The 2017 to 2020 Kansas Army National Guard Campaign plan has allowed us to focus our attention and unify our efforts to provide a lethal, trained and ready force to meet our State and Nation’s call and truly become the Guardians of the Plains. Looking forward, we will now double down on the success of our operational approach and add new programs and initiatives to build and maintain the force and enhance its ability to meet its state and federal missions.

The threats arrayed against us have never been greater. At the national level, our National Security Strategy recognizes the changes in the world as it moves from monopolar world led by the United States to the return of competition between the United States, a resurgent Russia and a rising China. This struggle for influence and finite resources is further complicated by the rogue nations of Iran and North Korea and non-state terrorist groups. At the State level, the need for a ready National Guard to combat natural disaster and support the needs and lives of Kansans.

As such, we will continue to build and maintain the ready, resilient and trained soldiers necessary to meet these needs and threats and meet all missions assigned.

I continue to be honored to be your commander. Allow me to express this by reiterating the thoughts of Gen. James C. McConville, the 40th Army Chief of Staff:

“It is an incredible privilege to lead the world’s premier fighting force, made up of the greatest men and women. Our Army – Regular, National Guard and Reserve – is the best-trained, best-equipped, and best-led land force ever to take the field. We stand shoulder-to-shoulder with the Joint Force, Allies, and Partners to protect our interests and uphold our shared values. It is our duty to provide the Nation a professional, lethal and decisive force that will win against any of our adversaries. Thank you and your families for your service and sacrifice. I am proud to serve alongside this Nation’s best.”

“Kansas Proud!”

Sincerely

BG Anthony V. Mohatt
Senior Leaders’ Perspectives

Build an Effective Team

To go from good to great requires not only self-assessment, as mentioned by the commander, but you must make your team effective. To make your team effective you should:

Build trust and respect. Nurture a team-oriented environment based on trust and respect. Without this, there will only be limited success. Uncertainty can be balanced by trust, which gives the team the ability to work together no matter what reality brings.

Be true to your word. If you promise to do something, be sure you fulfill it. When Soldiers see that you are a reliable person, they will emulate your behavior.

Encourage trust and cooperation within your team. The relationships Soldiers establish among themselves are every bit as important as those you establish with them. Pay close attention to the ways in which Soldiers work together and take steps to improve communication, cooperation, trust, and respect.

Facilitate communication. Communication is the single most important factor in successful teamwork. Set an example by remaining open to suggestions and concerns, by asking questions and offering help, and by doing everything you can to avoid confusion in your own communication.

Chief Warrant Officer 5
Michael Smith
Command Chief Warrant Officer

Citizen-Soldier is more than a slogan. The last 20 years have transformed us from the legacy Strategic Reserve to a lethal operational reserve. We became combat lethal, skilled in insurgency operations, homeland defense and emergency operations. But these skills are perishable and today the majority of our enlisted Soldiers are now noncombat veterans, have few mobilizations on near-peer missions of deterrence or, worst case, war.

Bottom line up front: It’s time again to improve and change our fighting force. We must and have moved beyond just the counterinsurgency fight and are becoming ready for Great Power Conflict.

To support our commander’s intent for increased lethality, I, as the Kansas Army National Guard command sergeant major, have focused my efforts on a three-year campaign called “Citizen-Soldier 2023.” The vision of this NCO driven campaign is for all enlisted leaders to use our four lines of effort to transform KSARNG Soldiers into a more lethal force through improved comprehensive Fitness, realistic Fieldcraft and keeping and building the bonds of Fellowship through esprit de corps and servant leadership.

We must continue our efforts to refocus our first line leaders on engaged leadership and not wait for step-by-step instructions. We commonly call this NCO Business. NCO Business is more than just taskings; it is how we conduct ourselves on a daily basis. NCOs should ensure all their efforts at the end of the day have supported our two key missions to train, fight and win our nation’s wars and train to mobilize within 48 hours or less to serve the citizens of Kansas and our nation in time of homeland emergency.

It’s that simple: Fitness. Fieldcraft. Fellowship. Let’s get busy, take care of our Soldiers and lead the change.

Command Sgt. Maj.
Steve Harmon
Land Component
Command Sergeant Major

“The greatest leader is not necessarily the one who does the greatest things. They are the ones that get people to do the greatest things.” President Ronald Reagan

2020-2023 Campaign Plan
Guardians of the Plains, Kansas Proud
Commander’s Intent

**Purpose**

*Readiness is the KSARG’s #1 Goal.*

Commanders are expected to command and to build sustained readiness in their units. To make units ready, commanders must first grow their overall unit end-strength. This makes people our priority.

Growing Strength in the Kansas Army National Guard through community support is the leading factor that enables our units to maintain top-tier national readiness status. Commanders must become a partner to the local communities and establish viable and rewarding relationships with these critical supporters.

Three decades in service has taught me that units build readiness and grow end-strength by training in the field and not at their home station armory on a drill weekend. This monthly training can and should include local training areas, state and active facilities such as Salina or Fort Riley, and annual training rotations at the Army’s Combat Training Centers every few years. The inclusion of virtual training and simulation is also an efficient, cost-effective way to challenge and train our soldiers.

Units can execute Mission Essential Task List training and administrative tasks in the field through well-considered and planned training strategies, allowing commanders to develop competent and ethical professionals at all levels.

The Army has moved to the Sustained Readiness Model and away from the legacy Adapted Force Generation process. This change empowers a contingency force that can meet global and regional needs.

Thus, commanders must continually build and sustain readiness. The need for every unit to maintain some level of mission capability is the cornerstone for meeting our state missions.

With the drive for sustained readiness, we cannot look for others to prepare us prior to a mobilization. We must train ourselves. Kansas units will support Kansas units and develop partnerships that offer our Soldiers the best training and leader development opportunities possible.

**Focus Areas:**

1) **Readiness starts with accessions and retention** while executing tough, realistic training focused on Warrior Tasks and Battle Drills as a key building component to prepare for high-intensity conflict.

2) Modernization: Employ Multi-Domain Operational concept in concert with new capabilities to ensure overmatch against our adversaries.

3) Strengthen Alliances and Partnerships: Create training opportunities with State, National, and International organizations that builds interoperability in preparation for our domestic and warfighting missions.

4) Leadership: KSARG Career Management Program creates educated, innovative, and committed leaders of character that can operate from the tactical to the strategic levels of leadership.
Vision
The Kansas Army National Guard is a ready, operational reserve that is state responsive, regionally supportive and globally engaged. The KSARNG is a professional and ethically led force that is an indispensable partner in today’s volatile and uncertain environment and prepared to respond to the needs of our communities, state and nation.

Mission
The KSARNG provides professionally led, fully-manned, ready and learning units in defense of our nation to protect and support Kansas citizens and communities.

References
The following contains more detailed information related to implementation strategies associated with this campaign plan:

• KSARNG SOP 350-1, Training Management and Leader Development, 14 Aug. 2019
• KSARNG SOP 350-2, TY-17/18 Requirements, 28 June. 2018
• KSARNG Memo Subject: Fiscal Year 2020 (FY20) Kansas Army National Guard Personnel Readiness Guidance, 1 Oct. 2019
• KSARNG SOP 600-100-1, Appendix B, Leader Development Assignment Panel procedures, 8 Feb. 2019
Joint Forces Headquarters Kansas

Topeka

Joint Forces Headquarters Kansas - Land Component

HBN, JFHQ - Land Component
JFHQ, JFHQ
Recruiting and Retention
Co A, Res and Ret
K5 ARNG FMS
Combined Support Maintenance Shop

Norton

Det 1, 137th Trans Co (FLS)

35th Military Police Co

Smith Center

995th Maint Co (-)

Colby

Det 1, 997th BSB

Dodge

Norton

Phillips

Jewett

Micans

Hays

997th BSB - FMS #1

Great Bend

731st Trans Co (-) (Light Truck)

Garden City

Task Force Broncbuster

Det 1, Btry A, 161st FA

Dodge City

Btry A, 1-161st FA

FMS #13

Pratt

Det 1, 1161st FSC

Legend

ATEAM = Advanced Turbine Engine Army Maint
Arm = Battalion
Bde = Brigade
Bn = Battalion
BSB = Brigade Support Battalion
Brty = Battery
CAB = Combined Arms Battalion
Cmd = Command
Co = Company
CSBB = Combat Support Sustainment Battalion
Det = Detachment
Div = Division
Eng = Engineer

FA = Field Artillery
FMS = Field Maintenance Shop
FSC = Forward Support Company
HNARMS = High Mobility Artillery Rocket System
HQ = HQ and HQ Bty
HQD = HQ and HQ Company
HQD Det = HQ Detachment
HHC = Headquarters
HHC Det = Headquarters Support Company
Inf = Infantry
ISR = Intelligence, Surveillance and Reconnaissance
Lg = Logistics
MAG = Mobile Augmentation Company

MATES = Maneuver and Training Equipment Site
Med = Medical
MP = Military Police
MPAD = Mobile Public Affairs Detachment
OCS = Officer Candidate School
Rgt = Regiment
Rec and Ret = Recruiting and Retention
RSMS = Readiness Sustainment Maint Site
Trp = Troop
UTES = Unit Training Equipment Site
WMD = Weapons of Mass Destruction

GUARDIANS OF THE PLAINS, KANSAS PROUD

2020-2023 CAMPAIGN PLAN

Kansas
The 4S Model

Grow readiness that allows each unit to rank in the top quartile of like-type units in the Army National Guard and successfully execute any assigned mission.

Strength Management; Fairness; Long term Commanders Command; Leader Development; Ethical, accountable professionals; Transparency; Predictability; Safety is paramount; Kansas units will support Kansas units

Law

Army Values

Kansas Army National Guard

8 GUARDIANS OF THE PLAINS, KANSAS PROUD 2020-2023 CAMPAIGN PLAN
Sustained Readiness

The key to building and maintaining readiness is people. **We will echo the CSA’s priority of people as the Kansas Army National Guard’s number one priority.** Having qualified, trained soldiers on hand is the key to Sustained Readiness. As the primary trainer for their units, commanders must place an emphasis on collective training and generating ready forces to support the mastery of skills that support combined arms maneuver and wide area security. To do this, our units must reinvigorate the basic fundamentals of warfighting, focusing on decisive action, basic Soldier field craft and continuous assessment of unit training plans that enable unit collective training readiness.

1. Operationally Available DMOSQ Percent
2. Operationally Available (OA) Percent Fill
3. Reduced Attrition Loss Rate
4. Meets Military Education Requirement Percentage
5. Primary Slot Holder (PSH) OA Percent Fill
6. Senior Grade Operationally Available Percent Fill
7. Negative End Strength Percentage
8. USR Rating

Soldier Care

We must keep our Soldiers, civilians, employers and their families foremost in our minds every day. We must treat others better than we want to be treated. Our strength depends on commanders developing themselves and other professional ethical leaders in their units through challenging training and leadership opportunities and exercises, allowing for the growth of unit readiness and unit end-strength.

1. Annual Evaluations (Technician Appraisals, Officer Evaluation Reports, Noncommissioned Officer Evaluation Reports and Career/Performance Counseling)
2. Recognition (awards, press releases, promotions, notes, letters to family and employer)
3. Predictability (training schedules, pay, battle rhythm, alert calls during the month)
4. Benefits (PHAs and follow-up, insurance(s), education)
5. Chaplain visits
6. Employer Support (contacts, recognition)
7. Family Readiness (events, number of members, size of gathering)
8. Timely Promotions (WO1, LTs, and E1-E4)

Shared Understanding Through Communication

Leaders inform and influence audiences, inside and outside the KSARNG. Shared understanding allows for mission command and for unity/synchronization of efforts towards the end state. I will drive this through the KSARNG battle rhythm, battle field circulation, key leader engagements, and town hall meetings, demanding that subordinate commanders do the same.

Strengthening Partnerships

Develop teams within the U.S. Armed Forces and in the communities we support. Commanders at all levels must develop their team within their unit, the larger total force, and the community they serve and live in. The days of leaders having only an inward or “unit-based” focus have passed. As part of developing a professional officer and NCO Corps, we will entrust leaders at the lowest level to work and develop partnerships throughout their sphere of influence.
# Operational Approach

**ATAG’s Lines of Effort**

## Sustained Readiness

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>DMOSQ</td>
<td>Duty Military Occupational Skill Qualification</td>
</tr>
<tr>
<td>OA % Fill</td>
<td>Operational Available %</td>
</tr>
<tr>
<td>Reduced Attrition Loss Rate</td>
<td></td>
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<tr>
<td>Military Education %</td>
<td></td>
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<tr>
<td>PSH OA % Fill</td>
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<tr>
<td>Senior Grade OA % Fill</td>
<td></td>
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<tr>
<td>Negative End strength %</td>
<td></td>
</tr>
<tr>
<td>USR Rating</td>
<td></td>
</tr>
</tbody>
</table>

## Soldier Care

- Annual Leave & Career Counseling
- Recognition
- Predictability
- Benefits
- Chaplain Visits
- Employer Support
- Family Readiness
- Timely Promotions

## Shared Understanding through Communication

- Inform
- Influence
- Internal Audience
- External Audience
- KSARNG Battle Rhythm
- Battle Field Circulation
- Key Leader Engagements
- Town Hall Meetings

## Strengthening Partnerships

- Communities
- Industry
- Schools
- Community Leaders
- Decision Makers / Influencers
- Unified Land Partners
- Joint Partners

## CSM’s Support Initiatives

### Sustained Readiness
- Implementation of the Army Combat Fitness Test (ACFT) 2020-2021
- Implementation of the Small Arms Instructor and Qualification Program 2020-2021
- Implementation of Expert Soldier Badge 2022-2023
- Implementation of KS Warrior Training Program at KSTC NLT 2023

### Soldier Care
- Train and implement ITIPS model for all NCO’s in 2020-2023
- Expand accessible NCO/Soldier Resource Center 2020
- Develop KSARNG Standards Manual and Leaders “Green Book” 2021

### Shared Understanding
- Develop and implement KSARNG Leader Counseling Guide, Training and Inspection Program: 2020
- Counseling Resource Center embedded in NCO/Soldier Resource Online Center 2020

### External Partnerships
- Develop local based marketing at city/town level using local Soldiers 2022
- Develop and implement Employer Appreciation Presentation & Speaking tour 2020-2023 for key leaders
- Support assigned efforts to expand and coordinate marketing & public relations for the KSARNG 2021

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**ENDSTATE**

- **Increased Lethality for all Soldiers**
- **Empowered First Line Leaders and NCOs**
- **Counseling Improvement Program**

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**Guardians of the Plains, Kansas Proud**

**2020-2023 Campaign Plan**
End State

Friendly: In three years, the KSARNG has grown readiness, allowing each unit to rank in the top quartile of like-type units in the Army National Guard through historic end strength growth (110% of force structure allowance for MTOE units in O1-O2s, W1-W4s, and E1-E4s) allowing for force structure growth and leadership development in the KSARNG.

Enemy: In three years, the KSARNG has grown units and professional and ethical leaders that can adapt to a volatile and uncertain world with smaller budgets and changing demographics.

Terrain: Leaders dominate and strengthen partnerships with industry, schools (universities, colleges, junior colleges, high schools, etc.), community leaders, decisions makers/influencers and unified land and joint partners in their sphere of influence.

Civil: KSARNG units have immediately adapted their recruiting and retention efforts to adjust to the changing demographics in the State of Kansas and the new generation of available applicants in Kansas’ rural, metropolitan, and military communities allowing them to surpass their yearly strength management goals.