal, and local government centers of influence to demonstrably increase awareness of our capabilities and establish us as the preferred partner for support in Oregon?

Objective End State: Oregon's state, tribal, and local government centers of influence consistently recognize us as the Service of Choice because we are reliable, capable, and the preferred partner for support.

Current:

Processes and Metrics: *(that support and measure execution of the objective)*

No metric exists to determine the impact of engagement, only the number of engagements.

Challenges: *(to how objective can be quantifiably measured)*

It is inherently difficult to quantifiably and directly measure the strength of an intangible such as a relationship. Indirect measurements of the outcomes of the relationship are the best metrics to use. While there are several factors that go into engagement decisions, requests and opportunities to engage with these partners is a clear indicator of relationship health.

Future:

Quantitative Metrics (MOEs): *(for integration into the plan)*

1. Engagement Count (all)
2. Consultation Frequency (all)
3. Communication Reach (all)
4. Joint Initiative Implementation (all)
5. Perceived Effectiveness (all)
6. Joint Exercise Participation (all)

SoC Alignment *(how identified metrics contribute to achieving SoC)*

Proactively engaging and building strong relationships with state, tribal, and local governments, establishes us as the preeminent reliable, capable, and preferred partner, solidifying our position as the Service of Choice within the state.



Component-level Linkage



LOE 3: Partnerships

Objective 3.3: Strengthen coordination with military and national partners

Objective Problem Statement: How does the OMD enhance existing and create additional communication channels and collaborative practices to improve State and Federal mission success?

Objective End State: Military and national partners consistently receive timely, accurate, and actionable information through established, reinforced, or newly established lines of communication. We've fostered relationships where a shared understanding and unified approach exists to effectively accomplish our State and Federal missions.

Current:

Processes and Metrics: *(that support and measure execution of the objective)*

While metrics do exist, they are not captured and used in any meaningful way to drive future decision-making or planning.

Challenges: *(to how objective can be quantifiably measured)*

Quantifiably measuring the strength of communication lines with military and national partners is inherently difficult. Therefore, indirect measurements of the effectiveness of that communication are the most useful metrics. An increase in requests for information sharing, participation in joint exercises, and opportunities for integrated planning demonstrates a healthy and strengthening partnership.

Future:

Quantitative Metrics (MOEs): *(for integration into the plan)*

1. Assignment/ Fellowship Participation (all)
2. Partner Communication Frequency (all)
3. Joint Exercise Participation (all)
4. Joint Planning Contribution (all)
5. State/Federal Update Dissemination Time (all)
6. Partner Satisfaction (all)

SoC Alignment *(how identified metrics contribute to achieving SoC)*

Proactively building and reinforcing lines of communication with military and national partners ensures the consistent flow of timely, accurate information and establishes us as the preferred partner – the Service of Choice – for collaborative mission accomplishment.



Component-level Linkage



LOE 3: Partnerships

Objective 3.4: Enhance engagement with State Partnership Program partners

Objective Problem Statement: How can we maximize the effectiveness of State Partnership Program engagements to build enduring trust, enhance partner capacity, and expand collaborative security relationships across all domains?

Objective End State: Partner nations consistently engage with us and have demonstrated increased self-reliance, interoperability, and shared understanding resulting in strengthened collaborative security relationships across all domains.

Current:

Processes and Metrics: *(that support and measure execution of the objective)*

Budget execution is the current metric at NGB to judge effectiveness; this is a terrible metric, as it does not correlate in any way to program effectiveness, and encourages opportunities for waste, abuse, and mismanagement.

Challenges: *(to how objective can be quantifiably measured)*

Quantifiably measuring the strength of our SPP relationships is inherently difficult. Therefore, indirect measurements of the mutual benefit derived from those partnerships are the most useful metrics. An increase in requests for joint training exercises and key leader engagements demonstrates a healthy and strengthening partnership. Tracking the results of engagements and feedback from partner nations will provide valuable insights into the effectiveness of our engagements.

Future:

Quantitative Metrics (MOEs): *(for integration into the plan)*

1. KLE (all)
2. Exercise Participation Requests (all)

SoC Alignment *(how identified metrics contribute to achieving SoC)*

Strong relationships with our State partners demonstrate our commitment to collaboration in achieving shared objectives, solidifying their perception of us as the Service of Choice.



Selected Measures of Effectiveness by Objective

People & Culture

	1.1.1	1.1.2	1.1.3
STATE	1st Priority MOE	2nd Priority MOE	1st Priority MOE
ACC	1st Priority MOE	1st Priority MOE	1st Priority MOE
LCC	1st Priority MOE	1st Priority MOE	1st Priority MOE

	1.2.1	1.2.2	1.2.3	1.2.4
STATE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE
ACC	1st Priority MOE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE
LCC	2nd Priority MOE	1st Priority MOE	2nd Priority MOE	2nd Priority MOE

	1.3.1	1.3.2	1.3.3	1.3.4	1.3.5
STATE	1st Priority MOE	1st Priority MOE	2nd Priority MOE	1st Priority MOE	2nd Priority MOE
ACC	2nd Priority MOE	2nd Priority MOE	1st Priority MOE	2nd Priority MOE	1st Priority MOE
LCC	1st Priority MOE	2nd Priority MOE	1st Priority MOE	2nd Priority MOE	2nd Priority MOE

	1.4.1	1.4.2	1.4.3
STATE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE
ACC	2nd Priority MOE	2nd Priority MOE	1st Priority MOE
LCC	2nd Priority MOE	1st Priority MOE	2nd Priority MOE

Readiness

	2.1.1	2.1.2	2.1.3	2.1.4	2.1.5	2.1.6
STATE	1st Priority MOE	1st Priority MOE	1st Priority MOE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE
ACC	1st Priority MOE	2nd Priority MOE	1st Priority MOE	2nd Priority MOE	2nd Priority MOE	1st Priority MOE
LCC	1st Priority MOE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE

	2.2.1	2.2.2	2.2.3
STATE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE
ACC	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE
LCC	1st Priority MOE	1st Priority MOE	2nd Priority MOE

	2.3.1	2.3.2	2.3.3
STATE	1st Priority MOE	2nd Priority MOE	2nd Priority MOE
ACC	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE
LCC	2nd Priority MOE	2nd Priority MOE	1st Priority MOE

Partnerships

	3.1.1
STATE	1st Priority MOE
ACC	1st Priority MOE
LCC	1st Priority MOE

	3.2.1	3.2.2	3.2.3	3.2.4	3.2.5	3.2.6
STATE	1st Priority MOE	1st Priority MOE	1st Priority MOE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE
ACC	1st Priority MOE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE	1st Priority MOE
LCC	1st Priority MOE	2nd Priority MOE	1st Priority MOE	2nd Priority MOE	2nd Priority MOE	1st Priority MOE

	3.3.1	3.3.2	3.3.3	3.3.4	3.3.5	3.3.6
STATE	2nd Priority MOE	1st Priority MOE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE	1st Priority MOE
ACC	2nd Priority MOE	2nd Priority MOE	1st Priority MOE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE
LCC	2nd Priority MOE	1st Priority MOE	1st Priority MOE	2nd Priority MOE	2nd Priority MOE	2nd Priority MOE

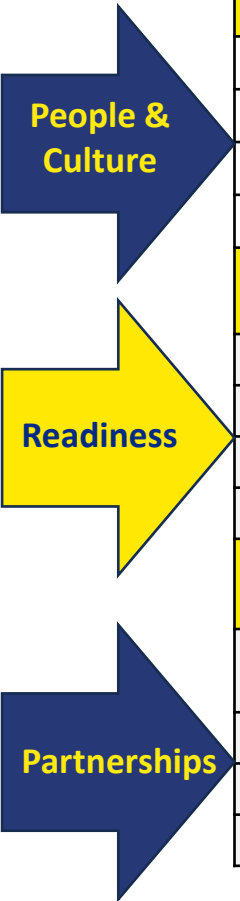
	3.4.1	3.4.2
STATE	2nd Priority MOE	2nd Priority MOE
ACC	1st Priority MOE	1st Priority MOE
LCC	2nd Priority MOE	1st Priority MOE

1st Priority MOE

2nd Priority MOE



OPR Lead Assignment



Objective		OPR Lead
1.1	Improve leadership climate to build trust and accountability	AGP, J9
1.2	Improve individual development and strengthen talent management	AGP, A1, G1, HRO
1.3	Maximize and protect training time to strengthen Readiness	AGP, A3, G3
1.4	Enhance communication to strengthen understanding and connection to mission	J9
2.1	Improve end strength to sustain a ready and capable force	A1, G1
2.2	Strengthen readiness standards across people, equipment, and training	A1, 3, 4; G1, 3, 4
2.3	Improve systems and processes to enable transparent, data-driven decisions	All CoS's
2.4	Strengthen facilities and infrastructure to support safe, sustainable, future-ready operations	AGI, OTC, FIRO
3.1	Engage and strengthen partnerships with key industry, civic, and educational leaders	All CoS's, GLAD, Recruiting
3.2	Strengthen engagement and collaboration with state, tribal, and local governments	GLAD, CSA, JDOD
3.3	Strengthen coordination with military and national partners	All CoS's, SRAA
3.4	Enhance engagement with State Partnership Program partners	SPP, DJS

The Office of Primary Responsibility (OPR) Lead collects or produces the data to report and provides implementation guidance within the scope of existing higher-level regulation, policy, and guidance.