

Vermont National Guard Joint Diversity Strategic Plan

Culturally Different, All Vermont



September 2013
Updated July 2017

Prepared by;
Vermont Joint Diversity Executive Council (VTNG-JDEC)

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Overview

In accordance with the President's Executive Order 13583 on establishing a coordinated government-wide initiative to promote diversity and inclusion in the federal workforce, the Vermont National Guard (VTNG) has established a State Joint Diversity Executive Council (VTNG-JDEC). The VTNG-JDEC charter identifies council advisory positions and dictates operating procedures to carry out the Vermont National Guard (VTNG) Joint Diversity Strategic Plan. This plan aligns with the NG Diversity Inclusion Strategic Plan 170601.

The plan will provide eight goals, broad in focus and will remain target areas for the VTNG-JDEC to actualize diversity initiatives. The VTNG-JDEC will record progress made implementing the strategic diversity strategies. Annual guidance on the scope and focus will be provided by the JDEC Chair and accountability will be measured at each quarterly meeting. National Guard Bureau Diversity and Inclusion Office through the NGB JDEC's will be provided updates on specific measures as requested. The Strategic Plan will be updated as needed to incorporate changing focus areas as appropriate.

Background

The Vermont National Guard has maintained an Equal Opportunity Program since its inception predicated by law. The Vermont Joint Diversity initiative began in 2004 with the appointment of the State Diversity Initiative Coordinator (SDIC) now referred to as State Diversity Coordinator (SDC). The SDC is a collateral duty appointment with the option to be utilized as a full time position. There is a position description which can be tailored for a specific state. Filling this position is based on requirements by the Human Resource Officer and approved by the State Adjutant General. VTNG has maintained the staffing of the SDC since 2004 as a collateral duty appointment.

The State Equal Employment Manager (SEEM) provides continuity between the Air National Guard Equal Opportunity Program, the Army National Guard Equal Opportunity Program and the full time federal technician Equal Employment Opportunity Program (EEO). Department of Defense Directive (DoDD) 1440.1 established the Civilian EEO program and authorizes establishment of a Defense Equal Opportunity Council, a Civilian EEO Review Board and Special Emphasis Boards. Military personnel are covered by DoDD 1350.2 which assigns responsibilities for ensuring DoD-wide compliance with the broad program objectives outlined in DoD Human Goals Charter, Secretary of Defense Memorandum, "Equal Opportunity," March 3, 1994 and Secretary of Defense Memorandum, "Prohibition of Sexual Harassment in the Department of Defense" August 22, 1994. All of these references establish the authority for councils to direct and promote affirmative action initiatives as essential elements of readiness.

The VT-SEEM position was classified and filled as an Army dual status position. The employee in the SEEM position also held the military title in the Joint Force

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Headquarters of Human Resource Equal Opportunity Officer (HREO) and was the appointed SDC. In efforts to collaborate objectives between the Air, Army, EO, EEO and diversity, a council was formed in 2005 entitled "Cultural Diversity Enhancement Team (CDET). The CDET produced the State Joint Diversity Strategic Plan and subsequent CDET charter outlining the operational process to actualize these collective goals.

Department of Defense, Military Leadership Diversity Commission was tasked with assessing the abilities of the DoD and the Services to ensure "effective and accountable" diversity management. On February 5, 2009, DoD issued DoDD 1020.02, "Diversity Management and Equal Opportunity (EO) in the Department of Defense", its primary policy statement about diversity and diversity management. An issue paper was directed and distinguishes diversity and diversity management from military equal opportunity (MEO) and civilian equal employment opportunity (EEO) by tying the definitions of diversity and diversity management and the diversity management program goals to improved readiness and capability not to fairness and the prevention of illegal discrimination. Consistent with the title of the directive, each subsection within the directive applies to diversity management and/or equal opportunity---either MEO or EEO. The issue paper contends the two separate programs and enhanced organizational capability is the right goal for diversity management (MLDC, 2009a, 2010a, 2010c). The issue paper affirms internal tensions remain due to intermingled references in EO and diversity management to "promoting diversity". Therefore the VTNG-JDEC will consistently coordinate efforts between the VTNG MEO and EEO programs aligning those EO/EEO Affirmative Action goals with similar diversity objectives.

The formation of the National Guard Bureau Joint Diversity Executive Council (NGB-JDEC) and supporting guidance propel the CDET to re-appoint members and publish a new State Joint Diversity Strategic Plan and Charter. The original plan dated September 2013 is now being revised to incorporate updated National Guidance and vision as well as The Vermont National Guard Joint Strategic Plan 2017. The VTNG-JDEC Charter establishes the advisory positions on the VTNG-JDEC and synchronizes EO/EEO Officers, Advisors, Leaders, Specialist, Human Resource Advisors and a supporting cadre of stakeholders in the success of these goals.

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Vermont Diversity Commitment




The Vermont Guard is a group of proud, well trained, professional men and women who stand ready to defend our Nation; a Nation that was founded on the principle, the individual has infinite dignity and worth. The VTNG will always remain true to that principle by strongly supporting the needs, aspirations and capabilities of every courageous individual joining our team.

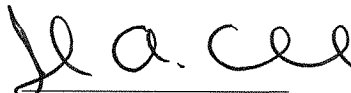
In our commitment to diversity, we welcome people from all backgrounds and seek to understand and appreciate the various customs and values diversifying our force. Our commitment to work toward a culture that values diversity requires that we create, promote and maintain activities which further our understanding of all individuals and groups. Our personnel will serve in an environment that uses their talents, develops their potential, and recognizes their achievements. Our underlying commitment to the Guard team and their families is to instill the highest sense of pride in themselves, their work, and the VTNG Mission.


We will continue to develop and communicate policies that discourage intolerance and discrimination, improve morale and productivity through visible and active command initiatives as an integral part of the Mission Readiness of the VTNG. This concept and dimension of diversity is incorporated into every activity to include training, staffing, personnel practices, community services, and all areas of military endeavor and will include but not limited to: race, gender, ethnicity, religious belief, sexual orientation, socio-economic status, cultural orientation, work experience, job status and national origin.

Our commitment is to maintain a culture that treats everyone as full and equal partners; make the National Guard a leader in fair, equitable and nondiscriminatory treatment of all; instill cultural adaptability as a life skill to seamlessly adapt in areas of operation for maximum effectiveness, recognize members as our most important asset; promote teamwork and constructive working relations; and utilize leadership as the tool for the continuous pursuit of excellence in order to create coalitions of interests, not of color, race, or ethnicity. The commitment to diversity rests with every member of the VTNG to implement and support the diversity philosophy. We understand and embrace diversity as our greatest strength.


MG Steven A. Cray
The Adjutant General


BG Michael T. Heston
Assistant AG Army


Brig Gen Joel A. Clark
Assistant AG Air


BG Mark S. Lovejoy
Director Joint Staff

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Definitions of “Diversity” and “Inclusion”

DIVERSITY: All the different characteristics and attributes individuals, cultures, and organizations that are aligned with DoD core values, integral to overall readiness and mission accomplishment that are reflective of the Nation we serve. Diversity is challenging people to maximize their potential by embracing and promoting each other’s holistic characteristics. Diversity is a warfighting readiness issue. The NG must attract people from all segments of American society and tap into the limitless talent of the diverse population to reach its fullest potential as America’s standing state military.

INCLUSION: Valuing and leveraging individual differences for organizational success. Inclusion is involvement and empowerment, where the inherent worth and dignity of each Guardsman is recognized. An Inclusive NG promotes, fosters, and builds organizational strength through a positive work environment that promotes and respects the differences and similarities – both visible and invisible. This is manifested when a work environment is achieved where all individuals have equal access to opportunities, resources, and information to allow them to fully contribute individual strengths to the collective military might.

National Guard Bureau Diversity and Inclusion Mission and Vision Statement

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.

VISION: To achieve an organizational culture that values diversity and inclusion as highly as personnel strength, training, readiness, and combat effectiveness.

Vermont National Guard Joint Diversity and Inclusion Mission and Vision Statement

To achieve an organizational culture where diversity is valued as a combat multiplier that is essential to mission readiness.

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. We understand and embrace diversity as one of our greatest strengths.

Vermont National Guard Joint Diversity Strategic Plan Purpose Statement

The Joint Diversity Strategic Plan is the tool by which we will accomplish the Adjutant General’s diversity vision. The goals and objectives set forth in this diversity strategic plan aim for increased mission effectiveness through diversity. The measurements consist of action items supporting increased human effectiveness as referenced in the DoDD 1020.02 Diversity Management and Equal Opportunity in the Department of Defense.

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The goals and objectives provide key actions required by specific teams of our organization to address agency shortfalls and barriers that currently inhibit our success. Accountability for progress will be measured during quarterly VT-JDEC meetings and subsequent quarterly reports to the Regional JDEC and annual reports to NGB Diversity and Inclusion Office.

We will adjust objectives as needed based on the progress made, barrier analysis and changing demographic trends. This plan will help the VTNG remain representative of the changing world demographics and remain culturally adept to the conditions our Nation calls upon us.

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Diversity Goals

The VTNG Joint Diversity Strategic Plan goals are nested from the NG Diversity Inclusion Strategic Plan four goals;

Goal 1: Enhance diversity and inclusion in all States, Territories, and the District of Columbia.

Goal 2: Ensure leaders at all levels champion diversity program priorities and understand what is required to achieve success.

Goal 3: Develop and increase diversity partnerships, both external and internal to the NG.

Goal 4: Develop, mentor, and retain diverse talent reflective of the communities the NG serves.

The following goals are broad in nature and will remain part of the VTNG Joint Diversity Strategic Plan until superseded.

1. Leadership Commitment

Objective: Be role models of diversity promotion and inclusion practices.

Goals:

Ensure all leaders of the VTNG understand the concept of diversity as described in Government-Wide Diversity and Inclusion Strategic Plan, the Joint Leader's Guide, Policy on Diversity and other Department of Defense diversity directives.

Assist leaders with the tools to be role models of diversity promotion and inclusion practices.

Assist leaders with the tools to measure subordinates in their efforts to promote diversity and mentorship.

Provide leaders with tools which help them lead a diverse team, promote a culture of equality for everyone and leverage the power of diversity within their teams to meet all mission challenges.

Provide Commanders with the strategy options necessary to comply with regulatory affirmative action objectives.

2. Education & Training

Objective: Build and maintain a life skill of cultural adaptability

Goals:

Ensure all members of the VTNG understand the concept of diversity as described in Government-Wide Diversity and Inclusion Strategic Plan, the Joint Leader's Guide, Policy on Diversity and other Department of Defense diversity directives.

Provide all members of the VTNG with initial, refresher and appropriate level leadership diversity training. Education in diversity will provide training in practices for leading diverse groups effectively. The education will cover varied aspects of culture, prejudice and stereotyping. The objective is to build and maintain a life skill of cultural adaptability.

Ensure all members of the VTNG receive communication regarding cultural development educational opportunities to make certain all members build on cultural adaptability skills.

Newcomer briefings will include education on force development, diversity, and inclusion.

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Incorporate diversity philosophies and strategies into existing professional military education at the organizational level.

Establish partnerships with local educators to build a community relationship that fosters mutual interest in the promotion of diversity and inclusive communities.

3. Career Management

Objective: Ensure all members of the VTNG have a fair opportunity to reach their career goal expectations.

Goals:

Ensure a viable mentorship program remains active for all members of the VTNG.

Review career management policies to ensure equitable opportunities based on merit and capabilities.

Ensure all members of the organization are receiving information regarding professional development opportunities.

Analyze, evaluate and report on a multitude of categories (gender/race/ethnicity/religion) to identify barriers to career advancement and under-represented occupations or grade representations.

Track accepted recommendations, report barriers to actualization in Annual JDEC Report to NGB-JDEC

Track organizational climate assessments to identify trends specific to policies detracting from inclusion.

4. Policy Development

Objective: Ensure VTNG policies are aligned with DoD's Government-Wide Diversity and Inclusion Strategic Plan.

Goals:

Maintain an overview of all policies to ensure they support strategic plan.

Recommend policy changes to Joint Senior Leader Council which will improve diversity initiative goals or remove barriers which deter equality.

Educate the VTNG members, their families and the communities on the EO and Diversity policies and practices.

5. Diversity Awareness

Objective: Ensure all members of the VTNG understand the concept of diversity to instill diversity of thought at all levels of the organization and capitalize on the current globalization changes.

Goals:

Provide a forum to showcase cultural and diversity related issues.

Celebrate victories of advanced equality, improved relations, changing representation which expands effectiveness.

Recognize champions of diversity and those change agents who promote inclusive environments where all members can thrive to reach their potential.

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Identify under-represented groups and the barriers which may deter them from achieving equality in regards to opportunities in the VTNG. Develop recommended courses of actions.

Identify service members and members of the community with cultural skill-sets empowering our mission capabilities.

6. Community Outreach & Involvement

Objective: Build relationships in all areas of the community to expand our servicing opportunities and recruit a diverse team of talented citizens to serve in the VTNG.

Goals:

Connect with community leaders to find out the current issues within different social groups.

Educate all areas of the community on the EO and Diversity policies of the VTNG.

Assist community leaders on the promotion of cross-cultural harmony initiatives.

Share in the celebrations of advanced equality, improved relations, changing representation which expands effectiveness.

Share in the recognition of diversity champions who are change agents and are promoting inclusive environment where all members of society can reach their potential.

7. Recruiting & Retention

Objective: Ensuring the organization reflects recruiting labor pool. Remain a competitive employer to retain talented, professional and dedicated service members. Maintain a relevant force that can adapt culturally to current global conditions and perform effectively in a variety of mission on diverse teams.

Goals:

Maintain recruiting and retention analysis of under-represented groups and solution orientated strategies in place to increase retention rates.

Maintain working relationship with the recruiting commands and partner on relationship building initiatives.

Educate recruiters on cultural barriers as identified through demographic analysis and community outreach efforts.

Partner Special Emphasis Program Managers with recruiters to collaborate on the removal of cultural barriers and educate on social engrained negative stereotypes.

Recognize recruiting efforts which target under-represented populations and diversify approaches to find potential talent.

8. Gender Diversity

Objective: Decrease the gap between male-female representation at higher grade levels and non-traditional occupational categories as authorized.

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Goals:

Monitor gender demographics for Military and NG Civilian labor pool versus recruiting labor.

Monitor recruiting & retention rates based on gender and occupational series and analyze trends.

Monitor selection packages for command positions based on gender and occupational categories and analyze trends.

Develop an effective mentorship program which benefits all members of the organization.

Assess women issues through gender specific climate assessments.

Provide gender diversity training at all levels of the organization.

Formally provide barrier analysis and recommendations to decrease barriers annually (Accomplished through annual Gender Brief and Management Directive 715 Report submitted by State Equal Employment Manager).

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NGVT-TAG

27 June 2017

MEMORANDUM FOR (members)

SUBJECT: Appointment of Vermont NG Joint Diversity Executive Council

1. Effective this date, personnel in the following positions are appointed as an Advisory Council member of the Vermont National Guard Joint Diversity Executive Council (VTNG-JDEC):

Position Title

The Adjutant General (*Council Chair*)
Director, Joint Staff (*Council Co-Chair*)
Director of the Air Staff (2nd Council Co-Chair)
Human Resource Officer
G1-Director of Personnel
State Equal Employment Manager (SEEM)
State Diversity Coordinator (SDC) (*JDEC Council Mgr*)
Human Resource Equal Opportunity Officer (HREO), Alt JFHQ JDEC Rep
Joint Force Headquarters Sexual Harassment Assault and Response Coordinator (SARC)
Wing Equal Opportunity Officer
Wing Human Resource Advisor (HRA)
86 IBCT EOA, alt 86 IBCT JDEC Rep
GSC EOA, alt GSC JDEC Rep
RTI EOA alt, RTI JDEC Rep
Army Recruiting and Retention Commander
Air Recruiting and Retention Superintendent
Special Emphasis Program Manager;
 Black Employment Program
 Hispanic Employment Program
 Asian Employment Program
 Individuals with Disabilities Employment Program
 American Indian/Alaskan Native Employment Manager
 Federal Women's Program Manager

Personnel in the following positions are appointed as General Council Members of VTNG-JDEC.

ATAG – Army
ATAG –Air
158th Wing Commander
Judge Advocate General (JAG)
Command Chief Warrant Officer (CCWO)
Wing Command Chief Master Sergeant (CCM)
State Command Sergeant Major (CSM)
 CSM 86 IBCT
 CSM 86 IBCT CAV
 CSM 86 IBCT INF
 CSM 86 IBCT ENG
 CSM 86 IBCT BSB
 CSM Garrison Support Command
 CSM ARNG Recruiting Command
 CSM 124th Regional Training Site
Family Programs Representative

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NGVT-TAG

SUBJECT: Appointment of Vermont NG Joint Diversity Executive Council

Wing Sexual Assault Program Response Manager (SAPR)
Joint Force Headquarters Public Affairs Officer

Personnel may request volunteer membership and participate in quarterly JDEC meetings however will not be officially appointed as an advisory member. The member list is maintained by the JDEC Council Manager.


2. Authority: The Adjutant General, Vermont National Guard

3. Purpose: To advise the Vermont Adjutant General and Directors of the Army and Air National Guard on all issues related to cultural diversity.

4. Period: As vacated out of position

5. Additional instructions: The council will facilitate the process of identifying, defining and addressing diversity issues that affect the readiness of the Vermont Army & Air National Guard.

6. Please accept my thanks for serving on this most important committee and helping the ARNG & ANG meet our personnel and mission readiness goals for the 21st century.


Maj Gen Steven A. Cray
The Adjutant General

cc:

Members of VTNG-JDEC

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VERMONT NG JOINT DIVERSITY EXECUTIVE COUNCIL CHARTER

VISION

To achieve an organizational culture where diversity is valued as a combat multiplier that is critical to mission readiness.

MISSION STATEMENT:

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.

GUIDELINES

1. Meetings will be held quarterly, as needed, with location TBA.
2. Minutes will be maintained and distributed, with copies being forwarded to members of VTNG-JDEC.

MEMBERSHIP

Advisory Council Membership: The VTNG-JDEC Advisory Council will consist of 21 members (4 alternate members). Each Advisory Council member (or alternate) is appointed by virtue of position as identified in the endorsed appointment memorandum of this charter. Advisory Council members (or alternate) will conduct the business of the council.

General Council Membership: The General Council members will consist of 16 members and are appointed by virtue of position as identified in the endorsed appointment memorandum of this charter. General council members are encouraged to participate in the meetings to provide valuable insight and leadership in relation to diversity initiatives.

Voluntary Membership: Voluntary members include Vermont Army and Air National Guard military and DoD civilian personnel, NG family and community members. Volunteers are accepted by request to the advisory council and are not part of the advisory council. A membership list will be maintained by the Council Manager. Termination will be voluntary or the request of the Advisory Council. Voluntary members are encouraged to participate in the meetings to provide valuable insight and leadership in relation to diversity initiatives.

The council will be comprised of Vermont Army and Air National Guard military and DoD civilian personnel. The council will equally represent traditional and full time personnel, as well as enlisted and officers. Gender, culture, ethnic, Unit and Wing balance will be maintained. Voluntary membership will be solicited from the entire organization in an effort to ensure every member of the organization is included in the development and objectives relevant to diversity management. A member list will be maintained for the distribution of VTNG-JDEC meeting notices or other important council news to all Advisory Council, General Council and Voluntary members of the VTNG-JDEC. All members will seek approval through their chain of command to participate in council activities.

ROLES AND RESPONSIBILITIES

1. All council members will lead by example, applying the vision of the Diversity Council to their daily activities and work environment. All members will treat each other with respect, will attend meetings, be prompt and observe common courtesies of discussion with one another. Each member has an equal voice regardless of military rank however Advisory Council members will advise the Council Chairman - who has authority of the council.
2. The Adjutant General (TAG), Vermont is Chairman. Director, Joint Staff is the Council Co-Chair. Director of the Air Staff is the 2nd Council Co-Chair. The State Diversity Coordinator is appointed as the VTNG-JDEC Manager and will coordinate in planning, organizing, implementing, and facilitating agenda, in conjunction with the VTNG-JDEC Co-Manager.
3. An agenda will be prepared and distributed to all members and to individuals identified as being key players in council activities and initiatives. There must be a quorum of 8 Advisory members present to conduct key council business and officially vote approval of an action item.
4. The Council will support and align with the Air and Army Equal Opportunity objectives in the areas of Leadership Commitment, Education & Training, Career Management, Policy Development, Diversity awareness, Community Outreach & Involvement, Recruiting and Retention and Gender Equality.

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6. VTNG-JDEC will submit annual training guidance for Joint Commands to the Council Co-Chair NLT than 31JUL annually annotating cultural event time slots both drill status and federal status.
7. VTNG-JDEC submits reports to the NGB-JDEC by request through Regional JDECs.
8. Advisory council members will serve as long as they hold the position identified in the endorsed appointment memorandum. Termination is at the discretion of the Council Chair. Additional members may be selected by the TAG.
9. Council members who separate from the NG will automatically lose membership in the committee.


Maj Gen Steve A. Cray
The Adjutant General

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Table of common acronyms used in EO/EEO/Diversity publications

Text	Acronym
Army Command (for purpose of plan – 06 Level Command)	ACOM
Affirmative Action Plan	AAP
Asian Employment Program	AEP
American Indian Alaskan Native Employment Program	AIANEP
Annual Narrative Statistical Data Report	ANSR
Black Employment Program	BEP
Cultural Diversity Enhancement Team	CDET
Defense Equal Opportunity Management Institute	DEOMI
Defense Equal Opportunity Climate System	DEOCS
Equal Employment Opportunity	EEO
Equal Employment Opportunity Commission	EEOC
Equal Opportunity Human Resource Officer	HREO
Equal Opportunity	EO
Equal Opportunity Advisor	EOA
Equal Opportunity Advisor Reserve Component Course	EOARC
Equal Opportunity Leader	EOL
Equal Opportunity Leader Course	EOLC
Federal Women's Program	FWP
Hispanic Employment Program	HEP
Human Resource Advisor	HRO
Human Resource Officer	HRO
Individuals with Disabilities Employment Program	IWDEP
Joint Diversity Executive Council	JDEC
Lesbian, Gay, Bi-Sexual, Transgender – Queer	LGBTQ
Major Army Command	MACOM
Management Directive	MD
Military Equal Opportunity	MEO
Military Women's Program (Vermont sub-council of FWP)	MWP
National Guard Bureau	NGB
Special Emphasis Program Manager	SEPM
State Diversity Coordinator	SDC
State Equal Employment Manager	SEEM
Unit Climate Assessment	UCA