



# NATIONAL GUARD DIVERSITY AND INCLUSION STRATEGIC PLAN

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## CONTENTS

Message from the Chief, National Guard Bureau	1
Overview	3
Mission, Vision and Core Values	5
Strategic Imperative	6
Defining Diversity and Inclusion	7
Diversity and Inclusion Goals and Supporting Objectives	9
Strategies for Implementation	11
Measures and Metrics	13
Army National Guard Diversity Measures and Indicators (Not Published)	15
Air National Guard Diversity Measures (Not Published)	16
Diversity and Inclusion Checklist	18
Appendix-Resources and Helpful Websites	19



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**MESSAGE FROM THE CHIEF OF THE NATIONAL GUARD BUREAU**


The National Guard plays a central role in the Security of our Nation as our units and service members form the Combat Reserve of the US Army and US Air Force. Our unique history of service to our States, territories, and the District of Columbia during domestic emergencies and to the Nation during times of war is a reflection of our strength as an organization. The National Guard also provides the connective tissue between our Military and almost every community in the United States.

We are citizen-Soldiers and Airmen whose diverse cultures, experiences and skills contribute to make our team successful in every endeavor. Our diversity also highlights that it is never a choice between diversity and high standards; rather, diversity is the tool that helps the National Guard reach and maintain the highest standards. Our inclusive culture provides every member a path toward success and an opportunity to reach their full potential. Diversity and Inclusion are also fundamental to the organizational readiness needs of our States and our country.

Beyond the tangible elements of diversity lie an even richer set of skills and capabilities which is the bedrock of the National Guard. We are a force which exemplifies a unique blend of civilian and military skillsets that enables the National Guard to conduct a wide-range of civil-military missions. Our rich ethnic backgrounds, civilian-acquired and professional skills combined with wide-ranging educational experiences, are just some of the attributes that define us as the men and women of the National Guard.

The ever-expanding military roles in the National Security of this nation, like Cyber, demand skills and attributes beyond those we may typically view as necessary for military service. The complexity of the environments in which we operate require dynamically led Soldiers and Airmen at every level. Leaders and service members must recognize and embrace the value that a diverse set of opinions and thoughts provide and create a climate of inclusiveness for all our members to succeed. The National Guard recognizes and is committed to ensuring diversity and inclusion remain critical components to achieving long term readiness throughout the fifty-four States and Territories.

Since 1636, the National Guard has remained vigilant in the service of this country. When you call on the National Guard, you're calling on America's best. We are an ever present, ready force. We will excel in whatever mission we're called to do because of the diversity of our force and those who lead them. As a full partner in the defense of this nation, we stand – Always Ready, Always There.

  
JOSEPH L. LENGYEL  
General, USAF  
Chief, National Guard Bureau





## OVERVIEW

The National Guard (NG) Diversity and Inclusion Strategic Plan outlines the implementation of the President's Executive Order 13583 on the establishment of a coordinated government-wide initiative to promote diversity and inclusion in the Federal workforce. It incorporates the alignment of the Army and Air National Guard Diversity Strategic Plans in the areas of diversity and inclusion which includes a balanced strategy of our war fighting, homeland defense, and global partnership missions.

In order to enlighten decision makers as to how diversity and inclusion can become an even more vital element in our nation's security, the National Guard (NG) perspective of "operationalizing" diversity institutionalizes the process to attract, recruit, develop, and retain a quality workforce. In addition to the alignment of Executive Order 13583, the strategic plan includes four overarching goals that define an operational path for success:

- Enhance diversity and inclusion in all States, Territories, and the District of Columbia.
- Ensure leaders at all levels champion diversity program priorities and understand specifically what is required to achieve success.
- Develop and increase diversity partnerships, both internal and external to the NG.
- Develop, mentor, and retain top talent reflective of the communities the NG serves.

This plan includes wider Department of Defense (DoD) and the Office of Personnel Management (OPM) diversity and inclusion goals and objectives which integrates diversity into multiple transformational efforts.

This requires an honest assessment of the amount of resources, support, commitment, and competencies senior leaders are willing to invest to provide an optimized workforce who is ready to defend the nation, both now and in the future.

*"We are committed to establishing a respectful environment for all. We must strive for a diverse force, reflective of the communities we serve, where all members have the opportunity to reach their military goals."*

*Gen Lengyel, Chief, NGB  
Vision for the Future, 2017*



The National Guard Diversity and Inclusion Strategic Plan is a roadmap to help leverage diversity to improve mission accomplishment (Figure 1). Equal Opportunity and Equal Employment Opportunity (EO/EEO) policies are the building blocks of a successful diversity program. Therefore, it is critical that all recruitment, hiring, promotion, training, retention, and other personnel actions comply with Federal EO/EEO laws and regulations.



EO/EEO compliance promotes fairness, leads to inclusion, and focuses on demographics. The next building block is diversity management. Effective diversity management is necessary in order to utilize the diverse workforce. Once compliance is combined with proper diversity management, a culture of inclusion is possible. Properly managed diversity in an inclusive environment will act as a combat multiplier.

Leadership involvement is critical at every stage of the diversity effort as none of the building blocks can be achieved unless leaders at all levels commit.

Figure 1: Source DoD Diversity and Inclusion Strategic Plan, 2017



## MISSION, VISION, AND CORE VALUES

**MISSION:** To create and sustain an inclusive organization dedicated to mission effectiveness; valuing diversity to ensure every individual has the opportunity, guidance, and information to reach maximum potential.

**VISION:** To achieve an inclusive organizational culture that values diversity as highly as personnel end strength, readiness, and combat capability.

**CORE VALUES:**

**Army:** Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage

**Air Force:** Integrity, Service Before Self, Excellence in All We Do

**Principles:** The NG

- Must be a diverse team, representative of the nation it serves and defends.
- Needs leaders and a workforce equipped with diverse cultural awareness and competencies to execute the mission globally.
- Dedicates itself to create and sustain a culture that values, measures, and promotes the fairness, dignity, and worth of every member as essential to maintain readiness.
- Requires all Soldiers, Airmen, and civilians to be responsible for applying and adhering to these diversity and inclusion principles and complying with all EO/EEO policies.



## STRATEGIC IMPERATIVE

Diversity is a strategic imperative leveraging the diversity of people, and varying cultures, to enhance operational capability and helps make better decisions based on a broader base of knowledge and experiences – to be more agile, robust, and effective (as highlighted in Figure 2). A mission element, diversity is critical to successfully navigate the human domain. It opens the door to innovative ideas and complex problem-solving and provides a competitive edge to mobilize and deploy quickly. It is the strength of the United States of America and the strength of the NG.

### Diversity Training and Education Areas of Positive Impact

#### CHARACTER – COMPETENCE - COMMITMENT

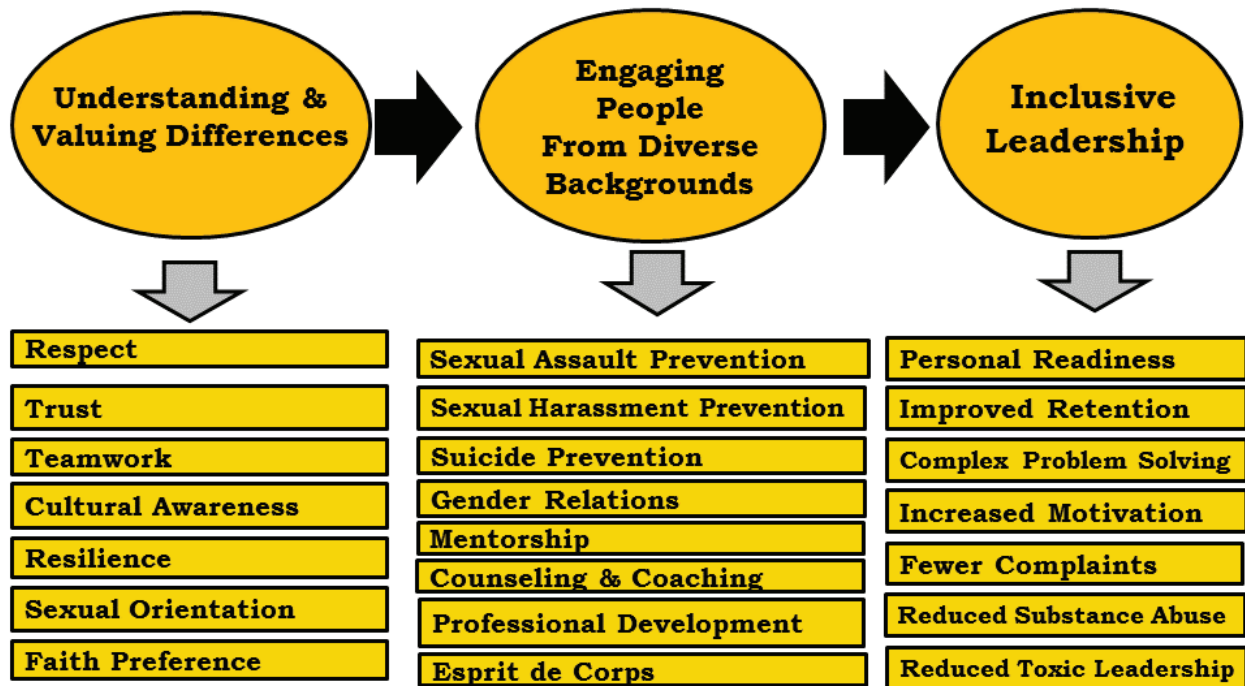


Figure #2: Source from Dr. Andre Sayles, Director, Diversity Strategy & Implementation, ASA (M&RA), SAMR-DL



It is a leadership strategy in the NG to ensure that leaders are developed to effectively manage and lead diverse teams. NG training initiatives are vital to efforts to build an inclusive environment. Managing human capital to increase the probability for different voices to speak and be heard will make our NG proactive, innovative, and prepared. The NG continues to operate in a global and dynamic environment. Continued success in such environments requires leading edge technology, human interaction, agility of thought, and a variety of perspectives and approaches.

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## **DEFINING DIVERSITY AND INCLUSION**

**DIVERSITY:** All the different characteristics and attributes individuals, cultures, and organizations that are aligned with DoD core values, integral to overall readiness and mission accomplishment that are reflective of the Nation we serve.

Diversity is challenging people to maximize their potential by embracing and promoting each other's holistic characteristics. Diversity is a warfighting readiness issue. The NG must attract people from all segments of American society and tap into the limitless talent of the diverse population to reach its fullest potential as America's standing state military.

**INCLUSION:** Valuing and leveraging individual differences for organizational success.

Inclusion is involvement and empowerment, where the inherent worth and dignity of each Guardsman is recognized. An Inclusive NG promotes, fosters, and builds organizational strength through a positive work environment that promotes and respects the differences and similarities – both visible and invisible. This is manifested when a work environment is achieved where all individuals have equal access to opportunities, resources, and information to allow them to fully contribute individual strengths to the collective military might.





Workforce diversity is a collection of individual attributes that helps agencies pursue organizational objectives efficiently and effectively. Figure 3 highlights four major areas of diversity that include demographic, global, cognitive, and structural aspects of an individual. These are not limited to characteristics such as national origin, language, race, color, disability, ethnicity, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.

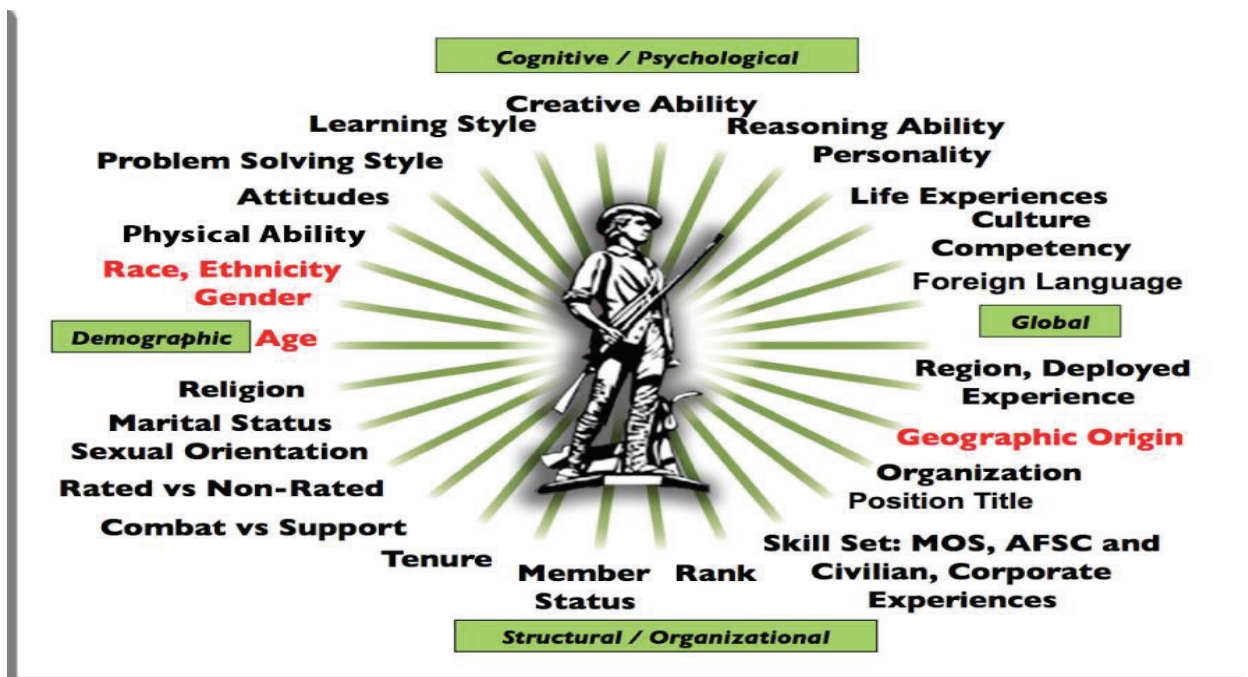


Figure 3: The Four Major Components of Diversity, NGB DI, 2016

#### Diversity Areas:

- Demographic diversity refers to the degree to which a unit is heterogeneous with respect to demographic attributes that generally include characteristics such as age, gender, race and ethnicity.
- Global diversity encompasses differences among people concerning geographic origin, differences of thought, and life experiences.
- Cognitive diversity and inclusion is a culture that leverages flexibility and fairness.
- Structural and organizational diversity connects each individual to the organization and encourages collaboration, so all individuals are able to participate and contribute to their full potential.



## DIVERSITY AND INCLUSION GOALS AND SUPPORTING OBJECTIVES

Goal 1: Enhance diversity and inclusion in all States, Territories, and the District of Columbia.

- Develop a workforce that reflects the communities it serves.
- Create an inclusive environment (e.g. revision uniform policy and enhancing religious accommodation program).
- Assess the effectiveness of current branding and recruitment practices to include all demographics/markets and enhance recruiting efforts.
- Establish quantitative and qualitative baselines to inform analyses of demographic trends across all States, Territories, and the District of Columbia.
- Develop policies and plans to attract and recruit from a broader and more diverse pool of applicants or candidates, measure results, and refine approaches on the basis of data and higher level priorities.
- Utilize findings from climate surveys to get a better sense of attitudes and practices that are detrimental to the progress of enhancing diversity and inclusion.
- Establish a baseline for the purpose of identifying and addressing barriers that prevent diversity in accessions, retention and advancement.

Goal 2: Ensure leaders at all levels champion diversity program priorities and understand what is required to achieve success.

- The Adjutants General (TAG) should communicate the importance of diversity and inclusion as one of their top priorities.
- Participate in the Joint Diversity Executive Council (JDEC).
- Leaders should understand the metrics needed and the results they are expected to achieve.
- Leaders should track their progress toward stated goals.
- Leaders at all levels must emphasize the value of diversity and inclusion.



Goal 3: Develop and increase diversity partnerships, both external and internal to the NG.

- Enhance collaborative efforts to conduct regular State-level meetings and participate in regional JDEC meetings to synchronize efforts to resolve problems.
- Appoint representatives to participate in regional JDEC meetings to share best practices and work with others to tackle regional problems.
- Identify external groups that have a nexus to diversity and inclusion and work to synergize efforts toward progress.
- Increase community outreach efforts (schools, community organizations, etc.) to enhance diversity and inclusion.
- Identify diversity and inclusion concepts and fundamentals and team building training options that can be used at all levels to educate our personnel throughout the year.
- Encourage JDEC teams to sponsor cultural events to showcase the many strengths of their NG.

Goal 4: Develop, mentor, and retain diverse talent reflective of the communities the NG serves.

- Implement and assess policies to support informal and formal mentorship.
- Recognize members with potential to develop and benefit from mentorship.
- Offer mentorship at the State, Regional and National levels.
- Provide information on potential career advancement opportunities for Soldiers, Airmen, and civilians.



## STRATEGIES FOR IMPLEMENTATION

Achieving the goals of the National Guard's Diversity and Inclusion Strategic Plan requires a well coordinated effort from the entire NG. Implementation of this plan will be synchronized with the overall operational readiness of the NG to help meet future challenges. Also, to ensure a balanced workforce reflective of the communities we serve. Strategic engagements and partnerships will also be leveraged in order to maximize the NG's diverse workforce to attract, develop, mentor, and retain top talent.

This plan will advance operational readiness in the NG and create an inclusive environment that values and empowers all:

- Developing new strategies to augment mission capabilities which leverage the diversity within the NG through the examination of policies, processes, and procedures.
- Executing plans to recruit, develop, and retain a diverse and high quality workforce through leadership commitment of State Joint Diversity Councils.
- Fostering innovation and maintain an agile and inclusive workforce, to position the NG to rapidly shift ground and air forces and almost instantly move them anywhere in the world.

The NG commits to be transparent in the manner to balance a diverse workforce to meet future challenges and assist leaders in understanding the metrics and achieving expected results by:

- Providing quarterly updates and annual results on diversity and inclusion accomplishments with emphasis on transparency of policies, practices, processes, and procedures to attract, recruit, develop, and retain a quality workforce though the national level.
- Establishing a robust National Guard Bureau Diversity and Inclusion Best Practices Program to allow for 100% access to participate, submit, retrieve, and share Best Practices throughout the 54 States, Territories, and District of Columbia.





- Leveraging unique backgrounds, experiences, and foreign languages from Soldiers, Airmen, and civilians to identify new capabilities and regularly review workforce demographics and cultural competence.

The NG's strategic engagement in support of diversity and inclusion and building partnerships at home and abroad will be accomplished by the following:

- Engaging leaders to participate in "Telling the National Guard Story" at every level at national, State and/or local events, conferences, and in the communities.
- Building international relations through the State Partnership Programs and strengthen key alliances as part of the effort to achieve global diversity.
- Ensuring all members have access to diversity and inclusion training and education, including the proper implementation of the National Guard Diversity and Inclusion Strategic Plan.

In support of efforts to attract, develop, mentor, and retain top talent reflective of the communities the NG serves, the following steps will be implemented:

- Identify the organization's top talent.
- Include a formal or informal mentoring program within the State.



## MEASURES AND METRICS

Information collected by an organization must be tied to purpose and outcomes. As such, Army National Guard (ARNG) and Air National Guard (ANG) Diversity Chiefs will utilize this data in the annual progress of diversity reports through their respective services. The JDEC will review quarterly goals and measures of ARNG and ANG diversity strategic plans and apply all four of the following types of metrics for effective operational measurements.

- Operational metrics. These address not only what is getting accomplished but how it is getting accomplished. It serves as a report card - no insider analysis, just the numbers. Operational metrics show impact to mission readiness and tell the NG story.
- Comparative metrics. This type of metric compares current numbers to the previous year's numbers. This helps identify best practices and promotes cross-learning.
- Opinion metrics. These are climate surveys that DoD uses, to include exit interviews. This kind of data is important but cannot stand alone because it is not 100% true. The source of information and the type of survey instrument is not all important - the focus is to retrieve the right information for decision makers.
- Predictive metrics. These create a process for evidence-based decision-making and are based on the actual behavior of people. The focus must be on identifying the predictors that will help answer questions. This type of metric will help build a case for a more rigorous foundational change in an organization. Predictive metrics, combined with the other three types of metrics listed above, will promote mission-driven outcomes.

This data will be utilized as part of the requirement to provide an annual report on the progress of diversity in the armed forces. This legislation was established in the National Defense Authorization Act of 2009 which chartered a 31-person Military Leadership Diversity Commission to conduct a comprehensive evaluation and assessment of policies on the advancement of minority members of the armed forces.

The development and implementation of these initiatives, to include the establishment of a uniform definition of diversity and corresponding metrics,

will enable our leaders to build forces reflective of the diverse population the NG serves. The Secretary of Defense and Secretary of Homeland Security meet annually with the Service Secretaries, Joint Chiefs of Staff, Commandant of the Coast Guard, NGB, and Senior Enlisted Members to discuss progress towards achieving the goals.

An annual report will include additional factors for race, ethnicity, and gender in areas such as:

- Number of members of the armed forces including reserve components.
- Promotions.
- Enlistments.
- Available pool of qualified candidates for three and four star Flag Officers or General Officers.

*(Appendix with resource websites and links for further study and referencing is attached at the end of this document)*

In order to achieve a diverse and inclusive NG, a clear set of goals and supporting objectives must be established. These goals include enhancing diversity and inclusion in all States, Territories, and the District of Columbia. Leaders at all levels will champion diversity developing and increasing diversity partnerships, and developing, mentoring, and retaining top talent reflective of the communities the NG serves.



## DIVERSITY AND INCLUSION CHECKLIST

### State Joint Diversity Council (SJDC) Implementation *The Adjutant General (TAG) Checklist*

1. \_\_\_ Does your state have a strategic plan for your diversity initiative(s) that is aligned with the NG Diversity and Inclusion Strategic Plan? (Goals #1, #2)
2. \_\_\_ Does your state have a State Joint Diversity Council (SJDC) and a charter that describes membership? (Goals #2, #3)
3. \_\_\_ Does your state have a career development initiative or mentoring program that is designed to craft tailored individual development plans for your military and civilian employees? (Goals #4)
4. \_\_\_ Does the TAG (or SJDC) website content include the state's current diversity and inclusion strategic plan, the SJDC meeting minutes, the state guard demographics, and the Annual MD-715 report? (Goals #1, #2, #3)
5. \_\_\_ Does your state conduct or participate in annual diversity training or programs (in addition to required EO/EEO/SHARP training)? (Goals #3, #4)
6. \_\_\_ Does your state conduct community outreach that targets under-represented demographic groups? (Goal #3)
7. \_\_\_ Do you as the TAG meet at least bi-annually with your SJDC to review how your state is progressing on its execution of the state diversity and inclusion strategic plan? (Goals #1, #2, #3, #4)
8. \_\_\_ Does your state complete and submit quarterly updates to the Regional Joint Diversity Executive Council (JDEC) and the NGB Office of Equity and Inclusion (NGB-EI) for use during quarterly updates to CNGB? (Goals #1, #2, #3, #4)
9. \_\_\_ Does your state have a GO who is actively serving on the Regional JDEC?

\*NOTE: The term "state" includes Guam, Puerto Rico, the U.S. Virgin Islands, the District of Columbia, and the 50 States.





## APPENDIX – RESOURCES AND HELPFUL WEBSITES

Defense Equal Opportunity Management Institute (DEOMI)

<http://www.deomi.org/>

National Guard Office of Equity and Inclusion Microsite

<http://www.nationalguard.mil/Leadership/Joint-Staff/Special-Staff/Diversity/>

National Guard Equal Opportunity Branch Microsite

<https://gko.portal.ng.mil/Joint/Staff/D09>

National Guard Diversity and Inclusion Branch Microsite

<https://gko.portal.ng.mil/Joint/Staff/D10>

USAF Diversity Website

<http://www.af.mil/Diversity.aspx>

USA Diversity, Equity, and Inclusion Website

<https://www.armydiversity.army.mil/>

USA Army People Strategy

<https://people.army.mil>

National Guard Military One Source

<https://www.militaryonesource.mil/national-guard>

National Guard Youth Challenge

<https://ngchallenge.org>