NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

1 SEP 23 2013

MEMORANDUM FOR DEFENSE ADVISORY COUNCIL ON WOMEN IN THE SERVICES (DACOWITS)

Subject: Response to "Request for Information" Regarding Female Accessions and Outreach in the National Guard

References: COL Betty Yarbrough Email, "Requests for Information from DACOWITS for September meeting," 30 Jul 2013

1. Attached is the requested information for the September 2013 DACOWITS meeting from the National Guard. It includes the information provided by the Army and Air National Guard for this purpose.

2. The National Guard Bureau makes great efforts to address the issues uniquely impacting women in our uniformed and civilian ranks, and have made notable progress over the last 20 plus years in overall composition. Now we are working in partnership with both the active components and our own diversity councils to move from representation in composition to fully diversifying all of our career fields and senior rank structures across the 54 states, territories, and the District of Columbia.

3. My point of contact is Ms. Phyllis Brantley; NG-J1-DIV; 703-607-0782; Phyllis.Brantley.Civ@mail.mil.

MARIANNE E. WATSON
Brigadier General, USA
Chief, Manpower and Personnel

Attachments: 2
1. NGB Response For Information Assignments Working Group
2. ARNG and ANG Additional Information PowerPoint

National Guard Bureau
Response to Request For Information (RFI)
Assignments Working Group

DACOWITS asked the National Guard (NG) to address two areas in their Request for Information (RFI) for their September 2013 meeting. The first was:

RFI #2 Question: In DACOWITS briefings, some but not all Services reported having percentage goals for accessions of women officers (Army 14%, USMC 8.5%). One of the Services reported having a goal for class composition of women at its military academy (Army 14-20%). DACOWITS requests a briefing that would present further information and clarification from each of the Services on:

---Whether DOD or the Services have recruiting goals for accession of women officers overall and, if so, what are these goals?

---Whether DOD or the Services have recruiting goals for the accession of women officers by recruitment sources (academy, OCS/OTS, ROTC, direct commission) and, if so, what are these goals?

---Whether DOD or the Services have recruiting goals for the accession of women into the enlisted ranks and, if so, what are these goals?

--- Please also provide information on how the goals that exist are determined and the applicable benchmarks against which the goals are measured;

---Who sets the goals?
---How often the goals are set?
---The extent to which the goals have been met over the past 5 years?

---What are the future long-term goals?
Please include in this briefing the same information on any recruitment goals that exist for racial minorities or other groups.

RESPONSE: ARNG and ANG have not established recruitment goals.

RFI #3 QUESTION: Some but not all of the Services reported having outreach efforts to identify and attract women as officer candidates (Coast Guard, Army, Navy).

--DACOWITS requests a briefing from the Services that are engaged in these efforts describing their activities directed toward recruiting women officers and if/how the success of such outreach is measured.

--Please include the same information on the recruiting of men officers and the recruiting of racial minorities or other groups into the officer ranks.

--For those Services that do not actively recruit women, DACOWITS requests a written report why there are no targeted efforts for women.

RESPONSE: ARNG and ANG have not established outreach efforts

National Guard: The National Guard Bureau (NGB) Joint Diversity Executive Council (JDEC) in collaboration with the ARNG and ANG Diversity Councils have implemented mandates set by Executive Order 13583 which promotes Diversity and Inclusion in the Federal Government, the National Defense Authorization Act (NDAA) 2013 reporting requirements, and the Military Leadership Diversity Commission (MLDC) recommendations. In accordance with Executive Order 13583, the JDEC has developed and issued a Diversity and Inclusion Strategic Plan which focuses on workforce diversity and workplace inclusion. The Strategic Plan highlights comprehensive strategies to identify and remove barriers to equal opportunity in areas of recruitment, hiring, promotion, retention, professional development, and training policies and practices. In accordance with MLDC recommendation 12, the NGB JDEC is currently analyzing recruitment data for discussion at the next business meeting. The NGB JDEC will also submit issues to the CNGB that impact policy changes and place emphasis on females within the National Guard. The issues are reviewed by the NGB, ARNG, and ANG to ensure strategic focus remains on DACOWITS initiatives that impact promotion and retention, to include an explanation of the gender gap. In accordance with NDAA 13, the JDEC will report metrics on both commissioned officers and senior enlisted personnel to ensure they reflect the diverse population of the United States eligible to serve in the armed forces, including gender specific, racial, and ethnic populations.

ATCH 2

Defense Advisory Council on Women in the Services (DACOWITS) RFI

Mr. Alfranda Durr

Army National Guard (ARNG)

Diversity Program Manager

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ARNG Diversity & Inclusion

- Goal: Preserve the operational ARNG and generate Ready units and Soldiers * *ARNG Strategic Imperatives*
- Objectives/Drivers:
  - Foundation: Presidential Executive Order 13583, 2013 NDAA, Army Diversity Roadmap, ARNG Diversity Management Policy
    - NDAA: Officers/Sr. Enlisted will reflect diverse US eligible population
  - Execution:
    - Implement Diversity Integrator position (CPT/MAJ) to raise awareness and consideration for service in the ARNG to attack candidates at minority institutions of higher learning (300+)
    - Army National Guard Diversity Goals
    - Develop policies to ensure successful integration of women into selected combat arm positions (9 Pilot BCTs)
  - Where we are:
    - Track officer/enlisted race/ethnicity accessions track with eligible population
    - Female Soldiers represent 15.4%* of the total ARNG force *(*represents a steady increases over the past three years)*
- COA: Support for diversity & inclusion initiatives across total force
- ^{2}COA: Continued progress with ARNG Diversity Goals

Assignment Working Group RFI

- RFI #2 ARNG does not specifically goal by gender
  - No numerical recruiting goal for female officers
  - Efforts are made to raise awareness of service opportunities through marketing and advertisements efforts i.e. direct mailing, social media, posters, and commercials
- RFI #3: ARNG Outreach to Attract Women as Officer Candidates:
  - Diversity Integrator Officer, minority outreach, marketing, and precession recruiting
  - Military Leadership Diversity Commission (MLDC) Recommendation #9 to eliminate combat exclusion policies for women
  - Diversity Goal, Demographics

ARNG Diversity Focus Day Priorities & Initiatives

- **Priorities:**
  - **Institutionalize, Attract, Recruit, Develop and Retain**
- **Initiatives:**
  - Implement recruiting diversity outreach strategy and program (Oct 13)
  - Modify the recruiting process to increase exposure to diverse candidates
  - Place City Outreach Coordinators in diverse cities (30 Sep 13)
  - Properly resource the AF Diversity Office (30 Sep 13)
  - Enhance mentorship guidance and processes and promote cross cultural mentoring
  - Determine the desired diversity competency levels at various grade levels
  - Establish and implement Diversity training/ eductaion for Senior/Mid Level Leaders (Ongoing)
  - Access performance objectives and promotion criteria include the ability to manage a diverse workforce
  - Identify opportunity to improve female/minority officer retention **(ongoing)**

MLDC – Women in the Services Review

Total Army detailed implementation plan to SECDEF to:

- Eliminate gender-restrictive policies
  - Develop and implement occupationally-specific, operationally-relevant, gender-neutral physical performance standards
  - Integrate women into closed occupational specialties in a climate where they can succeed

Deadlines:

Approved plan to OSD 15 May 13

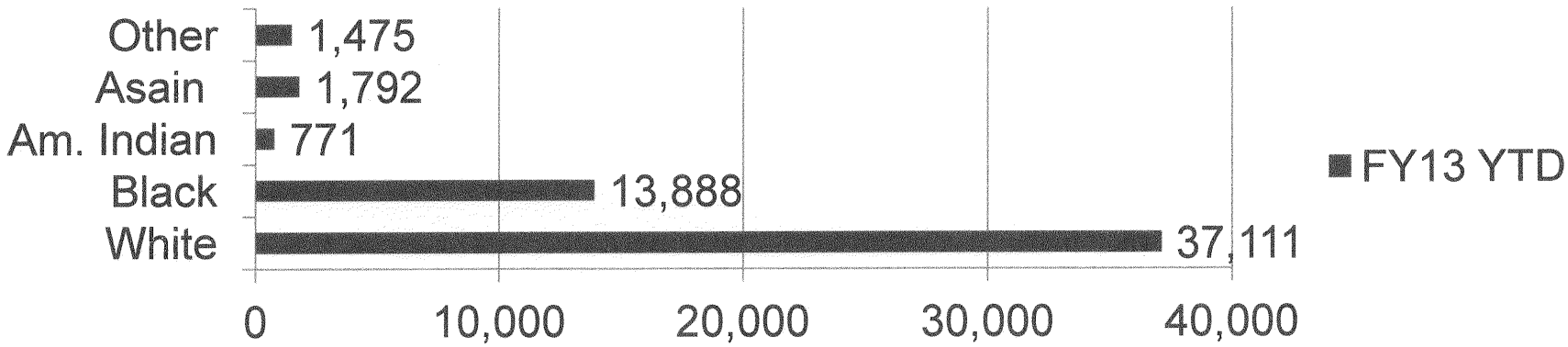
Validated gender-neutral standards will be used to assess and assign NLT Sep 15

Integration activities complete NLT 1 Jan 16

ARNG Demographics

ARNG Demographic Snapshot

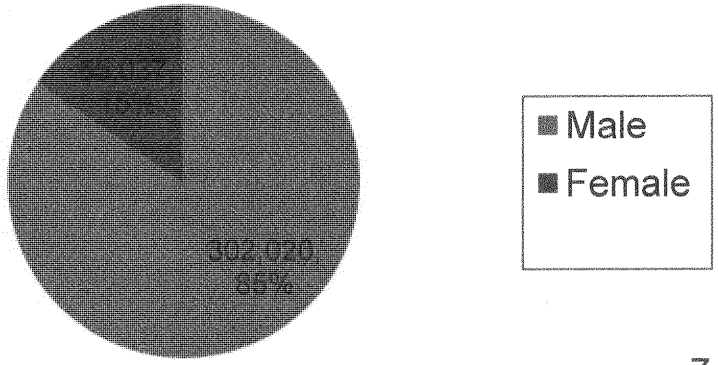
Percentage of ARNG Female Soldiers by Race



Total ARNG Population: 357,057

- Hispanics represents 9% of force
- Blacks represent 14% of force

Precenatge of ARNG by Gender



ARNG Strategic Outreach

ARNG Outreach Activities

- Recruiting and Retention Diversity Integrator in FY 14 will focus on outreach efforts at minority colleges and programs
- Social Media Sites: GKO, Face Book, and Mil Suite
- ARNG EO/EEO/Diversity Communitte meets quarterly with regional reps to address outreach issues
- Online Media Engagement
  - NationalGuard.com State specific pages focus on State events and areas of interest (1 OCT, RRAC 3) www.nationalguard.com/NC
  - Guard Experience Magazine (GX) (1 OCT) www.gxonline.com
  - Expanded Social Media Platforms: Tumbler(F), Google+(M), Vine, Instagram
  - Grassroots Soccer Program(1 OCT) www.nationalguard.com/guardsoccer
- GX Magazine highlights the guard experience with articles to promote diversity articles

Mr. Alfranda Durr
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ATCH 2

Defense Advisory Council on Women in the Services (DACOWITS) RFI

Col Shirley Raguindin
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ANG Diversity & Inclusion

- Central Issue: Diversity directives/documents in place, time to execute plans
- Objectives of Discussion:
  - Foundation: EO 13583, 2013 NDAA, AF Diversity Roadmap, AFI 36-7001
    - NDAA: Officers/Sr. Enlisted will reflect diverse US eligible population
  - Execution:
    - SECAF/CSAF Diversity Focus Day 2013 Initiatives (9 Total)
      - Implement annual accountability reviews with MAJCOM/CCs
      - Shift some diversity outreach from strategic to tactical level
    - Continue ANG Diversity Strategic Plan
  - Where we are:
    - Officer/enlisted race/ethnicity accessions track with eligible population
    - Female, minority and Latino officer categories on uptrend since 2006; but recently declined in 2013 for Female GOs due to retirements
- COA: Support for diversity & inclusion roadmap/initiatives across total force
- COA: Continued progress with ANG Diversity Strategic Plan

Assignment Working Group RFI

- RFI #2: ANG does not specifically goal by gender
  - No numerical recruiting goal for female officers
  - No goals for the accession of women officers by recruitment sources (OTS, direct commission)
- RFI #3: ANG Outreach to Attract Women as Officer Candidates:
  - CSAF Diversity Focus Day Priorities and Initiatives
  - Military Leadership Diversity Commission (MLDC) Recommendation #9 to eliminate combat exclusion policies for women
  - ANG Diversity Strategic Plan, ANG Demographics

SECAF/CSAF Diversity Focus Day Priorities & Initiatives

- **Priorities:**
  - **Institutionalize, Attract, Recruit, Develop and Retain**
- **Initiatives:**
  - Implement annual accountability reviews with MAJCOM/CCs (30 Sep 13)
  - Properly resource the AF Diversity Office (30 Sep 13)
  - Shift some diversity outreach from strategic to tactical level (30 Sep 13)
  - Place City Outreach Coordinators in diverse cities (30 Sep 13)
  - Develop an accessions strategy informed by diversity (31 Dec 13)
  - Establish applicant pool diversity goals (30 Oct 13)
  - Educate AF Leadership/Airmen about diversity importance (30 Nov 13)
  - Forge AF Sabbatical Program: Career Intermission Pilot Prgm (30 Nov 13)
  - Increase female/minority officer retention (30 Nov 13)

MLDC – Women in the Services Review

Total AF detailed implementation plan to SECDEF to:

- Eliminate gender-restrictive policies
- Develop and implement occupationally-specific, operationally-relevant, gender-neutral physical performance standards
- Integrate women into closed occupational specialties in a climate where they can succeed

Deadlines:

Approved plan to OSD 15 May 13
Validated gender-neutral standards will be used to assess and assign NLT Sep 15
Integration activities complete NLT 1 Jan 16

ANG DIVERSITY STRATEGIC PLAN
Assessment and Forecast

	ANG Diversity Strategic Plan Goals	AUG 13	1Q FY14 Forecast
1	Leadership Commitment		
2	Workforce Management and Force Management		
3	Professional Development, Career Counseling and Mentoring Programs		
4	Policy and Procedures		
5	Diversity & Inclusion Leadership Education and Training		
6	Strategic Communications		
7	Strategic Engagement and Community Outreach		
8	Recruiting and Retention		

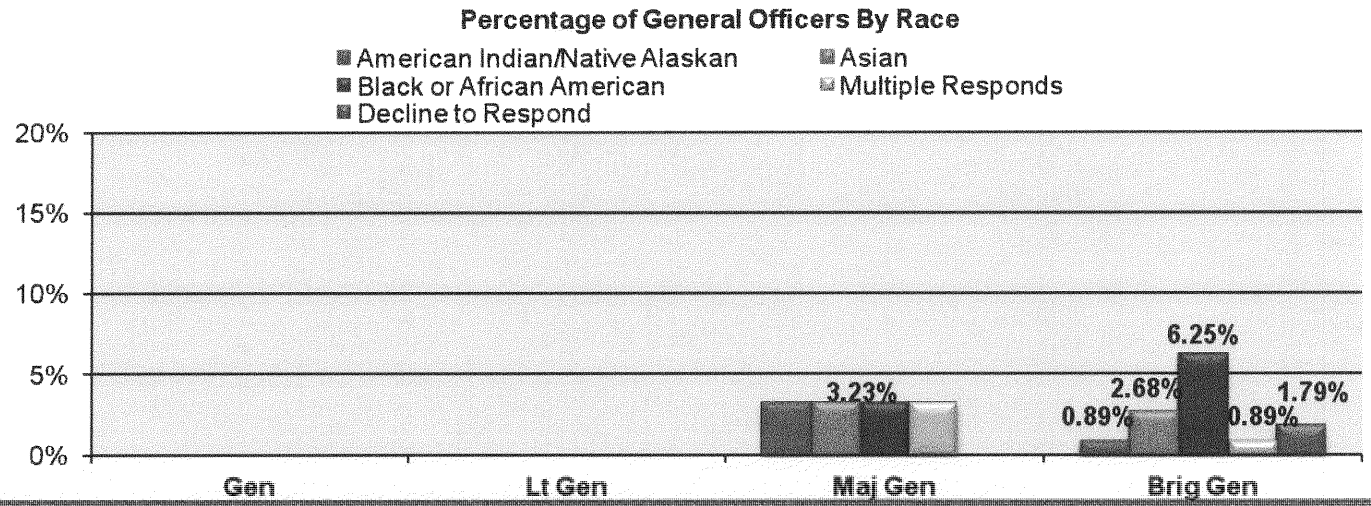
Progress Key

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

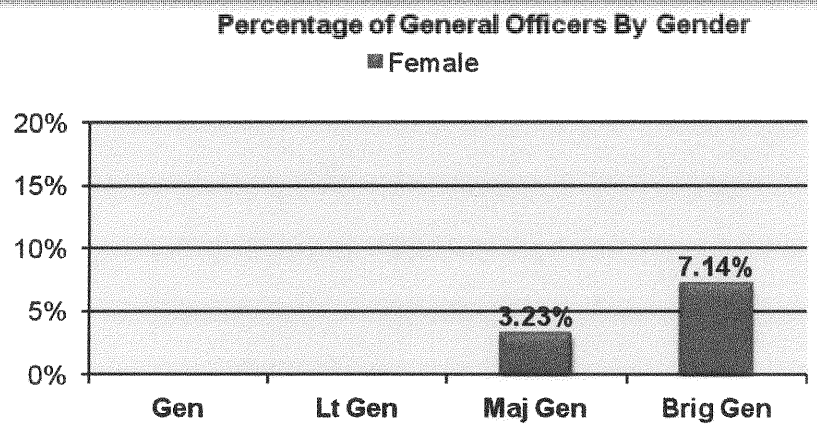
ANG Demographics

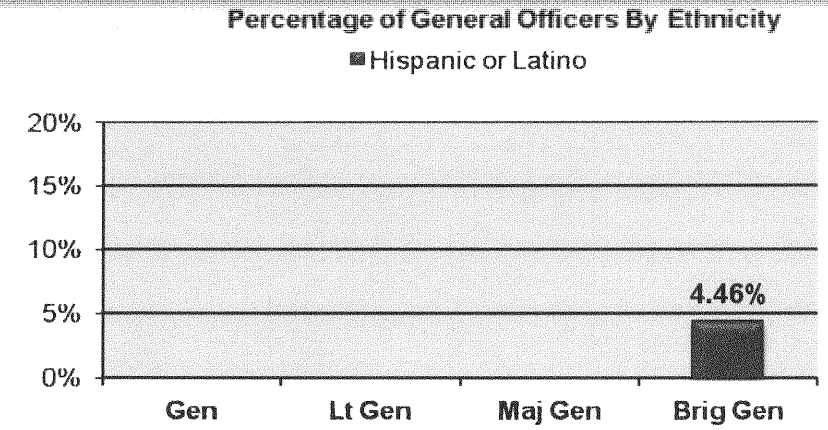
ANG General Officer (GO) by Rank

Demographic Snapshot as of March 2013



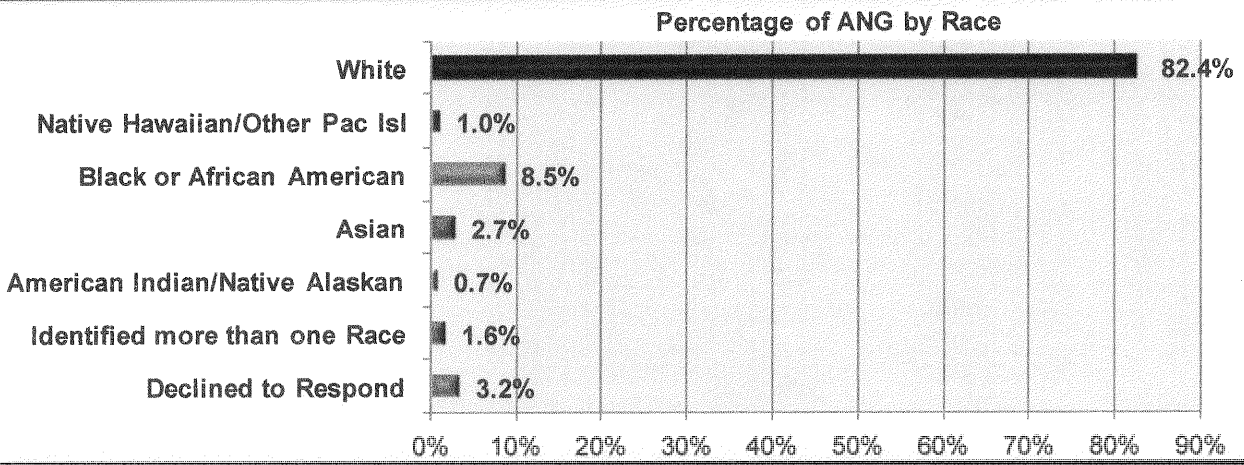
87.8% of all GOs in ANG are White (vs 93.6% Active; 95.5% AFR)



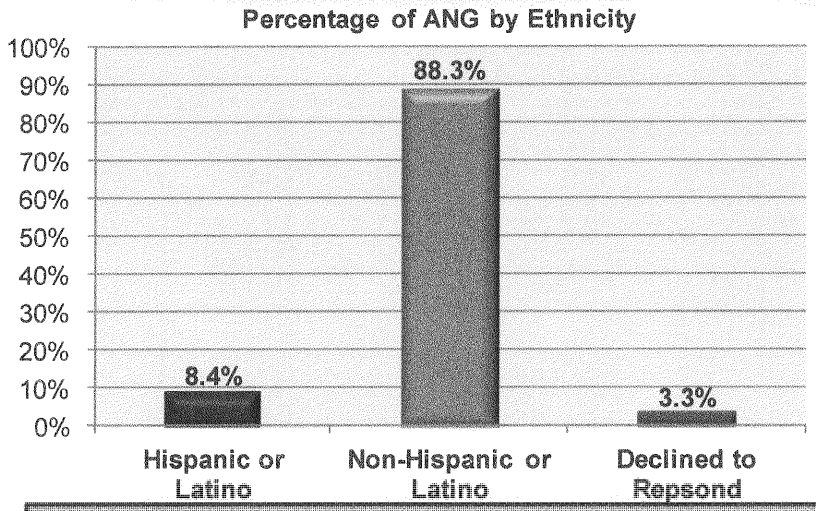


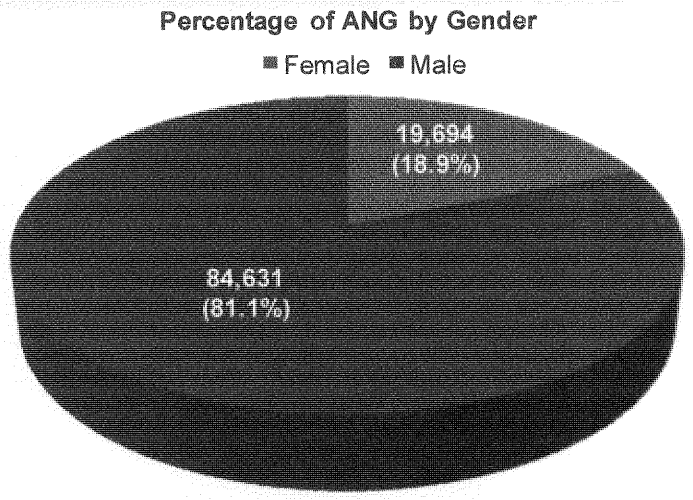
Female Go Trending Up 2011 to 8.51% but Declined in 2013 to 3.23% (-5.28%)

ANG Demographic Snapshot as of February 2013



Total ANG Population: 104,325





20 Year Trend: All Female, Minority and Latino categories on Upward Trend except for American Indian (AI) / Native Alaskan (NA) (-0.1%).

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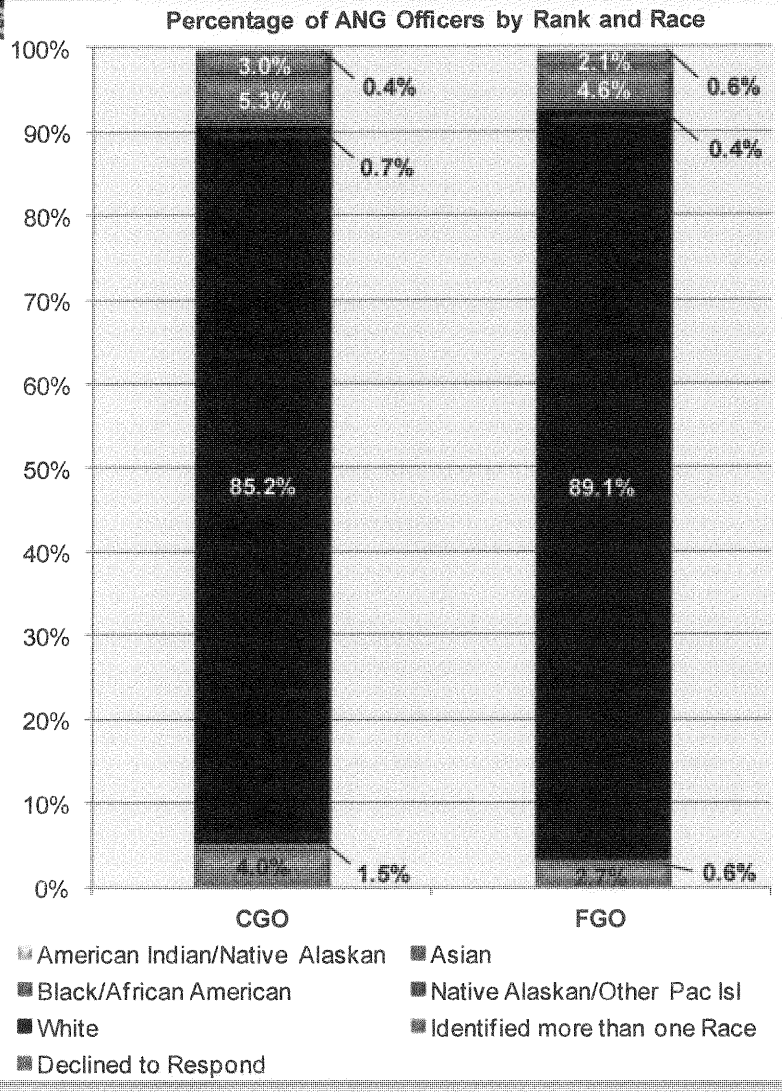
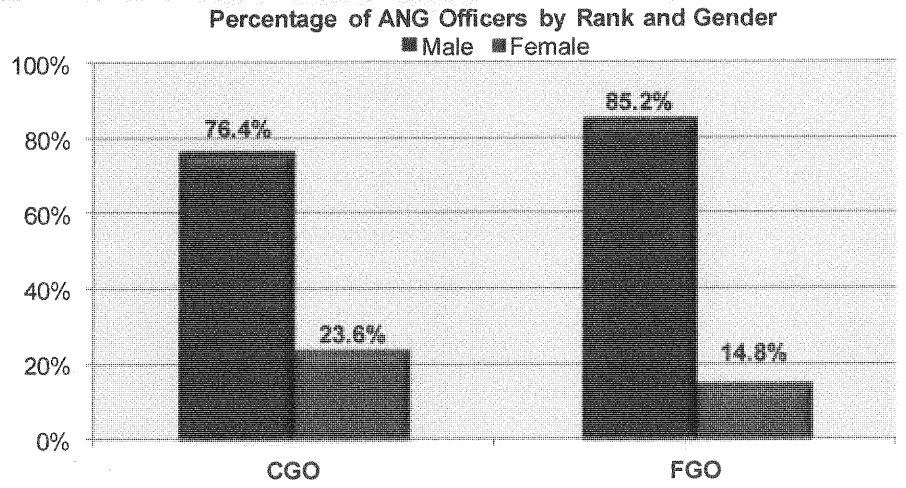
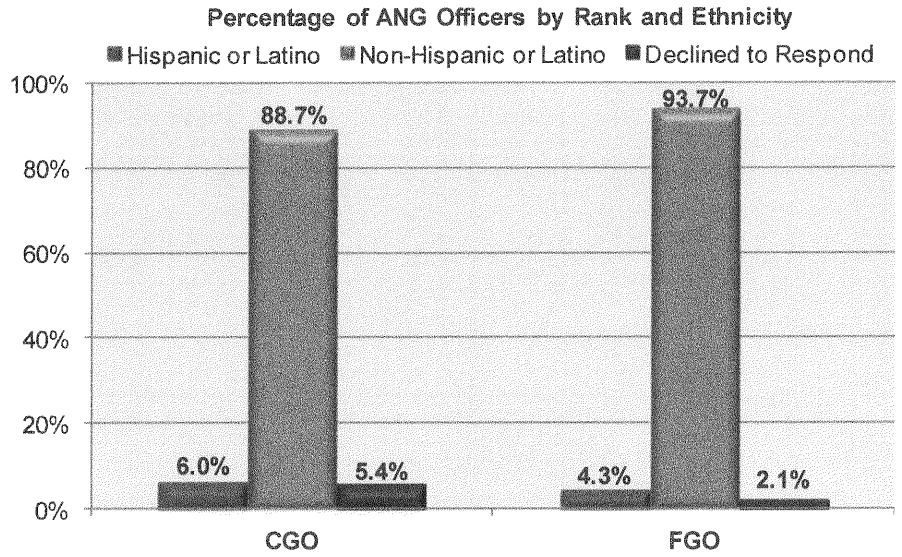
ANG Officers by Rank Demographic Snapshot as of Sep2012

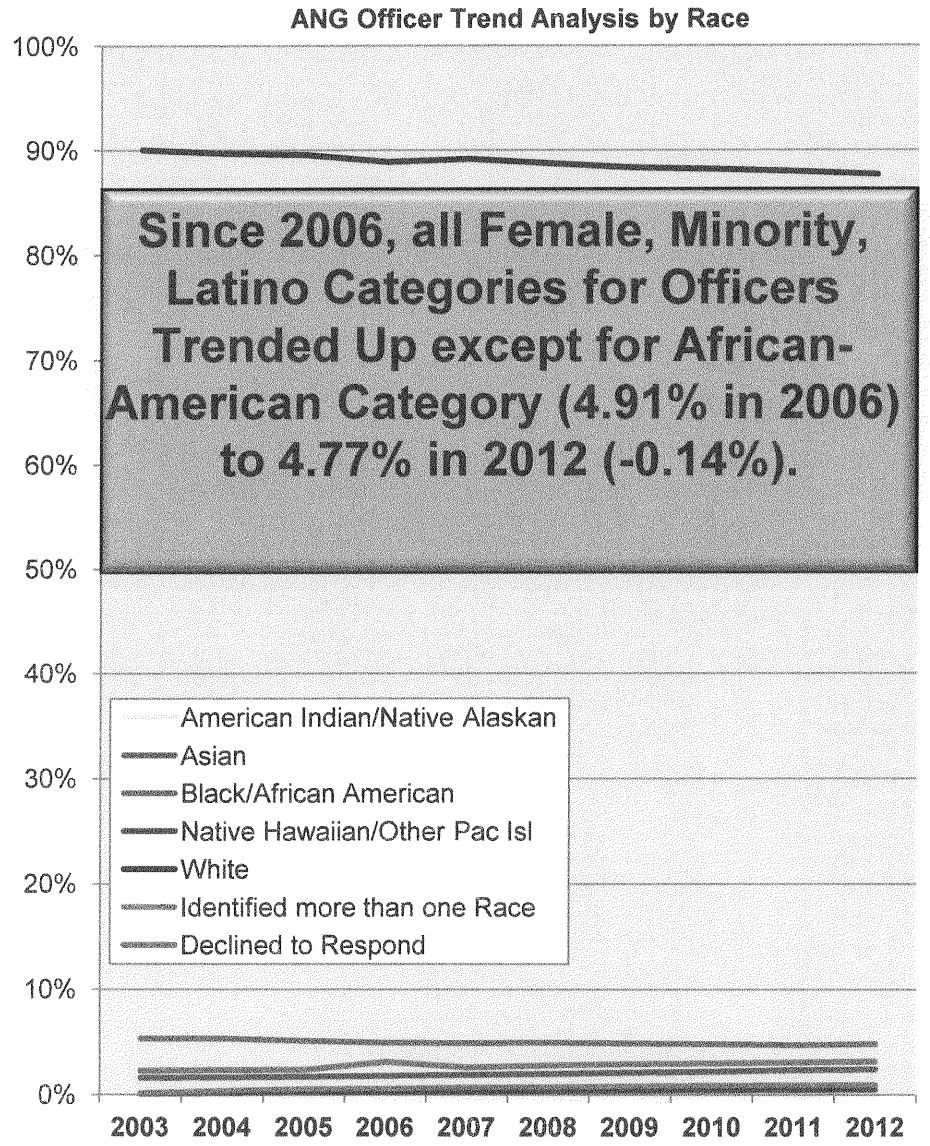




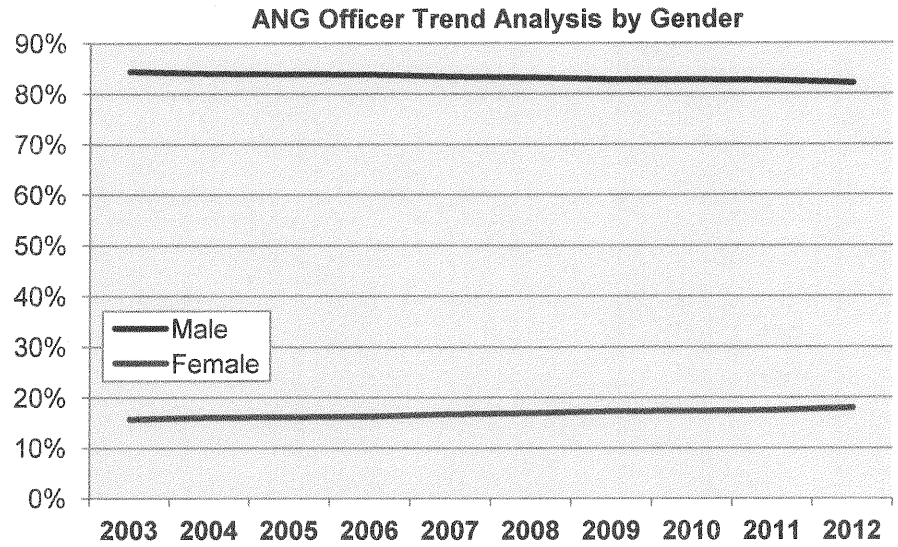


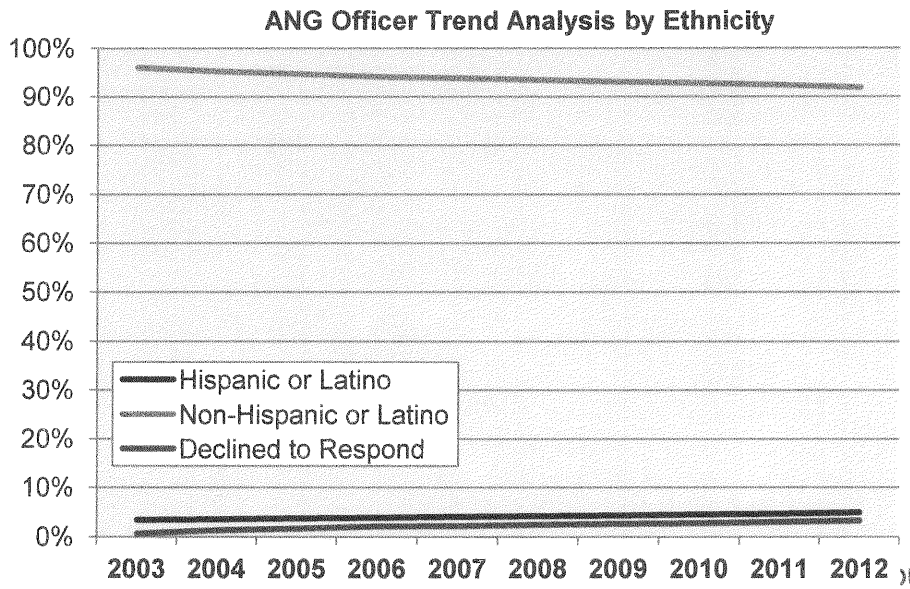
All Female and Minority FGO groups on Upward Trend since 2006. Pipeline Concern for CGO in African-Am, AI/NA Declined 5.6% in 2006 to 5.1% in 2012

ANG Officers Demographic Trend



Since 2006, all Female, Minority, Latino Categories for Officers Trended Up except for African-American Category (4.91% in 2006) to 4.77% in 2012 (-0.14%).





ANG Strategic Outreach

ANG Outreach Activities

- NGB Best Practice Women in Aviation event led by Brig Gen Carol Timmons, ATAG, Delaware ANG
- Joint Women's Leadership Symposium in 2013 attended by ANG, Washington National Harbor, MD
- Officer Women Leadership Symposium, 20-21 Sep 13, Arlington, VA announced events ANG-wide; http://academywomen.org/events/
- Monthly ANG Leadership and Diversity Newsletter highlights nation-wide best practices, leadership, development, mentorship, new initiatives and demographic trends that impact workforce.
- Pentagon Federal Women's Program: CFD Member

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