

**CALIFORNIA MILITARY DEPARTMENT
DIVERSITY AND INCLUSION STRATEGIC PLAN**



FY 18 - FY 22

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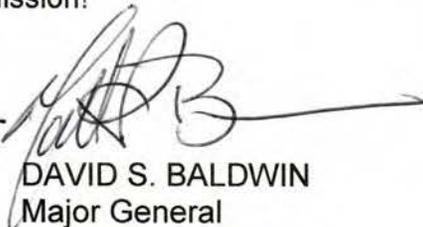
FORWARD

It is my pleasure to provide this copy of the California Military Department Diversity Inclusion Strategic Plan. My intent is to outline an ambitious pathway to make the California Military Department (CMD) workforce reflective of California society. It is not intended as an Affirmative Action Plan. My intent is always grounded in the idea "that Diversity in the California Military Department is not a Policy or a Program, but is a mindset about Adding Value to California and America." The California Military Department is committed to achieving a workforce that is composed of a full representation of women, men, minority groups, and people with disabilities, veterans, and sexual orientation. Achieving these goals requires a commitment by all leaders to work together in the execution of this strategy and associated action plans. This plan sets clear objectives that leadership of the Army National Guard, Air National Guard, Joint Staff, and Commanding Officers at our installations shall use to develop their own Action Plans.

The CMD exists to serve federal, state, and community missions. Ideally, our members are drawn from all backgrounds, reflecting diverse talents, perspectives, thoughts, customs and habits. To ensure the maximum contribution at ALL our Soldiers, Airmen, and Civilians, it is the primary responsibility of all personnel to embrace, support and bring to life a base culture that reflects:

- Absolute respect for all people, ranks, functions and positions. Inclusion and engagement that capitalizes on the talents of all
- Embracing different thoughts, ideas and perspectives.
- Affords equal opportunity for advancement and opportunity to all.
- Morale courage to speak up and stand up against improper behavior.
- An environment of fairness that ensures all are given the opportunity to reach his or her full potential.

The challenges of a twenty-first century military demands a new way of being, thinking and leading. Embracing Diversity is not a "nice to do" but a "must do" to ensure mission readiness and success. As the men and women of CMD can be called upon to serve locally and globally, it is incumbent on all leaders prepare to serve in a multicultural world that works to eliminate bias, prejudice, and any form of unequal treatment. When we get it right here, we are prepared to deliver on our promise when we are called to serve no matter the mission!

FOR 
DAVID S. BALDWIN
Major General
The Adjutant General


THOMAS L. JAMES, CMSgt, CA ANG
Command Senior Enlisted Leader

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CHAPTER 1

GOAL 1: Ensure leader commitment to diversity and inclusion practices at all levels of the California Military Department.

1-1. The California Military Department views diversity inclusion as a strategic imperative. Diverse backgrounds and experiences bring inherently different outlooks and ways of thinking, the key to innovation. We gain a strategic advantage by leveraging the diversity of all members and creating an inclusive environment in which each member is valued and encouraged to provide ideas critical to innovation, optimization, and organizational mission success. Leader commitment at all levels is a critical factor in the success of the California Military Department's diversity initiatives.

OBJECTIVE 1.1: REINFORCE STRATEGIC DIRECTION TO MAKE LEADERSHIP ALIGNED, COMMITTED, AND ACCOUNTABLE TO DIVERSITY AND INCLUSION	
PERFORMANCE MEASURES	INITIATIVES
1. Develop and update policies and procedures to ensure diversity and inclusion is an institutional priority.	<ul style="list-style-type: none">• Leadership issues diversity policy statements, roadmaps, and/or strategic plans.• Resource and institute clear, consistent, and robust diversity management policies and directives that ensure decisions are merit-based.• Assess and modify, as necessary, the California Military Department policies as they relate to diversity.
2. Establish and implement an accountability review construct.	<ul style="list-style-type: none">• Establish and leverage forums, including a senior level body to oversee and monitor key diversity and inclusion initiatives.• Identify key diversity and inclusion indicators (e.g., career fields and key assignments leading to senior ranks).• Develop the comprehensive enterprise wide capability to monitor the scope and impact of the California Military Department diversity efforts.• Conduct barrier and trend analysis on key diversity indicators for military (MEO) and Civilian (EEO) that provides guidance to aid leaders in making informed diversity decisions.

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OBJECTIVE 1.2: EMPLOY COMPELLING AND CONSISTENT STRATEGIC COMMUNICATIONS	
PERFORMANCE MEASURES	INTIATIVES
<p>1. Inform internal and external audiences about the California Military Department diversity efforts in support of recruiting, development, and retention goals.</p>	<ul style="list-style-type: none"> • Leverage relationships with non-California Military Department entities and maximize the use of social media to expand the diversity message internally and externally to target markets. • Create, assess, and execute a diversity and inclusion strategic communications plan.

OBJECTIVE 1.3: DEVELOP METHODS TO ENSURE LEADERSHIP ACCOUNTABILITY FOR IMPLEMENTING DIVERSITY INITIATIVES AND PROGRAMS AT ALL CMD COMMANDS	
PERFORMANCE MEASURES	INTIATIVES
<p>1. Measure organizational compliance in developing initiatives that incorporate the California Military Department's diversity management policies into the culture and management processes (i.e. commander policy, demographic representation, promotions, turnover, councils, affinity groups, training, etc.).</p>	<ul style="list-style-type: none"> • Measure growth and compliance in areas of cultural awareness, behaviors within the workforce, and innovative strategies. • Key leadership actions (e.g. execution of localized diversity action plans) set the tone and sustain momentum to implement desired strategic organizational diversity initiatives. • Develop a leader's award for diversity that identifies those in the organization that are striving to excel in this area. • Establish internal controls to measure effectiveness and compliance with TAGs Diversity Policies.

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1-2. Leader Commitment to Diversity. The California Military Department will develop structures and strategies to equip leadership with the ability to manage diversity, be accountable, and engender an inclusive work environment that cultivates innovation and optimization within the Department. Goal 1 presents a California Military Department-wide sustainment and accountability approach, which aims to support and deepen the leadership support and commitment for diversity, as well as to provide top down command ownership. This goal aims to accomplish:

- a. A renewed ability of senior leaders to champion and define diversity program priorities.
- b. An enhanced capability to monitor progress and ensure that appropriated systems are in place.
- c. An objective assessment process for diversity progress, consistent with legal obligations.
- d. An authentic, consistent, visible commitment to diversity through strategic communications messaging that resonates.

1:1. Reinforce strategic direction to make leadership aligned, committed, and accountable to diversity and inclusion.

Leader commitment at all levels is a critical factor in the success of diversity initiatives. Diversity applies to everyone. Leaders will set priorities and establish policies that implement and sustain diversity practices at the individual, command, and organizational levels.

1: 2. Employ compelling and consistent strategic communications.

It is vital that the California Military department has an organized and structured body of representative personnel that can readily dialogue and disseminate diversity information that is relevant to the entire organization. Communicating The Adjutant General's message on diversity to all echelons of the California Military Department is critical to attaining visible, top leadership commitment to managing diversity. Each member of the California Military Department should have a solid understanding of the business case for diversity, how it affects mission readiness, and why it is vital for today's military. The Adjutant General's diversity message clearly sets the tone that diversity management is essential to the California Military Department's ability to remain a premier military force and the best place to work in the state of California.

1:3. Develop methods to ensure leadership accountability for implementing diversity initiatives and programs at all California Military Department Commands.

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All echelons of the California Military Department will be responsible for implementing and incorporating diversity management policies into their business and management processes. The implementation strategy covers categories of action:

- Key leadership actions (e.g. execution of localized diversity action plans) set the tone and sustain momentum to implement desired strategic organizational diversity initiatives.
- Recommendation on how to modify the infrastructure to support and advance changes needed to implement diversity initiatives on a continuing basis.
- Put strategies in place to support diversity efforts that enables organizational success. The entire organization must have an understanding of diversity and be given an opportunity to participate through training, councils, affinity groups, etc.
- Develop a leader's award for diversity that identifies those in the organization that are striving to excel in this area.

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CHAPTER 2

GOAL 2: Institutionalize talent management processes that identify, recruit, develop and retain a cadre of high-performing Service Members and Civilians from diverse backgrounds

2-1. California Military Department will be an employer of choice by creating a merit-based workforce life-cycle continuum that focuses on personal and professional development through training, education, and developing employment flexibility to retain a highly-skilled workforce. Goal 2 acknowledges the CMD's desire to identify, attract, and retain the most competent, qualified, and diverse workforce to support global, national and state defense.

OBJECTIVE 2.1: DESIGN AND PERFORM STRATEGIC OUTREACH AND RECRUITMENT TO REACH ALL SEGMENTS OF SOCIETY	
PERFORMANCE MEASURES	INTIATIVES
<p>1. Ensure current recruitment practices are effectively reaching all segments of society.</p>	<ul style="list-style-type: none"> • Assess the effectiveness of current branding and recruitment practices for all demographics/markets to ascertain actionable steps to increase access and positioning. • Establish a baseline for the purpose of identifying merit based barriers and improving diversity in applicant pools by 2022. • Establish framework to collect, review, and analyze applicant flow data and recruiting trends to relevant Civilian labor force (RCLF) data and eligible applicant pool to identify gaps
<p>2. Synchronize outreach and recruitment activities across the CMD. Ensure that outreach and recruitment strategies are designed to draw from all segments of society.</p>	<ul style="list-style-type: none"> • Establish a framework to review and identify both outreach and recruitment activities. • Identify and integrate areas of overlap if practical. • Employ Special Emphasis Program (SEP) Managers to work towards attracting, recruiting, and retaining a diverse workforce.

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OBJECTIVE 2.1: CONTINUED	
PERFORMANCE MEASURES	INITIATIVES
<p>3. Establish/expand strategic relationships with internal and external key stakeholders at diverse colleges and universities, trade schools, apprentice programs, Science, Technology, Engineering, and Mathematics (STEM) initiative programs, and affinity organizations.</p>	<ul style="list-style-type: none"> • Assess and leverage relationships with key stakeholders to enhance outreach and recruitment strategies to ensure that they effectively reach all segments of society. • Review and ensure that internship, fellowship, and scholarship programs have diverse pipelines to draw candidates from all segments of society. • Review and ensure applicants with diverse backgrounds are recruited from Service Academies and other officer accession sources

OBJECTIVE 2.2: ENSURE POLICIES AND PROGRAMS SUPPORT THE EFFORTS TO IDENTIFY, ATTRACT AND RECRUIT FROM A BROAD, DIVERSE TALENT POOL	
PERFORMANCE MEASURES	INITIATIVES
<p>1. Create and assess implementation policies to support diversity strategic outreach and recruitment practices.</p>	<ul style="list-style-type: none"> • Review and modify policies as necessary to ensure a diverse, merit-based leadership pool for the twenty-first century. • Leverage SEP assets to develop and inform implementation plans.

OBJECTIVE 2.3: PROMOTE PRACTICES THAT RETAIN TOP TALENT CAP ABLE OF MEETING THE DEPARTMENT'S READINESS NEEDS FOR THE 21ST CENTURY	
PERFORMANCE MEASURES	INITIATIVES
<p>1. Enhance retention initiatives to retain a broad diverse pool of top talent.</p>	<ul style="list-style-type: none"> • Review and assess flexible workplace programs (e.g. telework, wellness programs, off-ramps/on-ramps, and other work-life flexibilities). • Evaluate the effectiveness of California Military Department's retention initiatives. • Analyze workforce data and policies to ensure full access to key developmental assignment opportunities.

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OBJECTIVE 2.3: CONTINUED	
PERFORMANCE MEASURES	INITIATIVES
2. Promote an inclusive environment that empowers Service Members and employees to perform at their maximum potential	<ul style="list-style-type: none"> • Ensure a framework to oversee and monitor organizational climate. • Ensure senior leader involvement in climate assessments. • Develop survey instruments or equivalents to support leaders in managing a diverse force.

2-2. Goal 2: Talent Management. Talent management addresses the professional management responsibilities of leadership through the establishment of specific initiatives in the areas of outreach, recruitment, assignment, mentorship, and succession. Talent management can be viewed as a comprehensive, institutionalized system for attracting, developing, retaining, and transitioning Service Members and Civilians from diverse backgrounds who have the abilities and aptitude to meet current and future personnel readiness requirements while securing and sustaining and all-volunteer force.

2:1. Design and perform strategic outreach and recruitment to reach all segments of society.

The California Military Department will design and promote a strategic outreach approach to ensure there is a concerted merit-based effort to seek the diverse, qualified talent that will be necessary to meet the challenges of the twenty-first century.

2:2. Ensure policies and programs support the efforts to identify, attract, and recruit from a broad, diverse talent pool.

It is vital that the California Military Department has an organized and structured body of representative personnel that can readily dialogue and disseminate diversity information that is relevant to the entire organization. Communicating the Adjutant General’s message on diversity to all echelons of the California Military Department is critical to attaining visible, top leadership commitment to managing diversity. Each member of the California Military Department should have a good understanding of diversity.

2:3. Promote practices that retain top talent capable of meeting the Department’s readiness needs for the twenty-first century.

Retaining top talent is essential to sustaining mission readiness that is adaptable and responsive. Senior leaders must fully appreciate generational differences and champion efforts that fully employ a wide array of workplace flexibility policies to retain today’s millennial generation. Understanding retention drivers, implementing retention initiatives, and building policies and programs that account for shifts is critical as we build the senior leaders in the future force.

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CHAPTER 3

GOAL 3: To develop diversity resources that provide a toolbox for leadership to expand outreach, affect upward mobility and create equal access for underrepresented demographic groups

3-1. The primary purpose of this goal is develop innovative best practices and provide resources that will give leadership opportunities to educate and implement those known strategies that promote diversity initiatives and competencies. The California Military Department's diversity training will focus on proactively creating an inclusive environment that contributes to attracting, developing, leading, and retains all personnel while enhancing mission readiness.

OBJECTIVE 3.1: PROMOTE DIVERSITY AND INCLUSION THROUGH TRAINING, DEVELOPMENT, AND EMPLOYEE ENGAGEMENT PRORAMS	
PERFORMANCE MEASURES	INTIATIVES
1. Infuse diversity and inclusion messaging into training and leadership development.	<ul style="list-style-type: none"> • Identify and integrate diversity principles, practices, and competencies into professional development training, education, and performance management programs. • Develop a framework to oversee and monitor diversity, inclusion principles and practices for all professional development programs. • Establish and assess diversity and inclusion competencies for leadership to lead a diverse workforce.
2. Leverage opportunities presented by Service Member and employee groups.	<ul style="list-style-type: none"> • Support participation in employee affinity and resource groups consistent with the Joint Ethics Regulation (JER), DoD 500.07-R

OBJECTIVE 3.2: ENSURE POLICIES AND PROGRAMS SUPPORT THE EFFORTS TO DEVELOP AND MENTOR A BROAD, DIVERSE TALENT POOL	
PERFORMANCE MEASURES	INTIATIVES
1. Review training and development programs to ensure they draw from all segments of the workforce and identify barriers.	<ul style="list-style-type: none"> • Analyze applicant pool and selection data and ensure full access to all development programs. • Ensure senior leader visibility to development and training selections process.

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OBJECTIVE 3.2: CONTINUED	
PERFORMANCE MEASURES	INITIATIVES
<p>2. Create, implement, and assess policies to support the development, mentorship, and retention of a broad and diverse talent pool.</p>	<ul style="list-style-type: none"> • Review and modify policies to ensure broad access to mentoring approaches for all personnel. • Review existing mentorship models and assess effectiveness. • Create flexible mentoring models, informal and formal (e.g., one on one, mentor teams, command based, peer to peer, and social networking applications). • Develop a California Military Department framework for mentorship.

3-2. Resources will be required to develop and institutionalize training and education, document and analyze trends, institutionalize talent management and support other aspects of diversity efforts. The primary purpose of this goal is to look at the California Military Department Culture and identify what we may need to stop, start, and continue doing to foster a diverse Workforce. To work with leaders in the California Military Department on strategies that focus on diversity that tie into mission readiness and high performing teams. Leaders around the state will work in partnership with the Joint Diversity Executive Council to develop a mindset, skill set, and tool set for the best practices that attract and retain talent.

3:1. Promote diversity and inclusion through training, development, and employee engagement programs.

Personnel must understand the importance and relevance of behaviors that are conducive to achieving diversity and those that hinder and are toxic to diversity. Personnel will be accountable to create a safe and productive work environment. In addition, any policies and procedures that are an advantage/disadvantage for any group must be reviewed and managed to ensure fairness and equality for all.

3:2. Ensure policies and programs support the efforts to develop and mentor a broad, diverse talent pool.

3:3: Strong mentoring programs, both formal and informal, are critical elements that can be leveraged to provide diverse talent the tools to compete for leadership opportunities within the California Military Department. Successful mentoring will ensure our valued employees make informed career choices to reach their highest potential. The value of mentoring will be infused throughout the training continuum, beginning at the point of accession and continuing through the career. Critical mentoring skill must be fully developed in senior leaders and lessons learned shared and trained throughout the California Military Department.

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CHAPTER 4

GOAL 4: To promote individual readiness, creating and maintaining an environment that encourages personal and professional growth regardless of race, religion, color, gender, national origin or sexual orientation.

4-1. EQUAL OPPORTUNITY

a. The Equal Opportunity (EO) program began in the Army and the Air Force as a result of existing societal conditions and was developed to promote better relations between races and ensure equality in treatment. From 1960 and during the subsequent 44 years, society made positive changes aimed at eliminating discrimination, and commanders found that the existence of EO improved combat readiness and mission accomplishment. They adopted EO programs as an essential part of their management practice and began relying on their trained EO personnel as human relations consultants.

b. The EO program continues to evolve to meet Joint Force needs. Due to increased awareness of the negative impact of discriminatory practices, less discrimination is visible in the military today. However, the realization that such treatment can occur and the awareness that it can be stopped are the foundations of this Equal Opportunity Action Plan (EOAP). By taking decisive action to eliminate conditions that allow discrimination and disparate treatment of any military personnel, commanders, and key staff members can ensure that EO is a reality throughout the California National Guard (CANG).

4-2. PURPOSE

The purpose of this EOAP is to identify and establish specific responsibilities that will provide for the assurance of EO through objectives and milestones which can be managed and measured to help ensure EO is the norm within the CANG. To promote individual readiness, this EOAP will assist the CANG with creating and maintaining an environment that encourages personal and professional growth regardless of race, color, gender, religion, national origin or sexual orientation.

4-3. POLICY

a. The EOAP directs positive Equal Opportunity Action in support of the CANG policy that provides EO and treatment for all Soldiers and Airmen regardless of race, color, gender, religion, national origin or sexual orientation. It reflects the high priority afforded these important tasks and the commitment of the CANG to achieve its goals.

b. The Adjutant General (TAG), in accordance with Department of Defense (DoD) Directive 1350.2, DoD Directive 1350.D-2, Army Regulation (AR) 600-20, National Guard Regulation (NGR) 600-21, and Air National Guard Instruction (ANGI) 36-7 requires that the CANG:

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- (1) Implement EO plans, policies, and programs.
- (2) Develop EOAPs down to brigades and wings (O-6 and above commands).
- (3) Review any complaints received and take appropriate action, as necessary.
- (4) Implement a reporting system for Division/Brigade/Wing EO programs.

4-4. GOALS

- a. Ensure all military personnel are afforded EO for entry, development, and advancement in the CANG.
- b. Create an environment free from discrimination and sexual harassment.

4-5. OBJECTIVES

- a. Provide opportunity for the professional growth of personnel.
- b. Facilitate maintaining a positive EO environment.
- c. Provide an environment free of sexual harassment.
- d. Effectively utilize personnel capabilities.
- e. Identify and correct systemic problems that have a negative effect on EO.
- f. Educate all military personnel on promotion requirements.
- g. Assess, evaluate, and analyze Equal Opportunity Actions elements.
- h. Emphasize the chain of command as the primary channel for correcting allegations of discrimination.
- i. Infuse EO into the traditional system by placing the responsibility for it into the hands of all military personnel.

4-6. RESPONSIBILITIES

- a. The Adjutant General.
 - (1) Establishes EO programs to assure EO for all military personnel.
 - (2) Assures that personnel policies with respect to EO matters are publicized at all levels and review EO programs at senior commands (SRCOMS).

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(3) Establishes procedures for the expeditious identification of programs and the processing and resolution of complaints concerning discriminatory practices and policies.

(4) Assures that allegations of discrimination are processed in accordance with the complaint procedure, CNGBI 9601.01.

(5) Establishes administrative and compliance monitoring procedures for assessing and reporting the status of EO activities within the command, unit, or activity.

(6) Ensures EO integrity.

(7) Issues guidance on the timing of EO training as an essential part of unit activities contributing to unit effectiveness.

(8) Identifies discriminatory practices and initiates aggressive Equal Opportunity Actions to remove factors contributing to them.

(9) Provides staffing of authorized positions and resources to adequately carry out all EO programs.

b. Commanders at all levels.

(1) Will proactively seek and identify discriminatory practices and initiate corrective actions to remove contributing factors.

(2) Initiate and conduct programs that promote EO for interpersonal and intergroup harmony for all military personnel in keeping with established National Guard Bureau (NGB) regulations and policies.

(3) Conduct EO training consistent with TAG requirements.

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

(5) Annually issue, post, and update a statement for support of EO for all military personnel.

(6) Ensure all allegations of discrimination and harassment are properly processed and that corrective action is taken, as appropriate.

(7) Provide staffing of authorized positions and resources to carry out the EO program.

(8) Establish procedures for assessing and reporting the status of EO activities within the command and monitor compliance with such procedures.

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(9) Develop Equal Opportunity Action plan goals suitable and obtainable for the organization.

c. Director of Manpower and Personnel (J1).

(1) Principal assistant to TAG in the administration of the EO programs.

(2) Advises the TAG on EO matters.

(3) Responsible for the entire operation of the EO Office and provides guidance, direction, and supervision to the assigned staff.

(4) Reviews policies for the administration of EO.

d. State Equal Employment Manager (SEEM).

(1) Coordinates and assists the Human Relations/Equal Opportunity Officer and Program Manager in the development and sustainment of EO programs.

(2) Monitors EO complaints processing system on behalf of TAG.

e. Human Relations/Equal Opportunity Officer (HR/EO).

(1) Advises and assists other staff officers in carrying out their EO responsibility to key officials and individuals in the performance of their day-to-day functions and tasks at each level of command.

(2) Develops policies for EO administration.

f. EO Program Manager (EOPM).

(1) Assistant to TAG in the development and supervision of EO matters.

(2) Manages the Military Discrimination Complaint System within the state.

g. Director of Military Personnel (G1/A1).

(1) Includes EO concepts in all personnel-oriented programs.

(2) Assures that all personnel management, administrative programs, and services are conducted in conformance with EO policies.

h. Director of Training (G3/A3) supports EO training, subject to the availability of funding.

i. Inspector General (IG) ensures EO compliance with programmed IG inspections.

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j. Equal Opportunity Advisors (EOA)/Military Equal Opportunity (MEO) Professionals.

(1) Accomplish planning, management, staffing, and supervising functions on EO programs.

(2) Advise Commanders. Advise and assist TAG, J1, SEEM, HR/EO Officer, other staff members, and subordinate commanders regarding EO issues, merits, validity, and processing of discrimination complaints.

(3) Advise Commanders. Assist TAG, J1, SEEM, and HR/EO Officer in the development, implementation, and administration of the command EO program.

(4) Assist in training unit leaders in conducting EO training.

(5) Provide staff guidance to subordinate EO staff.

(6) Maintain liaison with minority women's and civic organizations on EO matters.

(7) Conduct informal fact finding into allegations of discrimination on behalf of commanders to facilitate informal resolution.

(8) Assist and advise complainants on the complaint process.

(9) Assist the complainant in the clarification of the issue(s) and basis(es) of the complaint.

(10) Provide feedback to the complainant on the status of the complaint at each step of the process and advise on the next step.

(11) Coordinate the processing of all complaints of discrimination with the SEEM and HR/EO Officer and/or MEOs.

(12) Provide technical assistance to investigators of formal discrimination complaints.

4-7. COMMAND EMPHASIS

a. All military members of the command shall know the Commander's EO policy.

b. All officers and non-commissioned officers shall know what is required to support the command EO program.

c. Commanders at all levels shall regularly provide EO education and training programs consistent with TAG requirements and command needs.

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d. All officers and non-commissioned officers at all levels shall foster unity of purpose within the command by stressing open communication.

4-8. OFFICER EVALUATIONS

Raters, senior raters, and endorsers must thoroughly evaluate each officer's effectiveness in the execution of the command EO policy and programs. Counseling periods must be used to inform rated individuals of their specific accomplishments or shortcomings in this area. In the development of standards for obtaining objective evaluations on efficiency reports, commanders should consider the following questions:

a. Does the individual simply avoid the problem or actively participate in command efforts to create an EO environment?

b. Does the individual accept the program as an integral part of the chain of command or subscribe to the concept that the chain of command and the EO program are opposing forces?

c. Is the individual aware of and adhere to the principles of the EO program?

d. Does the individual display or tolerate behavior not conducive to a positive EO environment?

e. Does the individual understand and accept the concept of Equal Opportunity Action plus take self-initiated actions in support of the command's EOAP?

f. Does the individual set valid standards of performance and behavior for all subordinates?

4-9. DEFENSE EQUAL OPPORTUNITY CLIMATE SURVEY

a. In December 2013, all military service components were directed to use the Defense Equal Opportunity Climate Survey (DEOCS) as the singular standard to assess unit climate, replacing the Command Climate Survey (Army) and the Unit Climate Assessment (Air Force). Every Army and Air Force unit commander is required to conduct a DEOCS upon assuming command and annually, thereafter.

b. The DEOCS is used to clearly identify diversity and inclusion in the workplace. The system provides a unit demographic breakout, assesses perceptions of discrimination, perceptions of Sexual Assault Prevention and Response (SAPR) climate within your organization, organizational effectiveness in the form of climate factor subgroup comparisons, an overall unit summary, and recommendations. The DEOCS provides unit leaders a well-rounded picture of their organization by identifying the perceived attitudes and behaviors of its members that typically affect morale and organizational performance.

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c. For information on how to initiate the DEOCS for your unit, contact your commands EO representative, usually the Equal Opportunity Advisor (EOA) at the Brigade or Military Equal Opportunity (MEO) representative at the Wing, or the California National Guard Equal Opportunity Program Manager (EOPM).

d. UNIT COMMANDER REQUIREMENTS.

- (1) Contact command EOA, MEO, or EOPM to coordinate a unit DEOCS.
- (2) Conduct your initial DEOCS within 120 days of assuming command.
- (3) Review results of DEOCS with EOA/MEO/EOPM and develop an Action Plan.
- (4) Action Plan should include objectives, measures of success, activities & timelines.
- (5) Brief next level higher commander NLT 30 days of DEOCS results.
- (6) Provide feedback to unit members NLT 60 days of DEOCS results.
- (7) Conduct subsequent DEOCS annually, or more often, as needed.

e. Key References:

- (1) DoD Directive 1350.2 – DoD Military Equal Opportunity (MEO) Program.
- (2) AR 600-20 (Army Command Policy).
- (3) Army Directive (AD) 2013-29 (Army Command Climate Assessments).
- (4) AFI-36-2706 (Equal Opportunity Program Military and Civilian).
- (5) AFPD 36-27 (Equal Opportunity).

4-10. REPORTING REQUIREMENTS

Equal Opportunity Advisors (EOA's) and Military Equal Opportunity (MEO) personnel are responsible to submit a Commanders (O-6 and above commands) a completed Commanders Annual Equal Opportunity Report Card (CAEORC).

a. This report card is available from the EO and Equal Employment Opportunity (EEO) office.

b. This report card identifies EO action progress and shortfalls covering the periods from 1 October – 30 September and will summarize the status of EO activities within their respective command during the past fiscal year.

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c. EOA's and MEO's will submit the CAEORC to the EO/EEO Office at ng.ca.caarng.list.eo-eeo@mail.mil no later than 30 December. The EO/EEO office will incorporate the CAEORC reports into the Annual Narrative Statistical Report (ANSR) due to NGB.

d. The EEO/EO office will brief trends and analysis to General Officers when applicable.

4-11. SPECIAL INSTRUCTION

Proponents will continually review, update, and recommend changes on the EOAP to the Director, Manpower and Personnel (J1), ATTN: NGCA-JSD-EEO.

4-12. SIGNIFICANT DATES

Dates significant to the EO Program are shown in APPENDIX E.

4-13. EO OBJECTIVES, GOALS, AND MILESTONES

a. This section contains EOAP program elements grouped in five major focus areas (Force Composition; Utilization and Career Advancement; Professional Military Education; Awards and Decorations, and Complaints). The program elements and objectives listed in this plan are statements of intent on the part of the CANG and represent desired goals based on realistic prospects for attainment, subject to revision. All program elements include objectives, goals, milestones, and timetables designed to be readable, applicable, and measurable.

- (1) FORCE COMPOSITION.
 - (a) RECRUITING (Air Guard)/ACCESSIONS (Army Guard).
 - (b) RETENTION.
 - (c) SEPARATIONS AND DISCHARGES.
- (2) UTILIZATION AND CAREER ADVANCEMENT.
 - (a) ASSIGNMENTS.
 - (b) SELECTION FOR AGR POSITION (Assignment).
 - (c) UTILIZATION OF SKILLS.
 - (d) PROMOTIONS.
- (3) PROFESSIONAL MILITARY EDUCATION (PME).
- (4) AWARDS AND DECORATIONS.

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(5) DISCRIMINATION AND HARASSMENT COMPLAINTS.

b. Milestones and goals listed are arranged in a timetable format to facilitate management efforts. The commander and/or staff office that has/have the resources and authority to control or influence the outcome of specific Equal Opportunity Actions is/are responsible for goal development and accountability for Equal Opportunity Actions.

c. The actions identified are based on the following considerations:

- (1) Applicability to the California Army and Air National Guard.
- (2) Impact on combat readiness.
- (3) Reporting requirements from higher headquarters.
- (4) Commander's guidance.

OBJECTIVE 1(a): FORCE COMPOSITION RECRUITING (Air Guard)/ACCESSIONS (Army Guard)

OBJECTIVE: Unit Commanders and above will accomplish, through recruiting and accessions, for the grades of E-1 to E-3, E-4 to E-6, WO1, O-1 to O-3, the following objectives:

1. Maintain existing minority /female groups which meet the criteria for state's parity representation, and monitor annual increases or decreases within the groups.
2. Monitor all under representation for positive progression toward parity representation.
3. Correct any of the following deficiencies (if needed):
 - a. Conspicuous absenteeism of any particular minority group or female representation.
 - b. Severe under representation of a particular minority group or female representation.
 - c. Excessive turnover rate (over 10%) of a particular minority group or female representation.
4. These annual statistical reports will be incorporated into the annual trend statistical analysis report.

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OBJECTIVE 1(a): CONTINUED
5. It is important that the above grades reflect parity representation for the state, because they represent the applicant pool for senior Officer/NCO promotions and key assignments.
PROPOSERS: Commanders (Division, Brigade/Wing, Unit), MILPO/MILPDS, Recruiting & Retention Managers (Air Guard & Army Guard)
TARGET DATE: FISCAL YEAR
MILESTONES: 1. Each fiscal year, a minority/strength report will be accomplished and compared to the previous year to monitor current minority/female representation in the stated objectives. 2. Ensure eligible minorities and women are considered equally for OCS and WOC programs. 3. Identify minority and women ROTC members in the local area and encourage them to participate in the Simultaneous Membership Program (SMP). 4. Identify qualified minority and women Soldiers and Airmen for OCS and WOC/AMS.
RECOMMENDED CORRECTIVE ACTIONS: Proponents will track and report to senior leadership the completion of required reports by Division/Brigade/Wing. Discrepancies will be identified to Commander CA ARNG and Commander CA ANG for command influence. * Army specific task ** Air Force specific task

OBJECTIVE 1(b): FORCE COMPOSITION RETENTION
OBJECTIVE: Ensure equitable opportunities for extensions are provided to and utilized by minority and female unit members.
PROPOSERS: Commanders (Division, Brigade/Wing, Unit), Retention (Air Guard & Army Guard), EOAs, and MEOs
TARGET DATE: FISCAL YEAR
MILESTONES: 1. Compare minority and female numbers to non-minority males to insure an imbalance does not exist. Also determine what future impact (positive or negative), such as imbalance, would have on the unit's minority/female representation.

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OBJECTIVE 1(b): CONTINUED

2. Review and analyze data for significant trends variation and make recommendations as appropriate.

3. Assist BDE* and Wings** in improving their career potential for Service members through programs of study, on-the-job training, and formal schooling.

RECOMMENDED CORRECTIVE ACTIONS:

1. Unit Commanders/1SGs will focus on retention management programs such as: AWOL Abatement and Counseling (Career and ETS).

2. All new Unit Commanders will conduct an EO Unit Climate Survey (UCA) within six months of assuming command. Survey will include questions regarding sexual and/or racial discrimination and treatment. EOAs /MEOs may be used as the Commander's proponent representative.

3. Unit Retention NCOs/Unit Career Advisors will work closely with Commanders to develop and manage a viable Retention Management Program.

4. A1/G1/S1s will closely monitor retention management at unit level and coordinate with EOAs/MEOs to report particular trends in minority groups or female representation.

5. Senior Command (SRCOM) EOAs/MEOs will brief the Commander, Command Sergeant Major, Command Chief Master Sergeant, and Human Resources Advisors regarding particular trends in minority groups or female recruiting/retention issues and trends on a recurring basis.

* Army specific task

** Air Force specific task

OBJECTIVE 1(c): FORCE COMPOSITION SEPARATIONS/DISCHARGES

OBJECTIVE: Ensure all separations and discharges of minority and female personnel were administered without bias and:

1. We're not pretext for adverse discrimination practices based on race, color, national origin, gender, religion, and/or retaliation.

2. Monitor the number of minority/female discharges/separations to avoid a future adverse impact of under representation and/or conspicuous absenteeism in the unit.

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OBJECTIVE 1(c): CONTINUED
PROPOSERS: Commanders (Division, Brigade/Wing, Unit), Mission Support Flight (MSF), Accession Command, MILPO, Recruiting & Retention Manager, the HR/EO Officer, EOAs, and MEOs.
TARGET DATE: FISCAL YEAR
MILESTONES: 1. Evaluate the number of minority/female discharges/separations to insure an imbalance does not exist with non-minority male discharges/separation. 2. Review data for trends. If imbalances exist, determine causative factors and take appropriate actions, as necessary.
RECOMMENDED CORRECTIVE ACTIONS: All EOAs/MEOs and O-6 and above commands are to work closely with Retention NCOs and local Recruiters. * Army specific task ** Air Force specific task

OBJECTIVE 2(a): UTILIZATION AND CAREER ADVANCEMENT ASSIGNMENTS
OBJECTIVE: Ensure that minorities/females are considered equally in assignments for key positions.
PROPOSERS: Commanders (Division, Brigade/Wing, Unit), HR/EO Officer, EOAs, and MEOs.
TARGET DATE: FISCAL YEAR
MILESTONES: 1. Identify current minority/female representation for the following key staff positions: a. Command positions. b. Command Sergeant Major/Command Chief Master Sergeant positions. c. First Sergeant positions. d. Higher headquarters positions (if applicable): division, brigade, group or O-6 equivalent commands. 2. Analyze and report data to TAG on the number of brigade, wing, battalion, group, company, and squadron commander positions authorized and filled by race/ethnic origin and gender. Categories are Caucasian, Black, Hispanic, Native/American Indian, Asian American/Pacific Islander, Racial Others, Males, and Females.

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OBJECTIVE 2(a): CONTINUED

3. Analyze and report data to TAG on the number of brigade, wing, battalion, group, company, and squadron commander positions authorized and filled by race/ethnic origin and gender. Categories are Caucasian, Black, Hispanic, Native/American Indian, Asian American/Pacific Islander, Racial Others, Males, and Females.
4. Analyze and report data to TAG on the number of First Sergeant and Command Sergeant Major positions authorized and filled by race, ethnic origin, and gender.
5. Evaluate the above data for under representation or conspicuous absenteeism of minorities/females in key assignments. If significant imbalances (+/-15% variation) are identified, institute corrective actions, as appropriate.

RECOMMENDED CORRECTIVE ACTIONS:

1. Division/Brigade/Wing Commanders will annually report the race and gender for all Commander, Command Sergeant Major/Command Chief Master Sergeant, and First Sergeant Airmen/Soldiers on the Command Annual EO Report (CAEOR).
2. Proponents will conduct a barrier analysis for underrepresented groups.

- * Army specific task
- ** Air Force specific task

OBJECTIVE 2(b): UTILIZATION AND CAREER ADVANCEMENT SELECTION FOR AGR POSITION (ASSIGNMENTS)*

OBJECTIVE: To ensure minorities and women are considered equally in assignments.

PROONENTS: All Commanders O-6 and above, Component Chief of Staff, AGR Manager, G1, A1, HR/EO Officer, EOAs, and MEOs.

TARGET DATE: FISCAL YEAR

MILESTONES:

1. Monitor selections for AGR positions to ensure minorities and women are equally considered for career development and advancement (outreach program).
2. Collect and report data on the number of AGR positions filled by race, ethnic origin, and gender. Identify potential problem areas and/or trends.
3. If significant imbalances (+/-15% variation) are identified, institute corrective Equal Opportunity Action, as appropriate.
4. Provide recommendations to commander to overcome deficiencies.

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OBJECTIVE 2(b): CONTINUED

RECOMMENDED CORRECTIVE ACTIONS:

1. Component Chiefs of Staff will publish a memorandum emphasizing equal consideration of minorities and women for appointment and career advancement in AGR selections. This memorandum is to be provided to all selection/promotion boards for AGR selection/advancement.
2. Component Chiefs of Staff will annually report (30 September) the race/gender by military grade of all AGR Soldiers and AGR Airmen.
3. Proponents will conduct a barrier analysis with the data reported.
4. Results of the barrier analysis and the statistical data will be provided to senior leadership.

* Army specific task

** Air Force specific task

OBJECTIVE 2(c): UTILIZATION AND CAREER ADVANCEMENT UTILIZATION OF SKILLS

OBJECTIVE: Ensure that eligible minorities and females are being provided an EO for career progression, training, assignment, and skill development. This objective will also enhance current skills of minority/female applicants who are considered and selected for PME schools. This also serves to increase the applicant pool for future promotions and assignments to key staff positions.

PROPOSERS: Commanders (Division, Brigade/Wing, Unit), HR/EO Officer, EOAs, and MEOs.

TARGET DATE: FISCAL YEAR

MILESTONES:

1. Identify the utilization of skills by reviewing the effective manning (current MOSs/OPMS/ CMFs/AFSCs) held by the unit's minorities/females. This will assist in identifying any systemic barriers based on bias by indicating if there is a significant proportion of minorities/females in jobs that are traditional or have very limited career potential.
2. If significant imbalances (+/-15% variation) are identified, institute corrective Equal Opportunity Action, as appropriate.

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OBJECTIVE 2(c): CONTINUED

RECOMMENDED CORRECTIVE ACTIONS:

Proponents will conduct a barrier analysis where imbalances exist.

* Army specific task

** Air Force specific task

**OBJECTIVE 2(d): UTILIZATION AND CAREER ADVANCEMENT PROMOTIONS
(OFFICERS, WARRANT OFFICERS*, AND ENLISTED)**

OBJECTIVE: Ensure that minorities and females are considered or rated for promotions unbiased by race, color, gender, religion, national origin or sexual orientation

PROPONENTS: Commanders (Division, Brigade/Wing, Unit), MILPO/MILPDS, HR/EO Officer, EOAs, and MEOs.

TARGET DATE: FISCAL YEAR

MILESTONES:

1. Identify the number of minorities/females selected for promotion for officer, warrant officer,* and enlisted to promotion boards plus the number of minorities/females selected for promotion.
2. Identify the number of minority/female packets forwarded to the California Military Academy* (223rd IN REG) and Warrant Officer School* commission.
3. Develop and maintain statistics on Service members promoted to E-5 through E-9, W-2 through W-4*, and O-2 through O-6 determined by race/ethnic origin and gender.
4. Review data for trends. If imbalances exist, determine corrective factors and take appropriate action, as necessary.
5. Assure assigned Service members are informed and understand selection criteria and promotion procedures.
6. Conduct barrier analysis pertaining to opportunities for female officers in the CANG. Incorporate information as part of the CANG EO program.

RECOMMENDED CORRECTIVE ACTIONS:

Proponents will review and recommend appropriate actions.

* Army specific task

** Air Force specific task

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OBJECTIVE 3: PROFESSIONAL MILITARY EDUCATION
OBJECTIVE: Ensure that eligible minorities and females are being provided EO for career progression, training, assignment, and skill development. This objective will also enhance current skills of minority/female applicants who are considered and selected for PME schools. This also serves to increase the applicant pool for future promotions and assignments to key staff positions.
PROPOSERS: Commanders (Division, Brigade/Wing, Unit), MILPO/MILPDS, HR/EO Officer, EOAs, and MEOs.
TARGET DATE: FISCAL YEAR
MILESTONES: 1. Identify the number of minority and female school packets forwarded for consideration of career level schools such as CGSC, WOC, and NCOES schools. Evaluate the consideration and selection process to determine both the number of minorities and females being considered and the selection rate for career-level schools. This goal will also assist in identifying any systemic barriers based on bias. 2. If significant imbalances (+/-15% variation) are identified, institute corrective Equal Opportunity Action, as appropriate.
RECOMMENDED CORRECTIVE ACTIONS: Proponents will review and recommend appropriate actions. * Army specific task ** Air Force specific task

OBJECTIVE 4: AWARDS AND DECORATIONS
OBJECTIVE: Ensure that minorities and females are considered for awards and decorations unbiased by race, color, gender, religion, national origin or sexual orientation
PROPOSERS: Commanders (Division, Brigade/Wing, Unit), MILPO/MILPDS, HR/EO Officer, EOAs, and MEOs.
TARGET DATE: FISCAL YEAR
MILESTONES: 1. Evaluate the number of minority and female awards and decorations to insure an imbalance does not exist with non-minority male discharges/separation. Awards and decorations covered by this program element are Meritorious Service Medal, Army Commendation Medal, Air Force Commendation Medal, Army Achievement Medal, Air Force Achievement Medal, California Medal of Merit, California Commendation Medal, and California Achievement Medal.

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OBJECTIVE 4: CONINTUED

2. Review data for trends. If imbalances exist, determine causative factors and take appropriate actions, as necessary.
3. Review data for trends. If imbalances exist, determine causative factors and take appropriate actions, as necessary.

RECOMMENDED CORRECTIVE ACTIONS:

Proponents will review and recommend appropriate actions.

- * Army specific task
- ** Air Force specific task

OBJECTIVE 5: DISCRIMINATION/SEXUAL HARASSMENT COMPLAINTS

OBJECTIVE: Identify and eliminate any type of discriminatory practice, as referenced by NGR 600-21, ANGI 36-7, CNGBI 9601.01, in the unit or work place.

PROONENTS: Commanders (Division, Brigade/Wing, Unit), SEEM, HR/EO Officer, EOAs, and MEOs

TARGET DATE: FISCAL YEAR

MILESTONES:

1. Monitor statistics on the number and type of discrimination complaints filed.
2. Commanders will conduct a Unit Climate Assessment within six months from assuming command and every two years thereafter.
3. Monitor results of EO Unit Climate Assessments for indications of a discriminatory climate.

RECOMMENDED CORRECTIVE ACTIONS:

1. Complaint, training, and unit climate assessment statistics will be reported to SEEM (NGCA-JSD-EEO) with the Commanders Annual EO Report Card (CAEORC). This data will be consolidated by the SEEM and reported in the ANSR report for NGB.
 2. Proponents will monitor, review, and recommend appropriate actions.
- * Army specific task
 - ** Air Force specific task

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4-14. EO POLICIES AND EOAP OPERATIONAL REQUIREMENTS

a. This section contains the EO policies and EOAP operational requirements. The program elements and objectives listed in this plan are statements of intent on the part of the CANG and represent desired goals based on realistic prospects for attainment, subject to revision. All program elements include objectives, goals, milestones, and timetables designed to be readable, applicable, and measurable.

- (1) EO POLICY STATEMENT AND EQUAL OPPORTUNITY ACTION PLAN.
- (2) ESTABLISHING EO OFFICES AND ADVISORS (EOAs or MEOs).
- (3) EOA OR MEO TRAINING.
- (4) COMPOSITION.
- (5) UNIT EO TRAINING.
- (6) NEWCOMER'S ORIENTATION.
- (7) CONSIDERATION OF OTHERS (CO2) TRAINING.
- (8) BOARDS, COUNCILS, AND COMMITTEES.

b. Milestones and goals listed are arranged in a timetable format to facilitate management efforts. The commander and/or staff office that has/have the resources and authority to control or influence the outcome of specific Equal Opportunity Actions is/are responsible for goal development and accountability for Equal Opportunity Actions.

c. The actions identified are based on the following considerations:

- (1) Applicability to the California Army and Air National Guard.
- (2) Impact on combat readiness.
- (3) Reporting requirements from higher headquarters.
- (4) Commander's guidance.

OBJECTIVE 1: EO POLICY STATEMENT AND EOAP
OBJECTIVE: Ensure the Adjutant General's policies on Equal Opportunity, Equal Opportunity Action, and the complaint procedures are clearly defined and understood.
PROPOSERS: All O-6 and above Commanders, HR/EO Officer, EOAs, and MEOs.
TARGET DATE: FISCAL YEAR

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OBJECTIVE 1: CONTINUED
MILESTONES:
<ol style="list-style-type: none"> 1. Publish separate commander's policy statement on EO and sexual harassment within 60 days following assumption of command. 2. Develop and publish complaint policies and procedures that ensure the chain of command is the primary problem-solving device within 60 days following assumption of command. 3. Ensure all personnel are aware of complaint policies and procedures by displaying them on bulletin boards. 4. Develop procedures for registering complaints of discrimination. 5. Develop and implement comprehensive EOAP at O-6 and above command levels. 6. Annually republish EO policy.
RECOMMENDED CORRECTIVE ACTIONS:
<ol style="list-style-type: none"> 1. Completion of the Commanders Annual Equal Opportunity Report Card (CAEORC) addressing the elements and corrective actions of a model EO program. 2. JFHQ-EO will review and recommend appropriate actions. <p>* Army specific task ** Air Force specific task</p>

OBJECTIVE 2: ESTABLISHING EO OFFICES AND EO ADVISORS
OBJECTIVE: Maintain EO offices and EOAs/MEOs at O-6 or above command level.
PROPONENTS: Commanders O-6 and above
TARGET DATE: FISCAL YEAR
MILESTONES:
<ol style="list-style-type: none"> 1. Establish an EO office to permit comprehensive planning and monitoring of EO program. 2. Maintain 100 percent authorized EO staffing requirement (EOAs/MEOs). Identify where positions are authorized at units to include JFHQs, and separate units down to and including brigade, wing, or equivalent O-6 command level. 3. Develop and maintain statistical data on the number of authorized, assigned Soldiers filling EOA or MEO positions within their command/organization.

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OBJECTIVE 2: CONTINUED
<p>4. Develop and maintain statistical data on the number of additional duty Equal Opportunity Leaders (EOLs) assigned to battalion, company, and detachment sized organizations.*</p> <p>5. Semi-annually, report the name, race/ethnic origin, rank, and gender of Soldiers/Airmen filling EO positions including whether they are school trained or not. Forward information through EOAs or MEOs, SRCOM, and JFHQs.</p> <p>6. Monitor the number of trained EO Military Investigators.</p>
RECOMMENDED CORRECTIVE ACTIONS:
<p>1. Commands will establish Division/Brigade/Wing EO offices and appoint up to the maximum authorized number of EOAs/MEOs.</p> <p>2. JFHQ-EO will review and recommend appropriate actions.</p> <p>* Army specific task ** Air Force specific task</p>

OBJECTIVE 3: EOA AND MEO TRAINING
OBJECTIVE: To establish a program and selection of well qualified, motivated Soldiers to attend the Defense Equal Opportunity Management Institute (DEOMI) and ensure their proper utilization subsequent to attendance.
PROONENTS: Commanders O-6 and above, HR/EO Officer, EOAs, and MEOs
TARGET DATE: FISCAL YEAR
MILESTONES:
<p>1. Maintain statistical data on training status of Service members filling EOA staff positions and EO military investigations.</p> <p>2. Approve qualified officers and enlisted applicants who have met the selection criteria for attendance at DEOMI.</p> <p>3. Publish and distribute the National Guard/Reserve Course class schedule for attendance at DEOMI. (Note: Obtain DEOMI training schedule via ATRRS or the DEOMI website).</p> <p>4. Monitor and report on the number of trained EOAs and MEOs.</p> <p>5. Establish a method to select nominees for EO professionals and ensure prerequisites are met.</p>

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OBJECTIVE 3: CONTINUED

RECOMMENDED CORRECTIVE ACTIONS:

1. Newly appointed EOAs and MEOs must be registered and trained by DEOMI. Training status for newly appointed EOAs and MEOs will be monitored on a quarterly basis to ensure timely completion of training requirements.
2. Commanders will monitor, review, and take appropriate actions.
3. JFHQ-EO will review selections and recommend actions.

* Army specific task

** Air Force specific task

OBJECTIVE 4: COMPOSITION

OBJECTIVE: To determine and report the composition of the command (i.e., race and gender by grade.) The makeup should closely reflect the minority composition that the CANG serves. (With the exception of units/positions limited by male-only Combat Probability Codes).

PROPOSERS: HR/EO Officer, EOAs, and MEOs.

TARGET DATE: FISCAL YEAR

MILESTONES:

1. HR/EO, EOAs, and MEOs will report the composition (number and percentages) of the CANG for officers, warrant officers, and enlisted Service members by grade and gender in the following categories in the Equal Opportunity Action Plan* or MEO Annual Report**.
 - a. White, not of Hispanic origin.
 - b. Black, not of Hispanic origin.
 - c. Hispanic.
 - d. American Indian / Alaskan Native.
 - e. Asian / Pacific Islander.
 - f. Other / Two or More / Unknown.
2. Collect and maintain statistical data on command profile by race/ethnic origin and gender, then by grade.

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OBJECTIVE 4: CONTINUED
3. Identify strategies to address the decreasing number of ethnic origin and racial groups unknown in the Personnel Management File.
RECOMMENDED CORRECTION ACTIONS:
Proponents will contact JFHQ-EO for current statistical reports as needed.
* Army specific task ** Air Force specific task

OBJECTIVE 5: UNIT EO TRAINING
OBJECTIVE: Train each Soldier and Airman in EO annually at minimum.
PROPOSERS: Unit Commanders, EOLs, EOAs, and MEOs.
TARGET DATE: FISCAL YEAR
MILESTONES:
1. Annually train each unit member in EO or more frequently, as required.
2. Ensure that members of the chain of command including supervisors participate in unit EO training.
3. Develop an EO education and training program to meet the unit needs.
RECOMMENDED CORRECTIVE ACTIONS:
1. Commanders will annually report the number of Soldier/Airmen who completed EO training during the FY and the number assigned at the end of the FY.
2. Proponents will facilitate training and record attendance.
* Army specific task ** Air Force specific task

OBJECTIVE 6: NEWCOMER'S ORIENTATION
OBJECTIVE: Ensure newly assigned Soldiers are oriented on the EO program as it relates to unit effectiveness.
PROPOSERS: Unit Commander and above, EOLs, EOAs, and MEOs
TARGET DATE: FISCAL YEAR

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OBJECTIVE 6: CONTINUED
MILESTONES:
<ol style="list-style-type: none"> 1. Establish procedures to orient newly assigned officers, warrant officers, and enlisted Service members on the purpose and location of EO offices and command EO policies. 2. Develop an EO education and training program to meet the unit needs.
RECOMMENDED CORRECTIVE ACTIONS:
<ol style="list-style-type: none"> 1. All levels of command must add an EO block to the check-in process, which will be monitored by the assigned EOL, EOA, or MEO. 2. Proponents will facilitate training and record attendance. <p>* Army specific task ** Air Force specific task</p>

OBJECTIVE 7: CONSIDERATION OF OTHERS (CO2) TRAINING*
OBJECTIVE: To annually conduct CO2 training for new EOAs assigned to CA ARNG SRCOMs. Coordinate facilitation and training of certified instructors for the CO2 Program through the Joint Force Headquarters EO Office.
PROPONENTS: Commanders O-6 and above and HR/EO Officer
TARGET DATE: FISCAL YEAR
MILESTONES:
<ol style="list-style-type: none"> 1. Develop a CO2 education and training program to meet the needs of EOAs assigned to brigade (O-6 equivalent) level commands. 2. Ensure all designated EOAs assigned to each SRCOM participate in unit's training. They will participate as instructors, discussion leaders, or as resource persons on command policies and practices. 3. Complete all unit CO2 training by the 4th quarter of the fiscal year.
RECOMMENDED CORRECTIVE ACTIONS:
<ol style="list-style-type: none"> 1. JFHQ-EO office to work closely with chaplains to assist with conducting CO2 training. 2. HRC – will monitor, review, and recommend appropriate actions. <p>* Army specific task ** Air Force specific task</p>

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OBJECTIVE 8: BOARDS, COUNCILS, AND COMMITTEES
OBJECTIVE: To ensure minorities and females are equally considered for representation on all boards, councils, and committees.
PROPONENTS: Commanders O-6 and above, SEEM, EOAs, and MEOs
TARGET DATE: FISCAL YEAR
MILESTONES: 1. Ensure minority and female representation are considered in the appointment of all boards, councils, and committees. This initiative is required even when actions involving minorities and females are not being considered. 2. Ensure composition of selection boards for enlisted Service members include females and minorities.
RECOMMENDED CORRECTIVE ACTIONS: 1. The convening authority is charged to verify membership composition. 2. Proponents will verify board composition when discrimination complaints are received. * Army specific task ** Air Force specific task

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CHAPTER 5

CONCLUSION

5-1. CONCLUSION

a. Diversity and Diversity Management are critical to the California Military Department's future. The California Military Department recognizes that improving workforce "diversity" is not only a mission imperative, but also a moral obligation. *"Diversity in the California Military Department is not a Policy or a Program, but is about Adding Value to America.* California Military Department organizations are in a competitive environment for a recruitment and retention standpoint. These organizations will need viable workplace environments and cultures that welcome men and women who can truly unleash their full potential. To ensure that the California Military Department continues to offer viable options to the current and future workforce, strategies must be implemented that exceed expectations in the areas of equity, upward mobility and opportunities for growth. Diversity is a business mission imperative that all personnel must recognize as a vital strategy that helps the California Military Department remain a ready workforce.

b. Empirical studies have shown that workforce diversity offers quantifiable and advantages to organizational performance and productivity. Research is demonstrating the strong link between perceptions of fairness in the workplace and employee engagement. This validates the need and relevance for vibrant diversity initiatives in organizations that stress the importance of human capital. Diversity is a dynamic idea, one that requires long-term strategic thinking at the highest levels of the organization. California Military Department must continuously implement new ways of thinking, being and leading to endure that we are prepared. Diversity is the link that adds value to our global strategies. This Strategic Plan will be a resource to enhance our way ahead for the future.

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APPENDIX A. REFERENCES

1. Department of Defense (DoD) Directive 1020.02E, Diversity Management and Equal Opportunity in the DoD
2. DoD Directive 1350.2, Department of Defense Military Equal Opportunity (MEO) Program.
3. DoD Directive 5400.7, Freedom of Information Act (FOIA) Program.
4. DoD Instruction 1300.17, Accommodation of Religious Practices within the Military Services.
5. DoD Instruction 1350.3, Equal Opportunity Action Planning and Assessment Program.
6. Air Force Instruction (AFI) 36-2706, Equal Opportunity Program, Military and Civilian.
7. AFI 36-2707, Nondiscrimination in Programs and Activities Assisted or Conducted by the Department of the Air Force.
8. AFI 36-2909, Professional and Unprofessional Relationships.
9. Air Force Manual (AFMAN) 36-2643, Air Force Mentoring Program.
10. Air Force Policy Directive (AFPD) 36-27, Equal Opportunity (EO).
11. Army Regulations (AR) 135-200, Active Duty for Missions, Projects, and Training for Reserve Components Soldiers.
12. AR 600-8-19, Enlisted Promotion and Reductions.
13. AR 600-9, The Army Body Composition Program.
14. AR 600-20, Army Command Policy.
15. AR 611-201, Initial Entry/Prior Service Trainee Support.
16. Department of the Army Pamphlet (DA PAM), 600-26, The Department of the Army Affirmative Action Plan.
17. National Guard Regulation (NGR) 600-21, Equal Opportunity Program in the Army National Guard.

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18. Chief National Guard Bureau Instruction (CNGBI) 9601.01 National Guard Discrimination Complaint Program.

19. Air National Guard Instruction (ANGI) 36-7, Air National Guard Military Equal Opportunity Program.

20. MEMORANDUM FOR Servicemenbers, California Military Department, SUBJECT: Policy Memorandum 2015-04, Equal Opportunity, dated 18 November 2015.

21. MEMORANDUM FOR Employees, California Military Department, SUBJECT: Policy Memorandum 2015-05, Equal Employment Opportunity, dated 18 November 2015.

22. MEMORANDUM FOR Servicemenbers and Employees, California Military Department, SUBJECT: Policy Memorandum 2015-06, Prevention of Sexual Harassment, dated 18 November 2015.

23. MEMORANDUM FOR Servicemenbers and Employees, California Military Department, SUBJECT: Policy Memorandum 2015-07, Fair Treatment, dated 18 November 2015.

24. MEMORANDUM FOR Servicemenbers and Employees, California Military Department, SUBJECT: Policy Memorandum 2015-08, Workplace Consideration of Others, dated 18 November 2015.

25. MEMORANDUM FOR Servicemenbers and Employees, California Military Department, SUBJECT: Policy Memorandum 2015-09, Divserity, dated 18 November 2015.

26. MEMORANDUM FOR Servicemenbers, California Military Department, SUBJECT: Policy Memorandum 2015-10, California Military Department Equal Opportunity Training and Process, dated 18 November 2015.

27. MEMORANDUM FOR Servicemenbers, California Military Department, SUBJECT: Policy Memorandum 2015-11, Equal Opportunity Complaint Processing Procedures, dated 18 November 2015.

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APPENDIX B. GLOSSARY / LIST OF TERMS

1. **Additional Skill Identifier (ASI)** - Additional duty skill assigned to EOLs who have completed EO training at DEOMI and hold a position within the unit as an EOL.
2. **Consideration of Others (CO2)** - Consideration of Others is simply a method of instruction for leadership and team work training through open communication in a small group facilitator led setting, based on command assessment.
3. **Defense Equal Opportunity Management Institute (DEOMI)** - Official place of instruction for equal opportunity training for military and civilian personnel. Located at Patrick AFB, Florida.
4. **Equal Opportunity (EO)** - The condition under which the participation, consideration, treatment, and potential for success of military members are based upon individual merit, fitness, achievement, and ability without regard to race, color, religion, national origin, or illegal considerations of gender.
5. **Equal Opportunity Action** - Positive actions by CANG activities directed toward ensuring that all Soldiers, Airmen, and their Families are afforded equal opportunity in the CANG.
6. **Equal Opportunity Action Plan (EOAP)** - A personnel management document consisting of attainable goals and timetables. This document is required of all CANG organizations and states down to the brigade, wing, or equivalent level (O-6 command). It is designed to achieve equal opportunity for all military personnel.
7. **Equal Opportunity Advisor (EOA)** - Officers or NCOs serving in primary duty equal opportunity positions at JFHQ and separate units down to and including brigade or equivalent (O-6 command) level who deal with EO issues, merits, validity, and processing of discrimination complaints.
8. **Equal Opportunity Leaders (EOL)** - Collateral duty unit Soldiers trained to assist commanders in carrying out the EO program with units. EOLs are appointed at units of O-5 and below.
9. **Goal** - A result based on realistic, measurable prospects of attainment.
10. **Illegal Discrimination** - Any action based on race, color, religion, gender, or national origin that unlawfully or unjustly results in denying the individual an equal opportunity for treatment and/or career advancement.
11. **Institutional Discrimination** - Different treatment of individuals in an organization which operates to the consistent disadvantage of a particular group based on race, color, religion, gender, or national origin.

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12. **Military Equal Opportunity (MEO) Personnel** - Wing level. Officer and NCOs serving as MEO Advisors to wing commander regarding issues, merits, validity, and processing of discrimination complaints.

13. **Minority Group** - Any group distinguished from the general population (majority) in terms of race, color, religion, gender, or national origin.

14. **Reprisal** - An act against anyone filing and/or associated with the filing of a complaint.

15. **Sexual Harassment** - A form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.

16. **Skill Qualifications Identifier (SQI)** - Additional skill identifier assigned to EOAs who have completed EOA training at DEOMI and hold a position within the unit as an EOA.

17. **Special Ethnic Observances** - Events, activities, or occasions set aside annually to recognize the achievements and contributions made by members of specific racial or ethnic groups in our society.

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APPENDIX C. SPECIAL ETHNIC OBSERVANCES

Annual special ethnic observances are designed to enhance cross-cultural awareness and promote harmony among all uniformed members, their Families and the civilian workforce. These activities are extensions of TAG's EO education and training objectives. All members of the National Guard community are encouraged to contribute and participate in the planning, implementation, and conduct of observance functions.

- *1 January*: Emancipation Day (effective date of the Emancipation Proclamation)
- *15 January*: Dr. Martin Luther King, Jr.'s birthday
- *16 January*: Religious Freedom Day
- *January / February*: Chinese New Year, depending upon lunar cycles
- *February*: African-American (Black) History Month
- *February*: National Freedom Day (adoption of the 13th amendment)
- *2 February*: Founding of the Army Nurse Corps
- *March*: Women's History Month / Irish-American Heritage Month
- *8 March*: International Women's Day
- *April*: National Sexual Assault Awareness Month
- *16 April*: Founding of the Women's Medical "Specialist Corps" (now Medical Specialist Corps)
- *17 April*: Samoan Flag Day
- *April/May*: Days of Remembrance
- *5 May*: Cinco De Mayo (commemorates Mexican independence from Spain and France)
- *14 May*: Founding of the Women's Auxiliary Corps (Women's Army Corps)
- *May*: Asian Pacific Heritage Month
- *June*: National Caribbean-American Heritage Month
- *11 June*: Kamehameha (honors the King who united the Hawaiian Islands)

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- *19 June:* Juneteenth (commemorates the announcement of the abolition of slavery in the State of Texas in 1865)
- *July:* Diversity Month
- *25 July:* Constitution Day (celebrated by the Commonwealth of Puerto Rico)
- *15 August:* Korean Independence Day
- *26 August:* Women's Equality Day (passage of the 19th Amendment)
- *15 September - 15 October:* Hispanic Heritage Month / German Heritage Month
- *16 September:* El Crito de Delores (commemorates the beginning of the Mexican Revolution against Spain)
- *17 September:* Citizens Day (honoring newly acclaimed citizens)
- *18 September:* Rosh Hashanah (Jewish New Year)
- *27 September:* Yom Kippur
- *October:* Italian-American Heritage Month
- *2nd Monday in October:* Columbus Day
- *6 October:* German American Heritage Day (date in 1683 the first Germans landed in America)
- *November:* Native American (American Indian/Alaskan Native) Month
- *8 November:* President Johnson signed Public Law 90-130 giving equal rights to Women in the Armed Forces, *10 December:* Rizai Day (Filipino)