



## Joint Diversity Executive Council looks for continued ‘buy-in’ from Nevada Guardsmen

- Brig. Gen Zachary Doser, Director of the Joint Staf, Nevada National Guard



As the Chairman of the Nevada National Guard Joint Diversity Executive Council (JDEC), I think it is important to explain what the JDEC is, and how it benefits the organization. The JDEC is made up of senior leaders within the Nevada National Guard, both officer and enlisted. It is the adjutant general’s governing body tasked with ensuring diversity policies are implemented and diversity goals are achieved. With buy-in from both commanders of the Nevada Army and Air Guard, I’ve also included 06 level commanders from the Army National Guard, the 152nd Wing commander and command representatives from various organizations within the Nevada National Guard into the JDEC. The makeup of the JDEC allows for a “whole of the organization” approach to diversity within the Nevada National Guard. This provides a venue to share ideas, identify issues, promote diversity initiatives and achieve national and state level diversity goals.

The JDEC is just one part of the overarching diversity program within the Nevada National Guard. Brig. Gen. Hanifan directed that each 06 level command will have its own diversity council. Brig. Gen. Berry also directed the 152nd Wing to have a diversity council as well. These councils provide critical information to the JDEC in the form of lessons learned, diversity issues and success stories within the organization.

As the JDEC Chairmen, I’ve initiated a “bottom to top” approach to diversity. The importance of what is occurring at the unit level cannot be over stated. The ideas, concerns and recommendations from Soldiers and Airmen, through their respective unit councils, allows the JDEC to successfully address diversity concerns, improve the quality of the organization, meet TAG’s diversity goals and recognize individuals and units for promoting diversity.

The Nevada National Guard is leading our region in achieving diversity goals. Within the last month, Nevada was the first western state to meet the diversity goals set by the Chief National Guard Bureau (CNGB). Credit for this accomplishment goes to everyone. I would like to commend Lt. Col. Chris Patterson and Col. John Week for their hard work in compiling the data submitted to NGB, which ultimately led to the Nevada National Guard achieving this milestone.

The Nevada National Guard recently submitted national level diversity award recommendations for Soldier, Airmen and unit award recommendations from the Army and Air components. I’m proud to announce out of the five award categories identified by the CNGB, Nevada won four. The fact Nevada won four out of five awards is an accomplishment we should all be very proud of.

The strength of the Nevada National Guard lies within its members. The diverse makeup of our organization, the diversity of thought embraced by leaders at all levels within it and the commitment by each and every one of us to ensure the value each member of the organization is recognized is what makes the Nevada National Guard such a great organization to serve in.

Thank you all for the hard work you do. 🇺🇸

### Upcoming Special Emphasis Observances

- Women’s Equality Day  
(26 Aug.)
- Hispanic Heritage Month  
(15 Sept. - 15 Oct.)
- National Disability Employment Awareness Month  
(1-31 Oct.)
- National American Indian Heritage Month  
(1-30 Nov.)

### Individual Highlights in this Issue

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- Brig. Gen. Ondra Berry
- The Power of Mentorship in Diversity  
- Col. Eric Wishart

# Micro-inequities: A Diversity and Inclusion Challenge

- Brig. Gen. Ondra Berry, Assistant Adjutant General, Nevada Air National Guard



**WARNING: This article may challenge your thinking and may be hazardous to your complacency!!**

More than 30 years ago in the book *Megatrends*, author John Naisbitt observed that our nation's diversity and inclusion makes us stronger compared to other countries, similar to how the blending of two metals – the science of metallurgy – makes the combined alloy stronger than the sum of the original parts. As one of the adjutant general's priorities, I believe that when we are united as Guardsmen and we are made stronger through diversity and inclusion. I made up a saying a few years ago and it is not grammatically correct, but I will explain the thinking behind the saying: "The hardest thing to do is to get a person to the point in life in which they think that they are already at." I have learned, that there are things that I may believe I am aware, conscious, and effective and efficient at, but in reality, I still have work to do. If I can get to the point where I am as proficient at the things I believe I am pretty good at, I will be a much better person. Whether we're aware of it or not, through our actions or inactions, we provide experiences for our fellow Soldiers, Guardsmen and civilians every day. Many times, we are not conscious or attentive to those experiences that we provide because, for better or worse, we send subtle messages to others. Everything we do has an impact on those around us. Sometimes we should "sweat the small stuff" especially when you are in a leadership role. Some of those experiences we provide could be so small that you might think that they are completely insignificant. In the worse case scenario you may not even be aware of the fact that you could be sending the wrong messages. Our behaviors are made up of many small micro-behaviors and we should remember; these micro-inequities don't just apply in the work place but can also surface in our personal lives.

Many of these micro-behaviors reside in our subconscious, but they can make a HUGE impact. Micro-inequities is a term used to describe subtle, negative messages we send to others that make people feel devalued, discouraged, or excluded. Culture is the way we get things done in the Nevada National Guard. The best way to describe culture is, "What is it like to work here?" When we describe our organization, we are really talking about our personnel's behavior. If micro-inequities are frequently used to get things done, we could be potentially participating in a culture that might be causing our Airmen, Soldiers and civilians to feel disengaged, discouraged, and even withdrawn. If this happens, it limits our ability to be productive, creative and reach our full potential. Rather than inviting people to fully engage in doing their best work, micro-inequities break the connection with others and push them away.

Here are some examples of micro-inequities that happen every day:

- Checking your phone while in a meeting or when talking with someone face-to-face
- Interrupting someone in a conversation
- Rolling your eyes
- Sighing loudly
- Avoidance and excluding
- Dismissive gestures
- Sarcastic tones
- Different judgment for similar conduct
- Ridiculing accents or peculiar speech patterns

Some micro-inequities can have an even more significant impact. For example:

- Failing to give credit where it is due
- Making jokes about a certain group of people
- Confusing a person's ethnicity

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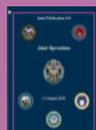


*"Diversity is the one true thing we all have in common." - Unknown Author*

**RECOMMENDED READING - [http://www.dtic.mil/doctrine/new\\_pubs/jointpub.htm](http://www.dtic.mil/doctrine/new_pubs/jointpub.htm)**



**JP 1-0**  
**Joint Personnel**  
**Support**



**JP 3-0**  
**Joint Operations**



**JP 1-0**  
**Joint Personnel**  
**Support**

- Favoring a certain gender, age, race or religion over another
- Dismissing the idea of one employee only to embrace it when paraphrased by another

It is a natural human tendency to value people who are similar to us and reject those who are different. I don't consider it bias when a person prefers to be around those who they may have more in common with, but when someone consciously or unconsciously discounts or treats those differently that they may not feel as comfortable with, this could cause disengagement, negatively impact overall work climate, negatively influence personal confidence, cause feelings of isolation, drop in performance or just an environment of mistrust.

The time we tend to want to be the most comfortable at work is when we eat. Many people tend to hang out and have lunch with people they are comfortable with, enjoy having a conversation with and may have some commonalities with. Chances are they are often similar to each other. They might work in the same department or speak the same language. These are the times we should be self-aware to ensure we don't allow micro-inequities to sneak in. Despite our best efforts to develop policies and initiatives that encourage diversity and inclusion, we sometimes use micro-inequities to build walls in order to keep others out. Micro-inequities are a result of assumptions that we subconsciously make about others. To foster a culture of diversity and inclusion we must each become aware of the assumptions we make about others. Becoming self-aware is the first step to eliminating micro-inequities. Take the time to reflect on your own behaviors. Do you do anything that might make others feel devalued?

Here are some questions to think about that can help you become more self-aware:

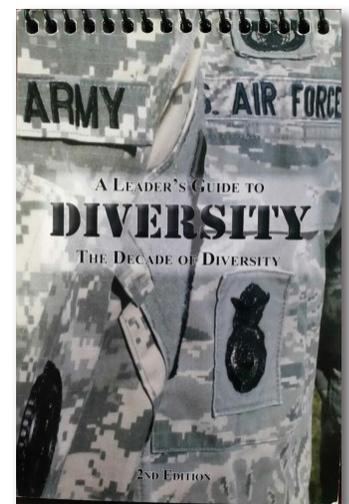
- Is there anything I do that makes people feel devalued, disengaged, or excluded?
- What can I do to make people feel more valued and included?
- How well do I listen?
- What can I do differently to recognize the excellent performance of others?

So what is the cure for micro-inequities? — Micro-affirmations! In the same way that micro-inequities are small, unconscious behaviors that make people feel disengaged, micro-affirmations are the behaviors that make the Nevada National Guard such a great place to work. Micro-affirmations also make a huge impact on Soldiers, Airmen and civilians, but in a positive way.

Here are some examples of ways you can practice micro-affirmations with others:

- Acknowledge others when you see them.
- Have facial expressions that show you are a part of an OUTSTANDING military organization
- Don't interrupt
- Make eye contact
- Let your body language and facial expression demonstrate that you care
- Bring a personal element to your interactions by acknowledging each person beyond their position.
- ALL SOLDIERS, AIRMEN AND CIVILIANS MATTER!
- Be engaged. Focus your complete attention when someone is speaking
- Be curious, ask questions and invite input
- Create defining moments in your interactions with others

The Nevada National Guard is an outstanding organization comprised of very talented Soldiers, Airmen and civilians. We get to serve our country and the citizens of the Great State of Nevada. We get to be a part of the 1% that defend this great nation. Remember why you signed up, remember your oath, but most of all remember your Battle Buddy, your Wingman and those around you who collectively make us a proud organization. The Nevada National Guard values diversity and inclusion. It's our many experiences that make up our culture. Let's work hard each day to create a culture of experiences that we all can be proud to be a part of. Remember, these careers only last a few seasons. Be aware of the small experiences you provide to others and any assumptions you might be making. Always ask yourself, "How can I make all Soldiers, Airmen and civilians feel valued and included?" Always remember — We are better together! 🇺🇸



*“Education is the most powerful weapon which you can use to change the world.” - Nelson Mandela*

## RECOMMENDED READING - <http://walkthetalk.com>



*The Diversity and Inclusion Handbook*  
by Sondra Thiedman



*The Nature of Excellence*  
by David Cottrell &  
Lee J. Colan



*The Pebble in the Shoe*  
5 Steps to a Simple  
and Confident Life  
by Jim Fannin

# Col. Joanne Farris headlines the Sierra Army Depot's Women's History Month celebration



On March 24, 2016, Sierra Army Depot hosted its annual observance of Women's History Month. This federally recognized observance month had a special theme this year — Women in the Army. Sierra Army Depot invited Col. Joanne Farris, the Brigade Commander for 991st Multifunction Brigade, to be the keynote luncheon speaker.

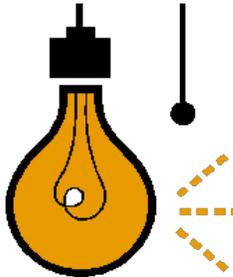
The event was a great experience for Farris who grew up in Susanville, California, just a few miles up the road. The employees at Sierra Army Depot welcomed Farris as local hometown neighbor.

Command Sgt. Major Patrick Moore, Command Sergeant Major for the 991st MFB, Command Sgt. Major Cate Summers, Command Sergeant Major for 757th Combat Sustainment Support Battalion and Alicia Nyland, State Equal Employment Manager, also attended the event. The theme for this year was honoring women of the Army and the founder of the Women Army Corps (WAC), Ovetta Culp Hobby.

Farris spoke about the missions of the units in her brigade. She also spoke about how being a government service employee with the VA Medical Center in Reno and serving as a military officer were great opportunities for women. She described how there are less barriers for women in the government and how she feels it is a platform to bring new ideas and strategies to an organization. She also noted that the Reno VA Medical Center currently has its first women director.

Farris first joined the Guard in a public affairs position and served overseas in Kosovo. She said it was rewarding to hear Soldiers say they were proud of their service because her and her office staff recognized them. She was inspired by Ovetta Hoppy, who shaped women's roles in the Army and paved the road for women in military careers.

One of the people she respects most is Gen. (retired) Ann Dunwoody, the first female four star general. Farris recalled a speech Dunwoody gave, where she said she never considered herself anything but a soldier, first and foremost. Those comments inspired Farris to pattern her career after Dunwoody and hopes to leave a lasting impression like she did. 



## DID YOU KNOW?

The NVNG JDEC is working to make available organizational D&I information and is leveraging technology to do so. The public and ANG websites are currently under construction while Joint and ARNG D&I info can be found on Share-Point within their respective "Staff" folders. Command Guidance, Policy, Checklists, Meeting Notes and Event Information are just a few things you'll find so take the time to take a look.

**EMBRACE DIVERSITY! — EMBRACE OUR WORLD!**

### NVNG JOINT DIVERSITY EXECUTIVE COUNCIL MEMBERS

**Brig. Gen. Zachary Doser - Col. Dan Waters - Col. John Meek - Col. Glen Martel -  
Lt. Col. Alvin Bolton - Maj. Gene Dieters - Maj. Christ Hales - Maj. Joseph Deese -  
Senior Master Sgt. Torry Thompson - Senior Master Sgt. Angela Ash -  
Senior Master Sgt. Jonathan Baker - Senior Master Sgt. Kenneth DuPree -  
Sgt. 1st Class Nancy Sanchez - Ms. Alicia Nyland**

# The power of mentorship in diversity

- Col. Eric Wishart, Deputy Chief of Staff, Logistics



I would like to start by stating that I prefer the word “inclusion” to “diversity”. Unfortunately, diversity is often misconstrued and many assume it means quotas or some sort of structured equal opportunity program. One simple word, inclusion, describes the goal of diversity: Have an environment that is free of artificial barriers in which everyone, regardless of race, color, religion, sex or creed has the same opportunity to excel.

When I was the Professor of Military Science at the University of Nevada, Las Vegas, the Army asked Cadet Command to survey their ROTC programs and determine to what extent a campus ROTC program reflected the campus on which it resided. A big thrust was to get more minority officers in Combat Arms branches, especially Infantry. The logic was if the ROTC programs were more diverse, there was a greater chance of getting a more diverse pool of officers interested in Combat Arms.

Interestingly, my college, the College of Engineering had already conducted a similar survey for very similar reasons. I was pleasantly surprised to find the Department of Military Science was right on target. As a matter of fact, we were one of the most diverse departments in the college. I was curious what we were doing to affect this positive environment. When I talked to my recruiting officer it boiled down to mentorship and demonstrating that we truly cared for the cadets as individuals. My cadre were genuinely invested in cadet success, not just as future Army officers, but also as people. For example: I had several Pacific Islander cadets from Guam, Hawaii and the Philippines. I also had a retired command sergeant major who was Guamanian on my staff. I found that he was a great coach and mentor, especially to these cadets. The break room was usually full of Hawaiian barbecue at least every other Friday, which provided informal mentoring sessions about success in the military, school, relationships and in life in general. This mentorship carried on throughout the cadets’ academic careers. The command sergeant major usually taught them as sophomores or first semester juniors, but they were still seeking advice and counsel up until graduation — and he readily gave it.

I learned from this that we did not have to try to diversify our program because we had a great environment of inclusion that was fostered through informal mentorship by both cadre and upper class cadets in a small group setting. As a result, I believe every cadet felt they had a genuine opportunity to excel in our program and we were invested in their success. As a result, our cadets were our best recruiters.

As leaders we can foster a similar environment in the Nevada National Guard. I have found the most effective form of mentorship is the type that my ROTC command sergeant major practiced — informal first line leader mentorship. I have made the argument many times that the most important job in the Army is squad leader. That is where mentoring and a climate of inclusion begins. It is the squad leader that sets the climate for the individual Soldier to excel. It is the first line leaders who will have the trust of their Soldiers and Airmen. These noncommissioned officers, through informal mentorship, will foster an inclusive environment and demonstrate to our Soldiers and Airmen that we are genuinely invested in their success.

I ask that our senior leaders establish a climate that gives our young first line leaders the latitude that allows them the initiative to perform informal mentorship. Ensure NCO or sergeant’s time is budgeted in the training the schedule, and ensure leaders enforce the standard to see that this time is used for mentoring and developing young Soldiers and Airmen. Also, I ask that as leaders we make the tough call to ensure only our *best* NCOs are allowed to fill the critical position of first line leaders from the outset. They will set the foundation for the organization...good or bad. 🇺🇸

*“Diversity is the mix; inclusion is making the mix work.” - Andres Tapia*

## **5 REASONS WHY DIVERSITY & INCLUSION ARE ESSENTIAL**

- 1. It’s the right thing to do.**
- 2. It’s our organizational policy.**
- 3. Changing demographics require it.**
- 4. It’s essential in building safe and productive work environments.**
- 5. It directly impacts the ability to perform the mission.**

# TAG recognized for advancement of Asian American, Pacific Islander communities



Nevada Adjutant General Brig. Gen. Bill Burks was one of 10 service members recognized with a 2016 Federal Asian Pacific American Council Military Meritorious Service Award here May 11 during the 31st annual FAPAC National Leadership Training Program. Burks received the award from the organization in recognition of his contributions to the advancement of U.S. military missions and the promotion of equal opportunity in the Asian American and Pacific Islander communities.

“General Burks was selected by the Air National Guard as a nominee for the award and was recognized by FAPAC as a military service member who has tremendously supported Department of Defense missions and overseas contingency operations with great attributes that epitomize the qualities and core value of Air National Guard,” said Lily Ho, the speakers’ bureau coordinator for FAPAC.

Burks’ FAPAC award was based on the success of the Nevada National Guard’s/Kingdom of

Tonga State Partnership Program in 2015. Last year, the partnership conducted 12 exchanges. Burks also oversaw the Nevada Guard’s participation in the annual Pacific Angel humanitarian mission in Papua New Guinea in 2015 that provided medical care and infrastructure improvement to the island’s civilian population.

Burks also accepted a FAPAC award on behalf of Gen. Frank Grass, the chief of the National Guard Bureau, for his outstanding support and commitment to diversity and inclusion in the National Guard.

FAPAC is an educational organization that promotes awareness of the impact of Asian Americans and Pacific Islanders’ cultures and contributions related to government employment and the promotion, establishment and maintenance of an effective and equitable percentage of Asian Americans and Pacific Islanders in the work force.

Per FAPAC bylaws, only one service member from each military branch (active and reserve) can be recognized with a Military Meritorious Service Award in any given year. In addition to Burks, the list of recipients for 2016 included: Command Sgt. Maj. Patrick M. Ganacias, Staff Sgt. Alan F. Lee, Maj. Karmin Ng, Commander Manuel (Don) A. Biadog, Jr., Lt. James J. Yoon, Capt. Yuwynn E. Ho, Lt. Raphael J. Sadowitz, Capt. Carl R. Chen and Staff Sgt. Kathleen V. Easton.

Nevada boasts the sixth-largest population of Tongans within the United States. The Nevada Guard/Kingdom of Tonga partnership was established in April 2014. 

# Nevada Guard dominates Excellence in Diversity awards

- Master Sgt. Andrew LaMoreaux, Oklahoma National Guard Public Affairs

The Nevada National Guard claimed four of the five 2015 Excellence in Diversity prizes awarded in July at the 2016 National Guard Diversity Training and Workshop in Norman, Okla.

The awards were distributed during the annual workshop aimed to help Army and Air National Guard service members develop talent management strategies within their units from a diversity perspective.

The Nevada Guardsmen accepting awards for their support of diversity and inclusion included:

- Col. JoAnn Meacham from the 152nd Airlift Wing was named top individual Air Guard service member
- Staff Sgt. Michelle Ochoa of the Nevada Army Guard's Recruiting and Retention Battalion was named top individual Army Guard service member
- The Nevada Army Guard's Recruiting and Retention Battalion was named top unit proponent of diversity and inclusion in the Army Guard
- The Nevada National Guard tied with the Vermont National Guard for top diversity and inclusion states.

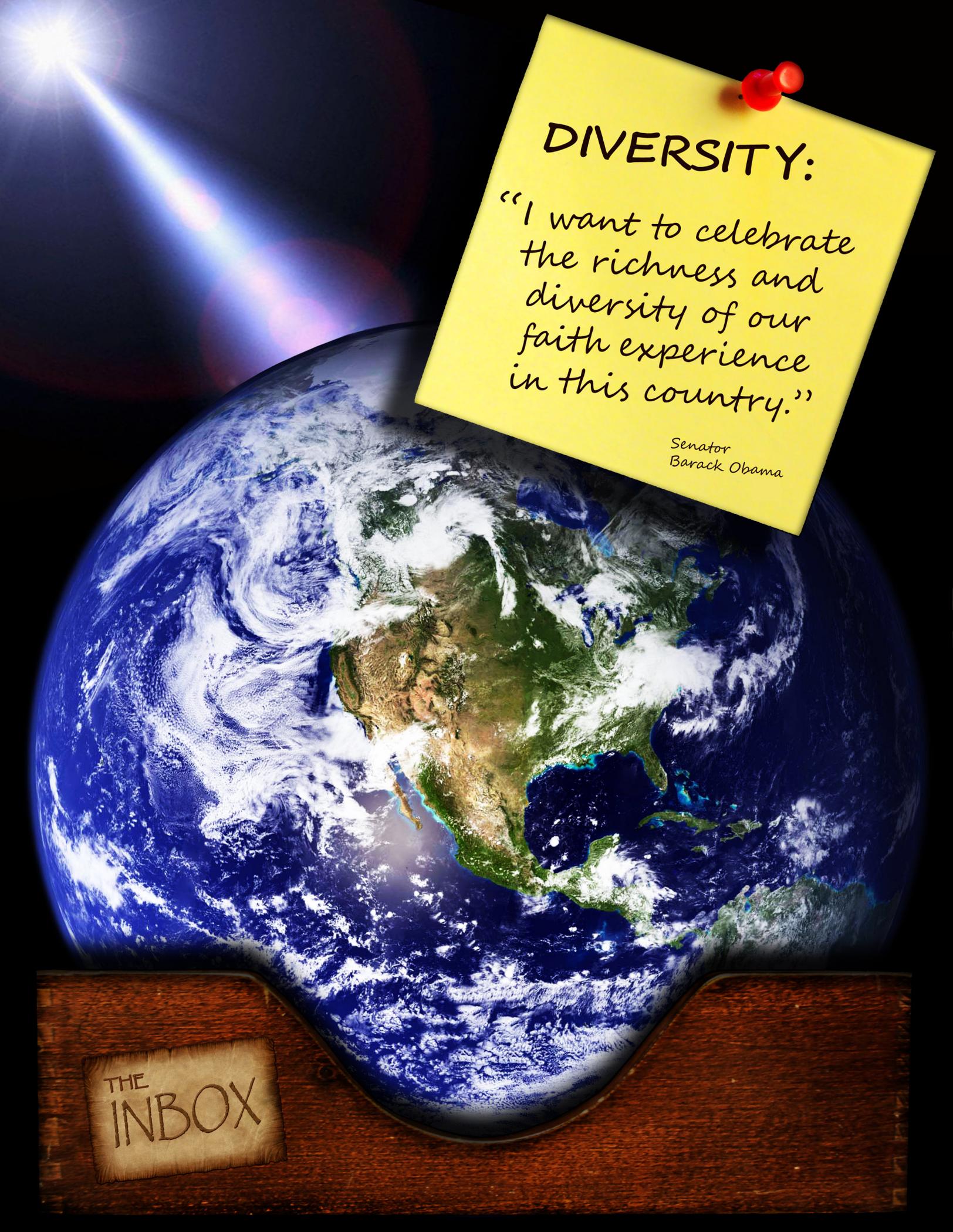
The only award not garnered by a Nevada individual or entity was the top Air National Guard unit; that prize went to the 272nd Engineering Squadron from the Texas Air Guard.

The diversity workshop is hosted annually by the Joint Diversity Executive Council.

By continuing to improve their diversity initiatives, states such as Nevada promise to develop the tools necessary to competitively recruit talent in a way that also matches the changing priorities of the nation's younger population.

Air Force Col. Kerry Lovely, chief of diversity for the Air National Guard and National Guard Bureau, organized the workshop. Her goal was to bring in keynote speakers who have implemented successful diversity programs, effected culture change, have had influential careers, and could be role models for the myriad of adjutants general, command chiefs and state senior enlisted advisors in attendance. 



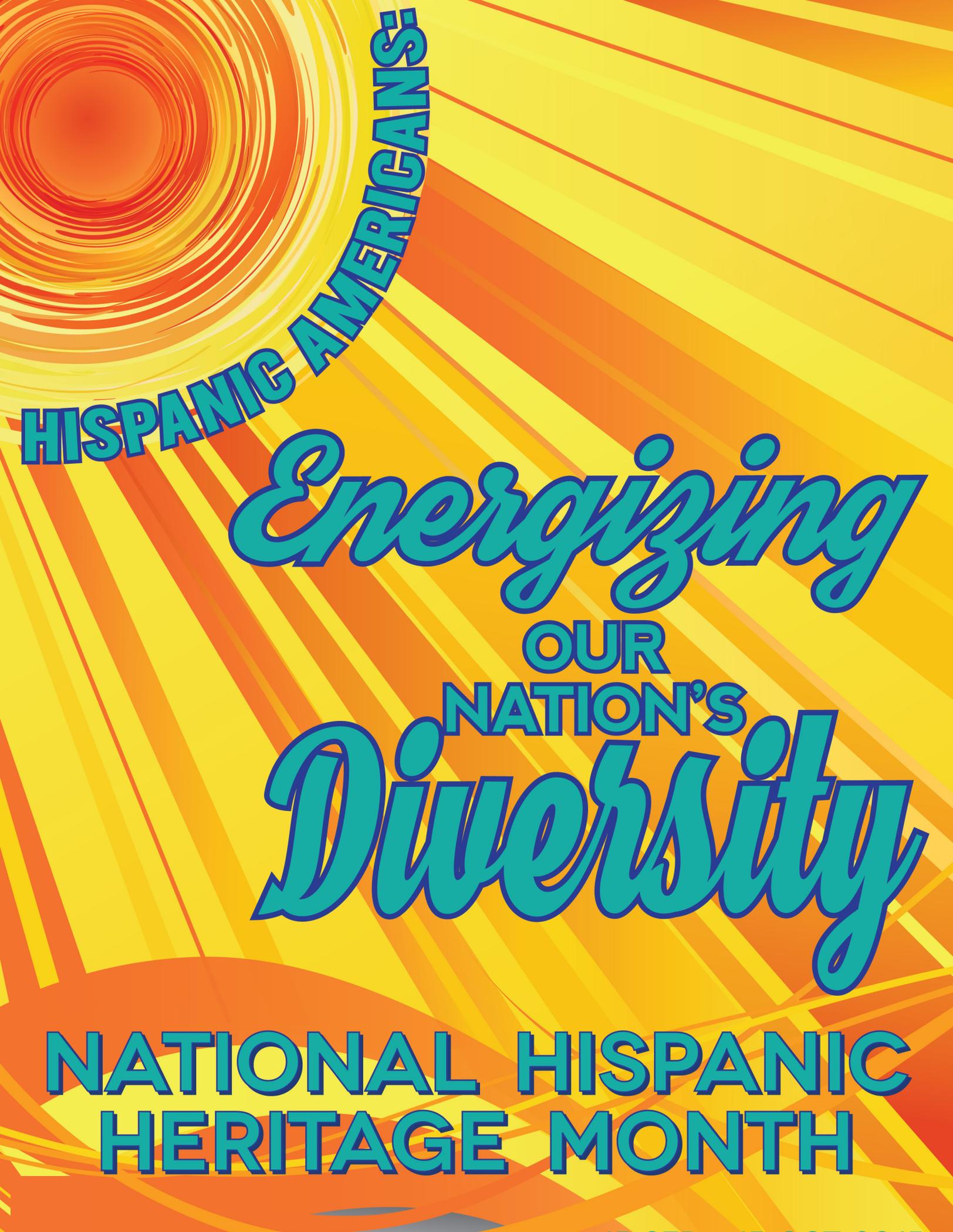


# DIVERSITY:

“I want to celebrate  
the richness and  
diversity of our  
faith experience  
in this country.”

Senator  
Barack Obama

THE  
INBOX



**HISPANIC AMERICANS:**

*Energizing*

**OUR  
NATION'S**

*Diversity*

**NATIONAL HISPANIC  
HERITAGE MONTH**

# NATIONAL DISABILITY EMPLOYMENT AWARENESS MONTH



**MY DISABILITY IS ONE PART OF WHO I AM.**  
At work, it's what people can do that matters.



# NATIONAL AMERICAN INDIAN HERITAGE MONTH



Growing Native Leaders:  
Enhancing Our  
Seven Generations



Designed by James Ladner for  
the Defense Equal Opportunity Management Institute





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