

Florida National Guard

Diversity & Inclusion Strategic Plan

11 May 2021



Florida First – Right, Ready and Relevant!

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OVERVIEW

The Florida National Guard (FLNG) Diversity and Inclusion Strategic Plan outlines the implementation of the President’s Executive Order 13583 on the establishment of a coordinated government-wide initiative to promote diversity and inclusion in the Federal workforce and workplace environments. It incorporates the alignment of the Florida National Guard Strategic Plan in the areas of diversity and inclusion, which includes a balanced strategy of our war fighting, homeland defense and state and federal missions.

In order to enlighten leaders as to how diversity and inclusion can become an even more vital element in our state and nation’s security, the FLNG perspective of “operationalizing” diversity institutionalizes the process to attract, recruit, develop, and retain a quality workforce. In addition to the alignment of Executive Order 13583, the strategic plan includes four overarching goals that define an operational path for success:

- Enhance diversity and inclusion throughout the organization.
- Ensure leaders at all levels champion diversity and inclusion program priorities and understand specifically what is required to achieve success.
- Develop and increase diversity partnerships, both internal and external to the FLNG.
- Develop, mentor, and retain top talent reflective of the communities the FLNG serves.

This requires an honest assessment of the amount of resources, support, commitment, and competencies senior leaders are willing to invest to provide an optimized workforce who is ready to defend the nation, both now and in the future.

The FLNG Diversity and Inclusion Strategic Plan is a roadmap to help leverage diversity to improve mission accomplishment (Figure 1).

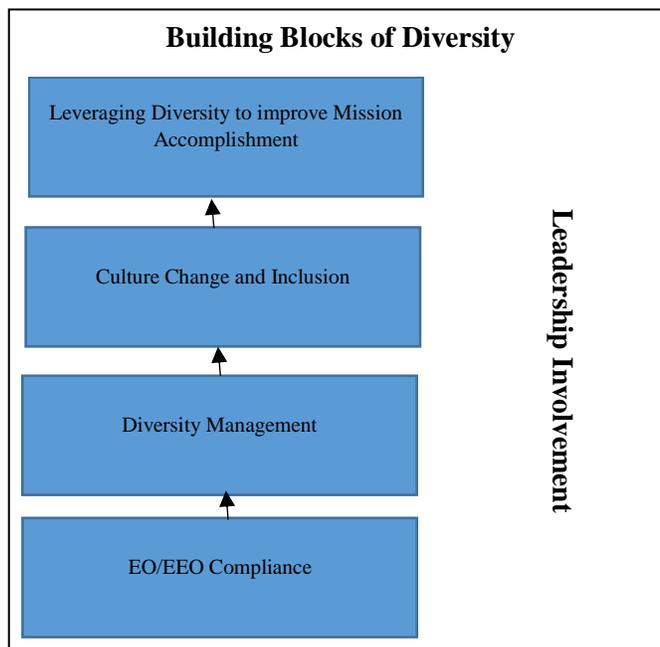


Figure 1: Source DoD Diversity and Inclusion Strategic Plan 2020.

Equal Opportunity (EO) and Equal Employment Opportunity (EEO) policies are the building blocks of a successful diversity and inclusion program. Therefore, it is critical that all recruitment, hiring, promotion, training, retention, and other personnel actions comply with Federal EO/EEO laws and regulations.

EO/EEO compliance 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. Properly managed diversity in an inclusive environment will act as a combat multiplier.

Leadership involvement is critical at every stage of the diversity effort as none of the building blocks can be achieved unless leaders at all levels commit. The FLNG's diversity management is based on a commitment from Soldiers, Airmen and Civilians at all levels of the organization to increase awareness and foster workplace environments where employee contributions are continuously recognized and valued.

Mission, Vision and Values of the NGB

MISSION: To create and sustain an organization dedicated to mission effectiveness, valuing diversity and inclusion, and ensuring each individual has the opportunity, guidance, and information to reach maximum potential.

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

VALUES of the National Guard Bureau:

Army: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage

Air Force: Integrity, Service before Self, Excellence in All We Do

Principles: The FLNG

- Must be a diverse team, representative of the state it serves and nation it defends.
- Needs leaders and a workforce equipped with diverse cultural awareness and competencies to execute the mission globally.
- Envisions a culture that values, measures, and promotes the fairness, dignity, and worth of every member as a measure of enhancing readiness.
- Requires all Soldiers, Airmen, DMA and civilians to be responsible for applying and adhering to these diversity and inclusion principles.

Strategic Imperative

Diversity and inclusion are strategic imperatives leveraging the diversity of people, and varying cultures, to enhance operational capability and helps make better decisions based on a broader base of knowledge and experiences – to be more agile, robust, and effective (as highlighted in Figure 2). A mission element, diversity is critical to successfully navigate the human domain. It opens the door to innovative ideas and complex problem solving and provides a competitive edge to mobilize and deploy quickly. It is the strength of the United States of America and the strength of the FLNG.

Diversity Training and Education Areas of Positive Impact

Charter – Competence - Commitment

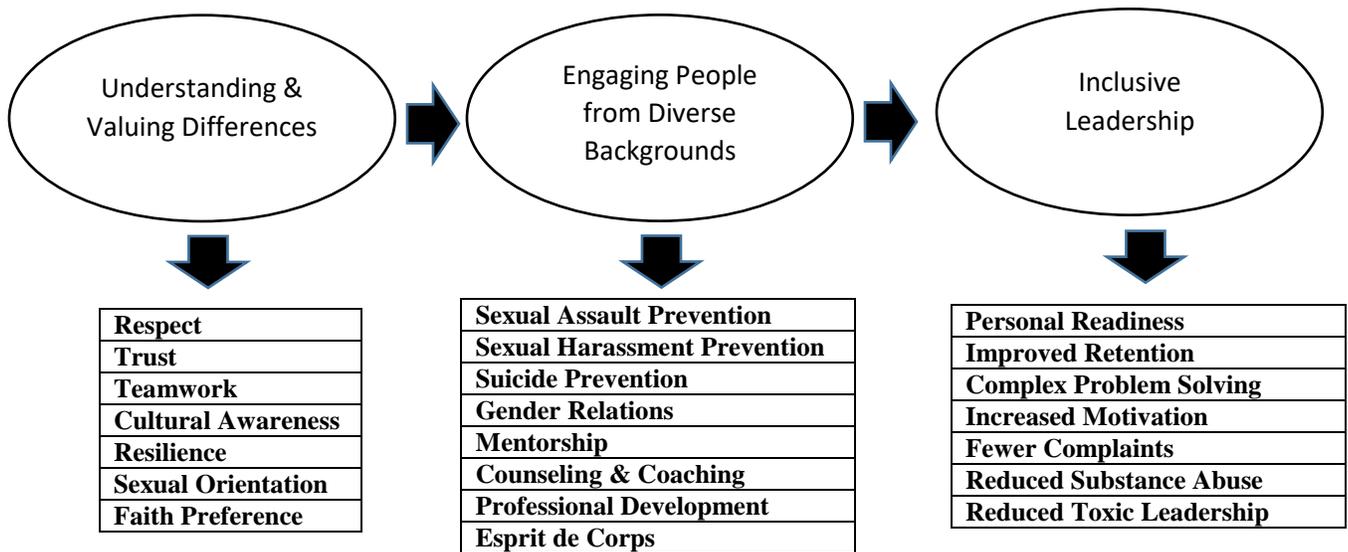


Figure 2: Source from Dr. Andre Sayles, Director, Diversity Strategy & Implementation. ASA (M&RA), SAMR-DL.

It is a leadership strategy in the FLNG to ensure that leaders are developed to effectively manage and lead diverse teams. FLNG training initiatives are vital to efforts to build an inclusive environment. Managing human capital to increase the probability for different voices to speak and be heard will make our organization proactive, innovative, and prepared. The FLNG continues to operate in a global and dynamic environment. Continued success in such environments requires leading edge technology, human interaction, agility of thought, and a variety of perspectives and approaches.

Defining Diversity and Inclusion

DIVERSITY: All the different characteristics and attributes individuals, cultures, and units that are aligned with the National Guard Bureau core values, integral to overall readiness and mission accomplishment that are reflective of the State and Nation we serve.

Diversity is challenging people to maximize their potential by embracing and promoting each other's holistic characteristics. Diversity is a warfighting readiness issue. The FLNG must attract people from all segments of the State and American society and tap into the limitless talent of the diverse population to reach its fullest potential as Florida's standing state military.

INCLUSION: Valuing and leveraging individual differences for organizational success.

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

Workforce diversity is a collection of individual attributes that helps agencies pursue organizational objectives efficiently and effectively. The four major areas of diversity include demographic, global, cognitive and structural aspects of an individual. These are not limited to characteristics such as national origin, language, race, color, disability, ethnicity, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.

DIVERSITY AREAS:

- Demographic diversity refers to the degree to which a unit is heterogeneous with respect to demographic attributes that generally include characteristics such as age, gender, race and ethnicity.
- Global diversity encompasses differences among people concerning geographic origin, differences or diversity of thought, and life experiences.
- Cognitive diversity and inclusion is a culture that leverages flexibility and fairness.
- Structural and organizational diversity connects each individual to the organization and encourages collaboration, so all individuals are able to participate and contribute to their full potential.

Diversity & Inclusion Goals/Supporting Objectives

Goal 1: Enhance diversity and inclusion in the Florida National Guard

Key Task 1: Utilize demographics as a baseline to understand and assess success in recruiting a diverse workforce

Key Task 2: Identify and mitigate barriers to recruiting a diverse workforce

Key Task 3: Seek opportunities to reach overlooked and underrepresented groups

Key Task 4: Identify and build upon recruiting success and diversity initiatives

Key Task 5: Conduct annual review of FLNG policies, programs, and practices involving and affecting diversity

Goal 2: Create and sustain leadership commitment to diversity and inclusion

Key Task 1: Conduct joint diversity and inclusion training for senior leaders throughout the FLNG and for anyone in the organization who wants this training.

Key Task 2: Leaders develop and distribute key messages in support of diversity initiatives

Key Task 3: Leaders attend diversity-sponsored events

Goal 3: Develop and increase diversity partnerships, both internal and external to the Florida National Guard

Key Task 1: Develop and sustain internal joint partnerships that promote diversity and inclusion e.g. Commander's Ready & Resilient Council

Key Task 2: Partner with entities outside of the Florida National Guard to further enhance collaborative efforts, e.g. colleges, universities, community organizations, region III JDEC, attend active component training (e.g. Navy)

Goal 4: Develop, mentor, and retain top diverse talent

Key Task 1: Maintain effective career and talent management programs, e.g. Air Force - Active Talent Management

Key Task 2: Leverage service component development and mentoring tools currently in place such as Virtual Force Development Center, MyVector, and Army Career Tracker

Key Task 3: Identify and mitigate barriers to retention and advancement of top talent

Key Task 4: Increase joint training opportunities such as Four Lenses, Seven Habits, and Leadership Challenge Programs

Key Task 5: Utilize JDEC working group participation as a career development opportunity for Soldiers and Airmen

Strategies for Implementation

The FLNG is committed to implementing a robust plan that will include realistic timelines, deliverables and measurements that are aligned with our diversity and inclusion vision and mission. Achieving the goals of the FLNG's Diversity and Inclusion Strategic Plan requires a well-coordinated effort from the entire organization. Implementation of this plan will be synchronized with the overall operational readiness of the FLNG to help meet future challenges. In addition, to ensure a balanced workforce and workplace environments reflective of the communities we serve. Strategic engagements and partnerships will also be leveraged in order to maximize the FLNG's diverse workforce to attract, develop, mentor, and retain top talent.

This plan will advance operational readiness in the FLNG and create an inclusive environment that values and empowers all:

- Developing new strategies to augment mission capabilities that leverage the diversity within the FLNG through the examination of policies, processes, and procedures.
- Executing plans to recruit, develop, and retain a diverse and high quality workforce through leadership commitment of the FLNG's Joint Diversity Council.
- Fostering innovation and maintain an agile and inclusive workforce, to position the FLNG to rapidly shift ground and air forces and almost instantly move them anywhere in the state and world.

The FLNG commits to be transparent in the manner to balance a diverse workforce to meet future challenges and assist leaders in understanding the metrics and achieving expected results by:

- Providing quarterly updates and annual results on diversity and inclusion accomplishments with emphasis on transparency of policies, practices, processes, and procedures to attract, recruit, develop, and retain a quality workforce through the State levels.
- Establishing a robust FLNG diversity and inclusion best practices program to allow for 100% access to participate, submit, retrieve, and share them throughout the organization.
- Leveraging unique backgrounds, experiences, and foreign languages from Soldiers, Airmen, and civilians to identify new capabilities and regularly review workforce demographics and cultural competence.

The FLNG's strategic engagement in support of diversity and inclusion and building partnerships at home and abroad will be accomplished by the following:

- Engaging leaders to participate in "Telling the FLNG Story" at every level at State, local events, conferences, and in the communities.
- Building international relations through the State Partnership Programs and strengthen key alliances as part of the effort to achieve national diversity.
- Ensuring all members have access to approved diversity and inclusion training and education, including the proper implementation of the FLNG Diversity and Inclusion Strategic Plan.

In support of efforts to attract, develop, mentor and retain top talent reflective of the communities the FLNG serves, the following steps will be implemented:

- Identify the organization's top talent.
- Include an informal and formal mentoring program within the organization.

Measures and Metrics

Information collected by the FLNG must be tied to purpose and outcomes. As such, the organization will utilize this data in the annual progress of diversity reports through their respective services. The JDEC will review quarterly goals and measures of the FLNG's diversity strategic plan 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 also 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 FLNG 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. The focus must be on identifying the predictors that will help answer questions. This type of metric will help 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.

This data will be utilized as part of the requirement to provide an annual report on the progress of diversity in the FLNG.

The development and implementation of these initiatives, to include the establishment of a uniform definition of diversity and corresponding metrics, will enable our leaders to build forces reflective of the diverse population the FLNG serves.

In order to achieve a diverse and inclusive FLNG, a clear set of goals and supporting objectives must be established. These goals include enhancing diversity and inclusion in all units and directorates. Leaders at all levels will champion diversity developing and increasing diversity partnerships, and developing, mentoring, and retaining top talent reflective of the communities the FLNG serves.

Diversity and Inclusion Checklist

State Joint Diversity Executive Council (JDEC) Implementation

The Adjutant General (TAG) Checklist

1. ___ Does your State have a strategic plan for your diversity initiative? Is it aligned with NGB's diversity and inclusion strategic plan? (Goals #1, #2)
2. ___ Does your State have a State Joint Diversity Council and a Charter that describes membership? (Goals #2, #3)
3. ___ Does your State have a career development initiative or mentoring program that strives to craft tailored individual development plans for your military and civilian employees? (Goal #4)
4. ___ Does TAG website post the State's strategic plan, and state JDEC meeting minutes? Annual MD-715 EEO report (optional) (Goals #1, #2, #3)
5. ___ Does your State encourage participation in diversity training, programs such as the Leadership Challenge Program (LCP), Four Lenses, etc.)? (Goals #3, #4)
6. ___ Does your State conduct community outreach that targets underrepresented demographic groups? (Goal #3)
7. ___ Do you meet regularly with your State Diversity Council to review how your State is progressing on the State Diversity Strategic Plan? (Goals #1, #2, #3, #4)
8. ___ Does your State complete quarterly updates to the NGB Office of Diversity and Inclusion? (Goals #1, #2, #3, #4)
9. ___ Do you have a General Officer (GO) who is actively serving on the Regional JDEC?

Note: The term "State" includes the Territories, the Commonwealth of Puerto Rico and the District of Colombia.

Council Members by Position or Job Title

1. Those serving in the positions below are appointed as members of the FLNG SJDEC:

The Adjutant General (TAG)
Assistant Adjutant General-Army (ATAG-Army)
Assistant Adjutant General-Air (ATAG-Air)
Staff Judge Advocate
State Equal Employment Manager (SEEM)
Florida Army National Guard Human Relations Equal Opportunity Office (HREO)
FLARNG Equal Opportunity Advisors (EOAs)
Florida Air National Guard (FLANG) Equal Opportunity Director
Director of Public Affairs
Director of Personnel (A1, J1)
State Command Sergeants Major (SCSM)
State Command Chief Master Sergeant (SCCM)
Wing Command Chief Master Sergeant (CCM)
Wing Human Resource Advisor (HRA)
Recruiting and Retention Commander, Army
Recruiting and Retention Superintendent, Air
Director of State Human Resources
Director of Human Resources
Family Programs Representative
Equal Employment Opportunity Specialists
Deputy Chief of Staff, Communications
Deputy Chief of Staff, Training

2. Authority: The Assistant Adjutant General – Air, FLANG, will serve as the SJDEC Chair. He/she will delegate authority if he/she is not available.

3. Purpose: SJDEC to create an organization culture where diversity is valued as a personnel readiness combat multiplier contingent upon high performance while providing support and updates to the TAG, ATAGs and other Senior Leaders, FLANG and FLARNG, on the culture within the FLNG.

FLNG JDEC Charter

1. VISION. To achieve an organizational culture where diversity is valued and enhances mission readiness

2. MISSION STATEMENT. Our mission is to create and sustain an organization dedicated to fostering a diverse and inclusive culture where each Soldier, Airmen and Civilian are valued and have the opportunity and means to reach their maximum potential.

3. PRIORITIES.

- a. Improve transparency so that service members and civilian employees understand performance expectations, promotion criteria, and processes.
- b. Communicates and institute clear, consistent and robust diversity management practices with emphasis on roles, responsibilities, authorities and accountability.
- c. To enhance readiness and mission accomplishment.
- d. Ensure Recruiting and Retention target desired demographics.

4. GUIDELINES.

- a. Meetings should be held quarterly with the goal of having at least two meetings per year in the Command Conference Room or virtually if more feasible.
- b. SJDEC minutes will be maintained and distributed, with copies being forwarded to the Commanders of the Florida Army and Air National Guard Major Subordinate Commands (MSCs) and the Commander and the NGB Diversity Region Representative.

5. ROLES AND RESPONSIBILITIES.

- a. Council members will lead by example, applying the vision of the Diversity Council to their daily activities and work environment. All members will treat each other with dignity and respect, will attend meetings, be prompt and observe common courtesies of discussion with one another. Each member has an equal voice regardless of military rank.
- b. The Assistant Adjutant General-Air, Florida Air National Guard (FLANG), is the chair. The HQ FLANG/Director of Staff and State Equal Employment

Manager (SEEM) will coordinate the planning, organization, implementation, and facilitation of the agenda.

- c. The Council will be comprised of the FLNG and Department of Military Affairs (DMA) military and civilian personnel. The Council will represent traditional and full-time personnel, as well as enlisted and officers. Non-members may be invited to observe or participate in Council meetings.
- d. An agenda will be prepared and distributed to all members and to individuals identified as being key members in Council activities and initiatives.
- e. The FLARNG and FLANG will support and align with the Diversity Strategic Plan and guidance from this Council.
- f. Council members who change job assignments or separate will automatically lose membership. The Council will recommend additional members as necessary to provide representation from key positions and replacements to vacancies for TAG's approval.

Appendix – Resources and Helpful Websites

NGB, ARNG, ANG Diversity Strategic Plans
<https://www.jointservicessupport.org/Diversity>

AF Diversity Website
<http://www.af.mil/Diversity.aspx>

Defense Equal Opportunity Management Institute (DEOMI)
<http://www.deomi.org/>

Joint Services Support (JSS)/Youth ChalleNGe, ESGR Partnership, Yellow Ribbon, SAPR, and Family Program
<https://www.jointservicessupport.org/Default.aspx>

National Guard Office of Diversity and Inclusion Microsite
<http://www.nationalguard.mil/Leadership/Joint-Staff/Special-Staff/Diversity/>

NGB Joint Diversity Executive Council (JDEC)
<https://www.jointservicessupport.org/Diversity>

National Guard Diversity and Inclusion Strategic Plan, 1 June 2017

NG Ready 54 – Comprehensive Fitness for the Whole Family
<http://www.ready54.org>