

**BY ORDER OF THE  
CHIEF, NATIONAL GUARD BUREAU**

**AIR NATIONAL GUARD INSTRUCTION  
36-2110**



**6 AUGUST 2019**

**Personnel**

**THE HUMAN RESOURCE ADVISOR  
PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction establishes procedures for the Air National Guard Human Resource Advisor Program. It implements AFPD 36-70 and AFI 36-7001, Diversity, and includes references to Air Force institutional competencies. It also implements strategies aligned with the goals of Executive Orders 13583 & 13714. These documents serve as the common language for Diversity & Inclusion and Professional Development efforts. It defines ANG policy on authorizations, selections, tenure, duties, and responsibilities of the HRA position. It is applicable to all HRAs. This instruction applies to all ANG personnel, Active Guard Reserve (AGR), civilian employees and/or members who are in Federal status.

This publication requires the collection and or maintenance of information protected by the Privacy Act of 1974 authorized by Title 10, U.S.C., Section 8013. The applicable Privacy Act SORN F036 AF A is available at <http://dpclo.defense.gov/privacy/SORNs/component/airforce>. Refer recommended changes and questions about this publication to the ANG Diversity and Inclusion Office (NGB/CFD), using the AF Form 847, Recommendation for change of Publication. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS).

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numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestors commander for non-tiered compliance items. The ANG Director of Diversity and Inclusion or HRA Program Manager are the approval authorities for exceptions for any part of this publication. Refer to Appendix for a glossary of references and supporting information.

The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

### ***SUMMARY OF CHANGES***

Substantial changes have been made to this instruction. Major changes include, updated training requirements, HRA tenure and certification requirements, Regional structure, accountability and reporting procedures.

## Chapter 1

### INTRODUCTION

**1.1. Purpose.** To provide Air National Guard (ANG) unit leadership with policy, guidance and direction on the ANG Human Resource Advisor (HRA) Program. Direction and success of the program are dependent upon accountability and proper utilization of the positions as authorized under the HRA Program.

**1.2. Scope.** The HRA Program was instituted to serve the interests of all members in the ANG, officer, enlisted, and civilian, with a focus on diversity, inclusion and professional development. Each Wing is authorized one HRA position designated on their Unit Manning Document (UMD).

**1.3. Program Guidelines.** HRAs advise and assist Wing senior leadership on strategic initiatives that directly affect organizational culture, compliance with DoD, AF, and ANG diversity & inclusion guidance, and the professional development of all Airmen.

**1.3.1. Diversity & Inclusion.** The ANG Diversity and Inclusion (D&I) program flows from AF D&I Policy Directive 36-70 and emphasizes benchmarks and metrics to provide decision-makers the tools to implement change. AF D&I efforts complement, but remain separate and distinct from AF Equal Opportunity (EO) compliance programs and activities. D&I focuses on equity (providing Airmen what they need to be successful), while EO focuses on equality (treating everyone the same). The four facets of diversity (demographic, cognitive/behavioral, organizational/structural, and global) ensure the ANG is “Ready for Tomorrow’s Fight” by fostering an environment that enables units to be mentally prepared to engage with unexpected challenges. Understanding and managing Diversity and Inclusion is imperative for all Airmen at all levels. Wing HRAs empower, educate and equip Airmen at all levels to successfully leverage diversity’s strengths through training and initiatives that enhances individuals’ cultural competencies and through this, create an inclusive culture within the organization. Cultural competence is the ability to understand, communicate and effectively interact with people across the full spectrum of diversity. Being self-aware, appreciating and leveraging the varied differences and capabilities that each member provides, engaging in candid communication and feedback, and working effectively across these differences are examples of cultural competencies necessary in order to mature as an inclusive Airman and leader of Airmen. These efforts will shape a culture that values and promotes agility, innovation and resiliency (AIR) for all Airmen.

**1.3.2. Force Development.** HRAs are trained and equipped to advise and contribute towards the professional development of all airmen in order to collectively leverage the cumulative strengths towards the mission effectiveness of the ANG. This process provides focus at all levels in an Airman’s career and seeks to ensure all Airmen have the equitable access to all developmental opportunities. Effective leaders can only be created through an iterative process of development involving education, training, and expeditionary operations seasoned with knowledge, coaching and mentoring by more experienced leaders and peers.

**1.4. Benchmarks.** The Global Diversity and Inclusion Benchmarks (GDIB)<sup>1</sup> is a globally recognized publication that is designed to guide organizations to achieve best practices within diversity and inclusion. Key elements of the GDIB are embedded into this directive to assist HRAs and Unit Leadership with identifying areas of opportunity and implementing effective mitigation initiatives to improve Diversity and Inclusion within their organization.

1.4.1. Successful execution requires that leaders leverage their HRAs to apply their understanding of diversity and inclusion competencies and resources to develop mission specific plans for improvement along with mechanisms to assess and track progress. These benchmarks will help guide leadership and assist with creating sustainable success by aligning diversity and inclusion plans with unit goals, objectives, messaging, and priorities. ANG units will incorporate the Air Force Inspection System (AFIS) through utilization of the Management Internal Control Tool (MICT) to monitor compliance with D&I initiatives.

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<sup>1</sup> *Global Diversity & Inclusion Benchmarks: Standards for Organizations Around the World* © 2016 Julie O'Mara and Alan Richter. Used with permission. All Rights Reserved. The GDIB is one of the first comprehensive explanations of what creating inclusive systems and managing diversity entails. The GDIB represents the best thinking of 95 Expert Panelists around the world.

## Chapter 2

### PRIMARY HRA POSITION DUTIES AND RESPONSIBILITIES

**2.1. Primary Responsibilities and Duties of the HRA Program Manager:** The Program Manager serves as the functional manager for all HRA positions.

2.1.1. Provide resources, policy oversight, guidance, and support to ensure all HRAs are properly trained, certified and equipped.

2.1.2. Develop and implement training initiatives to provide advanced Diversity and Inclusion job performance training, certifications and resources

2.1.2.1. Conduct an annual HRA training event which includes job related field training.

2.1.2.2. Conduct a single annual two-week HRA Orientation Course for all new HRAs.

2.1.3. Appoint the ANGDC Co-Chair and Alternate Co-Chair for each of the 7 Joint Diversity Executive Council (JDEC) Regions.

2.1.4. Validate and coordinate newly appointed HRA packages IAW HRA Program Instruction guidance.

2.1.5. Ensure alignment with overall DoD, AF, and ANG instructions and directives relating to HRA program areas of focus.

2.1.6. Recommend policies, guidelines, and procedures to the ANG Director of Diversity and Inclusion for HRA program effectiveness, ensuring alignment with overall ANG programs and directives.

2.1.7. Be knowledgeable and proficient in ANGRC Staff Actions to effectively advance HRA Program and ANG Diversity initiatives.

2.1.8. Coordinate with NGB A1 & FM to ensure sufficient fiscal, manpower, and resources are available for maximum HRA program effectiveness.

2.1.9. Formulate annual MILPERs budget requirement for support to the HRA program. Receive and distribute days and dollars to Wings where validated needs are determined and resources are available.

2.1.10. Review all annual Goals and Objectives (GO) Plans and HRA Annual Reports to ensure HRA initiatives are effective and aligned with Program Guidelines.

2.1.11. Actively participate on councils charged with executing strategic diversity & inclusion initiatives, to include active membership and representation on the ANG Diversity Committee (ANGDC) and the national Joint Diversity Executive Council (JDEC).

**2.2. Primary Responsibilities and Duties of the Wing Human Resource Advisor:** The HRA is appointed by the Wing Commander and serves on the Commander's staff. HRAs empower, educate and equip Airmen at all levels to successfully leverage diversity's strengths through training and initiatives that enhances individuals' Diversity and Inclusion cultural competencies. The HRA's curriculum and training resources are divided into two programs, one that teaches awareness and attitudes towards the D&I cultural competencies and the other which expands on

the knowledge and skills competencies through coaching, gap analysis and emotional intelligence training

2.2.1. Develop and maintain counsel with Wing Commander, Vice Wing Commander and Wing Command Chief to ensure they are apprised of all HRA initiatives.

2.2.2. Participate in the Community Action Board (CAB) and/or Community Action Team (CAT) to address diversity & inclusion initiatives throughout the Wing. (T-2) Refer to AFI 90-5001, *Integrated Resilience*, for additional guidance.

2.2.3. Ensure that D&I and professional development is integrated into the HRA's learning and education programs and advances the organization's strategy.

2.2.4. Develop, implement, promote and measure D&I initiatives designed to educate and contribute to a diverse and inclusive organization. Inclusive behaviors, self-awareness and understanding exclusive and inclusive behaviors can be taught but it takes a sustained effort, over time, in order to achieve and maintain these behaviors. Further, the most effective method for observing and addressing these behaviors is through small interactive groups lead by a trained facilitator with structured content.

2.2.4.1. For Group D&I awareness training, the HRA will (T-2):

2.2.4.1.1. Work with Wing leadership to identify and prioritize strategically selected groups throughout the Wing to implement D&I training. Ensure each group is comprised of members that work together and encompass individuals from the highest leadership positions to the lowest rank in that group.

2.2.4.1.2. Coordinate and conduct D&I awareness training initiatives to these selected groups. This training will include temperament awareness, unconscious bias and other group awareness training initiatives.

2.2.4.1.3. Implement the inclusion assessment tool designed to benchmark and track inclusion and engagement within each group.

2.2.4.1.4. Based on the findings of the assessment, implements additional awareness initiatives to remedy areas of opportunity within each group.

2.2.4.1.5. Re-administers the assessment to determine if any changes in inclusive perceptions have been realized and to identify additional or follow-on training and interactive opportunities.

2.2.4.1.6. For leaders of airmen within each group or workcenter, conduct individual D&I skill training IAW Section [2.2.4.2](#).

2.2.4.2. For individual D&I skill training, the HRA will (T-2):

2.2.4.2.1. Work with Wing leadership to identify and prioritize strategically selected leaders within each group to implement individual D&I skill training and tools.

2.2.4.2.2. Coordinate and conduct D&I skills training initiatives to these selected individuals. These initiatives include emotional intelligence, 180s and 360s, coaching and mentoring to create inclusive leaders.

2.2.4.2.3. Re-administers coaching to determine to address goals and objectives and to identify additional or follow-on training and interactive opportunities.

- 2.2.4.3. Participate in Wing, Group and Squadron briefings regularly in order to message and promote HRA D&I objectives and initiatives.
- 2.2.5. Develop, promote and implement professional development initiatives, mentoring events and leadership training programs that advance the personal and professional development and engagement levels of all Airmen.
- 2.2.6. Actively participate in the development of the Wing Strategic Plan.
- 2.2.7. Monitor the selection and promotion boards and processes to ensure fairness and equity.
  - 2.2.7.1. Coordinate with the appropriate Wing OPR for this program and develop and implement a strategy for monitoring these boards and selection processes.
  - 2.2.7.2. Work with the Wing OPR to ensure all members of these boards are trained by the HRA on unconscious bias.
  - 2.2.7.3. Report observations to selecting official and/or Wing leadership as needed.
- 2.2.8. Develop and execute a Fiscal Year (FY) Goals and Objectives (GO) Plan, which is relevant, measurable and aligned with the Wing CC vision, mission goals and the HRA primary focus areas. HRAs must use the template GO Plan provided by the HRA PM on the HRA SharePoint site for each FY. The GO Plan for the future FY will be reviewed by the CCM and CC, signed by Wing CC, attached to a blank Annual Report Form and uploaded to the appropriate folder on the HRA SharePoint site NLT 31 August of the current FY. GO Plan must include the following items with clearly defined and measurable goals and objectives.
  - 2.2.8.1. GO Plan Goal #1: Diversity & Inclusion
  - 2.2.8.2. GO Plan Goal #2: Professional Development
  - 2.2.8.3. Wing and CFD HRA Funding requirements
  - 2.2.8.4. Blank Annual Report form
- 2.2.9. From the HRA SharePoint site, HRAs will access and update their Annual Report (AR) at least quarterly and/or whenever significant GO Plan items are accomplished. The AR is a working document designed to capture events & activities facilitated, briefings conducted, and projects initiated that align with their applicable FY GO Plan items. On or before 30 September of each FY, HRAs will finalize their Annual Report for that FY and then submit it to the HRA Program Manager through the HRA SharePoint site.
- 2.2.10. Upon initial appointment, HRA will create an official biography in the standard Air Force format which includes an official photo. The official biography will be uploaded to the HRA SharePoint site.
- 2.2.11. The HRA shall monitor and report, through their ANGDC Co-Chair or Alternate Co-Chair, required changes to the D&I programs and initiatives necessary to meet the changes in demographics, values and needs of the Airmen.
- 2.2.12. HRA will not be assigned additional duties that may significantly impact the ability to conduct their primary duties or cause a conflict of interest of their initiatives.

## Chapter 3

### HRA PROGRAM PRIMARY TEAM RELATIONS

#### 3.1. Responsibilities of the ANG Director of Diversity and Inclusion (NGB/CFD).

- 3.1.1. Participate in Diversity and Inclusion strategy and policy development with senior leadership in DoD, AF, and ANG, and channel information to HRA Program as appropriate.
- 3.1.2. Establish primary duties for the HRA Program Manager.
- 3.1.3. Provide guidance on training initiatives, policies and procedures that affect the HRA Program.
- 3.1.4. Provide approval authority for HRA Program FY funding.

#### 3.2. Responsibilities of the Wing Commander.

- 3.2.1. Appoint the HRA and serve as a role model in awareness of how effective diversity benefits the organization and leads to innovation, solutions to complex challenges, and other improved team performance towards mission accomplishment.
- 3.2.2. Encourage organization-wide activities that combine social interaction with D&I learning.
- 3.2.3. Through a variety of methods—a website, newsletter, email, social media, and events—educate Airmen about the Wings D&I vision, strategy, and goals.
- 3.2.4. The organization recognizes the link between D&I and innovation, consistently leveraging D&I to increase innovation by advocating for diverse and inclusive teams working together to solve complex problems.
- 3.2.5. Identify and prioritize specific squadrons or groups for the HRA to implement D&I and Professional Development initiatives. Provide advocacy for the HRA within these specific areas.
- 3.2.6. Ensure that the HRA is resourced, advocated for, and is recognized as an equal and influential member on the senior leadership team to provide D&I advice, counsel, and content expertise.
- 3.2.7. Promote, advocate for and participate in base-wide and community events promoting diversity, inclusion, and professional development of all Airmen.
- 3.2.8. Make a direct linkage of D&I and the sustainability of the Unit's ecosystem. Make a concerted effort to resource and advocate for D&I initiatives that support sustainability of this Airman ecosystem (workspace, resources, quality of life, etc). Supporting this ecosystem ensures that Airmen have what they need to be successful in order to ensure Unit Readiness and Mission effectiveness.
- 3.2.9. Require the HRA to provide training on coaching skills and techniques to supervisors and organizational leadership to increase D&I knowledge and proficiency in coaching and mentoring effectively.



3.2.10. Ensure D&I is embedded into the organizational culture, vision, and strategy and is not seen as an isolated program but rather as a source of innovation, and a means for growth and success. This can be conveyed through advocacy, messaging and briefings.

3.2.11. Ensure leadership understands the impact their biases may have on selection, development, and advancement decisions.

3.2.12. Ensure effective utilization of the HRA position IAW this directive.

### **3.3. Responsibilities of State and Wing Command Chief Master Sergeant.**

3.3.1. Mentor the HRA in senior leadership functions.

3.3.2. Collaborate closely with the HRA to identify diversity and inclusion issues and trends.

3.3.3. Ensure promotion and selection board members are trained and aware of how bias enters into the selection process.

3.3.4. Promote, advocate for and participate in base-wide and community events promoting diversity, inclusion, and professional development of all Airmen.

3.3.5. Provide the HRA Program Manager with projected HRA vacancies.

3.3.5.1. Advertise HRA position.

3.3.5.2. Provide validation documentation supporting new HRA appointment.

3.3.6. Require the HRA to provide training on coaching skills and techniques to supervisors and organizational leadership to increase D&I knowledge and proficiency in coaching and mentoring effectively.

## Chapter 4

### HRA ELIGIBILITY, SELECTION, VALIDATION AND TERM OF APPOINTMENT

#### 4.1. Eligibility

- 4.1.1. The maximum authorized grade for the Wing HRA is E-8, Senior Master Sergeant (SMSgt).
- 4.1.2. Must have a minimum of four years retainability from the date of validation.
- 4.1.3. Applicant may be any AFSC; member's Primary AFSC must be compatible with the grade authorized. The HRA position is unique to the ANG. HRAs retain their Primary Air Force Specialty Code (PAFSC) for administrative purposes only, while serving in the HRA position.
- 4.1.4. Active Guard Reservists (AGRs) are not militarily compatible and are ineligible to fill the HRA position. The HRA positions are controlled grade positions funded for Drill Status Guard members (DSGs).
- 4.1.5. Full time military Technicians are eligible to fill the HRA position.

#### 4.2. Selection.

- 4.2.1. Vacancy announcement shall be posted over Regularly Scheduled Drill (RSD) periods, to ensure widest possible dissemination.
- 4.2.2. Selection boards will be held for all HRA positions. The board will interview all eligible candidates and stratify names to the Wing Commander for final approval.
- 4.2.3. Upon selection, a validation package will be developed by the Wing, IAW section 4.3 and electronically submitted to the HRA PM within 30 days of the selection.

#### 4.3. Validation.

- 4.3.1. The Wing submits the HRA selection package to the HRA Program Manager for validation to include the following:
  - 4.3.1.1. Appointment letter signed by the Wing Commander. (See [attachment 2](#))
  - 4.3.1.2. Current redacted Report of Individual Personnel (RIP).
  - 4.3.1.3. HRA Member Data Information Form NGB Form 840. (See [attachment 3](#))
- 4.3.2. Validation is granted upon approval from the HRA Program Manager.
  - 4.3.2.1. The HRA Program Manager will send an acknowledgement memorandum to the Wing CC, Wing CCM, and the ANGDC Co-Chair or Alternate Co-Chair notifying them of the approved/disapproved request.
  - 4.3.2.2. The "assigned to position" date will align with the date on the validation acknowledgement memorandum – not the date on the Wing appointment letter.
- 4.3.3. The Wing is responsible for updating the UMD to reflect this move.

#### 4.4. Term of Appointment and Certification Requirements.

4.4.1. Completion of the ANG HRA Orientation Course and all certification requirements within 12 months of appointment to the Wing HRA position is mandatory. Failure to complete these requirements within 12 months of the selection validation will result in removal from this position.

4.4.2. HRA must complete all certifications and training required for this position IAW the HRA Training and Certification Requirements ([Attachment 4](#))

4.4.3. HRA SEI designator (1HR) should be added to their military record by their Wing using AF Form 2096 once all certification requirements are fulfilled.

4.4.4. Length of the tour for the HRA position will be four years. The Wing Commander can request an extension of up to two years for the incumbent. This request be submitted to and approved by the HRA Program Manager.

## Chapter 5

### ANGDC CO-CHAIR AND ALTERNATE CO-CHAIR

**5.1. Purpose.** The HRA Program adopted the seven (7) regions used for the Joint Diversity Executive Council (JDEC). Each region is represented by 2 HRAs.

**5.2. Responsibilities of the ANGDC Co-Chair and Alternate Co-Chair.** The HRA Program Manager will appoint an ANGDC Co-Chair and Alternate Co-Chair, in an additional duty capacity, to provide support and reporting for their region JDEC and ANGDC. These HRAs will:

5.2.1. Represent their respective regions at the ANGDC and JDEC.

5.2.1.1. Working with their Region Chair, consolidate, prepare, and deliver D&I findings, challenges, and action items within their region to ANGDC and JDEC events.

5.2.1.2. Attend and participate in quarterly CFD ANGDC teleconferences.

5.2.2. Schedule and conduct quarterly Regional meetings, preferably through teleconference, to include all HRAs within their region and their Region Chair.

5.2.2.1. Through their Region Chair, provide the ANG Diversity and Inclusion Office with quarterly updates from these meetings using the ANGDC provided template.

5.2.2.2. Monitor, support and report HRA MICT items status for all Wings within their Region.

5.2.3. Assist the HRA Program Manager at the HRA Orientation Course, conferences and development workshops as requested.

## Chapter 6

### D&I ASSESSMENT AND MEASURE

**6.1. Group Assessment.** HRAs will conduct, measure, and track inclusion throughout designated groups by utilizing an engagement assessment tool. The HRA will be responsible for the data correlation and reporting on this assessment product. (T-2)

6.1.1. Engagement Assessment utilizes a brief set of targeted questions. The results of this assessment will provide leadership with the ability to track and measure engagement levels of members within their organization by employing questions relating to agility, inclusion, innovation, and resilience.

6.1.2. Assessments will be conducted on groups or squadrons identified by Unit leadership as an area of D&I opportunity.

6.1.3. Assessments results will be correlated and made available for leadership using the assessment's dashboard application.

6.1.4. Assessments cannot be tailored and must be used in their entirety.

6.1.5. This assessment is not intended to be used in mass. It is to be used on leadership designated groups only.

**6.2. Individual Assessment.** 180 and 360 Assessments are administered by the HRAs for Squadron Commanders and designated senior leadership as directed by the Wing Commander. These assessments will measure competencies critical for success and possible career impacts. This in-depth analysis of observable behaviors provides leaders with an assessment of their leadership competencies and how the work environment that they have fostered could impact their organization's performance.

6.2.1. The rules of engagement for this process are provided by CFD.

6.2.2. These assessments will be completed locally and on-line.

6.2.3. Following the assessment, the individual will meet with the HRA to conduct a one-on-one coaching session to review and discuss the assessment results. This confidential analysis session will identify possible skill gaps, create development plans, and recognize strengths and how to leverage those strengths.

6.2.4. Follow-up sessions can be conducted to track progress and adjust goals.

## Chapter 7

### RESOURCES FOR HRA

**7.1. Wing Responsibilities.** By virtue of the responsibilities held by this position, it is critical the HRA be provided the following Wing funded resources:

7.1.1. In order to conduct confidential and in-person assessment analysis, a dedicated private office is required.

7.1.2. Laptop or Tablet with VPN capability.

7.1.3. The HRA may ask the Wing, through their GO Plan, for additional days and dollars to attend specific functions that directly relate to program related responsibilities.

**7.2. ANG/CFD Responsibilities:** MILPERs may be requested, through the GO Plan, and used for events that provide program related training and approved event participation.

## Chapter 8

### RECOGNITION PROGRAM

**8.1. HRA of the Year (HRAOY).** This award recognizes the accomplishments and contributions of the HRA to their Wing. All HRAs are eligible to compete for this award. Award nominations will include accomplishments during the FY period of 1 October through 30 September. HRA PM will solicit for nominations at the beginning of each FY.

#### **8.2. Nomination Submission.**

8.2.1. AF IMT 1206, Nomination for Award. Nominations will include specific facts, achievements, and examples that distinguish the member from his or her peers. The completed 1206 should include the following categories:

8.2.1.1. Leadership and job performance in Primary Duty, limited to 12 lines of narrative plus header to equal 13 total lines.

8.2.1.2. Whole Airman Concept, limited to 4 lines of narrative plus header to equal 5 total lines.

8.2.2. Public Release Statement – Sample provided on the HRA SharePoint.

8.2.3. Letter of Endorsement by the Wing CC.

8.2.4. Nominee biography, IAW the Tongue & Quill AFH 33-337.

#### **8.3. Submission Instructions.**

8.3.1. Submit nomination package electronically to the HRA Program Manager.

8.3.2. Award winner and Chain of Command will be notified NLT 30 days following award selection.

L. SCOTT RICE, Lieutenant General, USAF  
Director, Air National Guard

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Air National Guard Diversity and Inclusion Strategic Plan 2019-2023

AFI 36-7001, *Diversity*, 20 July 2012

AFI 36-2101, *Classifying Military Personnel*, 25 June 2013

AFI 90-5001, *Integrated Resilience*, 25 January 2019

AFPD 36-70, *Diversity*, 13 October 2010

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***Adopted Forms***

AF IMT 1206, *Nomination for Award*

NGB Form 840, HRA Member Data Information

***Abbreviations and Acronyms***

**AIM**—Personnel/Manpower

**AFSC**—Air Force Specialty Code

**AGR**—Active Guard Reservist

**ANG**—Air National Guard

**ANGDC**—ANG Diversity Committee

**AR**—Annual Report

**AT**—Annual Training

**CAB**—Community Action Board

**CAT**—Community Action Team

**CC**—Commander

**CCM**—Command Chief Master Sergeant

**CFD**—ANG Diversity and Inclusion Office

**DANG**—Director Air National Guard

**DSG**—Drill Status Guardsman

**EO**—Equal Opportunity Office

**GO Plan**—Goals and Objectives Plan

**HRA**—Human Resource Advisor

**HRAOY**—Human Resource Advisor of the Year



**IAW**—In Accordance With

**NGB**—National Guard Bureau

**PAFSC**—Primary Air Force Specialty Code

**RIP**—Report on Individual Person

**RSD**—Regularly Scheduled Drill

**UMD**—Unit Manning Document

*Terms*

**Air National Guard (ANG)**—The Federally recognized militia (air component) of each state, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands and Guam.

**Diversity**—Defined as a composite of individual characteristics, experiences and abilities consistent with the Air Force Core Values and the Air National Guard Mission. Diversity includes but not limited to: personal life experiences, geographic and socioeconomic backgrounds, cultural knowledge, educational background, work experience, language abilities, physical abilities, philosophical and spiritual perspectives, age, race, ethnicity, and gender.

**Inclusion**—Defined as the process of creating a culture where all members of an organization are free to make their fullest contributions to the success of the group, and where there are no artificial barriers to success.

## Attachment 2

**SAMPLE OF HRA APPOINTMENT LETTER (GENERATED BY THE APPOINTING WING AND SENT TO THE HRA PROGRAM MANAGER)**

Figure A2.1. Sample of HRA Appointment Letter.

MEMORANDUM FOR NGB/CFD-HRA PROGRAM

FROM: 100 BW/CC

SUBJECT: Wing Human Resource Advisor (HRA) Selection

1. This letter is to acknowledge the appointment of the 100 Bomb Wing Human Resource Advisor (HRA). MSgt First Name Last Name is a drill status guard member (DSG) who meets or exceeds all established criteria and is hereby appointed to the HRA position as of 00 January 2000.

2. MSgt Last Name will attend the HRA Orientation Course within the next year as required. Once validated by the HRA PM, our Wing will initiate the process to make the necessary adjustments Unit Manning Document.

3. The following information is provided for your records:

- A) PAS Code: 000000000
- B) UMD Position #: 0000000
- C) FAC #: 0000000
- D) PAFSC: 00000

3. This letter supersedes any previous appointment letter to the same position.

4. Please contact my POC, CMSgt First Last Name at DSN: 000-0000 or email first.lastname.mil@mail.mil with questions or if other information is needed.

FIRST NAME LAST NAME, Colonel, ANG  
Wing Commander

Attachment 3

NGB FORM 840, HRA MEMBER DATA INFORMATION FORM

Figure A3.1. NGB Form 840, HRA Member Data Information Form.

HRA MEMBER DATA INFORMATION		
The proponent agency is NGB/CFD. The prescribing directive is ANGI 36 - 2110		
<i>PRIVACY ACT STATEMENT</i>		
1. <i>AUTHORITY: 10 USC 8013</i> 2. <i>PURPOSE: This form is used by NGB HRA program to maintain contact information for the assigned HRA</i> 3. <i>ROUTINE USES: None</i> 4. <i>DISCLOSURE: Voluntary</i>		
MILITARY DATA		
MEMBER FULL NAME (Last, First Middle)	RANK	SELECTION DATE
<input type="text"/>	<input type="text"/>	<input type="text"/>
UNIT / WING		
<input type="text"/>		
MILITARY EMAIL ADDRESS	DSN	COMMERCIAL
<input type="text"/>	<input type="text"/>	<input type="text"/>
DAFSC	PAFSC	POS#
<input type="text"/>	<input type="text"/>	# <input type="text"/>
HOME DATA		
MAILING ADDRESS		
<input type="text"/>		
CITY	STATE	ZIP CODE
<input type="text"/>	<input type="text"/>	<input type="text"/>
CIVILIAN EMAIL ADDRESS	HOME PHONE	CELL PHONE
<input type="text"/>	<input type="text"/>	<input type="text"/>
CIVILIAN EMPLOYER	CIVILIAN JOB TITLE	
<input type="text"/>	<input type="text"/>	
NOTE		
<input style="height: 150px;" type="text"/>		

Attachment 4

HRA DIVERSITY AND INCLUSION TRAINING AND CERTIFICATION PROGRAM

Figure A4.1. HRA Diversity and Inclusion Training and Certification Program.

HRA Diversity and Inclusion Training and Certification Program									
Training Program	Foundational Training				Certification Requirement				
	Format	Cost	Location	Duration	Format	Cost	Location	Duration	Qty
Temperment Awareness	Classroom, Instructor Lead	TBD	HRA Annual TBD	2 days	Classroom, Instructor Lead	Materials	At Wing	2.5 Hours	60 Students
D&I Coaching	Classroom, Instructor Lead	TBD	HRA Orientation/TEC	3 days	Self /Peer to Peer	TBD	At Wing	6 Months	30 Hours Peer to Peer/6 Hours Mentor Coaching/ 6Labs
D&I Practitioner	Classroom, Instructor Lead	TBD	HRA Orientation/TEC	5 days	Upon Course Completion				
Emotional Intelligence	Classroom, Instructor Lead	TBD	HRA Orientation/TEC	2 days	Classroom, Instructor Lead	Materials	At Wing	8 Hours	Train 15 members
Assessment Platform	Classroom, Instructor Lead	TBD	HRA Annual TBD	1 days	Upon Course Completion				
D&I Library Resources	Classroom, Instructor Lead	TBD	HRA Annual TBD	1 days	Upon Course Completion				