



ANG Multi-Year Diversity Strategic Plan

2012 - 2017

OPERATIONALIZING DIVERSITY

Improving Mission Readiness

Enhancing Senior Leader Decision Making Capability thru Data Visibility

Building Stakeholder Engagement, Community Relations

CONTENTS

A Message from ANG Director	3
Introduction	4
Definition of Diversity	5
Vision, Mission, Values	6
Critical Success Factors	6
Mission Objectives	7
Key Strategies	7
Major Goals	8
Goal 1 – Leader Commitment, Accountability & Alignment	
Goal 2 – Workforce and Force Management Metrics and Measures	
Goal 3 – Professional Development, Career Counseling and Mentorship Programs	
Goal 4 – Policy and Procedures (Review and Development)	
Goal 5 – Diversity and Inclusion Leadership Education & Training	
Goal 6 – Strategic Communications	
Goal 7 – Outreach and Strategic Engagement	
Goal 8 – Recruiting and Retention	
Appendix A – Glossary	13
Appendix B – Measures and Metrics	15
Appendix C – Alignment to DoD, USAF, JDEC, State and Wing Strategic Plans	17

From the Director, Air National Guard

The ANG recognizes today's military operations are executed in complex, uncertain and rapidly changing environments. Men and women representative of the U.S. population and with different skills, experiences and backgrounds are needed to respond to new and emerging threats. To harness these differences in ways that increase operational effectiveness, diversity initiatives are essential to our current and future success. We must attract, recruit, retain and develop our Airmen to win the war on talent.

The "new norm" is to resist thinking about it as compliance driven and embrace it as combat essential. While Commanders are charged with leading this initiative, every Airman is an emerging leader who shares responsibility for ensuring that individual talents are recognized and applied toward mission accomplishment. The collaboration of new ideas and "diversity of thought" in our leadership development programs will create an environment where all contributions are valued and respected. This includes increased collaboration not just at the unit level but also applying total force collaboration and joint synergies to achieve efficiencies and cost savings. I am committed, along with Senior Leaders, Command Chiefs, Strategic Planning System (SPS), ANG Diversity Committee (ANGDC), and Human Resources Advisors to work with all 54 states and territories and D.C. to develop a sustainable structure to institutionalize diversity and make it a natural part of our operations.

I challenge all leaders to create an organizational culture where diversity is valued as a personnel readiness, combat multiplier to meet or exceed mission objectives. This includes (a) establishing a foundation for effective diversity leadership in concert with DoD's core values and vision of its future; (b) developing future leaders who represent the face of America and effectively leading a diverse workforce to maximize mission effectiveness; and (c) tie new diversity vision to desired outcomes through policies and metrics and clarify what we must do to meet those goals. Leveraging diversity as a vital strategic military resource requires vision, action and courage of leadership at every level in the organization. However, without leadership commitment to instill respect for diversity as a core value, the needed cultural change will not take place.

Vision, Action, Courage...

"I challenge you to consider diversity not only as a strategic imperative but as an operational necessity."

- Lt Gen Stanley E. "Sid" Clarke III, Director ANG

"Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves."

- Dr. Stephen R. Covey



Introduction

Successful diversity programs are consistently defined by senior leaders who quickly relate diversity activities to the mission of the organization. Without this clear connection and alignment, diversity efforts tend to be marginal programs and not pertinent to the real work of the organization. In keeping with the goal of making diversity initiatives relevant, the ANG Diversity Strategic Plan connects to the USAF Diversity Strategic Road Map, Joint Diversity Executive Council (JDEC) and DoD diversity strategic plans. Alignment to this plan also aligns to State and Wing level Commander Human Resources Advisor (HRA) Goals and Objectives (GO) annual plans. The goals and objectives outlined in this plan are meant to help ANG integrate diversity into the multiple transformational efforts in which the Department is currently involved. It will require an honest assessment of the amount of resources, support, commitment, and competencies that senior leaders are willing to invest to provide a total workforce that is optimized and ready to defend the nation, both now and in the future; and can meet the complex challenges in the environment of the 21st century world. This plan includes military service members and civilians. This plan also recognizes that proper Equal Employment Opportunity (EEO) and Military Equal Opportunity (MEO) policy 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 EEO and MEO laws and regulations.

Diversity is a strategic imperative...and will remain so. Leveraging the diversity of all people enhances our operational capability and helps us make better decisions – to be more agile, more innovative and more effective. A mission element, Diversity is critical for us to successfully navigate the human domain. It opens the door to innovative ideas and complex problem-solving and provides our Air Force a competitive edge in air, space and cyberspace. Diversity includes and involves all of us. It is the strength of the United States of America and the strength of the United States Air Force.

The Air Force continues to operate in a global and changing environment. Continued success in such environments requires innovative technology, human interaction, agility of thought, and a variety of perspectives and approaches.

This document was developed to provide goals and objectives as well as measures, responsibilities and associated resources that may be integrated into existing strategic planning efforts, policies, programs, operations and initiatives in progress within ANG. It is a guidance document, built on key assumptions:

- ANG senior leadership will assume a significant role in the management, definition and execution of diversity within the ANG.
- Military and Personnel Human Resources will ensure diversity elements are thoroughly integrated into the ANG's current people initiatives
- Diversity initiatives are integrated into ANG Strategic Planning System and will no longer be a stand alone function

- If the Military Leadership Development Commission recommendations are approved by Congress and the POTUS, then this document will be modified to include recommendations for areas in the military and civilian Human Resources to increase the effectiveness of diversity management.

The ANG Diversity Strategic Plan is a roadmap to help leverage diversity and improve mission accomplishment. There are several important building blocks needed to achieve this goal. EEO and MEO compliance is the foundational building block for the diversity effort. It ensures 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. All ANG civilian and military personnel must feel valued and their talents utilized. Once these building blocks are in place, diversity can be fully leveraged to improve mission accomplishment. Properly managed diversity in an inclusive environment will act as a combat multiplier. It is important to realize that leadership involvement is critical at every stage of the diversity effort. None of the building blocks can be executed unless ANG leadership is committed to the effort.



Diversity is defined as a composite of individual characteristics, experiences and abilities consistent with the Air Force Core Values and the Air Force Mission. It includes but is not limited to personal life experiences, geographic background, socio-economic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity and gender. Diversity encompasses:

- (1) Demographic Diversity - inherent or socially defined personal characteristics, including age, race/ethnicity, religion, gender, socioeconomic status, family status, disability, and geographic origin
- (2) Cognitive/Behavioral Diversity - differences in styles of work, thinking, learning and personality.
- (3) Organizational/Structural Diversity - organizational/institutional background characteristics affecting interaction, including Service, component, and occupation/career field.
- (4) Global Diversity - intimate knowledge of and experience with foreign languages and cultures, inclusive of both citizen and non-citizen personnel, exchange officers, coalition partners, and foreign nationals with whom we interact as part of a globally engaged Air Force.

Note: This concept of Diversity is to be tailored as specific circumstances and the law require. Air Force Diversity initiatives complement, but remain separate and distinct from Air Force Equal Opportunity and compliance programs/activities. Air Force Diversity is voluntary and grounded on building equity and mutual respect among all personnel.

ANG Vision

The ANG will meet 21st century challenges by proactively shaping its future with combat-ready, adaptable Airmen at its core. Together with its partners it will provide the capabilities necessary to guard America at home and defend freedom worldwide.

Vision

To achieve an organizational culture where diversity is valued as a personnel readiness, combat multiplier that is critical to mission readiness.

Mission Statement

Create and sustain an organization dedicated to mission effectiveness, valuing diversity and ensuring each individual has the opportunity and means to reach maximum potential.

Values

RESPECT: We honor our employees and customers through inclusiveness and respect for the various perspectives and background that each individual brings to the workforce.

INNOVATION: We seek new ways to accomplish our work as a team and to generate extraordinary results. We are dedicated to creating and delivering forward-looking solutions.

INTEGRITY: We uphold a standard of transparency, accountability, and reliability worthy of public trust.

QUALITY OF LIFE: We are committed to excellence in the workplace, employee health and work-life balance.

Critical Success Factors

- Willingness of 54 Adjutant Generals of 54 States and Territories and D.C. to embrace openness, trust and change; and understand importance of diversity and mutual respect
 - Commitment of ANG senior leaders to serve as champions of diversity and force management
 - Timely resources to support initiatives with right skills, funding and time
 - Well defined, disciplined processes for information capture, timely, accurate and quality data
 - Funding for multiple types of training and awareness that enables employees and customers to successfully apply to varying level of diversity initiatives throughout 54 states/territories and D.C
 - Effective change management to accelerate adoption of diversity, force management initiatives
-

Mission Objectives

The long term mission objectives are summarized as follows: Create and sustain a “high performing” work environment aligned with ANG top 3 priorities (1) Developing Adaptable Airmen, (2) Secure the home front with Defending the Nation, and (3) Modernize our War fighting Capability

- Institutionalize Diversity as combat essential in daily operations (includes education, sustainment and accountability)
- Attract, Recruit and Retain high-quality, talented, diverse individuals to serve with the ANG
- Develop a high-quality, talented and diverse Total Force – officers, enlisted and civilians
- Create an oversight committee of ANG senior leaders from diverse professional backgrounds to identify, overcome barriers that inhibit achieving, sustaining a diverse and inclusive environment
- Conduct annual review of ANG policies, programs and practices involving and affecting diversity
- Using data and information similar to the Military Leadership Diversity Commission, the ANG Diversity Committee (ANGDC) prepares the ANG Annual Report and, upon approval of the ANGDC, publishes the annual report
- Develop a centralized location for knowledge sharing and best practices on all aspects of diversity initiatives
- Achieve Total Force and Joint Synergies by Integration and Interoperability at all levels to operate in a changing national and international environment
- Build partnerships with science, technology, engineering and math (STEM) organizations and Affinity Groups, educational institutions, family readiness, community influencers and leaders
- Become the leading, innovative organization to serve and enhance commanders’ visibility to force management data to further enhance decision making capability and mission objectives

Key Strategies

Improve Mission Readiness, Mission Operations

Senior leaders regularly meet to integrate Total Force and Joint Synergies through Quarterly Increased Collaboration (USAF, ANGDC, JDEC, State and/or Wing Diversity Committees)

ANG-wide Diversity Committee Development with diverse professional backgrounds to work with State HRAs on all ANG policy reviews and policy development for Life-Work Integration and Quality of Life Issues

Generate a culture of diversity of thought by implementing technology to advance effective, efficient results and generate cost savings and increase collaboration in every ANG directorate and function through multiple secured forums (traditional, technology or social media)

Pursue strategic alliances with ANG Directorates and Joint Staff through ANG “Center of Excellence” initiative; Recognize and provide incentives for change and commitment; link to performance expectations.

Multiple Diversity & Inclusion Leadership Training Initiatives – Develop and implement ANG-wide Diversity and Inclusion education and training modules to tailor to the varying levels of diversity initiatives in all 54 states/territories and District of Columbia

Enhancing Senior Leader Decision Making Capability thru Data Visibility

Develop Real-Time ANG-Wide Strategic Communications through use of Strategic Planning System Steering Committee (SPS SC), Air National Guard Readiness Center (ANGRC) Weekly Activity Report (WAR), and Human Resources Advisor (HRA) Monthly Vector Newsletter

Dashboard of Measurement and Metrics - Align key performance measures with workforce make up and force management data (HRAs utilize workforce database systems that are aligned to the DoD enterprise architecture to advise ANG Senior leaders at state and wing levels

Building Stakeholder Engagement, Community Relations

Partnership with Recruitment and Retention to Promote Continued Nationwide Community Outreach, Marketing and Stakeholder Engagement

Create an inclusive environment with new recruiting and retention strategies that aim at the identification of areas of underrepresentation and least accessibility; as well as evolving demographic changes and trends

Major Goals (3-5 years)

1. Promote and sustain **Leadership Commitment** for alignment, accountability and integrity
2. Establish **Workforce and Force Management Metrics and Measurement**
3. Timely **Professional Development, Career Counseling and Inclusive Mentorship Programs** available to retain and develop a highly skilled and diverse workforce
4. Develop and implement **Policy and Procedures** for Life-Work Integration and/or Quality of Life
5. Develop and implement **Diversity and Inclusion Leadership Education & Training**
6. Implement **Clear, Concise and Consistent Message** and robust **Strategic Communications**
7. Develop Marketing and Innovation strategy for **Strategic Engagement and Community Outreach**
8. **Recruiting and Retention** programs have visibility to workforce measures and under-representation data to communities that we serve

Goal 1 – **Leadership Commitment** for alignment, accountability and integrity

- **Objective 1.1:** Ensure ANG leadership commits personally to making diversity an institutional priority.
- **Objective 1.2:** Develop the ability of leaders to engender diversity and a culture of inclusion.
- **Objective 1.3:** Establish standard language for diversity goals in performance plans and performance evaluation reports, or develop a stand-alone diversity performance rating item that reflects ANG’s expectations in fostering diversity.
- **Objective 1.4:** Ensure diversity efforts enhance and support ANG’s mission and capture, benchmark, evaluate, and market ANG diversity initiatives.
- **Objective 1.5:** Institute mechanisms for accountability that include internal and external monitoring for the ANG.
- **Objective 1.6:** Institute a system of accountability reviews that is driven by NGB, USAF, and Secretaries of Defense.
- **Objective 1.7:** Resource and institute clear, consistent, and robust diversity management policies with emphasis on roles, responsibilities, authorities, and accountability.

Goal 2 – **Workforce Management and Force Management** Measures and Indicators

- **Objective 2.1:** Increase the enterprise-wide capability to assess the total force and to enable the identification of root causes of diversity and equity barriers.
- **Objective 2.2:** Ensure diversity and inclusion strategies are incorporated into ANG workforce planning.
- **Objective 2.3:** Establish common definitions, methodologies, and reporting templates to analyze total force metrics associated with diversity management.
- **Objective 2.4:** Evaluate, assess, and develop qualitative and quantitative assessment methods that include standardized diversity and inclusion-oriented items and/or themes.
- **Objective 2.5:** Institute a pilot program to develop exit interview guidance, processes, and assessments in support of diversity and inclusion.
- **Objective 2.6:** Assess ANG career management processes and practices to ensure employees with high potential talent are maximized.

Goal 3 - **Professional Development, Career Counseling and Mentorship Programs** to retain and develop a highly skilled and diverse workforce

- **Objective 3.1:** Provide models for the establishment, implementation, and measurement of informal and formal mentoring programs.
- **Objective 3.2:** Expand and promote partnerships with key stakeholders to ensure holistic development opportunities for the total force and that career development programs and resources enhance employees’ knowledge of career choices to optimize their ability to make informed career choices from accession to retirement.

- **Objective 3.3:** Identify and leverage best practices for the establishment, implementation, and measurement of accession and retention programs.
- **Objective 3.4:** Ensure transparency throughout the assignment and promotion systems and better understand performance expectations and promotion criteria.
- **Objective 3.5:** Ensure that promotion board precepts provide guidance regarding Service-directed special assignments outside normal career paths and/or fields.
- **Objective 3.6:** Expand Recruiting and Retention focus on retention to include an explanation of the gender gap in retention.

Goal 4 – **Policy & Procedures** (Review and Development) for Life-Work Integration and/or Quality of Life

- **Objective 4.1:** Institutional diversity with an ANG senior leader policy in every organization.
- **Objective 4.2:** Conduct annual review of ANG policies, programs, practices and procedures involving the identification of barriers that inhibit achieving and sustaining a diverse and inclusive workforce.
- **Objective 4.3:** Develop policies and/or procedures to attract and recruit new military and civilian employees; as well as retain ANG employees with high quality talent and potential.
- **Objective 4.4:** Partner with Military Personnel and Civilian Human Resources to identify and integrate diversity requirements and competencies into development, training, and performance programs.

Goal 5 – **Diversity and Inclusion Leadership Education and Training**

- **Objective 5.1:** Develop detailed diversity competency models for diversity management/leadership and for the total force.
- **Objective 5.2:** Enhance the diversity development/training curriculum for diversity professionals and for the total force.
- **Objective 5.3:** Design a model diversity leadership development program for senior leaders.
- **Objective 5.4:** Include revamped, results-oriented, mission-focused diversity briefings/education at the military service academies and universities for all Total Force Airmen.

Goal 6 – **Strategic Communications**

- **Objective 6.1:** Establish an ANG strategic communications plan that includes the diversity effort.
- **Objective 6.2:** Actively identify and collaborate in the development of communications efforts with recruiting, retention, and training.
- **Objective 6.3:** Ensure that diversity is incorporated into the ANG marketing strategy.

- **Objective 6.4:** Institute regular communications to senior leadership to maintain up-to-date information in support of engagement and ongoing commitment.
- **Objective 6.5:** Establish and improve relationships with best practice organizations, media, Secretary of the Air Force and state legislatures, youth, and the general public to strengthen the image of the ANG.
- **Objective 6.6:** Utilize social media sites as a forum to convey and receive information regarding the ANG diversity effort.
- **Objective 6.7:** Recruit respected and highly visible combat leaders to relay diversity successes during mission-focused events through memorable talking points.
- **Objective 6.8:** Place diversity anecdotes, talking points, and announcements in existing communications channels for ANG external speaking engagements.

Goal #7: **Strategic Engagement and Community Outreach**

- **Objective 7.1:** Establish and enhance community relations and partnerships through participation in local events, youth activities, youth mentoring and other outreach programs
- **Objective 7.2:** Public Affairs Office deliver presentations to organizations or employ senior leaders through speaking engagements in the communities on ANG diversity effort.
- **Objective 7.3:** Establish a long-term marketing plan addressing diversity as a leadership strategy to win the war on talent
- **Objective 7.4:** Establish partnership with affinity group leaders, business, educational institution leaders and state or government officials that fosters ANG involvement in education, attracting and recruitment, development and mentorship of our youth

Goal #8: **Recruiting and Retention** programs have visibility to workforce measures and under-representation data to communities that we serve

- **Objective 8.1:** Assess the effectiveness of current recruitment sources for all demographics/markets and engage in activities to improve recruiting from the currently available pool of qualified candidates.
- **Objective 8.2:** Synchronize outreach activities across ANG, where possible, in order to maximize return on investment and obtain economies of scale.
- **Objective 8.3:** Collaborate with recruiting commands to leverage best practices for groups with low participation.
- **Objective 8.4:** Establish ANG cross-enterprise Diversity Recruitment Working Group under the direct leadership of the NGB/CF, to integrate Public Affairs (PA), Information Technology (IT), Human Resources (HR), diversity, civil rights, and recruitment and branding efforts.
- **Objective 8.5:** Identify barriers, and develop recruiting strategies to increase the diversity of ANG senior leaders.

- **Objective 8.6:** Identify career paths and recruiting strategies to improve upward mobility for a diverse civilian and officer corps, including tactical occupations.
- **Objective 8.7** Ensure all qualified candidates (including minorities and women) have been considered for the nomination of every 3 and 4 star position.

Appendix A – Glossary

Definitions in this appendix serve as reference points for a common understanding within ANG, NGB and USAF.

Air National Guard Diversity Committee (ANGDC). An executive committee to collaborate on ANG military and civilian workforce diversity and inclusion matters and meet on a regular basis. The ANGDC is tasked to execute diversity requirements assigned by the Secretary of the Air Force, Under Secretary of Defense (Personnel and Readiness) and to formulate recommendations to the Office of Diversity Management and Equal Opportunity on workforce diversity management policy, principles, and practices.

Defense Manpower Data Center (DMDC). Serves the [Office of the Secretary of Defense](#) by collating personnel, manpower, training, financial, and other data for DoD. DMDC produces most of the demographic information utilized in the diversity effort.

ANGDC Working Group (ANGDC-WG). A group of action-oriented senior leaders from ANG and the Joint Staff to effectively implement decisions of ANGDC that meets on a regular basis.

Command Human Resources Intelligence System (CHRIS). A single source input for data reporting. It provides flexibility in building ad-hoc reports, user-friendly canned reports, data integrity recon and tracking, and an accurate data security control environment. CHRIS integrates ANG reporting into one tool, giving intuitive reports and strong ad-hoc potential to users, providing accurate and strict security access controls and using the tool for data integrity collaboration efforts. The program office for CHRIS is AFMC/A1R1 located at Wright Patterson AFB OH.

Diversity. All of the different characteristics and attributes of individuals and organizations that are consistent with equity and Department of Defense core values, integral to overall readiness and mission accomplishment, and reflect the Nation we serve.

Diversity Management. The process of recognizing, appreciating, respecting, and utilizing a multitude of attributes (to include, but not limited to, race, ethnicity, gender, national origin, thinking style, academic discipline, socio-economic background), to make quality decisions and create a culture of inclusion in the DoD.

Equal Employment Opportunity (EEO). Mandated through laws and regulations to prevent and eliminate discrimination in employment policies or practices and provide equal access and fair, open, consideration in hiring, training, promotion, and other personnel actions. Protected categories include race, color, religion, sex, national origin, age, disability, and genetic information. EEO provides for a federally controlled complaint mechanism to redress alleged violations. Coverage is limited to federal civilian employees and applicants for employment.

Human Resources Advisor (HRA). A dedicated resource in the ANG for each wing or state unit to advise commanders on diversity initiatives, workforce development and workforce management issues. HRAs are cultural change agents and as such are challenged to positively affect all members of their organizations. They must fully accept the need for change and communicate that need throughout the entire organization. Additionally they must work with key partners to create and maintain an open, receptive and respectful environment

Joint Diversity Executive Council (JDEC). A group of senior leaders from the National Guard Bureau, Joint Staff, Air and Army National Guard that involve oversight of the NGB budget and QDR implementation. JDEC decisions are routed to the appropriate agency for implementation. The ANG Diversity Strategic Plan calls for this group to be reconstituted to include diversity management among their issues.

Inclusion. Valuing integrating each individual's differences into the way an organization functions and makes decisions.

Management Directive 715. The policy guidance which the Equal Employment Opportunity Commission (EEOC) provides to federal agencies for their use in establishing and maintaining effective programs of equal employment opportunity as required by Title VII and the Rehabilitation Act.

Military Equal Opportunity (MEO). Mandated through DoD Directives/policies and individual Service equal opportunity policies, regulations and instructions to promote an environment free from personal, social, or institutional barriers that prevent Service members from rising to the highest level of responsibility possible. Unlike in the EEO system, age, disability, and genetic information are not protected categories for filing MEO complaints. MEO provides complaint processing and resolution procedures to address alleged violations of MEO policy. Coverage is limited to active duty military, their family members, and retirees.

Military Leadership Diversity Commission (MLDC). A congressional commission created by the National Defense Authorization Act of Fiscal Year 2009 to conduct a comprehensive evaluation and assessment of policies that provide opportunities for the promotion and advancement of minority members of the Armed Forces, including those who are senior officers.

Stakeholder. This is an inclusive term that refers to the end-users, entities providing requirements, and the people or entities benefiting from the organization's products – the Administration, the U.S. Congress, the Department of Defense, the Services, Combat Commands, service members and their families, and DoD civilian employees and volunteers. All stakeholders are customers.

Strategic Communications. Using institutional communications to create, strengthen, or preserve, among key audiences, opinion favorable to the attainment of institutional goals. It can also be described as the orchestration of actions, images, and words to achieve a desired effect.

Strategic Planning System Steering Committee (SPS SC). An organizational planning system driven by comprehensive strategy. Planning aspect of SPS is a fact-driven, collaborative process designed to shape the ANG's future through deliberate planning. Primary method to communicate ANG strategy is through the annual ANG Strategic Plan and ANG Strategic Roadmap Guidance.

Total Force. The organizations, units, and individuals that comprise the DoD resources for implementing the National Security Strategy. It includes DoD Active and Reserve Component military personnel and DoD civilian personnel.

Appendix B – Measures & Indicators

- M-1** # of barriers identified of military and civilian workforces in past year
- M-2** # of barriers that have been remediated following a barrier analysis in the past year
- M-3** % of ANG (military and civilian) trained on importance of inclusion & mutual respect and link to mission accomplishment
- M-4** % of ANG (military and civilian) with institutional competency proficiency levels measured at every installation
- M-5** # of Airmen who report foreign language or cultural training (ongoing or completion)
- M-6** # of outreach events that contributed substantially to diversity in the Air National Guard with ROI stats
- M-7** # of new talent centers and untapped geographic areas and communities identified and targeted for outreach
- M-8** # of broad-based diversity characteristics in accession sources' application processes (i.e., 1st generation college students, socioeconomic background, language and geography) applied to recruiting and accession sources
- M-9** # or % of supervisory ANG (mil and civilian) personnel, who indicate in an annual survey they are mentoring individual other than subordinate
- M-10** # or % of ANG (military and civilian) personnel who indicate in an annual survey they are being effectively mentored
- M-11** # or % of ANG (military and civilian) personnel who indicate in standardized exit survey reasons for leaving
- Non-Challenging Assignments / Under-Utilized Skills
 - Inadequate Training (OJT Training or Career Developmental Opportunities)
 - Expectation to undertake Professional Military Education
 - Excessive Travel
 - Requirement of Mobility for Career Advancement
 - Issues with Co-workers in Unit; Workers in Other Units; Immediate Supervisor; Orgn's Higher - Level Managers
 - Lack of Recognition (either Formal or Informal) / Lack of Appreciation
 - Lack of Career Advancement
 - Majority of duties did not relate to job description
 - Deployment requirements
 - Family situation
- M-12** # or % of ANG personnel who indicate on Unit Climate Assessments or other surveys that they are considering leaving the Air Force for any of the reasons specified in Measurement 11
- Additional**
- M-13** # of talking papers and key messages developed and distributed in support of diversity initiatives (CFD)

Appendix C – Alignment to DoD, USAF, JDEC and State Diversity Strategic Plans

ANG Diversity Strategic Plan Alignment (Appendix C)								
Goal #	Major Goals	ANG	JDEC	USAF	DoD	JFHQ	Wing	MLDC
1	Leadership Commitment							
1.1	Work w/ DoD to POM into Formal ANG Leadership Schools	X	X	X	X	N/A	N/A	X
1.2	Fund and allow 100% access to Diversity & Inclusion Leadership Course	X	X	X	X	X	X	X
1.3	Add diversity performance rating in performance plans	X	X	X	X	X	X	X
1.4	Benchmark, evaluate and market ANG diversity initiatives regularly	X	X	X	X	X	X	X
1.5	Senior leaders meet regularly to monitor diversity initiatives internally and externally	X	X	X	X	X	X	X
1.6	Accountability reviews at least 2x/year driven by NGB, USAF, SECDEF (Annual report to Congress, DoD)	X	X	X	X	X	X	X
1.7	ANG Diversity Policy	X	X	X	X	X	X	X
Goal 2: Workforce Management and Force Measures and Indicators								
2.1	Increase enterprise-wide capability to access total force to identify barriers	X	X	X	X	X	X	X
	Develop barrier analysis working group at each installation (EO, HR, Diversity and CC)	X	X	X	X	X	X	X
2.2	Ensure diversity and inclusion strategies are incorporated in to ANG workforce planning	X	X	X	X	X	X	X
	Assess current workforce planning strategies and current policies	X	X	X	X	X	X	X
2.3	Establish common definitions, methodologies and reporting templates	X	X	X	X	X	X	X
2.4	Evaluate, access, and develop qualitative and quantitative assessment methods	X	X	X	X	X	X	X
	Analysis of diversity committee assessments ANG-wide	X	X	X	X	X	X	X
2.5	Pilot program to develop exit interview guidance, processes and assessments	X	X	X	X	X	X	X
2.6	Asses ANG career management processes and practices to ensure max use of high talent	X	X	X	X	X	X	X
Goal 3: Professional Development, Career Counseling and Mentorship Programs								
3.1	Provide models to establish, implement, and measure informal/formal mentoring programs	X	X	X	X	X	X	X
3.2	Development opportunities for total force; career development programs to provide informed career choices	X	X	X	X	X	X	X
3.3	Identify and leverage best practices for implementation and measurement of accession and retention programs	X	X	X	X	X	X	X
3.4	Provide transparency throughout the assignment and promotion system	X	X	X	X	X	X	X
3.5	Promotion boards provide guidance regarding service-directed special assignments outside normal career path	X	X	X	X	X	X	X
3.6	Expand Recruiting and Retention focus on retention to include explanation on gender gap in retention	X	X	X	X	X	X	X
Goal 4: Policy and Procedures								
4.1	Institutional diversity with an ANG senior leader policy in every organization	X	X	X	X	X	X	X
4.2	Conduct annual review of ANG policies, programs, practices and procedures on barriers to a diverse workforce	X	X	X	X	X	X	X
4.3	Develop policies and procedures to attract and recruit new military and civilian employees, retain high talent	X	X	X	X	X	X	X
4.4	Partner with Military and Civilian Personnel to integrate competencies into development, training, performance	X	X	X	X	X	X	X
Goal 5: Diversity and Inclusion Leadership Education and Training								
5.1	Develop detailed diversity competency models for diversity management/leadership and for total force	X	X	X	X	X	X	X
5.2	Enhance diversity development/training curriculum for diversity professionals and total force	X	X	X	X	X	X	X
5.3	Design a model of diversity leadership program for senior leaders	X	X	X	X	X	X	X
5.4	Include revamped, results-oriented, mission-focused diversity briefings/education for Total Force Airmen at all levels	X	X	X	X	X	X	X
Goal 6: Strategic Communications								
6.1	Establish an ANG strategic communications plan that includes the diversity effort through partnership with SPS SC	X	X	X	X	X	X	X
6.2	Actively identify/collaborate diversity talking points in development of comm efforts w/ recruiting, retention, training	X	X	X	X	X	X	X
	Implement and utilize social networking tools as Web 2.0 milSuites to increase collaboration	X	X	X	X	X	X	X
6.3	Ensure diversity is incorporated into ANG marketing strategy	X	X	X	X	X	X	X
6.4	Institute regular communications to senior leadership to maintain updated info and progress via SPS SC	X	X	X	X	X	X	X
6.5	Engage with best practice organizations, NGB, USAF, SECAF, youth and general public to strengthen image of ANG	X	X	X	X	X	X	X
6.6	Utilize social media sites as a forum to convey and receive info regarding ANG diversity initiative	X	X	X	X	X	X	X
6.7	ANG leaders to relay diversity successes during mission-focused events through memorable talking points	X	X	X	X	X	X	X
6.8	Place talking points, key messages in existing communication channels for ANG external speaking engagements	X	X	X	X	X	X	X
Goal 7: Strategic Engagement and Community Outreach								
7.1	Enhance community relations/partnerships thru participation in youth activities, mentoring and outreach vis SPS SC	X	X	X	X	X	X	X
7.2	PAO provide presentations to organizations or employ ANG senior leaders thru speaking engagement in the community	X	X	X	X	X	X	X
7.3	Establish long term marketing plan addressing diversity as a leadership strategy to win the war on talent	X	X	X	X	X	X	X
7.4	Establish partnership with affinity group leaders, business, educational institution leaders and state gov't officials	X	X	X	X	X	X	X
Goal 8: Human Resources, Recruiting and Retention								
8.1	Institutional diversity with an ANG senior leader policy in every organization	X	X	X	X	X	X	X
8.2	Conduct annual review of ANG policies, programs, practices and procedures on barriers to a diverse workforce	X	X	X	X	X	X	X
8.3	Develop policies and procedures to attract and recruit new military and civilian employees, retain high talent	X	X	X	X	X	X	X
8.4	Partner with Military and Civilian Personnel to integrate competencies into development, training, performance	X	X	X	X	X	X	X
8.5	Identify barriers and develop strategies to increase the diversity of ANG senior leaders	X	X	X	X	X	X	X
8.6	Identify career paths and strategies to improve upward mobility for a diverse civilian and military corps, including tactical occupations.	X	X	X	X	X	X	X
8.7	Ensure qualified candidates (including minorities and women) have been considered for the nomination of every 3- and 4-star position.	X	X	X	X	X	X	X