

Oregon National Guard

Diversity & Inclusion

Strategic Plan



March 2022



Our commitment is to create and maintain a culture that treats everyone with respect and as equal partners. The commitment to diversity rests with every member of the Oregon National Guard. We are at our best when we focus on what we share in common not what divides us.

MICHAEL E. STENCEL
Major General
The Adjutant General

OVERVIEW

The Oregon National Guard (ORNG) has established a Joint Diversity Executive Council (JDEC) in accordance with Executive Order 13583, dated 18 August 2011, to establish a coordinated government-wide initiative to promote diversity and inclusion in the federal workforce. The JDEC Charter, attached as Appendix A, identifies JDEC Council Members and outlines operating procedures to carry out this document. This Plan aligns with the National Guard Diversity and Inclusion Strategic Plan.

The Plan provides eight goals, broad in nature, and focused on areas for the JDEC to actualize diversity initiatives. The JDEC will record progress made implementing the strategic diversity goals. Guidance on the scope and focus will be provided by the JDEC Chair, and accountability will be measured at each quarterly meeting. The Plan will be updated as needed to incorporate changing focus areas.

BACKGROUND

The ORNG is committed to the principles of the Military Equal Opportunity (EO) and Equal Employment Opportunity (EEO) Programs for all members of the ORNG. The EO Program addresses EO complaints for service members in the ORNG. The EEO Program addresses workplace discrimination for Title 5 civilian and Title 32 dual status federal technician employees

The EO protected categories for service members are: race, color, gender, religion, national origin, and sexual orientation. EEO protected categories are the same as EO protected categories, but include age (over 40), disability, and genetic information. Furthermore, the tenants of EO/EEO promote a work environment free from sexual harassment or fear of reprisal.

Treating members fairly necessitates an ORNG-wide commitment that fosters appreciation for the cultural differences between ethnic groups and genders. All ORNG members want to be treated with respect, given an equal chance in competitive circumstances, and be evaluated solely on their merits.

The success of ORNG diversity programs and the ORNG depends on the positive attitudes, and more importantly, the appropriate behavior of all of our members. It is imperative that everyone affiliated with the ORNG strive to keep the work environment professional and free from discrimination and harassment. ORNG personnel should look beyond outward appearances, cultural and religious differences, offering all an equal opportunity to rise to their full potential.

The National Guard Bureau Joint Diversity Executive Council (NGB JDEC) and supporting guidance directs each state National Guard to appoint members to the JDEC, and publish a

Joint Diversity & Inclusion Strategic Plan and a JDEC Charter for their state. The ORNG JDEC Charter establishes positions on the JDEC to include EO/EEO program personnel, EO advisors, leaders, specialists, human resource advisors, recruiting and retention offices, and a supporting cadre of stakeholders. The JDEC will meet quarterly to discuss implementation of the plan, and strategies to meet the established goals.

TAG will appoint a General Officer (GO) (or highest ranking officer assigned when a GO is not available) to directly represent TAG as the chair of the JDEC. The goal of TAG-appointed chair is to provide timely feedback with the intent of keeping TAG and respective state leadership informed and advised on JDEC activities and recommendations.

PURPOSE

The Plan is the tool by which the ORNG will accomplish the TAG's diversity vision. The objectives and goals set forth in this Plan aim for increased mission effectiveness through diversity. The measurements consist of action items addressing data driven deficiencies identified in each goal. The commitment to diversity rests with every member of the ORNG to implement and support the diversity philosophy.

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

The goals will be adjusted as needed based on the progress made, barrier analysis and changing demographic trends. This Plan will help the ORNG remain representative of the changing demographics and remain culturally adept to the conditions of our communities and Nation.

OBJECTIVES

The Plan's objectives reflect and complement those of the National Guard Diversity and Inclusion Strategic Plan.

ORNG STRATEGIC OBJECTIVES

The ORNG strategic objectives align with the National Guard strategic objectives and are as follows:

- 1. Enhance Diversity and Inclusion.** Develop a workforce that reflects the communities we serve, and create an inclusive environment that values and empowers all.
- 2. Develop Leader Support for Diversity.** Ensure leaders at all levels have the information and tools to champion diversity program priorities, and understand what is specifically expected of them to achieve success.
- 3. Develop and Increase Diversity Partnerships.** ORNG must partner with entities outside of the National Guard to further enhance collaborative efforts and to conduct regular state-level meetings in order to share best practices and synchronize efforts to resolve identified issues.
- 4. Develop, Mentor and Retain Top Talent Reflective of the Community.** Ensure Soldiers, Airmen, and civilians continue to learn about potential opportunities to advance and reach their career goals and expectations.

ANNUAL GOALS

This Plan outlines eight annual goals to ensure benchmarks are met towards achieving the above-mentioned overarching strategic objectives. These goals provide direction for organizational, climate, structural, and procedural changes as the ORNG moves in the direction of a more advanced diversity model. Execution of this Plan requires the support and effort of every Leader, Airman, Soldier, and civilian member. The key emphasis of leadership support and education amongst all employees will be the basis for success in the mission of diversification.

Goal 1: Leadership Commitment

- Ensure TAG's Command Policy Memorandums (CPMs) in the ORNG for Diversity and Inclusion are updated annually.
- Ensure leaders understand the concept of diversity as described in the National Guard Diversity and Inclusion Strategic Plan, and the correlation of overarching objectives to the ORNG Strategic Plan.
- Educate leaders in the tenets of diversity, and expectations of them to be role models and champions of diversity.
- Educate leaders to mentor subordinates to include diversity and inclusion in guiding and developing their careers.

- Educate leaders of the importance of diversity and a diverse team, promote a culture of equality for everyone, and leverage the power of diversity within their teams to meet all mission challenges.

Goal 2: Education and Training

- Ensure all members understand the concept of diversity as described in the National Guard Bureau Diversity, the correlation of overarching objectives of the Plan, and posted policies.
- Provide all members with initial, refresher, and appropriate-level leadership diversity training, which will provide training in practices for leading diverse groups effectively.
- Ensure all members participate in the Special Emphasis Program observances that are mandated by the Department of Defense (DoD) (See Appendix C). Participation will increase awareness of the event, broaden knowledge about the historical impact and importance of the observance.

Goal 3: Career Management

- Encourage mentorship for all members of the ORNG.
- Review HRO Career Management Policies (CMPs), and CPMs 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 identifying barriers to career advancement in the categories of gender, race, ethnicity, religion, and sex as it relates to under-represented occupations, rank, and grade representations.
- Track organizational climate assessments to identify trends specific to practices detracting from diversity and inclusion.

Goal 4: Policy Development

- Maintain an overview of all policies to ensure they support the Plan.
- Recommend policy changes to the State Equal Employment Manager to improve diversity initiative goals, or remove barriers that deter equality.

Goal 5: Diversity Awareness

- Ensure HRO CMPs and CPMs are clearly posted for all ORNG members to access.
- Showcase and celebrate DoD special observance to showcase the celebrated culture's history and contributions to American history.
- Recognize champions of diversity and change agents who promote inclusive environments where all members can thrive to reach their potential.
- Identify under-represented groups using demographic data, and the barriers that may deter them from achieving equality in regards to opportunities in the ORNG. Develop recommended courses of actions to mitigate barriers.

Goal 6: Community Outreach and Involvement

- Connect with community leaders to find out the current issues within different social groups; invite them to attend JDEC meetings to discuss issues.
- Partner with different cultural groups of the community to develop a relationship to understand unique cultural differences within respective communities; recruit from these groups to increase disparate populations under-represented in the ORNG and T5 and T32 federal technician workforce.
- Assist community leaders on the promotion of cross-cultural harmony initiatives.
- Invite community members to participate in DoD special observances, especially if their culture is being celebrated.

Goal 7: Recruiting and Retention

- Maintain recruiting and retention analysis of under-represented groups and develop solution-orientated strategies to increase retention rates.
- Educate recruiters on cultural barriers as identified through demographic analysis and community outreach efforts.
- Provide training to recruiters on removing cultural barriers and education on social engrained negative stereotypes.
- Recognize recruiting efforts that focus on under-represented populations and diversify approaches to find potential talent.

Goal 8: Gender Diversity

- Monitor gender demographics for ORNG Military and Civilian labor pool versus recruiting labor.
- Monitor recruiting and 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.
- Ensure females are included in the mentorship program and given fair representation of mentors.
- Assess gender specific issues through barrier analysis.

APPENDICES

Appendix A – ORNG JDEC Charter

Appendix B – National Guard Human Goals

Appendix C – Department of Defense Cultural Observances and Awareness Events



Oregon National Guard

Joint Diversity Executive Council
(JDEC)

Charter

March 2022

PURPOSE

The JDEC's purpose is to sponsor effective diversity management practices, promote workforce diversity initiatives, and integrate the principles of diversity throughout the Oregon National Guard (ORNG) in compliance with the ORNG Diversity and Inclusion Strategic Plan. The Council is a forum to discuss diversity issues; share ideas and information on diversity matters and events; collaborate on and implement diversity initiatives; and leverage organizational resources that allow the civilian and military forces to evolve into a unified work environment where all ORNG personnel, regardless of rank or duty status, are respected and valued for their contributions toward supporting the organizational mission.

MISSION

Achieve an organizational culture that values and respects all ORNG service members and civilians of the ORNG for their diversity and abilities, free from prejudicial barriers, stereotypes, and restrictions.

RESPONSIBILITIES

The JDEC will advise and assist TAG in developing and implementing a comprehensive, integrated, and strategic focus on diversity and inclusion, with the objective of attaining a highly motivated, adaptable, and innovative workforce representative of all segments of society. The JDEC will accomplish this mission by fulfilling three lines of effort:

1. Develop, oversee, and amend a Diversity and Inclusion Strategic Plan tailored for the ORNG to recruit, hire, train, develop, advance, promote, and retain a diverse workforce; strive to institutionalize an inclusive work environment.
2. Consider utilizing best practices, research, and experience from the private and public sectors to promote diversity and inclusion, and eliminate barriers to equal opportunity consistent with merit system principles and applicable law.
3. Provide information, advice, and recommendations on data-driven approaches to measure status and progress, increase transparency and accountability at all levels, and reward and recognize efforts to promote diversity and inclusion.

COUNCIL MEMBERS

- ATAG-Air or Army (Chair)
- Joint Chief of Staff (JCOS) (Vice Chair)
- Command Senior Enlisted Leader
- ARNG Chief of Staff
- Director of Staff-Air
- Judge Advocate General
- State Equal Employment Manager (SEEM)

- State Diversity Initiatives Advisor
- JFHQ Human Resource Officer
- 142nd WG Human Resource Advisor
- 173rd FW Human Resource Advisor
- State Command Chief Master Sergeant
- 142nd WG Command Chief Master Sergeant
- 173rd FW Command Chief Master Sergeant
- State Command Sergeant Major
- 41st IBC T Command Sergeant Major
- 82nd BDE Command Sergeant Major
- Human Relations/Equal Opportunity Officer (ARNG)
- 142nd WG MEO
- 173rd FW MEO
- ARNG Recruiting and Retention Command Representative
- ANG Recruiting and Retention Superintendent
- Public Affairs Officer

ROLES AND RESPONSIBILITIES

Joint Council

1. The ATAG will serve as The Joint Council Chair and conduit to TAG. The Chair will get guidance from and advise TAG on State JDEC initiatives that support diversity and inclusion in the workplace.
2. The JCOS will serve as Vice Chair and responsible for and act as Chair in the absence of the Chair.
3. The SEEM is responsible for completing the Quarterly Regional JDEC slide, the Quarterly Diversity and Inclusion Strategic Plan Assessment, and the TAG Checklist for Diversity and Inclusion. The Vice Chair is also responsible for scheduling quarterly meetings, conference room and slide set-up if required, and distributing of minutes after approved by Chair.
4. The Chair may establish special working groups as necessary to conduct, address, discuss, or make reports and develop recommendations concerning a diversity and inclusion subjects. These groups may be temporary or ongoing based upon the goals outlined. Working group members will be appointed by writing by the Chair.
5. The Joint Council will approve recommendations to TAG and other actions deemed appropriate by voting using Robert’s Rules of Order, as explained in the **MEETING NORMS AND GROUND RULES** below.

Meetings

1. The Joint Council shall meet at least four times a year (quarterly).

2. The agenda will be approved by Chair prior to distribution to Council members; the Vice Chair will facilitate the meeting. The agenda will include at a minimum:

- a. Roll call.
- b. Introductions of guests and/or advisors present.
- c. Introduction of new members if any.
- d. Review/approval of last meetings minutes.
- e. Old business (Open agenda items from last meeting).
- f. New business - (1) Discuss common tasks as needed; (2) Open discussion from the floor
- g. Comments from chairperson.
- h. Next meeting date, time, and location
- i. Adjournment.

3. Common Tasks:

a. Review the ORNG's progress against the goals set out in the ORNG Diversity and Inclusion Strategic Plan.

b. Review systems, programs, and policies as they relate to diversity.

c. Identify systemic problems and recommend solutions.

d. Collect statistical data on race, ethnic and gender diversity and identify possible barriers to diversity, determine metrics, and analyze the data to determine trends.

e. Set and track the progress of goals that will help the agency become a more diverse organization.

f. Develop and recommend implementation of diversity training, plans, policies and surveys as required.

4. The SEEM take minutes at the meeting and distribute them within 14 days of meeting.

5. Meetings will be open to non-members as observers only; input to proceedings from non-members must have prior Chair approval and placement on the agenda.

6. Special meeting may be called by the Chair as necessary.

MEETING NORMS AND GROUND RULES

1. All opinions and comments valued.

2. No disruptive side conversations, cell phones on mute, and no unit work while at the meeting.
3. Active participation in discussions and events.
4. Honesty without fear of retaliation.
5. Civilian business casual attire; all members are of equal “rank” and privilege. Duty uniform is allowed if it is used as your daily attire.
6. Treat all members with dignity, courtesy, and respect.
7. Final recommendations will be achieved through a consensus process of members present.
8. Robert’s Rules of Order will be followed for voting on any topic, and the Chair or Vice Chair must be present.
 - a. Twenty-three (23) members are in JDEC; a quorum is 12 members; there must be a quorum in order for the JDEC to vote on an issues.
 - b. A two-thirds majority is needed for any issue raised to a vote to pass.

CHARTER MODIFICATIONS

Amendments to the charter may be made following Robert’s Rules of Order above, with approval of the Chair and ratification by The Adjutant General.

LENGTH OF SERVICE

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.

MICHAEL E. STENCEL
Major General
The Adjutant General

APPENDIX B

NATIONAL GUARD HUMAN GOALS

Our 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.

APPENDIX C



CULTURAL
OBSERVANCES
AND AWARENESS EVENTS

OBSERVANCE/AWARENESS EVENT	DATE	AUTHORIZATION
Martin Luther King, Jr. Birthday	17 January 2022	Public Law 98-144
National African American/Black History Month	1 - 28 February 2022	Public Law 99-244
Women’s History Month	1 - 31 March 2022	Public Law 100-9
Holocaust Remembrance Day Days of Remembrance	28 April 2022 24 April - 1 May 2022	Public Law 96-388
Asian American and Pacific Islander Heritage Month	1 - 31 May 2022	Title 36, U.S. Code, Section 102.
Women’s Equality Day	26 August 2022	Public Law 93-105
National Hispanic Heritage Month	15 September - 15 October 2022	Title 36, U.S. Code, Section 126.
National Disability Employment Awareness Month	1 - 31 October 2022	Title 36, U.S. Code, Section 121.
National American Indian Heritage Month	1 - 30 November 2022	Public Law 103-462

PLEASE NOTE: DEOMI lists only observances established by law, bill, or resolution of Congress. Nothing precludes an organization from creating their own theme or using previously published themes. Organizations are not required to limit their special observances to just those reflected here. Organizations are reminded that special observances are conducted to recognize the continuous achievements of all Americans to American culture and to increase awareness, mutual respect, and understanding. They are designed to enhance cross-cultural and cross-gender awareness and promote harmony among all military members, their families, and the DOD civilian workforce. For more information about how to conduct a special observance, please visit: www.defenseculture.mil.