



# Virginia Army National Guard Affirmative Action Plan FY 2015-2019



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## **CHAPTER 1**

### **GENERAL**

1-1. **BACKGROUND.** For more than four decades, the term "equal opportunity" has been utilized by managers and decision-makers to describe an atmosphere or climate that strives to achieve fair and equitable treatment for all individuals. The Equal Opportunity (EO) Program in the Army began in the 1960's because of societal conditions and was developed to promote better conditions between races and to insure equality in treatment. During the past few decades, society has made many positive changes in reducing discrimination; however, disparate treatment continues to exist. Commanders in the Virginia Army National Guard (VaARNG) realize equal opportunity is a readiness issue that requires the creation and maintenance of an environment free of unfairness, disparate treatment, sexual hostility and other factors and acts that prevent our soldiers from realizing their full potential. The EO Program continues to evolve to meet the VaARNG needs. There is an increased awareness of the negative impact of discriminatory practices and overt acts of discrimination in the military are less visible today; however, the overt acts of discrimination have been replaced by a more insidious form of institutional discrimination, in which disparate treatment occurs because of the unofficial functioning of a particular command or process. The realization such treatment can and does occur, and the awareness that it can be stopped, is the foundation of the Virginia Army National Guard Affirmative Action Plan. By taking decisive action to eliminate conditions that allow disparate treatment of not just minority and female personnel, but all soldiers, commanders and key staff personnel can ensure that equal opportunity is truly a reality throughout the Virginia Army National Guard.

The VaARNG mission to serve the Commonwealth of Virginia; support the U.S. mission domestic and abroad; and the changing demographics of the state are major factors that have increased the challenges of recruiting and retaining quality soldiers. The leadership of the VaARNG realizes that new methods will need to be developed to attract, recruit, enlist, train and retain quality soldiers. The changing demographics of our state, while a challenge, are also an opportunity to add more Women, Hispanics and Asian Americans to Team Virginia. We must also continue to focus our attention on African Americans, our largest minority group in the Virginia National Guard. We must stay abreast of the changing perceptions all the minority groups to ensure their vital contribution to the VaARNG is not minimized or overlooked.

The priority and focus of this plan is to train and develop leaders in our officer and NCO corps to meet the challenges ahead and provide a diverse military organization where individuals can achieve their potential and accomplish the mission of our state and nation.

1-2. **PURPOSE.** The purpose of this Affirmative Action Plan (AAP) is to establish goals and assign specific responsibilities that will provide assurance of equal opportunity for all members of the VaARNG. The challenges of combat readiness and supporting state emergency response missions faced by the VaARNG today is greater than at any time in history. These challenges make it imperative that special emphasis be placed on all the important aspects of human readiness. This AAP addresses the human element in combat readiness. It is essential that the

VaARNG creates and maintains an environment that encourages personal and professional growth, regardless of race, color, gender, religion, ethnicity or national origin.

### 1-3. POLICY.

a. This plan details the affirmative action required to support the VaARNG's policy of equal opportunity and treatment for all members of the VaARNG, regardless of race, color, gender, religion, ethnicity, or national origin. In support of this policy, the Adjutant General will:

(1) Evaluate major command (MACOM) compliance with NGR (AR) 600-21

(2) Improve the exchange of information on EO matters between Joint Force Headquarters (JFHQ) and the major commands.

b. It is the obligation of commanders and staffs at all levels of the VaARNG to promote and ensure equal opportunity for all personnel. Commanders are required to:

(1) Implement all VaARNG Equal Opportunity policies, programs and affirmative actions.

(2) Investigate all complaints of discrimination. Complaint procedures are outlined in Appendix A and NGR (AR) 600-22. Investigation procedures are outlined in NGB PAM 600-22

1-4. APPLICABILITY. This plan applies to all military members of the VaARNG, with special applicability to the Staffs of JFHQ and Commanders of major VaARNG commands. In accordance with NGR (AR) 600-21, each major commander (at brigade or equivalent level command) is required to develop an AAP that reflects the unique needs of that command. The format of this plan will be followed, but commands must include action items tailored to local conditions and needs. The key to effective affirmative action is that equal opportunity issues are directly addressed by the chain of command. This AAP does not relate directly to technicians of the VaARNG.

### 1-5. REFERENCES.

a. DOD Directive 1350-2, The Department of Defense Military Equal Opportunity Program

b. AR 135-200, Active Duty for Members training and Full-Time Training Duty of Individual

c. AR 140-158, Enlisted Personnel Classification, Promotion, and Reduction

d. AR 600-9, The Army Weight Control Program

e. AR 600-20, Army Command Policy

- f. AR 600-23, Non-Discrimination in Federally Assisted Programs
- g. AR 611-201, Enlisted Career Management Fields and Military Occupational Specialties
- h. DA Pam 600-26 Department of the Army Affirmative Action Plan
- i. NGR 600-21
- j. NGR 600-22, National Guard Military Discrimination Complaint System.
- k. NG PAM 600-22
- l. DOD Directive 1350-3
- m. VaARNG Command Equal Opportunity Policy

1-6. DEFINITIONS. (See APPENDIX B)

1-7. OBJECTIVE. The objective of this AAP is to identify and establish goals, responsibilities, and policies that support the VaARNG EO Program. The thrust of the EO Program is to embed the equal opportunity function within the leadership framework of the organization. Fairness, justice, and equity for all soldiers are obligations of leadership and functions of command. To accomplish any mission, leaders must insure that their units are properly trained and that their soldiers, their equipment, and they, themselves are in the proper state of readiness at all times. Soldiers must be committed to accomplishing the mission through unit cohesion developed because of a healthy leadership climate. Leaders at all levels promote individual readiness by developing competence and confidence in their subordinates. A leadership climate in which all soldiers perceive they are treated with fairness, justice, and equity is crucial to the development of this confidence. This AAP must direct actions that support The Adjutant General of Virginia's EO Policy, stating there will be equal opportunity and treatment for all soldiers regardless of race, gender, ethnicity, color, national origin or religion. These actions are designed to:

- a. Provide the opportunity for growth and effective use of the capabilities of Virginia Army National Guard personnel and to facilitate the achievement of a positive EO environment.
- b. Provide an environment free of sexual harassment.
- c. Provide representative participation of minority and female personnel in all possible Army National Guard skill areas.
- d. Infuse affirmative action into the traditional system by placing equal opportunity responsibilities into the hands of supervisors and commanders.

e. Identify and correct systemic problems that have a negative effect on equal opportunity by establishing guidelines to assess the VaARNG EO climate.

f. Provide opportunities for the upward mobility of all soldiers.

g. Ensure EO education and training programs are routinely incorporated into the training schedules of units, and that command emphasis is directed toward its implementation.

h. Emphasize the chain of command as the primary channel for correcting discriminatory practices and communication on racial matters and sexual harassment.

#### 1-8. RESPONSIBILITIES.

a. The Adjutant General. The Adjutant General of Virginia has the responsibility to:

(1) Develop, administer, and sustain an EO Program, which assures equal opportunity for all soldiers in the VaARNG.

(2) Establish EO training, which is consistent with NGR (AR) 600-21 and address command needs.

(3) Assure that personnel policies with respect to equal opportunity are communicated throughout the chain of command and understood at all levels.

(4) Establish procedures for the expeditious reporting and resolution of complaints concerning discriminatory practices and policies.

(5) Assure complaints of discrimination are processed IAW NGR (AR) 600-22

(6) Assure personnel, funding, and other resources are available to sufficiently administer the EO Program.

(7) Require periodic reporting from staff on statistical data concerning the racial and gender composition of soldiers comprising the VaARNG.

(8) Assure that the equal opportunity programs for military and civilian personnel complement each other.

(9) Identify discriminatory practices and initiate aggressive affirmative actions to remove factors contributing to them.

(10) Approve selection of personnel to attend DEOMI.

(11) Ensure that discriminatory practices are corrected immediately.

b. The Chief of Staff. The Chief of Staff of Virginia has the responsibility to:

- (1) Review the EO program with the HR/EO.
- (2) Coordinate funding for the successful implementation of the Equal Opportunity Program.
- (3) Ensure the HR/EO conducts required training for JFHQ through OPD's and NCOPD's.
- (4) Ensure compliance with VaARNG-EO training and reporting requirements.
- (5) Coordinate funding for the Equal Opportunity Leader Course.

c. Deputy ACofS Personnel and Administration. The Deputy ACofS Personnel and Administration of Virginia has the responsibility to:

- (1) Require reports from staff officers responsible for recruiting activities to increase female and minority representation.
- (2) Provide the HR/EO section access to SIDPERS data on OER's, NCOER's and appraisals scores to determine if disparities exist in promotions and assignments.
- (3) Provide the HR/EO section access to data on awards presentations to determine disparities in regards to race/gender.
- (4) Ensure that appointed boards, councils, and panels reflect the diversity of the VaARNG.

d. Command Sergeant Major. The Command Sergeant Major (CSM) has the responsibility to:

- (1) CSM responsible for monitoring units EO Program and assure equal opportunity is being afforded for all Soldiers of the VaARNG.
- (2) Ensure units schedule and conduct annual mandatory EO training, which is consistent with NGR 600-21 and address both commanders' and units' needs.
- (3) Conduct a semi-annual review of units EO policies and procedures for the expeditious reporting and resolution of complaints concerning discriminatory practices making certain their policies, procedures and practices are up to date and being administered correctly.

(4) Assure that all complaints of discrimination are processed immediately IAW NGR 600-22.

(5) Interview and submit nominations to the Brigade Commander of enlisted personnel to become the Equal Opportunity Advisor (EOA) and attend DEOMI for training.

(6) Assure assigned EOA's have appropriate funding and other resources available to sufficiently administer the Commander's EO Program.

e. HR/EO. The HR/EO of Virginia has the responsibility to:

(1) Monitor AAP accomplishments of major commands.

(2) Review and approve major command Affirmative Action Plans.

(3) Monitor EO training statewide.

(4) Process all formal EO complaints and monitor their progress towards resolution.

(5) Coordinate with the SEEM on training, processing complaints, briefings etc....

(6) Submit request for EOLC and POI approval.

(7) Conduct the EOLC training and serve as course director.

(8) Conduct EO Advisors Planning Conference.

(9) Provide instructional support to Commanders and RTI.

(10) Prepare Annual Narrative Statistical Report in conjunction with the SEEM.

f. SEEM. The SEEM is responsible for coordination with JFHQ HR/EO Officer on various aspects of the EEO and EO Programs to ensure continuity between the full-time and traditional soldier requirements.

g. Commanders at all Levels. The commanders are EO officers and as such, are assisted by EOAs, Equal Opportunity Leaders (EOLs) and other members of the staff who can advise them on EO matters in their areas of responsibility. VaARNG commanders will:

(1) Develop and implement EO Programs for their commands.

(2) Promote EO Programs and demonstrate their commitment to EO.

(3) Issue annually, or upon change of command, a statement of policy and support for equal opportunity for all military personnel and ensure that the document is posted on permanent display bulletin boards throughout the command.

(4) Ensure boards, panels, committees, etc. include minority and female representation as appropriate.

(5) Seek out and attend EO training sessions in order to administer their EO program in the most effective and positive manner possible.

(6) Conduct annual briefings on non-discrimination in federally assisted programs IAW NGR (AR) 600-23.

(7) Identify discriminatory practices affecting soldiers and initiate corrective actions to include follow-up.

(8) Conduct unit climate assessments annually to assess the EO climate (morale, esprit de corps, unit cohesion, etc.) of their commands to determine where EO related problems exist, and then develop an action plan to correct identified problems .

(9) Promote EO and interpersonal harmony for all military personnel and technician employees.

(10) Conduct EO training IAW with NGR 600-21 and the LCC EO Policy letter.

(11) Monitor and assess the execution of EO programs and policies at all levels within their areas of responsibility.

(12) Ensure prompt follow-up and appropriate action to resolve allegations of discrimination by soldiers.

(13) Ensure involvement of EO personnel (EOAs and EOLs) at every level of command in planning, executing, and monitoring EO programs.

(14) 0-6 level commanders will develop their own AAP IAW NGR 600-21.

(15) Conduct Diversity training IAW the TAG's YTG

1-9 COMMAND EMPHASIS. Major Commanders must ensure that:

- a. Members know the commander's policy and personal support of the EO Program.
- b. Officers and non-commissioned officers know what is expected of them individually and professionally in support of the command EO Program.
- c. EO education and training programs consistent with NGB policy and command needs are regularly provided.

d. Open communication at all levels of the chain of command, especially squad/section/platoon, will be practiced to highlight achievements, discipline, and complaints in order to demonstrate equality within the command.

e. Subordinate units are in compliance with the EO Program.

1-10. LEADER EVALUATIONS. Raters, endorsers or senior raters must thoroughly evaluate each soldier's effectiveness in the execution of the command's EO policy and programs. Counseling periods must be used to inform rated individuals of their specific accomplishments or shortcomings in this area. Ratings must reflect the actual performance observed regarding EO responsibilities. In the development of standards for obtaining objective evaluations on efficiency reports, commanders should consider the following traits of the soldier being rated. Does the individual:

a. Simply avoid an EO problem, or does he/she actively participate in command efforts to create an environment of equal opportunity?

b. Accept the program as an integral part of the chain of command, or does he/she subscribe to the concept that the chain of command and the EO program are opposing forces?

c. Adhere to the principles of the program?

d. Display or tolerate behavior not conducive to a positive EO environment?

e. Set valid standards of performance and behavior for all his/her subordinates?

1-11. REPORTING REQUIREMENTS. MACOMs and 0-6 equivalent commands will submit annual updates on their affirmative action progress, shortfalls and changes covering the period 1 October to 30 September to the HR/EO Officer at JFHQ by 1 February of the following year. These commands will also develop and submit an Affirmative Action Plan to the HR/EO Officer at JFHQ Headquarters for review and approval by 1 February every third year.

1-12. SPECIAL INSTRUCTIONS. Proponents will continually review this AAP and forward recommended changes to the JFHQ HR/EO Officer.

1.13. SIGNIFICANT DATES. Dates significant to the EO program are shown in Appendix C.

## CHAPTER 2

### AFFIRMATIVE ACTION

2-1. GENERAL. Progress in achieving Equal Opportunity Program goals can be measured by a unit's ability to accomplish its mission, maintain high levels of morale and esprit de corps, and exhibit genuine respect for diversity among all soldiers. While many units within the VaARNG excel in each of these areas, others still have not acquired the ability to do so. A lack of ongoing individual training in EO matters at the unit level has, in many instances, been the root of these problems. When commanders and key NCO's at the company level demonstrate support of the unit's EO Program, subordinates also support the program. It is critical that key officers and NCOs model appropriate behaviors and that they appreciate and accept differences between soldiers based on race, color, religion, gender, ethnicity or national origin. A full understanding of these elements will result in leadership that is more effective.

a. This Affirmative Action Plan includes an assessment of each of the following accountability indicators in an effort to determine the overall equal opportunity climate within the VaARNG.

Recruiting/ Accessions - The VaARNG EO staff will examine this indicator annually. It will be the objective of the VaARNG to (a) vigorously pursue minorities and females in all recruiting efforts and (b) to strive toward achieving a proportional mix of both minorities and non-minorities as new accessions enter the Guard. The goal will be to maintain parity with the general population.

Composition - Currently, the VaARNG is comprised of 31% minority soldiers. This percentage compares to 29% for the overall percentage of minorities residing within the state. This indicator will continue to be monitored.

Promotions - Because of data collected for the "2009 VaARNG Annual Narrative and Statistical Report on Equal Opportunity Progress", it was noted that minorities received approximately 34 % of all promotions in the Guard. The VaARNG has exceeded parity in terms of total promotions and it will continue to monitor this indicator with respect to females and senior enlisted categories.

Awards- The VaARNG will track awards given to Soldiers to ensure there is no disparity in the amount of awards given to minorities and females.

Professional Military Education - The VaARNG shall have as one of its primary objectives to increase the numbers of minorities and females who attend OCS, the NCO academies and other professional schools.

Separations - The VaARNG will strive to ensure military separations remain on par with the composition of racial/ethnic groups comprising the Guard.

Retention - As with separations, a concerted effort will be made by the VaARNG to ensure the best-qualified soldiers are retained in representative numbers.

Assignment - Under this Plan, a vigorous attempt will be made by the VaARNG to increase opportunities for advancement in all phases of Guard life, particularly as it relates to minorities and females.

Discrimination/Sexual Harassment Complaints - Because of ongoing training efforts in the area of sexual harassment prevention, the VaARNG seeks to eliminate the incidence of sexual discrimination and sexual harassment in the workplace. When violations are discovered, efforts will be made by the VaARNG to resolve problems and correct deficiencies as quickly as possible.

Utilization of Skills - The VaARNG will make an ongoing and concerted effort to ensure soldiers are trained and utilized in a manner, which enables them to reach their maximum potential.

Discipline - VaARNG officials will ensure that all discipline is applied fairly without regard to race, color, religion, gender or national origin.

b. The objectives listed in this plan are statements of intent on the part of the VaARNG and represent desired goals based on realistic prospects for attainment, subject to revision.

c. The milestones/goals listed in this plan are arranged in a format to facilitate management efforts. The commander and/or staff officer who has the resources and authority to control or influence the outcome of specific affirmative action(s) is responsible for the accountability of those actions.

## Recruiting

### **Goal: Increase the diversity of the recruiting staff.**

Objective: Increase diversity of recruiting staff by 15% from established baseline by 30 Sep 2014.

Milestones:

- Establish baseline demographics of recruiting staff by 30 June 2010
- Develop plan and implement actions to increase diversity of recruiting staff by 30 June 2011
- Review progress and adjust plan as needed by 31 January 2012, 2013 and 2014

Proponents:	Time Frame:
HR/EO, Recruiting and Retention	On-Going

### **Goal: Improve the recruiting staffs knowledge, awareness and understanding of minority groups and the dynamics of Virginia’s changing demographics.**

Objective: Train the recruiting staff on the Virginia Army National Guard’s Diversity Initiatives.

Milestones:

- Continue to provide diversity training for 100% of the Recruiting staff on an annual basis
- Encourage attendance of the Special Emphasis events by the recruiting leadership and staff

Proponents:	Time Frame:
HR/EO, Recruiting and Retention	On-Going

## Recruiting

**Goal: Improve racial and gender parity in the officer ranks and senior enlisted positions.**

Objective: Increase representation of minorities and female in the officer ranks and senior enlisted positions by 20 % from established baseline by 30 September 2014.

Milestones:

- Develop strategies to improve and increase the efforts to early identify soldiers in the MACOM's who qualify to attend OCS, WOCS, and NCOES by 31 December 2011

Proponents:	Time Frame:
HR/EO, Recruiting and Retention, MACOMs	On-Going

## Retention

**Goal: Retain a qualified, diverse and mission ready workforce that mirrors the community.**

Objective: Increase retention of underrepresented populations.

Milestones:

- Provide data annually by 1 November that identifies separations by race and gender groups
- Analyze trends in separations by race & gender groups, then identify any problem patterns of separation for targeted groups by 28 February of the following year
- Develop strategies to resolve objections and problems so females and minorities reenlist in underrepresented MOS's by 31 December 2011

Proponents:	Time Frame:
HR/EO, G1, Recruiting and Retention, MACOMs	On-Going

## Retention

**Goal: Increase retention by improving the performance of all members of the VaARNG.**

Objective: Develop and implement an effective mentoring program

Milestones:

- Implement an effective E-mentoring by 1 October 2011
- Coordinate program with Joint Staff by 28 February 2012
- Develop strategies to advertise and promote participation in the E-mentoring program by 30 June 2012.

Proponents:	Time Frame:
CSM's, 1SG's, Commanders, Joint Staff	On-Going

**Goal: Retain more soldiers in the VaARNG by increasing the effectiveness of Retention NCO's.**

Objective: Ensure all Retention NCO's are trained on their duties and responsibilities.

Milestones:

- Review and update Retention NCO training program to clarify duties and responsibilities, and include diversity awareness training by 30 June 2011
- Develop process to measure, evaluate and adjust Retention NCO's performance annually by end of FY11
- Review, revise and reemphasize sponsorship program by end of FY12.
- Develop a process to inspect /assist unit sponsorship programs by end of FY12
- Provide a ready reference on the duties and responsibilities of sponsors by end of FY10

Proponents:	Time Frame:
CSM's, 1SG's, Recruiting and Retention, Commanders	On-Going

## Promotions

**Goal: Ensure that all soldiers have an equal chance of selection for promotion based on merit.**

Objective: To build confidence in the enlisted promotion system.

Milestones:

- Identify all soldiers that are eligible for promotion annually by the beginning of the FY 11
- Ensure that all soldiers are counseled annually on the requirements for promotion, the current rater's assessment and the recommended ways to improve performance by FY 12
- Develop and implement decentralized promotion board process by end of FY 12

Proponents:	Time Frame:
HR/EO, G1, CSM, Commanders	On-Going

## Awards

**Goal: Ensure that all soldiers are given an equal chance to receive awards based on merit.**

Objective: Develop and implement an effective awards monitoring system

Milestones:

- Major subordinate commands will provide data quarterly to the G1 identifying who received awards by the beginning of FY 11
- A database will be created to track who is receiving awards by the beginning of FY 12

Proponents:	Time Frame:
HR/EO, G1, CSM, Commanders	On-Going

## Complaints

**Goal: Ensure that all soldiers have a fair and reliable system to address their concerns.**

Objective: Process all complaints IAW with NGR 600-22.

Milestones:

- Develop and provide commanders with a training package on complaint processing procedures by 1 December 2010
- Train all EOL's and EOA's on Equal Opportunity procedures and complaint processing procedures by 1 November 2010
- Develop process to monitor and assist units to ensure complaints are processed IAW with NGR 600-22 by end of FY11
- Develop and provide leadership training on best practices in preventing EO problems and resulting complaints by end of FY11

Proponents:	Time Frame:
HR/EO, EOR's and EOA's, Joint EO Council	On-Going

**Goal: Resolve complaints at the lowest level.**

Objective: Implement the Alternative Dispute Resolution (ADR) program.

Milestones:

- Identify individuals to serve as mediators by 1 June 2011
- Train selected individuals on the mediation process within 180 days of being identified
- Develop and provide a ADR reference handbook by December 2011
- Implement the ADR program in the Virginia National Guard by 30 January 2012

Proponents:	Time Frame:
HR/EO, SEEM	On-Going

## Composition

**Goal: Increase representation of female and underrepresented minority groups in the Virginia Army National Guard.**

Objective: Increase the overall composition of the ARNG to match the demographics of the state within 1% of the REDCAT according to the census data 30 September 2009.

Milestones:

- Develop a target for underrepresented groups each FY by comparing census data to state SIDPERS data beginning 1 June 2011
- If the demographics are not within the 1% target develop three (3) COAs to attain the objective by 28 February of each year starting in FY 2012

Proponents:	Time Frame:
HR/EO, Recruiting and Retention, G1	On-Going

**Goal: To ensure that Recruiting and Retention staff is aware of the changing demographics of Virginia.**

Objective: Train the Recruiting and Retention staff on the trends and dynamics of Virginia demographics.

Milestones:

- Provide annually the VaARNG demographics information to Recruiting and Retention beginning 1 January 2011
- Provide annually the Virginia demographics information to Recruiting and Retention beginning 1 January 2011

Proponents:	Time Frame:
HR/EO, G1, Recruiting and Retention	On-Going

### Professional Military Education

**Goal: To ensure that female and minority soldiers have equal opportunity to be considered and selected to NCOES, WOCS, and OCS based on their merit.**

Objective: Increase female and minority enrollment in NCOES, WOCS, and OCS.

Milestones:

- Develop and implement procedures to monitor selection rate by race and gender by end of FY 2011

Proponents:	Time Frame:
HR/EO, G1, Commanders	On-Going

### Involuntary Separations

**Goal: To ensure that all separations are applied fairly without regard to race, color, religion, gender, ethnicity or national origin.**

Objective: Develop a database to monitor involuntary separations.

Milestones:

- Monitor data quarterly to identify problem trends in the separations for reporting to the appropriate commander
- Develop database by the end of FY 2012

Proponents:	Time Frame:
HR/EO, G1, MACOM	On-Going

## Discipline

**Goal: To ensure administration of Articles 15s, reductions, and Military Justice are applied fairly without regard to race, color, religion, gender, ethnicity or national origin.**

Objective: Build confidence in the application of discipline.

Milestones:

- Develop a database to track non-judicial punishment by September 2011
- Monitor data quarterly to identify problem trends in the non-judicial punishment to the appropriate commander
- Make use of the 3 before 1 rule when disciplining a Soldier a standard by FY11

Proponents:	Time Frame:
Commanders, JAG, HR/EO	On-Going

## Utilization of Skills

**Goal: To ensure that the job placement of soldiers are commensurate with their military grade and skill level and support upward mobility.**

Objective: Monitor and provide feedback to commanders on assignment of personnel that best utilizes soldier's skill sets and enhances unit diversity required.

Milestones:

- Develop a database to track assignment of personnel by end of FY 2013
- Monitoring of assignment list to ensure qualified minorities and females are considered for positions by the end of FY 2012

Proponents:	Time Frame:
HR/EO, G1, Commanders	On-Going

## EOA Training

**Goal: To establish a program of selection of well-qualified and properly motivated soldiers to attend DEOMI and ensure proper utilization subsequent to attendance.**

Objective: To select, train and retain EOA's for at least three years.

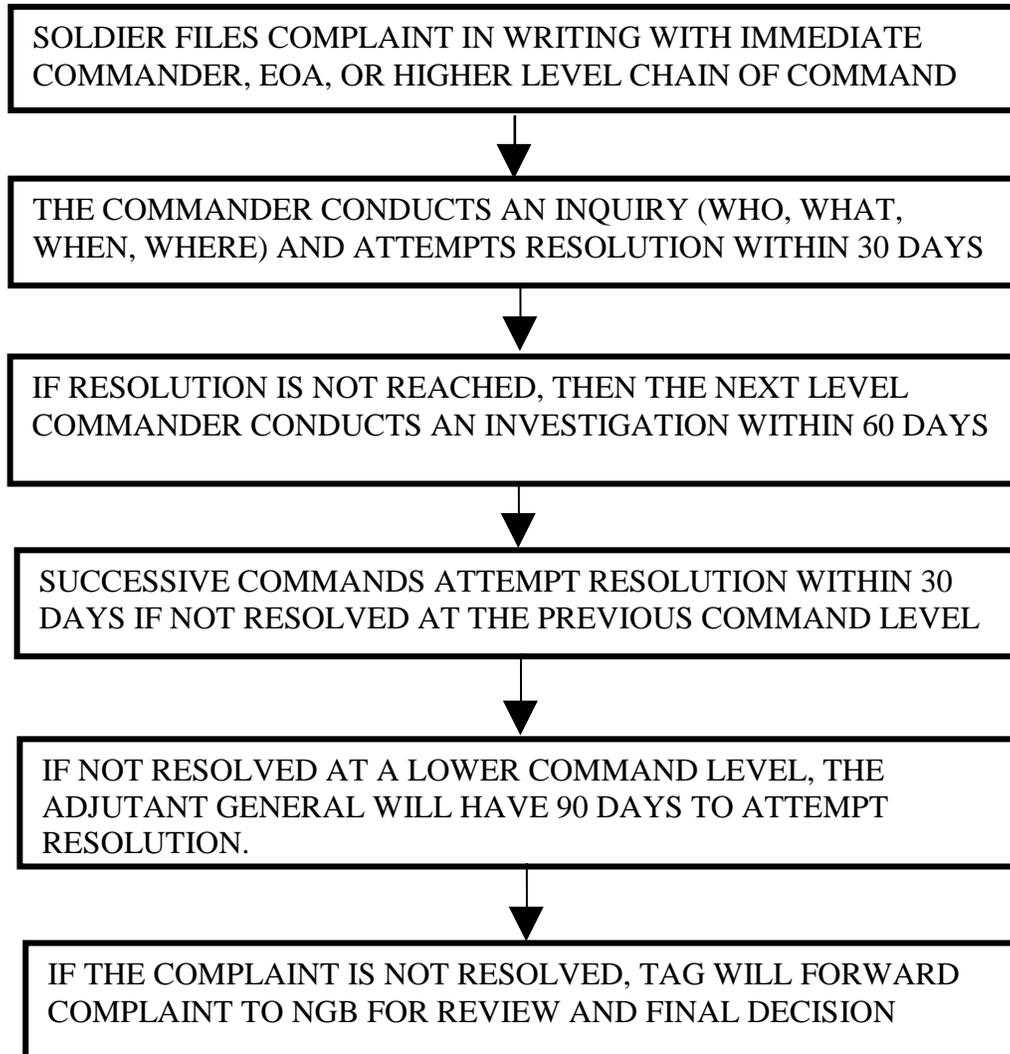
Milestones:

- Maintain statistical data on the training status of soldiers filling EOA staff position by 30 September 2010
- HR/EO provide ongoing advise to TAG and MACOM commanders on the selection, training and utilization of EOA's
- HR/EO provide semi-annual refresher training and updated information for EOA's

Proponents:	Time Frame:
HR/EO, MACOM	On-Going

## APPENDIX A

### VIRGINIA ARMY NATIONAL GUARD COMPLAINT OF DISCRIMINATION FLOW CHART OF ACTIONS



Once the complainant indicates in writing on the NGB Form 333 the lowest level command has 30 days to attempt resolution. If no resolution is reached then the next level of command must conduct an investigation and has 60 days to attempt resolution. If no resolution is reached then each successive command level will have 30 days to attempt resolution. If the complaint requires forwarding up the chain of command to TAG, TAG has 90 days either to resolve the complaint which can include directing another formal investigation. After the investigation is completed, the complainant will receive a copy of the Report of Investigation, and TAG or his designee will meet with the complainant to attempt resolution. If TAG does not resolve the complaint, NGB may be requested to issue the final decision. The decision by NGB may not be appealed.

## **APPENDIX B**

### **DEFINITIONS OF TERMS SIGNIFICANT TO EQUAL OPPORTUNITY**

**ACTION PLAN** - A sequence of steps or tasks taken to eliminate or resolve a problem or to achieve specific objectives. Action plans include the agency taking action, a completion date, and an established goal. The plan should state what will be done, who is responsible, what resources will be allocated, and when the plan will be completed. The plan should conclude with a description of the expected results.

**AFFIRMATIVE ACTIONS** - Methods used to achieve the objectives of the EO program. They include processes, activities, and systems designed to identify, eliminate, prevent, and work to overcome the effects of prejudicial treatment as it affects the upward mobility and quality of life for VaARNG personnel.

**AFFIRMATIVE ACTION PLAN** - management documents that consist of statements of attainable goals and timetables. This document is required of all Army organizations, commands, agencies, and activities down to brigade (or equivalent) level. It is designed to achieve equal opportunity for all military personnel. Affirmative Action Plans will concern conditions where -

- A. affirmative action is needed.
- B. practical strategies to remedy the condition are available and explained.
- C. the end-conditions sought are clearly expressed.

**ANTI-SEMITISM** - Discrimination, prejudice, or hostility directed toward Jews, which is often expressed in the curtailment of their religious, social, economic or civil rights.

**BIAS**- An inclination or preference, especially one that interferes with impartial judgment.

**COLOR**- The general appearance of skin / complexion.

**COMPLAINT** - An allegation of unlawful discrimination based on race, color, ethnicity, national origin, religion, or gender. Complaints may be either informal or formal.

a. **Informal Complaint** - Allegation of unlawful discrimination or sexual harassment, made either orally or in writing that is not submitted as a formal complaint.

b. **Formal Complaint** - Allegation of unlawful discrimination or sexual harassment, that is submitted in writing to the authority designated for receipt of such complaints.

**COMPLAINANT** - A service member who submits allegations of unlawful discrimination.

DISCRIMINATION – Treatment on a basis other than individual merit.

DIVERSITY- The fact or quality of being diverse, the point or respect in which things differ

EQUAL EMPLOYMENT OPPORTUNITY (EEO) - Equal consideration and treatment based upon merit, fitness, and capability of National Guard Technician employees.

EQUAL OPPORTUNITY (EO) - Equal consideration and treatment based upon merit, fitness, and capability.

EQUAL OPPORTUNITY ADVISORS - Officers and Senior NCOs serving in full-time EO positions at brigade (or equivalent) level or higher. In addition to military EOAs, DA civilians may be officially assigned to military EO program duties in accord with applicable position classification standards and guidelines.

ETHNIC GROUP "" A group which is socially distinguished or set apart by others and/or itself mainly on the basis of cultural or nationality characteristics.

ETHNIC ORIGIN -The quality of being distinguishable from the general population on the basis of actual or perceived cultural criteria such as language, religion, and mores. For the purpose of this plan, ethnic origin is included within the meaning of national origin. Residents of Puerto Rico may be covered under national origin in cases of discrimination.

ETHNICITY- The state of belonging to an ethnic group.

GOAL - An objective based on realistic, measurable prospects of attainment in an organization that:

- a. occurs based on race, color, religion, gender, or national origin;
- b. results from the normal functioning of the organization;
- c. operates to the consistent disadvantage of a particular group.

MINORITY GROUP - Any group distinguished from the general population in terms of race: color, religion, gender, or national origin.

NATIONAL ORIGIN - A person's or ancestor's place of origin. This designation also applies to a person who has physical, cultural, or linguistic characteristics of a national group.

PREJUDICE - A negative feeling or dislike based upon a faulty and inflexible generalization (i.e., prejudging a person or group without knowledge or facts).

RACE - A division of mankind having certain traits transmissible by descent and that are sufficient to characterize it as a distinctive human type.

**RACISM** - Any attitude or action of a person or institutional structure which subordinates a person or a group because of color.

**RELIGION** - A personal set of institutionalized system of attitudes, moral or ethical beliefs, and practices that are held with the strength of traditional religious views, characterized by ardor and faith, and generally evidenced through specific religious observation.

**SEXISM** - Any attitude or action of a person or institutional structure which subordinates a person or group because of gender (sex).

**SEXUAL HARASSMENT** - A form of sex discrimination that involves unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when -

a. submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; or

b. submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or

c. such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment.

**STEREOTYPE** - An over-generalization or fixed idea that is thought to apply to an entire category or group.

**UNLAWFUL DISCRIMINATION** - Includes discrimination on the basis of color, national origin, race, religion, or sex that is not otherwise authorized by law or regulation.

**3 BEFORE 1** - Give the soldiers 3 reasons why he is valuable to the organization before you discipline them.

## APPENDIX C

### DATES SIGNIFICANT TO EQUAL OPPORTUNITY

<u>Date</u>	<u>Significance</u>
1 Jan	Emancipation Day
15 Jan	Dr. Martin Luther King, Jr.'s Birthday
Feb	Afro-American (Black) History month
Feb	AAP due from MACOM's and update annually thereafter
March	Women's History Month
18-25 April	Days of Remembrance
May	Asian American Heritage
June	LGBT Pride Month
26 August	Women's Equality Day
15 Sept-15 Oct	Hispanic Heritage Month
November	American Indian/ Alaskan Native Heritage Month
15 December	ANSR due to NGB

## Acronyms

AAP- Affirmative Action Plan  
ACofS- Assistant Chief of Staff  
ANSR- Annual Narrative and Statistical Report  
AR- Army Regulation  
ATAG- Assistant Adjutant General  
CofS- Chief of Staff  
CSM- Command Sergeant Major  
EEO- Equal Employment Opportunity  
EO- Equal Opportunity  
EOA- Equal Opportunity Advisor  
EOL- Equal Opportunity Leader  
EOLC- Equal Opportunity Leader Course  
DEOMI- Defense Equal Opportunity Management Institute  
HR/EO- Human Relations / Equal Opportunity  
IAW- In Accordance With  
JFHQ- Joint Force Headquarters  
LGBT – Lesbian Gay Bi-sexual Transgender  
MACOM- major Commands  
NCOER- Non-Commissioned Officer Evaluation Report  
NCOPD- Non-Commissioned Officer Professional Development  
NGR- National Guard Regulation  
OCS- Officer Candidate School  
OER- Officer Evaluation Report  
OPD- Officer Professional Development  
POI- Program of Instruction  
R&R- Recruiting and Retention  
RTI- Regimental Training Institute  
SEEM- State Equal Employment Manager  
TAG- The Adjutant General  
VaARNG- Virginia Army National Guard  
VAPA- Virginia Personnel and Administration  
WOCS- Warrant Officer Candidate School  
1SG – First Sergeant