



ARNG Diversity Strategic Plan



2015 – 2020

Leveraging Mission Command

Advancing Operational Readiness and Mission Focus

**Developing Adaptive Leadership to Shape Future
Workforce**

Building Strategic Partnership

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From the Acting Director, Army National Guard

“Diversity is critical to ARNG mission success.”

- Major General Judd H. Lyons

Diversity is a readiness imperative—an organizational must-do for the ARNG to attract and retain a ready, reliable, and relevant force. Our Nation’s population is shifting, requiring ARNG leaders at all levels to work with diverse populations to ensure operational success today and for the next generation.

Today’s security environment demands more from our military and civilian leaders than it ever has. The human dimension of conflict is much more dynamic, and unconventional, asymmetrical battlefields require us to better understand people and the environments in which they live. A more adaptive and culturally astute ARNG will enhance our ability to operate in such environments, and training and education will play an important part. Our leaders must be trained and fully prepared to meet global challenges based on their ability to understand varying cultures. Those are the types of leaders who will help the ARNG achieve mission readiness by helping us adapt and prepare for changing demographics and knowledge management strategies.



We will continue to find ourselves in competition with worldwide corporations for the best talent. As a result, we must keep developing opportunities for people across America, and we must be persistent in preparing for the projections of demographic shifts. We also must respond to the work expectations and life-work integration needs of four—and now five—generations who will continue to work side by side. Succession planning, as well as capturing the expertise of retiring baby boomers, will be important components of our mission to function as a knowledge-based enterprise. It is in this context that we will address the complex challenges of tomorrow.

A handwritten signature in blue ink that reads "Judd H. Lyons".

JUDD H. LYONS
Major General, USA
Acting Director, Army National Guard

Definition of Diversity

Army: Diversity encompasses the different attributes, experiences, and backgrounds of our Soldiers, Civilians, and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army. (Army Diversity Roadmap)

National Guard: Diversity fosters a cultural climate, which allows people to maximize their potential by embracing and promoting each other's holistic characteristics. (NGB Leader's Guide to Diversity)

ARNG Diversity Vision

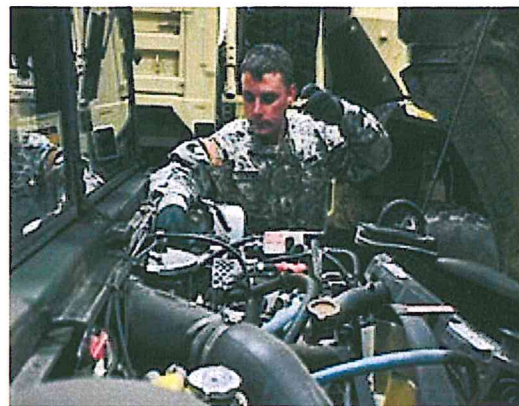
The ARNG will reflect the fabric of our Nation's communities, States, Territories and the District of Columbia (DC). Leaders and commanders will embrace the value of a diverse workforce as a critical element to mission success. The ARNG will be composed of a diversity of races, educational and cultural backgrounds, and professional skill sets. Both men and women will enjoy equal ability to advance and excel.

Army National Guard Diversity Mission

The ARNG leadership is committed to creating a more diversified and robust force by recognizing each individual's unique values and attributes. We will leverage the existing pool of talent within our structure and seek new talent representative of our demographic populations in communities we serve. We will provide the necessary platform for leaders and Soldiers to embrace each others' differences, and understand how our collectively focused energies will increase the effectiveness of our dual roles of supporting state and federal missions.

Mission

ARNG is the national leader in embracing the strengths of diverse people in an inclusive environment. We are investing in and managing talent, valuing individuals, and developing culturally astute Soldiers and civilians who enhance our communities and are prepared for the human dimension of leadership and global engagements.



Values

LOYALTY: Bear true faith and allegiance to the U.S. Constitution, the Army National Guard, your unit and other Soldiers

DUTY: Fulfill your obligations.

RESPECT: Treat people as they should be treated.

SELFLESS SERVICE: Put the welfare of the Nation, the ARNG and your subordinates before your own.

HONOR: Live up to Army National Guard values.

INTEGRITY: Do what is right, legally, and morally.

PERSONAL COURAGE: Face fear, danger, or adversity (physical or moral).

Critical Success Factors

- Adjutant Generals of 54 states and territories and the District of Columbia (DC) embrace openness, trust and change, and understand importance of diversity and mutual respect
- Commitment of all ARNG senior leaders to serving as champions of diversity and workforce management through effective change management that accelerates adoption of diversity and workforce management initiatives
- Apply resources to support initiatives with the right personnel, funding, and time
- Well-defined metrics supported by disciplined processes that capture and analyze, timely, accurate and quality data
- Multiple types of training and awareness that enable employees and customers to successfully apply varying levels of diversity initiatives throughout 54 states and territories and the District of Columbia (DC).



Key Diversity Strategic Endstate

The long term desired endstate is summarized as follows: Create and sustain a high-performing work environment aligned with ARNG top 3 priorities: (1) Maintain mission readiness in all we do, (2) Develop Culturally adaptable Soldiers, and (3) Develop our formations to reflect the nation we serve. We will do this by:

- Institutionalizing Diversity as combat essential in daily operations (includes education, sustainment and accountability)
- Recruiting, Retaining and Promoting Soldiers who maintain the ARNG as a Ready, Reliable and Relevant force
- Creating an oversight committee of ARNG senior leaders from diverse professional backgrounds to identify barriers that inhibit achieving and sustaining an inclusive environment and develop solutions to overcome barriers
- Conducting annual review of ARNG policies, programs and practices involving and affecting diversity
- Utilizing data and information to track objectives, goals, and reporting to senior leaders
- Preparing the ARNG Annual Report and, upon approval of the ARNG Diversity and Equal Opportunity Committee, publishing the annual report
- Developing a centralized location for knowledge management and sharing of best practices
- Achieving Total Force and Joint Synergies by Integration and Interoperability at all levels to operate in a changing national and international environment
- Building partnerships with science, technology, engineering and math (STEM) organizations and Affinity Groups, educational institutions, family readiness, community influencers and leaders
- Becoming a leading, innovative organization to serve and enhance ARNG leaders' visibility of force management data that enhances decision-making capability and mission objectives.



ARNG Diversity and Inclusion Strategic Goals

Implementation of the strategies in this plan will begin in 2015. The ARNG's EO/Diversity Office will oversee the implementation in conjunction with ARNG Strategic Imperatives and will seek to promote leadership engagement on diversity and inclusion issues. The driving force of this implementation is the linkage of diversity – in all its forms – with readiness (see Goal 5).

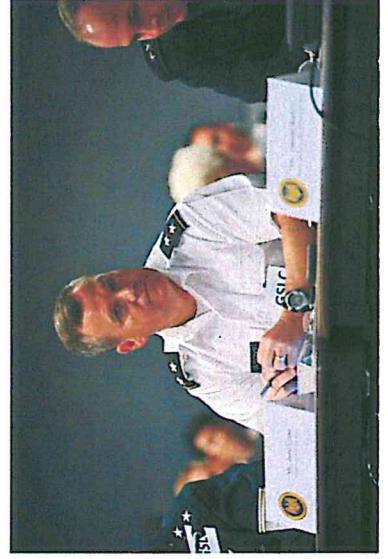
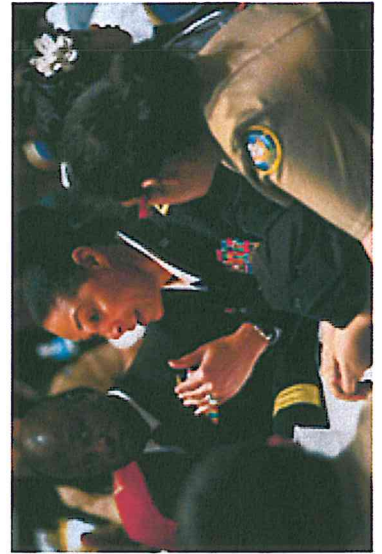
The role of the Diversity Program Manager is to serve as the primary advisor to ARNG on issues related to diversity and inclusion. The Diversity Manager must also promote actionable metrics and reporting on diversity and inclusion topics, as well as increase organizational awareness and engagement about diversity and inclusion throughout the organization.



Goal 1 – Leadership Commitment

ARNG Leaders (ARNG and Civilian) will commit to creating an environment that fosters Diversity and promotes Inclusion

Objective	Strategy	Measure	Target	Milestones	Lead
Train and educate leaders at all levels in the organization on how to lead a diverse workforce	Demonstrate leadership commitment by their attendance at and participation in agency-sponsored diversity leadership training events	Percentage of supervisors, managers, or leaders attending diversity sponsored leadership training events	100%	FY16 80% FY17 85% FY18 90% FY19 95% FY20 100%	ARNG Leadership
Leaders embrace and promote a philosophy that encourages a culture of diversity and inclusion	Providing training to leaders on how to effectively manage the organizational climate. This will require proactively assessing critical organizational climate dimensions that can impact an organization's effectiveness by administering climate assessments and focus groups per Army Guidance	Number of Command Climate Surveys Conducted	100%	FY16 80% FY17 85% FY18 90% FY19 95% FY20 100%	ARNG Directors
Ensure diversity efforts enhance and support the ARNG's mission and capture, benchmark, evaluate, and market diversity initiatives	Number of diversity improvement initiatives resourced in support of diversity management policies with emphasis on roles, responsibilities, authorities, and accountability	Number of Diversity initiatives accomplished	1 per quarter	FY16 4 Per Yr FY17 4 Per Yr FY18 4 Per Yr FY19 4 Per Yr FY20 4 Per Yr	ARNG G1 Diversity



Goal 2 – Acquire and Retain High Quality Diverse Talent

The ARNG will identify, recruit, develop and retain high-performing Soldiers and Civilians from diverse backgrounds

Note: Patrick captured additional changes to this panel.

Objective	Strategy	Measure	Target	Milestones	Lead
Recruit and retain highly qualified, diverse talent to sustain the ARNG's mission	Educate the recruiting force on how to recruit population that encompasses all dimensions of diversity. Use a variety of tools, such as print and social media, to attract qualified talent	Deviation from eligible Census population	ARNG demographics deviates from the eligible census population less than 6%	FY16 < 8% FY17 < 8% FY18 < 7% FY19 < 7% FY20 < 6%	ARNG R&R G1
Attract diverse candidates interested in STEM programs	Focus on high school seniors, vocational programs, college students, and students in advanced degree programs	Number of ARNG personnel in STEM Programs	95% fill of STEM-related positions	FY16 > 75% FY17 > 80% FY18 > 85% FY19 > 90% FY20 > 95%	ARNG GSS
Expand community outreach programs	Strengthen and broaden relationships with majority-minority and women-serving institutions and continue associations with organizations that provide opportunities to source applicants for the ARNG	Number of relationships	Develop 5 new relationships per year	FY16 +5 FY17 +5 FY18 +5 FY19 +5 FY20 +5	ARNG Diversity
Pave the way to retaining the best by ensuring that all candidates have an equal opportunity for career advancement through fair competition	Institute fair and equitable position management practices. Educate selecting officials on effective recruitment, consideration, and hiring a diverse work force at all levels via open competition	Percentage of work force that meets the demographic of the ARNG at all levels of the work force both military and civilian	ARNG workforce demographics deviates from the ARNG populace is less than 6%	FY16 < 8% FY17 < 8% FY18 < 7% FY19 < 7% FY20 < 6%	ARNG G1

Goal 3 – Integrated Diversity and Leader Development

The ARNG Develops Structures And Strategies To Equip Leaders With The Ability To Manage Diversity, Be Accountable, Measure Results, Refine Approaches On The Basis Of Such Data, And Institutionalize A Culture Of Inclusion.

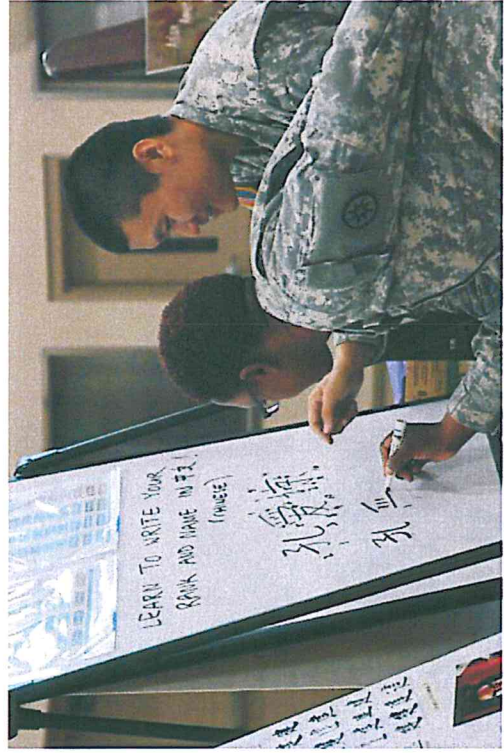
Objective	Strategy	Measure	Target	Milestones	Lead
Train and educate leaders at all levels in the organization on how to lead a diverse workforce	Train ARNG leadership utilizing leadership training programs, the Diversity Leadership Program (DLP) and Leadership Challenge Program (LCP)	Percentage of leaders attending diversity sponsored leadership training events	95% of ARNG leadership has attended a leadership diversity program	FY16 75% FY17 80% FY18 85% FY19 90% FY20 95%	ARNG Leadership ARNG Diversity ARNG G3
Improve diversity and inclusion analytics and reporting	Make diversity and inclusion reporting more actionable through improvements in data collection, presentation, and reporting frequency by creating an interdivisional diversity and inclusion metrics working group	Creation of interdivisional diversity and inclusion metrics working group	Group created and holds first meeting NLT 1st Quarter FY16	FY16 Working Group is established (IOC) FY17 Working Group is (FOC)	ARNG Leadership ARNG Diversity



Goal 4 – Enhanced Cultural Competency

The ARNG will cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and improve retention.

Objective	Strategy	Measure	Target	Milestones	Lead
Cultivate a culture that encourages collaboration, flexibility, and fairness	Analyze attrition data to determine if disparities exist due to diversity issues and proactively address identified retention issues. Utilize the Workforce Excellence Program for maintaining, enhancing and institutionalizing positive workforce and organizational change and advance retention.	Retention percentage for both the Military and Civilian workforce	ARNG Military and civilian retention rate is > 80%	FY16 > 80% FY17 > 80% FY18 > 80% FY19 > 80% FY20 > 80%	ARNG Leadership ARNG G1
Develop and maintain diversity and inclusion initiatives	Develop and implement a strategic communications plan to increase organizational awareness and engagement with diversity and inclusion topics	Number of initiatives	1 per quarter	FY16 4 per Yr FY17 4 per Yr FY18 4 per Yr FY19 4 per Yr FY20 4 per Yr	ARNG Leadership ARNG Diversity



Goal 5 – Expanded Human Dimension of Leadership Skills

The ARNG will prepare its Soldiers and Civilians for the human dimension of leadership and global engagements.

Objective	Strategy	Measure	Target	Milestones	Lead
Recognize Diversity and Inclusion as an essential component for ARNG readiness	Engage senior leadership on diversity and inclusion issues impacting the ARNG through the DARNG EO/EEO Diversity Committee and Senior Leader events i.e. GSLC, Council of Colonel, National advisory groups	Number of ARNG committees, councils, and advisory groups that have a Diversity and Inclusion representation	100% of Leadership committees, councils, and advisory groups have diversity and inclusion representation	FY16 80% FY17 85% FY18 90% FY19 95% FY20 100%	ARNG Leadership ARNG Diversity ARNG G3
Demonstrate continuous ARNG leadership commitment to diversity and inclusion	Encourage senior executives and managers to participate in the Diversity and Inclusion Leaders Series; also encourage executives and managers to speak at both internal and external events that support diversity and inclusion and the ARNG mission	Number of ARNG Leadership engagements	Increase leadership engagement by 5% per FY	FY16 +5% FY17 +5% FY18 +5% FY19 +5% FY20 +5%	ARNG Leadership ARNG Diversity



Goal 6 – Army National Guard-Wide Inclusive Culture

ARNG will create and maintain an inclusive culture where the value of diverse knowledge, experiences and backgrounds enhances mission readiness

Objective	Strategy	Measure	Target	Milestones	Lead
Strengthen programs to increase leadership and employee's engagement to support and promote ARNG-wide diversity and inclusion	Utilize the Director Army National Guard (DARNG) Equal Opportunity (EO), Equal Employment Opportunity (EEO) Diversity Committee consisting of members with a variety of grade levels, occupations, cultures, and representing all of the ARNG geographic regions to engage the ARNG work force to ensure leadership commitment and accountability in support of performance goals, diversity and inclusion strategies, objectives, and activities.	Number of DLP and LCP programs executed in FY Number of States and Territories that have executed a DLP or LCP	54 DLPs or LCPs per FY 54 States and Territories execute either a DLP or LCP	FY16 54 FY17 54 FY18 54 FY19 54 FY20 54 FY16 54 FY17 54 FY18 54 FY19 54 FY20 54	ARNG Leadership TAGs ARNG Diversity
Expand the ARNG's Awards Program to recognize and reward outstanding leadership in diversity and inclusion efforts that enhance mission readiness	Review the existing criteria for the Diversity Award to broaden eligibility to recognize leaders who proactively further the ARNG's diversity and inclusion goals. Examine opportunities to expand reward and recognition opportunities for all ARNG personnel for their diversity and inclusion efforts.	Number of awards awarded	100% of all available awards are awarded	FY16 80% FY17 85% FY18 90% FY19 95% FY20 100%	ARNG Leadership TAGs ARNG Diversity

Army National Guard Diversity Management Policy Memo



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NOV 12 2014

MEMORANDUM FOR The Adjutants General of all States, Puerto Rico, the U.S. Virgin Islands, Guam, and the Commanding General of the District of Columbia

SUBJECT: The ARNG Diversity Management Policy

1. We must continue to make diversity a priority if we are going to maintain our ready, reliable, and relevant force both at home and abroad. Accordingly, the ARNG Diversity Team's primary mission is to assist ARNG senior leadership in maximizing the potential of each member by promoting a more inclusive culture and recognizing unique, individual talents and skills. For example, the team leverages resources, best practices, and input from community partners in order to recruit, retain, mentor, and empower talented individuals.

2. As our Nation's population increasingly shifts to a more diverse one, so must our force. I challenge all ARNG leaders to acknowledge this shift by establishing an inclusive environment that reflects the varied backgrounds of our Soldiers and the larger communities we all serve. We already know that one of the best ways to honor diversity is to embrace each Soldier as a total person. Another way is to create and manage successful diversity programs—ones that constantly assess their own effectiveness through talent management.

3. The State Diversity Program is an excellent way to bolster our current diversity efforts, and I recommend that you include it as an annex to your State Strategic Plan. Remember to include the following areas when evaluating all levels of your diversity programs: senior leadership commitment; training and education; policy development and communication; recruiting and retention; career progression through force development; community outreach and partnerships; awards and recognition; and mentoring and succession planning.

4. The point of contact is COL Paul C. Thorn, Chief of Staff, Army National Guard, at DSN 327-7018, 703-607-7018, or paul.c.thorn.mil@mail.mil.

A handwritten signature in blue ink, appearing to read "Judd H. Lyons".

JUDD H. LYONS
Major General, GS
Acting Director, Army National Guard