

Publication Series – THE ADJUTANT GENERAL POLICY

Massachusetts National Guard Innovation Team (MANGIT) Charter

APPLICABILITY. This policy is applicable to the Massachusetts National Guard Innovation Team (MANGIT) and the processes it uses to pursue the Adjutant General's innovation priorities.

PROPONENT AND EXCEPTION AUTHORITY. The proponent of this policy is the Massachusetts National Guard Innovation Team. The Adjutant General (TAG) has the authority to approve exceptions to this policy.

SUPPLEMENTATION. Supplements to this publication are not authorized without express written consent of the proponent.

SUGGESTED IMPROVEMENTS. Users of this publication are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to MANGIT by email at ng.ma.maarng.mbx.mangit@mail.mil.

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	<u>Paragraph</u>	<u>Page</u>
Purpose.....	1	1
Strategic Guidance.....	2	1
Mission.....	3	2
Objectives.....	4	2
Appointing Authority.....	5	2
Funding.....	6	2
Organization.....	7	2
Recognition Program.....	8	4
Appendix A: Innovation Events.....	NA	5
Appendix B: Executive Summary Format.....	NA	6

1. Purpose

This Charter describes and codifies the organization and processes of the Massachusetts National Guard Innovation Team as a council to advise The Adjutant General (TAG) on all matters involving innovation for the Massachusetts National Guard.

2. Strategic Guidance

- a. 2020 CSAF "Accelerate, Change or Lose" Memorandum.
- b. 2017 CNGB Vision for the Future.
- c. 2018 National Defense Strategy (NDS).
- d. 2017-2021 Army Innovation Strategy (AIS).
- e. TAG Memorandum: "Building a Culture of Innovation with the Massachusetts National Guard Innovation Team (MANGIT)."

f. TAG National Guard Priority #4: Encourage Innovation.

3. Mission

The Massachusetts National Guard Innovation Team (MANGIT) leverages government, private, public and academic resources, best practices, partnerships, group collaboration, and research to create innovative solutions for the Massachusetts National Guard to improve and increase efficiency, modernize and increase readiness.

4. MANGIT Objectives

- a. Build processes designed to implement a sustainable culture of innovation at all levels.
- b. Develop a force that thinks critically about everyday processes and uses creativity and takes risks to solve problems.
- c. Provide innovation training to improve awareness, understanding, and implementation of innovation initiatives within the MANG.
- d. Recognize and promote Service Member innovative successes.
- e. Build partnerships with external innovative agencies to expand our knowledge and share best practices.

5. Appointing Authority

The Adjutant General is the appointing authority and will designate the Chairman and Co-Chairman to lead the MANGIT enterprise. The Chairman and Co-Chairmen will lead the Senior Leader Innovation Steering Committee to ensure full integration within the Massachusetts National Guard.

6. Funding

The Army and Air Component Commanders will plan and program to fund the MANG Innovation Officer and annual operating budget for travel and administrative support. Funding for all other MANGIT members will be organic to their SMC/Wing financial process. The Senior Leader Innovation Steering Committee will provide oversight and assist if additional funds are required to support innovation initiatives.

7. Organization

a. Senior Leader Innovation Steering Committee: This will be comprised of the Land Component Commander, The Air Component Commander, and the Assistant Adjutant General for Army, the Assistant Adjutant General for Air, and the Director of the Joint Staff, the Chief of Staff and the Director of Staff and the Massachusetts Innovation Officer. This committee will provide alignment with TAG priorities and ensure innovation is integrated, communicated and supported at all levels of the MANG.

b. MANGIT Membership: The team has a core group of Service Members that assist with the overall management and implementation of innovation activities. All members of the MANG in good standing, are eligible to apply for membership. Membership is based on a combination of civilian, military service, and educational experience. The group will consist of a mix of ranks, branches, age groups, full time and part time personnel. All MANG members who wish to be considered for the team will submit an email with requested information to the Innovation Officer. Members will be appointed and expected to assist team leaders on an annual basis with a reasonable rotation schedule to ensure fresh ideas and new experience. Members who are not actively participating, cannot meet the time requirements of the

team, or do not display the values of the team can resign from the position or will be asked to leave the team.

c Key Core Group Positions: The core group of MANGIT will comprise, in part, the key positions described below.

(1) Chairperson/Co-Chairperson. This position is appointed by TAG with the following responsibilities:

- (a) Provides vision and direction to the team.
- (b) Communicates with State Leaders for challenges.
- (c) Responsible for reviewing and disseminating executive summaries to customers.
- (d) Leads the Senior Leader Innovation Steering Committee.
- (e) Coordinate for expertise and guidance as necessary from Judge Advocate General, Public Affairs, Medical Command, Recruiting and Retention, etc.

(2) Innovation Officer. This position is appointed by the Senior Leader Steering Committee for a two (2) year tour with provisions made for a rotation between Air and Army personnel. The Innovation Officer has the following responsibilities:

- (a) Key contact for Chair/Co-Chair, Team leaders and external contacts.
- (b) Maintain a list of all projects, challenges and tasks currently assigned to MANGIT, their current status, and provides monthly updates to the Chairperson and team.
- (c) Manage the innovation email account.
- (d) Track coverage of UIAs across units and recommends unit outreach/engagement to Chair for additional/new UIAs as necessary.
- (e) Assign projects and tasks to line of effort (LOE) leads.
- (f) Assign SMEs to LOE leads based on workload.
- (g) Serve as the main POC for MANGIT.
- (h) Manage MS Teams channel and MANGIT knowledge management
- (i) Sends weekly email updates, schedules monthly teleconferences, and coordinates bi-annual and annual activities.
- (j) Facilitates annual processes.
- (k) Provides updates to Communication Team leader/PAO for dissemination.
- (l) Coordinate for expertise and guidance as necessary from Judge Advocate General, Public Affairs, Medical Command, Recruiting and Retention, etc.

(3) SMC/Wing Innovation Advisors (UIA): These Unit Innovation Advisors (UIAs) are appointed by SMC/Wing commanders or another officer to whom the authority has been delegated. They perform the following functions:

- (a) Receives/helps develop proposals from SM and measures them against

- (b) Provides initial feedback to every proposal submitted.
- (c) Submits proposals to Innovation Officer for review.
- (d) Liaisons to Innovation Officer for assistance/support.

d. MANGIT & Innovation Officer Administrative Schedule: IOT facilitate efficient operations, MANGIT will maintain a regular schedule of required activities including (also see Appendix A):

- (1) Weekly update email every Wednesday.
- (2) Monthly teleconference on the first Wednesday of every month at 1200 hours.
- (3) Quarterly Updates to Senior Leader Innovation Steering Committee.
- (4) Annual Activities including:
 - (a) Membership review – replace departing personnel with new members.
 - (b) Changes to the team organization reviewed (portfolio focus, team makeup).
 - (c) Charter review/update.
 - (d) Consolidation of successes and failures.
 - (e) Internal AAR.

8. Recognition Program.

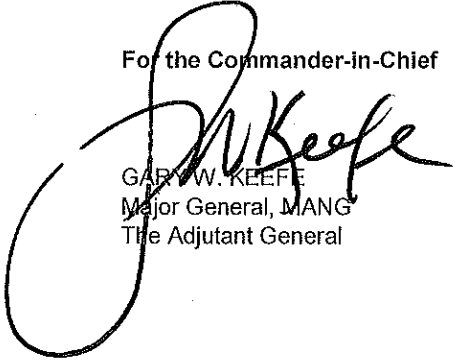
In order to ensure that the contributions of team members and other innovators are adequately recognized, MANG will establish a program which will include the following incentives:

- a. Presentation of SM Innovation successes at OPD/NGAMA.
- b. Annual 'Innovator of the Year' Award presented by TAG.
- c. State/Federal Achievement/Commendation medals.
- d. Priority for advanced Innovation training/conferences.
- e. MANGIT Membership awards/recognitions.
- f. State and Federal award recognition for active service.
- g. Academic and other educational development opportunities.

9. Point of Contact.

The point of contact for this policy is the Massachusetts Innovation Officer, MAJ John Macuga available by email at john.m.macuga.mil@mail.mil.

For the Commander-in-Chief

A large, stylized handwritten signature in black ink, appearing to read 'G. Keefe'. The signature is written over the typed name and title.

GARY W. KEEFE
Major General, MANG
The Adjutant General

APPENDIX A

Innovation Annual Calendar of Events

- Adjutant General MANGIT Update meeting (Bi-Annually or as requested)
- Senior Leader Innovation Steering Committee meetings (Quarterly)
 - o The chairperson, innovation officer, and available members will update senior commanders on the current status of the team including membership, current projects, current partnerships, successes and failures, and requests for support. This will typically be done after UIA training and Patriot Pitch events
- February: Train Unit Innovation Advisors (UIAs) so they can facilitate innovation in their units, acquire innovative ideas from Soldiers/Civilians, and develop the ideas for the Hackathon or related competitions
 - o UIAs will receive training in the design thinking methodology and case studies of innovation being applied in the private sector
 - o A list of resources, blogs, and references will be provided to each UIA to encourage their understanding and application of innovation
- Winter/Spring: Facilitate participation in and state-level nomination selection for the Chief of the National Guard Bureau's annual innovation competition.
- November: Annual Patriot Pitch where innovative ideas which have been evaluated against published criteria are presented to the "shark" panel. The "sharks" can decide either to (A) implement no-cost/very low-cost ideas, (B) hand off the idea to JFHQ staff for further investigation and decision-making, or (C) direct MANGIT to work with the submitter to further develop the idea for submission to the annual CNGB competition.

APPENDIX B

Executive Summary Format

A concise (2-3 pages) executive summary appropriate for an executive audience is the primary method of summarizing MANGIT solutions and recommendations. This summary must address the following:

- Description of the issue (empathize with the customer).
- Background (Define the problem).
- Problem Statement.
- Solutions (prototypes based on ideations): Steps required to implement the solution(s).
- How does this solution improve the organization?
- What is the cost (financial, personnel hours, resources and risk).
- What is the return on investment?
- Coordination executed (list out specific customer(s) and staff involved and whose feedback was incorporated).

Note: *As appropriate, based on the magnitude and complexity of the problem being addressed, more structured and detailed summaries may be requested by MANGIT or MANG leadership. These may include formal staff studies or decision papers, or decision briefings and will, where appropriate, use official formats found in FM 6-0.*