GOBIERNO DE PUERTO RICO

GUARDIA NACIONAL DE PUERTO RICO

Informe de Transición 2012-Status y Planes

Guardia Nacional de Puerto Rico
Gobierno de Puerto Rico

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INFORMACION GENERAL

BASE LEGAL

La Guardia Nacional de Puerto Rico (Guardia Nacional) fue creada mediante la Ley Núm. 62 de 23 de junio de 1969, según enmendada y mejor conocida como *Código Militar de Puerto Rico* (Código Militar). El mismo dispone para la organización, administración y mando de todos aquellos componentes de las Fuerzas Militares del Estado Libre Asociado de Puerto Rico.

MISIÓN

Proteger las vidas y propiedades de los ciudadanos en forma rápida y eficaz; preservar la paz, el orden y la seguridad en el País durante situaciones de emergencias provocadas por desastres naturales y disturbios civiles; y servir como cuerpo de seguridad nacional del Ejército de los Estados Unidos.

La Guardia Nacional cuenta con tres misiones principales en su plataforma organizacional.

- La primera de estas es la misión federal. Esta tiene como propósito, el proveer soldados y unidades organizadas, equipadas y adiestradas para apoyar al Ejército de los Estados Unidos en tiempo de emergencia nacional o cuando lo solicite el presidente de los Estados Unidos.

- La segunda misión es la estatal. El propósito de esta misión es la protección de la vida y la propiedad, preservar el orden, la paz y la seguridad pública en apoyo a las agencias estatales durante situaciones de emergencia provocadas por

desastres, disturbios o cualquier otra situación que el Gobernador así lo determine.

- La tercera misión está dirigida a apoyar a nuestras comunidades. Esta misión se basa en el reconocimiento que somos parte de la nuestra sociedad y como tal estamos llamados a servir a la misma; esto mediante la variedad de programas y servicios que ofrecemos.

  Para cumplir con estas misiones, la Guardia Nacional cuenta con aproximadamente 7,200 soldados en la rama del ejército, 1,200 en la fuerza aérea, para un total de 8,400 ciudadanos-soldados federales y 368 empleados civiles en apoyo a la fuerza militar federal, parte de éstos pagados con pareo de fondos federales. Además, contamos con aproximadamente 1,500 soldados en el comando estatal, que le sirven voluntariamente al pueblo de Puerto Rico. El comando estatal de Puerto Rico es el primero en toda la nación en cuanto a porcentaje de cantidad de efectivos y calidad de servicios que ofrece a toda la ciudadanía, para un gran total de sobre 10,268 personas, federales y estatales, al servicio del pueblo de Puerto Rico.

  En apoyo a nuestra misión comunitaria, servimos a varios programas locales que continúan produciendo muy buenos resultados. Entre estos podemos resaltar los siguientes:

  - El Programa de apoyo comunitario, *Puerto Rico Youth Challenge Academy* (PRYCA). Programa donde ofrecemos servicios a nuestros jóvenes desertores escolares o faltos de disciplina y estructura. Su misión es capacitar a los estudiantes con las destrezas vitales y necesarias y a su vez prepararlos para los retos del futuro. Esto se logra por medio de un adiestramiento basado en principios de disciplina militar y experiencia de trabajo supervisado, junto con ocho componentes claves los cuales son;

excelencia académica, la cual prepara a los participantes a conseguir su diploma de cuarto año; Destrezas de vida, servicio comunitario, *liderazgo, destrezas laborales, ciudadanía responsable, acondicionamiento físico y salud, educación y nutrición.* El 75% de la asignación de fondos provienen del gobierno federal y el restante 25% lo provee el fondo estatal.

- El Programa CREANDO (Camino al Reto del Éxito A través de Nuevas y Diferentes Oportunidades) es un acuerdo interagencial entre la Guardia Nacional, el Departamento de Corrección y la Administración de Instituciones Juveniles. El mismo está dirigido a jóvenes que han incurrido en faltas de ley y que no han completado su escuela superior. Los acogemos en un programa intensivo de 22 semanas en el Campamento Santiago, el cual se basa en los ocho (8) componentes del PRYCA para llevarlos a completar su cuarto año y prepararlos para ser ciudadanos de bien.

- *Programa Anti-Drogas o "Counter-Drug"*- este programa ha sido de gran impacto para el país. Su misión es reducir el trasiego y uso ilegal de sustancias controladas en Puerto Rico. El programa de "anti-drogas", colabora conjuntamente con otras agencias federales y estatales, en misiones de vigilancia, monitoreo y rastreo de sustancias controladas, lavado de dinero y tráfico ilegal humano en nuestros límites territoriales. Este programa es 100% federal y no conlleva asignaciones estatales.

- El *Programa Mantente En Tu Carril o Stay – On – Track.* El conjunto con el programa de anti-drogas de la Guardia Nacional, tiene como meta proveer destrezas y conocimiento sobre el uso y abuso de sustancias controladas, alcohol y cigarrillos a jóvenes escolares de sexto hasta octavo grado, ayudando a fomentar las destrezas y conocimiento para

minimizar las posibilidades de que estos estudiantes se conviertan en usuarios de sustancias controladas, establezcan metas y logren sus objetivos. Este programa es 100% federal y no conlleva asignaciones estatales.

- Por último, seguimos ofreciendo servicios a nuestros niños a través del Programa *STARBASE,* el cual está diseñado para mejorar las destrezas académicas en las áreas de ciencias, matemáticas y tecnología, a estudiantes entre las edades de ocho a dieciséis años. Estos temas se llevan a cabo en un ambiente motivacional para el crecimiento de la autoestima, dándole énfasis al trabajo en equipo, al crecimiento personal libre de drogas y la importancia de metas a corto y largo plazo, ayudando así, a minimizar las posibilidades de que estos estudiantes se conviertan en desertores escolares. Dichos servicios son coordinados con el Departamento de Educación y las facilidades están ubicadas en la Base Aérea Muñiz de Carolina. Este programa es 100% federal y no conlleva asignaciones estatales.

ESTRUCTURA ORGANIZACIONAL

La Guardia Nacional cuenta con la siguiente estructura organizacional:

- Oficina del Ayudante General de la Guardia Nacional
- Unidad de la Guardia Nacional Aérea
- Unidad de la Guardia Nacional Terrestre
- Unidad de la Guardia Estatal de Puerto Rico
- División de Personal Militar
- Oficina de Recursos Humanos
- División de Inteligencia, Seguridad y Reclamaciones
- División de Ingeniería
- Servicios Administrativos
- División Legal

ESTRUCTURA PROGRAMÁTICA

Dirección y Administración General

Descripción del Programa:

Desarrolla las actividades de las oficinas del Ayudante General, División Legal, Recursos Humanos y Relaciones Públicas de la Agencia. Dirige, coordina y supervisa el cumplimiento de los requisitos y leyes a nivel estatal y federal, para la administración sana de las operaciones, así como servicios de la Guardia Nacional.

Unidad de la Guardia Estatal de Puerto Rico

Descripción del Programa:

Brinda servicios de seguridad, protección y médicos, especialmente en aquellos casos en que la Guardia Estatal es activada por el Gobernador.

Clientela:

La Guardia Nacional y la ciudadanía en general

Seguridad y Conservación de Facilidades Militares

Descripción del Programa:

Proveer seguridad a las instalaciones militares, así como la operación y el mantenimiento de sus instalaciones físicas. Éstos se realizan con recursos estatales y en algunos casos mediante acuerdos de servicios con el Negociado de la Guardia Nacional Federal.

Clientela:

Todo el personal civil o militar a cargo de la administración y operación de los cuarteles e instalaciones militares de la Guardia Nacional

Servicios Auxiliares de Administración

Descripción del Programa

Bajo este programa se ubica la División de Servicios Administrativos, la cual incluye Finanzas y Presupuesto, y Servicios Generales. Dicho programa tiene la responsabilidad de prestar servicios administrativos en todas las ramificaciones donde se provean asignaciones estatales y acuerdos de servicios federales para su funcionamiento.

LOGROS ALCANZADOS

Años 2009-2012

- Continuamos colaborando activamente al llamado del Presidente de los Estados Unidos en apoyo a la guerra contra el terrorismo. Estas misiones fueron en Irak, Afganistán, Kuwait, Kosovo, Península de Sinaí, Guantánamo, Puerto Rico y Estados Unidos. Colocando a Puerto Rico en los primeros ocho estados de la Nación, que contribuyeron con sus soldados en esta guerra.

- Como parte de los Programas de Transformación del Departamento de la Defensa, se continuó mejorando e identificando el entrenamiento de las unidades militares, logrando que estuviesen listas y preparadas para cualquier apoyo militar en el desempeño federal y estatal. Brindamos servicios médicos, legales y financieros a las familias de los soldados de los diferentes centros de apoyo.

- También continuamos con el Programa de Países Compañeros o *State Partnership Program,* estableciendo amplios enlaces entre los estados compañeros con países participantes utilizando a la Guardia Nacional como agente catalítico apoyando las metas de la política del Secretario de la Defensa y la estrategia de cooperación de seguridad del Comando Sur. La Guardia Nacional tiene como países compañeros a la República de Honduras y a la Republica Dominicana. Con dicho Programa se mejoró la interoperabilidad militar entre los estados o territorios y las fuerzas de los países compañeros, demostramos la habilidad y beneficios de apoyo militar a autoridades civiles, asistimos al desarrollo de instituciones democráticas y fomentamos la economía de mercados para desarrollar la estabilidad. Ofrecimos orientaciones y charlas de

Prevención del Uso y Abusó de Drogas y Alcohol en las diferentes escuelas públicas del país.

- La Unidad de la Guardia Estatal de Puerto Rico realizó Acciones Cívicas Médicas, impactando a miles de personas. Se hicieron miles de exámenes médicos y dentales. Se proveyó apoyo de seguridad con oficiales en varias armerías, adiestramientos, varias unidades celebraron actividades de Navidad en Comunidades Especiales distribuyendo juguetes y entremeses, se cualificaron a soldados como choferes de vehículos nuevos, se ofreció apoyo sobre forestación en el Campamento Santiago en Salinas. Una gran cantidad de individuos completaron el Curso de Respuesta de Emergencia a la Comunidad. Otros completaron el curso de Sistema de Manejo de Incidencia Nacional.

- Brindamos dirección y apoyo administrativo a las distintas unidades militares y civiles de la agencia, para que estas pudieran realizar sus ejercicios cabalmente.

- La Guardia Nacional continuó ofreciendo servicios a nuestros jóvenes con problemas de deserción escolar, mediante el programa de apoyo comunitario, "*Puerto Rico Youth Challenge Academy* (PRYCA)" logrando impactar 1,396 jóvenes provenientes de todos los municipios de la Isla. Mediante las gestiones realizadas por el Senado de Puerto Rico, se nos asignó la cantidad $1, 008,000.00 de fondos pareados para el año 2012-13. De igual forma, el Departamento de Defensa Federal asignó a este programa la cantidad de $3, 024,000.00.

- Mediante el Programa Camino al Reto del Éxito A través de Nuevas y Diferentes Oportunidades (CREANDO), logramos que 107 estudiantes completaran su escuela superior, y ubicarlos en instituciones universitarias para brindarle la oportunidad de continuar sus estudios.

- Contribuimos a reducir el trasiego y uso ilegal de drogas en Puerto Rico por medio del apoyo a las agencias del orden público, a través del *Programa Anti-Drogas o "Counter-Drug"*. Se incautó una gran cantidad de libras de drogas cuyo valor fue millonario según el mercado. Además, se incautaron miles de dólares, se realizó una gran cantidad de arrestos, confiscaciones de vehículos y armas de fuego. Con relación al Programa de Prevención se impactaron 180,596 estudiantes.

- Continuamos fomentando mediante El P*rograma Mantente En Tu Carril o Stay – On – Track,* las destrezas y conocimiento para minimizar las posibilidades de que estudiantes se conviertan en usuarios de sustancias controladas, y se establezcan metas y logrando sus objetivos, impactando a 34,805 de ellos.

- A través del Programa *STARBASE* logramos impactar a 4,534 estudiantes durante los años 2009 al 2012, contribuyendo de esta manera a minimizar la deserción escolar.

- Implantamos medidas de control y reducción de gastos durante los años fiscales 2009-2010 y 2010-2011, mediante Ley y Órdenes Ejecutivas, generando las economías siguientes:

    - Ley Núm. 7 del 9 de marzo de 2009

        Mediante esta Ley, nuestra agencia generó economías de $412,739.00 aproximadamente.

    - Orden Ejecutiva-2009-01

        La implementación de esta Orden Ejecutiva generó una economía de $134,796.00.

- Orden Ejecutiva-2009-04

  Los vehículos oficiales se redujeron a cinco (5) y se descontinuó la asignación de los mismos a altos funcionarios de la agencia. Solamente el Ayudante General cuenta con un vehículo asignado para su uso. Todas las tarjetas de crédito fueron eliminadas. No se autorizaron viajes al exterior con fondos estatales, con excepción del Ayudante General. Se eliminaron todos los teléfonos celulares.

  El Plan de reducción de Energía Eléctrica continuó manteniendo el Programa de Conservación de Energía y Agua, cuyo propósito es implementar medidas ahorrativas a corto, mediano y largo plazo y así cumplir con las leyes, órdenes presidenciales, reglamentos y directrices del Departamento del Ejército. La meta es un 20% de ahorro para el año 2020, a razón de 2% anual por los próximos 10 años. Esto es Ley Federal para las Agencias Federales.

  Fuimos rigurosos en el cumplimiento del plan de licencias de nuestros empleados reduciendo la acumulación de días por vacaciones, tanto regulares como enfermedad.

- Orden Ejecutiva-2009-010

  El salario del Jefe de la Agencia se redujo un 5%, del 1 de abril de 2009 al 15 de enero de 2011, lo cual generó una economía de $6,718.75.

- Finalmente, apoyamos a nuestro Gobierno Estatal mediante la activación de personal y utilización de equipo, a través de las diferentes Órdenes Ejecutivas emitidas por nuestro Honorable Gobernador Luis G. Fortuño, en respuesta a su responsabilidad, compromiso y bienestar para con el pueblo de Puerto Rico.

PLAN DE TRABAJO

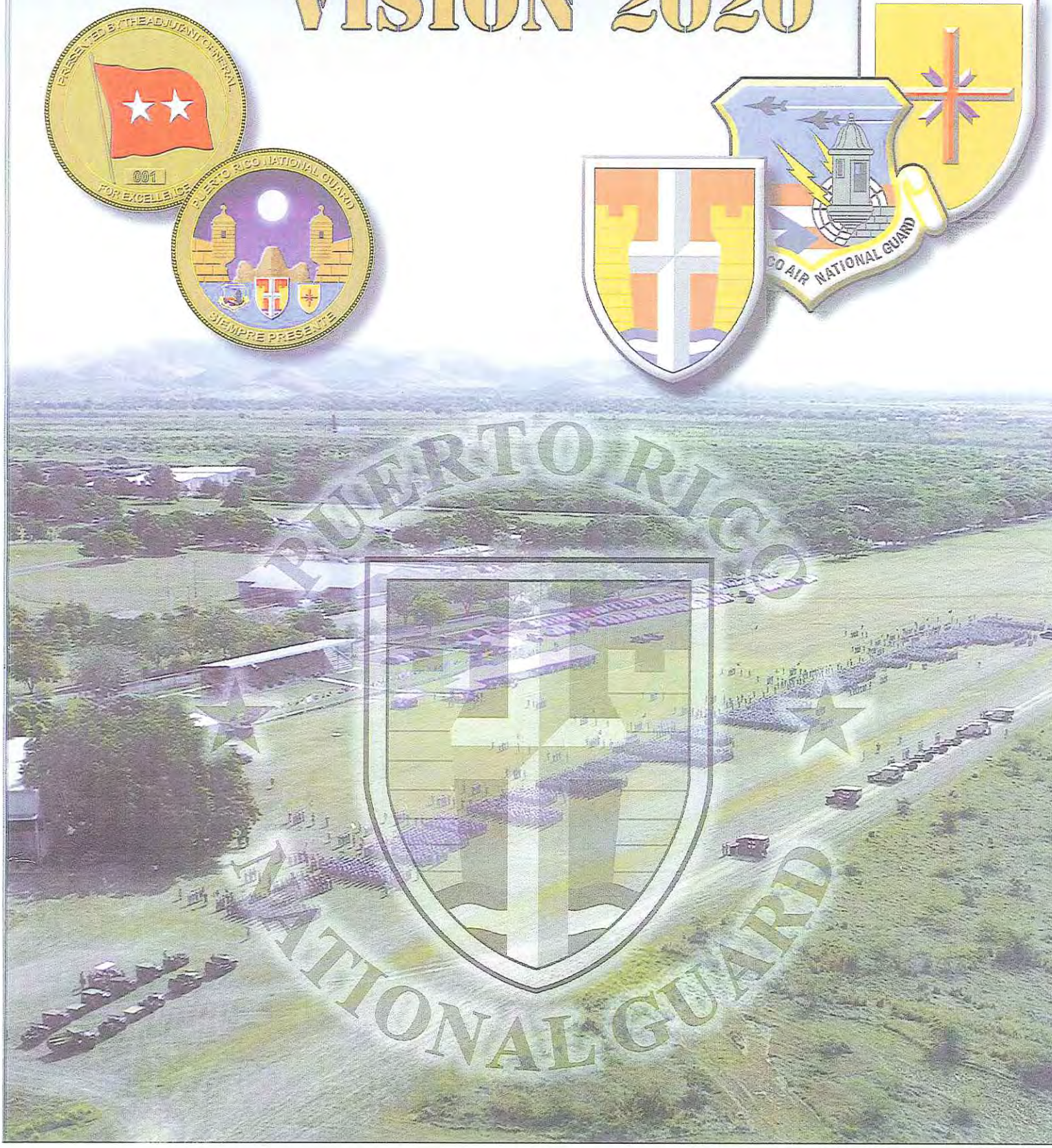
División de Servicios Administrativos

Meta	Unidad Administrativa a Cargo	Objetivo	Status
Actualización e Implementación del Plan de Clasificación y Retribución de los Empleados de Carrera y Confianza.	**Recursos Humanos**	Atemperar dicho plan conforme a las necesidades actuales y el mercado de empleo	**Parcialmente completado-Sometido a OCALARH para la aprobación de implementación**
Aumentar el recobro de fondos federales provenientes de acuerdos cooperativos.	**Finanzas**	Evaluar, establecer y agilizar el proceso de recobro de fondos para aumentar los mismos.	**Completado**
Evaluar, actualizar, crear manuales y reglamentos.	**Recursos Humanos, Finanzas y Servicios Generales**	Actualizar y crear los mismos conforme Ley y necesidades de la agencia	**Parcialmente completado**
Aumentar nuestra capacidad de vigilancia y seguridad en los Centros de Aprestamientos	**Recursos Humanos**	Proveer seguridad a los equipos y facilidades militares	**Parcialmente completado-Se reclutaron 37 nuevos empleados de 52 puestos autorizados.**
Compra de equipos de oficina	**Servicios Generales**	Actualización de equipos	**Parcialmente completado**
Sistema Electrónico de Inventario	**Servicios Generales**	Agilizar la toma y registro de inventario, y establecer un control mas adecuado	**Parcialmente completado**
Organización y Actualización de Archivo Inactivo	**Recursos Humanos, Finanzas y Servicios Generales**	En cumplimento con la ley Núm. 5 del 8 de diciembre de 1955, según enmendada y el Reglamento Núm. 4284 de la Administración de Servicios Generales	**Parcialmente completado**
Traslado de las Facilidades Administrativas	**Servicios Generales**	Mudanza	**Edificio en proceso de remodelación**
Digitalización de documentos	**Servicios Generales**		**En proceso de implementación- se adquirió la aplicación**

Sistema Electrónico de Nóminas		Agilizar y simplificar procesos en la administración del registro de asistencia.	Parcialmente completado-implementación incompleta
Reducción y Control de Gastos mediante Ley y Ordenes Ejecutivas	Recursos Humanos y Servicios generales,	Reducir gastos y generar economías	Completado
Solicitud de Asignación de Fondos Federales Adicionales	Finanzas	Cubrir deficiencias de años anteriores en la partida de nómina y gastos relacionados y otros gastos	Completado
Construcción Centro de Aprestamiento Gurabo	Ingeniería	satisfacer las necesidades de facilidades militares	Se encuentra en la etapa de Diseño y permisología

Anejo I

JOINT FORCE HEADQUARTERS
STRATEGIC PLAN
VISION 2020



PRNG Joint Strategic Plan 2010-2020

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Message from the Adjutant General of Puerto Rico

The Puerto Rico National Guard (PRNG) has transitioned its headquarters into a joint force headquarters, integrating the Army, Air and State Guard. This Joint Strategic Plan provides short and long-term direction to the organization in its quest to maintain itself as the unit of choice for federal and state support. We have seven goals which are based on a conceivable view of the future, they are the working tools that help develop strategies and provide a framework to guide today's decision toward achieving our vision.

Our goals are developed using the Baldrige National Quality Program and the principles of Total Quality Leadership Management (TQLM). We are beginning to utilize the Joint Continuous Process Improvement Initiatives which combines AFSO21 and Lean Six Sigma tools creating one direction and aligning our core processes to our strategic plan, goals and measuring results.

The Senior Leadership of the PRNG conducted a workshop in May 2009 to provide the Strategic Planning and Management Course to the Strategic Planning Executive Council (SPEC), the Strategic Planning Working Group (SPWG) and other key leaders to develop the PRNG strategy to effectively incorporate and facilitate Strategic Planning into the PRNG culture. This Joint Strategic Plan will undergo periodic reviews conducted at least quarterly, to ensure the entire organization remains aligned with its strategic objectives.

The Strategic Plan is the catalyst to achieve readiness goals and requires the development of several key processes and resolution to several critical issues. These key processes and critical issues may need refinement in the future and the Strategic Planning Executive Council will address these needs as a permanent body. The most important aspect of the completion of the plan is that we are now ready to truly begin our quality journey.

This joint strategic plan is being delivered as a living document for which I welcome and solicit your feedback. The plan has been turned over to individual Goal/Objectives Champions to begin their work on implementing seven goals defined by the Strategic Planning Executive Council. They will determine their particular objectives for each goal with guidance provided in this document. Remember, this strategic plan is a living document and its evolution will be deployed from top to bottom over time until we reach a point of maturity in the process where the plan can be adjusted from the bottom up. I urge you to use this plan and be part of transforming us into a world-class organization.

ANTONIO J. VICENS
Major General (PR), PRNG
The Adjutant General

The lesson of this war [Afghanistan] is that effectiveness in combat will depend heavily on jointness and how well the different branches of the military can communicate and coordinate their efforts on the battlefield.... Achieving jointness in wartime requires building that jointness in peacetime. We need to train like we fight and fight like we train and, too often, we don't. --Secretary of Defense Donald H. Rumsfeld

Chapter 1:

Executive Summary

The world environment continues to be volatile, uncertain, complex and ambiguous. Current conflicts and challenges require constant re-balancing and re-shaping of our force structure, and business practices, to adapt new processes that better support our current and future needs. This Strategic Plan provides a roadmap to our future as we support America's interests. We continue to support our overall organizational drive of providing ready soldiers/airmen and units to successfully accomplish our mission.

The Puerto Rico National Guard (PRNG) is a dual status agency, with both Federal and State responsibilities. The federal responsibility includes organizing, training, equipping, and deploying PRNG units in support of their federal mission. The State mission includes leveraging departmental assets, including personnel, equipment, knowledge, experience, and infrastructure to support the Commonwealth and local responders under the direction of the Governor of Puerto Rico or an authorized representative.

The Headquarters of the Puerto Rico National Guard is actively transforming into a Joint Force Headquarters under a doctrinally accurate organizational structure, that once completed, will afford the state government a much greater level of support response from not only the PRNG standpoint, but will also deepen the capabilities pool to include Department of Defense assets previously not available to the Island.

The Puerto Rico Army National Guard (PRARNG) and Puerto Rico Air National Guard (PRANG) are transforming from a strategic reserve force to an operational force, with capabilities better suited to meet the federal needs of the United States Army/Air Force, the needs of the Commonwealth of Puerto Rico, and to be prepared to operate in a joint environment.

The Plan sets into writing a vision of what we will be, two to ten years from now, identifies the milestones to be achieved over those years, and creates action plans based on specific Strategies, Measures, and Goals by which the Puerto Rico National Guard (PRNG) staff members at every level can guide their efforts.

The process used in developing the Puerto Rico National Guard's Joint Strategic Plan is intended to place our organization in a better position to utilize emerging technology and a balanced scorecard approach to track progress on the implementation of the plan. Furthermore, the PRNG has adopted the Malcolm Baldrige criteria, the Lean Six Sigma process and Top Level Indicators (TLIs) to better assess our organization, always looking for better ways to systematically improve through innovations.

Mission

Provide ready, relevant units in support of our State and National Strategy

Vision

Be the premier organization for the Americas

Values

As an organization, the PRNG embraces the US Army/Air Force Core Values. We have established our own set of values to guide us in our day-to-day operations.

Soldiers

- **Loyalty –** Bear true faith and allegiance to the Constitution, the Army, PR, your unit and fellow Soldiers
- **Duty –** Fulfill your obligations.
- **Respect –** Treat people with dignity
- **Selfless service –** Put the welfare of the Army, PR, and your subordinates/peers before your own.
- **Honor –** Live up to all the Army values.
- **Integrity –** Do what is right, legally and morally.
- **Personal Courage –** Face fear, danger, or adversity.

Airmen

- **Integrity first –** Moral compass/inner voice
- **Service before self –** Professional duties takes precedence over personal desire; respect for others, discipline, self control, and faith in the system.
- **Excellence in all we do –** product/service excellence, personal, community, resources, and operations excellence.

CORPORATE VALUES

P R N G

Personal Courage
Excellence
Commitment to People
Professionalism
Wellness

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity

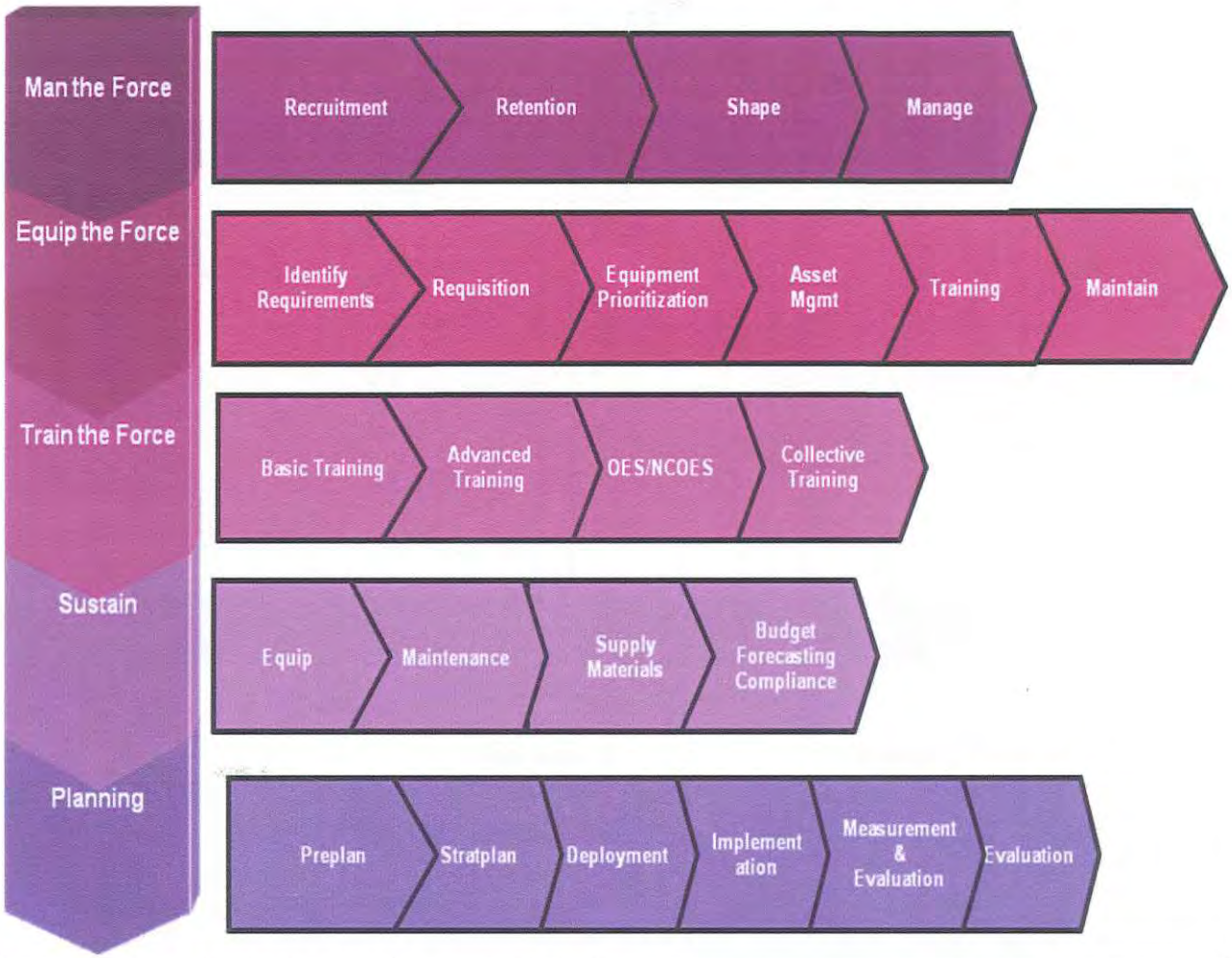
P R N G

Core Competencies

- ★ Provide Ready Soldiers/Airmen and Units
- ★ Provide Defense Support to Civil Authorities
- ★ Support Local Communities and Provide Community Assistance

Key Core Processes

The PRNG core processes directly relate to our core competencies and are defined as those processes that enable our organization to effectively and efficiently support the mission of providing ready soldier and units, in support of our customers and stakeholders. The following are the PRNGs key core processes.



PRNG Key Core Processes

Customers, Products and Services

Our main products are the provision of *ready and reliable Soldiers, Airmen and units* for the accomplishment of federal, state and community missions. The organization's main service is to ensure to our stakeholders that we are capable of performing a full spectrum of global operations. Our soldiers/airmen must be ready to conduct war-fighting, sustainment, homeland security and emergency response operations for Federal and State customers via Presidential and Gubernatorial Executive Orders. PRARNG members must be ready to mobilize and deploy federally in 30 to 90 days and PRANG members must be ready in 72 hours. Soldiers and Airmen must be ready to support state mission in 24 hours. We also provide support services to military affiliates and local communities.

Primary Customers	Products/Services
Federal • President • DOD • NGB • Combatant Commanders • Soldiers/Airmen (Internal)	War-fighting Capabilities (Ready Soldiers/Airmen) Training/Equipment
State • US Citizens • Governor	Defense Support to Civil Authorities (DSCA) & Counter Drug & Drug Demand Reduction Program
Local • Families (Internal/External) • Employers • Retirees • Community	Family Support Employer Support (ESGR) Benefit Support Community Support

Secondary Customers	
Commands/Units	Partners
State & Federal agencies	Local Agencies
Law Enforcement Agencies	Employees
Learning Institutions	Recruits
Veterans	Senators & Congressmen

Customers, Products and Services

Top Level Indicators (TLI)

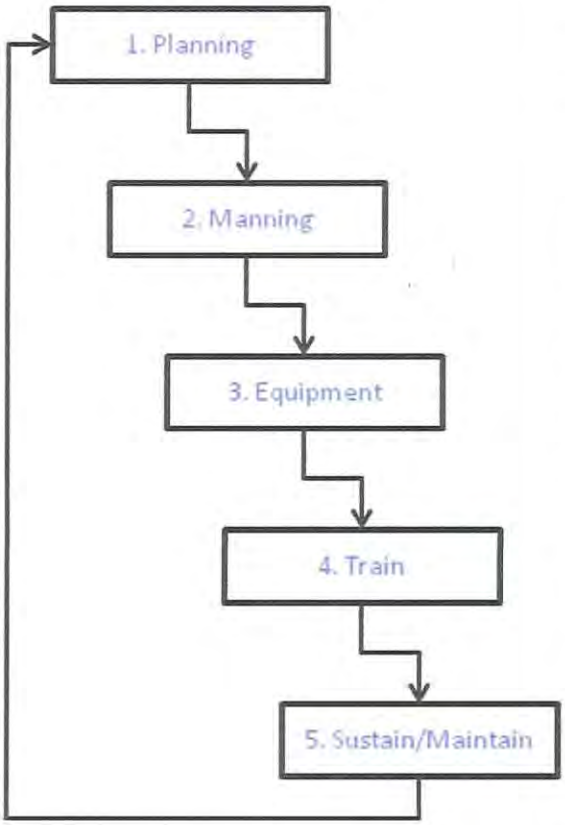
The PRNG Top Level indicators evaluate the performance of our organization over time. These indicators include performance indicators such as readiness, expenses, and budgets. They also include customer's indicators such as timeliness, accuracy, consistency, and responsiveness. They are used to make strategic decisions and allocate resources. The following chart depicts the PRNG's TLIs.

	Top Level Indicator	Formula
Operational TLI	End Strength	Overall readiness level
	MOSQ/AFSC	Personnel readiness level
	T1	Training readiness level
	R1	Equipment readiness level
	Mobilization	Ready Units
Customer Satisfaction	Response Time	Day Late, Time Hours, Cycle Time
	Mission Accomplishment/ Efficiency	Execution, % Complete, Capable
	Accuracy	Defect, Right Equipment, Personnel
	Readiness	

Core Processes Indicators

Core Operating Process

The PRNG core operating process is a strategic focus of the organization that specifically accomplishes the mission of the force. It includes the required organizational processes to define, develop, build, and service the needs of the customer, as perceived by the customer. The core operating processes generally describe the sequence of events that result in meeting customer needs. They usually drive the TLIs. The following chart shows the link between the TLIs and the core operating processes:



1.1 Development of Roadmaps 1.2 Projects/Actions Completion 1.3 Plan Cycle Time 1.4 Process Deliverables Completion 1.5 On-Going Assessment of Vision Performance of our plan		
2.1 Lead Generation 2.2 Skill Level 10 Success Rates 2.3 Best Qualifies Soldiers 2.4 Re-Enlistments 2.5 No Val Pay 2.6 IDT Attendance 2.7 MOSQ 2.8 TPL's	2.9 Awards 2.10 Promotions 2.11 Bonuses 2.12 Incentives 2.13 Reassignments 2.14 Pay 2.15 Evaluations/Appraisals	
3.1 EOH Rates/% 3.2 Authorized Vs. Assigned 3.3 Equipment Condition 3.4 Capabilities 3.5 Timeliness 3.6 Status of Requisition 3.7 Prioritization Plan	3.8 ARFORGEN/AEF 3.9 Compliance with Priority Plan 3.10 Excess Management 3.11 Life Cycle Management 3.12 New Equipment Distribution 3.13 Trained/Certified 3.14 # Trained New Equipment	3.15 Calibration & Testing 3.16 Annual Preventive SVCs & Maintaining 3.17 Maintain Effectiveness
4.1 Completion Rates/Failure Rate 4.2 Eligible Completion/Not Eligible	4.3 TPU	

Core Operating Process

Core Enabling Process

The PRNG takes the core enabling process into consideration when reviewing our operations. These are processes which have to be performed and are critical to support the higher level process goals. Our organization's core enabling processes support more than one core operating process. The indicators for core enabling processes measure how well they support the core operating process.

Core Enabling Process

Chapter 2:

PRNG Goals

The most crucial areas of performance to our success are:

- ★ Become a Premier Force of Trained Soldier/Airmen, Unit Readiness & End Strength
- ★ Improve strategic communication and knowledge management by enhancing public affairs and information technology to sustain joint operations
- ★ Improve/Expand Domestic Operations and support to Civil Authorities
- ★ Improve Facilities and Increase Green Design to meet today's standards
- ★ Meet Force Structure Plan for 2015
- ★ Increase Community Involvement and Support Programs
- ★ Broaden State Partnership Programs

PRNG Strategic Objectives

There are two planning horizons relative to the PRNG Strategic Planning Process (SPP), the short and long-term horizons. The short-term horizon is one to two years and was chosen to align the SPP with the current and next fiscal year. This will allow for the allocation of resources to achieve the strategic objectives while accomplishing day-to-day operations. The long-term planning horizon will be three to five years based on the Program Objective Memorandum (POM) and future State Funds projections.

Strategic objectives related to infrastructure (construction of new facilities or military construction projects) utilize a long term horizon of five years or more. These time horizons are considered during the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the Strategic Planning Process (SPP) when we identify our Action Plan and Strategic Objectives milestones.

The PRNG strategic planning cycle was last reviewed on April 2010; it developed the Strategic Objectives and the action plans with timelines and metrics. The Strategic Objectives state: what is to be accomplished and when it will be accomplished. Action Plans are concrete, specific, measurable, attainable, and realistic. A timetable was established for each one of them.

Goal # 1: Become a Premier Force of Trained Soldiers/Airmen, Unit Readiness and End Strength

Target: Be C1, T1, P1 and R1

Strategic Objective 1A: Increase recruitment by 10% yearly for the next 5 years

Strategic Objective 1B: Shape the force thru effective reassignment and recruitment by 2014

Strategic Objective 1C: Redesign Market Strategies

Strategic Objective 1D: Shape the force by 10% annually via managed attrition and Qualitative/Selective Retention

Goal #2: Improve strategic communication and knowledge management by enhancing public affairs and information technology to sustain joint operations

Target: Enable communication between Army and Air, as well as the ability to communicate with each Soldier/Airmen

Strategic Objective 2A: Develop and Implement adequate Information Technology and Telecommunications (IT/T) facilities and services

Strategic Objective 2B: Guarantee command, control and continuity of operations by establishing a Continuous Operations Plan (COOP)

Strategic Objective 2C: Develop & implement a Public Affairs Strategic communications plan

Goal #3: Improve/Expand Domestic Operations and support to Civil Authorities

Target: Customer Satisfaction Indicators and amount of expansions

Strategic Objective 3A: Update Current Civil Support Plan

Strategic Objective 3B: Develop a plan and incorporate National Planning Scenarios (NPS) of Terrorist use of Explosives, Natural Disaster, Cyber Attack, Biological Attack, Aerosol Anthrax, Food Contamination, Foreign Animal, and Disease Plague

Strategic Objective 3C: Coordinate Joint Exercises in Support of State Emergency and National Scenarios

Goal #4: Improve Facilities and Increase Green Design to meet today's standards

Target: Update facilities to meet current standards (DoD or higher Standards)

Strategic Objective 4A: Upgrade three existing facilities to meet Army standards by FY 2012

Strategic Objective 4B: Refurbish two Readiness Centers per year and reduce five Readiness Centers by FY 2014

Strategic Objective 4C: Open new Readiness Center at Ft. Buchanan by FY 2014

Strategic Objective 4D: Build a new facility that is 100% green

Strategic Objective 4E: Reduce energy consumption by 10% by FY 2010

Goal #5: Meet Force Structure Plan for 2015

Target: Meet plan deliverables

Strategic Objective 5A: Increase number of DMOSQ/AFSQ personnel by 5% per year

Strategic Objective 5B: Establish Intel/Cyber missions in the PRANG

Strategic Objective 5C: Monitor fielding of new equipment and partner with neighboring states to increase individual proficiency training to 100% of qualified personnel

Strategic Objective 5D: Replace current fleet with 6 Primary Assigned Aircrafts (PAA) C-130H unit to provide additional support to Senior Scout/Shadow Harvest missions

Strategic Objective 5E: Develop a succession plan for Senior NCO, Officer, and Warrant Officer Positions

Strategic Objective 5F: Establish a plan to have all Field Grade Officers complete ILE/IDE and have SNCOs complete their educational requirement

Strategic Objective 5G: Establish a plan to have a minimum of three officers per year to enroll SSC/SDE

Strategic Objective 5H: Modify the current Language Enhancement and Academic Development (LEAD) to meet the need of an ever growing population of soldiers requiring an MOS re-classification within the force

Strategic Objective 5I: Establish a policy to ensure all officers complete the Joint Professional Military Education

Goal #6: Increase Community Involvement and Support Programs

Strategic Objective 6A (1): Increase Youth ChalleNGe program cadet graduation rate

Strategic Objective 6A (2): Open new site on a military installation (RRNS) by FY 2013

Strategic Objective 6B: Open a new STARBASE site on a military installation (Aguadilla) by FY 2013

Strategic Objective 6C: Increase Innovative Readiness Training (IRT) projects to three by FY 2011

Strategic Objective 6D (1): Expand DDR mission 6a – Stay on Track (SOT) Program by FY 2012
Strategic Objective 6D (2): Expand DDR mission 6ab – Community Outreach

Strategic Objective 6E: Raise awareness via community outreach through the PRNG Language Center by providing curricular and extracurricular offerings

Strategic Objective 6F: Implement joint educational initiatives thru partnerships with colleges and universities

Goal #7: Broaden State Partnership Programs

Strategic Objective 7A: Increase up to three the number of military activities with both Dominican Republic and Honduras by FY2010-14

Strategic Objective 7B: Extend the number of activities to seek opportunities to build social, political, and economic avenues of growth within the partner country by FY 2014

Continuous Process Improvement (CPI) Projects with Black Belts Assigned

All key leaders from the Puerto Rico Army, Air and State Guard attended the Strategic, Alignment and Deployment (SA&D) Workshop in April 2010. During this offsite, the leaders identified the following five CPI projects as the PRNG Top Five projects and assigned a black belt to each one of them. The scope of the project should be reported within six months of initializing the project.

1. Improve Professional Training Attendance - ARNG
2. Reduce the Cycle Time of processing and evaluating SCIF information (Real Time) - ANG
3. Increase lead (potential recruit applications) generation - ARNG
4. Improve the quality of recruited individuals in the operations group - ANG
5. Reduce Upgrade Training cycle time - ANG

Potential CPI Projects

During the SA&D Workshop the following projects were reviewed, analyzed, and broken into three categories: CPI - Black Belt project, Design for Six Sigma (DFSS), Scope, and Just Do it.

CPI - Black Belt Potential Project – There is a process in place, but we need a solution to a problem, and the project can be completed in six month

Goal 1

- Increase lead (new applicants) conversion
- Reduce attrition rate
- Cycle time of medical approval for enlistment
- Reduce pipeline losses
- Foreign Language recruiting Initiative (FLRI) Cycle Time Reduction
- Improve the test scores of the ASVAB exam

Goal 2

- Reduce the defects in the technical portions of the PRNG

Goal 3

- Reduce cycle time for coordinating Joint Exercises preparation and training

Goal 4

- Reduce the defects in the requisition equipment process
- Contracting process improvement

Goal 5

- Reduce the defects in the Physical Fitness portions of the PRNG

Design for Six Sigma (DFSS) Project – Projects that don't have a process in place, we need a solution to a problem and the project can be completed in six month

Goal 1
- Reduce officer losses
- Establish data collection/measurement system to monitor engagement of full-time personnel

Goal 2
- Develop a common Joint Information management system

Goal 5
- Improve aircraft modification process
- Increase the availability of On the Job Training (OJT) for traditional reservist
- Establish validated Sensitive Compartmental Information Facility (SCIF)/mission request/approval process

Just Do It Project – These projects have a processes in place but, we know how to fix the problems. They will be done by the organization without a CPI

Goal 1
- Reduce false vacancies

Goal 4
- Reduce or eliminate defects in refurbishing assessment plans

Goal 5
- Reduce the time to find skilled, qualified Joint Incident Site communications Capability (JICCS) personnel
- Improve aircraft transition process

Scope Projects – The organization needs to look into these projects with more details to study the viability of making a CPI project or Just Do It project

Goal 1
- Improve medical readiness

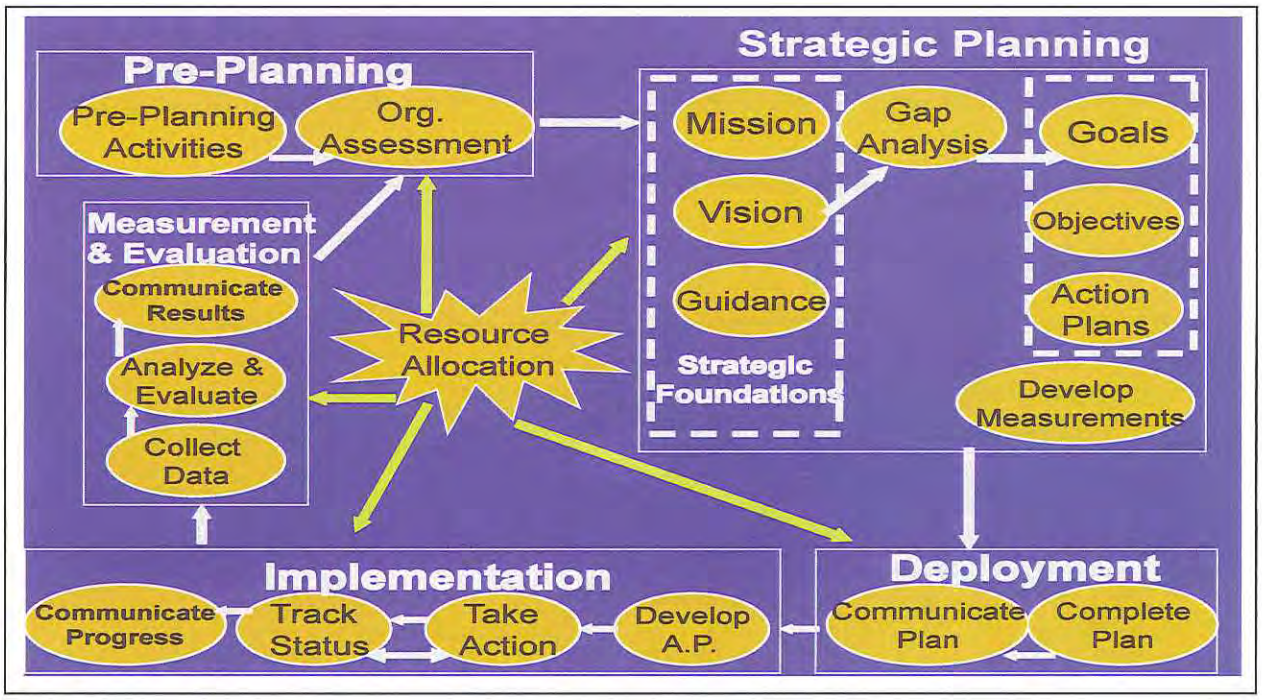
Goal 4
- Environmental impact (water, power, operational cost) – Federal mandate

Goal 5
- Reduce the cost of Intel/cyber mission training

Chapter 3: The Strategic Planning Process

The Approach

The PRNG Senior leaders meet to identify the Strengths, Weaknesses, Opportunities and Threats (SWOT) that our organization faces. They assess the status of the organization, review and validate the strategic goals and objectives and provide guidance related to new initiatives in order to meet future challenges. To be more responsive in meeting the requirements of our changing environment the SPEC adapted a six-month planning cycle as shown below:



The Strategic Planning Process Model

Strategic Planning Process

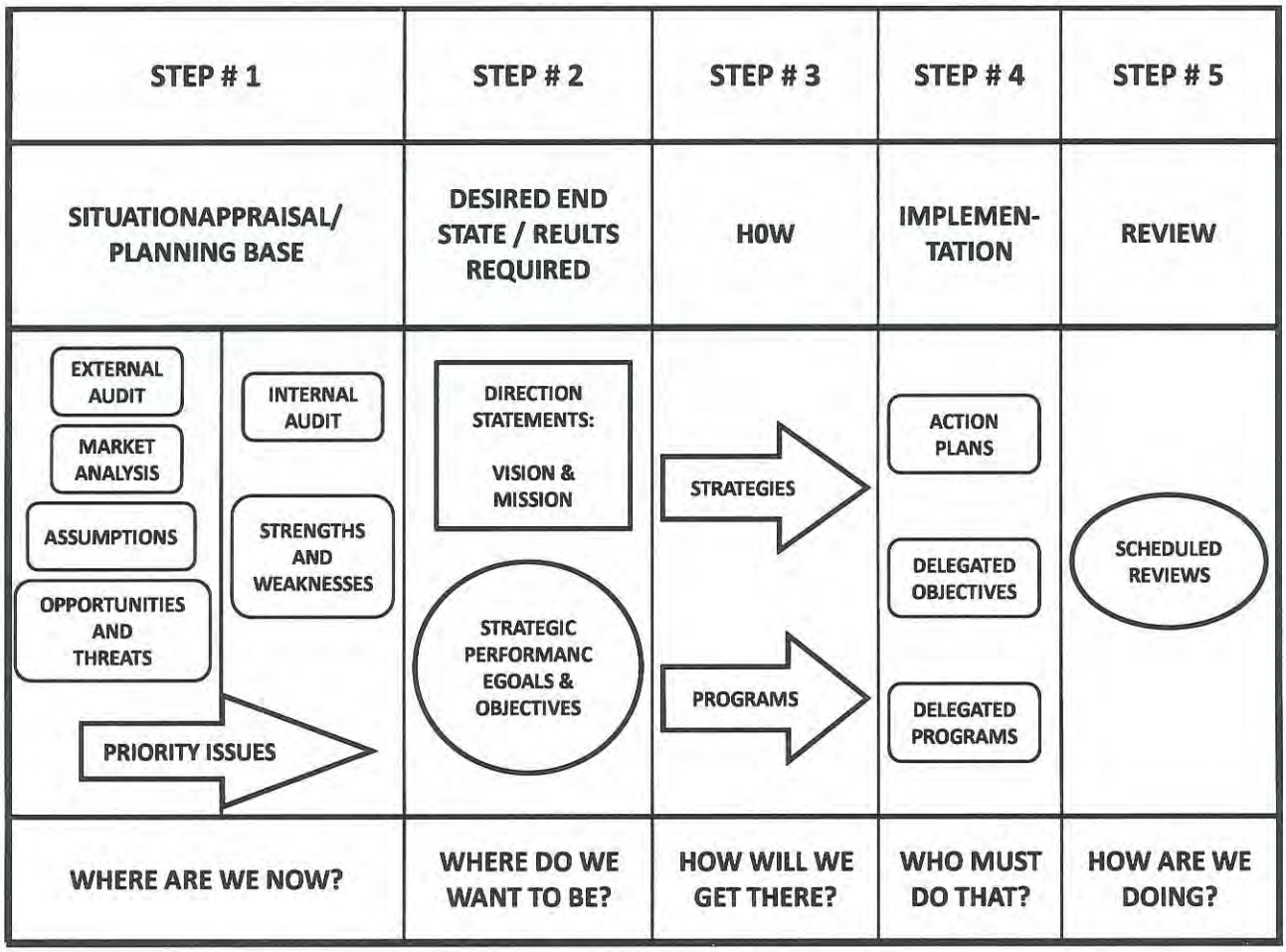
To ensure that key senior leaders play an integral part in our Strategic Planning Process (SPP), the Adjutant General (TAG) formally appointed the SPEC to lead and facilitate the quality of the process. The SPEC is the joint strategic planning group comprised of a significant representation of senior leaders who monitor the implementation throughout the organization.

The SPEC key members are: Assistant TAGs (Army, Air & State), Chief of Staff (ANG), Joint Staff, Major Subordinate Command Commanders (MSCCs), State Surgeon, Judge Advocate, Public Affairs Officer, Director of Staff-Air (DoSA), State Command Sergeant Major (CSM), Command Warrant Officer, Administrative Service Division Executive Director, PRNG Trust Fund Director, Camp Santiago/Fort Allen Training Center

Commander, Recruiting and Retention Commander, Commander, 201st Regional Training Institute/Language Center, and other key PRNG members. The SPEC and the SPWG has met quarterly to review and validate the Strategic Planning Process (SPP).

TAG also appointed a Strategic Planning Work Group (SPWG) under the direction of the J5, Director of Strategic Plans and Policy. This is cross-functional team of experienced field-grade G, A & J Staff Officers from various directorates/sections. The SPWG has the responsibility of completing the Organizational Self Assessment, assisting the SPEC in improving the current SPP. And they follow up on actions to implement proposed organizational changes to achieve the organization's goals.

The SPP is a five-step process that is used by the PRNG SPEC/SPWG to facilitate the appraisal and analysis of the organization; account for customer requirements; and develop the strategy to attain the realization of the PRNG Vision. Hence, this SPP model serves as the roadmap to the future *(Vision 2020)* as the organization continues to unconditionally support the federal, State and Community missions and improves the means to provide mission-tailored ready Soldiers/Airmen and Units to its customers.

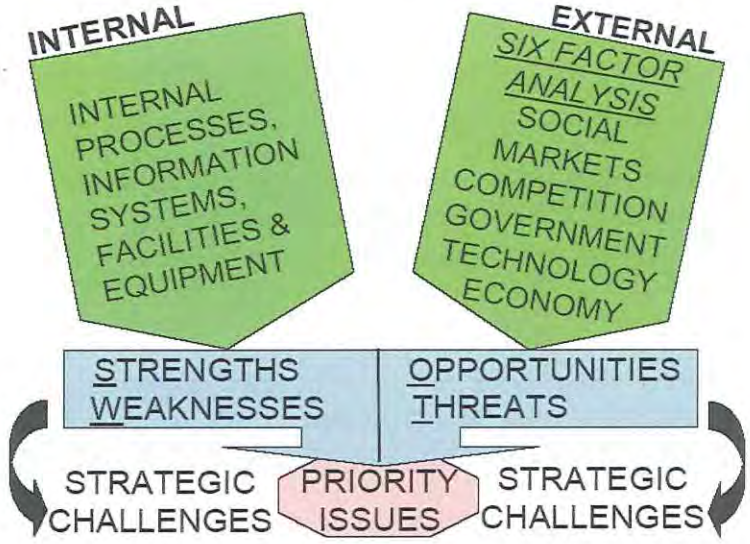


Strategic Planning Process Cycle

The Five Key Process Steps of the Strategic Planning Process:

Step #1: Situation Appraisal

With the PRNG mission, values and vision in mind, the Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis begins. The SWOT results serve to objectively identify the internal state (strengths and weaknesses) of the organization and the external state (opportunities and threats). The SWOT analysis serves as the focus by identifying and analyzing potential ***blind spots*** or factors that could serve to blind side or mislead the organization's direction. Also during this key step and using the Six Factor Analysis the PRNG was able to determine the strategic challenges and advantages. Upon the conclusion of this step, senior leaders derived a list of strategic priority issues which become the PRNG's Goals.



SWOT Analysis and Six Factor Analysis

Step #2: Expected Results

Once the SWOT analysis was completed, the senior leaders proceeded to build the road map to success. This was accomplished by using the SWOT to refine the guiding documents (mission, vision and values) and updating the broad goals to ensure alignment, consistency, and continuity (synchronization) of all key customer requirements.

Step #3: Measurements

During this step the group identified the tools to be used by the different champions to measure the progress in their assigned goals. Through these measurements the actions plans will be evaluated and validated.

Step #4: Implementation of Goals & Action Plans

During this step of the SPP, the SPEC and SPWG were appointed. The SPWG assigned responsibility and accountability to specific action officers (WHO) to accomplish the tasks/actions (WHAT) by a specific date (WHEN). Action officers (Champions) and Process owners, in turn, are responsible for developing, publishing, and deploying strategy (HOW) through the organization and/or action plans for immediate execution. Results are reviewed in Step 5 (Review) of the SPP and are tied to performance evaluations such as: Officer Evaluation Reports (OER), Officer Performance Report (OPR) NCO Evaluation Reports, and employee performance appraisals. Accountability must be assigned to the each strategic goals champion.

Commanders, directors, program managers, and other key leaders received clear goals and priorities.

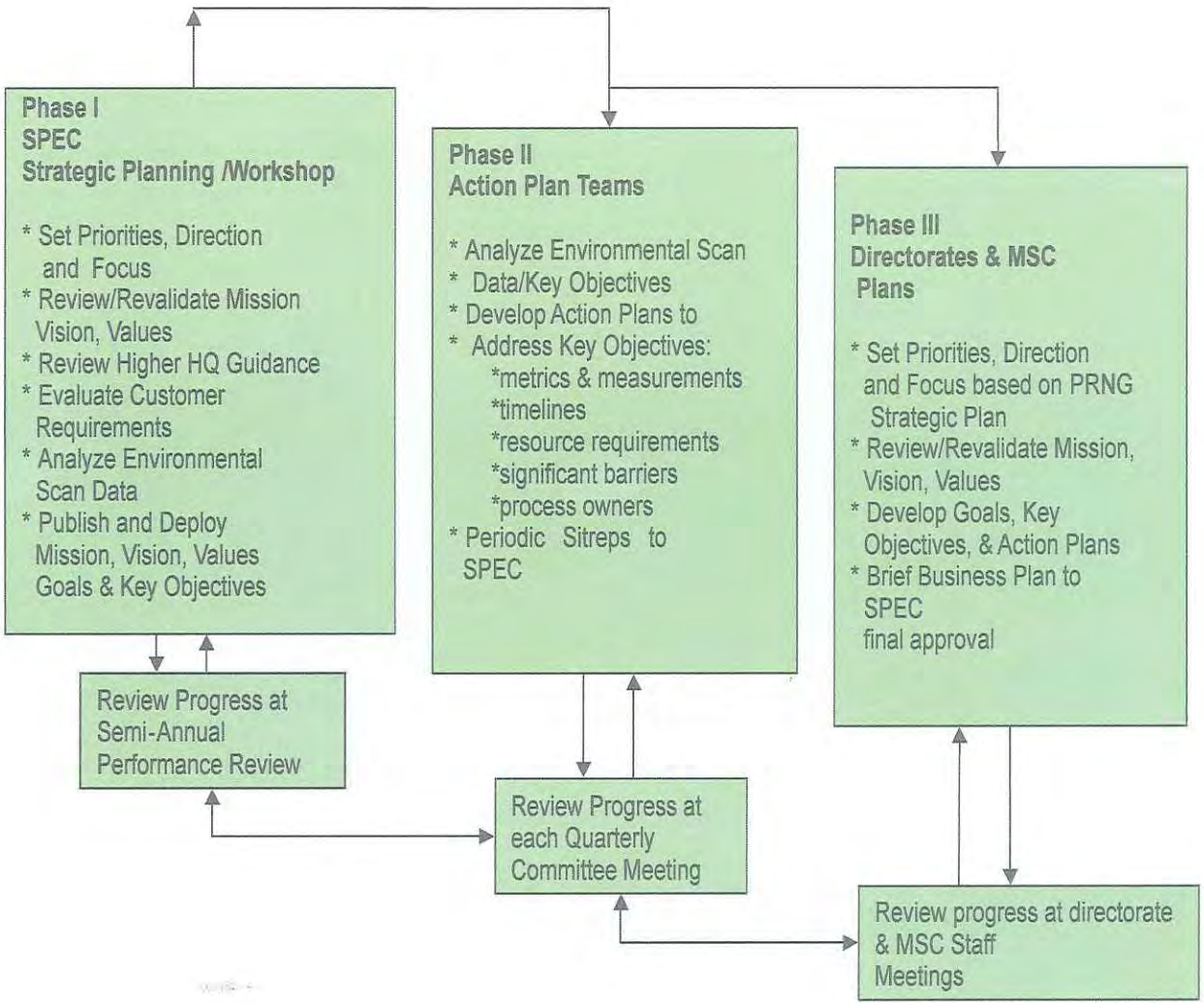
In addition, performance metrics were selected and were linked to our identified critical success factors and encompass the needs of customers and employees. Moreover, the metrics were aligned with current scorecard/dashboard approaches to organizational measurement.

Step #5: Review

During this key step, the SPEC/SPWG assessed the current action plan progress on a scheduled quarterly meeting or on a need-basis throughout the year by conducting in-process reviews (IPR), and reviewing progress briefings, and after action reviews (AAR). This quarterly meeting is the forum for all champions, process owners, teams and individuals to report their current standing with their assigned task, as well as evaluate feedback from all stakeholders and customers. This vital feedback will provide an internal perspective of our operations and processes that will help improve our strategies and allows for the implementation of any changes that need to be made to align current strategies and plans.

Deployment (Delivery)

The Strategic Plan is deployed (distributed) to directorates, units, managers, MSC commanders and newly assigned key personnel. The Mission, Vision and Values are disseminated to every Soldier/Airmen and employees through different means such as smart cards, internal newsletter and PRNG computer network. The deployment process of the Strategic Plan is as follows:

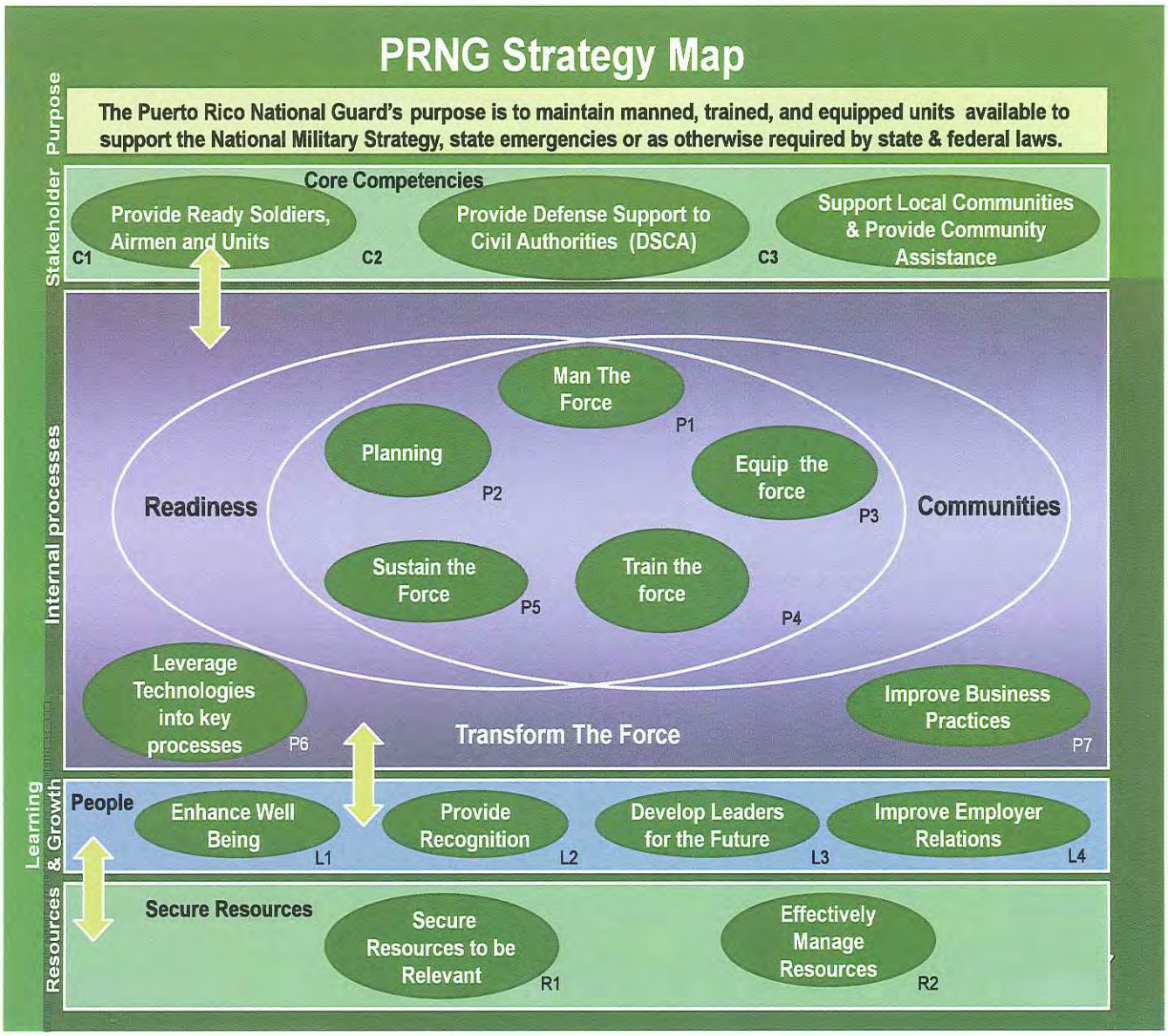


Strategic Planning Deployment

Chapter 4: Strategic Map and Balanced Scorecard

The Strategy Map is a way of providing a macro view of our organization's strategy. It provides a simple language to describe the strategy, prior to constructing the metrics to evaluate performance against the strategic objectives.

The Balanced Scorecard, as a tool, has been evolving from a performance management tool to a comprehensive strategy management tool for the PRNG. The review and update of the balanced scorecard will be done biannually.



Strategy Map

Chapter 5: Action Plans

Action Plan Development and Deployment (Delivery)

Champions are designated to lead the organization-wide deployment of action plans, which come from several sources, such as the senior leaders, directors, managers, personal, joint and special staff. Oversight of the SPP will be done quarterly to ensure that action plans and strategic objectives are achieved and sustained.

Action Plan Challenges

Based on trends found in the areas of operations, resources, facilities, demographics and the political environment, the Senior Leadership identifies the following challenges facing the PRNG.

The key business strategic challenge for the PRNG is maintaining readiness while deploying a greater number of soldiers/airmen and units; and the impact of the Army Force Generation (ARFORGEN) Model or Air Expeditionary Forces (AEF) on readiness and future resources.

The key operational strategic challenges are maintaining facilities and ranges to support training; and implementing organizational transformation. The key human resources strategic challenges are maintaining a qualified force during transition and mobilizations; recognizing post-deployment Soldier needs; and, ensuring a positive command climate.

Key strategic challenges relating to organizational sustainability include envisioning the future of the organization; influencing the centers of power to obtain resources; and, implementing strategies to successfully attain the desired end state.

Action Plan Format/Template

Strategic Objective: Measure: Measurement Intent:	Frequency of Update: Units of Measure:
Measurement Definition/Formula: Notes/Assumptions:	Next Steps:
Measurement Information Is:	Data Elements and Sources:
Source for and Approach to Setting Targets:	

Target Setting Responsibility:	Accountability for Meeting Target:	Tracking / Reporting Responsibility:	Measure Availability: Target:

Target	Past Year Actual	Color Code	Current Year - Proj.	Color Code	Year 2	Year 3
	1Q 2Q 3Q 4Q Full Year	○ ○ ○ ○ ○	1Q 2Q 3Q 4Q Full Year	○ ○ ○ ○		

BLACK- No Action Taken Towards Objective. RED –Some Action Taken Towards Objective.
AMBER- More Action Required to be taken Towards Objective. GREEN- Meeting or Exceeding Objectives

Annexes: Action Plans

The Action Plans are a living documents and are continuously changed, modified or updated. They will be attached as an annex, and are the sole responsibility of each Goal Champion.

"THE BEST WAY TO CONTROL YOUR FUTURE, IS TO PARTICIPATE IN SHAPING YOUR FUTURE"

PRNG J5 Office
787-289-1554/1446/1545