

**NATIONAL**

**DIVERSITY**



**BATTLE  
BORN**

**BATTLE  
READY**

29 MAY 2015



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## KEY PERSONNEL

### The Adjutant General, Nevada

Brigadier General William R. Burks is the Adjutant General for the State of Nevada. As Adjutant General, he is the senior uniformed Nevada National Guard officer responsible for formulating, developing and coordinating all policies, programs and plans affecting more than 3,500 Nevada Army and Air National Guard personnel. Appointed by the Governor, State of Nevada, General Burks serves as the Governor's principal adviser on all National Guard issues, is responsible for both the federal and state missions of the Nevada National Guard, and serves as the official channel of communication with the National Guard Bureau, Department of the Army, and Department of the Air Force.



General Burks began his military career with the Nevada Air National Guard when he was selected to attend navigator training for the 152nd Tactical Reconnaissance Group in Reno and received his commission as a second lieutenant in 1978. He earned his navigator wings at Mather Air Force Base, California and weapons system officer rating at Shaw Air Force Base, South Carolina, in 1978. He served in various assignments with the 152nd Airlift Wing - such as, Assistant Plans Officer, Deputy Chief of Standards/Evaluations, and the Chief of Standards/Evaluations.

Prior to his current position, General Burks was the Assistant Adjutant General - Air, Nevada National Guard, and also served as Director of the Joint Staff, Joint Staff Headquarters, and Nevada National Guard. During this timeframe, he also acted as a Special Assistant to the Headquarters Air Force Quadrennial Defense Review Office. While on a Statutory Title 10 Tour, he was the Director of Staff, Headquarters Air Force Quadrennial Defense Review, which was responsible for examining the national security strategy and identifying force structures to support its requirements. Previous to this position, General Burks held similar positions within the Headquarter Air Force, Strategic Planning Directorate and Defense Review/Integration Directorate where he was responsible for developing and writing the 2007 Air Force Strategic Plan and establishing the Chief of Staff Air Force's Heritage to Horizons effort.

### Chief of Staff, Nevada Air National Guard



Brigadier General Ondra L. Berry currently serves as the Chief of Staff, Nevada Air National Guard. He is responsible for formulating, developing and coordinating all policies, programs and plans affecting more than 1,100 Nevada Air National Guard Airmen. He serves as a principal advisor on all matters pertaining to the Nevada Air National Guard.

General Berry received his commission from the Air National Guard Academy of Military Science in 1990. His most recent assignment was Special Assistant to the Chief National Guard Bureau, providing advice on all diversity and leadership matters. He has had a significant impact on diversity and inclusion in the Nevada Air National Guard, taking the message of diversity, education, and opportunity to the National Guard Bureau and around the country. General Berry's energy and expertise in the field have enhanced his abilities in developing into a driving force within the

National Guard, where he routinely sets the stage for increased diversity, and he devises various opportunities for all members of the armed forces.



## LEADERSHIP



The National Guard Diversity and Inclusion Strategic Plan is a roadmap to help leverage diversity to improve mission accomplishment. Figure 1 illustrates the building blocks needed to achieve this goal. EO/EEO compliance is the foundational building block for the diversity effort. It promotes fairness, leads to inclusion, and focuses on demographics. The next building block is diversity management. Effective diversity management is necessary in order to utilize the diverse workforce. Once compliance is combined with proper diversity management, a culture of inclusion is possible. All National Guard members must feel valued and their talents utilized. Once these building blocks are in place, diversity can be fully leveraged to improve mission accomplishment. Properly managed diversity in an inclusive environment will act as a combat multiplier. It is important to realize

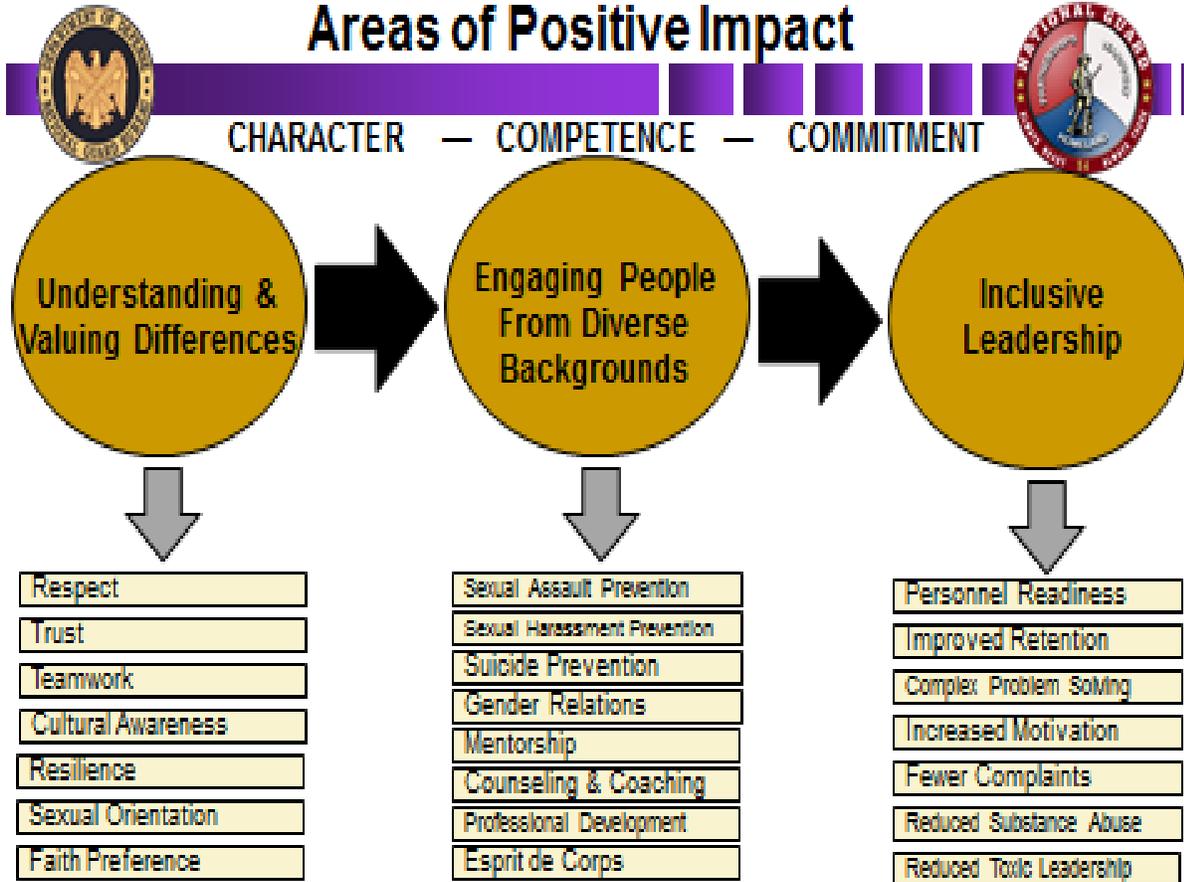
that leadership involvement is critical at every stage of the diversity effort. None of the building blocks can be achieved unless leaders at all levels commit to the effort.



UNCLASSIFIED

# Diversity Training and Education

## Areas of Positive Impact



Leaders must balance the need for human understanding and competence and build solid, cohesive, committed units. If this sound interpersonal foundation exists before the battle, leaders will more likely be able to contribute a majority of their effort to the application of tactical skills. That is what will win battles."

-GEN Robert Sennewald 1985, CG FORSCOM

Figure #2: Source from Dr. Andre Sayles, Director, Diversity Strategy & Implementation, ASA (M&RA), SAMR-DL,



## Definitions

### How are Affirmative Action, EO, EEO, and Diversity Different?

AFFIRMATIVE ACTION	EO	EEO	DIVERSITY
Mandatory	Mandatory	Mandatory	Voluntary
Legal, social, moral-compliance focus	Regulatory, social, moral-compliance focus	Legal, social, moral-compliance focus	Productivity, efficiency, quality-performance focus
Covers specific groups - protected categories	Covers specific groups - protected categories	Covers specific groups - protected categories	Inclusion of total workforce - not specific groups
Operational	Operational	Operational	Strategic
Ensures Equal Opportunity and Fair Treatment (Brings previously excluded groups into organization)	Ensures Equal Opportunity and Fair Treatment	Ensures Equal Employment Opportunity and Fair Treatment	Ensures Inclusive and Fair Climate
Directed by Public Law and consent decree	Directed by Regulation	Directed by Public Law	Not Directed - Leader Driven
Noncompliance= EEOC Administrative Proceedings & Legal Resolutions	Noncompliance = UCMJ	Noncompliance = EEOC Administrative Proceedings & Legal Resolutions	Fail to maximize diversity = Less than 100% performance from 100% of the population

(Defense Equal Opportunity Management Institute (DEOMI), 2011)



## **DIVERSITY & INCLUSION**

### **What is Diversity?**

- a. While diversity is generally defined as differences in characteristics, background, attributes and experiences, as leaders in our organization, we will expand that definition to include the creation of a base culture and policy that reflects:
  - A relentless push to greatness through continued learning
  - Absolute respect for all people, ranks, functions and positions
  - Equal opportunity for advancement and opportunity to all
  - An environment of fairness and trust that ensures that each person is given the opportunity to reach his or her full potential.
  - An interdependent mindset where collaboration is how we operate
  - Acceptance of different thoughts, ideas, and perspectives
  - Inclusion and engagement that capitalizes on the talents of all
  - Focus on the mission to be accomplished
  - Moral courage to speak up and stand up against improper behavior
  - Opportunity for all to reach his or her full potential.



**What is Inclusion?**

- A workplace culture fostered by all, regardless of rank, that promotes respect, trust, open dialogue, and career development support for all personnel. An inclusive organization recognizes and integrates the attributes of the workforce to successfully accomplish the mission.

**What is diversity management?**

- A process whereby all workforce members' individual talents, skills, relevant characteristics, and interests are accurately identified, developed, and leveraged to maximize mission effectiveness to achieve goals.



## **Nevada National Guard State Diversity Strategic Plan**

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Diversity and inclusion are more than awareness and appreciation. In the Nevada National Guard diversity is a force multiplier centered on performance. To create an inclusive climate we must make certain that everyone has the same opportunities to move up the ranks. To ensure the maximum contribution of ALL our Airmen, Soldiers and Civilians, it is the primary responsibility of ALL personnel to embrace, support and bring to life this base diversity strategic plan.

The Diversity Strategic Plan contains four strategic goals along with metrics to measure effectiveness. The Diversity Strategic Plan is a living document open to growth through continuous improvement.

**Goal 1:** Enhance diversity and inclusion in the Nevada National Guard. It is imperative that the National Guard develops a workforce that reflects the communities it serves and creates an inclusive environment that values and empowers all.

- Assess the effectiveness of current branding and recruitment practices to include all demographics/markets and enhance recruiting efforts in underrepresented communities.
- Establish baselines in each National Guard to determine demographic groups that are underrepresented.
- Develop specific goals to attract and recruit underrepresented groups and regularly measure progress toward achievement of those goals.
- Conduct climate surveys to learn about attitudes and practices that are detrimental to making progress in enhancing diversity and inclusion.
- Establish a baseline for the purpose of identifying merit-based barriers and improving diversity in applicant pools by 2015.

**Goal 2:** Ensure that leaders at all levels champion diversity program priorities and understand specifically what is required of them to achieve success. All leaders must understand the metrics needed and the results they are expected to achieve, and track their progress toward stated goals.

- The Adjutants General should communicate to their organizations that enhancing diversity and inclusion is one of their top priorities.
- Leaders at all levels must emphasize the value of diversity and inclusion

**Goal 3:** Develop and increase diversity partnerships, both external and internal to the National Guard. The Nevada National Guard is expected to partner with entities outside to further enhance collaborative efforts and to conduct regular state-level meetings while participating in regional JDEC meetings in order to share best practices and synchronize efforts to resolve problems.



- Appoint representatives to participate in regional JDEC meetings in order to share best practices and work with others to tackle regional problems.
- Identify external groups that have a nexus to diversity and inclusion and work with them to synergize efforts toward progress.
- Increase community outreach efforts (schools, community organizations, etc.) to enhance diversity and inclusion.
- Identify high quality training options that can be used at all levels to educate our personnel throughout the year.
- Encourage State JDEC teams to sponsor cultural events to showcase the many strengths of their National Guard.

**Goal 4:** Develop, mentor, and retain top talent reflective of the communities the National Guard serves. 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 the organization.

- Recognize members with potential to benefit from mentorship.
- Offer mentorship on a state level.

### Measures & Metrics

**Measures and Metrics:** Information collected by an organization must be tied to purpose and outcomes. The JDEC will review quarterly goals and measures of Army National Guard and Air National Guard diversity strategic plans and apply all four of the following types of metrics for effective operational measurements.

- **Operational metrics.** These address not only what is getting accomplished but how it is getting accomplished. It serves as a report card — no insider analysis, just the numbers. Operational metrics show impact to mission readiness and tell the National Guard story.
- **Comparative metrics.** This type of metric compares current numbers to the previous year's numbers. This helps identify best practices and promotes cross-learning.
- **Opinion metrics.** These are climate surveys that DoD uses, to include exit interviews. This kind of data is important but cannot stand alone, because it is not 100% true. The source of information and the type of survey instrument is not all important—the focus is to retrieve the right information for decision makers.
- **Predictive metrics.** These create a process for evidence-based decision-making and are based on the actual behavior of people. These will help to build a case for a more rigorous foundational change in an organization. Predictive metrics, combined with the other three types of metrics listed above, will promote mission-driven outcomes. The focus must be on identifying the predictors that will help answer questions.