



**Hawai'i National Guard
Diversity, Equity and Inclusion
Strategic Plan
2021
(Updated Annually)**

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Message from The Adjutant General MG Kenneth S. Hara

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8 June 2021

MEMORANDUM FOR HAWAII NATIONAL GUARD

SUBJECT: Diversity, Equity, and Inclusion (DE&I) Strategic Plan

As the Adjutant General for the State of Hawai'i, I am committed to providing an environment for our service members that promotes Diversity, Equity, and Inclusion (DE&I). Developing and maintaining a multi-domain ready force relevant to global competition, crisis, and if necessary conflict, requires every available human capital resource. We must embrace the principles established by this nation, the Department of Defense, and the National Guard Bureau to ensure that we are able to recruit, develop, and retain high-performing forces with the right mix of capabilities to converge at range and speed, and win the operational fight in forward theaters. Additionally, as America's constitutionally mandated reserve component force, we must be ever ready to provide an immediate domestic contingency response capability for the State of Hawai'i and its counties in time of need.

Together, we will ensure that we foster formations free from the friction points of harassment and discrimination that value diversity and inclusion. This will enable every Hawai'i National Guard Service Member to achieve their highest potential and contribute to mission success. I was born and raised in this great state and am consistently inspired by our rich, diverse history, culture and community. I am committed to cultivating an environment and climate that reflects our state's unique spirit of 'ohana, and will continuously convey this concept.

I ask you all to join with me and embrace the mission, vision, core values and principles articulated in this strategic plan. Together, we'll strive to achieve our goals and objectives, increase awareness throughout our force, and advocate for change so that our most valuable resource, our people, have every opportunity to contribute, serve, and realize their own professional and personal goals. We'll continuously refine and improve through deliberate measurement, and posture to evolve as opportunities emerge"

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Major General, HING
Adjutant General

Overview

In accordance with the President's Executive Order 13583 on establishing a coordinated government-wide initiative to promote diversity and inclusion in the federal workforce, the Hawai'i National Guard has established a State Joint Diversity Executive Council (SJDEC). The SJDEC charter identifies council advisory positions and dictates operating procedures to carry out the Hawai'i National Guard's Diversity, Equity and Inclusion (DE&I) Strategic Plan. This plan aligns with the National Guard Diversity and Inclusion Strategic Plan, 1 Jun 17, updated on 19 Sep 20.

The goals and objectives outlined in this plan are meant to help integrate DE&I into the daily operational structure of the Hawai'i National Guard and will be updated as needed to incorporate changing focus areas based on the progress made, barrier analysis and changing demographic trends and establish realistic measures and metrics that tie to our purpose and outcomes.

Mission, Vision, Core Values and Principles

Mission:

Create and sustain an organization dedicated to mission effectiveness, valuing diversity and inclusion, and ensuring all Soldiers, Airmen and Civilian employees have the opportunity and means to reach their maximum potential.

Vision:

To achieve an organizational culture where diversity and inclusion is valued as a combat multiplier that is critical to mission readiness.

Core Values:

Army: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage

Air Force: Integrity, Service Before Self, Excellence in All We Do

DOD Civilians: Leadership, Professionalism and Technical Knowledge through dedication to duty, integrity, ethics, honor, courage and loyalty

Principles:

- A diverse team representative of the community we serve and defend
- A team equipped with diverse cultural awareness and competencies to execute State and Federal missions
- A team that values, measures and promotes fairness, dignity, and worth of every member as a measure of enhancing readiness
- A team responsible for applying and adhering to these diversity and inclusion principles.

Diversity, Equity and Inclusion Definition

DIVERSITY: All the different characteristics and attributes of individuals, cultures, and organizations that are aligned with DoD core values are integral to overall readiness and mission accomplishment that are reflective of the Nation 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. The National Guard must attract people from all segments of American society and tap into the limitless talent of the diverse population to reach its fullest potential as America's standing state military.



The Four Major Components of Diversity

Diversity, Equity and Inclusion Definition

EQUITY: Ensures everyone has access to the same opportunities. Equity recognizes that advantages and barriers exist, and that, as a result, we all do not all start from the same place. Equity is a process that begins by acknowledging that unequal starting place and makes a commitment to correct and address the imbalance.

INCLUSION: Valuing and leveraging individual differences for organizational success. Inclusion is involvement and empowerment, where the inherent worth and dignity of each Service member and civilians is recognized. An "inclusive" National Guard promotes, fosters, and builds organizational strength through a positive work environment that promotes and respects the 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 the collective military might.

DE&I are strategic imperatives, critical to organizational success. This strategic plan provides an overarching direction, encourages leader involvement and commitment, and creates alignment allowing the Hawai'i National Guard to approach DE&I efforts in a coordinated, collaborative, and integrated manner.

Building Blocks of Diversity



The Hawai'i National Guard's DE&I Strategic Plan is a road map to help leverage diversity and improve mission accomplishment. There are several important building blocks needed to achieve this goal:

EO and EEO Compliance: The foundational building block for the diversity effort. It ensures fairness, leads to inclusion, and focuses on demographics.

Diversity Management: Effective diversity management is necessary in order to utilize the diverse workforce.

A Culture of Inclusion: All HING civilian and military personnel must feel valued and their talents utilized.

Leveraging Diversity: Sets conditions for more effective mission accomplishment.

Leadership involvement is critical at every stage of the diversity effort as none of the building blocks can be achieved unless leaders at all levels are committed.

Goals and Supporting Objectives

Goal 1. Enhance diversity and inclusion in the Hawai'i National Guard.

Objectives:

1.1 Ensure the composition of the Hawai'i National Guard is reflective of the community we serve.

1.2 Develop and refine policies and best practices to attract and recruit from an inclusive and diverse pool of applicants.

1.3 Identify and address barriers that prevent diversity accessions, appointment, retention and advancement.

1.4 Conduct open forums and surveys to identify issues and concerns that may be a road block to making progress in enhancing diversity and inclusion.

Goal 2. Ensure leaders at all levels champion and embrace DE&I program priorities and understand what is required to achieve success.

Objectives:

2.1 Provide leaders with the tools to become successful role models of diversity promotion and inclusion practices.

2.2 Implement written force management plans to include measurable objectives for achieving diversity.

2.3 Include diversity promotion on performance reports and appraisals to include levels of expectations with clear feedback.

2.4 Implement diversity as a leadership strategy in HIARNG and HIANG strategic plans.

2.5 Promote a workplace environment free of harassment, discrimination and unfairness.

Goals and Supporting Objectives

Goal 3. Develop and increase diversity partnerships, both external and internal to the HING.

Objectives:

3.1 Establish and enhance community relationships and partnerships through media advertising, active participation in local events, youth activities, youth mentoring and other outreach programs.

3.2 Recruit community partners and centers of influence to support recruiting efforts in communities of underrepresented groups.

3.3 Identify potential partnerships external to the HING that can be developed to enhance our operational knowledge.

3.4 Identify diversity and inclusion concepts and fundamentals and execute DE&I and team building training for all members throughout our organization.

Goal 4. Develop, mentor, and retain diverse talent reflective of Hawai'i's local community.

Objectives:

4.1 Implement mentorship programs that will benefit all members to reach their maximum potential and career goal expectations.

4.2 Review and refine career management policies to ensure equitable opportunities based on merit and capabilities.

4.3 Ensure information is available to all Soldiers, Airmen and Civilian employees regarding professional development/career progression opportunities.

4.4 Monitor career management and individual development programs.

Measures and Metrics

Information collected must be tied to purpose and outcomes. The SJDEC will review quarterly goals and measures and apply all four of the following types of metrics for effective operational measurements.

- Operational metrics. These address not only what is getting accomplished but how it is getting accomplished. It serves as a report card - no insider analysis, just the numbers. Operational metrics show impact to mission readiness and tell the NG story.
- Comparative metrics. This type of metric compares current numbers to the previous year's numbers. This helps identify best practices and promotes cross-learning.
- Opinion metrics. These are climate surveys that DoD uses, to include exit interviews. This type of data is important but cannot stand alone because it is not 100% true. The source of information and the type of survey instrument is not all important - the focus is to retrieve the right information for decision makers.
- Predictive metrics. These create a process for evidence-based decision-making and are based on the actual behavior of people. The focus must be on identifying the predictors that will help answer questions. This type of metric will help build a case for a more rigorous foundational change in an organization. Predictive metrics, combined with the other three types of metrics listed above, will promote mission-driven outcomes.

Data collected will be utilized as part of the requirement to provide an annual report on the progress of diversity in the Hawai'i National Guard. The establishment of a uniform definition of diversity and corresponding metrics, will enable our organization to build forces reflective of the diverse population we serve.