

2011-2012



Air National Guard
ANNUAL REPORT
ON DIVERSITY

Our Vision...

Our Action...Our Courage



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, 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 recruit, retain and develop our Airmen and civilians to win the war on talent. The strategy can be summed up in three words: **Vision, Action, and Courage**.

The “new norm” is to resist thinking about diversity as compliance-driven and embrace it as combat essential. While Commanders are charged with leading this initiative, every Airman and civilian 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 new paradigm of openness and innovation will lead to an increase in total force and joint force synergies, as well as achieving unprecedented efficiencies, cost savings, and overall mission success. Air National Guard Senior Leaders, Commanders and Command Chiefs at all levels, members of the Strategic Planning System (SPS), and the ANG Diversity Committee (ANGDC), are committed to engaging with all 54 states and territories to “**Operationalize Diversity**” by developing a sustainable structure that will institutionalize these practices and make them a natural part of our operations.

My challenge to all ANG leaders is this: Create an organizational culture where diversity is viewed as a combat multiplier that helps meet or exceed mission objectives. This cultural initiative includes: (a) establishing a foundation for effective diversity leadership in concert with **DoD and Air Force Core Values** and strategic vision; (b) developing forward-leaning leaders representative of America who will effectively lead a diverse workforce to maximize mission effectiveness; (c) tying this new diversity vision to desired outcomes through policies and metrics and clarifying 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 Harry M. “Bud” Wyatt
Director, Air National Guard



About The ANG

The **ANG** is both a reserve component of the **US Air Force** and the air component of the National Guard.

As a reserve component of the US Air Force, the ANG — together with its sister air reserve component, the **Air Force Reserve** — is charged under the Constitution “to provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency, and at such other times as the national security may require, to fill the needs of the armed forces whenever more units and persons are needed than are in the regular components.”

As the air component of the National Guard, the ANG serves the governors of the 54 states and territories. Under state law and provisions of the United States Code, the ANG is also charged with protecting life and property during **domestic operations**.



Diversity And Inclusion in The ANG

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.

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

Diversity 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.





Our Commitment TO DIVERSITY AND INCLUSION

It is proven that the most effective organization is a diverse organization. Organizations that draw on divergent perspectives, make better decisions that help solidify teams and create cohesive work environments.

While leaders are charged with spearheading this initiative, every Airman and civilian shares in the fundamental responsibility of encouraging diversity of thought and challenging traditional paradigms of “doing things the way they have always been done.” At the same time, our leadership development programs will create and sustain an environment of innovation where all contributions are valued and respected.

The ANG’s senior leadership and members of the **Strategic Planning System Steering Committee (SPS SC)** are all committed to working with each state and territory to develop a viable, merit-based, cultural structure that institutionalizes diversity and makes it a natural part of ANG operations.



"In order to sustain our mission in an uncertain environment, coupled with declining resources, “Operationalize Diversity” is not just leveraging the experiences, attributes and characteristics of a diverse work force, but also leveraging technology, innovation and our organizational strengths."

—Col Shirley S. Raguindin
Chief Diversity Officer



INTEGRATED DIVERSITY & INCLUSION STRATEGY

ANG strategy sets expectations and drives initiatives and opportunities for our Airmen, civilians, and their families as well as the communities we serve. Diversity and inclusion are integral parts of our strategic mission sets and a key component of our core values.

The ANG Diversity Committee Leadership Council, chaired by the Director of the ANG, determines the strategy and sets the direction for diversity and inclusion. ANG Diversity Operations, in partnership with ANGRC directors and senior leaders from the field, implements the strategy. However, it is at the grassroots level that the strategy comes to life through the commitment and enthusiasm of our people.

"Diversity is global, strategic and a mission imperative."



—Maj Gen Joseph Balskus
Former Assistant Adjutant General, Florida National Guard
Former Chairman ANG SPS SC

Major Goals (3-5 Years)

Promote and Sustain Leadership Commitment for Alignment, Accountability and Integrity

Establish Workforce and Force Management Metrics and Measurement

Make Timely Professional Development, Career Counseling and Inclusive Mentorship Programs Available to Retain and Develop a Diverse and Highly-Skilled Workforce

Develop and Implement Policy and Procedures for Life-Work Integration and/or Quality of Life

Develop and Implement Diversity and Inclusion Leadership Education & Training

Implement Clear, Concise and Consistent Messaging and Robust Strategic Communications

Develop Marketing and Innovation Plan for Strategic Engagement and Community Outreach

Recruiting and Retention Programs have Visible Measures and Provide Underrepresentation Data on Communities We Serve



Air, Space, and Cyberspace Global Diversity

IMPROVING MISSION READINESS, MISSION OPERATIONS

- ◆ Senior leaders regularly meet to integrate Total Force and Joint Synergies through Quarterly Increased Collaboration (USAF, ANG Diversity Committee, Joint Diversity Executive Committee, State and/or Wing Diversity Councils).
- ◆ ANG-wide Diversity Committees are comprised of individuals with various operational backgrounds. In addition to working with senior leaders and Human Resources Advisors (HRAs) on ANG policy development, the committees also review guidance on life-work integration and quality-of-life issues.
- ◆ Combine existing and emerging technologies to share knowledge and generate a culture change that promotes diversity of thought. Utilize secure forums and social media to generate cost savings and increase collaboration in every ANG directorate and function.
- ◆ 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 and tailor instruction to the varying levels of diversity initiatives in all 54 states, territories and the District of Columbia.

ENHANCING SENIOR LEADER DECISION MAKING CAPABILITY THRU DATA VISIBILITY

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.

Develop real-time ANG-wide Strategic Communication through use of the Strategic Planning System Steering Committee (SPS SC), Air National Guard Readiness Center (ANGRC) Weekly Activity Report (WAR), ANG **Leadership and Diversity** Monthly Newsletter, and HRA Monthly Vector Newsletter.

BUILDING STAKEHOLDER ENGAGEMENT, COMMUNITY RELATIONS

Partner with Recruiting and Retention: Create an inclusive environment with new recruiting and retention strategies that target underrepresented groups from each community, especially those with least access, respective to evolving demographic changes and trends.



“There is a call for greatness in the National Guard. The challenge before us is real and crystal clear. The world is changing, our mission is evolving, and the people we lead are changing. A proactive response to these changes demands a new mindset, that is inclusive, and values all of our soldiers, airmen, and civilians.”

—Col Ondra L. Berry
Special Assistant to Chief, National Guard Bureau on Diversity



Guard Stories: Recognizing The Diversity in our Missions

These New Jersey Air National Guard Electricians Help the Light Shine



BRICK, N.J. (11/8/12) - New Jersey Air National Guard SSgt Carl Hilpl is standing with the rest of the electric crew in the parking lot of the Ocean County Medical Center in Brick, N.J. The temperature has fallen to 33 degrees and the rain is turning to snow.

Nor'easter Athena will soon be dumping snow, rain, high winds and tidal surges on an area already hard hit by Hurricane Sandy. It's day 10 of the New Jersey National Guard's mobilization for Hurricane Sandy.

Air National Guard C-27J Aircraft Help Bring Power to New York



Three C-27J Spartans wait at the Akron-Canton Airport in Ohio on Nov. 3, 2012, to upload mission critical equipment in support of disaster relief from Hurricane Sandy.

Cargo planes from Maryland, Mississippi and Ohio National Guard units transported electrical generators to be used in the New York City area. (National Guard photo by TSgt David Speicher)

National Guard Supports Final Endeavour Flight



KENNEDY SPACE CENTER, Fla. - Air National Guard members from Illinois, New York and Virginia were on hand for the final launch of NASA's space shuttle Endeavour here May 16, to provide front-line medical and emergency rescue support in the event of an incident, said Air Force Col Joe Maslar. (Story by TSgt Johnathon Orrell)

Alaska Air National Guard Duo Saves Woman's Life



Pvt. Mario Marin, Belize Defence Force, operates a circular saw while Lance Cpl. Domingo Cal, BDF (center), and Spc. Robert Page observe at a school construction site, Upper Poteau, Haiti, June 4. Fifty-eight Reserve soldiers from the 716th teamed up with the Belizean engineers in Haiti to help build two medical clinics, a school, and one latrine facility as part of Task Force

Bon Voizen, meaning "Good Neighbor." The Task Force deploys U.S. military engineers and medical professionals to Haiti for training, and to provide humanitarian services, which includes staffing three medical clinics and one dental clinic between April 28 and June 25 in the Artibonite Department. Task Force Bon Voizen, New Horizons Haiti 2011, is a U.S. Southern Command sponsored, U.S. Army South conducted, joint foreign military interaction/humanitarian exercise under the command of the Louisiana National Guard.

Alaska National Guard Conducts Three Search & Rescue Missions in Three Days



An Alaska Air National Guard HH-60 Pave Hawk helicopter flies over Alaska during a winter training mission. (Photo by MSgt Sean Mitchell, Alaska Air National Guard)

Illinois Air National Guard C-130 Pilot Supports Airlift Ops in Afghanistan



1st Lt Brian Rezac, a C-130H pilot assigned to the 455th Air Expeditionary Wing at Bagram Airfield, Afghanistan, flies thousands of Halal meals to Pakistani flood victims as part of a humanitarian relief mission, Aug. 1. Monsoon floods brought on by torrential rains have in Pakistan have devastated hundreds of thousands. Rezac is a native of Peoria, Ill. (U.S. Air Force Photo/SSgt Christopher Boitz)

1st Lt Brian Rezac, a C-130H pilot assigned to the 455th Air Expeditionary Wing at Bagram Airfield, Afghanistan, flies thousands of Halal meals to Pakistani flood victims as part of a humanitarian relief mission, Aug. 1. Monsoon floods brought on by torrential rains have in Pakistan have devastated hundreds of thousands. Rezac is a native of Peoria, Ill. (U.S. Air Force Photo/SSgt Christopher Boitz)

120th Security Forces Squadron Supports Operation Enduring Freedom



Members of the 120th Security Forces Squadron bid farewell to their fellow airmen as the civilian airliner carrying the deploying personnel takes off into the sky by the 120th Fighter Wing ramp on Dec. 23, 2012. The Montana Air National Guardsmen departed for a 179-day deployment to a forward location in support of Operation Enduring Freedom. (National Guard photo by SMSgt Eric Peterson)

New York Air National Guard Kicks off Antarctic Science Support



STRATTON AIR NATIONAL GUARD BASE, Scotia, N.Y. - The New York Air National Guard's 109th Airlift Wing kicks off its annual support for the National Science Foundation in Antarctica as ski-equipped LC-130s head for Antarctica on Tuesday and Wednesday.

Two aircraft will depart on the five-day, 11,000-mile trip to Antarctica on each day. A total of six ski-equipped LC-130 aircraft will be on the ice during the

October to February period. These aircraft will support the National Science Foundation's research in the Antarctic running supplies and people to field camps across the continent and the South Pole station.

Oversight & Governance

Air Force Diversity Committee (AFDC)

Chaired by SAF/MR, Honorable Daniel B. Ginsberg

The objective of the Air Force Diversity Committee is to provide guidance and advice on major diversity policy issues and long-term strategic oversight and perspectives. Areas of special interest include policy making, strategic planning, diversity leadership and management, conferences and summits, performance measures (including analyses and assessments), and outreach.



“Showcasing senior leader commitment, we had participation from the Chairman of the Joint Chiefs, the Secretary and the Chief of Staff of the Air Force, in addition to sixty senior leaders from the major commands and the Pentagon. They were challenged to promote diversity within their spheres of influence. The ANG has championed this effort and **created a diversity position**, reporting directly to the Director, Air National Guard.”

Honorable Daniel B. Ginsberg
Assistant Secretary of the Air Force for Manpower and Reserve Affairs
Statement to Senate Subcommittee on Personnel, Committee on
Armed Services United States Senate — May 11, 2011

Air National Guard Diversity Committee (ANGDC)

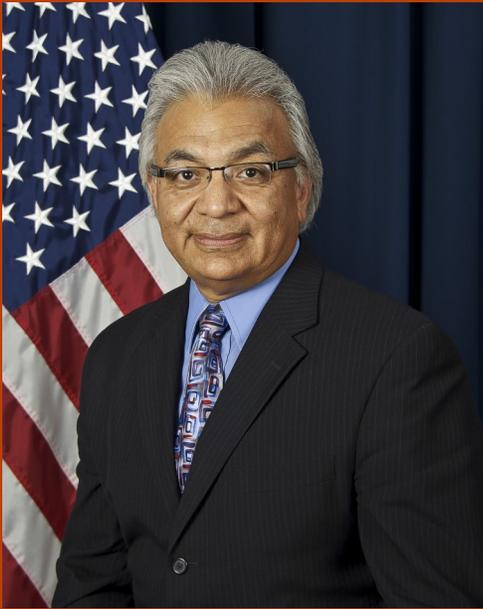
Chaired by Lt Gen Harry M. “Bud” Wyatt

Vision: To create an organizational culture where diversity is valued as a personnel readiness, combat multiplier, contingent upon high performance. The desired result is to ensure each individual has the opportunity and means to reach his or her maximum potential. The committee, which represents all ANG members, is comprised of full-time and traditional military members, civilians, and joint staff members. All actions are approved and endorsed by the Director, ANG.



“I am excited about moving from the planning phase in 2011 to the execution phase. It is time to track metrics and show how we are progressing in our strategies and goals.”

—Lt Gen Harry M. “Bud” Wyatt
Director, Air National Guard



"The diverse discussions and opinions expressed during council meetings reaffirm how much we still have to do. This is not about ethnicity, it's much bigger. It's about a culture shift that can help address suicide, sexual assault and other unfortunate challenges we currently face. In the end, the ANG will be much better off as a whole."

—Mr. Richard Rico
Director of Staff, ANGRC



Joint Diversity Executive Council (JDEC)

Chaired by Brig Gen William Burks, Nevada Adjutant General

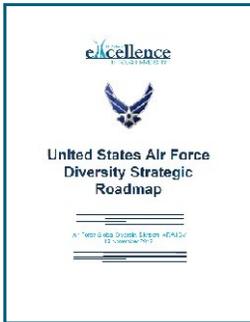
The JDEC provides advice to the Chief, National Guard Bureau and other National Guard leaders on the wide range of issues relating to diversity and equal opportunity within the National Guard. The council also assists in the identification of best practices from the private sector that contribute to a proactive, strategic approach to recruiting, developing, retaining and promoting a diverse workforce and adapting these practices to recommendations that are applicable to the National Guard military and civilian structure.



"My experience serving on the JDEC has been very educational; allowing me to see the passion of senior leadership to integrate diversity and inclusion throughout the entire National Guard. The council is a prime example of how coordinated differences can produce successful results."

—TSgt Mona Johnson
JDEC Council Member

Air Force Strategic Roadmap



The Air Force Diversity Strategic Roadmap is an action plan for the Air Force that directly supports the diversity objectives of Presidential Executive Order (EO) 13583, the *2011 Office of Personnel Management Government-Wide Diversity and Inclusion Strategic Plan*; the *2011 National Military Strategy*; the *Department of Defense Diversity and Inclusion Strategic Plan, 2012 –2017*; Air Force Policy Directive (AFPD) 36-70, *Diversity*; and Air Force Instruction (AFI) 36-7001, *Diversity*. AF/A1D is charged with responsibility for assisting the Air Force-at-large in execution of this roadmap.

Policy, Plans, and Instructions

2011 Presidential Executive Order (EO) 13583

Establishing A Coordinated Government-Wide Initiative To Promote Diversity And Inclusion In The Federal Workforce

2011 Military Leadership Diversity Commission Report

2011 Office of Personnel Management Government-

2011 National Military Strategy; the Department of Defense Diversity and Inclusion Strategic Plan, 2012 –2017

Air Force Diversity Strategic Roadmap

Air Force Policy Directive (AFPD) 36-70, Diversity

Air Force Instruction (AFI) 36-7001, Diversity

Air National Guard Instruction (ANGI) 36-2110, The Human Resource Advisor Program



"In your United States Air Force, Diversity is a military necessity and an integral part of our Core Values: Integrity first, Service before self and Excellence in all we do, and define us as Airmen. We aim high and achieve mission excellence because of our diversity."

—Dr. Jarris Louis Taylor Jr.
Deputy Assistant Secretary of the Air Force for the Strategic Diversity Integration, Office of the Assistant Secretary of the Air Force for Manpower and Reserve

Improving Mission Operations, Mission Readiness



All members of our organization deserve the same opportunity to succeed and to become the very best Airmen possible. Our goal must be to foster a workplace environment that ensures we get the very best from each member by effectively leveraging individual strengths and talents to accomplish the mission of our organization.

In order to create such an environment, we provide diversity training to increase awareness of our differences and promote a culture of acceptance.

LEADERSHIP Training

NATIONAL CAPITAL REGION (NCR) SENIOR LEADERSHIP DEVELOPMENT QUARTERLY TRAINING

- ◆ The Commanders Development Course (CDC) trained more than 200 Commanders and field grade officers on employing diversity as a leadership strategy.
- ◆ The Intermediate Development Course (IDC) trained more than 200 company grade officers and emerging leaders on diversity and inclusion, and identified several resources available to them.
- ◆ The Chief's Executive Course (CEC) briefed more than 150 newly selected Chief Master Sergeants on emerging diversity trends and their role in the deliberate development of a diverse force.
- ◆ ANGRC State Joint Forces Headquarters (JFHQ) Briefings trained over 240 senior leaders on diversity initiatives and policy development.



"There are no cookie cutter or assembly line Airmen - our quest for perfection and mission accomplishment is driven by our diversity."

-CMSgt (Ret) Christopher Muncy
Former ANG Command Chief Master Sergeant

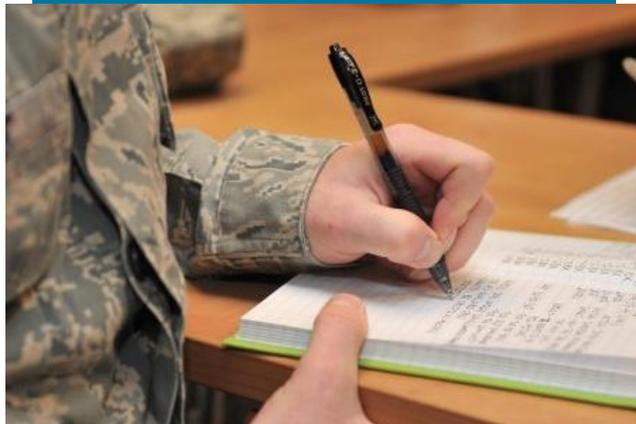


LEADERSHIP CHALLENGE PROGRAM (LCP)

The **LCP training** and development program concentrates on skills that explore concepts on recognizing and capitalizing what each individual brings to the mission. The training offers an advanced understanding of human dynamics and provides a realistic view of leadership, the individual, and how they adapt. It also explores and develops diversity of thought through various team building activities.

Highlights:

- ◆ Over 181 seminars have been presented throughout the ANG and the average rating for the training remains 4.9 of 5.0 as "value-added to participants".
- ◆ 95% of participants continue to state they are still using the concepts they learned a year later.
- ◆ Demand for LCPs remains at record levels that exceeds availability and is continually requested by The Adjutant Generals, Commanders, and senior leaders.
- ◆ By the end of 2012, 42 of 50 States, 2 of 4 Territories, and the District of Columbia (vs 34 total in 2011) received at least one LCP class.



“In order for the ANG to fully maximize the benefits of diversity; we must understand, appreciate and value each other's differences. Doing so will enable our Airmen to fully realize their true potential.”

—CMSgt Denise M. Jelinski-Hall
NGB Senior Enlisted Leader

DIVERSITY WEBSITE LINKS:

A Leader's Guide to Diversity
Air Force Diversity Website
ANG Diversity SharePoint Website
ANG Diversity Demographics
ANG Diversity Operations
ANG Diversity Human Resource Advisors (HRAs)
ANG Leadership and Diversity News
ARNG Diversity
Army National Guard Resilience Program
Defense Equal Opportunity Management Institute (DEOMI)
Diversity Executive
Diversity Inc.
DoD Office of Diversity Management
Laws Governing Diversity Policies
Military Leadership Diversity Commission (MLDC)
National Guard Web Page
NGB Joint Diversity Executive Council (JDEC)
NGB Diversity Best Practices – Attracting and Recruiting a Diverse Workforce
NGB Diversity Best Practices – Leadership Commitment
NGB Diversity Best Practices – Newsletters
NGB Diversity Best Practices – Strategic Communications
NGB Diversity Best Practices – Strategies
State Joint Diversity Councils
State Equal Employment Managers (SEEMs)
US Census Data by Zip Code
Women in Combat Study

LEADERSHIP & DIVERSITY NEWSLETTER: Increasing Awareness and Strategic engagement



In November 2010, the *Leadership and Diversity* Newsletter started as a collaboration by then State Human Resource Advisors CMSgt Jorge Mustafa PRANG, CMSgt David Eddy MIANG, and CMSgt Michael Brady RIANG (all Drill Status Guardsmen). The newsletter primarily publishes articles on diversity, leadership, and mentoring. The publication was originally conceived as a means to highlight and promote ANG HRA activities to their states and wings, but later took on a much larger role. The newsletter continues to be published by the Chiefs, who are now all serving as State Command Chiefs. *Leadership and Diversity* is distributed nationally as a diversity best practice in the National Guard.

KANSAS AIR NATIONAL GUARD: Building Diverse Strength After Facing Two Consecutive BRACs



Col John Hernandez

After facing two back-to-back BRACs, unit manning at the 184th Intelligence Wing had dropped to a dismal 78%. To increase end strength, Commander Col John Hernandez considered all ideas on the table. Maj Jose Salcido, who also works as a local police officer, reviewed US counter insurgency strategy and applied its principles of community engagement to unit activities. The 184th then increased its involvement in local community outreach. Participation in these events helped raise awareness of the unit's mission and provided area youth alternative opportunities to gang participation and drug use. Subsequently unit end strength increased to more than 93% in less than two years. [Ctrl/Click here to view the video](#)

NORTH CAROLINA NATIONAL GUARD: Emerging Leader Development Program



CMSgt Sal Pecorella

CMSgt Salvatore Pecorella, former State Human Resources Advisor, initiated a development program in the North Carolina Air National Guard that gave unit members an opportunity to develop key skills by briefing senior leaders. The NC Emerging Leader Program provided Airmen with opportunities to gain confidence and develop critical leadership and communication skills. The program

increased the visibility of younger Airmen to an audience of key leaders, who may not have been aware of the talent available if not for this new initiative. [Ctrl/Click here to view the video](#)

ALASKA NATIONAL GUARD: Operationalizing Diversity Through Workforce Data Visibility



Brig Gen Charles Foster

Alaska National Guard - The 176th Wing utilizes the Command Human Resources Intelligence System (CHRIS) to provide data visibility to senior leaders to understand how their current demographic workforce compares to available labor force in the surrounding community. This allows recruiters and senior leaders to identify untapped geographic areas and broaden the search for talent and skills required for the organization.

[Ctrl/Click here to view the video](#)



"Diversity is a strategic imperative that enhances and sustains our ANG mission, our people, and our future."

—Brig Gen R. Scott Williams
Commander, ANG Readiness Center

WAY AHEAD

The ANG will continue to develop its diversity program by placing an emphasis on implementing strategic plans and collaborating with both key stakeholders and supporting agencies. To meet the challenges of the future, the ANG will increase engagement with senior leaders, coordinate new Military Leadership Diversity Commission recommendations, and increase the visibility of outreach opportunities.

ANG Diversity Best Practices

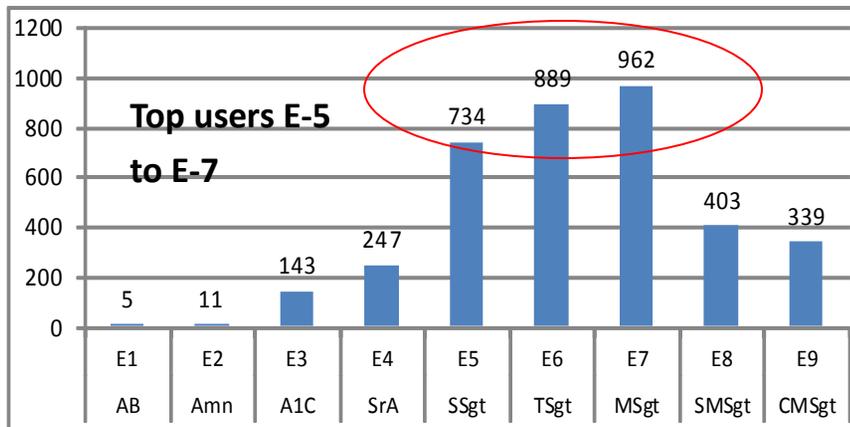
SECURED SOCIAL MEDIA – Diversity of thought and collaboration

The ANG established active collaboration and knowledge sharing sites on the AF Portal, SharePoint, and milBook with focus on diversity issues, topics and workforce demographics with historical trends. In 2010, the ANG Human Resources Advisor Program launched one of the first milBook pages. Web 2.0 Technologies is a “secure” and collaborative social networking platform that provides knowledge sharing for an inclusive environment. It helped enable a significant increase in online collaborative groups for many functions in the ANG. The use of secure social media has streamlined communication processes, resulting in better informed groups and improved productivity. This creates new communication opportunities not just for our younger workforce, who are heavily wired into these social networks, but also for our emerging and senior leaders to begin learning the tools on how to connect with Millennials, who make up 50% of the workforce today.

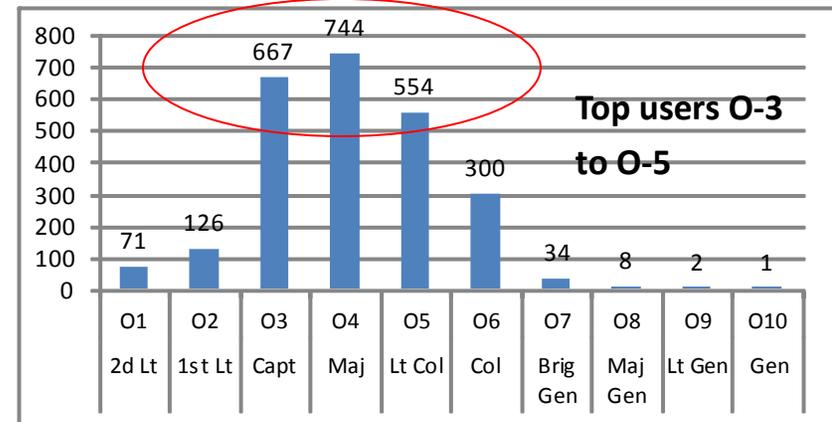
In 2012, ANG was recognized as one of the Top 12 Best in milBook Innovation Award within DoD, using the secure collaboration site across the DoD to accomplish its mission.

These social networking resources are building virtual communities that bridge across our enterprise. We’ve seen a significant increase in collaboration groups’ usage by emerging leaders, not just in our site but across the board, including Army National Guard Units, Emergency Operations, Enlisted Field Advisory Council (EFAC), Information Operations Platform for Pilots, Maintenance, NGB Diversity Best Practices.

Enlisted users of MilBook (as of Dec 2012)



Officer users of MilBook (as of Dec 2012)





Transparency Enhancing Senior Leader Decision- Making Capability through Data Visibility

The ANG continues to build and maintain a diverse force, reflective of the various populations throughout the nation based on our community-based architecture. ANG Workforce demographics and trends include Census, Member Status Category, Generational Information, Foreign Languages and Cultural Competency, Education and PME, Race and Ethnicity, Gender, Accessions, and Worldwide Readiness. These documents may be found at [ANG Diversity Demographics milBook page \(click here\)](#).

Our **Vision** is to create an organizational culture, where diversity is valued as critical to personnel readiness and mission success. In doing so, we ensure each individual has the opportunity and means to reach their maximum potential. The ANG Diversity & Inclusion Milestone Snap Shot figure below is an example of how we measure our progress.

The ANG Diversity Strategic Plan is tracked quarterly by the ANG Diversity Committee, chaired by the Director, Air National Guard. While we anticipate fiscal challenges due to budget constraints, we continue to look for new ways to meet all of our mission requirements in 2013 and beyond.

Our **Actions** must be bold. From a training perspective, we established leadership development courses, including the Leadership Challenge Program, Don't Ask, Don't Tell (DADT), and Four Lenses training for deployment readiness. These programs enable our personnel to develop critical leadership skills to lead and manage diverse teams, by challenging comfortable paradigms and encouraging "diversity of thought."

ANG Diversity & Inclusion Milestone Snap Shot (as of 30 Sep 2012)			
	Stand Up Goals	Target Dates 2011-15	FY12-Q1 Status
1	Oversight and Governance (DoD, AFDC, JDEC, ANGDC)	On Track	
2	NGB/CF Diversity Strategy & Clear Messaging	FY11-Q3	
3	Strategic Engagement and Community Outreach	FY12	
4	ANG Workforce Demographics & Trend Analysis	FY12	
5	Training (Don't Ask Don't Tell) (LCP, Yellow Ribbon, 4 Lenses, DADT)	FY12-Q4	
6	Multi-Year Diversity Strategic Plan, Measures and Metrics	FY12-Q1	
7	ANG Diversity Committee (ANGDC) (Charter & Membership)	FY12-Q3	
8	Budget	FY13 - 15	

Progress Key

-  Fully Operational and/or DANG Approved
-  Draft Completed and/or Pending DANG Appr; On Track Can meet due date
-  Initiated but not complete: *Slow Progress*
-  Initiated, No progress Or Not Started

But it takes **Courage** to realize a vision to put plans into action. The ANGDC Strategic Plan Assessment and Forecast chart below provides a summary of our progress in our established eight (8) goals. In 2012, the ANGDC achieved major milestones that included innovations in diversity best practices through systems and technologies, improving mission readiness.

ANG Diversity Committee (ANGDC) Strategic Plan Assessment and Forecast (as of 30 Dec 12)

	Stand Up Goals	Dec 2012	FY 2013 Forecast
1	Leadership Commitment		
2	Workforce Management and Force Management		
3	Professional Development, Career Counseling and Mentoring Programs		
4	Policy and Procedures		
5	Diversity & Inclusion Leadership Education and Training		
6	Strategic Communications		
7	Strategic Engagement and Community Outreach		
8	Recruiting and Retention		

Progress Key

-  Fully Operational and/or DANG Approved
-  Draft Completed and/or Pending DANG Appr; On Track Can meet due date
-  Initiated but not complete: Slow Progress
-  Initiated, No progress Or Not Started

Military Leadership Diversity Commission (MLDC)

Air National Guard Progress (as of 30 Dec 12)

Rec #	Recommendation Summary	Status
1	Adopt DoD Diversity Definition of Diversity	Completed 2011
2	Diversity in Leadership Training	Ongoing since 2009
3	Diversity Strategy / Policy Letter	Completed 2011
4	Broad Understanding via Strategic Comm	Ongoing
5	T10 USC, Sec 113 Change (Metrics, Annual Report, SECDEF meet w/ CNGB)	Requires Legislation
6	Market ANG to at risk youth, Ad Campaign	Ongoing (STARBASE)
7	Obtain Lead List of Qualified Candidates into Academies	Ongoing
8	Optimize Ability of Airman to Make In-formed Career Choices	Ongoing
9	Eliminate "Combat Exclusion Policies" * [*Note: SECDEF lifted ban on women in combat Jan 2013]	Ongoing
10	Create KSAs Study/Prep Guide for Sr Ldrs	Ongoing
11	Guidance on Promotion Board Precepts on Assignments Outside of Normal Path	Started Initial Review
12	DACOWITS: Retention and Gender Gap	Ongoing
13	Track Regional/Cultural, Language Expertise, Civilian Expertise	Started Initial Review
14	Improve Pers & Fin Sys for TFI, Retention	Ongoing 3-1 LRP
15	CNGB resource Diversity Orgn Structure	Ongoing
16	Oversight/Support of D&I Metrics, Align to DoD	Ongoing
17	NGB Data for Measures Reported to Congress	Ongoing
18	Annual Workplace Demographics Analysis	Ongoing since 2011
19	Institute Mechanism of Accountability	Not Started
20	Revise T10 USC to Require Annual Report on Available Pool to 3-, 4- star GO Positions	Requires Legislation

What is the MLDC?

The Military Leadership Diversity Commission (MLDC) was established in 2009 under the National Defense Authorization Act to review the level of diversity among the U.S. military's leadership. The MLDC created a final report on an 18-month study which was released on 14 Mar 2011. It includes 20 diversity recommendations for the Department of Defense and the Department of Homeland Security. Recommendations are based on two overriding and related objectives: (1) The armed services systematically develop a demographically diverse leadership that reflects the public it serves and the forces it leads; and (2) The services pursue a broader approach to diversity that includes the range of backgrounds, skill sets and personal attributes that are necessary to enhancing military performance.

Based on the latest ANGDC quarterly meeting assessment in December 2012, ANG reported 30% of MLDC recommendations as "green" or operational and forecasted a completion rate of 40% by the end of 2014.

The ANGDC and the CNGB's JDEC provide periodic statistical analyses and reports on MLDC recommendations to the DoD Diversity Working Group, which includes the removal of the combat exclusion act. During a recent press conference, Secretary of Defense Leon E. Panetta, and Chairman of the Joint Chiefs of Staff, Gen Martin E. Dempsey, announced the pending end of the Combat Exclusion Rule for women. "One of my priorities as Secretary of Defense has been to remove as many barriers as possible for talented and qualified people to be able to serve this country in uniform" said Panetta. The rule change will overturn a 1994 Pentagon policy that bars women from serving in direct ground units.

Building Stakeholder Engagement and Community Outreach

We are engaged with Science, Technology, Engineering and Mathematics (STEM) disciplines and determined to attract and harness the best talent our country has to offer. As the nation's demographics continue to change, the ANG will endeavor to adapt to those changes to ensure we have the required skills and abilities available to drive our success.

The ANG maintains relationships with many diverse groups to promote awareness of opportunities within the organization. We attend several key events throughout the year and have increased military participation and outreach in those events to ensure sustained engagement with key influencers.



Nationwide OUTREACH

Understanding long ago that the drop-out rate has a negative impact on the quality and diversity of the US work force, the National Guard sponsors several programs to help keep at-risk youth positively engaged and in school.



STARBASE is a “hands on, mind on” learning program with real-world STEM applications. The program combines learning and mentoring activities in a supportive school-based environment, for at-risk youth transitioning from elementary to middle school. **STARBASE** extends the positive impact of the ANG to students who learn how the use of science, math, engineering and technology will be relevant in their future careers. The military role model reinforces the importance of education, teamwork, goal setting and self-discipline.

ChalleNGe Program

The mission of the National Guard Youth ChalleNGe Program is to intervene in the lives of 16- to 18-year old high school dropouts. The program aims to produce graduates with the values, life skills, education, and self-discipline necessary to succeed as productive citizens. Community service activities instill the giving of self to others and help them understand their time and talents are a much-needed resource in their communities. That, combined with rigorous physical activities, provides them with hands-on learning and an ongoing responsibility for group and individual decision-making. In 2011 the **100,000th ChalleNGe Participant** graduated from the program.





Nationwide OUTREACH

National IMAGE Conference. In April, then Brig Gen Joseph Balskus served as keynote speaker for this event. Mr. Richard Rico was the Senior Leader Host and Presenter. The IMAGE Inc. Meritorious Service Award was presented to CMSgt Rachel Ramos, State Human Resources Advisor, HIANC, by Sylvia Chavez-Metoyer, President, IMAGE Inc., during the DoD Awards Luncheon on 28 Apr in Orlando, FL.

Federal Asian Pacific American Council (FAPAC) Military Awards Luncheon. Brig Gen Deborah McManus, Assistant Adjutant General of Alaska, served as the keynote speaker. Her presentation addressed decisions to achieve military success. Brig Gen Jim Chow served as the Co-Chair. During the conference, Col Shirley Raguindin participated in a panel discussion to collaborate with federal civilian and military services senior leaders. The FAPAC Meritorious Service Award was presented to TSgt Janine Obando, EEO Specialist, FLANG, by Dr. Kin Wong, President, FAPAC, during the Military Awards Luncheon in May.

DoD Asian Pacific American (APA) Leadership Forum. Brig Gen Brian Neal, the former ANGRC/CC, served as the DoD Host Speaker and participated in the panel discussion at the Pentagon.

Asian American Government Employees Network (AAGEN). In June, the Honorable Tammy Duckworth, then Under Secretary of the Veterans Administration, served as keynote speaker for this conference at the Pentagon. Secretary Duckworth, an ARNG pilot, served in Iraq.

Historically Black College and University (HBCU) Top Supporter Awards Luncheon. In June, Maj Gen Garry Dean accepted the award on behalf of the USAF for being recognized as top supporter of HBCUs in an effort to encourage and attract Science, Technology, Engineering, and Mathematics (STEM) talent nationwide.

Society of American Indian Government Employees (SAIGE) Conference. In June, Lt Gen Harry Wyatt, Director, ANG, served as the speaker for the opening ceremonies, addressing the value of American Indian/Native Americans to government Service. Gen Wyatt accepted the SAIGE Organizational Award on behalf of Gen McKinley, CNGB.

National Association for the Advancement of Colored People (NAACP). At the 37th Annual Armed Services and Veterans Affairs Awards Dinner in July, Col Ondra Berry received the NAACP Meritorious Service Award and was recognized by CSAF, Gen Norton Schwarz, for his achievements.

Federal Employee Women (FEW) Conference. In July, Lt Col Judith Mathewson was presented the Meritorious Award by Capt Ken Barrett, USN, Deputy Director, DoD Diversity and Equal Opportunity, at the conference held in Philadelphia, PA.

Tuskegee Airmen Incorporated Convention. In August, Gen Craig McKinley, CNGB, served as the Convention keynote speaker and reflected on the legacy of the Tuskegee Airmen.

Blacks in Government (BIG) Awards Ceremony. In August, the BIG Meritorious Award was presented to Lt Col Alfred Nicholson, Air National Guard Readiness Center, during the 34th Annual Awards Ceremony.

Annual National Latina Symposium Luncheon. In September, the Latina Style Meritorious Award was presented to Maj Jose Salcido by Robert Bard, President and CEO, Latina Style Magazine.



Diversity Council Award

On October 4, 2012, the Association of Diversity Councils recognized the National Guard Bureau's Joint Diversity Executive Council, as one of the **top 25 diversity councils** at its Honors Awards dinner in Arlington, VA. The NGB JDEC placed 14th overall for outstanding contributions and achievements that lead organizational diversity processes.



ANG HUMAN RESOURCE ADVISORS (HRAs)

ANG **Human Resource Advisors** are charged with helping increase mission readiness through statistical analysis and using the results of that analysis to deploy training, promote mentorship, communicate programmatic information, and report results to the senior leadership of the organization. Effective strategies include participating in the deliberate development of Airmen from accession to positions of leadership, with emphasis on achieving and maintaining representational balance of all member groups, and to increase retention rates of the highest quality personnel.

HRA Legacy Award Winners included:

CMSgt Lori Ashness, Rhode Island
 CMSgt Steve Campos, Minnesota (Ret),
 CMSgt David Eddy, Michigan
 CMSgt Norman Gilchrest, Arkansas
 CMSgt Marcelle Leis, New York
 CMSgt Daniel Quinn, NGB (Ret)

HRA Annual Award Winners included:

SMSgt Jennifer Reecy, 114th FW, South Dakota for the HRA of the Year
 CMSgt Jorge R. Mustafa, JFHQ, Puerto Rico for the State HRA of the Year
 SMSgt Danny Miranda, 105AW, New York for the Wing HRA of the Year.

Regional Award Winners included:

Region 1 State – CMSgt George Lussier, JFHQ, California
 Wing – CMSgt William Yockell, 176 WG, Alaska
 Region 2 State – CMSgt Michael Rye, JFHQ, Iowa
 Wing – CMSgt Chad Gibson, 128th ARW, Wisconsin
 Region 3 State – CMSgt James Moseley, JFHQ, Alabama
 Wing – SMSgt Gary Anderson, 165 AW, Georgia
 Region 4 State – CMSgt Stacey Miller, JFHQ, Pennsylvania
 Wing – SMSgt Kimberly Holloway, 192 FW, Virginia
 Region 5 State – CMSgt Michael Brady, JFHQ, Rhode Island
 Wing – SMSgt June Kelly, 177th FW, New Jersey



CMSgt Michael Brady



CMSgt David Eddy



CMSgt Chad Gibson



CMSgt Kimberly Holloway



SMSgt June Kelly



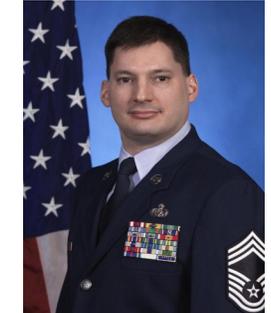
CMSgt Marcelle Leis



CMSgt Jorge Mustafa



SMSgt Jennifer Reecy



CMSgt William Yockell



“There is no greater coalition of force than leveraging the strength of our diversity. It is the strategic foundation of cultural knowledge, diplomacy and relevant global leadership.”

—CMSgt Alvin J. Nall, Jr.
 HRA Program Manager

Air National Guard Diversity Committee (ANGDC)

Brig Gen Scott Williams - ANGR/CC
 Brig Gen Braden Sakai - 154 WG/CC
 Brig Gen Jon Kelk - ATAG, SPS-SC (CA)
 Mr. Richard Rico - ANGR/DS
 Col Mary Burrus - NGB/A1
 Col Tim Cathcart - TEC/CC
 Col Shirley Raguindin - NGB/CF
 Col John Joseph - NGB/JA
 COL Susan Niemetz - NGB/J1-TN
 Col Trevor Noel - OH ANG/DS
 Col Marie Wauters - NGB/RS
 Col Arthur Wunder - NGB/A6
 Col Brett Wyrick - NGB/SG
 Ms. Phyllis Brantley - NGB/DIV
 Ms. Caren Foard - NGB/HR
 Ms. Brenda DeCruise - NGB/J1-T5
 Dr. Claude Tanoe - NGB/A6

Lt Col Alfred Nicholson - NGB/HC
 Lt Col Judith Mathewson - NGB/EO
 Lt Col Susanne Hiscock - NGB/CF
 LTC Alfranda Durr - ARNG CSO
 Capt Celeste Snyder - 162 FW
 Capt Carl Thompson - 175 WG
 CMSgt Timothy Daiker - ANGR/CCM
 CMSgt Ronald Bowe - WVANG CCM, EFAC Chair
 CMSgt Constantine Acostar - 113 WG
 CMSgt Scott Green - 107 AW
 CMSgt Alvin Nall - NGB/CF
 CMSgt William Yockell - 176 WG
 CMSgt Anthony Stovall - 169 FW
 Ms. Cameo Hoffert - NGB/CF
 MSgt Carlos Alicea - 102 IW
 A1C Amanda Feyen - 113 WG



Brig Gen James Witham
Deputy Director, ANG



Brig Gen Braden Sakai
Wing Commander



Col Mary Burrus
Director, Manpower & Personnel



Col Tim Cathcart
Commander, TEC



Capt Carl Thompson
Intelligence Officer



Capt Celeste Snyder
Training & Education Officer



CMSgt Ronald Bowe
CCM, EFAC Chair



MSgt Carlos Alicea
Equal Opportunity Advisor



Ms. Cameo Hoffert
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Editor, ANG Diversity Report**

