

**Louisiana National Guard**  
*Protect What Matters*

# **Strategic Plan For Diversity, Equity, & Inclusion**

**2022**



**Prepared By:**  
LANG Joint Diversity Executive Council

**Approved By:**  
MG D. Keith Waddell

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# Executive Summary

The Louisiana National Guard (LANG) Diversity and Inclusion Strategic Plan outlines the implementation of the President's Executive Order 13583 on the establishment of a coordinated government-wide initiative to promote diversity and inclusion in the federal workforce. It aligns with the National Guard Bureau (NGB) Diversity and Inclusion Strategic Plan and includes four overarching goals that define an operational path for success:

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

This plan recognizes that Equal Opportunity and Equal Employment Opportunity (EO/EEO) policies are the building blocks of a successful diversity and inclusion program. The Louisiana National Guard Diversity and Inclusion Strategic Plan is a roadmap to help leverage diversity to improve mission accomplishment. Properly managed diversity in an inclusive environment acts as a combat multiplier. Leadership involvement is critical to the success of the program.

# Joint Diversity Executive Council (JDEC)



**MG D. Keith Waddell**  
*The Adjutant General*



**BG Cindy Haygood**  
*JDEC Chair*



**Brig Gen Shawn Coco**  
*JDEC Vice Chair*

## Council Members

*Senior Enlisted Advisor – Army*

*Senior Enlisted Advisor – Air*

*Command Chief Warrant Officer*

*DRU Commanders and Senior Enlisted Advisors:*

- 256 IBCT
- 225 EN BDE
- 139 RSG
- 61 TC
- 204 TAOG
- 199 REG (RTI)
- 159 FW

*Strategic Planner (J5)*

*Recruiting and Retention Commander*

*Louisiana Military Department Director*

*Human Resources Officer*

*Human Resources Advisor (Air)*

*State Judge Advocate General*

*State Chaplain*

*State Equal Employment Manager (SEEM) – Army*

*Equal Opportunity (EO) – Air*

# TAG's Goal for Service

## *Legal, Ethical, and Moral Service*

Leadership is the activity of influencing people by providing purpose, direction, and motivation, to accomplish the mission and improve the organization. In essence, leadership is investing in people; it is one of our primary responsibilities. Service members deserve selfless leaders, and leaders owe their teammates professional development, and mentorship. Leadership is an absolute privilege which we cannot squander by simply checking the box. Leaders don't have office hours. They must sacrifice their time to actively lead their organizations and mentor teammates regardless of race, religion, gender, or any other delineation. Sexual assault, harassment, racism, intolerance, and every other form of illegal, unethical, or immoral behavior have no place on our team and are contrary to the goals of our organization. We value our individual Soldiers and Airmen above any other resource. They are sons and daughters and we will treat them as our own. Leaders will ensure all members receive care, respect, tolerance, and equal opportunity to excel professionally through education, experience, and mentorship. No member of our organization will use their rank or position to mistreat or degrade others. Whether currently serving in a leadership position or preparing for one, we hold ourselves to these higher standards both in and out of uniform. It is each team members' responsibility to serve in their current capacity in a manner unquestionably legally, morally, and ethically correct.

# Mission and Vision

## ***Mission***

Develop an organization focused on the rich diversity and culture within the Louisiana National Guard. The LANG is dedicated to educating and mentoring all Soldiers, Airmen, and Civilian Employees to ensure every team and each individual has the opportunity to reach their maximum potential within the LANG. This is accomplished by understanding individual differences, similarities and strengths. These differences, similarities and strengths will be used to embrace diverse backgrounds and pursue the common goals of individual and organizational excellence.

## ***Vision***

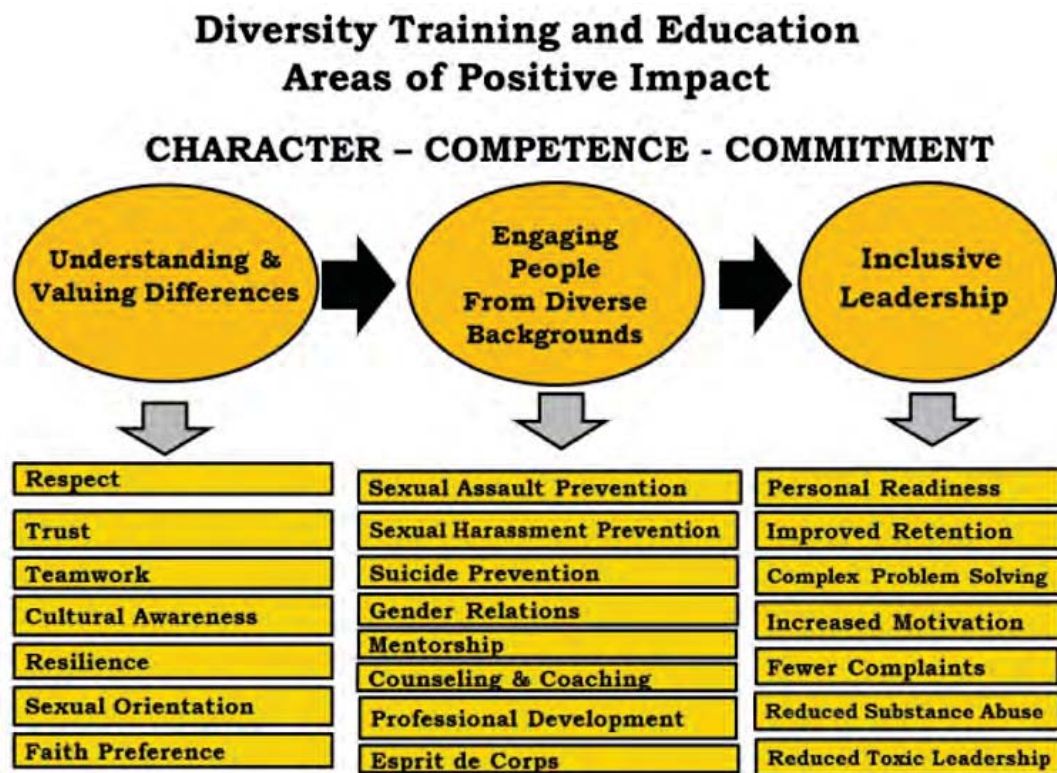
Foster an inclusive organizational attitude and behavior, which in turn fosters dignity and respect for all personnel and ultimately enhances mission readiness.





# Introduction

Diversity is a strategic imperative leveraging differences and varying cultures to enhance operational capability and helps to make better decisions based on a broader base of knowledge and experiences – to be more agile, robust, and effective (figure below).



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

The Louisiana National Guard ensures leaders are developed to effectively manage and lead diverse teams. Training initiatives are vital efforts to build an inclusive environment. The National Guard continues to operate in a global and dynamic environment. Continued success in such environments requires leading edge technology, human interaction, agility of thought, and a variety of perspectives and approaches.

The Louisiana National Guard ensures Soldiers, Airmen, and Civilian Employees are respected through inclusiveness and regard for the various perspectives and backgrounds that each individual brings to the workforce. We seek innovative ways to accomplish our work as a team, creating dynamic solutions. Our focus is to uphold a standard of transparency, accountability, and reliability worthy of public trust.

# Diversity, Equity, & Inclusion



***Diversity:*** The collection of different characteristics and attributes of LANG stakeholders which are integral to overall readiness and mission success and are reflective of the Nation and State we serve.

Diversity is challenging people to maximize their potential by embracing and promoting each other's holistic characteristics. Diversity is a warfighting readiness issue. LANG must attract people from all segments of society and tap into the limitless talent of the diverse population to reach our full potential.

***Equity:*** The guarantee of fair treatment, access, opportunity, and advancement for all Service Members and Civilian Employees and active identification and elimination of barriers that prevent the full participation of some groups.

Equity is ensuring processes and programs are impartial, fair and provide equal possible outcomes for every individual.



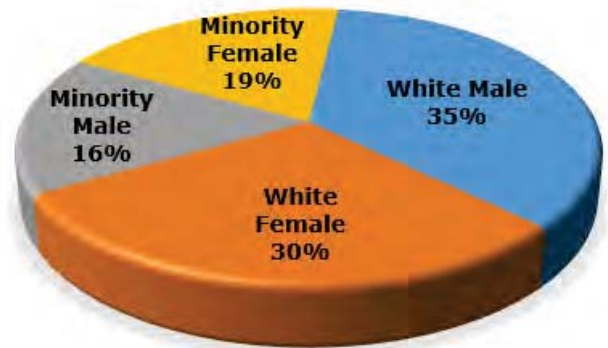
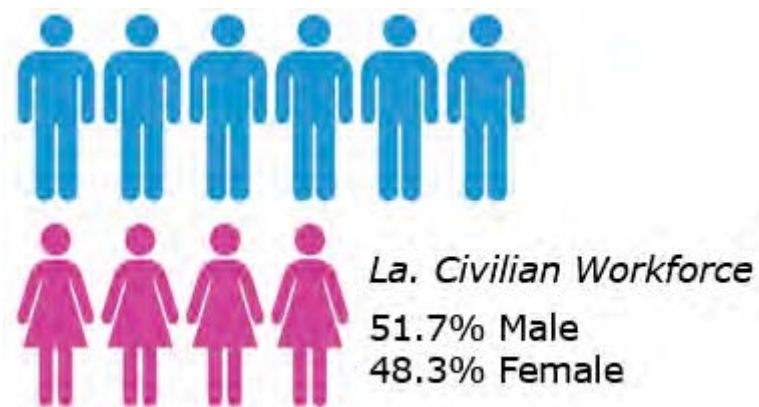
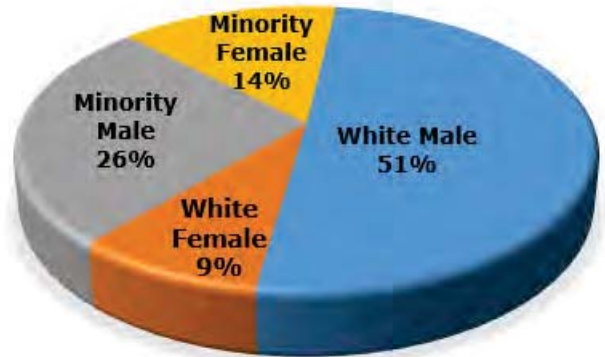
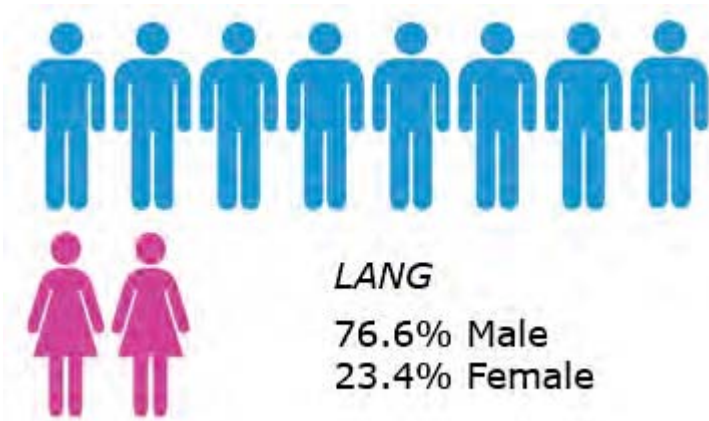
***Inclusion:*** Valuing and leveraging individual differences for organizational success.

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



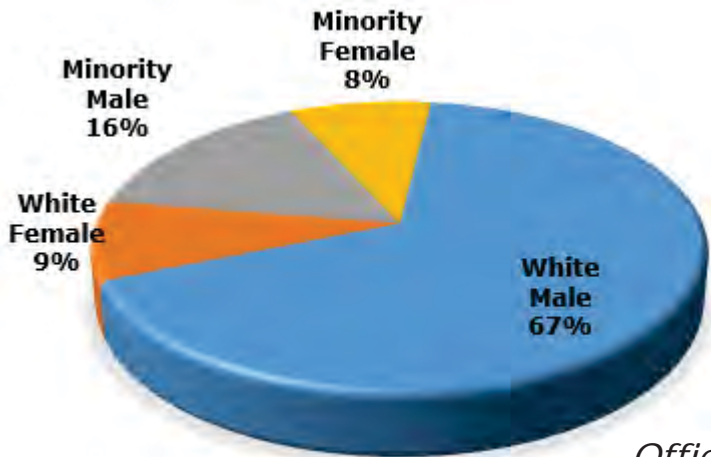
# Demographics

## *Louisiana National Guard and Louisiana Civilian Workforce*

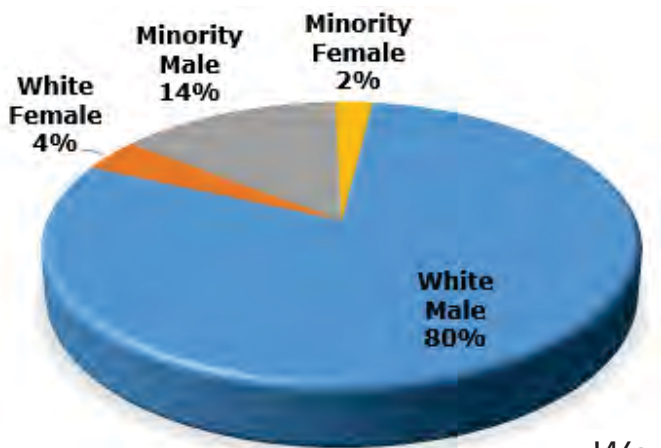


# Demographics

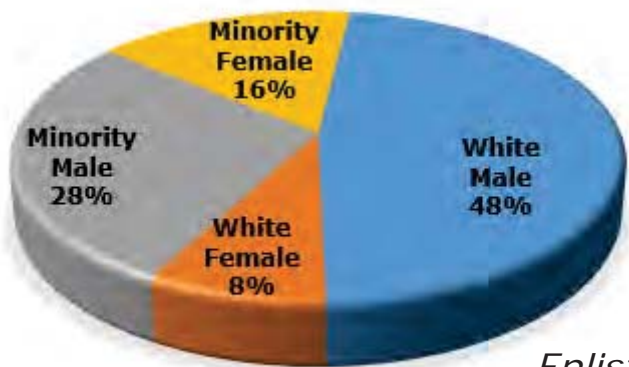
*Demographics by LANG Army Officer, Warrant, and Enlisted*



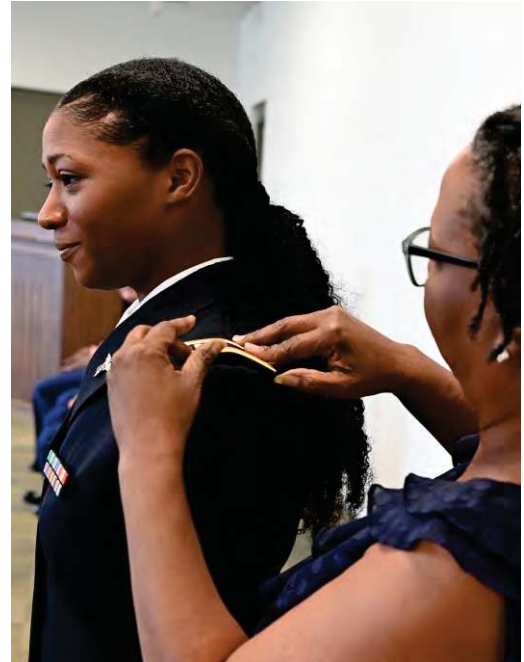
*Officer*



*Warrant*



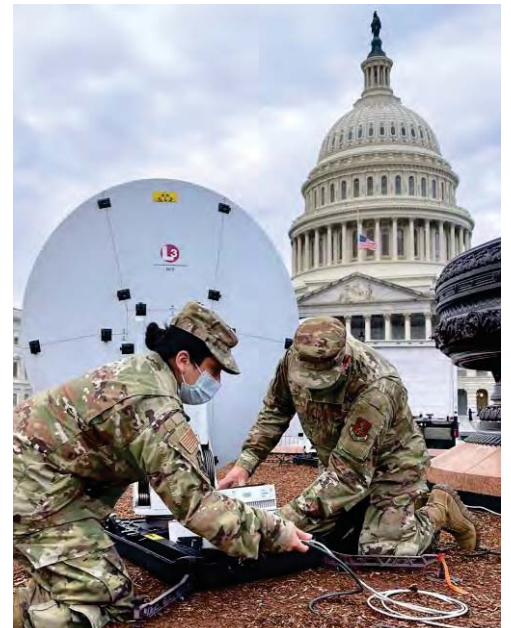
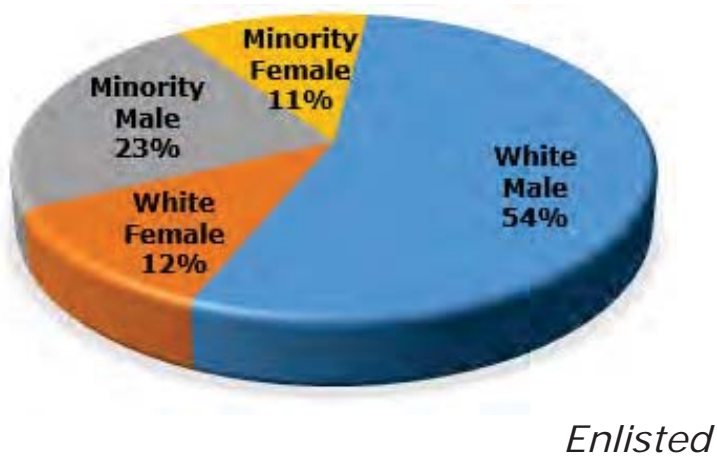
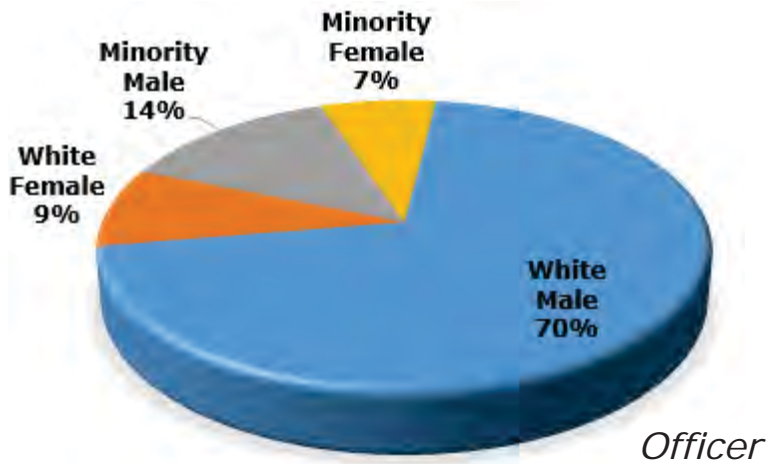
*Enlisted*





# Demographics

*Demographics by LANG Air Officer, Warrant, and Enlisted*



# Strategic Plan

## ***Strategic Framework***

The Strategic Plan For Diversity, Equity, & Inclusion establishes the framework for LANG's long and short term strategy to achieve sustainable change on matters of diversity, equity, and inclusion. It includes critical success factors and key planning elements to help guide the organization. This plan also represents LANG's commitment to the future and details a continuous process that allows the organization to accurately represent the diverse communities in which its many members live.

## ***Strategic Goals***

This plan has 4 major goals deemed necessary to achieve TAG's goal and the council's vision:

1. Develop programs and encourage behaviors that develop ***Interpersonal Relationships, Career Development, & Professional Growth*** through career mapping, mentorship, and diversity, equity, and inclusion (DEI) education.
2. Leverage ***Organizational Relationships*** to share best practices with partner agencies and share LANG's story with the citizens of Louisiana.
3. Provide training opportunities for members that ***Create an Inclusive Culture (melting pot command climate)*** and help members understand each other's cultures and value how they are part of the larger organization.
4. Ensure ***Policy*** is inclusive of all members' needs and monitor trends within the organization to identify blind spots.

# Interpersonal Relationships, Career Development, & Professional Growth

## ***Objective: Develop a Career Progression Program***

Develop a career progression program that maps key development positions from company/flight through Direct Reporting Unit (DRU) level for officers, warrants, and noncommissioned officers. This program will also map the process for enlisted members to qualify as warrants as well as how to qualify and enter the different commissioning sources. The Strategic Planning Working Group will staff the program for final approval by the Senior Executive Steering Committee. TAG will announce the approved plan at the Command & Staff Conference.

### *Implementation Plan:*

1. Create mapping subcommittee.
2. Develop officer, warrant, and enlisted development maps.
3. Develop enlisted-to-warrant pre-determination/development map.
4. Present through Strategic Planning Working Group to gain Senior Executive Steering Committee approval.
5. Present at Command & Staff Conference.

## ***Objective: Develop a Career Mentorship Program***

Develop career-mentorship training class with example vignettes and best practice discussion points to support career mentoring. Integrate annual bottom up instruction with Company Commander and First Sergeant Course and top down through annual Command and Staff Conference. JDEC members will present best practices and review the health of the program at the annual Command & Staff Conference.

### *Implementation Plan:*

1. Develop training and integrate with career maps designed by mapping committee.
2. Integrate with Company Commander & First Sergeant Course.
3. Present at Command & Staff Conference.





# Interpersonal Relationships, Career Development, & Professional Growth

## ***Objective: Educate Leaders on Diversity Plan***

Educate LANG Leaders to understand and implement LANG's Diversity Plan. Widely distribute LANG diversity strategy through policy, strategic planning documents, and Company Commander and First Sergeant Course. Develop feedback and training using periodic seminars and breakouts during the annual Command & Staff Conference.

### *Implementation Plan:*

1. Disseminate Diversity Plan at annual Command & Staff Conference.
2. Brief Diversity Plan at Company Commander & First Sergeant Course.
3. Develop Command & Staff Conference Diversity Breakout.
4. Gather Diversity Breakout effectiveness feedback annually through Command & Staff Conference.



# Organizational Relationships

## ***Objective: Foster Partner Organization Relationships***

Develop and foster new external partners through diverse community relationships and partnerships by leveraging social media, news releases, advertising, community action projects, innovative readiness training projects, and other outreach programs. Building relationships with partners fosters goodwill and generates word-of-mouth advertising.

### *Implementation Plan:*

1. Capture list of external partnerships.

## ***Objective: Community Outreach***

Battalion/Wing or above elements conduct two community outreach events annually to engage community associations and clubs representing diverse groups, educational programs beyond state universities (i.e. community colleges, vocational technical schools and non-traditional campuses). JDEC Leaders will track and report quarterly to the JDEC which events were conducted and what benefits resulted.

### *Implementation Plan:*

1. Develop community outreach events.
2. Conduct community outreach events.
3. Report to JDEC quarterly.



## ***Objective: Conduct Demographic Review***

Human Resources Office (HRO) will produce annual demographic comparisons with LANG, Louisiana Army and Air National Guard (LA ARNG and LA ANG) for review by the JDEC to determine the diversity profile of the organization. Public Affairs Office (PAO) will work with Recruiting and Retention Command (RRC) to market and publicize LANG opportunities that target the needs identified in that diversity profile. PAO approves RRC communications through social media to highlight the inclusiveness of the LANG and how it is valued inside the organization when engaging potential recruits.

### *Implementation Plan:*

1. JDEC conducts annual demographic review of LANG, LA ARNG, and LA ANG against State demographics.
2. PAO and RRC annually monitor social media posts to track diversity messages.
3. RRC sends draft diversity/inclusion messages through PAO for review prior to posting to social media.

# Create an Inclusive Culture

## (Melting Pot Command Climate)

### ***Objective: Diversity and Inclusion Training***

HRO-Equal Opportunity (EO), HRO-Air (A), and State Equal Employment Manager (SEEM) will identify or develop current, relevant, and meaningful diversity and inclusion training for all members of the Louisiana National Guard. Units will incorporate diversity training into existing EO programs and include a diversity brief with each new member orientation and annually thereafter.

#### *Implementation Plan:*

1. Develop baseline diversity and inclusion training program.
2. Incorporate baseline training into new hire training.
3. Develop annual refresher and update training program.
4. Units conduct annual refresher and update training.

### ***Objective: Small Group Training***

Using a small group approach, enhance cultural perspectives by inclusive training with all demographics as the audience to explore cultural perspectives, discuss bias, and engage in practical team-building exercises that encourage groups to evaluate and leverage diversity to solve problems. Leverage available time to discuss inclusive culture using diverse speakers.

#### *Implementation Plan:*

1. Create small group subcommittee to develop training vignettes and training material.
2. Distribute vignettes at Company Commander and First Sergeant Course.





# Policy

## ***Objective: Command Climate and Exit Survey Trend Analysis***

DRUs review subordinate unit command climate and exit surveys for completeness and trend analysis, and then provide results to JDEC Leaders. JDEC Leaders review and analyze trends to identify workplans to address blind spots. JDEC works with HRO-EO & HRO-A to address training needs.

### *Implementation Plan:*

1. Service Member and Family Programs (SMFP) conducts trend analysis from exit and command climate surveys and discusses with unit commanders.
2. HRO reports trends analysis to JDEC in Q2 annually.

## ***Objective: Policy Review***

DRUs should review policies from Company/Flight and above to ensure there is no bias.

### *Implementation Plan:*

1. Conduct annual review of published policies.
2. DRU Commanders provides signed memorandum annually to JDEC in Q3 annually.



# Timeline

## 2021-2025

**2021**

**Phase I:  
Conduct  
Environmental  
Scan**

Research law, policy, and regulations and partner organizations for guiding principles.

Conduct internal stakeholder focus groups.

Gather historical data and appropriate comparison for trend analysis.

**2021**

**Phase II:  
Develop Plan**

Create council to ensure full representation of organization.

Create vision to nest within TAG Goals.

Identify objectives and action plans to achieve strategic goals.

Develop committees to focus on specific areas and develop subject area expertise.

**2022**

**Phase III:  
Implement &  
Disseminate  
Plan**

Staff plan through Strategic Planning Working Group and Senior Executive Steering Committee to ensure senior leader goals are achieved.

Prepare staff directorates to implement plan.

Use Command & Staff Conference, Company Commander and First Sergeant Course to inform organizational leadership

**2022-25**

**Phase IV:  
Monitor &  
Assess**

Maintain quarterly JDEC meetings to monitor organization through DRU leadership feedback.

Maintain strategic plan and monitor achievement of key performance indicators.

Monitor annual demographic shifts and trend analysis.

Engage partner agencies and other Diversity Councils to innovate and adapt to current event.



# JDEC Duty Appointment



## DEPARTMENTS OF THE ARMY AND AIR FORCE

JOINT FORCE HEADQUARTERS-LOUISIANA  
OFFICE OF THE ADJUTANT GENERAL  
JACKSON BARRACKS  
NEW ORLEANS, LOUISIANA 70117

NGLA-TAG

01 December 2020

### MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Additional Duty Appointment/Assignment – Joint Diversity Executive Council

1. Effective 01 December 2020, the following duty positions are appointed as members of the Joint Diversity Executive Council (JDEC) for the Louisiana National Guard (LANG).

a. Voting Members:

Chairman: Assistant Adjutant General – Army  
Vice Chairman: Assistant Adjutant General – Air  
Senior Enlisted Advisor – Army  
Senior Enlisted Advisor – Air  
Command Chief Warrant Officer  
DRU Commanders and Senior Enlisted Advisors:  
256 IBCT  
225 EN BDE  
139 RSG  
61 TC  
204 TAOG  
199 REG (RTI)  
159 FW  
Strategic Planner (J5)  
Recruiting and Retention Commander  
Louisiana Military Department Director

b. Non-Voting Members:

Human Resources Officer  
Human Resources Advisor (Air)  
State Jude Advocate General  
State Chaplain  
State Equal Employment Manager (SEEM) – Army  
Equal Opportunity (EO) – Air

2. Purpose. To advise the Adjutant General on a wide range of issues relating to diversity and equal opportunity within LANG. The JDEC reviews organizational metrics and external guidance to develop plans and strategies which will promote diversity and inclusion in the organization and achieve TAG's intent.



# JDEC Duty Appointment

NGLA-TAG

SUBJECT: Additional Duty Appointment/Assignment – Joint Diversity Executive Council

3. Period. Effective immediately until officially released from assignment/appointment. Assignment is by position; therefore, if a member leaves the position, the new position holder will replace the former member on the JDEC.

4. Special Instructions:

a. The JDEC will meet quarterly at a minimum and conduct ad hoc meetings as required.

b. In the event a principal member is unable to attend a meeting the AO/XO, Vice/Deputy, or SEA may represent.

5. Point of contact is MSgt Nicole Marks State Equal Employment Manager at (504) 278-8620 or nicole.marks.2@us.af.mil.

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D. KEITH WADDELL  
Major General, LAARNG  
The Adjutant General

DISTRIBUTION:  
Each Work Group Member (1)  
NGLA-JPM

# Resources

## **National Guard Bureau Office of Diversity, Equity, and Inclusion (NGB-DEI)**

<https://www.nationalguard.mil/Leadership/Joint-Staff/Special-Staff/Diversity/>

## **National Guard Equal Opportunity Branch Microsite**

<https://gko.portal.ng.mil/Joint/Staff/D09>

## **National Guard Diversity and Inclusion Branch Microsite**

<https://gko.portal.ng.mil/Joint/Staff/D10>

## **NGB Mentorship & Professional Development**

<https://gko.portal.ng.mil/arng/STAFF/mentorship/SitePages/Home.aspx>

## **The Army Officer's Guide to Mentoring**

<https://gko.portal.ng.mil/arng/STAFF/mentorship/MentorshipResourceLibrary/Mentorship%20Educational%20Materials/The%20Army%20Officers%20Guide%20to%20Mentoring.pdf>

## **The Army NCO's Guide to Mentoring**

<https://gko.portal.ng.mil/arng/STAFF/mentorship/MentorshipResourceLibrary/Mentorship%20Educational%20Materials/NCO-Guide-to-Mentoring.pdf>

## **Army Mentorship Handbook**

<https://ssilrc.army.mil/wp-content/uploads/2019/10/Army-Mentorship-Handbook-January-2005.pdf>

## **Defense Equal Opportunity Management Institute (DEOMI)**

<http://www.deomi.org/>

## **USAF Diversity Website**

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

## **USA Diversity, Equity, and Inclusion Website**

<https://www.armydiversity.army.mil/>

# Glossary

C&S Conf – Command and Staff Conference

CCFSC – Company Command and First Sergeant Course

DEI – Diversity, Equity, and Inclusion

DEOMI – Defense Equal Opportunity Management Institute

DIVERSITY – The collection of different characteristics and attributes of LANG stakeholders which are integral to overall readiness and mission success and are reflective of the Nation and State we serve.

DRU – Direct Reporting Unit

EO/EEO – Equal Opportunity / Equal Employment Opportunity

EQUITY – The guarantee of fair treatment, access, opportunity, and advancement for all Service Members and Civilian Employees and active identification and elimination of barriers that have prevented the full participation of some groups.

HRO – Human Resources Office

HRO-A – Human Resources Office (AIR)

INCLUSION – Valuing and leveraging individual differences for organizational success.

JDEC – Joint Diversity Executive Council

La. – Louisiana

LAANG – Louisiana Air National Guard

LAARNG – Louisiana Army National Guard

LANG – Louisiana National Guard

NGB – National Guard Bureau

NGLA – National Guard Louisiana

PAO – Public Affairs Office

POI – Program of Instruction

Q# – Refers to specific Quarter of year (Q1: Oct-Dec, Q2: Jan-Mar, Q3: Apr-Jun, Q4: Jul-Sep)

RRC – Recruiting and Retention Command

SEA – Senior Enlisted Advisor

SEEM – State Equal Employment Manager

SESC – Senior Executive Steering Council

SMFP – Service Member and Family Programs

SPWG – Strategic Planning Working Group

TAG – The Adjutant General

UIC – Unit Identification Code

USA – United States Army





