

# New York National Guard Joint Diversity Strategic Plan

*Always Ready, Always There*



**January 2017**

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## Overview

The New York National Guard (NYNG) is a military organization staffed by a combination of Title 32 Military Technicians (dual-status and non-dual status employees), Active Guard Reserve (AGR), Title 10 mobilized Soldiers and Airmen and traditional guardsmen (M-Day) of both the Army and Air National Guard. The NYNG also has fulltime state employees and contractors that work within the organization. Unlike other U.S. military organizations, the National Guard has both a federal and state mission.

The NYNG federal mission is to staff, train and equip combat and combat support units to augment both the active Air Force and the active Army. The NYNG faces regular mobilization and deployment of Soldiers, including those who are military technicians. The New York Air National Guard maintains the largest Air National Guard population in the United States with missions varying from rescue, refueling, airlift, attack operations, air defense operations, and support of the National Science Foundation missions in Greenland and Antarctica.

The NYNG state mission is to support the Governor in the event of a state emergency. Thousands of our Soldiers and Airmen responded to several natural disasters in New York in recent years to include, Tropical Storm Irene (2011), Superstorm Sandy (2012), and the Buffalo snow storm (2014).

In accordance with Presidential Executive Order 13583 establishing a coordinated government-wide initiative to promote diversity and inclusion in the federal workforce, the NYNG has established a State Joint Diversity Executive Council (NYNG JDEC). The NYNG JDEC charter identifies council positions and dictates operating procedures to carry out the New York National Guard Joint Diversity Strategic Plan. This plan will align with the Diversity and Inclusion Strategic Plan of the U.S. Office of Personnel Management (OPM) and the National Guard.

## Background

The NYNG is committed to the principles of the Equal Opportunity (EO) and Equal Employment Opportunity (EEO) Programs for all members of the NYNG, both military and civilian.

Federal and state laws, Department of Defense (DoD) guidance and NYNG regulations guarantee equal opportunity to all without regard to race, color, gender, religion, national origin, age or disability status. DoD Directive (DoDD) 1020.02E, dated 8 June 2015, also includes sexual orientation. Furthermore, the tenants of Equal Opportunity guarantee a work environment free from sexual harassment or fear of reprisal for involvement in any equal opportunity matter.

Treating members fairly requires a NYNG-wide commitment that fosters appreciation for the cultural differences between ethnic groups and genders. All NYNG members want to

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be treated with respect, given an equal chance in competitive circumstances and be evaluated solely on their merits.

The success of our diversity program and of the NYNG depends on the positive attitudes and, more importantly, the appropriate behavior of all of our employees. Everyone affiliated with the NYNG will strive to keep the work environment professional and free from discrimination and harassment. Employees and members should look beyond outward appearances and cultural and religious differences, offering all an equal opportunity to rise to their full potential.

The Department of Defense Military Leadership Diversity Commission was tasked with assessing the abilities of the DoD and the Services to ensure "effective and accountable" diversity management. On 5 February 2009, DoD issued DoDD 1020.02, "Diversity Management and Equal Opportunity (EO) in the Department of Defense". On 8 June 2015, the revised DoDD 1020.02E was published, including sexual orientation under the Equal Opportunity 'umbrella'. The Directive's primary policy statement addresses diversity and diversity management. An issue paper was created that distinguishes diversity and diversity management from military equal opportunity (MEO) and civilian equal employment opportunity (EEO). This was accomplished by tying the definitions of diversity, diversity management and diversity management program goals to improved readiness and capability instead of fairness and the prevention of illegal discrimination. Consistent with the title of the directive, each subsection applies to diversity management and/or equal opportunity, either MEO or EEO. The issue paper contends that the two separate programs and enhanced organizational capability are the right goals for diversity management (MLDC, 2009a, 2010a, and 2010c). The issue paper also affirms internal tensions remain due to intermingled references in EO and diversity management to "promoting diversity". Therefore the NYNG JDEC will consistently coordinate efforts between the NYNG MEO and EEO programs, aligning those EO/EEO Affirmative Action goals with similar diversity objectives.

The formation of the National Guard Bureau Joint Diversity Executive Council (NGB JDEC) and supporting guidance propels the NYNG to re-appoint members to the NYNG JDEC and publish a new State Joint Diversity Strategic Plan and Charter. This plan will align with New York Military Force Joint Strategic Plan as well as the aforementioned OPM Government-Wide Diversity and Inclusion Strategic Plan. The NYNG JDEC Charter establishes positions on the NYNG JDEC and synchronizes EO/EEO officers, advisors, leaders, specialists, human resource advisors, recruiting and retention offices and a supporting cadre of stakeholders in the success of these goals.

The Adjutant General (TAG) is the cornerstone of the NYNG JDEC. TAG will appoint a General Officer (GO) (or highest ranking officer assigned when a GO is not available) to directly represent TAG as the chair of the JDEC. The goal of TAG-appointed chairman is to provide timely feedback with the intent of keeping TAG and respective state leadership informed and advised on JDEC activities and recommendations.

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## **New York Diversity Policy**

The NYNG consists of proud, well-trained, professional men and women who stand ready to defend our Nation; a Nation that was founded on the principle that each individual has dignity and worth. The NYNG will always remain true to that principle by strongly supporting the needs, aspirations and capabilities of each individual joining our team.

In our commitment to diversity and inclusion, we welcome people from all backgrounds and seek to understand and appreciate the various customs and values diversifying our force. This requires that we create, promote and maintain activities which further our understanding of all individuals and groups. Our personnel will serve in an environment that utilizes their talents, develops their potential and recognizes their achievements. Our underlying commitment to the Guard team and their families is to instill the highest sense of pride in themselves, their work and the NYNG mission.

As an integral part of the mission readiness of the NYNG, we will continue to develop and communicate policies that discourage intolerance and discrimination and improve morale and productivity through visible and active command initiatives. This concept and dimension of diversity is incorporated into every activity to include training, staffing, personnel practices, community service and all areas of military culture.

Our commitment is to maintain a culture that treats everyone as full and equal partners; make the National Guard a leader in fair, equitable and nondiscriminatory treatment of all; instill cultural adaptability as a life skill to seamlessly adapt in areas of operation for maximum effectiveness; recognize members as our most important asset; promote teamwork and constructive working relations; and utilize leadership as the tool for the continuous pursuit of excellence in order to create coalitions of interests, not of race, color, religion, gender, national origin, disability or age. The commitment to diversity rests with every member of the NYNG to implement and support the diversity philosophy. We understand and embrace diversity as our greatest strength.

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## **Definitions of Diversity and Inclusion**

We define workforce diversity as a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status and family structures. The concept also encompasses differences among people such as to where they are from, where they have lived and their differences of thought and life experiences.

We define inclusion as a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

## **Federal Government-Wide Diversity and Inclusion Vision Statement**

Be the Nation's model employer by leveraging diversity and fostering inclusion to deliver the best public service.

## **National Guard Bureau Diversity and Inclusion Vision Statement**

To achieve an organizational culture that values diversity and inclusion as highly as personnel strength, training, readiness and combat effectiveness.

## **New York National Guard Joint Diversity and Inclusion Vision Statement**

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

## **Federal Government-Wide Diversity and Inclusion Mission Statement**

Recruit, retain and develop a diverse, high-performing Federal workforce that draws from all segments of society and values fairness, diversity and inclusion.

## **National Guard Bureau Diversity and Inclusion Mission Statement**

To create and sustain an organization dedicated to mission effectiveness, valuing diversity and inclusion, and ensuring each individual has the opportunity, guidance and information to reach maximum potential.

## **New York National Guard Joint Diversity Mission Statement**

To create and sustain an organization that is dedicated to mission effectiveness, values diversity, and ensures each individual has the opportunity and means to reach his or her maximum potential.

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## **New York National Guard Joint Diversity Strategic Plan Purpose Statement**

The Joint Diversity Strategic Plan is the tool by which we will accomplish The Adjutant General's diversity vision. The goals and objectives set forth in this diversity strategic plan aim for increased mission effectiveness through diversity and provide the key actions required by specific members of our organization to address agency shortfalls and barriers. To ensure our membership works to complete these key actions, the plan describes methods to measure the impact of each goal and assigns responsibility for ownership of each objective.

The State Diversity Coordinator will complete the diversity dashboard metrics annually and provide NGB-JDEC with the report. We will adjust objectives annually based on the progress made, barrier analysis and changing demographic trends.

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## NEW YORK NG JOINT DIVERSITY EXECUTIVE COUNCIL CHARTER

### Guidelines

In FY17, the NYNG JDEC will assess and strengthen the NYNG diversity foundation consistent with The Adjutant General's vision of a data-driven, compliance-based organization. The FY17 NYNG JDEC will prepare for a broader council membership and data-driven strategic planning effort in FY18.

Meetings will be held quarterly or as necessary. Location will be the Division of Military and Naval Affairs.

Minutes will be maintained and distributed with copies being forwarded to members of the NYNG JDEC.

### Membership

#### *NYNG Joint Diversity Executive Council (JDEC)*

Will consist of the Chair; a joint advisory committee comprised of Army officers, warrant officers and enlisted members and Air Force officers and enlisted members; the State Diversity Coordinator and working group leaders as necessary.

#### *JDEC Advisory Committee*

This joint committee is responsible to the JDEC Chair and the TAG for the following:

- Become a high-functioning, joint team able to advise with a holistic view of the organization in the areas of Affirmative Action, EO, EEO and Diversity and Inclusion
- Make sound membership recommendations
- Become the driver for deliberate and relevant NYNG JDEC planning in FY17 and beyond

#### *JDEC Working Groups*

JDEC working groups will be established by the JDEC Chair as necessary and will be responsible to study and report findings and recommendations to the NYNG JDEC. These groups may be temporary or ongoing based upon the goals outlined. A Working Group Leader will be appointed in writing by the NYNG JDEC Chair.

### Roles and Responsibilities

All council members will lead by example, applying the vision of the Diversity Council to their daily activities and work environment. All members will treat each other with respect, attend scheduled meetings, be prompt and observe common courtesies of discussion with one another.

The State Diversity Coordinator is appointed as the NYNG JDEC Manager and will coordinate planning, organizing, implementing and facilitating the agenda in conjunction with the NYNG JDEC Chair.



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The NYNG JDEC submits quarterly and annual reports to NGB JDEC. Council members who separate from the NG will automatically lose membership on the committee. If members are reassigned from key identified positions, their incumbent will take their place on the council.

## **Part I, Strategic Goals and Objectives (FY17)**

The NYNG strategic goals and objectives are consistent with the National Guard Bureau Diversity and Inclusion Strategic Plan, dated 21 October 2014.

### **Overarching Strategic Goals:**

- 1. Enhance Diversity and Inclusion:** Develop a workforce that reflects the communities we serve and create an inclusive environment that values and empowers all.
- 2. Develop Leader Support for Diversity.** Ensure leaders at all levels champion diversity program priorities and understand what is specifically required of them to achieve success. All leaders must understand the results they are expected to achieve and track progress toward stated goals.
- 3. Develop and Increase Diversity Partnerships.** New York must partner with entities outside of the National Guard to further enhance collaborative efforts and to conduct regular state-level meetings in order to share best practices and synchronize efforts to resolve problems.
- 4. Develop, Mentor and Retain Top Talent Reflective of the Community.** Ensure Soldiers, Airmen and civilians continue to learn about potential opportunities to advance and reach their career goals and expectations.

## **Part II, Specific Annual NYNG Goals (FY 17)**

This strategic plan outlines seven goals with corresponding actions and metrics to ensure that the great strides towards diversity in the NYNG continue. These goals provide direction for organizational, climate, structural and procedural changes as the NYNG moves towards a more advanced diversity model. Execution of this diversity plan requires the support and effort of every Leader, Airman, Soldier, and Civilian member. The key emphasis of leadership support and education amongst all employees will be the basis for success in the mission of diversification.

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- 1. Leadership Commitment:** Ensure New York ARNG, ANG and Civilian leaders at every level are committed to creating an environment that fosters diversity, inclusion and force development.

## *Actions:*

- Ensure all leaders of the NYNG understand the concept of diversity as described in the Government-wide Diversity and Inclusion Strategic Plan, Joint Leader's Guide, Policy on Diversity and other applicable DoD Diversity Directives.
- Disseminate TAG policy on Diversity and Inclusion to all members of the NYNG.
- Obtain TAG signature on the NYNG Joint Diversity Strategic Plan and disseminate the approved plan to all leaders in the NYNG.
- Create TAG policy authorizing NYNG personnel four hours per month, with a maximum of 24 hours per year, to attend local special emphasis and diversity events.

## *Metrics:*

- Measure the percent of favorable responses to diversity questions on Command Climate Surveys.
- Collect the total number of formal vs. informal EO complaints and number of substantiated vs. unsubstantiated EO complaints during each Fiscal Year.
- Measure the number and percent of assigned personnel by each demographic category.
- Measure "Leadership Level" demographics.

- 2. Education and Training:** All members of the New York National Guard will be provided current, relevant and meaningful diversity and inclusion training.

## *Actions:*

- Incorporate diversity training into existing EO programs (to include initial and refresher training).
- Include a diversity brief with each newcomer packet/orientation.

## *Metrics:*

- Measure the percent of units and personnel completing diversity and force development training.

- 3. Career Management:** Leaders at every level of the organization will ensure that each unit member has access to viable career and mentoring programs.

## *Actions:*

- Monitor career management and Individual Development Programs (IDPs).
- Create and maintain a joint mentorship program.

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## *Metrics:*

- Measure the number and percent of new accessions by category.
- Measure the number and percent of reenlistments by category.
- Measure the number and percent of loss rates by category.
- Measure demographics of students selected for professional military education.

- 4. Policy Creation:** Review and update NYNG Diversity and Inclusion policies annually to ensure fair and equitable treatment for all.

## *Actions:*

- Conduct an annual review (November) of local diversity policies and submit recommended changes to eliminate barriers to fair and equal treatment to the State Equal Employment Manager (SEEM).
- Ensure updated policies are distributed statewide and posted prominently on all unit bulletin boards.
- Update NYNG internal website(s) with the most current policies and guidance.

## *Metrics:*

- Completion of annual review.

- 5. Diversity Awareness:** Ensure all members of the NYNG understand the concept of diversity. Ensure the value of Diversity is emphasized when planning and conducting forums within the NYNG.

## *Actions:*

- Integrate diversity awareness into the agendas of statewide workshops, conferences and forums, to include recognition of diversity achievement.
- Create entryway displays for special emphasis program observances.
- Advertise and actively seek nominations for NGB Diversity Outreach Awards

## *Metrics:*

- Measure number of forums conducted which contain diversity awareness and/or recognition.
- Measure number of nominations for NGB Diversity Outreach Awards.

- 6. Community Outreach and Involvement:** Establish and enhance community relationships and partnerships through media advertising and active team participation in local events, activities and other outreach programs.

## *Actions:*

- Monitor advertising and media programs that communicate unit activities and accomplishments to a diverse community.
- Establish a long-term marketing plan addressing diversity.
- Maximize use of resources to enhance involvement in local community programs.

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## *Metrics:*


- Measure number of media events that showcase diversity in the NYNG.
- 7. Recruiting and Retention:** The Recruiting and Retention force will recruit members that reflect the diversity of the community it serves.

## *Actions:*

- Ensure the number and percent of new accessions reflect the demographics of the community.
- Ensure the recruiting workforce is diverse and reflects the community it serves and recruits from.
- Ensure all personnel are afforded the equal opportunity to apply for recruiting and retention vacancies.
- Recruiting and Retention representatives (Army and Air) will attend quarterly NYNG-JDEC meetings.

## *Metrics:*

- Measure number and percent of new accessions by demographic category.
- Measure composition of the Recruiting force by category.



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ANTHONY P. GERMAN  
Major General, NYANG  
The Adjutant General

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**Table of Common Acronyms Used in EO/EEO/Diversity Publications**

Phrase	Acronym
Affirmative Action Plan	AAP
Asian Employment Program	AEP
American Indian Alaskan Native Employment Program	AIANEP
Annual Narrative Statistical Data Report	ANSR
Black Employment Program	BEP
Defense Equal Opportunity Management Institute	DEOMI
Defense Equal Opportunity Climate System	DEOCS
Equal Employment Opportunity	EEO
Equal Employment Opportunity Commission	EEOC
Equal Opportunity Human Resource Officer	HREO
Equal Opportunity	EO
Equal Opportunity Advisor	EOA
Equal Opportunity Advisor Reserve Component Course	EOARCC
Equal Opportunity Leader	EOL
Equal Opportunity Leader Course	EOLC
Federal Women's Program	FWP
Hispanic Employment Program	HEP
Human Resource Officer	HRO
Individuals with Disabilities Employment Program	IWDEP
Joint Diversity Executive Council	JDEC
Management Directive	MD
Military Equal Opportunity	MEO
National Guard Bureau	NGB
Special Emphasis Program Manager	SEPM
State Diversity Coordinator	SDC
State Equal Employment Manager	SEEM

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## Air and Army Demographics (FY16)

Air Enlisted/Rank	Number	Percentage
CMSgt	83	1.7%
SMSgt	237	4.9%
MSgt	779	16.3%
TSgt	983	20.5%
SSgt	1,003	20.9%
SrA	842	17.6%
A1C	794	16.6%
Amn	24	0.5%
AB	48	1.0%
<b>TOTAL</b>	<b>4,793</b>	<b>100.0%</b>

\*FY16 via RAW

Army Enlisted/Rank	Number	Percentage
SGM/CSM	66	0.8%
MSG/1SG	188	2.1%
SFC	483	5.5%
SSG	1,056	12.1%
SGT	1,768	20.2%
SPC/CPL	2,986	34.1%
PFC	1,122	12.8%
PV2	548	6.3%
PV1	530	6.1%
<b>TOTAL</b>	<b>8,747</b>	<b>100.0%</b>

\*FY16 via DPRO

Air Officer/Rank	Number	Percentage
Maj. Gen.	2	0.2%
Brig. Gen.	3	0.4%
Col.	32	3.7%
Lt. Col.	216	25.2%
Maj.	250	29.2%
Capt.	200	23.4%
1st Lt.	78	9.1%
2nd Lt.	75	8.8%
<b>TOTAL</b>	<b>856</b>	<b>100.0%</b>

\*FY16 via RAW

Army Officer/Rank	Number	Percentage
MG	2	0.2%
BG	5	0.4%
COL	37	3.2%
LTC	88	7.7%
MAJ	191	16.7%
CPT	304	26.6%
1LT	312	27.4%
2LT	204	17.8%
<b>TOTAL</b>	<b>1,143</b>	<b>100.0%</b>

\*FY16 via DPRO

Warrant Officer/Rank	Number	Percentage
CW5	13	5.7%
CW4	19	8.4%
CW3	69	30.4%
CW2	90	39.6%
WO1	36	15.9%
<b>TOTAL</b>	<b>227</b>	<b>100.0%</b>

\*FY16 via DPRO

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Air Enlisted/Age	Number	Percentage
17-24	916	19.1%
25-34	1,839	38.4%
35-44	1,149	24.0%
45+	889	18.5%
<b>TOTAL</b>	<b>4,793</b>	<b>100.0%</b>

\*FY16 via RAW

Army Enlisted/Age	Number	Percentage
17-24	3,106	35.5%
25-34	3,674	42.0%
35-44	1,267	14.5%
45+	700	8.0%
<b>TOTAL</b>	<b>8,747</b>	<b>100.0%</b>

\*FY16 via DPRO

Air Officer/Age	Number	Percentage
17-24	6	0.7%
25-34	235	27.5%
35-44	343	40.1%
45+	272	31.8%
<b>TOTAL</b>	<b>856</b>	<b>100.0%</b>

\*FY16 via RAW

Army Officer/Age	Number	Percentage
17-24	112	9.8%
25-34	535	46.8%
35-44	300	26.3%
45+	196	17.1%
<b>TOTAL</b>	<b>1,143</b>	<b>100.0%</b>

\*FY16 via DPRO

Warrant Officer/Age	Number	Percentage
17-24	1	0.4%
25-34	52	22.9%
35-44	90	39.7%
45+	84	37.0%
<b>TOTAL</b>	<b>227</b>	<b>100.0%</b>

\*FY16 via DPRO

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Air Enlisted Race & Ethnicity	Number	Percentage
American Indian	15	0.3%
Asian	85	1.8%
Black	426	8.9%
Declined to Respond	131	2.7%
Two or More Races	51	1.1%
Native Hawaiian/Pacific Islander	15	0.3%
White	4,070	84.9%
Hispanic or Latino	606	12.6%
Not Hispanic or Latino	4,075	85.0%
Declined to Respond	112	2.4%
<b>TOTAL</b>	<b>4,793</b>	<b>100.0%</b>

\*FY16 via RAW

Army Enlisted Race & Ethnicity	Number	Percentage
American Indian	103	1.2%
Asian	424	4.8%
Black	2,066	23.7%
Declined to Respond	NA	0
Two or More Races	90	1.0%
Native Hawaiian/Pacific Islander	NA	0
White	6,064	69.3%
Hispanic	1,253	14.3%
Not Hispanic or Latino	7,494	85.7%
Declined to Respond	NA	0
<b>TOTAL</b>	<b>8,747</b>	<b>100.0%</b>

\*FY16 via DPRO

Air Officer Race & Ethnicity	Number	Percentage
American Indian	3	0.4%
Asian	16	1.9%
Black	30	3.5%
Declined to Respond	36	4.2%
Two or More Races	6	0.7%
Native Hawaiian/Pacific Islander	0	0
White	765	89.4%
Hispanic or Latino	45	5.3%
Not Hispanic or Latino	760	88.8%
Declined to Respond	51	5.9%
<b>TOTAL</b>	<b>856</b>	<b>100.0%</b>

\*FY16 via RAW

Army Officer Race & Ethnicity	Number	Percentage
American Indian	4	0.3%
Asian	67	5.8%
Black	98	8.6%
Declined to Respond	NA	0
Two or More Races	49	4.4%
Native Hawaiian/Pacific Islander	NA	0
White	925	80.9%
Hispanic	85	7.4%
Not Hispanic or Latino	1,058	92.6%
Declined to Respond	NA	0
<b>TOTAL</b>	<b>1,143</b>	<b>100.0%</b>

\*FY16 via DPRO

Army Warrant Race & Ethnicity	Number	Percentage
American Indian	1	0.5%
Asian	2	0.9%
Black	18	7.9%
Declined to Respond	NA	0
Two or More Races	3	1.3%
Native Hawaiian/Pacific Islander	NA	0
White	203	89.4%
Hispanic	18	7.9%
Not Hispanic or Latino	209	92.1%
Declined to Respond	NA	0
<b>TOTAL</b>	<b>227</b>	<b>100.0%</b>

\*FY16 via DPRO



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Air Enlisted/Gender	Number	Percentage
Female	879	18.3%
Male	3,914	81.7%
<b>TOTAL</b>	<b>4,793</b>	<b>100.0%</b>

\*FY16 via RAW

Army Enlisted/Gender	Number	Percentage
Female	1511	17.3%
Male	7236	82.7%
<b>TOTAL</b>	<b>8747</b>	<b>100.0%</b>

\*FY16 via DPRO

Air Officer/Gender	Number	Percentage
Female	147	17.2%
Male	709	82.8%
<b>TOTAL</b>	<b>856</b>	<b>100.0%</b>

\*FY16 via RAW

Army Officer/Gender	Number	Percentage
Female	157	13.7%
Male	986	86.3%
<b>TOTAL</b>	<b>1143</b>	<b>100.0%</b>

\*FY16 via DPRO

Warrant Officer/Gender	Number	Percentage
Female	22	9.7%
Male	205	90.3%
<b>TOTAL</b>	<b>227</b>	<b>100.0%</b>

\*FY16 via DPRO