

MICHIGAN DIVERSITY STRATEGIC PLAN

**DEPARTMENT OF MILITARY & VETERAN AFFAIRS
MICHIGAN NATIONAL GUARD**

**DIVERSITY STRATEGIC PLAN
2017 and Beyond**

FOREWORD

A workplace that promotes trust, opportunity, fairness, and open communication among all members of the Department of Military & Veteran Affairs (DMVA) is a concept we need to embrace and strive diligently to achieve. I invite all the men and women of the DMVA to join me in supporting and embracing the tenets of this Diversity Strategic Plan. We must continue to build a more harmonious and productive work environment. I believe that our support for diversity will assist us in accomplishing our goals.

*GREGORY J. VADNAIS
Major General, MI ARNG
The Adjutant General*

Department of Military & Veteran Affairs Diversity Strategic Plan

MISSION

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

VISION

To achieve an organizational culture that leverages and values individual differences and similarities and understands the human environment and its impact on the mission.

VALUES

Duty, Inclusion, Visibility, Respect, Service

Department of Military & Veteran Affairs

Diversity Strategic Plan

An Introduction

Why a Diversity Strategy?

A diversity strategy supports the National Guard Human Goals and supports and enhances the strategic plan and missions of the Department of Military & Veteran Affairs.

What is Diversity?

- **Diversity** – Includes differences in characteristics, background, attributes, and experiences.

Is Workforce Diversity the Same as or different from Equal Employment

- Workforce diversity affirms the identity and values the differences, which all groups bring to the workplace. It embraces the strengths and values the contributions of all groups. It goes beyond race and gender issues. These initiatives have to do with an inclusive vision of getting people of diverse backgrounds to unite in work teams in pursuit of common goals.
- Diversity initiatives compliment Equal Opportunity training goals and objectives. Clearly it is in the best interest of Department of Military & Veteran Affairs (DMVA) to eliminate racial, gender, and any form of prejudice. A concerted effort must be made to recruit, retain, and promote underrepresented members of the workforce. Workforce diversity is not meant to replace affirmative action and equal opportunity efforts. In fact, the organization's diversity initiatives benefit from the good that comes out of these programs.

What is the Diversity Strategic Plan About?

The Diversity Strategic Plan for the DMVA was developed to supplement and enhance our State Strategic Plan.

Options: Operate from one plan or have this plan and unit plans. Example: This plan, because of the many diverse missions in our state, will be fielded to wings, geographically separated units and major commands to develop their own specific plans to accomplish stated goals. This plan and unit plans will be reviewed annually and revised as necessary.

The Diversity Strategic Plan provides an opportunity to access a highly competent workforce with interdisciplinary and cross-cultural perspectives consistent with the Department of Defense's core values. It is an all-inclusive organizational attitude and behavior, which fosters dignity and respect and enhances mission readiness. The DMVA strives to create a culture that promotes trust, opportunity, fairness, and open communication among all members.

The plan contains 6 strategic focus areas or goals with strategies for goal accomplishment.

The Diversity Strategic Plan is a living document open to growth through continuous improvement.

DEPARTMENT OF MILITARY & VETERAN AFFAIRS
State Diversity Strategic Plan

Strategic Focus Areas:

Leadership Commitment and Awareness

Education and Training / Diversity Awareness

Career Management

Policy Creation

Community Outreach & Involvement

Visible Recruiting and Retention

Leadership Commitment and Awareness – Goal One

Leaders at every level in the organization are committed to creating an environment that fosters diversity.

Primary Responsibility:	Time Frame:
Commanders and Supervisors at all levels	April

Goals:

- Recognize outstanding performance (statewide & nationwide) through various programs that positively impact mission readiness (i.e., sustainability, AFSO21, ESGR, special emphasis and community outreach initiatives).
- Implement diversity as a leadership strategy in all DMVA strategic plans.
- Briefs - training at all levels to include Quarterly reports to key management
- Metric's Awareness

Metrics (use at least one of the following):

- Percent of favorable response on diversity leadership survey questions (Climate Surveys)
- Number of informal vs. formal EO complaints; number of substantiated vs. unsubstantiated EO complaints
- Number and percent of personnel by demographic category
- "Leadership Level" demographic statistics
- Quarterly reports

Education and Training / Diversity Awareness – Goal Two

Everyone (military and civilian) will be given 100% opportunity and access to appropriate diversity and force development training.

Primary Responsibility:	Time Frame:
Commanders	April

Goals:

- Incorporate diversity training into existing programs to include initial and refresher training using Corporate and/or NGB unit adapted curriculum
- Develop a training package in Diversity
 - Train the Trainer
 - Computer Based Training (CBT)
 - Ensure time sensitive
- Introduce Personality Profile (LCP I & II) for understanding yourself and others (long term)
 - Start by training trainers (short term)
- Define EEO/EO duties and responsibilities to include “Diversity”
 - Recruitment/Development

Metrics:

- Percent of units and personnel completing diversity training per annual brief
- Number of forums conducted which contained diversity awareness and/ or recognition

Career Management – Goal Three

Leaders at every level in the organization will ensure that every unit member has access to viable career and mentoring programs.

Primary Responsibility	Time Frame:
Public Affairs, Community Services Officer, Drug Demand Reduction, Recruiting and Retention, Commanders	April

Goals:

- Monitor career management and individual development programs
- Monitor mentoring programs
- Establish retiree network to provide mentoring/assistance to supplement leadership development

Metrics (use at least one of the following):

- Number and percent of new accessions
- Number of percent of reenlistment by category
- Number and percent of loss rate by category
- Number and percent of retention survey reason(s) for leaving the NG
- Number of protégés in mentoring and development programs

Policy Creation – Goal Four

Review and update State NG policies to ensure fair and equitable treatment.

Primary Responsibilities	Time Frame:
Commanders, SEEM	April

Goals:

- Conduct annual reviews of NGB and local policies and submit recommended changes
- Establish distribution plan to ensure dissemination to all bulletin boards and public forums
- Update State NG website with latest policy and guidance

Metrics:

- Number of recommendations submitted

Community Outreach and Involvement – Goal Five

Establish and enhance community relationships and partnerships through media advertising and active team participation in local events, youth activities, youth mentoring and other outreach programs.

Primary Responsibility:	Time Frame:
Public Affairs, Community Services Officer, Drug Demand Reduction, Recruiting and Retention, Commanders	April

Goals:

- Monitor advertising and media programs that communicate unit activities and accomplishments to a diverse community
- Establish a long-term marketing plan addressing diversity
- Establish a partnership with local educators to build a community relationship that fosters National Guard involvement in education of our youth
- Develop outreach program for colleges/universities, scholarships etc.
- Allocate monies to support Special Emphasis Program Managers (SEPM) with community outreach initiatives (i.e., conferences, special observances, monies to attend diversity meetings in other communities that may require travel, etc.)
- Guard Visibility
 - Community Outreach in/around Armories/wings/units
 - Open House once a year

Metrics (use at least one of the following):

- Number and percent of National Guard members participating in youth programs
- Number of presentations to organizations
- Number of media events that showcase diversity in DMVA
- Number of National Guard Education Partnerships

- Number of Man days utilized

Visible Recruiting and Retention – Goal Six

The recruiting and retention force will establish a highly visible recruiting program attempting to obtain a force that reflects the diversity of the community it serves.

Primary Responsibility	Time Frame:
Recruiting Supervisors, Battalion / Wing and GSU / Detachment Commanders	April

Goals:

- Ensure all personnel have an equal opportunity to apply for recruiting and retention vacancies
- Provide augmentees to create a diverse Recruitment and Retention team
- Integrate a sustainability program in our marketing
- Utilize Publications, i.e. Articles in magazines or media
- Possible Command directed recruiter opportunities
- Quarterly Reports/Marketing Plans from Diversity Recruiting Lead (Army/Air)
- Identify the strategic geographic area(s) and establish a National Guard presence in coordination with community leaders

Metrics:

- Composition of recruiting force by category
- Number of new recruits
- Number of recruiting leads, involvement in community outreach activities, quarterly diversity articles, internal and external to media forums

The following appendices contain the National Guard Human Goals and current diversity profiles with suggested initial goals for ethnic and gender distribution in the Michigan National Guard...

Appendix A – MI National Guard Diversity Profile...Where we are now

Appendix B – MI Diversity working Plan

Appendix C – National Guard Bureau Human Goals

DIVERSE WORKFORCE PROFILE (2nd Quarter 2017)

	USA 1 Jul 15	Michigan Census	USAR	ARNG	MI Guard	MI ARNG	MI ANG	ARNG AGR	MING TECH	ARNG MDAY
Black or African American alone	13.30%	14.20%	22.43%	15.19%	11.59%	13.20%	9.97%	7.90%	6.33%	13.70%
American Indian and Alaska Native alone	1.20%	0.70%	1.13%	0.70%	0.71%	1%	0.42%	0.50%	0.43%	1%
Asian alone	5.60%	3%	4.89%	2.92%	1.20%	1.30%	1.10%	1.30%	0.53%	1.30%
Native Hawaiian and Other Pacific Islander alone	0.20%	Z	0.56%	0.10%	0.21%	NA	0.21%	NA	0.09%	NA
Two or More Races	2.60%	2.30%	0	0.83%	1.40%	NA	1.40%	NA	2.43%	NA
Hispanic or Latino	17.60%	4.90%	15.46%	9.74%	3.71%	3%	4.41%	1.90%	0.96%	3%
White alone, not Hispanic or Latino	61.60%	75.60%	54.29%	69.85%	82.80%	84.30%	81.30%	89.50%	89.15%	83.80%
Female persons	50.80%	50.80%	22.96%	16.24%	16.86%	15.90%	17.81%	19%	13.98%	15.60%

Information taken from:

1. US Census Quick Facts (V2015) refers to the final year of the series (2010 thru 2015)
2. Defense Manpower Requirements Report April 2016
3. *z=value greater than zero but less than unit of measure shown
4. DPRO (does not list Two or More and NHOPI)
5. CHRIS
6. DCPDS FY16

MI Diversity Working Plan

Appendix B

Leadership Commitment and Awareness	When	Who	How
Recognize Performance	Annually	Management	Per Management Discretion, i.e. During Drill formation, Unit Awards Ceremony...
Recognize (State) Performance	As Awards come due (2017-18)	Commanders / Supervisors	Solicit Nominations/prepare awards Packages.
Diversity Implementation into Strat Plans	Completed	Management	Leadership Implementation
Briefs and Train at all levels	Quarterly	MEOs/EOAs	with support of Management
Quarterly reports to key Management	Quarterly	Management	Staff Call
Metric Awareness	Quarterly Mtgs.	SEEM/HRO-EO	Through email

Education and Training / Diversity Awareness	When	Who	How
Incorporate Diversity Training into existing programs	Quarterly	EOA/MEO/SEEM/HREO	through distro list/management avenues
Implement Diversity Leadership Development to senior staff	Annually	SEEM/HRO-EO	through senior staff meeting
Develop an exportable training package	2018 (CY)	SEEM/HRO-EO	with help from NGB Diversity Group
Implement Diversity Training to all members of DMVA	Quarterly	EOA/MEO/SEEM/HREO	through distro list/diversity newsletter
Utilize (LCP I & II) Train guard in differences	2017	EO/HROEO Training group	Train the Trainer
Define EOA duties/recruitment/development	by APR 17	SEEM/HRO-EO	Collecting data from EOAs/MEOs

Career Management	When	Who	How
Monitor career management and individual development programs	Ongoing	PAO, Community Service Officer, Counter Drug, Recruiting & Retention Commander	Through research
Monitor mentoring programs	Ongoing	PAO, Community Service Officer, Counter Drug, Recruiting & Retention Commander	Team effort
Establish retiree network to provide mentoring assistance to supplement leadership development	Bi-Annually	PAO, Community Service Officer, Counter Drug, Recruiting & Retention Commander	Networking

Policy Creation	When	Who	How
Conduct annual review of NGB and local policies and submit recommended changes	Bi-Annually	Commanders and SEEM	Networking
Establish distribution plan to ensure dissemination to all bullet boards and public forums	Bi-Annually	Commanders and SEEM	Networking
Update State NG website with latest policy and guidance	Ongoing/Annually	Commanders and SEEM	Events such as open houses, fitness team, etc

Community Outreach and Involvement	When	Who	How
Monitor advertising and media programs	Ongoing	PAO, Community Service Officer, Counter Drug, Recruiting & Retention Commander	Through research
Establish long-term marketing plan addressing diversity	Ongoing	PAO, Community Service Officer, Counter Drug, Recruiting & Retention Commander	Team effort
Establish partnerships with local educators	Bi-Annually	PAO, Community Service Officer, Counter Drug, Recruiting & Retention Commander	Networking
Develop outreach program for colleges/universities	Bi-Annually	PAO, Community Service Officer, Counter Drug, Recruiting & Retention Commander	Networking
Guard Visibility	Ongoing/Annually	PAO, Community Service Officer, Counter Drug, Recruiting & Retention Commander	Events such as open houses, fitness team, etc

Visible Recruiting and Retention	When	Who	How
Ensure all personnel have EO to apply for RR vacancies	Ongoing	Recruiting Supervisors, Battalion / Wing and GSU / Detachment Commanders	Through research
Provide augmentees to create a diverse Recruitment and Retention	Ongoing	Recruiting Supervisors, Battalion / Wing and GSU / Detachment Commanders	Team effort
Possible Command directed recruiter opportunities	Bi-Annually	Recruiting Supervisors, Battalion / Wing and GSU / Detachment Commanders	Networking
Quarterly Reports/Marketing Plans	Bi-Annually	Recruiting Supervisors, Battalion / Wing and GSU / Detachment Commanders	Networking
Identify the strategic geographic areas and establish a NG presence within the communities	Ongoing/Annually	Recruiting Supervisors, Battalion / Wing and GSU / Detachment Commanders	Events such as open houses, fitness team, etc

National Guard

HUMAN GOALS

O*ur Nation was founded on the principle that the individual has infinite dignity and worth. The National Guard, with its state and federal missions, must always be forthright and diligent in carrying out this principle. We must be sensitive to and supportive of individual needs, aspirations, and capabilities.*

A *well trained, well equipped, and cohesive National Guard is essential to the defense of our Nation. Our National Guard personnel are entitled to serve in an environment that uses their talents, develops their potential, and recognizes their achievements. Our strong commitment to the National Guard team and their families must instill the highest sense of pride in themselves, their work, their uniform, and the National Guard missions.*

TO ATTAIN THESE GOALS, WE MUST STRIVE...

To attract to the National Guard men and women with ability, dedication and capacity for growth.

To improve morale and productivity through visible and active command programs of equal opportunity and safety that exist as integral part of the readiness of the National Guard.

To reflect the demographic diversity of a state in that state's National Guard by using innovative methods to recruit, train, retain, and promote the Guard's military members, technicians and civilian employees.

To foster a culture that treats women, minorities, and all guard members as full and equal partners on the National Guard team, and encourages the fullest utilization of their skills consistent with DoD and Service policy.

To provide opportunity for upward mobility to leadership and management positions within the National Guard.

To make the National Guard a leader in the fair, equitable and nondiscriminatory treatment of all its members.

To establish an environment in the National Guard that recognizes people as its most important resource—an environment that encourages teamwork, constructive working relationships, and uses the best available management practices, techniques and tools for the continuous pursuit of excellence.

To enhance the members' military and civilian job performance by establishing and maintaining community support of cooperative partnerships among employers, military leaders and National Guard members.