



DEPARTMENTS OF THE ARMY AND THE AIR FORCE
JOINT FORCES HEADQUARTERS – ALASKA
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NGAK-TAG

19 August 2016

Message to the Force #7

SUBJECT: Department of Military and Veterans Affairs (DMVA) Strategy

1. In Letter to the Force #4, I referenced the publication of the DMVA Integrated Strategy. Today, I am happy to announce that through our collective effort, the department has published its first overarching strategy. Though previously published documents may have contained the word "strategy" or "strategic plan," these documents were not a true expression of strategic direction. Instead, they captured our numerous accomplishments or were too vague to provide guidance. Dr. Everett Dolman of the School of Advanced Air and Space Studies teaches that a strategy unifies an organization in the continuation of its vision, not its culmination; and that a strategy allows the organization to follow the azimuth that will continuously steer us toward our vision. I believe our effort has produced a policy document that does just that.

2. This document serves as the umbrella policy under which all our endeavors will occur. I say repeatedly that all of our oars should be in the water, rowing in the same direction. This strategy provides more specificity on that direction. However, it will not tell you, your section, or your division "how" to accomplish the objectives outlined. This is on purpose. I know there is tremendous capability in the department and I empower all of you to determine the best way to find continually those positions of advantage from which to conduct our operations. This document provides you an objective and purpose; now it is up to us to determine how best to proceed. We have made great strides in the last 18 months and this strategy will help us to be even better in the future. Our department's ability to work together and mutually support each other has allowed us to be more than the sum of our parts.

3. I am proud to be your Commissioner and Adjutant General. I know that our best days are ahead of us. Thank you for all of your hard work so far.

Sincerely,

A handwritten signature in blue ink that reads "Laurel J. Hummel".

LAUREL J. HUMMEL
Brigadier General, AKNG
The Adjutant General