



DIVERSITY STRATEGIC PLAN
GEORGIA DEPARTMENT OF DEFENSE

Georgia Army National Guard

Georgia Air National Guard

October 2000

FOREWORD

A workplace that promotes trust, opportunity, fairness, and open communication among all members of the Georgia Department of Defense is a concept we need to embrace and strive diligently to achieve. I invite all the men and women of the Georgia Department of Defense to join me in supporting and embracing the tenets of this Diversity Strategic Plan. Competition for defense dollars is intense and we must build a more harmonious and productive work environment to maintain our leadership role in the National Guard. I strongly believe that our support for diversity will assist us in accomplishing our goals and reflect the character of our State and diverse communities.

A handwritten signature in black ink, appearing to read "David B. Poythress". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

DAVID B. POYTHRESS
Major General, GA ANG
The Adjutant General

Georgia Department of Defense Diversity Strategic Plan

MISSION

Create an organization for the 21st century and beyond 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 which values individual differences and similarities and understands the human environment and its impact on the mission.

VALUES

- ◆ *Integrity First*
- ◆ *Service Before Self*
- ◆ *Excellence In All We Do*

These three values define the Georgia Department of Defense's organizational culture, shaping our behavior and decisions. They are consistent with the time honored-values of **DUTY, HONOR, COUNTRY.**

Georgia Department of Defense Diversity Strategic Plan

AN INTRODUCTION

Why a Diversity Strategy?

Because it is simply, as former Notre Dame Football Coach Lou Holtz would put it, "The right thing to do." A diversity strategy supports the National Guard Human Goals and supports and enhances the strategic plan and missions of the Georgia Department of Defense and the National Diversity Strategies for the Air and Army National Guard.

What is Diversity and Diversity Management?

- **Diversity** (n) - A situation that includes representation of multiple (ideally all) groups within a prescribed environment, such as a military unit, a university or a workplace. This word most commonly refers to differences between cultural groups, although it is also used to describe differences within cultural groups, e.g. diversity within the Asian-American culture includes Korean Americans and Japanese Americans. An emphasis on accepting and respecting cultural differences by recognizing that no one culture is intrinsically superior to another underlies the current usage of the term.
- **Diversity Management** in the Georgia Department of Defense (GA DOD) is an organizational behavior, which recognizes and values differences and similarities among people and how the differences can work to enhance the organization and mission readiness.

Is Workforce Diversity the Same as or different from Equal Employment and/or Affirmative Action?

- 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 including those identified under equal opportunity programs. It goes beyond race and gender issues. It is not affirmative action. The emphasis in the implementation of diversity initiatives has little to do with responding to legal mandates or grievances of excluded groups. Rather, 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 Affirmative Action and Equal Opportunity training goals and objectives. Clearly it is in the best interest of the GA DOD to reduce and eliminate racial, gender, and other forms 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 Historical Perspective on Diversity? - Famous Quotes...

- *E Pluribus Unum.* (Out of many, one.)
Motto for the Seal of the United States. Adopted 20 June 1782, recommended by John Adams, Benjamin Franklin and Thomas Jefferson, 10 Aug. 1776, and proposed by Swiss artist Pierre Eugene du Simitière. It had originally appeared on the title page of the *Gentleman's Journal* (Jan. 1692).
- Ultimately, America's answer to the intolerant man is diversity, the very diversity which our heritage of religious freedom has inspired.
Robert Kennedy (1925–68), U.S. Attorney General, Democratic politician. *The Pursuit of Justice*, pt. 3 "Extremism, Left and Right" (1964).
- Our flag is red, white and blue, but our nation is a rainbow—red, yellow, brown, black and white—and we're all precious in God's sight.
Jesse Jackson (b. 1941), U.S. clergyman, civil rights leader. Speech, 16 July 1984.

What is the Diversity Strategic Plan About?

The Diversity Strategic Plan for the Georgia Department of Defense was developed to supplement and enhance the Georgia Department of Defense Strategic Plan. This plan lays a framework for success by developing a diverse workforce to enhance fairness, equity, productivity, and mission accomplishment.

This plan, because of the many diverse missions in the Georgia Department of Defense, 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 Georgia 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 GA DOD strives to create a culture that promotes trust, opportunity, fairness, and open communication among all members of our GA DOD family.

The plan contains six strategic focus areas supplemented by 8 goals with strategies for goal accomplishment.

The Diversity Strategic Plan is in its infancy and is a living document open to growth through continuous improvement.

Perhaps the Motto for the Seal of the United States "Out of Many, One" helps to summarize it best for the Georgia Department of Defense:

“Out of many diverse people and missions will come one strong defense force in the State of Georgia, valuing the mission contributions of all people equally.”

Georgia Department of Defense Diversity Strategic Plan

**Developed in concert with the
Georgia Department of Defense Strategic Plan**

Strategic Focus Areas:

Commitment

Education and Training

Career Management

Policy Creation Process

Community Involvement

Recruiting and Retention

ACCOMPANIED BY 8 GOALS WITH STRATEGIES TO ACCOMPLISH THE OBJECTIVES OF THE FOCUS AREAS

Commitment

Goal One

Commanders and supervisors are committed to creating an environment that fosters diversity.

OPR:	Time Frame:
Commanders and Supervisors at all levels	On-Going

Strategies:

- Apply evaluation systems such as performance reports and appraisals that include levels of expectations with clear feedback.
- Implement written force management plans, which will include measurable objectives for achieving diversity.
- Survey members annually about the effectiveness and implementation of the diversity initiative and analyze and report results.
- Develop unit level formal mentoring programs, which include underrepresented groups.

Metrics (use at least one of the following):

- Percent of favorable response on diversity leadership survey questions
- Number of informal vs. formal EO complaints
- Number and percent of personnel by demographic category
- Number of substantiated vs. unsubstantiated EO complaints

Education and Training

Goal Two

Everyone in the Georgia Department of Defense (military and civilian) will be provided appropriate diversity training.

OPR:	Time Frame:
Commanders	30 Sep 02

Strategies:

- Incorporate diversity training into existing programs to include initial and on-going training using NGB developed and unit adapted curriculum
- Require DEOMI training for Commanders and Senior NCO's

Metrics:

- Percent of units and personnel completing diversity training

Career Management

Goal Three

The Commander will ensure that every unit member has access to a viable career management and mentoring program.

OPR:	Time Frame:
Commanders	30 Sep 01

Strategies:

- Monitor career management
- Monitor mentoring program

Metrics (use at least one of the following):

- Number and percent of reenlistments by category
- Number and percent of loss rate by category
- Number of protégés in mentoring program

NGB and GA DOD Policy Creation Process

Goal Four

Review and update NGB and GA DOD policies to ensure fair and equitable treatment.

OPR:	Time Frame:
Commanders, State Equal Employment Manager (SEEM)	30 Sep 01

Strategies:

- Conduct annual reviews of NGB and local policies and submit recommended changes to eliminate barriers to fair and equal treatment

Metrics:

- Number of recommendations submitted and number adopted

Goal Five

The issues of diversity will be reviewed and emphasized when planning and conducting forums within the Georgia Department of Defense.

OPR:	Time Frame:
Forum Planners (i.e. Director for Strategic Resources Management (DSRM), Commanders, HRO, Chief of Staff, ESSO, Public Affairs, SEEM, MEO, HR/EO, etc.)	On-Going

Strategies:

- Integrate diversity awareness in the agendas of workshops, conferences and forums including recognition of diversity achievement and encouraging diverse participation

Metrics:

- Number of forums conducted vs. number of forums which contained diversity awareness on the agenda

Community

Goal Six

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.

OPR:	Time Frame:
Director of Communications (DOC), Public Affairs, Community Services Officer, Drug Demand Reduction, Recruiting and Retention, Commanders	On-Going

Strategies:

- Monitor advertising and media programs that communicate unit activities and accomplishments to a diverse community.
- Establish a long-term marketing plan addressing diversity
- Maximize use of resources to enhance involvement in youth and community programs
- Establish a partnership with local educators to build a community relationship that fosters National Guard involvement in education of our youth

Metrics (use at least one of the following):

- Number and percent of National Guard members participating in youth programs
- Number of National Guard Education Partnerships

Recruiting and Retention

Goal Seven

The recruiting and retention force will recruit a force that reflects the diversity of the community it serves.

OPR:	Time Frame:
Director of Workforce Development (DOWD), Recruiting Supervisors, Wing and GSU Commanders, ESSO	On-Going

Strategy:

- Ensure all personnel have an equal opportunity to apply for recruiting and retention vacancies
- Provide augmentees to create a diverse Recruitment and Retention team

Metrics:

- Composition of recruiting force by category

Goal Eight

Establish highly visible recruiting in communities of underrepresented groups.

OPR:	Time Frame:
DOWD, Recruiting Supervisors, ESSO, Wing and GSU Commanders	30 Sep 01

Strategies:

- Identify the strategic geographic area(s) and establish a National Guard presence in coordination with community leaders
- Establish a storefront recruiting office or a mobile recruiting team
- Recruit community partners and centers of influence to support recruiting team

Metrics:

- Number of individuals accessioned from underrepresented groups identified by strategic geographic area

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

Appendix **A** – National Guard Bureau Human Goals

Appendix **B** – GA DOD Diversity Profile...Where we are now

Appendix **C** – GA Air National Guard Suggested Diversity Goals

Appendix **D** – GA Army National Guard Suggested Diversity Goals

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.

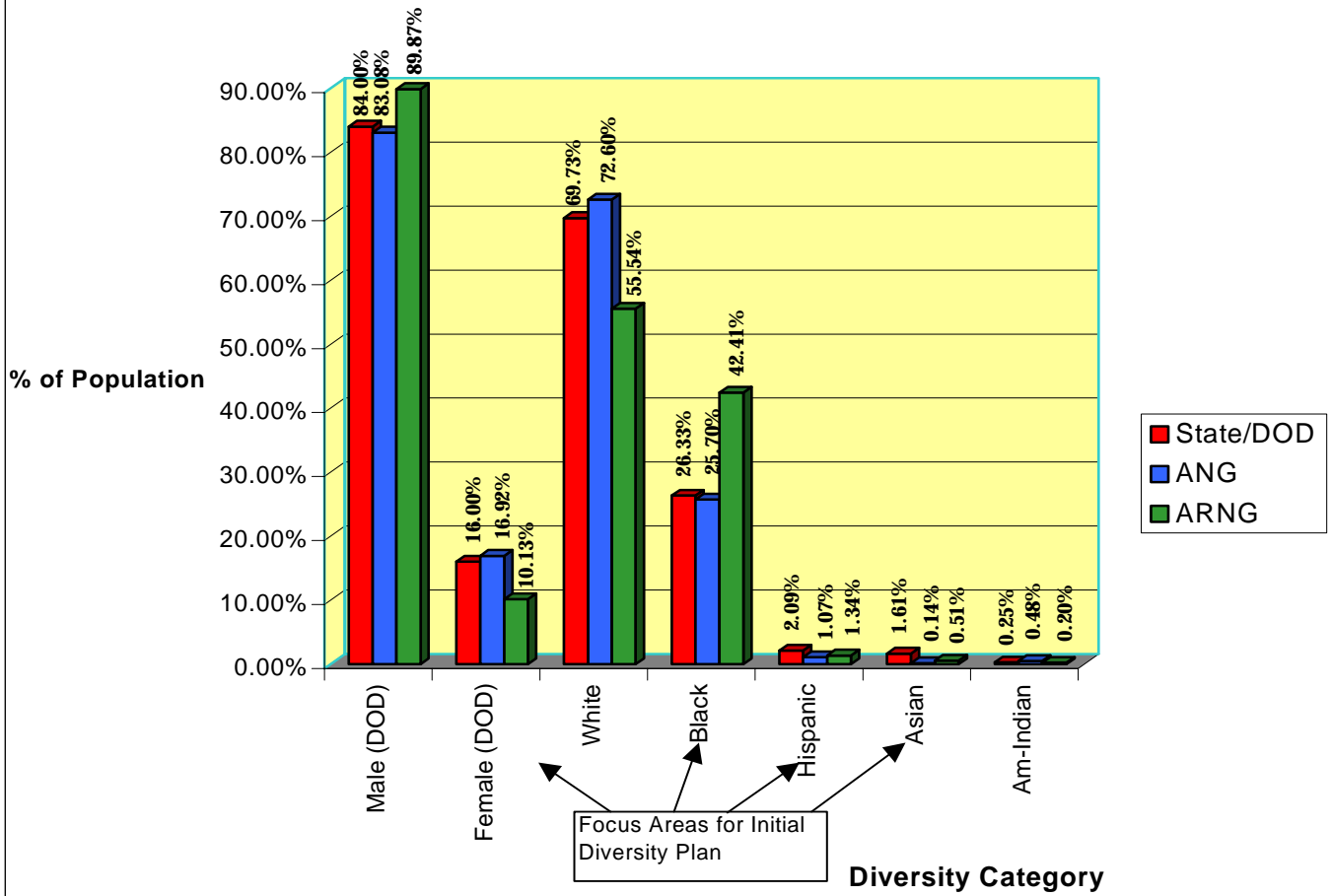
To establish an environment in the National Guard that recognizes people as its most important resource—an environment that encourages teamwork, constructive working relationships, and uses the best available management practices, techniques and tools for the continuous pursuit of excellence.

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.

Georgia Air & Army National Guard Diversity Profile:

	<u>State/DOD</u>	<u>ANG</u>	<u>ARNG</u>			
Male (DOD)	84.00%	83.08%	89.87%	As Of:	30 Sep 99	
Female (DOD)	16.00%	16.92%	10.13%			Data as of Sep = most current available from State Demographics / DOD statistics
White	69.73%	72.60%	55.54%			
Black	26.33%	25.70%	42.41%			
Hispanic	2.09%	1.07%	1.34%			
Asian	1.61%	0.14%	0.51%			
Am-Indian	0.25%	0.48%	0.25%			

Georgia National Guard Diversity Profile



Georgia Army and Air National Guard Current Diversity Profiles
"Where We Are Now"

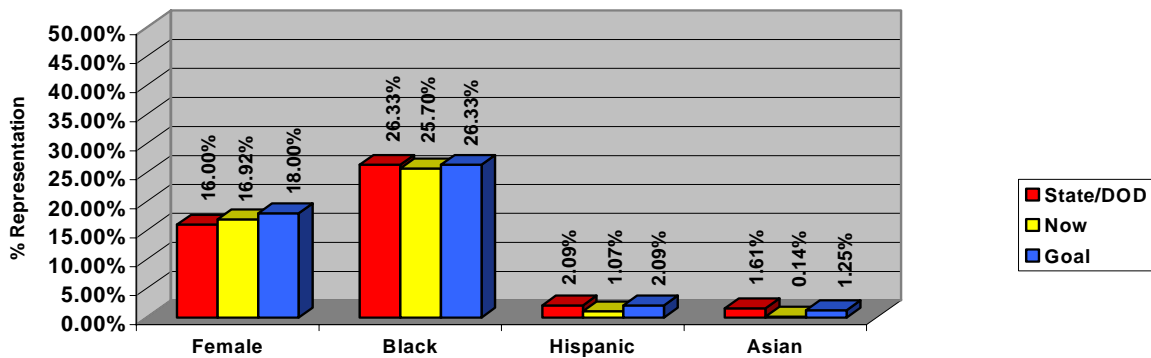
Appendix – B



Georgia Air National Guard Diversity Profile as of 30 Sep 99

					Working Age (wk age) = 20 to 59	NGB/ GA	Goal	Recruiting / Retention 5 Year Plan				
GA ANG Gender Stats:	Wk Age Ttl	Wk Age %	DOD %	Delta	Goal	#	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Male	2,416	83.08%	84.00%	1.17%								
Female	492	16.92%	16.00%	+ .92%	18.00%	523	6	6	6	6	6	
Category Totals:	2,908	100%	100%									
GA ANG Race Stats:	Wk Age Ttl	Wk Age %	State %									
White	2,096	72.60%	69.73%	-2.87%								
Black	742	25.70%	26.33%	.63%	26.33%	760	4	4	4	4	4	
Hispanic	31	1.07%	2.09%	-1.01%	2.09%	60	6	6	6	6	6	
Asian	4	0.04%	1.61%	1.57%	1.25%	36	6	6	6	6	6	
Am-Indian	14	0.00%	0.25%	0.25%								
Category Totals:	2,887	100%	100%									
GA ANG Minority Total:	791	27.40%	30.27%	2.87%								
GA ANG Initial Recruiting and Retention Diversity Goals:												
	State/DOD	Now	Goal									
Female	16.00%	16.92%	18.00%	AS OF:	Sep	1999						
Black	26.33%	25.70%	26.33%									
Hispanic	2.09%	1.07%	2.09%									
Asian	1.61%	0.04%	1.25%									

ANG Initial Goals



Population Focus

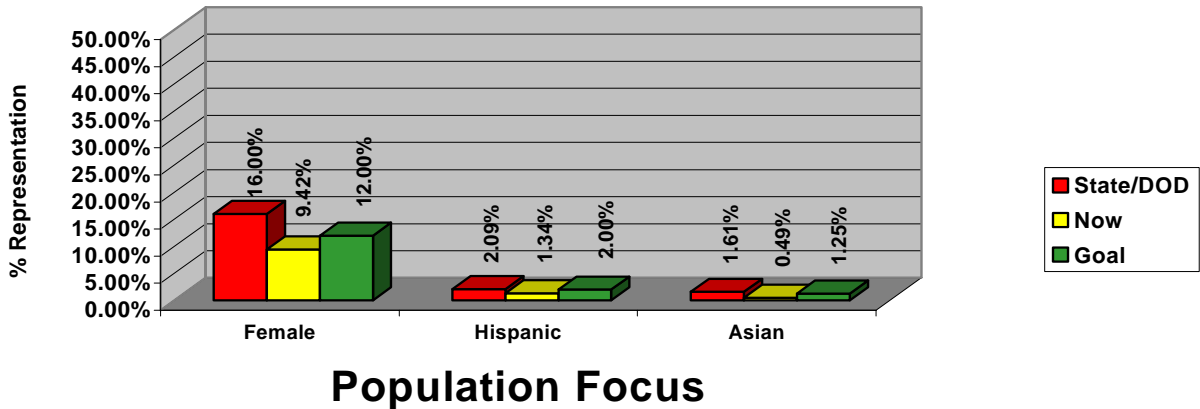
Georgia Air National Guard Initial Diversity Goals

Appendix – C



Georgia Army National Guard Diversity Profile as of 30 Sep 99											
	Working Age (wk age) = 20 to 59				NGB/ GA	Goal	Recruiting / Retention 5 Year Plan				
GA ARNG Gender Stats:	Wk Age Ttl	Wk Age %	DOD %	Delta	Goal	#	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Male	8,216	89.87%	84.00%	-5.87%							
Female	926	10.13%	16.00%	5.87%	12.00%	1,097	34	34	34	34	34
Category Totals:	9,101	100%	100%								
GA ARNG Race Stats:	Wk Age Ttl	Wk Age %	State %								
White	5,072	55.54%	69.73%	14.19%							
Black	3,873	42.41%	26.33%	-16.08%							
Hispanic	122	1.34%	2.09%	0.75%	2.00%	184	12	12	12	12	12
Asian	47	0.51%	1.61%	1.09%	1.25%	114	13	13	13	13	13
Am-Indian	15	0.17%	0.25%	0.07%							
Category Totals:	9,183	100%	100%								
GA ARNG Minority Ttl:	4,038	43.97%	30.27%	-13.70%							
GA ARNG Initial Recruiting and Retention Diversity Goals:											
Population	State/DOD	Now	Goal								
Female	16.00%	9.42%	12.00%		AS OF:	Sep	1999				
Hispanic	2.09%	1.34%	2.00%								
Asian	1.61%	0.49%	1.25%								

ARNG Initial Goals



Georgia Army National Guard Initial Diversity Goals

Appendix – D

