Happy New Year and Welcome to 2021!

COL Troy Armstrong, Land Component Commander

The most valuable resource in the Nevada Military Department is our Soldiers, Airmen and civilian employees. The strength of the organization is derived from our diverse, talented group of employees. The community-based National Guard should – a Let me first start by saying how proud I am to serve as the Nevada Army National Guard’s Land Component Commander. I can say that many things have changed since I first joined the Nevada Army National Guard in 1991: together we have achieved substantial growth, added units, modernized equipment, increased facilities, fought the Global War on Terror, and for the past year have supported our nation’s battle against COVID-19. Additionally, we are striving every day to become an inclusive force that is diverse and treats all members with dignity, respect, and professionalism. Today, I am immensely proud to say that the vast majority of our service members and leaders embrace diversity and understand how the different attributes, experiences, and backgrounds of our members and their families make us a stronger and united organization. As a result, our actions and behaviors support the four NVNG Diversity, Equity, and Inclusion (DEI) goals that link back to our Strategic Priorities.

The five DEI goals are:

#1 Ensure the composition of the Nevada National Guard is reflective of State demographics; from initial entry (recruiting) through all levels of Officer, Non-Commissioned Officer and Warrant Officer Leadership.

#2 Develop, plan, and execute tailored Diversity, Equity, and Inclusion training for all members and all leadership levels in the Nevada National Guard.

#3 Ensure leaders at all levels champion and demonstrate commitment, engagement, and support to all Diversity/Equity/Inclusion program priorities and understand what is required to achieve success.

#4 Regularly review the policies and procedures applying to promotion, selection, assignment, and awards to ensure fair and equitable consideration and opportunities to all Soldiers and Airmen.

#5 Promote the value a diverse, equitable, and inclusive culture has on building and sustaining a lethal, capable, deployable, and ready force in alignment with the TAG’s Diversity, Equity, and Inclusion Strategic Priority.

On the battlefield where Soldier’s lives depend on one another, trusting the fellow service members next to you is vital.

On the battlefield where Soldier’s lives depend on one another, trusting the fellow service members next to you is vital. Anything that interferes with that trust is counterproductive to our ethos and detrimental to readiness.

This past year has been turbulent and painful for our entire nation. Unfortunately, some events that transpired in 2020 brought forth the reality that racism and discrimination are still very real in our society. During our focus groups and discussions, we heard from many of you

Upcoming Special Emphasis Observances

- Martin Luther King Jr. Day
  January 18
- African American/Black History Month
  February 1-28
- Women’s History Month
  March 1-31
- Days of Remembrance
  April 19-26
- Holocaust Remembrance Day
  April 21
- Asian American Pacific Islander Heritage Month
  May 1-31
- LGBTQ Pride Month
  June 1-29
about the challenges you still face as women, minorities, and LGBTQ+ service members. To hear that any harassment or mistreatment still occurs within our formations is unacceptable. Also, that some of these behaviors are occurring with others present is even more disheartening and indicative that the training and messaging is not making its way down to every service member.

While I do not have all the answers, I can assure you that your Command Staff is listening, and we are dedicated to leading this organization to success. We are committed to removing barriers that prevent us from achieving an inclusive environment where all our Soldiers and Civilian employees feel valued for their contributions. Trust that opportunities in this organization are earned solely because of skills and abilities. We will continue training and educating our forces in diversity to better make us stronger and more successful. Furthermore, we are dedicated to removing these patterns of behavior from our service members and civilian employees wherever it may exist.

I strongly encourage you to not be a bystander. What I ask from all of you is to have the courage to speak up. It does not matter if you are a private or a seasoned officer. If you witness behavior that is not consistent with our values say something, address it, or bring it to someone you know who will take action. I know that is easier said than done, but we can achieve anything if we work together. The key is to not ignore it. Commanders at every level have open-door policies and are expected to act when issues are brought to them. If it does not get resolved, go to the next higher commander, or seek out your Equal Opportunity Leader, or Victim Advocate. These colleagues and partners are here to help strengthen our teams and help commanders address matters that impact unit readiness and Soldier care.

If you have not heard the message and goals, have not received training, need more clarification on the importance of treating others with respect, or believe someone is being unfairly judged, please reach out for help. Contact your DEI Unit Council, Chaplain, Behavioral Health Officer or Commander and ask for guidance. Please understand that these biased thoughts can lead to negative behaviors that can be harmful to the organization and detrimental to readiness and ethos.

In the meantime, I will continue to reinforce the message that all service members and civilian employees must be treated equally. We will continue to look for, and remove, any barriers that prevent this. And where we fail, we will take swift and immediate corrective action. I also invite you to provide feedback and share any DEI articles and ideas to enhance our culture to the following email: ng.nv.nvarng.mbx.diversity@mail.mil

In closing, let us make 2021 the year to take our organization to the next level of greatness. Let us not just be good, let us be the best in all that we do! Thank you all for your support. I look forward to working with each one of you! 🍀
### Cultural Observances and Awareness Events

<table>
<thead>
<tr>
<th>Observance/Awareness Event</th>
<th>Date</th>
<th>Executive Champions / Authorization</th>
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<tbody>
<tr>
<td>Martin Luther King, Jr. Birthday</td>
<td>18 January 2021</td>
<td>COL Guerrero / Public Law 98-144</td>
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<td>National African American/Black History Month</td>
<td>1-29 February 2021</td>
<td>Col Hammons / Public Law 99-244</td>
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<td>Women's History Month</td>
<td>1-31 March 2021</td>
<td>COL Klima / Public Law 100-9</td>
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<tr>
<td>Holocaust Remembrance Day / Days of Remembrance</td>
<td>21 April 2021 / 19 April – 26 April 2021</td>
<td>Col Manson / Public Law 96-388</td>
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<td>Asian American and Pacific Islander Heritage Month</td>
<td>1-31 May 2021</td>
<td>Col Ford / Title 36, U.S. Code, Section 102.</td>
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<td>LGBT Pride Month</td>
<td>1-30 June 2021</td>
<td>COL Armstrong</td>
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<td>Women’s Equality Day</td>
<td>26 August 2021</td>
<td>Chief Ash / Public Law 93-105</td>
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<td>National Hispanic Heritage Month</td>
<td>15 September-15 October 2021</td>
<td>Col Kirkwood / Title 36, U.S. Code, Section 126.</td>
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<td>National Disability Employment Awareness Month</td>
<td>1-31 October 2021</td>
<td>COL Krueger / Title 36, U.S. Code, Section 121.</td>
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<td>National American Indian Heritage Month</td>
<td>1-30 November 2021</td>
<td>COL Peyerl / Public Law 103-462</td>
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**Special Emphasis Program’s Mission**

SEP’s mission is to enhance the employment and advancement of minorities, women, and people with disabilities on a nondiscrimination basis, by insuring they are afforded an equal opportunity in every personnel management policy and practice. SEP will also assist managers and supervisors in maintaining a high level of program awareness, provide them with proper advice to ensure compliance with the law, and provide assistance in carrying out EEO responsibilities. Furthermore, it will work with management in carrying out their responsibility to identify barriers to the recruitment and advancement of special emphasis groups, devise solutions, and draft plans to implement the solutions.

The Special Emphasis Program refers to the programs which focus special attention on certain specific groups as a result of a law, regulation, Executive Order, or as deemed by NVNG leadership (ex. LGBT). Any personnel may be part of any Special Emphasis Program council they would like to support, just bring a willingness to learn and engage with the team. It is not a requirement to belong to the SEP council one represents (i.e., an employee does not have to have a disability to be Disability Program Manager).

We are seeking volunteers to join the Special Emphasis Program councils for the following groups:

- African American (Martin Luther King, Jr. Birthday; African American/Black History)
- American Indian (American Indian Heritage)
- Asian Pacific Islander (Asian American/Pacific Islander Heritage)
- Disability (Disability Employment Awareness)
- Federal Women’s (Women’s History, Women’s Equality)
- Hispanic American (Hispanic Heritage)
- LGBTQ
- SEPM (Holocaust Remembrance/Days of Remembrance)

Please contact Mr. Kenneth DuPree at (775) 384-5844 kenneth.r.dupree.civ@mail.mil

If you have any questions or interested in being a part of the councils.
Here within the Nevada National Guard, we have five Strategic Priorities which are: Readiness; Care of all Airmen, Soldiers, Civilians, and their Families; Diversity, Equity, and Inclusion; Community Involvement; and Force Development. All members are charged by The Adjutant General, Major General Berry, to ensure we execute these priorities and take into account these strategic priorities with all decisions that are made. Today, I would like to talk on the strategic priority of Diversity, Equity, and Inclusion. Why is diversity, equity, and inclusion so important in an organization and more specifically, in the Nevada National Guard? When an organization adopts diversity, equity, and inclusion as a priority and truly makes it part of its culture, that is when an organization becomes world class. How is that possible? We need to ensure that all our Airmen, Soldiers, and Civilian employees knows the meaning of diversity, equity, and inclusion, what the benefits are, and ensure it is completely incorporated in the Nevada National Guard culture. Diversity opens a myriad of experiences and perspectives that we can all share and learn from.

Diversity is the understanding, accepting, and valuing the differences between people. Inclusion can be defined as a supportive, collaborative, and respectful environment that increases the participation and contribution of each person in the organization. Diversity and Inclusion are the ability to practice and support a diverse workplace. By incorporating diversity and inclusion at all levels, this will absolutely leverage the amazing gains that will be achieved in our astonishing organization. It is all our responsibility to foster a diverse and inclusive work environment for each of our members.

The members of the Nevada National Guard are made up of the most amazing, dynamic, and diverse people within the entire enterprise. We have so much diversity of experience, diversity of thought, and diversity of background. Our members bring so much to the fight through their diverse experiences and backgrounds. By leveraging the diversity of all our Airmen, Soldiers, and Civilian employees, this will enhance our capabilities and lethality. It also increases our operational competencies and allows leadership at all echelon to make the best decisions, which make the Nevada National Guard a more agile, innovative, and effective force.

We must also provide each of our members within the Nevada National Guard an inclusive and safe environment to work in. We must foster a positive place to work that encourages and respects all our member’s differences, similarities, and ideals. We must always allow open and honest dialog from our members, be respectful to one another, and always be a true wingmen/battle buddy.

Major General Berry has three non-negotiables: Safety, Unity, and Integrity. As mentioned early, we must always provide a safe work environment for our members. Safety is always paramount. We all must also be united. As stated by Major General Berry “Unity is vital to the success of our organization and we should stand united in purpose and mission.” United together as brother and sisters in arms. One Team, One Fight! “Unity is strength...when there is teamwork and collaboration, wonderful things can be achieved.” - Mattie J.T. Stepanek. Integrity is not only a non-negotiable but is part of the Air Forces and Army’s Core values that we will live by each and every day. We must all know our strategic priorities and non-negotiable. Each of these are tied into Major General Berry’s five expectations of a leader which are: To be a servient leader, execute and enhance the mission, manage talent, develop leaders, and fight and win in a complex environment. All of us, bringing all this together, makes us a world class organization. Battle Born Battle Ready!
Diversity, Equity, and Inclusion

Diversity Goals - NVNG leadership will assume a significant role in the management, execution, and achievement of the diversity, equity, and inclusion goals for the organization. The five goals are:

1. Ensure the composition of the Nevada National Guard is reflective of State demographics; from initial entry (recruiting) through all levels of Officer, Non-Commissioned Officer and Warrant Officer Leadership.

   Example: Continuous tracking and monitoring of workforce, identify gaps and trends, and develop targeted recruiting plan for underrepresented groups.

2. Develop, plan, and execute tailored Diversity, Equity, and Inclusion training for all members and all leadership levels in the Nevada National Guard.

   Example: Continue to educate the team on Diversity, Equity and Inclusion goals and initiatives and why it is imperative for the success of NVNG. Ensure Diversity, Equity, and Inclusion are integrated in the Joint Mentoring and Career Development Programs using the Nevada Force Readiness DEI Behavior Model known as Nevada Force Readiness Model.

3. Ensure leaders at all levels champion and demonstrate commitment, engagement, and support to all Diversity, Equity, and Inclusion program priorities and understand what is required to achieve success.

   Example: Build and maintain an inclusive environment where people feel valued and respected. Become a Diversity Champion, Volunteer as an Executive Champion for a Special Emphasis Month, become a mentor.

4. Regularly review the policies and procedures applying to promotion, selection, assignment, and awards to ensure fair and equitable consideration and opportunities to all Soldiers and Airmen.

   Example: Personnel and leaders will ensure diversity elements are thoroughly integrated into the NVNG’s human resources operations. For example, on-boarding, exit interviews, incentives, recognition, create employee resource group in departments.

5. Promote the value a diverse, equitable, and inclusive culture has on building and sustaining a lethal, capable, deployable, and ready force in alignment with the TAG’s Diversity, Equity, and Inclusion Strategic Priority.

   Example: Understand that DEI positively impacts retention, bench strength, decrease of employee cases/complaints, and recruitment and attraction of high-level workforce.
Determine whether everyone is treated not with equality, but with equity.

By SSG Ana Nunez
72nd Military Police Company

My story starts as a first generation Hispanic-American born in Las Vegas, Nevada to undocumented parents. My parents worked hard to provide my sisters and me with a safe home where we could enjoy just being kids, something neither of them were able to do growing up in developing countries. I inherited my mother’s tireless work ethic and my father’s appetite for learning, both of which fueled my desire to join the military.

I enlisted in the Nevada National Guard in 2008 as a junior in high school. Initial entry training was my first time away from my family, and while I grew homesick at times, it was my first opportunity to grow alongside trainees from all over the country. Since then, I have tested water quality with the 100th QM, helped erect Nevada’s first CERF-P decontamination unit with the 1864th MTC, and facilitated thousands of periodic health assessments for Soldiers with the Medical Detachment, before finally entering the AGR program. Today, I am the supply NCO for the 72nd MPC where I assist my commander in managing over $23 million in unit property.

It was not until I started wearing the uniform daily that I discovered the many opportunities the Nevada National Guard has to offer. In addition to pursuing a degree in logistics, I could also influence significant change as a unit training NCO, or by getting involved in organizations such as the Diversity Council and the Joint Organizational Roundtable. However, with these opportunities, I became aware of the invisible hurdles some individuals must overcome to be successful. Those who have become weary of mandatory equal opportunity training argue that the organization is already culturally diverse and fair for everyone. While Nevada does claim one of the more inclusive national guards in the states and territories, it is not uncommon to see all-Caucasian or all-male leadership. Do certain groups work harder than others, and are therefore more likely to be assigned to key leadership positions? Or could there be institutional limitations and unfair biases that women and people of color must overcome to be considered competitive? I have not had to overcome these hurdles, but I have had two senior female NCOs share stories with me of being overlooked for a promotion in rank and position in favor of a male NCO, with no reasonable explanation. Although I have not knowingly faced this type of adversity, discrimination towards one marginalized group is an injustice to the entire organization.

Within my own organization, I make a conscious effort to determine whether everyone is treated not with equality, but with equity. I credit much of this to the influence of my peers, leaders, and mentors which include MSG Rafael Aguilera of the 17th SB, MSG Larry Harlan of the 17th STB, and SSG Eunice Rodriguez of the 593rd MTC. I have become more consistent in evaluating situations and asking questions to ensure that each Soldier has what they need to accomplish the mission. From requesting a specialty size in equipment for an especially tall Soldier, to accommodating a Soldier who is nursing, leaders have a responsibility to take that extra step when necessary. There is little that brings a seasoned NCO more pleasure than a formation that is dress-right-dress; uniformity has been instilled in us since the first day of basic combat training. However, we owe it to our subordinates to lead by example and show them that treating everyone the same is not always fair.
RecommenDeD Reads for Diversity, Equity, and Inclusion Leaders

Whether you are a seasoned DEI leader, an active ally, or someone who is just beginning the journey in this work, here are professional and personal DEI resolutions to make for the new year.

10 DEI Resolutions for 2021

By Heather McClean

Choose one action to incorporate DEI into your daily life and work.
As a leader, you are likely thinking about the big picture of your organization when it comes to DEI. As an employee, it is easy to rely on a DEI program to provide a roadmap. However, all of us need to think of individual steps we can take each day to help our companies and ourselves move forward. Even something as small as following different people on social media will shed light on the perspectives of your co-workers that you may not have considered.

Be a better ally.
Allyship can often show up as passive or performative. Think instead of active ways to support colleagues and friends, even if it means getting out of your comfort zone.
Remember DEI when planning events and conferences.
It is crucial to ensure your speakers are diverse, regardless of topic, and your presenters are compensated equitably. Ensure your diversity initiatives continue to grow and change with your company.
If you created value statements, strategic diversity plans, and goals several years ago, review them with fresh eyes to make sure they reflect where your organization is now. Also, set new aspirational goals so that your work does not become stagnant.

Invest in external diversity, too.
When hiring suppliers or contractors, consider small businesses, women, minority or veteran-owned companies, and local vendors. Often, these businesses can offer a more personalized approach given their size.

Become okay with not being perfect.
Building a personal DEI practice takes time and the work will never truly be done. You’ll misspeak, accidentally offend someone, and/or need to apologize more than will feel good or even fair. Commit to acknowledging your mistakes and moving forward.

For the rest of the list:
http://ndcnews.org/2020/12/15/10-dei-resolutions-for-2021/
DALLAS — More than a dozen Army officials have been fired or suspended as part of a sweeping investigation into the climate and culture at Fort Hood, a sprawling military base in Texas that has been rocked by a series of violent deaths, suicides and complaints of sexual harassment.

The investigation released on Tuesday found “major flaws” at Fort Hood and a command climate “that was permissive of sexual harassment and sexual assault,” said Ryan D. McCarthy, the secretary of the Army.

“Unfortunately, a ‘business as usual’ approach was taken by Fort Hood leadership causing female soldiers, particularly, in the combat brigades, to slip into survival mode,” the report said, where they were “vulnerable and preyed upon, but fearful to report and be ostracized and re-victimized.”

The Army secretary ordered that 14 officials, including several high-ranking leaders, be relieved of command or suspended and vowed sweeping reform that would extend far beyond Fort Hood to affect more than one million soldiers and Army civilians nationwide.

“This report, without a doubt, will cause the Army to change our culture,” Mr. McCarthy said.

The damning report comes as the military faces mounting public pressure to address years of allegations that harassment and sexual assault among soldiers had gone unaddressed. A Defense Department survey released last year estimated that there were 20,500 instances of “unwanted sexual contact” in the 2018 fiscal year, up 38 percent from 2016, and that the uptick was driven almost entirely by an increase in assaults on women in uniform.

Fort Hood, the nation’s third-largest Army base in terms of population, has been at the center of the conversation amid a rash of homicides, suicides and violent crime this year. The investigation came in response to the slaying of Vanessa Guillen, a 20-year-old Army specialist, who disappeared on the base in Killeen, Texas, after telling friends that she had been sexually harassed; the authorities say she was killed by a fellow soldier who burned and dismembered her body.

The findings of the investigation were seen as a significant step by military observers, lawmakers, advocates for Latinos and representatives for Specialist Guillen, who welcomed the changes as an initial but necessary move toward justice.

“They told the truth and they let the heads roll,” said Natalie Khawam, a lawyer for Specialist Guillen’s family who credited the Army for taking on systematic change. “I’m getting phone calls from colonels and everyone you can think of, contacting me and telling me, ‘I have never seen anything like this in my 30 years in the military.’

For the complete story please visit: https://www.nytimes.com/2020/12/08/us/fort-hood-officers-fired-vanessa-guillen.html
MEET OUR NEWEST STAFF MEMBER

DIVERSITY, EQUITY, AND INCLUSION EMPLOYEE – KAREN GOLL, DIVERSITY SPECIALIST

Please welcome Karen Goll to our Diversity, Equity, and Inclusion team as Diversity Specialist.

Karen has lived in Southern Nevada for over 30 years and has now called Reno her home. She brings over 15+ years of operations experience specifically in hotel and human resources from MGM Resorts International.

She successfully opened Aria Resort & Casino as Director of Guest Services, oversaw Vdara Hotel & Spa as Director of Hotel Operations, and led the Learning & Development team company wide as Director of Learning & Development.

She served as Diversity Chair for Aria & Vdara with over 3,000 employees and Chaired the Asian Pacific Islander Employee Network Group in its inaugural year.

In her role, she will partner and work closely with various units and levels of NVNG’s organization to enhance and forward our Diversity, Equity, and Inclusion initiatives, including supporting the SJDEC and SEMP Council, creating DEI training for all levels, and establishing Affinity Groups and Resource Groups to name a few.

Karen is also a board member with the NV Youth ChalleNGe Foundation and serves as the foundation’s secretary.

The NV Youth ChalleNGe Foundation’s main goal is to raise contributions to help support the daily operations of the Battle Born Youth Academy ChalleNGe Academy (BBYCA).

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IT inclusion difference begins WITH YOU