



EO & DIVERSITY

Leveraging Mission Command through Equality and Diversity



ARMY NATIONAL GUARD

Diversity and Inclusion

FY-2014 Annual Report



Message from the Director, Army National Guard

The Army National Guard (ARNG) is pleased to present the inaugural ARNG Diversity Annual Report for Fiscal Year (FY) 2014. This report presents and represents the ARNG accomplishments, progress, and commitment toward the goals and objectives contained in the ARNG Diversity Management Policy FY11. The Plan was developed pursuant to President Obama's Executive Order 13583, "Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce." Under the auspices of the Acting Director, Army National Guard (ADARNG), the ARNG EO Diversity Office has the primary responsibility for leading the organization's diversity program in collaboration with the National Guard Bureau Diversity Office and the Department of Army Office of Diversity and Leadership.

The Diversity Management Policy outlines the following eight areas of improvement:

- Senior Leadership Commitment
- Policy Development and Communication
- Training and Education
- Recruiting and Retention
- Community Outreach and Partnership
- Mentoring and Succession Planning
- Awards Recognition
- Career Progression through Force Development



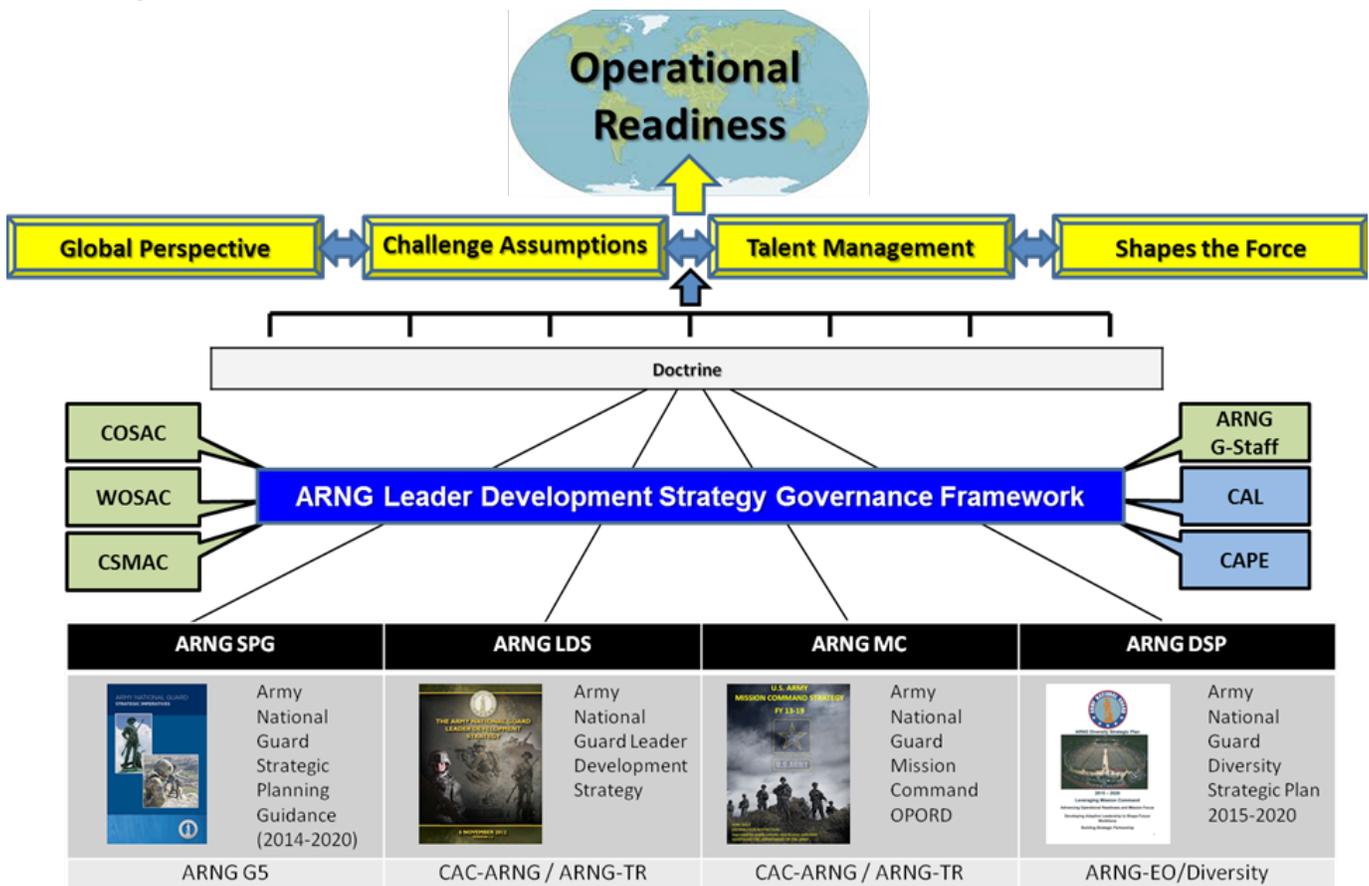
The diversity of our people is a source of strength for the ARNG. As our Nation becomes more diverse, the ARNG will have increasing opportunities to bring new ideas and expanded capabilities to the mission. We must be prepared to recruit, develop and retain the best of America's diverse talent pool. Our increasingly complex global responsibilities require that we not only attract personnel from diverse backgrounds, but also be knowledgeable of what our Soldiers and Civilians bring to the ARNG and how to integrate their attributes, experiences and backgrounds into decision-making and problem-solving processes.

As you will read in the following pages, the ARNG has made notable progress in the area of workforce diversity and workplace inclusion in FY14.

Major General Judd Lyons
Acting Director,
Army National Guard

Stakeholder and Senior Leader Commitment

Strategic Connection



COSAC: Chiefs of Staff Advisory Council
WOSAC: Warrant Officer Senior Advisory Council
CSMAC: Command Sergeant Major Advisory Council
CAL: Center for Army Leadership
CAPE: Center for Army Profession and Ethic
CAC: Combined Arms Center

Operational Readiness in the Army National Guard is built on the ARNG Strategic Planning Guidance, Leader Development Strategy, Mission Command Implementation, and the ARNG Diversity Strategic Plan. These documents set the foundation for growth and agility of our ARNG

force in supporting the future needs of our nation well into 2025 and beyond. Each of these strategies mutually supports the growth of our leaders, steeped in doctrine and policy, and governed by the voice of the organization that includes the officer, warrant, non-commissioned officer, and

civilian workforces. They are shaped by the ARNG G-Staff, and draw from the best practices of the Centers for Army Leadership and Profession and Ethics. Synergy is achieved through refinement of observations, insights, and lessons learned from the ARNG's varying missions and diverse talent, creating a culture of inclusion and innovation. Thus, challenging assumptions while shaping the force and maintaining a global perspective.



Senior Leadership Commitment

Organizational Accomplishments

Stakeholder, Senior Leader Commitment

- In 2014, the Acting Director, Army National Guard (ADARNG) appointed MG Lester Simpson, TXNG, to Chair of the DARNG EO/EEO Diversity Committee, an independent body that meets quarterly and provides advice and recommendations to the Director Army National Guard on areas related to equal opportunity and diversity. The committee is comprised of representatives from the seven Chief of Staff Advisory Council Regions and serves as a communications link between the 50 states, three territories, District of Columbia and ARNG Leadership.
- **DEOMI Organizational Climate Survey (DEOCS):** In accordance with the Secretary of the Army, the ARNG deployed DEOCS at all command levels of the organization. The DEOCS is a management tool that allows commanders to proactively assess critical organizational climate dimensions that can impact the organization's mission. This

voluntary survey is designed to assess the "shared perceptions" of respondents about formal or informal policies and practices.

- **Senior Advisory Councils:** In 2014, Diversity and Inclusion acquired a strategic voice at the Chiefs of Staff Advisory Council, Warrant Officer Senior Advisory Council, and the Command Sergeant Major Advisory Council. These organizations serve as advisors to the Director, Army National Guard on matters affecting policy, plans, programs, resources, training, readiness and the professional development of ARNG Soldiers and Civilians.

Policy Development and Communication:

- **ARNG Diversity and Inclusion Strategic Plan:** Fiscal Year 2014 saw much development of the Army National Guard Diversity and Inclusion Strategic Plan. This historic document outlines many of the steps necessary to establish and maintain an inclusive environment. For more information, see "The Road Ahead."
- **Diversity Strategic Communications Plan:** Uniting communications about Diversity and Inclusion makes messaging more consistent and more powerful. ARNG-CSO EO has coordinated with the ARNG-G3, the ARNG-G5, and NGB- PA to develop a strategic



Organizational Accomplishments

communications plan that unifies the themes of diversity and inclusion and emphasizes developing adaptive leaders as a key outcome of diversity.

Training and Education:

The Leadership Challenge Program (LCP) I and II: The LCP-I and LCP-II are 2.5 day practical seminars designed to enhance Leadership and Diversity development in organizations. The training provides tools to Senior Leaders for leveraging their individual strengths to create an environment that empowers people. In FY 14, 900 Soldiers completed the program.

Recruiting and Retention

- **The ARNG-GSS** (Guard Strength Directorate) Advertising Branch emphasizes diversity and inclusion in its marketing efforts. Methods include featuring diverse individuals of all ranks (Enlisted, Officer and Warrant Officer) as well as Soldiers in non-traditional careers/

roles (such as a female Soldier/male spouse, a female firefighter). Photo shoots and advertising materials development always has diversity as a priority so as to enable ARNG in the states to recruit qualified individuals representative of the communities we serve. Analysis of opportunities for paid ad placement takes into account media consumption by members of diverse populations along with other metrics and factors.

Community Outreach and Partnership:

- **MaxPreps:** This web site features high school sports news, videos, statistics and more. ARNG has been the presenting sponsor for football as well as girls volleyball, boys and girls basketball and boys and girls spring soccer. In addition, ARNG sponsors the “MaxPreps Tour of Champions” events in these sports, wherein outstanding teams in each sport are presented a trophy, a banner for the gymnasium and NG branded T-shirts at a school assembly.

- **ARNG’s Non-Commercial Sustaining Announcements**

Program: This is the means by which ARNG obtains affordable, national, year-round TV and radio advertising. Advertising materials created for this program



Organizational Accomplishments

are distributed to English-language stations as well as stations broadcasting in other languages, including Spanish, Hmong, and Navajo. Materials feature diverse ARNG Soldiers involved in a range of domestic missions and are available in English as well as Spanish (using geographically-appropriate voice-over talent).

- **Social Media:** ARNG-GSS leverages a range of social media platforms to reach people of varied ages and interests. Platforms include: Facebook, Vine, YouTube, LinkedIn and others. The content that appears on the ARNG-GSS social media platforms reflects the diversity of ARNG in terms of mission, geography, our Soldiers, and the types of jobs they do.

- **NationalGuard.com:** The ARNG's recruiting website is designed to appeal to a broad range of visitors. Content reflects opportunities for individuals with and without prior military service, and in specific states and territories. Many multimedia resources reside on nationalguard.com and feature diverse Soldiers representing a wide range of MOSs, ranks, and geographic areas.

Mentoring and Succession Planning

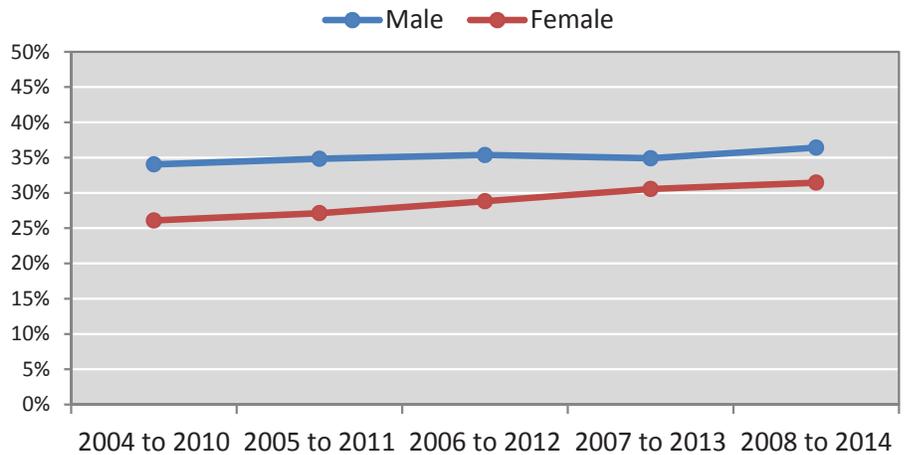
- **Leader Development Strategy (LDS):** The ARNG Diversity office played a key role in the development and update of the LDS. It establishes imperatives for the integration of policies, programs, and initiatives to produce Army leaders and provides guidance for career-long development of Army leaders through education, training, and experience.



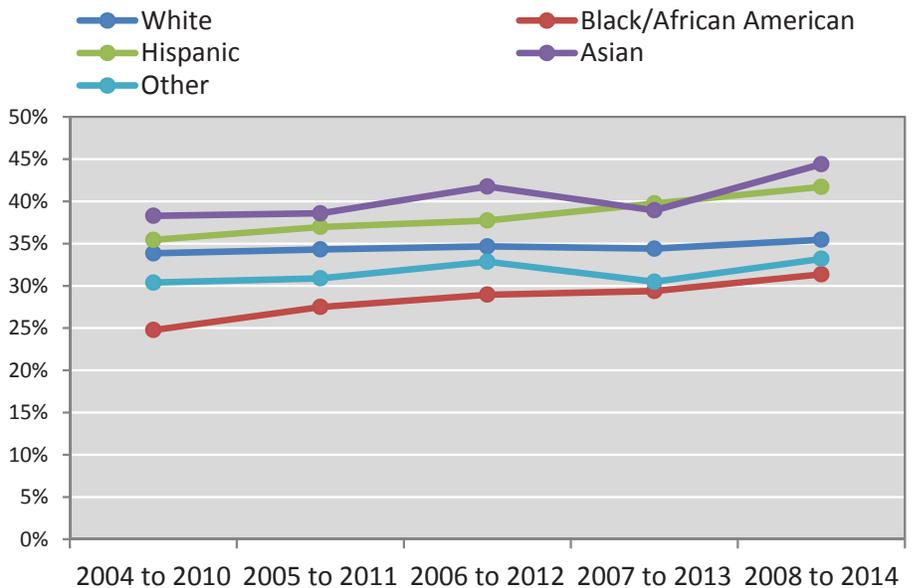
Organizational Accomplishments

These efforts for recruiting, retention and outreach have yielded tangible results and speak to the ARNG's efforts to retain top talent. The following charts depict the 6-year retention rate for minorities and females – that is, the percent of Soldiers who join in a particular year that serve for at least 6 years. For example, 24.8 percent of African-Americans who joined in 2004 served in the ARNG at least 6 years, compared to 31.4 percent who joined in 2008 – an increase of 6.6 percent. Minorities have seen an increase in retention rates over the past five years. Similarly, efforts to retain females have also been successful. The 6-year retention rate for women has increased from 26.1 percent in the 2004-2010 group to 31.5 percent in the 2008-2014 group.

6 Year Retention Rate by Gender



6 Year Retention Rate by Race



Organizational Accomplishments

Awards Recognition

The ARNG Chief of Staff published guidance to promote participation with Affinity and Community Service awards. Winners represented both ARNG Headquarters and state personnel, both military and civilian.

Awards Recipients

- **Black Engineer of the Year Award: BG Linda Singh, MDARNG**
- **Federal Asian Pacific American Council Military Meritorious Award: LTC Sungshik Kim, ORARNG**
- **Army National Guard Individual Award for Excellence in Diversity: MAJ Sharon Harmon, RIARNG**
- **National Guard Disability Award (Military): SGT Kyle Snyder, NCARNG**
- **National Association of Advancement for Colored People Roy Wilkinson Meritorious Service Award: CPT Caroline Muriama, MAARNG**

Career Progression through Force Development:

- In FY14, the ARNG developed and deployed Lifecycle Management policies for both Soldiers on Active Guard Reserve (AGR) orders and Civilian employees. These policies explain the selection and promotion process in detail, allowing Soldiers and Civilians to educate themselves on what it takes to be selected. The ARNG's commitment to transparency of policies, practices, and procedures will attract, recruit, develop, and retain a quality workforce.
- **Revisions to Officer Evaluation Report (OER):** In accordance with Army guidance, the OER was revised to bring more clarity to the process and ensure transparency and fairness. Among other revisions, the forms were standardized and emphasized topics that the Army deems important for its leaders.



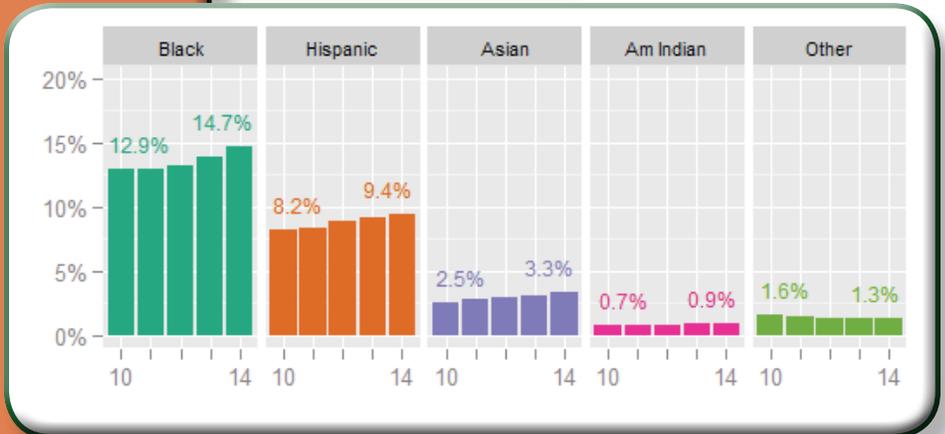
Demographic Trends

Overall, minority representation in the ARNG has increased from 25.9 percent in 2010 to 29.6 percent in 2014 – an increase of 3.7 percent. Similarly, female representation has increased by 1.7 percent to 15.9 percent in 2014 – the highest in ARNG history. One goal of the Diversity Strategic Plan is to broaden the definition of Diversity to include factors other than Race and Gender.

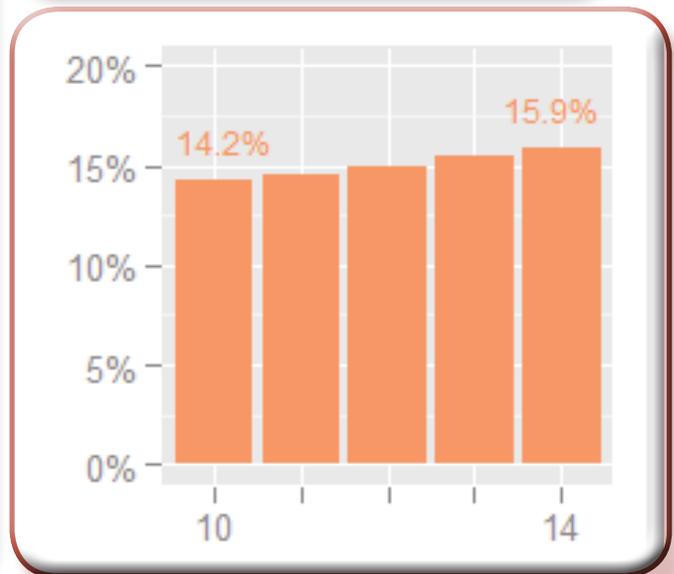
While these tangible demographic factors are a key component of the diversity of an organization, we also believe that intangibles – such as civilian and military education, and foreign language proficiency – contribute to the total picture of our Soldiers. Talent management reflects how well we are tapping into the full range of qualities, skills, and capabilities our people offer. It is crucial that we grow our future leaders with these and other characteristics in mind.

Five year trends of minority representation in the Army National Guard: FY10 to FY14.

ARNG Minority Representation



ARNG Female Representation



Data Source: RCMS-G
Data as of: 30 September 2014



Title 5 Civilian Diversity

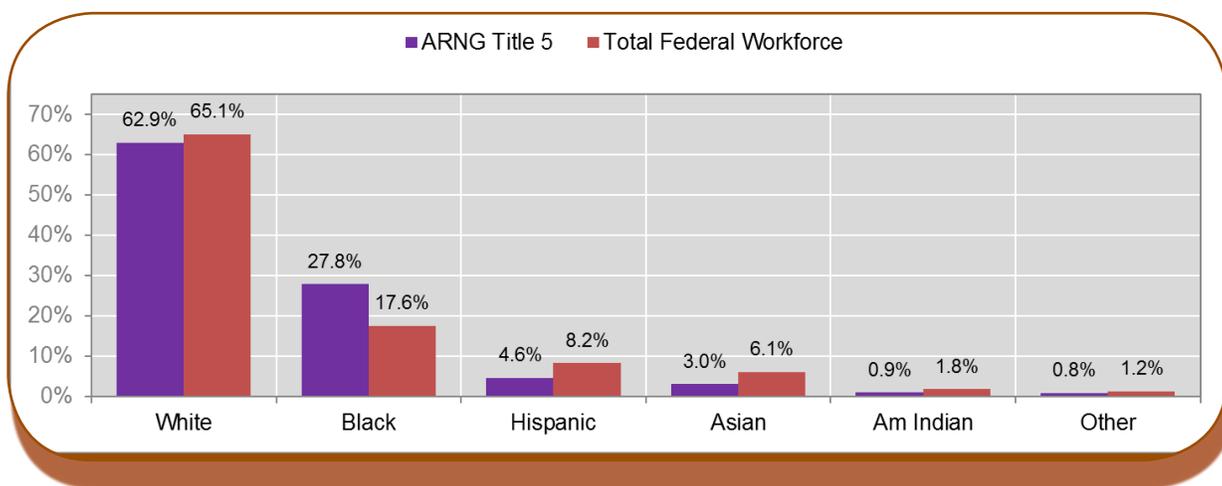
Title 5 Civilians are a key component of the Army National Guard workforce. Below, the demographic data for our civilian workforce is shown, along with the total federal workforce

for comparison.

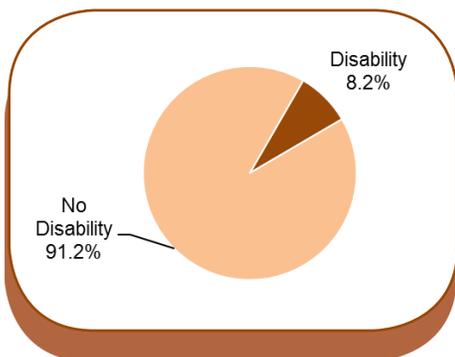
The ARNG Title 5 Civilians have overall minority representation comparable to the federal workforce, but it has a higher representation of African-Americans and a

lower representation of Hispanics and Asians. ARNG Title 5 Civilians also have 33.5% Female representation, compared to 43.3% in the total federal workforce.

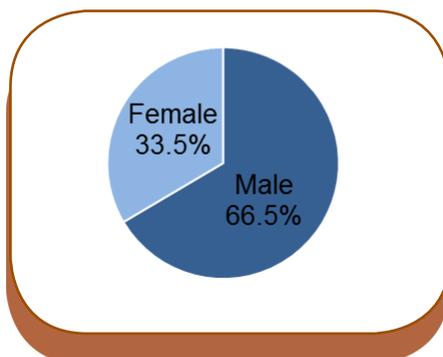
Title 5 Civilian Demographics



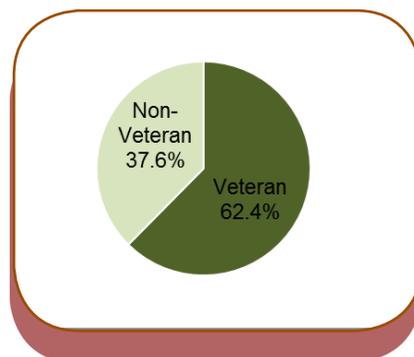
Title 5 Civilians by Disability Status



Title 5 Civilians by Gender



Title 5 Civilians by Veteran Status



*Title 5 Civilian Data from CPAC, as of 21 January 2015.
Total Federal Workforce data from FedScope, as of 30 September 2014.*



The Road Ahead

FY14 saw much development of the Army National Guard Diversity Strategic Plan. This historic document provides a way ahead for Senior Leaders and Civilians to achieve the mission of developing and influencing a diverse Army National Guard to meet future domestic and global missions. The plan will provide concrete, measurable steps to promote diversity for 2015-

2020, and has been signed by MG Judd Lyons, Acting Director, Army National Guard. In FY15 and beyond, the ARNG will focus on building upon current initiatives and adding new strategies in continuance of its goal outlined in the ARNG Diversity and Inclusion Strategic Plan. The following includes a selection of planned initiatives:

- **Develop a Diversity and Inclusion dashboard that aligns with the ARNG Diversity and Inclusion readiness priorities**
- **Expand recruiting and retention efforts to gain access to talent across all career fields to address barriers to full participation**
- **Expand diversity and inclusion training portfolio to include Train the Trainer, unit training support packages, and Annual Diversity and Inclusion Training Conferences**
- **Implement training**
- **evaluation instruments and metrics**
- **Expand Diversity and Inclusion training portfolio, and deploy even more multigenerational and cultural competency training on a nationwide basis**
- **Continue to update with mandatory Workplace Harassment/No FEAR Training for all employees**
- **Continue refinement of military and civilian Life Cycle Management guidance**
- **Track participation in ARNG leadership development programs**
- **Strengthen ARNGs Special Emphasis Programs through virtual education and training programs: training forums can be conducted on a quarterly and annual basis**
- **Develop virtual leadership and professional development forums to enhance ARNG leader development efforts**
- **Promote participation in the CNGB Excellence in Diversity Awards and Affinity Group Military Services Awards Programs**

*This report is a product of the Army National Guard Equal Opportunity/Diversity Office. For more information, contact Mr. Alfranda Durr at 703-607-1460, or ng.ncr.ngb-arng.mbx.eo-and-diversity-office@mail.mil
Layout and graphics by Master Sgt. Betty J. Squatrito-Martin*



