



Idaho Military Division

Diversity Strategic Plan

2017 – 2021

OPERATIONALIZING DIVERSITY

Improving Mission Readiness

Enhancing Senior Leader Decision-Making Capability

Building Stakeholder Engagement



TABLE OF CONTENTS

Message from the Adjutant General	3
Introduction	4
Definition of Diversity	4
Vision, Mission, and Values	5
Inclusions and Diversity Initiatives	6
Major Focus Areas	6
1 - Commit to Cultivating Diversity and Inclusion	6
2 - Ensure leaders Champion Diversity Priorities	6
3 - Develop and Increase Diversity Partnerships	6
4 - Develop, Mentor, and Retain Top Talent	7
5 - Increase Recruitment and Retention	8
Terms and Definitions	8
Measures and Indicators	9
References	10



Inclusion and Diversity aim to shape the force of today in order to meet the needs of tomorrow. Leaders at all levels of the Idaho Military Division (IMD) have a responsibility to bring about organizational changes in line with the knowledge and information we have about the needs of today and the missions of tomorrow. Inclusion and Diversity initiatives move us toward organizational changes that are imperative to our State and Nation's long-term security. Let us not be the generation that failed to maintain the legacy of service due to inaction.

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 will serve as the platform for our efforts. The focus areas outlined in this plan are meant to help the Idaho Military Division further integrate diversity into our daily operational structure; 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 Idaho Military Division, the State of Idaho, and the strength of the United States of America!

Gary L. Saylor, Major General
The Adjutant General, Idaho
Commanding General, IDNG

INTRODUCTION

This document was developed to provide focus areas that may be integrated into existing strategic planning efforts, policies, programs, operations and initiatives in progress within the IDNG. It is a guidance document, built on key assumptions:

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

The IMD 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 IDNG 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 IDNG 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) 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.

IDNG Mission

To create and sustain collaborative teams within the Idaho Military Division and Idaho communities. To work toward building morale, awareness and education about inclusive and diverse environments. To become the key agents of change within the Idaho Military Division.

IDNG Vision

Our vision is to build collaborative networks that encompass inclusion and diversity through communication. In turn this will improve our recruiting and retention efforts by giving us balanced strength and cultural adaptability throughout the Idaho Military Division. Ultimately, we strive to remain a quality force that inspires people to become and remain citizen Soldiers and Airmen.

IDNG Values

The IDNG values are informed by both the Army and Air Force values and the IDNG's standards and discipline.

- Standards
- Discipline
- Loyalty
- Duty
- Respect
- Service before Self
- Honor
- Integrity First
- Personal Courage
- Excellence in all we do

Idaho Military Division Inclusions & Diversity Initiatives

The Idaho Military Division is comprised of the Army National Guard, Air National Guard, Federal civilian employees, and State of Idaho employees. Different methodologies apply to the different personnel systems. However, all share the common goal of ensuring a strong future for our State's vital military departments. There are four focus areas for inclusion and diversity for the Idaho Military Division.

Focus Areas

1. Commit to Cultivating Diversity and Inclusion in the Idaho Military Division

Inclusion and diversity should become integrated into every part of our organization's daily routines. The following steps will assist in accomplishing this goal:

- Develop an educational plan for inclusion and diversity.
- Annual climate survey completion and assessment.
- Develop individual targets for areas that need improvement based on survey result data and members' feedback.
- Use [Idaho National Guard's Inclusion & Diversity Leaders Handbook](#) to develop member awareness. Copies can be requested from the Joint Diversity Executive Council (JDEC) POC (TAG Leadership Day Handout 2015).

2. Ensure leaders at all levels champion diversity priorities

The importance of diversity and inclusion must be communicated by the Adjutant General (TAG) as one of his/her top priorities.

- The TAG will establish metrics to measure success in achieving diversity goals.
- Leaders will report their progress toward reaching stated goals on a quarterly basis.
- Leaders at all levels must emphasize the value of diversity and inclusion in their organizations.

3. Develop and increase diversity partnerships, both internal and external to our organization

The National Guard is a representation of the communities we live in and serve. It is imperative that the "National Guard Story" be told and shared in every corner of Idaho. It has come to light that we do not currently represent or connect to all Idaho communities

and demographics fairly. This is evident based on data. This is a threat to our future as an organization. It is vitally important that we apply due efforts to ensure we are representing and connecting to all of Idaho's communities and demographics.

- Create awareness of underrepresented communities and demographics (available through existing data).
- Army and Air Force recruiters will build active plans for addressing any shortfalls within their area of responsibility.
- Army and Air Force recruitment plans will be turned in to the JDEC and assessed annually for effectiveness.
- Army and Air Force recruiters will work to attend and maintain an active presence in local community-networking events.

For information on community-outreach programs, see NG Pam 360-5 (para 4-5) /ANGP 35-1, AR 360-1/AFI 35-101 and the Joint Ethics Regulation. For additional questions contact the Idaho Military Division Public Affairs Officer at (208) 422-5268.

4. Develop, mentor, and retain top talent reflective of our community

(NGB Goal 1, 3)

It is critical that Soldiers, Airmen, and civilians continue to learn about potential opportunities to advance along a path that leads to the highest positions in our organization.

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5. Increase the recruitment and retention of citizens from underrepresented and targeted populations

- Establish specific recruitment benchmarks and develop an institutional recruiting plan, taking into consideration ethnic enrollment patterns of sister services, and availability of potential recruits from all communities.
- Create a Peer Mentoring Program (PMP) with guardsmen of a similar background (ethnicity, gender, sexual orientation, etc.) to mentor and assist recruits during their first year/term of enlistment.
- Develop and implement a comprehensive strategy for assessing and addressing the professional success of under-represented guardsmen (e.g., tech school graduation rates, promotion rates, awards).

- Establish and achieve goals that retention rates, tech school graduation rates and promotion rates of guardsmen from under represented and targeted groups will be on par with those of the general population.

For information on community outreach programs see NG Pam 360-5 (para 4-5) /ANGP 35-1, AR 360-1/AFI 35-101 and the Joint Ethics Regulation. For additional questions contact the Idaho Military Division Public Affairs Officer at (208) 422-5268.

Terms & Definitions

Inclusion calls for leaders to create a culture of including the knowledge and perspectives of those within an organization to the point that it shapes how work is done. (Leadership Foundry, Diversity Leadership Program, National Guard 2013)

Diversity is defined as individual characteristics both seen and unseen. This encompasses primary dimensions of diversity which are those characteristics that are seen and secondary dimensions of diversity which are unseen characteristics or as one diversity expert Dr. Steve L. Robins stated (2013), "Diversity is when you have more than one person in a room".

How is this related to Equal Opportunity & Equal Employment Opportunity?

Inclusion and Diversity are initiatives that recognize *all individual characteristics and dimensions*. They "infuse innovation and forward thinking into our culture and mission areas" (Deborah Lee James Secretary of the Air Force, 20150304). Inclusion and Diversity initiatives would not exist without the foundation of EO and EEO but are not one and the same.

Equal Opportunity (EO) and Equal Employment Opportunity (EEO) are compliance programs enforced by law to ensure fair treatment for military personnel, family members, and civilians without regard to race, color, gender, religion, or national origin and provide an environment free of unlawful discrimination. EO and EEO remain relevant and are a vital part of what we do as an organization.

Measures and Indicators

(extracted from 2016 National Guard Diversity and Inclusion Strategic Plan)

AIR NATIONAL GUARD DIVERSITY MEASURES AND INDICATORS

3. Percentage of ANG (military and civilian) trained on importance of inclusion & mutual respect and link to mission accomplishment
5. Number of Airmen who reporting foreign language or cultural training (ongoing or completion)
6. Number of outreach events that contributed substantially to diversity in the Air National Guard
7. Number of new talent centers and untapped geographic areas and communities identified and targeted for outreach
8. Number of broad-based diversity characteristics in accession sources' application processes (i.e., 1st generation college students, socioeconomic background, language and geography) applied to recruiting and accession sources.
9. Number or percentage of supervisory ANG (mil and civilian) personnel, who indicate in an annual survey they are mentoring individual other than subordinate
10. Number or percentage of ANG (military and civilian) personnel who indicate in an annual survey they are being effectively mentored.
12. Number or percentage of ANG personnel who indicate on Unit Climate Assessments or other surveys that they are considering leaving the Air Force for reasons
13. Number of talking papers and key messages developed and distributed in support of diversity initiatives. (CFD)

ARMY NATIONAL GUARD DIVERSITY MEASURES AND INDICATORS

1. Percentage of Supervisors, Managers, or Leaders attending Diversity Sponsored Leadership Training Events
2. Number of Command Climate Surveys Conducted
3. Number of Diversity initiatives accomplished
4. Deviation from eligible Census population (Deviation < than 6 percent)
5. Number of ARNG personnel in STEM Programs
6. Number of majority-minority and women-serving relationships with organizations that provide opportunities to source applicants for the ARNG

7. Percentage of work force that meets the demographic of the ARNG at all levels of the work force both military and civilian
10. Number of ARNG Committees, Councils, and Advisory Groups that have a Diversity and Inclusion Representation
15. Number of Awards Awarded

References

Leadership Foundry (2013). Diversity Leadership Program. National Guard

Strategic Plans, Diversity Best Practices, Joint Diversity Executive Council Info,
JDEC Contact Numbers and more: New Diversity Site:
<https://www.jointservicessupport.org/diversity>