2013

Air National Guard

ANNUAL REPORT ON DIVERSITY

Action...Courage...Commitment

It is often said that when you call out the Guard, you call out America. Indeed, with Airmen in all 54 states and territories, the Air National Guard truly reflects the character of our country. Our community-based force brings together a broad range of backgrounds, cultures, ideas and experiences. By design, membership in the Air National Guard provides positive interaction with a wide array of people and perspectives. We respect and value our differences while simultaneously standing united under one common mission – to support and defend the nation while upholding the Air Force core values of integrity, service and excellence.

One of the Air National Guard's greatest strengths is the diversity of our force. We have a long-standing commitment to diversity and a cohesive inclusion strategy that maximizes the potential of our people. We consider diversity not only a strategic imperative, but an operational necessity. I believe that our sustained success in this area relies on three key principles: Action, Courage and Commitment.

STANLEY E. CLARKE III, Lt Gen, USAF
Director, Air National Guard

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From the Director, Air National Guard

The Air National Guard's (ANG's) vision of its future success relies heavily on valuing diversity as an essential element of its current and future workforce. This diversity must be a reflection of the Nation we serve -- encompassing all the different characteristics and attributes of our Airmen and Federal Civilians consistent with DoD core values. It is integral to the overall readiness of our force and mission accomplishment at home and while deployed.

As changing demographics transform the American population, the ANG must recognize this emerging reality and value diversity as a mission-critical component of operations. Diversity is not simply the right thing to do, it also ensures we maintain our adaptability and innovativeness as part of a Total Force which is striving to meet future operational demands. As such, it is incumbent upon all Commanders to (a) ensure leadership commitment to an accountable and sustained diversity effort, (b) employ an aligned strategic outreach effort to identify, attract and recruit the best and brightest from a broad talent pool, (c) develop, mentor and retain top talent from across the Total Force and (d) develop metrics to measure progress in developing and implementing a diversity strategic plan. To view video click here, ANG Director Lt Gen Clarke Diversity Video

As leaders, it is in our best interest to mentor all members so they are able to perform and engage at the very highest levels of the profession of arms. Dr. Stephen Covey, author of *The 8th Habit* said it best, "Leadership is communicating to your people their value and potential so clearly they come to see it in themselves." Mentoring and developing our members can be done in a transparent atmosphere where opportunity is offered, personnel are encouraged, and objectivity is the basis for decision making.

Leveraging diversity as a vital strategic military resource requires vision, action, and courage at every level in the organization. ANG leadership is committed to working with your states and territories to ensure diversity is a value-added aspect of ANG operations. Without this leadership commitment at every level to instill respect for diversity as a core value, the needed cultural change will not take place. The ANG's progress on this policy will be reviewed periodically by the ANG Diversity Committee (ANGDC) throughout the year.

Action, Courage, Commitment

One Vision

"The greatest strength of our Air Force is our Airmen; the greatest strength of our Airmen is their diversity!"

— MARK A. WELSH III,
General, USAF Chief of Staff

About The ANG

The National Security Act of 1947 created the United States Air Force as a separate military service. It also established the Air National Guard (ANG) as a reserve component of the United States Air Force. For the past 66 years, our Air Force has rapidly evolved to meet the dynamic challenges of warfare around the globe. Our Air Force has celebrated incomparable historical feats, endeavors and successes in our relatively short existence, and much of it is due to the 105,700 incredible Airmen and Federal Civilians who have come before us. The ANG is proud to share and uphold this legacy of decisive air power.

Our ANG is a steadfast partner with the regular Air Force under the leadership of General Frank Grass, Chief of the National Guard Bureau, and General Mark Welsh, Chief of Staff of the Air Force. We integrate seamlessly with the regular Air Force and the Air Force Reserve for many missions anywhere, anytime.

In our Title 32 role, we support our communities and our nation through a wide range of homeland operations. Some of these mission sets include aeromedical evacuation, nuclear, biological and chemical response forces. Support to our civil authorities is strengthened by the skill sets and talents that our Guard Airmen bring from other civilian careers. We also provide the preponderance of our nation's requirement for fighter and tanker alert sites, which is a 24/7, no-fail mission.

One Team

"One of our National Guard's greatest strengths as an operational force is that we are present in communities across the country. In the end, when you bring in the National Guard, you bring in the richness and diversity of hometown America."

— FRANK J. GRASS
General, USA
Chief, National Guard Bureau

Who We Are

"The nation benefits from the synergistic value of a three-component Air Force consisting of Active Duty, Air Force Reserve and Air National Guard."

- JAMES W. HOTALING, CMSgt, USAF Command Chief Master Sergeant, Air National Guard during his testimony on Oct. 24 to National Commission of the Structure of the Air Force

From responding to natural disasters and events like the Boston Marathon bombing, to continued deployments overseas to Afghanistan, Kuwait, Kosovo and other locations, 2013 has been a busy year for members of the National Guard.

The start of the year saw more than 6,000 Guard members from 32 states and territories provide support to the 57th presidential inauguration. The event in January saw Guard members performing a variety of roles including traffic control, crowd management and communications, logistical and medical support. Additionally, a small contingent of those troops marched in the inaugural parade, something that members of the District of Columbia National Guard have done in every inaugural parade since the 1861 inauguration of President Abraham Lincoln.

In 2013, President Barack Obama signed into law a bill that designated Salem, MA, as the birthplace of the Guard. The Guard traces its history to Dec. 13, 1636, when the legislature of the Massachusetts Bay Colony organized the North, South and East Regiments.

One of the most important contributors to diversity is our Drill Status Guardsmen (DSG) or "part-time" force. The ANG brings together people with diverse skill-sets, educations, and perspectives from many walks of life in the communities we serve. The "part-time" military force is the most diverse group of fighters our nation and states have to offer.

To name a few, we have school teachers, police officers, government intelligence analysts, business owners and managers, students, stay-at-home parents, lawyers, doctors, pilots, consultants, state and other government officials. These people are serving in the ANG as loadmasters, air traffic controllers, intelligence analysts, aircraft mechanics, historians, security forces, civil engineers, dental assistants, and first sergeants. Our military jobs often are not correlated with our civilian jobs and/or education. Some of us need the extra income and many sacrifice higher paying opportunities to attend drill, annual tours and/or deployments. Some spend an entire military career in the ANG, while others come to us from the AF Reserve, AF Active Duty, or from other branches of the military. Some have deployed to Iraq, Afghanistan, the Horn of Africa, Kuwait, and other combat zones. We continue to serve for love of country, freedom, and our fellow Airmen. We seek to tell our story to enable national and international leaders to understand, value, and know how to leverage our potential—and at the same time, strive for continual improvement.

Credits: TSgt Eric Turner, 459th ARW EO Specialist, AF Reserve; SFC Jonathan Soucy, NGB/PAO, Public Affairs Specialist, ARNG

Commitment to Diversity & Inclusion

ANG Vision: The ANG will meet 21st century challenges by proactively shaping its future with combat-ready, adaptable Airmen at its core. Together with its partners, it will provide the capabilities necessary to guard America at home and defend freedom worldwide.

Diversity Vision: To achieve an organizational culture where diversity is valued as a personnel readiness and combat multiplier that is critical to mission readiness. In doing so, it will ensure each individual has the opportunity and means to reach maximum potential.

Diversity engenders innovation, and innovation is a key component of the ANG's continued success. We are becoming more diverse, and positioning ourselves in total Air Force and joint synergies to maximize flexible and innovative approaches to problem solving wherever we serve. What we do today to manage diversity and inclusion directly affects our preparedness for future threats and conflicts. While building demographic representation is important, utilization and inclusion must also be integrated into ANG structural operations in order to attract, recruit, retain and develop a multi-capable and diverse talent pool for accomplishing future missions.

"Diversity is the mix; inclusion is making the mix work."

- Andres T. Tapia
Author, The Inclusion Paradox

"Operationalizing diversity is not about quotas; it's about how we shape our organization to be ready. It's not just in our changing workforce demographics, but factoring in multiple variables such as complex and uncertain military environments, globalization, rapidly changing technology, and now five generations in the workplace."

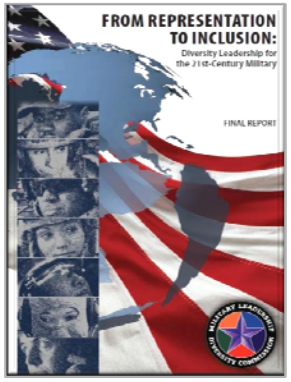
- SHIRLEY S. RAGUINDIN, Col, USAF
Chief Diversity Officer

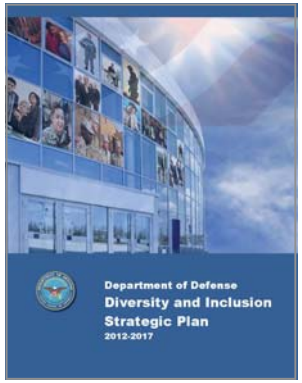
Governance

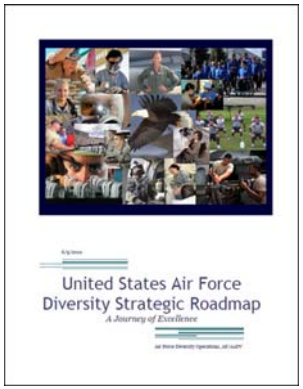
Congress mandated the creation of the Military Leadership Diversity Commission (MLDC) through FY 2009 National Defense Authorization Act (NDAA). The DoD Diversity and Inclusion Strategic Plan outlines the implementation of the President's Executive Order 13583 (EO 13583) on establishing a coordinated, Government-wide initiative to promote diversity and inclusion in the Federal workforce. EO 13583 directs executive departments and agencies to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resource strategies. While EO 13583 is focused on civilian personnel, the DoD Diversity and Inclusion Strategic Plan addresses similar concerns for military personnel. Finally, both the Air Force Diversity Strategic Road Map and the ANG Diversity Strategic Plan address both the military and civilian workforce.

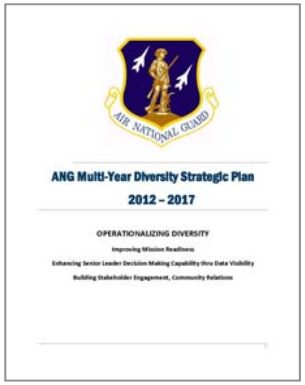
For more information on MLDC, go to page 28

NDAA 2009







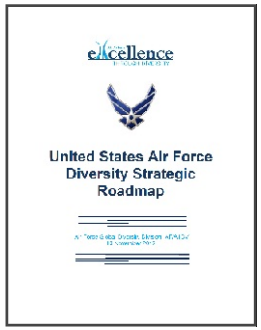


"Showcasing senior leader commitment, we had participation from the Chairman of the Joint Chiefs, the Secretary and the Chief of Staff of the Air Force, in addition to sixty senior leaders from the major commands and the Pentagon. They were challenged to promote diversity within their spheres of influence. The ANG has championed this effort and created a diversity position, reporting directly to the Director, Air National Guard."

- HONORABLE DANIEL B. GINSBERG

Assistant Secretary of the Air Force for Manpower and Reserve Affairs
Statement to Senate Subcommittee on Personnel, Committee on Armed Services
United States Senate — May 11, 2011

Air Force Strategic Roadmap



The Air Force Strategic Roadmap and the Air National Guard Strategic Plan are action plans for the total Air Force that directly supports the diversity objectives of Presidential Executive Order (EO) 13583; the *2011 Office of Personnel Management Government-Wide Diversity and Inclusion Strategic Plan*; the *2011 National Military Strategy*; the *Department of Defense Diversity and Inclusion Strategic Plan, 2012 –2017*; Air Force Policy Directive (AFPD) 36-70, *Diversity*; and Air Force Instruction (AFI) 36-7001, *Diversity*. AF/A1D is charged with responsibility for assisting the Air Force-at-large in execution of this roadmap.

Policy, Plans, and Instructions

CJCS Memo, Women in the Service Implementation Plan, 9 Jan 13

SECDEF Extending Benefits to Same-Sex Spouse of Military Members, 13 Aug 13

AF Diversity Strategic Roadmap, 12 Mar 13

AF Plan for Employment of Individuals with Disabilities, 1 Aug 13

ANG Diversity Strategic Plan, 1 Mar 13

ANG Diversity Strategy, 10 Jun 13

ANGI Human Resource Advisor, 28 Oct 11

"In your United States Air Force, Diversity is a military necessity and an integral part of our Core Values: Integrity first, Service before self, and Excellence in all we do, and defines us as Airmen. We aim high and achieve mission excellence because we are a diverse and inclusive Total Force."

— DR. JARRIS LOUIS TAYLOR, JR.
Deputy Assistant Secretary of the Air Force for the Strategic Diversity Integration, Office of the Assistant Secretary of the Air Force for Manpower and Reserve Affairs, Washington, D.C.

Air Force Diversity Committee (AFDC)

Chaired by SAF/MR, Honorable Daniel B. Ginsberg

AFDC provides guidance and advice to areas of special interest that include policy making, strategic planning, diversity leadership and management, conferences and summits, and outreach.

Joint Diversity Executive Council (JDEC)

Chaired by Brig Gen William R. Burks, The Adjutant General, Nevada National Guard and Chair, JDEC

JDEC advises the Chief, NGB on a wide range of issues relating to diversity and equal opportunity within the National Guard. The council identifies best practices from the private sector that contribute to a proactive, strategic approach to recruiting, developing, retaining and promoting a diverse workforce.

Air National Guard Diversity Committee (ANGDC)

Chaired Lt Gen Stanley E. Clarke III

ANGDC is comprised of 30+ full-time and traditional military members, civilians, and joint staff members that advise the Director, Air National Guard on the execution of the ANG Diversity Strategic Plan.

"Twenty-five percent of the general population meets the requirements for eligibility to join the military; we want to ensure the Guard is diverse enough to attract all 25%."

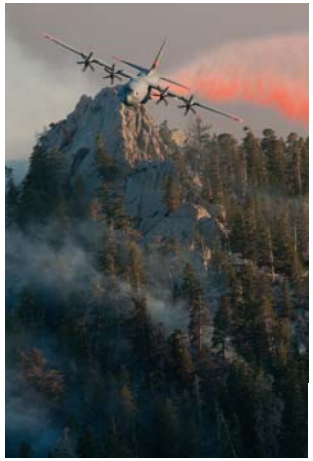
- WILLIAM R. BURKS, Brig Gen, NV ANG
The Adjutant General

Guard Stories: Recognizing The Diversity in our Missions

Air, Space, and Cyberspace

New York's 109th Airlift Wing launches annual Antarctic mission

An LC-130 assigned to the 109th Airlift Wing leaves Stratton Air National Guard Base for Antarctica on Oct 18, 2013. (Air National Guard photo by MSgt Willie Gizara)



California National Guard Battles Wildfires

A C130J Super Hercules from the 146th Airlift Wing in Port Hueneme, CA, drops a line of retardant over the trees Jul 19, 2013, in the mountains above Palm Springs. The 146th AW was activated July 18 to support CAL Fire and CAL OES on the Mountain fire and other potential wildfire activity throughout the state.

Civilian skill sets found in National Guard members provide a diversity of experience and knowledge that cannot be matched.

Colorado National Guard assisting local authorities in response to massive flooding

Colorado National Guardsmen respond to floods in Boulder County, CO, Sept 12, 2013. The Guard is working with local agencies to help people in the area affected by the flooding by evacuating people using high-clearance vehicles. (Army National Guard Photo by Sgt Joseph K. VonNida)

National Guard supports the Full Spectrum of Domestic and Global Response

Marathon Terror: Massachusetts National Guard supports Boston Police

In the wake of the marathon bombings, Soldiers and Airmen of the Massachusetts National Guard muster on the Boston Common to receive orders for a coordinated response in support of civilian authorities, April 15 2013. (U.S. Army photo by Cadet Matthew Feehan, Massachusetts National Guard)

Oklahoma National Guard responds to Moore devastation for Search and Security Assistance

Nearly 250 members of the Oklahoma National Guard were assisting May 21 with victim search and security in Moore, OK, where a monster tornado left at least 51 dead, including 20 children, authorities said. The twister hit May 20, 2013 when children were still in two elementary schools in the OK city suburb. (Photo by Sgt 1st Class Kendall James)

Alaska Guard Airmen aid in Philippines Relief Operation

CAMP DENALI, Alaska, Nov 26, 2013. Active-duty Airmen from the 517th Airlift Squadron and Alaska Air Guard members from the 249th Squadron are currently serving in Operation Damayan, storm relief work in the Philippines. Photo shows some of the refugees being transported to safety. (U.S. Air Guard photo courtesy/ MSgt Brian Johnson)

Improving Mission Operations, Mission Readiness

105,700 ANG Airmen have a unique dual responsibility for the federal mission. Our Airmen support world-wide combat and contingency operations, as well as our state missions, where we support and protect our local communities through securing the homeland and providing disaster response.

The ANG is comprised of 89 Wings and 175 Geographically Separated Units (GSUs) across 213 locations, of which 72% are located at civilian airfields.

Total Force Integration (TFI) Best Practices
TFI Success at Joint Base Pearl Harbor-Hickam

The dedicated leadership of 154th Wing Commander, Brig Gen Braden Sakai developed a TFI Executive Council Steering Group for both Wings to collaborate and increase total force communication, which proved to be an effective and efficient tool. Today an ad hoc TFI Council is found in every MAJCOM to address ongoing TFI issues in the ANG. These councils focus on Air Force Instructions, statutes, organizational and structural procedures to determine how the Guard, Reserve and Active components train together as partners (versus in stovepipes).

To further benchmark TFI best practices, Brig Gen Sakai and Col John Roscoe, 15th Wing Commander, (active duty) focus on (1) Culture of Respect and (2) Unity of Effort. Both senior leaders model a cultural mindset of teamwork, respect, rapport, knowledge of "partners", patience, cooperation and coordination between both Wings. Without leadership commitment to instill respect for diversity as a core value, the cultural change will not take place for positive relations and partnerships for effective TFI.

11/1/2013 - Col Roscoe and Brig Gen Sakai briefed their personnel on the importance of working together as one team to accomplish the mission. (U.S. Air Force photo/TSgt Jerome Tayborn)

ANG's concept of "Operationalizing" Diversity applies diversity initiatives in our daily operations through leadership development and education training. This includes improving existing infrastructure and communications through collaboration and building partnerships which help to synchronize our total force capabilities.

Summary of Initiatives and Results:

- **Improved Education and Awareness is vital to Building Sustained Relationships:**
  - --TFI 101 course offered to all Active Duty members
  - -- Exposes new AD members of ANG differences during continual Permanent Change of Station (PCS) cycle
    - --- Highlights organizational structure, funding, resourcing, and involvement of Unions
    - --- Personal relationships at all levels of organization is critical to accomplishing mission
    - --- Both units attend combined functions
    - --- Wing Commanders visibly seen together at all events

"Embracing diversity and inclusion in dealing with Total Force Integration issues here in PACAF allowed us to work better together. We've created solid partnerships with common goals among the Active, Guard and Reserve components, creating a culture or respect and unity of effort."

- BRADEN K. SAKAI, Brig Gen, HI ANG Commander, 154th Wing

- **Leadership Commitment to Integrate and Operate at all Levels Reduces Redundancies:**
  - -- Alignment of integrated role helps to provide full combatant command capabilities
  - -- TFI Executive Steering Group meets monthly to establish Total Force shared vision
  - -- Created strategic goals focused on Combined Readiness
- Both Wing Commanders lead Daily Operations and Maintenance stand-up meetings
  - -- Integrated long range scheduling meetings
  - -- Operations Group Flying Units are committed to operating as a single Major Weapon System (MWS)
  - -- All units operate and utilize TFI crews
  - -- F-22 Raptor & KC-135 TFI units operate as one
  - -- Combined offices streamlined C-17 aircraft evaluations
  - -- Maintenance Group units fully integrated at lowest level
  - -- Single Command and Control (C2) structure established at Group Commander level
- AD and ANG maintainers utilize expertise to facilitate MWS transitions
  - -- New AD KC-135 maintainers trained by experienced ANG personnel; training completed 3 months ahead of schedule
  - -- Executed missions/deployments instead of experiencing short-falls
  - -- Likewise, ANG F-15 maintainers trained by experienced AD F-22 initial cadre
  - -- Initial Operational Capability and Full Operational Capability on schedule despite logistical setbacks
- Successful transition of F-15 to F-22 Pacific Command Alert Mission
  - -- C2 combined for combatant command taskings
    - --- Operated as a single deployed Wing
    - --- Nov 13 Consolidated Unit Inspection (CUI) / Operational Readiness Inspection (ORI) prep and execution: C2 structure chaired by both Wing Commanders

- **Leadership Commitment Applied to Strive for Combined TFI processes**
  - -- Created and updated Memorandums of Understanding (MOUs) as needed
  - -- Planning to combine OSS functions to single location
  - -- Experienced success in proactive scheduling around Unit Training Assembly (UTA) weekends and subsequent down Days
  - -- Exercised TFI capabilities to maximum extent during Nov 13 CUI/ORI
  - -- Combined Command Post proved huge success
  - -- Streamlined Unit Tasking Code (UTC) shortfall process
  - -- Successful C-17 "Garuda Shield" exercise, Indonesia
  - -- Successful F-22 Red Flag13-2 & Full Operational Capability declaration

Source:
CNA Study, Nov 2007, The Air Force Diversity Climate: Implications for TFI, identifies how it can exacerbate social categorization and make TFI less effective without effective diversity

"Our Active Duty members are committed, together with our ANG counterparts in making our wings the Model TFI unit in the USAF with the goal of attaining the highest possible state of combined readiness possible. Critical to achieving that goal is the incredible amount of diversity the men and women from our wings provide. There is no challenge we can't overcome if we rely on the broad range of ability, unique perspective, and varied background each individual brings to the fight."

- JOHN J. ROSCOE, Col, USAF
Commander, 15th Wing

Leadership Development Training

Cultural Change Begins with Leadership Development Training

The ANG diversity initiative takes a more strategic tactic by aligning the private sector approach with meaningful metrics. It originates from a different direction, beginning with an emphasis on the education and training necessary to achieve and sustain an inclusive environment throughout the organization.

- This emphasis teaches employees to understand different backgrounds, including the diversity that derives from race, ethnicity, gender, culture, faith preference, sexual orientation, generational characteristics, social experiences, education and family.
- This understanding, backed up by leader emphasis and accountability, leads to expanded comfort zones, increased engagement of people from different backgrounds, respect for and valuing of differences, and mutual trust and teamwork.
- Engaged and empowered employees who feel they are part of a team will work harder, have better attendance, and volunteer beyond requirements. Productivity goes up and leaders have more time to focus on the mission and future directions, rather than on human relations challenges.
- Employees from diverse backgrounds who feel included become recruiters by saying good things about their employer to friends and neighbors.

Bottom Line: ANG diversity and inclusion initiatives focus on the need to "program" behavior instead of trying to control behavior. The Diversity and Inclusion training and education component will help shape the environment by creating a foundation of consideration and respect that addresses sexual assault, hazing, discrimination, substance abuse, suicide and other human relations challenges.

"Diversity & Inclusion is an answer to many challenges we face today. It is a journey that includes understanding differences to create inclusive environments in a world of constant change; it is not a problem that can be resolved overnight. It requires personal commitment and leadership from the top, inclusive leadership education for all supervisors and simple straight forward diversity education and training for all personnel."

- DR. ANDRE SAYLES
  Director, Diversity Strategy & Implementation, ASA (M&RA), SAMR-DL

Diversity Training and Education
Areas of **Positive Impact**

U.S. AIR FORCE

CHARACTER—COMPETENCE—COMMITMENT

Understanding & Valuing Differences → **Engaging People From Diverse Backgrounds** → **Inclusive Leadership**

Understanding & Valuing Differences	Engaging People From Diverse Backgrounds	Inclusive Leadership
Respect	Sexual Assault Prevention	Personnel Readiness
Trust	Sexual Harassment Prevention	Improved Retention
Teamwork	Suicide Prevention	Complex Problem Solving
Cultural Awareness	Gender Relations	Increased Motivation
Resilience	Mentorship	Fewer Complaints
Sexual Orientation	Counseling & Coaching	Reduced Substance Abuse
Faith Preference	Professional Development	Reduced Toxic Leadership
	Esprit de Corps	

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

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Diversity and Inclusion Training

We will train 20,000 Airmen and Civilians by the end of FY14 in Four Lenses training for deployment readiness. Last year, we successfully implemented the Leadership Challenge Program, designed for emerging leaders at every level of the organization. These programs enable our personnel to develop critical leadership skills. Specifically, it focuses on how to lead and manage diverse teams to challenge comfortable paradigms and increase "diversity of thought" to generate innovations.

The Four Lenses training uses these basic principles; self-awareness and building leadership capacity through communication, diversity and inclusion. It helps people understand the different ways individuals learn, think, establish personal values, and conceptualize. The workshop exposes, in an interactive way, attitudes, wants, needs, preferences, desires and the probable motivation directing their behaviors. The helps identify and predict behavior in all aspects of interaction. It is a means of opening channels of communication across ethnic, gender and other human barriers.

Although conducted in a military environment, this training is also available to family members for its deployment readiness programs, the Yellow Ribbon Program, Strong Bonds Seminars, and also for community outreach. In the end, this training lends in the effort to support service members and their families in order to ensure a great mission.

MSgt Charlie Peterson talks with students at the Non Commissioned Officers Academy at Tyndall Air Force Base, FL, March 27, 2013. A classroom at the academy was named in his honor. Peterson is a member of the 127th Logistics Readiness Squadron at Selfridge Air National Guard Base, MI (U.S. Air Force photo by Susan Trahan)

"Make sure there's someone there to fill the void because someday you're going to get promoted. Someday you're going to move to a different organization. You might even become a command chief. And if you don't have a bench of people to replace you, then whose fault is that?"

- MITCHELL O. BRUSH, CCM, USAF
  Senior Enlisted Advisor to CNGB

Synchronization of Messages in Safety Wingman Project and Briefings

Synergized diversity and inclusion message in NGB/SE Wingman Project and safety briefings for increased resiliency in the workforce.

Exploring African American Resiliency: Lowest Rate Among All Other Demographic Groups – Col John Slocum, NGB/SE claimed that 2012 marked the worst ANG suicide rate in 20 years: Caucasian males led the demographic, both in ANG and U.S. ANGDC emphasized African American Women have the lowest suicide rate of any racial or gender group in the ANG and US: 2 of 100,000 compared to 26 of 100,000 Non-Hispanic Caucasian males; 27 of 100,000 Native American males. Video on learning from African American women's resiliency. To view video, click the link below.
http://www.youtube.com/watch?v=NqiXOCk9hqE&feature=c4-overview&list=UUFXQfBHUzNm4kg-g8IBntMA

ANG Diversity Committee (ANGDC) developed future training initiatives to help deter and/or prevent sexual assault incidents. This includes vignettes and scenarios of real live and personal stories of success in surviving potential incidents of sexual assault or sexual harassment in and out of the workplace. One of ANGDC gaps identified in 2013 was the absence of success stories to outsmart potential and alleged predators to deter incidents.

U.S. Air Force SSgt Lonnie Brooks waits for an engine on a C-130 Hercules to shut down so crews can ready the aircraft for another firefighting mission from Channel Islands ANG Station, CA, October 27, 2007. C-130 Hercules aircraft equipped with the modular airborne firefighting systems are battling wildfires in Southern California. (DoD photo by TSgt Brian E. Christiansen, U.S. Air Force)

"Although DoD is working diligently to address suicide and encourage help-seeking behaviors among service members and veterans, suicide remains a major problem with many complexities."

- JOHN D. SLOCUM, Col, USAF
  Director of Safety

International Affairs Certification Program (IACP)

The ANG Diversity Committee built and executed the new International Affairs Certification Program (IACP) on the DoD Defense Institute of Security Assistance Management (DISAM) website. Designed for ANG military and civilian members' professional development, it is intended to formally document critical and unique cultural compe-

IACP is a DoD-wide certification program designed to provide credentials for personnel working in Security Cooperation (SC) and/or Security Assistance (SA). It does not take the place of Service Foreign Area Officer (FAO) efforts, but is more comprehensive in recognizing workforce functional, operational, and tactical involvement throughout staff and organizational duties.

- Military Personnel and Civilian Human Resource staff should use this certification program in determining future assignments that involve SC and/or SA.
- Existing programs include the SPP, ANG Mobility SA Squadrons, and other support to Service and Combatant Command SC efforts.
- Includes NG training requirements for Bilateral Affairs Officers, SPP Coordinators that require the country and regional understanding in Embassy Country Team; SC and SA Programs; Military Planning for SC; Negotiating, Advising and assisting Foreign Military Forces; Interagency Coordination at the National Level; and Pre-Deployment Training.

Alaska National Guard members teach Mongolian forces about C-130 Hercules aircraft

Lt Col David McPhetres, left, and Master Sgt. Pat McGrain, center, discuss C-130 operations and maintenance with Mongolian Maj. Enkhzorgol Baatarkhuu during an aviation maintenance exchange in in Ulaanbaatar, Mongolia, March 4, 2013. (Photo by Maj Guy Hayes, Alaska National Guard)

"It's all about the relationships! Long term continuity and private sector experience help ANG members build partnerships and lasting relationships on the world stage. Senior leadership recognizes that expanding opportunities for meaningful education and training are foundational to our Citizen-Airmen succeeding in these missions. Fielding of the joint IACP is a step in the right direction to leverage experiences from the State Partnership Program (SPP) and International Affairs communities."

EDWARD "Hertz" VAUGHAN, Col, USAF
Advisor to Air University Commander and President

Expediting the Path to US Citizenship

In the Air National Guard, many of our members who live out our creed every day, are Lawful (or Legal) Permanent Residents (LPRs) and they meet unique and specific eligibility requirements to participate in an expedited process to attain American Citizenship.

Results:

- It takes 4 months (vs. 5-8 years) to obtain citizenship, a 96% improvement.
- In 2012, 100% of LPRs were notified of the ANG streamlined process.
- In 2013, 137 ANG members across the nation were notified again, which resulted in a 9% increase of new LPRs into the ANG compared to 2012.

Testimonies:

"One of the 96 airmen that CMSgt Pecorella notified was a young man I enlisted last year. I was ecstatic to hear this awesome news! Knowing how this process works will definitely help us attract a new applicant pool of men and women eager to serve their state and country." - TSgt Lonnie Brooks, NC ANG Production Recruiter

"CMSgt Pecorella, Thank you for the information. I have applied for the citizenship and I have been naturalized last month. I am a U.S. citizen now. I'm glad I am a member of the U.S Air Force. Being part of the team to protect the U.S. is my honor. Again, thank you." - A1C Lyhov Korm, 133rd Logistics Readiness Squadron, MN ANG

You Tube Video Link: *www.youtube.com/watch?v=7Ov-ZF2zgxw*

U.S. Citizenship and Immigration Services (USCIS) have a streamlined process specifically for military personnel who file under the military naturalization provisions. As members of the military, there are certain naturalization requirements that may not apply to permanent residents of your unit, including the required periods of residence and physical presence in the U.S.

These exceptions are outlined in sections 328 of the INA. If ANG members meet all of the requirements in section 328, they may apply for naturalization. This section applies to all members currently serving in the U.S. Armed Forces or those who have recently separated from service. Air National Guard members may apply if:

1. They have served honorably, in active duty or reserve service, for a year or more.
2. They are a lawful permanent resident.
3. They apply while in the service or within six (6) months after being separated.

Questions and additional information can be directed to the ANG POC: ANG USCIS Liaison, CMSgt Salvatore Pecorella, email salvtore.pecorella@ang.af.mil

"There is nothing more powerful than the first five words of the Airman's Creed: I am an American Airman...It identifies who we are and what we have in common. We all learn it, recite it and embrace it. We understand there is an immense sense of pride associated with being an American and an Airman."

- SALVATORE PECORELLA, CMSgt, NC ANG USCIS Liaison

DIVERSITY WEBSITE LINKS:

A Leader's Guide to Diversity

Air Force Diversity Website

ANG Diversity SharePoint Website

ANG Diversity Demographics

ANG Diversity Operations

ANG Human Resource Advisors (HRAs)

ANG Leadership and Diversity News

ARNG Diversity

Army National Guard Resilience Program

Defense Equal Opportunity Management Institute (DEOMI)

Diversity Executive

Diversity Inc.

DoD Office of Diversity Management

Laws Governing Diversity Policies

Military Leadership Diversity Commission (MLDC)

National Guard Web Page

NGB Joint Diversity Executive Council (JDEC)

NGB Diversity Best Practices – Attracting and Recruiting a Diverse Workforce

NGB Diversity Best Practices – Leadership Commitment

NGB Diversity Best Practices – Newsletters

NGB Diversity Best Practices – Strategic Communications

NGB Diversity Best Practices – Strategies

State Joint Diversity Councils

State Equal Employment Managers (SEEMs)

US Census Data by Zip Code

Women in Combat Study

LEADERSHIP & DIVERSITY NEWSLETTER: Increasing Awareness and Strategic Engagement

LEADERSHIP AND DIVERSITY

INFORMATIONAL WISDOM FROM THE HRA COMMUNITY

October 2012 By: CMSgt Jorge Mustafa, CMSgt Michael Brady and CMSgt David Eddy Volume 3 Num 10

In This Issue

Significant Quotes to enhance your personal and professional growth

"Service is the very purpose of life. It is the root way pay for being on this planet." -Marian Wright Edelman

"Perseverance is not a long race: It is many short races, one after another." -Walter Elliot

NGANG Highlight

"New Chief of National Guard"

By: Sgt Jorge Iduagia

On behalf of all the members of the Air National guard, we welcome our new Chief of the National Guard, General Frank J. Grass.

General Frank J. Grass serves as the 27th Chief, National Guard Bureau and as a member of the Joint Chiefs of Staff. In this capacity, he serves as a military advisor to the President, Secretary of Defense, National Security Council and to the Department of Defense's official channel of communication to the Governors and State Adjutants General on all matters pertaining to the National Guard. He is responsible for ensuring that the more than 470,000 Army and Air National Guard personnel are accessible, capable and ready to protect the homeland and to provide combat resources to the Army and Air Force.

Prior to his current assignment, General Grass served as Deputy Commander, United States Northern Command and Vice Commander, United States Element, North American Aerospace Defense Command (USELEMNORAD) at Peterson Air Force Base, Colorado. As Deputy Commander, United States Northern Command, General Grass helped lead the command to anticipate, prepare and respond to threats and aggression aimed at the United States, its territories and interests within the assigned area of responsibility and as directed by the

A National Guard Bureau best practice, the Leadership and Diversity newsletter is in its 4th year and is distributed nationwide in partnership with ANG CCM Hotaling and 89 Human Resource Advisors. The newsletter is a virtual mentoring tool that aids in developing and mentoring all Airmen and Civilians.

Below is a link of a video of MSgt Lillique Ford of the 174th Airlift Wing, NY ANG. She explains how the virtual mentoring tool helps Airmen exceed mission results by reading the newsletter with articles on best practices, personal and professional development. Click this link to view the video, http://www.youtube.com/watch?v=cy6hz2uph0g

Impact:

- In 2013, the newsletter provided 100% capability to electronically mentor Airmen and civilian members
- Also provided in Spanish for increased outreach to Latino communities

"The one article I found very useful is *How To Recover When You Have Unintentionally Demeaned, Discounted or Excluded Others*. I found it useful because, as a new leader and supervisor, I needed to be reminded that something as simple as communication recovery can change the attitude and motivation of a troop. Keep up the great work!" - TSgt Paul Sliwinski, 143rd Maintenance Group Quality Assurance

GEORGE MUSTAFA, CMSgt, PR ANG
Command Chief Master Sergeant

Way Ahead

The ANG will continue to enhance its diversity and inclusion by placing an emphasis on implementing strategic plans and collaborating with both key stakeholders and supporting agencies. To meet the challenges of the future, the ANG will increase (1) engagement with senior leaders, (2) integrate Military Leadership Diversity Commission recommendations, and (3) increase transparency of workforce data trends for improved senior leader decision-making capabilities.

"Diversity is a strategic imperative that enhances and sustains our ANG people, our mission, and our future."

- R. SCOTT WILLIAMS, Brig Gen, USAF
  Commander, ANG Readiness Center

Transparency: Enhancing Senior Leader Decision Making Capability through Data Visibility

The military will continue to grow more diverse simply because our society is rapidly changing and becoming more diverse. Greater diversity, when managed well, leads to greater creativity and innovation. In the ANG, our workforce demographics show a steady increase in all race, gender, and ethnicity categories but under-represented in the African American, Asian , and Latino female categories when compared to our civilian communities.

In order to create an organizational culture, where diversity is valued as critical to personnel readiness and mission success, we are working towards ensuring each individual has the opportunity and means to reach their maximum potential. Here is how we are measuring our progress.

At the end of FY13, the ANG Diversity Committee reported 21% of strategic plan goals are complete and 30% of workplace barriers to policy, procedures and practices were removed. While we continue to anticipate budgetary constraints, we seek new ways to meet our mission requirements now and in the future. We are on target this year, based on semi-annual reports from 89 Wing Commanders' Goal and Objective (GO) annual plans through their Wing Human Resource Advisors in partnerships with State and Wing Command Chief Master Sergeants.

ANG DIVERSITY COMMITTEE (ANGDC)

Strategic Plan Assessment & Forecast FY15

	ANG Diversity Strategic Plan Goals	FY 12	FY 13	FY 14 1Q	FY15 Forecast
1	Leadership Commitment				
2	Workforce Management and Force Management				
3	Professional Development, Career Counseling, Mentoring				
4	Policy and Procedures				
5	Diversity & Inclusion Leadership Education and Training				
6	Strategic Communications				
7	Strategic Engagement and Community Outreach				
8	Recruiting and Retention				

Progress Key

- **Operational and/or CF Approved**
- **In Progress and/or Pending CF Appr; On Track** *Can meet due date*
- **Initiated but Slow Progress**
- **Initiated, No progress Or Not Started**

Summary of Accomplishments

In keeping with the goal of making diversity initiatives relevant, the ANG Diversity Committee (ANGDC) met quarterly to assess the progress of the 5-year ANG Diversity Strategic Plan. This plan connects to the USAF Diversity Strategic Roadmap, Joint Diversity Executive Council (JDEC) objectives, and the DoD Diversity and Inclusion Strategic plan.

Department Of Defense

- SECDEF Extending Benefits to Same Sex Spouse of Military Member, 13 Aug 13
- Chairman of the Joint Chiefs of Staff (CJCS) Memo, Women in the Service High Level Gender Integration Implementation Plan, 9 Jan 13

National Guard Bureau

- NGB Joint Diversity Executive Committee (JDEC): Awarded Top 25 Diversity Council Honors in 2013, advanced rating from #14 to #7 and benchmarked with corporate agencies
- NGB JDEC developed a 7-region construct to further operationalize diversity within the 54 states, territories and D.C.

Air National Guard

- Diversity Strategic Plan Progress: 21% of strategic plan goals are complete and 30% of workplace barriers to policy, procedures and practices were removed
- Lt Gen Clarke's video message posted to DEOMI, NGB and AF Diversity websites and social media forums made available to 3.2 million DoD employees and communities at large https://www.youtube.com/watch?v=S80OcyPSJ50
- Total Force Integration: Best Practice identified at 15th Wing and 154th Wing on leadership commitment in diversity and inclusion
- Health of the Force: Developed video on Suicide Awareness by learning from the Resiliency of African American Women
- Training – Implemented Yellow Ribbon Reintegration Program Four Lenses and trained 180 certified trainer with goal to train up to 18,000 to 20,000 Airmen, Civilians and family members in 2014
- Developing Airmen and Civilians: Built new website on International Affairs Certification Program website for ANG military and civilian members' professional development for State Partnership Program and International Affairs communities
- Measures: Implemented "Operationalizing" Diversity and Inclusion Checklist for leaders in ANG to standardize and measure leadership commitment
- Health of the Force: Developed vignettes for training program on how to prevent or deter a sexual assault or sexual harassment incident through ANG stories of success
- Retention and Developing Airmen: Streamlined the process for obtaining US Citizenship for our Lawful Permanent Residents (LPRs) serving in ANG by reducing the 5-8 year average process

"With resource constraints and complexities that come with an uncertain environment, the removal of barriers in our organizational culture that inhibit the ability of our Airmen to maximize their contributions to the Air Force mission must be stressed more than ever. Diversity of background, experiences, and perspective are critical enablers of our Total Force team that strengthen our collective pursuit of common goals and mission accomplishment."

- JAMES C. WITHAM, Brig Gen, USAF
Deputy Director, Air National Guard

ANG Diversity Demographics

Enlisted Top 3 (E7-E9)

	2009	10-May	11-May	12-May	13-May	ANG Trend
White	85.20%	85.13%	85.12%	85.10%	85.11%	-
Black or African American	7.63%	7.51%	7.33%	7.20%	7.00%	-
American Indian/Native Alaskan	0.87%	0.85%	0.81%	0.78%	0.78%	-
Asian	1.93%	1.97%	1.96%	1.93%	1.99%	+
Native Hawaiian/Other Pacific Islander	0.46%	0.52%	0.55%	0.57%	0.59%	+
Some Other Race / Declined	3.26%	3.33%	3.45%	3.58%	3.65%	+
Identified More Than One Race	0.65%	0.69%	0.76%	0.84%	0.88%	+
Hispanic or Latino	6.16%	6.26%	6.30%	6.45%	6.66%	+

Company Grade Officers (O1-O3)

	2009	10-May	11-May	12-May	13-May	ANG Trend
White	85.43%	85.62%	85.51%	85.32%	85.21%	-
Black or African American	5.45%	5.23%	5.06%	5.12%	5.48%	-
American Indian/Native Alaskan	0.68%	0.61%	0.55%	0.46%	0.42%	-
Asian	2.37%	2.47%	2.75%	3.00%	2.93%	+
Native Hawaiian/Other Pacific Islander	0.55%	0.59%	0.66%	0.67%	0.65%	+
Some Other Race / Declined	4.29%	4.16%	4.09%	3.99%	3.90%	-
Identified More Than One Race	1.24%	1.32%	1.38%	1.44%	1.41%	+
Hispanic or Latino	5.88%	5.99%	6.07%	6.10%	6.24%	+

Field Grade Officers (O4-O6)

	2009	10-May	11-May	12-May	13-May	ANG Trend
White	90.00%	89.79%	89.46%	85.32%	89.01%	-
Black or African American	4.55%	4.56%	4.54%	4.19%	4.37%	-
American Indian/Native Alaskan	0.53%	0.54%	0.56%	0.54%	0.56%	+
Asian	1.93%	1.98%	2.03%	2.13%	2.22%	+
Native Hawaiian/Other Pacific Islander	0.30%	0.34%	0.35%	0.38%	0.40%	+
Some Other Race / Declined	2.12%	2.20%	2.45%	2.63%	2.74%	+
Identified More Than One Race	0.56%	0.60%	0.61%	0.66%	0.69%	+
Hispanic or Latino	3.45%	3.54%	3.75%	4.06%	4.33%	+

General Officers (O7-O10)

	2009	10-May	11-May	12-May	13-May	ANG Trend
White	91.33%	90.91%	89.24%	89.61%	85.06%	-
Black or African American	3.33%	4.55%	4.43%	3.90%	5.19%	+
American Indian/Native Alaskan	1.33%	1.30%	1.90%	1.95%	1.30%	+
Asian	2.00%	2.60%	2.53%	2.60%	2.60%	+
Native Hawaiian/Other Pacific Islander	0.00%	0.00%	0.00%	0.00%	0.00%	-
Some Other Race / Declined	0.67%	0.00%	0.63%	0.65%	1.30%	+
Identified More Than One Race	1.33%	0.65%	1.27%	1.30%	1.30%	+
Hispanic or Latino	0.67%	1.30%	1.90%	2.60%	3.25%	+

"When looking at our demographics and evolving force across the Air National Guard, two things continue to stand out. The first is how important our referrals and recruiting team are to building a force that better represents our communities; the second is how important it is to include and engage our new members to the Guard family from the very beginning to build both rewarding careers and a better Air National Guard."

-WILLIAM YOCKELL, CMSgt, AK ANG
Human Resource Advisor

ANG Demographic Workforce Snapshot compared to Relevant Civilian Labor Force (RCLF) as of 31 May 2013

Officers (All) Race/Ethnicity: All on slight uptrend except for			RCLF
White	87.57% (2013)	88.86% (2006)	66.81%
African American	4.80% (2013)	4.91% (2006)	10.91%
01-03, 2Lt to Capt: All on slight uptrend except for			
White	85.21% (2013)	85.97% (2006)	66.81%
African American	5.48% (2013)	5.62% (2006)	10.91%
American Indian	0.42% (2013)	0.65% (2006)	0.64%
Other/Declined	3.90% (2013)	4.60% (2006)	3.82%
04-06, Maj to Col: All on slight uptrend except for			
White	89.01% (2013)	90.50% (2006)	66.81%
Black	4.37% (2013)	4.51% (2006)	
07-010, Brig Gen to Gen: All on slight uptrend except for			
White	89.61% (2013)	1.33% (2006)	66.81%
Native Hawaiian	00.00% (2013)	00.00% (2006)	0.14%
Enlisted (All) Race/Ethnicity: All on slight uptrend except for			
African American	9.15% (2013)	8.86% (2006)	10.91%
American Indian	0.69% (2013)	0.80% (2006)	0.64%
Other/Declined	3.21% (2013)	5.53% (2006)	3.82%
E7 to E9, Enlisted Top 3: All on slight uptrend except for			
White	85.11% (2013)	85.91% (2006)	66.81%
African American	7.0% (2013)	7.7% (2006)	10.91%
American Indian	0.78% (2013)	0.95% (2006)	0.64%
Gender Totals, both Officers and Enlisted:			
Females (+)	18.8% (2012)	18% (2006)	51.28%
Males (-)	81.2% (2012)	82% (2006)	48.72%

The Relevant Civilian Labor Force (RCLF) is the Civilian Labor Force (CLF) data that are directly comparable (or relevant) to the occupational population being considered in the FW [Federal Workforce]. Source: OPM.gov

The ANG in all 89 Wings conduct outreach activities such as these to attract and recruit a diverse and quality workforce.

Rhode Island ANG visits Progreso Latino

On 22 March 2013, Col Arthur Floru, 143rd Airlift Wing Commander and a panel of six sharp young Airmen from diverse backgrounds sat on a panel at Progreso Latino, a Community Social Service Agency in Central Falls, RI. The panel of airman shared their Guard story.

Maine ANG's Women, Work and Community

"Women, Work and Community" organizes free, one-day Totally Trades conferences throughout Maine to encourage female students to consider careers in fields traditionally dominated by men. In an effort to increase our female population, the Maine Air National Guard made its debut at the conference this year.

What is MLDC?

The Military Leadership Diversity Commission (MLDC) was established in 2009 under the National Defense Authorization Act to review the level of diversity among the U.S. military's leadership. The MLDC created a final report from an 18-month study which was released on 14 Mar 2011. It includes 20 diversity recommendations for the Department of Defense and the Department of Homeland Security. Recommendations are based on two overriding and related objectives: (1) The Armed Services systematically develop a demographically diverse leadership that reflects the public it serves and the forces it leads; and (2) The services pursue a broader approach to diversity that includes the range of backgrounds, skill sets and personal attributes that are necessary to enhancing military performance.

The chart portrays how the ANG has progressed since 2011 and includes a three year forecast to 2016. Based on the latest ANGDC quarterly meeting assessment, we are on track with 30% of MLDC recommendations as "green" or operational, and forecasting the completion rate of 45% by the end of 2014. Two areas of concern that may be impacted by the recent Budget Control Act (1) STARBASE and Project ChalleNGe outreach programs to communities that target at-risk youth; and (2) Database management improvement due to merging finance and personnel database systems by 2017.

In comparison to other military services in DoD, the last column displays ANG's strength in items #2, #5, and #8 due to established training and education programs, measurement, metrics and workforce demographic trend and barrier analyses.

In 2013, major accomplishments in the Department of Defense include the Chairman of the Joint Chiefs of Staff (CJCS) Memo; Women in the Service High Level Gender Integration Implementation Plan, 9 Jan 13; and SECDEF Extending Benefits to Same-Sex Spouse of Military Members, 13 Aug 13.

ANG MILITARY LEADERSHIP DIVERSITY COMMISSION (MLDC) PROGRESS & 3 YEAR FORECAST

Military Leadership Diversity Commission

Title: Report to Congress on the Status of the Armed Services Implementation of MLDC Recommendations –"Directs the Secretary of Defense to assess the Services' progress in implementing the Commission's recommendations and to report to the House and Senate Armed Services Committees"

Source: SASC – NDAA for FY 2014 Committee Report (S. 1197, 20 Jun 13, Report 113-44, pg.121)

Rec #	Recommendation Summary	2011	2012	2013	2013	2014	2015	2016
		STATUS			DoD	FORECAST		
1	Adopt MLDC Recommended Diversity Definition							
2	Establish Diversity as a Core Competency							
3	Leadership Commitment to make Diversity an Institutional Priority							
4	Inculcate Diversity as a Core Value							
5	T10 USC, Sec 113: SECDEF provide annual reports to Congress and POTUS; create a set of standard strategic metrics to track progress toward goal of sustainable 20-30 year pipeline							
6	Engage in Activities that will Expand Pool of Qualified Candidates							
7	Engage in Activities to Improve Recruiting from Available Qualified Candidates							
8	Ensure Career Development Programs/Resources Enhance Service Members' Knowledge of Career Choices							
9	Eliminate "Combat Exclusion Policies" for Women in the Military							
10	Create KSAs Study / Prep Guide for Senior Leaders							

(Note: Grey = Requires Legislation; Red = Not Operational; Yellow = In Progress; Green = Operational)

Rec #	Recommendation Summary	2011	2012	2013	2013	2014	2015	2016
		STATUS			DOD	FORECAST		
11	Ensure Promotion Board Precepts provide Guidance regarding ANG-directed Special Assignments outside normal Career Fields							
12	DACOWITS expand focus on Retention; Explain Gender Gap							
13	Track Regional/Cultural, Language Expertise & Civilian Experience to better manage personnel with Mission-Critical Skillsets							
14	Promote Structural Diversity, TFI and Overall Retention							
15	Establish Organizational Structure to ensure Sustained Focus on Diversity / Initiatives							
16	Resource/Institute Clear, Consistent and Robust Diversity Management Policies with emphasis on Roles, Responsibilities, Authorities and Accountability							
17	Institute a System of "Accountability Reviews" that is Driven by the SECDEF / Secretary of Homeland Security							
18	Conduct annual "Barrier Analyses" to review Demographic Diversity Patterns across the ANG Life Cycle							
19	Institute Mechanism of Int./External Accountability Assessments							
20	T10 , Sec 113 to Require Annual Report Assessments of Available Pool of Qualified Minority/Female for 3-, 4- star Positions							

(Note: Grey = Requires Legislation; Red = Not Operational; Yellow = In Progress; Green = Operational)

Building Stakeholder Engagement and Community Outreach

We are engaged with Science, Technology, Engineering and Mathematics (STEM) disciplines and determined to attract and harness the best talent our country has to offer. As the nation's demographics continue to change, the ANG will endeavor to adapt to those changes to ensure we have the required skills and abilities available to drive our success.

The ANG maintains relationships with many diverse groups to promote awareness of opportunities within the organization. We attend several key events throughout the year and have increased military participation and outreach in those events to ensure sustained engagement with key influencers.

Nationwide Outreach

Understanding long ago that the drop-out rate had a negative impact on the quality and diversity of the US work force, the National Guard sponsors several programs to help keep at-risk youth positively engaged and in school.

STARBASE is a "hands on, mind on" learning program with real-world STEM applications. The program combines learning and mentoring activities in a supportive school-based environment, for at-risk youth transitioning from elementary to middle school. STARBASE extends the positive impact of the ANG to students who learn how the use of science, math, engineering and technology will be relevant in their future careers. The military role model reinforces the importance of education, teamwork, goal setting and self-discipline.

ChalleNGe Program

The mission of the National Guard Youth ChalleNGe Program is to intervene in the lives of 16- to 18 year-old high school dropouts. The program aims to produce graduates with the values, life skills, education, and self-discipline necessary to succeed as productive citizens. Community service activities instill the giving of self to others and help them understand their time and talents are a much-needed resource in their communities. That, combined with rigorous physical activities, provides them with hands-on learning and an ongoing responsibility for group and individual decision-making. In 2011 the 100,000th ChalleNGe Participant graduated from the program.

Nationwide Outreach

National Association for the Advancement of Colored People (NAACP)

At the 37th Annual Armed Services and Veterans Affairs Awards, award recipients Col Ondra Berry, Ms. Phyllis Brantley, Lt. Col Anderson Neal Jr., and Maj. Nathlon Jackson were recognized by Director, ANG, Lt. Gen Stanley E. Clarke III for their achievements.

Air Force Association (AFA) honors Air National Guard Members

Lt. Gen. Stanley E. Clarke III, Director of the Air National Guard, addressed attendees at the 2012 Air Force Association ANG Action Officers of the Year ceremony at the Sheraton National Harbor Hotel, Arlington, VA, March 13, 2013. The AFA is a non-profit, independent, professional military and aerospace education association which promotes a dominant Air Force and strong national defense and honors Airmen and Air Force heritage.

Military Spouse of the Year Award

Lt. Gen. Stanley E. Clarke III, Director of the Air National Guard addressed the audience during the 2013 Military Spouse of the Year award ceremony, in Arlington, VA, May 9, 2013. Alicia Hinds Ward, 2013 National Guard Spouse of the Year, also won the 2013 Military Spouse of the Year award. The award, presented by Military Spouse magazine and sponsored by Armed Forces Insurance, honors spouses of military members.

Air Force Association (AFA) Air and Space Conference

Lt. Gen. Stanley E. Clarke III, Director of the Air National Guard, addressed an audience during the Air Force Association's Air and Space Conference and Technology Exposition, Sept 17, 2013, at National Harbor, MD. The conference is designed to bring together today's leaders, defense industry experts, academia and specialists from around the world to discuss the issues and challenges facing today's international aerospace community.

Read more: http://www.dvidshub.net/image/1020591/air-guard-director-addresses-afa-conference#ixzz2o1UrF5cH

Federal Asian-Pacific American Heritage Council (FAPAC)

TSgt Iris Horando, WY ANG production recruiter, received the FAPAC Meritorious Service Award from Brig Gen Harold Reed, Deputy Adjutant General, and Brig Gen Jim Chow, ANG special assistant to the Director, at a ceremony held in Long Beach, CA, May 8, 2013.

Society of American Indian Government Employees (SAIGE) Native American students explore Fairchild

Fairchild Air Force Base conducted a base tour on June 4, 2013 which consisted of 20 SAIGE students from all over the country. Students visited the Military Working Dog Facility, Heritage Air Park and observed a static display of a KC-135 as part of their tour.

Latina Style Magazine Symposium

Highlighting the contribution of Latinas in the military service, the Distinguished Meritorious Service Awards were presented to Ms. Ermelinda M. Rodriguez-Heffner and Lieutenant Colonel Patricia Nicole Chavez.

Joining Forces Wellness Week

School of Medicine alumni and Brig Gen Jim Chow, M.D., spoke to more than 50 School of Medicine students during a special Veteran's Day event held Nov 12. Chow's visit was one of three events for medical students during Joining Forces Wellness Week, a time designated to educate School of Medicine students and future physicians how to provide care for our military veterans as they return from active duty.

"This award is so important to me because it symbolizes the hard work and opportunities available to all of us."

- IRIS HORANDO, TSgt WY ANG Production Recruiter and FAPAC Meritorious Service Awardee

Community Outreach with Girl Scouts

One of three Women of Distinction events in Delaware and the Eastern Shore, honored Brig Gen Carol Timmons on March 12, as the Northern Woman of Distinction. Timmons is the first woman to head the Delaware Air National Guard and she gave a dynamic and motivational talk about her experiences.

The Women of Distinction program is a wonderful leadership opportunity for teen Girl Scouts. Girl Scout Cadettes (Grade 8 only), Seniors, and Ambassadors are invited to mix, mingle and make connections with the Delmarva Peninsula's elite business-women and government officials at these signature events. Girls serve in leadership positions that make this event successful – including Mistress of Ceremonies, flag presenters, and greeters.

"I am proud that Brig. Gen. Timmons has been chosen to lead the exceptional men and women of the DE ANG, who not only work their day jobs, but additionally shoulder the duty to protect all Americans in their service to their state and their country. I thank them and Brig. Gen. Timmons for performing with professionalism and precision to keep our nation safe and secure."

- U.S. Senator Tom Carper (D-Del.)

ANG members featured in Women of Color & USBE Information Technology Magazines 2013

In the Women's History Month edition, the 2013 Women of Color Magazine spotlights excellence in the United States military. The following ANG members are featured; Brig Gen Deborah Carter, Chief of Staff; Brig Gen Gretchen S. Dunkelberger, ANG Assistant to the Assistant Surgeon General Medical Force Development and Nursing Services; Brig Gen Carolyn Protzmann, Assistant to the Adjutant General (ATAG); Brig Gen Cassie Strom, Assistant to the Judge Advocate General of the AF; Brig Gen Carol A. Timmons, ATAG; Brig Jennifer Walter, Chief of Staff; Brig Gen Judy M. Griego, Chief of Staff; Maj Gen Catherine Lutz, ATAG.

US Black Engineer and Information Technology magazine features an annual Homeland Security, Government and Defense Issue that highlights men and women who devote their lives and careers to America's defense at home and abroad. The following ANG members are featured: Maj Gen Garry Dean, Deputy Chief of Staff Operations, Allied Joint Forces Command; Brig Gen Calvin Elam, ATAG; Brig Gen Wayne Wright, Director, Joint Staff; Brig Gen Kenny Ricket, Director, Joint Staff; Brig Gen Robert Shannon, Vice Commander and Chief of Staff; Brig Gen Leonard Isabelle, Chief of Staff; Brig Gen Brian Newby, Vice Commander and Chief of Staff; and Brig Gen Ondra Berry, ATAG.

State Partnership Program

Enhancing International Defense through Air National Guard Relationships in 65 countries

Women from the New Hampshire National Guard and Salvadoran military exchange security expertise

SAN SALVADOR, EL SALVADOR, March 29, 2013, SSgt Autumn Clark instructs a member of the Salvadoran Air Force on the techniques to subdue and restrain a suspect, played here by a classmate from the Salvadoran army. (National Guard photo)

Hawaii National Guard Air Defense experts share with Philippine Air Force partners

MANILA, Philipines, Sept 4, 2013, Despite the wrath of Tropical Storm Maring earlier in the week that brought significant flooding to Manila, the SMEE concluded on time and was considered a much-appreciated and successful exchange for both counties. The event closed with a ceremony featuring guest of honor Brig Gen Raul Del Rosario, Commander of the Air Defense Wing, and a family-style luncheon hosted by the Hawaii Air National Guard.

Maryland celebrates partnerships with Estonia and Bosnia-Herzegovina

Maj Gen James A. Adkins, Adjutant General of Maryland, discusses the Maryland National Guard's State Partnership Program with Gov. Martin O'Malley during a reception for senior delegations from the two nations on May 13, 2013. At right is Gen Frank Grass, Chief of the National Guard Bureau. (Courtesy photo)

Alaska National Guard supports exercise in Mongolia

CAMP DENALI, Alaska, Aug 9, 2013, Lt Col Jim Arneson, a dentist with the Alaskan Army National Guard, looks to see where the tooth hurts in the mouth of a young Mongolian girl with the help of translator, Ms. Oyun Erdone while at the Buynt Uhaa Complex in Ulaanbaatar, Mongolia Khaan Quest 2011. Khaan Quest 2013 is now under way. (Photo by MSgt Cohen Young)

It takes a lot of courage to translate vision into action: Here are top performing Human Resource Advisors in 2013 that took bold, decisive actions to improve mission operations and results.

2012 ANG Outstanding Human Resource Advisors (HRAs) of the Year

Congratulations to the ANG HRAs of the Year! Listed from Top Left to Bottom right

SMSgt Brian Wear, Chairperson for Coordinators Group; CMSgt Linda Norman, Former Unit Deployment Management; SMSgt David Butler, Environmental Specialist; SMSgt Alan Stoinski, Fuel & Power Energy Services Specialist; SMSgt Joseph Hart, Tissue Regeneration Specialist; SMSgt Kevin Thomas, Medical Device Sales Representative; SMSgt Kristin Von Eschen, Employee Services Specialist; SMSgt Theresa Wolfe, Human Resource Advisor

ANG Distinguished Human Resource Advisors (HRAs) Legacy Awardees that Institutionalized Diversity

"With focus on diversity and understanding our strengths and vulnerabilities, it is vital that we understand our personal 'wiring' to be better for ourselves. It is important to mission accomplishment to have a diverse organization that honors the talents and gifts of all members—Airmen, Soldiers and Civilians."

- JENNIFER REECY, CMSgt, USAF
  Acting ANG Human Resource Advisor & Legacy Award Winner

Listed from Top Left to Bottom right
CCM George Mustafa, State CCM Puerto Rico NG; CCM Michael Brady, RI NG Technology Resource Teacher; CMSgt Salvatore Pecorella, NC NG, Consultant, The Hartford Insurance Company; CMSgt Alvin J. Nall, NGB/CFD, Strategic Communications & Diversity Consultant; CMSgt Raquel Ramos, HI ANG, Joint Quality Assurance Manager; CMSgt William Yockell, AK ANG, Systems Director, Strategy & Architecture Providence Health Systems

Air National Guard Diversity Committee

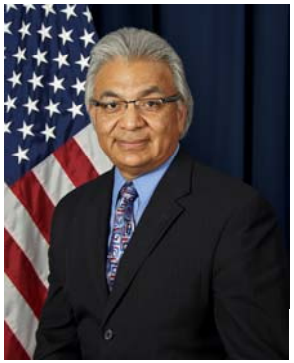
Brig Gen Scott Williams - ANGRC/CC
Brig Gen Braden Sakai - 154 WG/CC
Brig Gen Jon Kelk - ATAG, SPS-SC (CA)
Col Joseph Jabara - 184 IW/CV (KS)
Mr. Richard Rico - ANGRC/DS
Ms. Barbaranette Bolden - NGB/EO
Col Michael A. Flanagan - NGB/A1
Col Tim Cathcart - ANGRC TEC/CC
Col Shirley Raguindin - NGB/CFD
Col John Joseph - ANGRC/JA
Col Susan Niemetz - NG-J1-TN
Col Trevor Noel - JFHQ/DS (OH)
Col Doug Slocum - NGB/SE
Col Edward Vaughan - AETC AU/CG
Col Arthur Wunder - NGB/A6
Col Mark Gaul - NGB/SG
Col Marie Wauters - NGB/A1Y
Col April Vogel - NGB/HR

CCM James Hotaling - NGB/CFC
Ms. Brenda DeCruise - NG-J1-TN
Ms. Phyllis Brantley - NG-J1-DIV
Mr. Alfranda Durr - ARNG CSO
Lt Col Alfred Nicholson - NGB-HC
Lt Col Susanne Hiscock - NGB/CFSP
Maj Celeste Snyder - 162 FSS/FSD (AZ)
Capt Carl Thompson - 135 AG/IN (MD)
CMSgt Timothy Tyvan - CCM, EFAC (WA)
CMSgt Constantine Acostar - 113 WG (DC)
CMSgt Alvin Nall - NGB/CFD
CMSgt Scott Green - 107 AW HRA (NY)
CMSgt William Yockell - 176 WG (AK)
CMSgt Anthony Stovall - 245 ATCS/ATT (SC)
Ms. Cameo Hoffert - NGB/CFD
MSgt Carlos Alicea - 102 IW (MA)
SrA Amanda Feyen - 113 WG/MXS (DC)

Brig Gen James Witham
Deputy Director, ANG

Brig Gen Jon Kelk
Assistant ATAG

Col Eric Mann
Vice Commander, ANGRC



Mr. Richard Rico
Director of Staff, ANGRC

Col Joseph Jabara
Vice Wing Commander

Lt Col Susanne Hiscock
Training & Education Officer

CMSgt Constantine Acostar
113th Wings Plans and Programs

CMSgt Timothy Tyvan
Senior Enlisted Advisor, EFAC

CMSgt William Yockell
Human Resource Advisor

Col John D. Slocum
Director of Safety

Col April Vogel
Director Human Resources

Col Tim Cathcart
Commander, TEC

Col Michael Flanagan
NGB/A1 Manpower & Personnel

Col Mark Gaul
Director Surgeon General

Capt Carl Thompson
Intelligence Officer

CMSgt Jenn Reecy
Acting ANG Human Resource Advisor

MSgt Carlos Alicea
Equal Opportunity Advisor

"It's an honor to serve on the ANG Diversity Committee. I appreciate in the early stages of my military career that I am able to interact with the senior leadership and provide the perspective of my generation. It gives me a sense of pride to be able to influence and be a part of transformational changes in the ANG."

- AMANDA FEYEN, SrA, DC ANG
  Aerospace Propulsion Engineer & ANGDC member

Air National Guard Diversity Operations

NGB/CFD 3501 Fetchet Ave

Joint Base Andrews — Military Naval Air Facility, MD 20762

Chief Diversity Officer — Col Shirley S. Raguindin

HRA Program Manager (Acting) — CMSgt Jennifer Reecy

Management & Program Analyst — Ms. Cameo D. Hoffert

"To further institutionalize diversity and inclusion, it is my honor and pleasure to showcase the collective contributions of our inspirational Senior Leaders and our outstanding Airmen, Soldiers, and Civilians."

- CAMEO D. HOFFERT
Editor, ANG Diversity Annual Report