



WANG Diversity Strategic Plan

2015 – 2020

DIVERSITY and INCLUSION

Improving Mission Readiness

Enhancing Senior Leader Decision Making Capability thru Data Visibility

Building Stakeholder Engagement, Community Relations

CONTENTS

A Message from the TAG	3
Introduction	4
Definition of Diversity	4
Vision, Mission, Values	5
Major Goals	6
Goal 1 – Leader Commitment, Accountability & Alignment	6
Goal 2 – Workforce and Force Management Metrics and Measures	6
Goal 3 – Professional Development, Career Counseling and Mentorship Programs	6
Goal 5 – Diversity and Inclusion Leadership Education & Training	7
Goal 6 – Strategic Communications	7
Goal 7 – Outreach and Strategic Engagement	7
Goal 8 – Recruiting and Retention	8



Diversity is a strategic imperative that will enhance our operational capability, formulate a more inclusive decision making process, and ultimately create a heightened level of effectiveness throughout the organization.

Diversity is a critical element that successfully engages the vast network of cultures and experiences throughout our force. It opens the door to innovative ideas and complex problem solving and provides our organization with a competitive edge.

Leaders at all levels of our organization must relate diversity and outreach activities to the mission of our organization. A diverse foundation already established at every level within our organization by the 3300 service members currently in uniform, will serve as the platform for our efforts in every city and town. They will be the key to the connection between our diversity efforts and the work performed by the Washington National Guard. In keeping with the goal of making diversity initiatives relevant, the WANG Diversity Strategic Plan connects the National Guard Road Map to the DoD diversity strategic plans.

The goals and objectives outlined in this plan are meant to help WANG integrate diversity into the daily operational structure of the WANG; now and well into the future. It will require an honest assessment of our resources, support, commitment, and competencies that senior leaders are willing to invest. Most importantly, this plan must posture us to meet the complex challenges in the 21st century environment thereby successfully accomplishing our state and federal mission.

Diversity includes and involves all of us. It is the strength of the United States of America and the strength of our WANG!

MG Bret D. Daugherty
The Adjutant General
Commanding General, WANG

INTRODUCTION

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 the WANG, ARNG, ANG, and DoD. It is a guidance document, built on key assumptions:

- WANG senior leadership will assume a significant role in the management, definition and execution of diversity within the WANG.
- Personnel and leaders will ensure diversity elements are thoroughly integrated into the WANG's human resource operations.
- Diversity initiatives are integrated into WANG Strategic Planning System and will no longer be a stand-alone function

The WANG 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: The foundational building block for the diversity effort. It ensures fairness, leads to inclusion, and focuses on demographics.

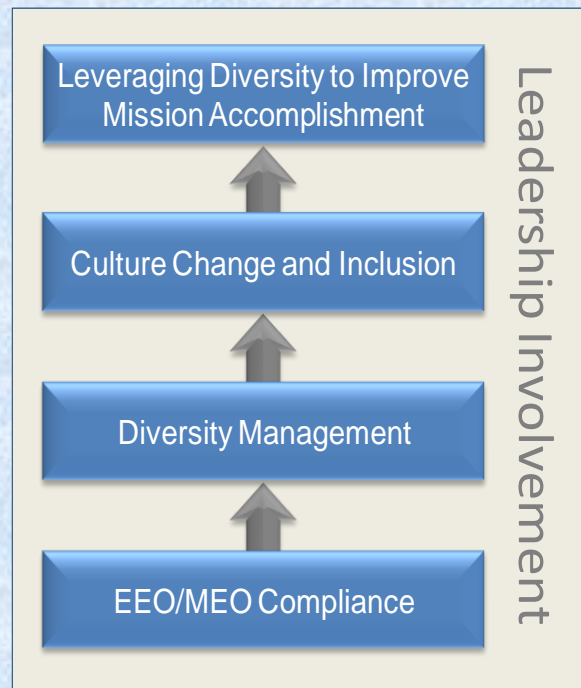
Diversity Management: Effective diversity management is necessary in order to utilize the diverse workforce.

A Culture of Inclusion: All WANG civilian and military personnel must feel valued and their talents utilized.

Leveraging Diversity: Sets conditions for more effective mission accomplishment.

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 WANG leadership is committed to the effort.

Diversity is defined as a composite of individual characteristics, experiences and abilities consistent with the Army and Air Force Core Values and Missions. 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) Intellectual/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 organization.

WANG Diversity Mission

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.

WANG Vision

To foster an environment where individuals are respected and valued for their differences and abilities that is not hindered by prejudicial barriers, stereotypes and restrictions.

Core Values

Army: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage

Air Force: Integrity, Service Before Self, Excellence in All We Do

Major Goals and Metrics (5 year plan)

1. Promote and sustain **Leadership Commitment** for alignment, accountability and integrity
2. Timely **Professional Development and Intellectual Optimization** available to retain and develop a highly skilled and diverse workforce
3. Develop and implement an internal **Diversity and Inclusion Education, Training and Awareness Program**
4. Develop Marketing and Innovation strategy for **Community Outreach and Involvement**
5. **Recruiting and Retention** programs have visibility to workforce measures and under-representation data to communities that we serve

Goal 1 – Leadership Commitment for inclusion, accountability and integrity

- **Objective 1.1:** Top level down institutes clear and consistent diversity management policies with emphasis on responsibilities and accountability. Leaders at all levels must emphasize the value of diversity and inclusion.

Metric: 1) Develop and update diversity polices at all levels. 2) Communicate diversity and inclusion as a priority

- **Objective 1.2:** Ensure all qualified candidates (including minorities and women) have been considered for the nomination of every senior NCO and Officer position.

Metric: 1) Conduct promotion/hiring boards with diverse panel members 2) ensure boards are consistent with all applicants.

- **Objective 1.3:** Conduct annual unit command climate assessments to learn about attitudes and practices that are detrimental to making progress in the enhancing effort.

Metric: 1) Draw upon the data collected by EOA/MEO professionals from each major support command or wing, create policy or conduct mentorship based on extrapolated information.

- **Objective 1.4:** Conduct mentorship opportunities to discuss what diversity and inclusion looks like from a leadership level. To include treatment and advancement of minorities.

Metric: 1) Group discussion at annual leadership conferences. 2) Command emphasis at unit site visits. 3) Senior leadership example setting.

- **Objective 1.5:** Establish or enhance the WANG strategic communications plan that includes the diversity effort. Appoint and create a diversity council which includes senior leadership.

Metric: 1) Hold quarterly diversity council meetings to push diversity initiative forward. 2) Use recruiting metrics, monitor complaint numbers, and command climate surveys to measure impact of policies and council/leadership efforts.

- **Objective 1.6:** Appoint a General Officer/Senior Enlisted Advisor to represent the State in regional JDEC groups that you are assigned to. Ensure the actively participate/collaborate on issues of common concerns and share best practices.

Metric: 1) Appointed representative reports back to State diversity council of Regional meetings.

- **Objective 1.7:** Ensure WANG diversity strategic plan is directly tied to NGB's Diversity Strategic plan.

Metric: 1) Review annually

Goal 2 – Professional Development and Intellectual Optimization to retain and develop a highly skilled and diverse workforce

- **Objective 2.1:** Develop innovative and individualized learning programs to equip our organization with intellectual diversity and capacity to succeed in complex environments.

Metric: 1) Conduct diversity training program bi-annually

- **Objective 2.2:** Develop trusted professionals that can adapt to diverse cultures, communicate effectively and build positive relationships through professional mentorship.

Metric: 1) Conduct diversity training program bi-annually

- **Objective 2.3:** Appoint a General Officer/Senior Enlisted advisor to represent the State in regional JDEC groups that you are assigned to develop best practices to retain a diverse force.

Metric: 1) The Adjutant General assigns every 2 years.

Goal 3 - Develop and implement an internal Diversity and Inclusion Education, Training and Awareness Program

- **Objective 3.1:** Design a model diversity leadership development/education program for senior leaders by using internal and external resources.

Metric: 1) Coordinate internal training or contract for external training for the quarterly senior leadership huddles.

- **Objective 3.2:** Plan, coordinate and execute an annual diversity event.

Metric: 1) Continue to build on existing program.

- **Objective 3.3:** Identify a representative to communicate to top level leadership of compliance and goal achievement.

Metric: 1) Appoint liaison from Diversity Council every two years.

- **Objective 3.4:** Monitor and track demographic groups annually. Develop a strategy to improve the representation of those demographic groups that are underrepresented.

Metric: 1) Use annual ANSR to monitor improvements

- **Objective 3.5:** Develop and implement a consistent and persistent command information program on behalf of senior leadership for internal consumption. (For example: a diversity newsletter)

Metric: 1) Continue to use established monthly Diversity Matters Newsletter

- **Objective 3.6:** Attend diversity training available through NGB or other NG resources.

Metric: 1) Send Senior Leadership on rotating basis to annual Diversity Conferences with allocated funds

- **Objective 3.7:** Designate funds for diversity training programs.

Metric: N/A

Goal 4- Develop Marketing and Innovation strategy for **Community Outreach and Involvement**

- **Objective 4.1:** Establish and enhance community relations and partnerships through participation in local events, community activities, youth mentoring and other outreach programs

Metric: #/% of people reached through designated reporting system

- **Objective 4.2:** Public Affairs Office deliver presentations to organizations or employ senior leaders through speaking engagements in the communities on WANG diversity effort.

Metric: PAO report on efforts to Diversity Liaison and outcomes from such effort.

- **Objective 4.3:** Establish a long-term marketing plan addressing diversity as a leadership strategy to win the war on talent

Metric: 1) # of press releases/articles, or multimedia product published 2) # of WANG partnerships developed to promote diversity.

- **Objective 4.4:** Establish partnership with affinity group leaders, business, educational institution leaders and state or government officials that fosters WANG involvement in education, attracting and recruitment, development and mentorship of our youth

Metric: 1) # of partnerships established and maintained. 2) Continued support of the Youth Academy

Goal 5- Recruiting and Retention programs have visibility to workforce measures and under-represented data to communities that we serve

- **Objective 5.1:** 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.

Metrics: 1) # of recruits enlisted by groups. 2) Review annually the recruiting plan as it relates to strategic target areas

- **Objective 5.2:** Identify career paths and recruiting strategies to improve upward mobility for a diverse enlisted and officer corps.

Metrics: 1) Annual demographics report

- **Objective 5.3:** Actively identify and collaborate in the development of communications efforts with recruiting, retention, and training.

Metrics: 1) Collaborate with WA State Military Department in community outreach. 2) Institute bi-lingual recruiters to establish communications