

Nebraska Military Department

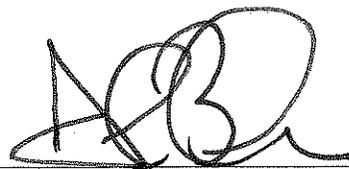
Strategic Plan for Organizational Excellence

1 October 2013

The intent of this strategic plan is to substantiate, validate and support efforts focusing on the development and sustainment of a diverse workforce in the Nebraska Military Department, creating an organization of excellence.

The keys to success are:

SERVICE * INCLUSION * STRENGTH



Major General Daryl L. Bohac
The Adjutant General
Nebraska Military Department

The point of contact for the Nebraska Military Department Strategic Plan is the office of the State Equal Employment Manager: Ms. LaVonne Rosenthal.

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FOREWORD

Inclusion remains a key priority for the Nebraska National Guard and the Nebraska Military Department as it impacts mission readiness. The key to success is to maintain individual diversity within the framework of our military and state values and ethos. Our organization belongs to the citizens of Nebraska and must reflect the uniqueness of our citizens. We must be agile and flexible in our organizational philosophy to embrace that which makes us unique.

Daryl L. Bohac
Major General
The Adjutant General

INTRODUCTION

This plan describes how Nebraska will manage its inclusiveness initiatives. This strategic plan is derived from the realization that the future of our organization rests with our ability to recruit and retain individuals who are representative of Nebraska's communities. We have a tendency to rely on our command teams and the recruiting and retention force to satisfy these requirements, when in fact every member shares in the responsibility. This plan identifies strategic focus areas to be applied at appropriate levels of the organization in the effort to bolster a representative force. The focus areas articulated in this plan are:

- 1) Community outreach, awareness, and partnerships;
- 2) Recruitment and retention;
- 3) Education, training and programs;
- 4) Policies and procedures.

By focusing on these four areas, leaders, commanders, managers, and members of the Nebraska Military Department can leverage their efforts to support inclusiveness at all levels of the organization. The Nebraska Military Department is comprised of Army National Guard, Air National Guard, Federal civilian employees, and State of Nebraska employees. Different methodologies apply to the different personnel systems, yet all share the common theme of enhancing the value of inclusion.

This plan also defines diversity and its relationship to equal opportunity (EO) and equal employment opportunity (EEO). It clearly states The Adjutant General's vision, mission, and intent as it relates to diversity in the Nebraska Military Department.

Vision Statement

The strength of our individual differences is leveraged to maximize mission effectiveness, readiness and productivity. The Nebraska Military Department represents an integrated, capable and diversified force engaging in international and domestic operations. We are constantly committed to inclusionary practices that recruit and retain individuals who are representative of Nebraska's diverse population.

Mission Statement

Enhance awareness of diversity and inclusion throughout the Nebraska Military Department through the EO & Diversity Council which provides oversight of diversity initiatives in the Nebraska Military Department. The Council also provides guidance and review of activities and projects developed by the Special Emphasis Program (SEP) Group.

Equal Opportunity & Diversity Council

The EO & Diversity Council, as directed by The Adjutant General, provides policy overview and strategic oversight of the SEP Group activities and works to remove barriers to mission accomplishment as necessary. Membership of the EO & Diversity Council is based on position in the organization. Those membership positions are:

- Co-Chair: NEARNG General Officer
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- Executive Chair: State Equal Employment Manager (SEEM)
- Chief of Staff – ARNG
- Director of Staff – ANG
- Command Chief Warrant Officer (ARNG)
- State Command Sergeant Major (ARNG)
- State Command Chief Master Sergeant (ANG)
- State Recruiting and Retention Officer (ARNG)
- Recruiting and Retention Supervisor (ANG)
- 155th ARW Equal Opportunity (EO) Representative
- 155th ARW Human Resource Advisor (HRA)
- Joint Force Headquarters (JFHQ) Equal Opportunity Advisor (EOA)
- 67th Battlefield Surveillance Brigade (BfSB) Equal Opportunity Advisor (EOA)
- 92nd Troop Command (TC) Equal Opportunity Advisor (EOA)
- 209th Regional Training Institute (RTI) Equal Opportunity Advisor (EOA)
- Special Emphasis Program (SEP) Group Chair
- Nebraska Emergency Management Agency (NEMA) Representative

Special Emphasis Program Group

The SEP Group, appointed by The Adjutant General, is the operational and tactical entity for diversity initiatives. The Special Emphasis Program (SEP) Group, with guidance from the EO & Diversity Council, is chartered to implement activities pertaining to community outreach and

partnerships to ensure their alignment with Nebraska’s diversity initiatives. The SEP Group is also to assist in developing career management and mentoring activities that support recruiting, retention and professional development efforts.

Relationship Between EEO/EO and Diversity

Compliance programs (such as EEO/EO) are enforced by law. Diversity initiatives respond to the challenge of leveraging changes in environmental structure and personnel. The Nebraska Military Department’s model of diversity is grounded in the laws and regulations related to EEO/EO and civil rights, and are exemplified through actions of the EO & Diversity Council and SEP Group as well as commanders and leaders at all levels of the organization.

Definition of Diversity and Diversity Management

Diversity is defined as the inclusion, integration, awareness and appreciation of individuals’ differing characteristics (race, ethnicity, gender, personalities, experiences and abilities) aligned within the organization. Diversity provides an opportunity for the maximum utilization of individual members’ talents, skills and perspectives with a view towards increasing the organization’s productivity, effectiveness and mission readiness.

Diversity management reflects the result of diversity in action as the creation of a work environment and organizational culture in which all members are treated with dignity and have the opportunity to succeed and to contribute fully to mission accomplishment.

Strategic Focus Areas

1. Community Outreach and Partnerships

- a. Enhance outreach and visibility in minority and under-represented communities.
- b. Foster strong relationships with governmental and non-governmental organizations to broaden participation in various initiatives, programs and training.
- c. Include a range of individuals and groups in creation of heritage month celebrations to enhance shared knowledge of the Nebraska Military Department employees and the respective culture.

2. Recruitment and Retention

- a. Emphasize and support awareness opportunities within emerging cultural communities to meet current and future readiness needs.
- b. Foster strong relationships with community partners and centers of influence to enhance communication between the Nebraska Military Department and cultural communities.
- c. Support development of military members through mentoring.

3. Education, Training and Programs

- a. Provide annual opportunities for education and training of senior leaders, managers, commanders as well as Soldiers, Airmen and civilians at all levels of the organization through leadership development programs.
- b. Recognize specific cultures during respective heritage months.
- c. Encourage commanders, leaders and managers through training and support to conduct heritage events in their specific units and organizations, and forward documentation of such activities to the SEEM.
- d. Recognize the contributions of Nebraska Military Department members and employees through our state Excellence in Diversity award. Award winners at the state level will be forwarded for recognition at the national level.

4. Policies and Procedures

- a. Policies relevant to career progression, training, assignments and skill development will be reviewed periodically to ensure compliance with EEO/EO laws and regulations.
- b. Analysis of annual statistical reports will examine demographic trends, with identification of anomalies examined further and reported to senior leadership.

State and Organizational Demographics

Annual statistics on the demographics in the Nebraska Military Department are available in several documents: Annual Narrative Statistical Report (ANSR), Affirmative Action Plan (AAP) for the ARNG and the ANG, as well as Management Directive 715, relative to technician employees in the area of affirmative employment programs.

For current statistical demographics, please contact the State Equal Employment Manager (SEEM).

Strategic Plan Review Cycle

Reviews and assessments of this plan and its results will be evaluated annually by the EO & Diversity Council and in conjunction with the five year affirmative action plan cycle coordinated by the State Equal Employment Manager (SEEM).