



JOE LOMBARDO  
*Governor*

**STATE OF NEVADA OFFICE OF THE MILITARY**  
**OFFICE OF THE ADJUTANT GENERAL**  
2460 FAIRVIEW DRIVE  
CARSON CITY, NEVADA 89701



ONDRA BERRY  
*Major General*  
*The Adjutant General*

NGNV-Z

11 March 2024

MEMORANDUM FOR Record

SUBJECT: Meeting Minutes for SJDEC 15 February 2024

1. The SJDEC convened from 0900 - 1030 on 15 February 2024 with council members attending virtually and in person.
  - Attendance: Maj Gen Berry, BG Armstrong, BG Waters, Col Chauvin, COL Devine, COL Krueger, COL Jonkey, COL Compston, Col Kimsey, Col Brownell, LTC Wagner, LTC Chavez, LTC Ferrer, Lt Col Belikov, MAJ Klatt, CPT Leonard, Capt Marcus, Chief Din, CW3 Quinn, Mr. DuPree, Ms. Ulan-Goll, Mr. Hoinoski, Ms. Randel, Mr. Perkins, and Ms. Salazar
2. Why we met:
  - Discuss how the Army and Air meet the DEI objectives for the NVNG DEI goals in quarter 1.
3. What we shared:
  - BG Waters, DJS, opened with his remarks on leaders needing to be sync with state DEI's goals. Units Command teams need to work through the councils to communicate how they will move forward DEI goals that enhances readiness.
4. BG Waters, spoke on National and Regional JDEC highlights from the last meeting.
  - National JDEC
    - MG Knight (VT) moved to Chair.
    - Briefed on the training that is being pushed through Georgetown University
  - Regional JDEC
    - BG Paoletti (CA) moved to Chair.
    - BG Paoletti mentioned measures we are taking to ensure region IX is working towards the DEI goals and not just discussing events celebrating culture, which is a good thing to do but not just that. Aligning with NGB metrics
5. Mr. David Hoinoski, Interim SEEM, presented data on equal employment complaints. Emphasized the need to identify trends and biases from the type and number of cases.

Presented categories with associated complaint numbers, tracking trends over the years. Noted the total number of claims in the Air Guard and Army Guard over the years, highlighting 74 complaints. Ensured future adjustments for accuracy moving forward. Mr. Hoinoski displayed cases from 2023, providing insight to shape future efforts. Stressed the importance of J9 support in educating commanders and building corporate knowledge for a more streamlined process. Highlighted the importance of using this information to guide organizational priorities.

6. Ms. Nikky Randel, IPP, addressed challenges in DEOCS participation, citing low rates on the Air Guard side. Highlighted DEOCS protective factors, with leadership support identified as a top factor. Noted concerns in fairness perceptions, morale, binge drinking, stress, racially harassing, sexually harassing, and sexist behaviors. Shared specific concerns about the low fairness ratings among female populations, emphasizing the need for improvement. Acknowledged efforts to collect feedback for improvement, emphasizing the goal of increased participation and a fuller understanding. Focused on racially harassing, sexually harassing, and sexist behaviors, along with high rates of binge drinking and stress. Discussed differences in reported behaviors across demographic categories, emphasizing areas of concern. Discussed efforts to link fair treatment to improved readiness, higher retention, and lower harassment and discrimination likelihood. Highlighted the importance of DEI initiatives in addressing reported behaviors.
  - Response from COL Jonkey: Emphasized the need for transparent communication on DEOCS results and actions taken. Urged proactive guidance and support for commanders in addressing identified issues.
  - Response from Ms. Salazar: Discussed the need for conveying the value of DEOCS feedback to soldiers and airmen. Stressed the importance of showing a return on investment and addressing concerns raised.
  - Maj Gen Berry's Response: Acknowledged Ms. Randel's directive to provide more tactical recommendations and support to the field. Highlighted the importance of accountability and support for commanders in implementing corrective actions.
  - BG Armstrong's Comments: Addressed challenges in briefing DEOCS results down to every soldier in the formation. Requested clarification on the production of unit-specific presentations and identification of actionable items within comments.
  - Ms. Randel's Responses: Confirmed efforts to provide commanders with necessary materials for unit briefings. Acknowledged the

directive to identify and communicate actionable items from DEOCS comments to commanders.

- BG Armstrong's Comments: Emphasized the importance of actionable items from DEOCS comments to facilitate interventions. Commended Ms. Randel's team for their efforts and expressed the need for continued support and communication.

7. DEI Scorecard briefs: Army/Air/Tech-Civ Leads.

- Success:

- 2% increase overall demographics
- Begin to operationalize DEI.
- Observance Months Support from Leadership – WHM event
- Major support from HRO to review policies and processes
- Community presence – WHM event partnering w/AUSA
- J9 Quarterly Events - Mental Health Awareness Month (May)
- Air guard DEI training is over 90% completion.
- Multi-Cultural Fair (AW leading and hosting – July)
- Joint Mentorship Program feedback – LTC Chavez
- Army/Air diversity councils having unit reps at all levels (Jr/Mid/Sr) – LTC Chavez & Capt Encallado
- External partnership with VFW & Honorary CC program – LTC Chavez
- Development of a QR code system to allow members to access volunteer opportunities from their phones – Capt Encallado
- Sr Leadership engaging with DEI team on decision making.

- Opportunities:

- More Engagement and Participation
- Communication Down to Lower Levels
- Consistent attendances of Air diversity councils at all levels (Jr/Mid/Sr) – Capt Encallado
- Addressing retention issues by tracking retention demographics and attrition losses and identify trends. – LTC Ferrer
- Increase % of total Female 2%, Black/African American 1%, and Hispanic/Latino 1%
- Army guard DEI training completion date is Sep 2024.
- Aligning DEI training w/ each unit training schedule yearly
- Capturing DEI events (SO & training) attendees and feedback
- Leadership selection criteria, advocating for a focus on talent, attributes, and effectiveness in areas needing improvement.
- Mid-grade NCO & LT's teaching & promoting inclusivity – LTC Chavez

- Importance of having leaders who can cover blind spots and make informed decisions about disciplinary actions.
  - Technician/Civilian DEOCS June FY24
8. Mr. Kenny DuPree II, CDO, highlighted the need for diversity in teams, encouraging a safe environment for open communication. Proposals include incorporating DEI goals into strategic plans, professional development opportunities, and training events. Emphasizes the need for accountability in implementing and sharing knowledge gained from training programs. Emphasizes the need for inclusive mentorship practices and providing feedback to promote growth and development. Objective to provide recurring DEI messaging for senior leadership to continuously reinforce the significance of caring for members within the Nevada National Guard. Highlights the importance of psychological safety in the workplace, citing Google's findings that high levels of psychological safety led to increased productivity, revenue, and effectiveness. Stresses the need for members to feel valued and for their contributions to be recognized beyond mere numbers. From the women's focus groups, concerns raised about disparities in opportunities for pregnant women, particularly related to deployment orders. Efforts to address policy issues discussed, including collaboration with national associations for resolutions. Investigation into changes in deployment orders for pregnant women and a call for education on related policies. Feedback disparities between male and female focus groups were noted, specifically in cohesion, fairness, inclusion, and leadership support. Emphasizes the importance of continuing annual Women's Focus Groups. Participants express interest in understanding male perspectives and increasing male attendance at women's events to foster mutual understanding and communication. Consideration of feedback mechanisms and avenues for providing constructive feedback to members. Mr. DuPree emphasizes the importance of active senior leadership involvement in developing and leveraging strengths, talent, and innovation. Proposes increased transparency and trust in all processes, with leaders conducting voluntary small group discussions with their workforce to foster inclusion and connectedness.
- Ms. Salazar highlighted the importance of diverse teams in gathering feedback and understanding blind spots. Role and Responsibilities and expectations of the Army/Air Diversity Councils
  - Positive practices to continue include annual Women Focus Groups and cross-gender event participation. Working with the Exec. Champion to put a calendar together for events during their months.
  - Actions proposed for institutionalizing DEI efforts, including deliberate communication, standardized training, and performance measurement. Leadership emphasis on transparency, trust, and active engagement discussed, with the proposal of small group discussions.
  - Demographic analysis showed growth but highlighted challenges in specific ethnic and gender categories. Officer retention issues recognized, emphasizing the need to address diversity in leadership

selection. Call for continuous monitoring and improvement of DEI metrics. Continued communication and training on DEI goals. Ongoing analysis of demographic data for targeted improvements. Focus on psychological safety to enhance morale, productivity, and readiness.

- Chief Din noted the low attendance of women in the focus groups. Recommends organizing educational meetings as an alternative approach to address the concerns raised. Participants to addressing the issues highlighted in educational meetings. Consider strategies to encourage greater participation and satisfaction among women in future discussions and initiatives. Sharing best practices
  - Ms. Salazar emphasizes the need for senior leaders to stay updated on the latest policies and regulatory guidance. Proactive sharing of information can help dispel rumors and misconceptions. Reflects on the significance of maintaining a safe environment, particularly in focus group settings. Notes past instances where leaks of information led to rumors spreading, highlighting the need for confidentiality. Reiterates the importance of reassuring female participants that their input is valued, and their concerns will be addressed. Emphasizes the necessity of cultivating a culture where participants feel safe and supported will lead to increased participation and engagement.
9. Ms. Karen Ulan-Goll, Force Development, mentioned NGB Excellence and Diversity Awards upcoming. Categories include Army Individual, Unit, Air Individual, Unit, and Overall for the state. Past successes in the Air with Individual (Major Sharp) and Unit (FSS) categories. Encouragement for collaboration on packets for each category. Packets for FY23 due by April 16th for review.
- Executive Champions: Thanks to the Army for their executive champions. Expanding involvement of civilians and community members in special observances.
  - Unconscious Bias Training: Successful session in February with high participation. Upcoming sessions in March for both North and South regions. Goal: 80% Army available force trained by September 30th. List of units that have attended and sent a trainer provided for review. Air Side Updates: Completed unconscious bias training with the region. Focus on new airmen and microaggressions training. Collaboration with HRA for effective implementation.
  - Key Dates: March 1: Women's History Month Speaker Event in Las Vegas with notable speakers. Attendees encouraged to register for events and participate actively.

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April 29 - May 3: Georgetown University Managing for Inclusion Course. Attendances by BG Waters, Col Chauvin, and Capt Encallado. Planning a two-day off-site in July for strategic planning for DEI FY24-25.

10. Col Chauvin, COS-A, expresses appreciation for the involvement of all attendees in the DEOCS debrief. Announces plans for an enlisted town hall led by Chiefs during the upcoming drill to discuss action plans moving forward. Requests a deeper dive into individual units to provide commanders and senior NCOs with insight into their specific organizations. Emphasizes the importance of addressing issues at the unit level and implementing visible changes to improve participation rates. Highlights the frustration experienced by airmen when they perceive no action being taken on feedback provided. Stresses the importance of ensuring that feedback leads to tangible and visible changes within the organization. Expresses satisfaction with the standardized process for DEOCS and anticipates that it will lead to routine and predictable outcomes. Suggests leveraging the J9's support to educate commanders and build corporate knowledge within the organization. Anticipates that streamlining the process and increasing organizational awareness will enhance the return on investment. Coordinate with relevant stakeholders to conduct a deeper dive into individual units and gather insights for commanders and senior NCOs.
11. BG Armstrong, LCC, expresses gratitude for the hard work put into addressing challenges and opportunities. Acknowledges the importance of consistent communication and recommitment to addressing issues. Continue prioritizing transparent communication and taking action to address challenges. Mentions the upcoming distribution of blotters as part of the communication. Maintain a joint effort to address organizational issues and capitalize on opportunities for improvement.
12. Maj Gen Berry, TAG, emphasizes the importance of reporting on goals and progress during Army Air Council meetings. Coordinate with Ms. Randall to develop clear tactical recommendations and tie measurements to progress. Proposes a meeting with Ms. Randall to discuss granular details and tie measurements to progress. Stresses the importance of communicating progress and efforts to the organization. Inquiries about how the J9 is assisting with these efforts and requests clarity on the assistance available. Expresses preference for a dashboard format to present information to commanders. Highlights the need for accessible information on available assistance and resources. This discussion is a readiness issue within the organization, emphasizing the importance of creating a culture of readiness and maximizing the potential of the workforce.

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13. Due Outs:

- NVNG DEI Strategic plan update by 26 Jul
- WFG report
  - Provide course of action tool (tactical level) by 3 Apr
- DEOCS
  - Provide course of action tool (tactical level) by 3 Apr
- Monthly DEI report by 29 Mar
- SEEM will update slide according to BG Waters recommendation by 15 Mar
- Mr. Hoinoski will follow up with BG Waters on any case that hasn't been responded to by 8 Mar
- Follow up with G1 & A1 concerning pregnant women on orders by 23 Feb
- Capt Encallado sharing the QR code process with Army chairs (LTC Hall & SGM Obregon) to capture members volunteerism by 30 Apr
- Send 2023 NGB EID Awards packet to NVNG DEI office by 16 Apr

14. The next SJDEC meeting will be held on 25 April at 0900. *If you are unable to attend, please notify Mr. DuPree and ensure to send a representative on your behalf.*

15. Point of contact for this memorandum is Mr. Kenneth DuPree at 775-384-5844 or [kenneth.r.dupree.civ@army.mil](mailto:kenneth.r.dupree.civ@army.mil). The meeting presentation information was made available to all members.

KENNETH R. DUPREE II, CIV, NVNG  
Chief Diversity Officer