

West Virginia National Guard

Diversity Plan



Office of Equal Opportunity

West Virginia National Guard

28 October 2014



STATE OF WEST VIRGINIA
OFFICE OF THE ADJUTANT GENERAL
1703 COONSKIN DRIVE
CHARLESTON, WEST VIRGINIA 25311-1085

James A. Hoyer
Major General, WVARNG
The Adjutant General

(304) 561-6317
DSN: 623-6317
FAX (304) 561-6327

MEMORANDUM FOR: NGWV

FROM: NGWV-HRO-EEO

SUBJECT: West Virginia National Guard Diversity Plan

1. The attached plan is the West Virginia National Guard Diversity Plan, dated 1 May 2014 and is in effect for planning and improving diversity awareness for members of the West Virginia National Guard. It supersedes any diversity plan published previously. Commanders at all levels must ensure their units are prepared to execute general understanding IAW this plan.
2. A review of this plan will be conducted annually or as directed by either the Adjutant General of West Virginia or the State Equal Employment Manager. Please provide any comments or requests for revisions to the West Virginia National Guard State Equal Employment Manager (NGWV-HRO-EEO). Changes will be published, as required, after coordination with all affected agencies. See Plan Summary for further information.
3. Questions regarding this plan should be addressed to NGWV-HRO-EEO, at 304-561-6430.

MICHAEL RAMSEY, Capt, WVNG
State Equal Employment Manager

Enclosure

Diversity Plan, West Virginia National Guard

Table of Contents

<u>Description:</u>	<u>Page:</u>
Introduction	4
Diversity: Vision, Purpose, and Goals & Objectives	5
Figure 1.1: EO/EEO and Diversity Relationship	5
Seven Key Strategic Focus Areas	6
Policy Alignment	6
Education and Training	7
Command Emphasis	7
Community	8
Recruiting	9
Retention	10
Career Progression	10
Mentoring	12

1. Introduction

1.1. Diversity: Diversity is a process for sharpening organizational competencies while managing and valuing a diverse workforce. Diversity recognizes and values differences and similarities among people, and how the differences can work to enhance the entire organization as well as improve mission readiness.

1.2. Diversity Management: Guiding principles and strategies shaping West Virginia's organizational culture, which must change due to WV demographic reality, while maintaining and strengthening a fierce commitment to its great traditions and core values – a mission-driven set of strategies create an inclusive Guard team.

1.3. EEO/EO and Diversity Relationship: EEO/EO and Diversity parallel each other; however, there are differences. EEO/EO responds to the challenge of ending discrimination, and is enforced by law. Diversity responds to the challenge of WV demographic changes, and is implemented by policy.

1.4. Diversity Strategic Plan: The West Virginia Diversity Plan (hereinafter referred to as *The Plan*) provides an opportunity to leverage a highly competent workforce with interdisciplinary and cross-cultural perspectives, consistent with the WV National Guard's core values. It is an all-inclusive and consistent attitude and behavior, which fosters dignity and respect for each person, and enhances organizational culture and mission readiness. The West Virginia National Guard strives to create a culture promoting respect, trust, opportunity, fairness and open communication among all members of our West Virginia Guard family. The Plan comprises Vision, Purpose, Goals and Objectives, and includes West Virginia's seven essential goal components supplemented by related objectives for each component: Policy Alignment; Education and Training; Community; Recruitment; Retention; Career Progression; and Mentoring. The Plan also establishes time frames for goal attainment; and as they are accomplished, the Plan is adapted to respond to emerging or future needs.

1.5. Theme: The Plan is strengthened by the enduring theme; "Diversity – Building a Legacy through Readiness"

2. Diversity: Vision, Purpose, and Goals & Objectives

2.1. Vision: To achieve an organizational culture committed to high standards of professional behavior, which values individual differences and similarities, and understands positive human relations have a positive impact on ensuring optimum mission readiness.

2.2. Purpose: To anticipate and leverage demographic shifts to capitalize on the diverse talents of the people of West Virginia as a force multiplier. The West Virginia National Guard will recruit, train, qualify and advance a force which reflects the demographics of our state, while acknowledging the contributions of every member's ability to enhance our service to community, state, and nation.

2.3. Goals and Objectives: There are three goals for the West Virginia National Guard Equal Employment Opportunity (EEO) office.

2.3.1. The first goal of the EEO office is to serve the members of the West Virginia National Guard and its civilian employees regarding Equal Opportunity through various forms of education, training, and member involvement through our Special Emphasis Programs. In doing so, we promote and ensure compliance with all aspects of federal and state laws, as well as the National Guard’s policies and regulations.

2.3.2. Secondly, the EEO office is responsible for EEO/EO complaint management for the West Virginia National Guard dealing with discrimination and Sexual Harassment. Our view is to promptly and effectively address any and all issues at the lowest level to make certain resolution is reached.

2.3.3. The Third and final goal is to ensure the progression of Diversity and Inclusion in that it occurs and progresses throughout the West Virginia National Guard. The West Virginia National Guard believes by valuing Diversity, we will maximize the positive impacts our members make not only in the West Virginia National Guard but the community as well.

3. EO/EEO Diversity

Figure 3.1

<i>EO / EEO Compliance</i>	<i>Diversity Initiative</i>
<i>Enforced by laws</i>	<i>Implemented by policy</i>
<i>Respond to behaviors to eliminate discrimination</i>	<i>Responds to challenge of demographic realities</i>
<i>Seeks individual conformity</i>	<i>Seeks team building</i>
<i>Function of leadership with support and accountability from management - belongs in the leadership chain</i>	<i>Function of leadership with accountability from management - belongs everywhere in the leadership chain</i>
<i>Measured through statistical methods indicating the status of protected classes</i>	<i>Measured through metrics and structural reforms to enhance readiness</i>
<i>Is the RIGHT thing to do....</i>	<i>Is the SMART thing to do....</i>

4. Seven Key Strategic Focus Areas

4.1. The West Virginia National Guard will strive to maintain Diversity Awareness through the development of seven key areas. The below are those seven areas and will be explained in detail in the proceeding text.

- 4.1.1.** Policy Alignment
- 4.1.2.** Education and Training
- 4.1.3.** Community
- 4.1.4.** Recruitment
- 4.1.5.** Retention
- 4.1.6.** Career Progression
- 4.1.7.** Mentoring

5. Policy Alignment

5.1. The West Virginia National Guard will continually review and implement Policy statements that are and will continue to be aligned to support Diversity principles.

5.1.1. Objectives:

5.1.1.1. Develop a comprehensive approach to ensure all policies in the organization are aligned with personnel readiness, and tied to incorporating and supporting Diversity.

5.1.1.2. Review existing policies and align with Army National Guard (ARNG)/Air National Guard (ANG) Diversity goals.

5.2. The West Virginia National Guard will ensure that all policy-makers are trained in Diversity and are committed to leading and supporting the organizations' Diversity goals.

5.2.1. Objectives:

5.2.1.1. Create a Diversity Leadership Team in the West Virginia National Guard to guide the implementation of West Virginia Diversity Initiatives. The State Diversity Initiative Coordinator (SDIC), who is the State Equal Employment Manager, will recommend the list of approved members. These members will be placed on a "working-group" committee.

5.2.1.2. Leadership will be responsible for executing Diversity policy alignment by ensuring all policies reflect the Vision and Purpose of the plan.

5.2.1.3. Develop and execute a Diversity Charter Provisions Senior Leader Memorandum of Understanding for all West Virginia senior leaders; thus, demonstrating their commitment to Diversity initiatives.

6. Education and Training

6.1. The goal of the West Virginia National Guard is to provide Diversity Awareness Training to the West Virginia force, especially with respect to demographic realities impacting successful mission accomplishment.

6.1.1. Objectives:

6.1.1.2. Identify and appoint the State Diversity Initiative Coordinator (SDIC).

6.1.1.3. Identify, train and monitor Diversity awareness trainers.

6.1.1.4. Coordinate training services.

6.1.1.5. Train Senior Leaders within the first year

6.1.1.6. Train all members in the West Virginia National Guard within two (2) years.

6.1.1.7. Ensure Diversity Awareness Training is an element of all orientation programs.

6.1.1.8. Establish priorities in implementing Diversity Awareness Training in Annual Training Programs.

6.1.1.9. Develop and offer diverse methods of training and ensure it is available throughout the state, more frequently than UTA, by using mobile training teams.

6.1.1.10. Utilize guest speakers, SMEs, and leaders from local communities, to include both military and civilian to discuss diversity initiatives and methodology.

6.1.1.11. Publish success stories in West Virginia correspondence and publications as well as in local, state and national publications.

7. Command Emphasis

7.1. The West Virginia National Guard will ensure that its members understand that the West Virginia National Guard Command structure fully supports and understands the benefits of a more inclusive and diverse force.

7.1.1. Objectives:

7.1.1.1. TAG and Senior Leadership reinforce the commitment to Diversity through policy letters, as well as speaking engagements at meetings, conferences and other appropriate gatherings.

7.1.1.2. Directorates and staff at all major and sub-major commands support the Diversity Initiative with resources and action plans.

7.1.1.3. Provide opportunities and activities where Diversity Initiative statements can become included in all Army National Guard Officer Evaluation Reports (OER), Non-Commissioned Officer Evaluation Reports (NCOER), as well as Air National Guard Officer Performance Reports (OPR), Enlisted Performance Reports (EPR), and Technician Appraisals.

8. Resource Allocation

8.1. The West Virginia National Guard will continually improve fund allocation to better enhance and improve diversity awareness for our members.

8.1.1. Objectives:

8.1.1.1 Develop and increase a budget to obtain funding for all personnel in regards to Diversity training and products – full-time, M-day, facilitators, etc.

9. Community

9.1. The West Virginia National Guard will enhance outreach and recruiting exposure in minority communities and the communities that surround our installations.

9.1.1. Objectives:

9.1.1.1. Seek opportunities to conduct education and informational presentations to civic groups and organizations within our communities, with both internal and external stakeholders.

9.1.1.2. Conduct networking with all minority groups, both within and outside the West Virginia National Guard.

9.1.1.3. Expand job opportunities for minorities within the organization, and support missions for external job opportunities within communities throughout the State of WV.

9.1.1.4. Focus West Virginia National Guard public message, in other words “tell our story”, toward under-represented communities.

9.2. The West Virginia National guard will increase partnership with youth-focused organizations representing minority-groups

9.2.1. Establish working relationships with National Guard Family Youth Programs.

9.2.2. Establish working relationships with Family Readiness Programs.

9.2.3. Further market Mountaineer Challenge Academy and its mission by establishing active involvement with community youth organizations. Create West Virginia team sponsorships; establish youth mentorship programs and proactive approach in AASVAB and GED programs in minority communities; and actively sponsor Armory “Open House” in concert with community activities.

9.3 The West Virginia National guard will increase partnership with local corporations to network Diversity Initiatives.

9.3.1. Objectives:

9.3.1.1 Regularly meet with corporate Diversity coordinators and/or human resource managers.

9.3.1.2. Invite outside participation from local business leaders and non-profit organizations to participate on our council to provide an outside corporate perspective.

9.3.1.3. Attend community events hosted by external stakeholders and foster corporate and non-profit relationships for the West Virginia National Guard and its surrounding communities.

9.3.1.4. Educate employers on the advantage of hiring West Virginia National Guard members.

9.3.1.5. Utilize ESGR to access corporate employers.

10. Recruiting

10.1. The West Virginia National guard will increase recruiting opportunities within emerging demographic communities to meet current future readiness needs.

10.1.1. Objectives:

10.1.1.1. Develop TAG policy on Diversity imperatives for recruiting.

10.1.1.2. Diversify the recruiting force to be reflective of emerging demographic groups.

10.1.1.3. Implement EO/EEO and Diversity and cultural skills training for ARNG/ANG Recruiters.

10.1.1.4. Implement strategies to increase representation of women and minorities in critical branches and Military Occupational Specialties (MOS)/Air Force Specialty Codes (AFSC).

10.2. The West Virginia National Guard will identify demographic realities.

10.2.1. Objectives:

10.2.1.1. Identify demographic groups in the State of West Virginia and its communities.

10.2.1.2. Consider significant factors such as religion, language, family composition, race, gender, immigration, migration, workplace changes and technology, as a minimum.

10.2.1.3. Adjust recruiting strategies to capitalize on demographic realities.

10.3. The West Virginia National guard will monitor and analyze changes in demographics to ensure inclusion of emerging groups.

10.3.1. Objective:

10.3.1.1. Work with the West Virginia Economic Development Authority to obtain current and future population demographic data.

10.3.1.2. Work with other pertinent state and local governmental agencies to track localized trends.

11. Retention

11.1. The West Virginia National guard will retain a qualified, diverse force that mirrors the community and is mission ready; and, establish effective career mentoring programs to retain Soldiers and Airmen.

11.1.1. Objectives:

11.1.1.1. Review and analyze data to determine retention shortfalls and issues.

11.1.1.2. Measure indicators of retention success within all grade structures.

11.1.1.2.1. West Virginia Diversity Leadership Team will monitor and evaluate retention goals and report to TAG.

11.1.1.3. West Virginia membership should mirror the community.

11.1.3.1. Examine retention numbers at the end of each quarter.

12. Career Progression

12.1. The West Virginia National guard will maximize the full potential of each ARNG and ANG member, and develop the organizational leadership talent pool from within.

12.1.1. Objectives:

12.1.1.1. Provide opportunities for all personnel to be prepared to compete for leadership opportunities.

12.1.1.2. Track representation in leadership positions as well as progress of possible replacements for leadership positions.

12.1.1.3. Provide West Virginia national guard members with mentoring and career progression planning.

12.1.1.4. Provide all members opportunities to attend the training and education courses necessary to prepare them for future positions. Track progression of groups in professional military education programs.

12.2. The West Virginia National guard will focus on supporting unit-level career development initiatives.

12.2.1. Ensure programs emphasize unit visits, information distribution, and other career development programs.

12.2.2. Coordinate existing EO/EEO and Diversity and career progression programs.

12.3. The West Virginia National guard will ensure promotion and position selection processes are in place to support qualified individuals' selections in a fair and impartial manner.

12.3.1. Objectives:

12.3.1.1. Actively and openly communicate all West Virginia Army National Guard and Air National Guard career opportunities to both external and internal stakeholders, as well as the communities throughout the state.

12.3.1.2. Ensure selection boards reflect the demographics of the West Virginia National Guard and applicants.

12.3.1.3. Ensure promotion and position selection boards are managed by objective criteria to ensure a fair and impartial selection process.

12.4. The West Virginia National guard will strive to fill leadership positions – officers, warrant officers and enlisted throughout the organization that reflect a balance of individuals who mirror the demographic realities of the state of WV.

12.4.1. Objectives:

12.4.1.1. Use current technology/systems to monitor state and local demographics, and compare to leadership demographics of the West Virginia force structure.

12.4.1.2. Apply metrics in the ARNG/ANG Career Progression study to create baseline and targets for career progression of women and minorities in the officer, warrant officer and noncommissioned officer ranks.

12.4.1.3. Establish a comprehensive written plan based on National Guard Bureau (NGB) career progression status assessment.

12.4.1.4. Review and analyze NGB provided data throughout each fiscal period, and measure progress.

12.4.1.5. Improve SIDPERS/MilPDS database collection and maintenance to support Diversity Initiative programs and evaluations.

13. Mentoring

13.1. The West Virginia National guard will develop and mentor all members, especially those with the least access, to enter the leadership pipeline and provide career progression of leadership through a formal process.

13.1.1. Objectives:

13.1.1.1. Develop a West Virginia National Guard mentoring program.

13.1.1.1.1. Inclusive of all ranks, genders and races.

13.1.1.2. Ensure program is formal and voluntary.

13.1.1.2.1. Develop a recognition and incentive program for voluntary participation.

13.1.2. Deploy mentoring program.

13.1.2.1. Create mentoring program briefings for leadership and Soldiers/Airmen.

13.1.2.2. Brief all member groups of the organization.

13.1.2.3. Provide ongoing information articles, state wide e-mails, etc.

13.1.2.4. Execute mentoring program.

13.1.2.5. Meet with program participants.

13.1.2.6. Conduct training and education classes.

13.1.2.7. Match program participants.

13.1.3. Evaluate mentoring program.

13.1.3.1. Mission success

13.1.3.2. Targeted outcomes

13.1.3.3. Retention rates

13.1.3.4. Leadership positions/pipeline.

13.1.3.5. Total membership in mentoring program

13.1.3.6. Attrition rates