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CHIEF, NATIONAL GUARD BUREAU**

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Personnel

**THE HUMAN RESOURCES ADVISOR
PROGRAM**

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This instruction establishes procedures for the Air National Guard (ANG) Human Resources Advisor (HRA) Program. It states and implements AFPD 36-70, Diversity. Additionally, this instruction includes references to Air Force institutional competencies which serve as the common language for Force Development. It defines ANG policy on authorizations, selections, tenure, duties, and responsibilities. It is applicable to all HRAS, Unit Commanders, and State Assistant Adjutants General for Air of the ANG. 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 ANG Office of Diversity Operations (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) located at <https://my.af.mil/afrims/afrims/afrims/rims.cfm>.

SUMMARY OF CHANGES

Aligns to AFPD 36-70, Diversity overall as it applies to the Air National Guard Human Resources Advisor. This changes the overall scope of application to include all members, including civilian employees in Federal status. The re-write of this instruction includes the following major changes: (1) updated definition of diversity, (2) Air Force five priorities to

institutionalize, attract, recruit, retain and develop Airmen; (3) Air National Guard Diversity Committee (ANGDC), (4) updated office symbol, NGB/CFD, Diversity Operations, (5) HRA’s accurate definition and role as cultural change agents, (6) demographics to include civilian employees in a Federal status, (7) correction of appointment by the Assistant Adjutant General versus the Adjutant General, (8) checklists of State and Wing HRA’s duties and responsibilities, and (9) updated terms in glossary.

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Chapter 1

INTRODUCTION

1.1. Purpose. To provide Joint Forces Headquarters (JFHQ) and ANG units with policy, guidance and direction on the ANG Human Resources Advisor (HRA) Program. Direction and success of the program are dependent upon accountability and proper utilization of the positions as authorized under the Human Resources Advisor Program. This instruction is developed as a guide for the command function.

1.2. Scope. The Director of ANG Diversity Operations (NGB/CFD) will establish primary duties for a Program Manager and procedures for additional positions at subordinate levels. The Director and a Human Resources selection board will determine the selection and tour length of the Program Manager. The Program Manager serves as the functional manager for all Air National Guard Human Resources Advisor positions assigned to JFHQs in states, territories, and the District of Columbia, and 88 wings. Each ANG headquarters for states, territories, District of Columbia, and wing is authorized one HRA, who will assume leadership in advising Commanders in Diversity, Personnel Force Development, and personnel Force Management issues. (See [Paragraph 1.3](#))

1.2.1. The Air National Guard Diversity Committee (ANGDC) provides direction, guidance, strategy and support for the HRA program. The Program Manager validates the appointed HRAs to ensure compliance with ANG Manpower requirements. Under AFPD 36-70, *Diversity*, and AFI 36-2706, *Equal Opportunity Program, Military and Civilian*, both the diversity and Equal Opportunity programs are tasked with removing barriers to equal opportunity within the areas of recruitment, retention and promotion for military members and civilian employees, thereby enhancing performance and mission readiness. Through these combined actions, ANG membership will reflect the best of the communities in which we serve.

1.3. Program Guidelines. HRAs advise and assist ANG senior leadership on strategic initiatives that directly affect organizational culture and on the development and effective utilization of all Airmen in the ANG.

1.3.1. **Diversity.** HRAs are charged with helping increase mission readiness through statistical analysis of the organization and using the results of that analysis to deploy training, promote mentorship, communicate programmatic information, and report results to the senior leadership of the organization. Effective strategies include participating in the deliberate development of Airmen from accession to positions of leadership and to increase retention rates of the highest quality personnel. Diversity, which includes everyone, focuses on the organization and its people and purports that differences add value to the entire organization and contribute to effective mission accomplishment.

1.3.2. **Personnel Force Development.** Advise and assist in the professional development of Airmen who will collectively leverage the cumulative strengths of the Air National Guard. This process provides leadership focus at all levels in an Airman's career. Those leaders can only be created through an iterative process of development involving education, training, and expeditionary operations seasoned with experience and ongoing mentoring by more experienced leaders.

1.3.3. **Personnel Force Management.** Advise and assist in the defined life cycle for the management of human resources covering the point at which recruits enter military service, their preparation and training for contributing meaningful service, their continuous motivation and, finally, their formal release from military service with honor and dignity.

1.3.4. **Cultural Change.** HRAs are cultural change agents and as such are challenged to positively affect all members of their organizations. They must fully accept the need for change and communicate that need throughout the entire organization. Additionally they must work with key partners to create and maintain an open, receptive and respectful environment. They will almost certainly encounter resistance to changing established values, so they must be astute at garnering support and commitment as directed by their commanders. This requires HRAs to possess extraordinary persuasive skills and a high level of emotional intelligence. This skill set includes the ability to communicate, to listen, to understand and to take into account the doubts of others.

1.4. Program Responsibilities. Responsibilities of the ANG Office of Diversity Operations and the HRA Program Manager is to develop and implement training guidelines, policies and procedures that affect the HRA Program and its authorized positions and continuously monitor and evaluate the program for overall effectiveness. HRA Program Manager will validate State/Wing HRA appointments for compliance with hiring procedures and ANG Manpower requirements.

1.4.1. Primary Responsibilities of the HRA

1.4.1.1. Develop cultural competencies by leading and facilitating Diversity initiatives

1.4.1.2. Foster an organizational culture of formal and informal mentoring

1.4.1.3. Assist in the development of and actively participate on Councils charged with executing strategic Diversity initiatives.

1.4.1.4. Facilitate Force Development opportunities for optimum growth of all Airmen.

1.4.1.5. Practice continuous improvement of Diversity at the Unit/State level, in the area of education, briefings, marketing, and promoting initiatives to enhance the mission.

1.4.1.6. Work with local organizations to ensure that the Unit/State is reaching out to a diverse population to strengthen community partnerships.

1.4.1.7. Promote, be familiar with, have available and readily cite pertinent references to AFI 36-2618, The Enlisted Force Structure (*The Little Brown Book*)

1.4.1.8. Upon notice of projected vacancy, ensure the advertised HRA position is sent to the HRA Program Manager by the Regional Representative.

1.4.1.9. Report on the status of wing diversity initiatives (i.e., diversity awareness training, workforce demographics, etc.) during annual Human Relations Climate Assessment Subcommittee (HRCAS).

1.4.2. Responsibilities Recruiting & Retention

1.4.2.1. Actively recruit to underrepresented demographic populations as identified by the State/Wing HRA.

1.4.2.2. Attend recruiting opportunity based community and cultural events when possible and as identified by State/Wing HRA and State Director of Staff to build relationships for future opportunity.

1.4.2.3. Promote the ANG to all demographic segments of the community.

1.4.2.4. Collect statistics, identify, and review trends affecting Recruiting and Retention as pertains it to eligible diverse populations.

1.4.2.5. Encourage and participate in the recruitment of eligible, diverse populations.

1.4.3. Responsibilities of First Sergeants

1.4.3.1. Ensure all Airmen are provided feedback for growth and mentored for future opportunities.

1.4.3.2. Communicate Diversity related issues to the HRA for executable action.

1.4.3.3. Ensure that recognition and awards programs are fair and equitable to all Airmen.

1.4.3.4. Act as a role model in action, words and deeds in the area of Diversity.

1.4.3.5. Assist HRAs in educating personnel on Diversity initiatives and promote Diversity in roll calls and in briefings.

1.4.3.6. Partner with HRAs to mentor all Airmen.

1.4.4. Responsibilities of Equal Opportunity

1.4.4.1. Create a culture free from unlawful discrimination and harassment.

1.4.4.2. Facilitate Human Relations Education (HRE) as part of ancillary training .

1.4.4.3. Enlist assistance of HRA and others in promoting special emphasis programs.

1.4.4.4. Collaborate on sharing and analyzing State/Unit statistics.

1.4.5. Responsibilities of State and Wing Command Chief Master Sergeant.

1.4.5.1. Collaborate closely with the HRA and First Sergeant to identify Diversity and Force Management issues and trends.

1.4.5.2. Identify Diversity related barriers to readiness, training, utilization, morale, technical and professional development, and quality of life of all enlisted members in the organization.

1.4.5.3. Promote and help assure balance in the SNCO corps to reflect organizational demographics that fairly represent all guardsmen. (Technicians, AGRs and DSGs).

1.4.5.4. Remain highly visible and supportive of base Diversity initiatives communicate and set the example.

1.4.5.5. Promote and encourage Diversity in recruiting, selections, promotions and retention.

1.4.5.6. Work closely with the HRA and promote Diversity through Chiefs Council.

1.4.5.7. Review and provide input for HRA Goals and Objectives Plan.

1.4.6. Responsibilities of Wing Commanders.

1.4.6.1. Ensure effective utilization of the Human Resources Advisor position. The HRA shall not be assigned duties other than those contained in (**Chapter 3**) of this instruction.

1.4.6.2. Fully utilize each key role in the Force Management Cycle.

1.4.6.3. Charter, support and resource a Diversity Council to promote Diversity initiatives and address issues.

1.4.6.4. If possible, ensure selection boards are comprised of members who reflect the Diversity of candidates.

1.4.6.5. Serve as a role model in fostering Diversity initiatives, making selections/promotions with respect to Air Force Core Values.

1.4.6.6. Set the example by being highly visible and participatory in base-wide and community events promoting Diversity.

1.4.6.7. Identify and work to remove quality of life barriers for all Airmen and civilian employees in the organization.

1.4.6.8. Work closely with the Human Resources Advisor and stay attuned to and supportive of base Diversity initiatives.

1.4.6.9. Ensure command taskings are captured in HRA Goals and Objectives Plan.

1.4.7. Responsibilities of Assistant Adjutants General for Air (ATAGs).

1.4.7.1. Ensure effective utilization of the Human Resources Advisor position. The HRA shall not be assigned duties other than those contained in (**Chapter 3**) of this instruction.

1.4.7.2. Ensure fair and equitable selection of qualified individuals to fill HRA positions within respective state.

1.4.7.3. Ensure the advertised HRA position is sent to the HRA Program Manager by the Regional Representative. (**See Chapter 3**)

1.4.7.4. Ensure Diversity is grounded in and connected to Air Force Core Values.

1.4.7.5. Commit to operating excellence in the area of Diversity.

1.4.7.6. Tie Diversity into organizational strategic initiatives.

1.4.7.7. Set disciplined Diversity Goals that focus on results.

1.4.7.8. Provide resources and support Diversity initiatives and training.

1.4.7.9. Be visible and participatory in community organizations.

1.4.7.10. Work towards ensuring demographically diverse representation in officer and SNCO ranks.

Chapter 2

APPOINTMENT AND TERM

2.1. Appointment Process: The State Human Resources Advisor is appointed by The ATAG for Air and is a member of the Command Staff. The Wing Human Resources Advisor is appointed by the Wing Commander and is a member of the Wing Commander's staff. The authorized grade for The State Human Resources Advisor is Chief Master Sergeant (CMSgt) and the authorized grade for The Wing Human Resources Advisor is Senior Master Sergeant (SMSgt).

2.1.1. Upon selection an HRA appointment letter (See [Attachment 3](#)) a member Data Sheet (See [Attachment 4](#)) and a Report on Individual Person (RIP) will be submitted to the Program Manager and Regional Representative. Submit all documents as one package.

2.1.2. The State HRA shall advise the Region Representative of all appointment requests.

2.2. Term of Appointment: Length of the initial tour for either the state or wing HRA position will be for three years. If the Commander is satisfied with the progress of the program, within 9 months prior to the end of the initial tour completion date, The ATAG for Air may request an extension of one, two, or three years for the incumbent. No individual may serve in a wing or state position for more than six years. In the event the wing HRA is selected to serve as a state HRA, they are authorized additional time, not to exceed eight years as an HRA. Exception: Upon coordination with the HRA Program Manager, Wing HRAs selected for promotion under the Exceptional Promotion Program (EPP) will have their maximum term limit date adjusted to match the EPP overgrade expiration date. The ATAG for Air (for State HRA) and Wing Commander (for Wing HRA) will make extension requests on official letterhead nine months prior to the end of an incumbent's tour expiration.

2.2.1. New HRAs, must be identified 6 months prior to their appointment, which will allow for continuity in the position.

2.2.2. Date of HRA appointment is effective upon final validation of ANG Manpower requirements and the approval of the Program Manager. Send requests electronically to NGB/CFD attention: HRA Program Manager. (See [para 2.4.6.3](#))

2.2.3. The HRA position is unique to the ANG. HRAs retain their Primary Air Force Specialty Code (PAFSC) for administrative purposes, while serving in the HRA position.

2.2.4. Appointed HRAs must remain in authorized position for a minimum of two years after validation.

2.2.4.1. The HRA shall be the sole incumbent of the position.

2.2.4.2. The HRA Position cannot be double slotted.

2.2.5. Total length of appointment within an HRA position is not to exceed six years unless the wing HRA is appointed to the state HRA position. **NOTE:** Ref. ANGI 36-2101 to determine maximum time permitted out of career field without loss of skill level proficiency.

2.2.5.1. Upon completion of the tour, the individual may be carried as an excess or overgrade asset for 24 months, with approval from ANG Enlisted Force Management

Section (ANG/AIPOE), in accordance with ANGI 36-2101 however, they cannot be retained in overgrade or excess status in any HRA position.

2.3. Military Classification. Full time military Technicians and Active Guard Reservists (AGRs) are **not** militarily compatible and **ineligible** to fill the HRA position. The HRA positions are controlled grade positions funded for Drill Status Guardsmen (DSGs) only. NGB/CFD and the Program Manager control all HRA positions and grades. Refer to ANGI 36-2101 for assignment guidelines.

2.4. Validation. Submit HRA selection package to NGB/CFD for validation to include the following:

2.4.1. Appointment letter from The ATAG for Air or Wing Commander highlighting qualifications individual brings to the HRA position.

2.4.2. State headquarters endorsement from the State HRA for Wing Positions.

2.4.3. Request PAFSC of the incumbent is added to the Extended Unit Manning Document. The member's PAFSC must be compatible with the grade authorized. All requests shall include the valid Unit Manning Document (UMD) position number. (See [attachment 3](#))

2.4.4. Report of Individual Personnel (RIP).

2.4.5. Contact information (**including Position Number**) of selectee on HRA Data Form.

2.4.6. Validation date is granted upon approval from HRA Program Manager.

2.4.6.1. Validation shall be effective upon completion of validation process.

2.4.6.2. NGB/CFD will send validation package through state headquarters and a copy will be sent to the Region Representative. Recommend copy of validation letter be forwarded to the member's FSS for retention.

2.4.6.3. Only electronic submission of validation documents is authorized. Submit all documents as one package. Incomplete packages will be returned without action. All official letters must be digitally signed or scanned as PDFs. Written correspondence can be sent to:

HRA Program Manager

ANGRC, 3501 Fetchet Avenue,

Andrews Air Force Base, MD 20762

2.5. Grade Requirement. The following grade authorizations are the minimum criteria to be eligible for selection to the HRA position.

2.5.1. Wing Position. Existing E-8 or a promotable E-7 (Senior Noncommissioned Commissioned Officer Academy (SNCOA) complete, Time in Grade (TIG) and Time in Service (TIS).

2.5.2. State Position. Existing E-9 or a promotable E-8 with (TIG and TIS). (*REF ANGI 36-2502, Promotion of Airmen*)

2.6. Selection Method. Selection boards will be held for all HRA positions. It is desirable to have a Regional Representative or his/her representative to sit on selection boards for State HRA positions. The State HRA shall sit on selection boards for Wing positions. The State HRA must

review all Wing HRA application packages prior to any applicant meeting the board. Only qualified applicants will be considered. The board will interview all eligible candidates, rank order them in terms of selection and send names to the Commander for final approval. Position vacancy announcements shall be posted for no less than 60 days, over at least one Unit Training Assembly (UTA), to ensure widest possible dissemination. It is recommended that the board be comprised of a minimum of three of the following individuals:

2.6.1. For selection of State HRAs:

- 2.6.1.1. ATAG for Air or his or her representative.
- 2.6.1.2. Commander's Director of Staff or Executive Support Staff Officer.
- 2.6.1.3. State Human Resources Advisor (outgoing, as a non-voting member).
- 2.6.1.4. State Command Chief Master Sergeant.
- 2.6.1.5. State Recruiting and Retention Superintendent.
- 2.6.1.6. State Equal Employment Manager (SEEM).
- 2.6.1.7. Regional Representative or his/her representative.

2.6.2. For selection of Wing HRAs:

- 2.6.2.1. Wing Commander or representative Chairperson selected by the Wing Commander.
- 2.6.2.2. State Human Resources Advisor
- 2.6.2.3. Wing Human Resources Advisor (outgoing, as a non-voting member).
- 2.6.2.4. State Recruiting and Retention Superintendent.
- 2.6.2.5. Wing Executive Officer.
- 2.6.2.6. Wing Equal Opportunity Officer.
- 2.6.2.7. Wing Command Chief Master Sergeant.
- 2.6.2.8. Regional Representative.

2.7. Mandatory Requirements for appointment to State or Wing HRA positions:

2.7.1. Attendance at the ANG Human Resources Advisor Orientation Course within 12 months of appointment to either the state or wing HRA position is mandatory. Failure to complete the course requirements within 12 months of validation can result in removal from the position.

2.7.1.1. Any HRA promoted as a result of selection to the HRA position who does not attend the HRA Orientation Course within the required timeframe, can be demoted to his or her previous grade per ANGI 36-2503, para. 4.7.

2.7.2. Incumbents selected to fill State and Wing HRA positions cannot be selected at a current grade less than one grade below authorized grade.

2.7.3. Member shall have a minimum of two years retainability from the date of validation.

2.7.4. Minimum grade requirements as outlined in paragraph 2.5 of this instruction.

Chapter 3

DUTIES AND RESPONSIBILITIES

3.1. Responsibilities of the HRA Program Manager.

3.1.1. Recommends policies, guidelines and procedures to CNGB, DANG, and Air National Guard Diversity Committee (ANGDC) for HRA Program effectiveness, and to ensure alignment with overall ANG programs and directives.

3.1.2. Develops policies for the selection, validation, support, and training of newly appointed HRAs.

3.1.3. Develops and implements training initiatives to provide basic job performance skills, and develops and implements subsequent follow-on training as required to maintain proficiency and experience.

3.1.4. Coordinates with personnel, manpower, training, and finance functional managers to ensure adequate fiscal, manpower, and policy resources are available for maximum program effectiveness.

3.1.5. Formulates budget requirements for days and dollars, then distributes them to State/Wings, as needed. Validates and justifies requirements from State/Wing. If available, NGB/CFD will issue Special Training (ST) days for each HRA to augment Annual Field Training days (AT). In addition, provides each Unit with funding to be used exclusively for the HRAs travel expenses, for functions mandated and approved by NGB/CFD. NOTE: The HRA may ask the unit for additional days and dollars to attend specific functions. The days and dollars furnished are to be used:

3.1.5.1. To attend necessary conferences and workshops, where HRAs are invited.

3.1.5.2. To promote Diversity awareness and education within the ANG and to participate in community activities relevant to the HRA program.

3.1.5.3. Maintain effective communication with HRAs and ANG Senior Leadership.

3.1.6. Develop and conduct briefings and presentations on the ANG HRA Program and Diversity initiatives for ANG Senior Leadership, Commander's Development Course, Chief's Executive Course, DoD agencies, community leaders, and other entities as required.

3.1.7. Develop cultural competencies by leading and facilitating Diversity initiatives.

3.1.8. Foster a culture of formal and informal mentoring.

3.1.9. Assist in the development and actively participate on Councils charged with executing strategic Diversity initiatives.

3.1.10. Facilitate Force Development opportunities for optimum growth of all Airmen.

3.2. Duties and Responsibilities of State HRA. Reports to Assistant Adjutant General for Air.

3.2.1. Develops and maintain liaison with The Adjutant General (TAG), Assistant Adjutant General for Air (ATAG), Chief of Staff, Executive Support Staff Officer, State and Wing Command Chief Master Sergeants, Recruiting and Retention Superintendent, State Equal Employment Manager (SEEM), Commanders, Community Managers, Chaplains, Equal

Opportunity Officers, Director of Personnel, Wing HRAs, First Sergeants, Recruiters, Retention Office Managers, Army National Guard State Diversity Coordinator, Family Support Services, Yellow Ribbon Program Coordinators, and Community Leaders.

3.2.2. Assist in the development of and actively participate in State Level Councils, (with above mentioned personnel) to address Diversity initiatives throughout the state. Wing HRAs may also assist in the development of and actively participate in State Level Councils, as needed.

3.2.3. Develop and implement a Goals and Objectives (GO) Plan, which is relevant, measurable and aligned with the State Strategic Plan to support mission readiness.

3.2.3.1. The GO Plan must include, but not limited to (Chapter 1) the following Goals and Objectives:

3.2.3.1.1. Diversity

3.2.3.1.2. Force Development

3.2.3.1.3. Force Management

3.2.3.2. The State HRA GO Plan is approved by the ATAG for Air and communicated to the Wing HRAs in the state as well as Regional Representatives and NGB/CFD.

3.2.4. Participate in the creation of the State Strategic Plan and State Force Development Plan maintain relevant documentation.

3.2.5. Advise, assist and mentor Wing HRAs in the State.

3.2.5.1. Prior to submission for approval, review Wing HRA GO Plans to ensure continuity with ANG Strategic Plan, State and Wing Strategic Plans and the State HRA GO Plan.

3.2.5.2. Govern usage of local resources and those resources provided by NGB/CFD.

3.2.5.3. Facilitate solid flow of communication between Wing HRAs, Regional Representatives and NGB/CFD.

3.2.5.4. Analyze Surveys and demographical data for trends.

3.2.5.5. Participate in and receive work group reports as it relates to Diversity, Force Development, and Force Management.

3.2.6. Actively participate and promote ANG and community based activities designed to contribute to a culturally diverse organization.

3.2.7. Assume responsibility for Geographically Separated Units (GSUs), Combat Readiness Training Centers (CRTCs), and bands, unless local situations or unit/host agreements dictate otherwise.

3.2.7.1. Promote Diversity, Force Development, and Force Management.

3.2.8. Collect Quarterly Activity Reports from Wing HRAs and submit Wing and State reports to Regional Representatives.

3.2.8.1. Review all Wing Quarterly Activity Reports to ensure alignment with three goals stated in Goal and Objectives Plan.

- 3.2.8.2. Provide feedback on the Wing Quarterly Reports back to Wing HRA(s) in a timely manner.
 - 3.2.8.3. Develop and maintain HRA Continuity Book with a documented annual review.
 - 3.2.8.4. Develop Unit Compliance Inspection (UCI) File Plan and maintain all pertinent HRA documentation.
 - 3.2.9. Notify the Regional Representative of changes, projected changes of the State or Wing HRA positions, and of other information as required by the Regional Representatives or the HRA Program Manager.
 - 3.2.9.1. Monitor and notify Regional Representative when Wing HRAs complete two years of their three year tour.
 - 3.2.9.2. Coordinate appointment packages of Wing HRAs in the State.
 - 3.2.9.3. Notice of advertised Wing and State HRA positions must be sent to Regional Representative.
 - 3.2.10. Provide Quarterly Reports to ATAG and CCMs on Diversity, Force Development, and Force Management.
 - 3.2.11. Conduct scheduled Wing/GSU Staff Assistant Visits (SAVs) and annotate units visited on quarterly reports.
 - 3.2.12. Utilize program checklist to provide consistent feedback for growth and development of the Wing/GSU HRA Program.
 - 3.2.13. Work in conjunction with CCMs on all boards and selection committees to ensure fairness and equity.
 - 3.2.14. Promote mentoring and development through use of development planning tools (such as My Development Plan on the AF Portal) and through face-to-face meetings with Airmen.
 - 3.2.15. Upon initial appointment, State HRAs are required to create an official biography in the standard Air Force format and obtain an official photo (service dress). Both official biography and photo must be submitted to the Regional Representative and the Program Manager.
 - 3.2.16. Upon initial appointment, State HRAs will complete an NGB Form 840, *HRA Member Data Information*, containing name, rank, unit, state, military mailing address, military/civilian/personal e-mail addresses, work/home/cell phone numbers and date of appointment. The data sheet will be submitted to his/her Regional Representative and the Program Manager. (See [attachment 4](#))
- 3.3. Duties and Responsibilities of Wing HRA.** Reports to the Wing Commander.
- 3.3.1. Develop and maintain liaison and facilitate team relations with the Wing Commander, Vice Commander, Executive Officer, Equal Opportunity Officer, State and Wing Command Chief Master Sergeant (CCM), State HRA, Unit Career Advisors, First Sergeants, Recruiters, Retention Office Manager, Chaplain, Family Support Services, Yellow Ribbon Program Coordinators, and Community Leaders.

- 3.3.2. Assist in the development of and actively participate in a Wing Level Diversity Council, with above mentioned personnel, to address Diversity initiatives throughout the Wing.
- 3.3.3. Actively participate in the creation of the Wing Strategic Plan and maintain relevant documentation.
- 3.3.4. Develop and implement a Goals and Objectives (GO) Plan, which is relevant, measurable and aligned with the Wing Strategic Plan to support mission readiness. State HRA should review the GO Plan prior to submission to the Wing Commander and forward to Regional Representative and NGB/CFD.
- 3.3.4.1. GO Plan must include, but is not limited to (Chapter 1) the following areas:
- 3.3.4.1.1. Diversity
 - 3.3.4.1.2. Force Development
 - 3.3.4.1.3. Force Management
- 3.3.5. The Wing HRA GO Plan is approved by the Wing Commander and communicated to the State HRA and Wing Command Chief.
- 3.3.6. Submit Quarterly Activity Reports to the Wing Commander and copy the State HRA and Wing Command Chief.
- 3.3.7. Analyze Statistics and Surveys for trends.
- 3.3.8. Participate in and receive work group reports as they relate to Diversity, Force Development, and Force Management.
- 3.3.9. Actively participate and promote ANG and community based activities designed to contribute to a culturally diverse organization.
- 3.3.10. Develop and maintain an HRA Continuity Book with a documented annual review.
- 3.3.11. Develop a Unit Compliance Inspection (UCI) File Plan and maintain all pertinent HRA documentation.
- 3.3.12. Notify the State HRA of changes, projected changes of the Wing HRA position, and of other information as required.
- 3.3.13. Notify State HRA after completion of two years of their initial three year tour.
- 3.3.14. Work in conjunction with CCM on all boards and selection committees to ensure fairness and equity.
- 3.3.15. Provide mentoring and support to unit emerging leaders.
- 3.3.16. Promote mentoring and development through use of development planning tools (such as My Development Plan on the AF Portal) and through face-to-face meetings with Airmen.
- 3.3.17. Upon initial appointment, Wing HRAs are required to create an official biography in the standard Air Force format and obtain an official photo (in service dress). Both official biography and photo must be submitted to the Regional Representative and the Program Manager.

3.3.18. Upon initial appointment, Wing HRAs will complete a Member Data Information Form containing name, rank, unit, state, military mailing address, military/civilian/personal e-mail addresses, work/home/cell phone numbers and date of appointment. The data sheet will be submitted to his/her Regional Representative and the Program Manager. (See [attachment 4](#))

3.3.19. Report on the status of wing diversity initiatives (i.e., diversity awareness training, workforce demographics, etc.) during annual Human Relations Climate Assessment Subcommittee (HRCAS).

3.4. Minimum funded resources for HRA duty performance. HRAs require the following State and Wing funded resources, as a minimum, to effectively perform their duties and responsibilities:

3.4.1. Desk space or a workstation with file cabinet for storing materials.

3.4.2. Laptop or notebook computer with CAC Card access.

3.4.3. Desk telephone and/or mobile phone (Blackberry).

3.4.4. Strategic communications support, to include multimedia and external Internet publishing.

Chapter 4

REGIONAL REPRESENTATION

4.1. Purpose. The Regional Representatives operate under the authority of the Program Manager. Their purpose is to assure continuity and assist State and Wing HRAs in the implementation and management of the HRA program. Regional Representatives work under the guidance and leadership of the HRA Program Manager. There will be one representative selected from each of the five regions.

4.2. Responsibilities of the HRA Regional Representatives. The ANG is divided into five regional areas. The HRA Program Manager, will appoint a Wing or State HRA, in an additional duty capacity to provide leadership by region. Regional Representatives:

- 4.2.1. Represent their respective regions to the Air National Guard Diversity Committee by addressing issues and requirements that cannot be addressed by the HRA Program Manager.
- 4.2.2. Provide NGB updates on regional activities and significant events.
- 4.2.3. Represent and assist the HRA Program Manager at the HRA Orientation Course, conferences and development workshops.
- 4.2.4. Communicate information regarding HRAs and other relevant programs that impact or enhance HRA initiatives within their respective regions.
- 4.2.5. Advise HRA Program Manager of HRA issues within their region.
- 4.2.6. Provide support in developing, enhancing and implementing supplemental HRA professional development training at regional conferences.
- 4.2.7. Provide mentorship to newly appointed State and Wing HRAs within their region.
- 4.2.8. Notify the HRA Program Manager of projected changes in HRA positions within their region.
- 4.2.9. Forward notice of advertised Wing/State HRA positions to the HRA Program Manager.
- 4.2.10. Communicate strengths and weaknesses of Wing/State HRA programs in their region.
- 4.2.11. Make Staff Assistance Visits (SAVs) as requested or recommended by HRA Program Manager or senior leadership in the state.
- 4.2.12. Participate in the process and selection board for HRA of the Year and any other recognition deemed appropriate during the HRA conference.
- 4.2.13. Maintain a Member Data Information Form on all HRAs within their Region on the HRA CoP.
- 4.2.14. Collect, review, provide feedback on Goals and Objectives Plans from HRAs within their region.
- 4.2.15. Collect, review, and provide feedback on Quarterly Activity Reports from HRAs in respective regions and submit to NGB/CFD.

4.3. Criteria for selecting Regional Representatives:

4.3.1. Must have one-year experience as a State or Wing HRA.

4.3.2. Length of initial appointment is three years.

4.3.3. Six months prior to transition, the process to select a new Regional Representative will be completed.

4.3.3.1. The HRA Program Manager will notify Regional Representatives of their expiration of time of service as a Regional Representative.

4.3.3.2. The Regional Representative will notify each State or Wing HRA within his or her region that a vacancy is available.

4.3.3.3. Each State or Wing HRA will submit a resume and cover letter to the HRA Program Manager.

4.3.3.4. The HRA Program Manager and the Regional Representatives will select the new Regional Representative.

Chapter 5

PERFORMANCE MEASUREMENTS

5.1. Purpose and methods. Individuals serving as leaders in the HRA position are measured and evaluated by the Assistant Adjutant General for Air (ATAG) or by the Wing Commander. Evaluations should be based upon HRA checklist (**See attachments 5-6**) developed to determine command-level satisfaction with HRA performance. Each responsibility serves as a basis to evaluate individual effectiveness in performing HRA functions and as a means to determine additional HRA training requirements. Additionally it aligns with the HRA core competencies defined in this instruction.

5.1.1. **State HRA Metrics.** State HRAs operate at a high strategic level. By analyzing and comparing data, State HRAs advise ATAGs and State Command Chiefs based upon data on the available civilian labor force in the surrounding community and Census data on the Metropolitan Statistical Area (MSA). State HRAs also mentor and assist Wing HRAs in meeting their Wing Diversity goals. State HRAs will generate a semi-annual comparison report of the communities surrounding and/or the recruitment area for each Wing in their state. The report will be submitted with the second and fourth State quarterly reports.

5.1.1.1. State HRAs will work with Wing HRAs to generate Wing metrics for reports.

5.1.1.2. State HRAs mentor and assist Wing HRAs in meeting their Wing personnel Force Development goals.

5.1.2. The report will supplement the State Strategic Plan and the State GO Plan. The source of information will be documented in the footer of the report by date, time, source. The following fields will be added to the report:

5.1.3. **Race, Gender, Ethnicity, Reports for the State/Wing (Quarterly/Annually)**

5.1.3.1. Report more than one race

5.1.3.2. Report more than one ethnicity

5.1.4. **Personnel Force Development – Enlisted State/Wing**

5.1.4.1. Total Enlisted End Strength by Wing(s)

5.1.4.2. Percentage Airman Leadership School (ALS) In-Residence

5.1.4.3. Percentage ALS Correspondence

5.1.4.4. Percentage NCOA In-Residence

5.1.4.5. Percentage NCOA Correspondence

5.1.4.6. Percentage SNCOA In-Residence

5.1.4.7. Percentage SNCOA Correspondence

5.1.4.8. Percentage Cumulative Professional Military Education (PME) Graduates

5.1.4.9. Community College of the Air Force (CCAF) Degree

5.1.4.10. Bachelor Degree

5.1.4.11. Post-Graduate Degree (Masters, Ed, PhD)

5.1.5. Personnel Force Development – Officer State/Wing

5.1.5.1. Total Officer End Strength by State/Wing

5.1.5.2. Percentage Squadron Officer School (SOS) In-Residence

5.1.5.3. Percentage SOS Correspondence

5.1.5.4. Percentage Air Command Staff College (ACSC) In-Residence

5.1.5.5. Percentage ACSC Correspondence

5.1.5.6. Percentage Air War College (AWC) In-Residence

5.1.5.7. Percentage AWC Correspondence

5.1.5.8. Percentage Cumulative PME Graduates

5.1.5.9. Bachelor Degree

5.1.5.10. Graduate Degree (Masters, Ed, PhD, etc...)

5.1.6. Personnel Force Management – Officer State/Wing

5.1.6.1. Accessions (Race, Gender, Ethnicity, AFSC, prior service, non-prior service, rated, non-rated language skills)

5.1.6.2. Recruitment (Race, Gender, Ethnicity, AFSC, prior service, non-prior service, rated, non-rated language skills)

5.1.6.3. Performance feedback (DSG, AGR, and federal technicians) Quarterly/Annually

5.1.6.4. Annual performance feedback (DSG, AGR, and federal technicians)

5.1.6.5. Recognition (DSG, AGR, and federal technicians)

5.1.6.6. Promotion (DSG, AGR, and federal technicians)

5.1.7. Personnel Force Management – Enlisted State/Wing

5.1.7.1. Accessions (Race, Gender, Ethnicity, AFSC, prior service, non-prior service, rated, non-rated language skills)

5.1.7.2. Recruitment (Race, Gender, Ethnicity, AFSC, prior service, non-prior service, rated, non-rated language skills)

5.1.7.3. Performance feedback (DSG, AGR, and federal technicians) Quarterly/Annually

5.1.7.4. Annual performance feedback (DSG, AGR, and federal technicians)

5.1.7.5. Recognition (DSG, AGR, and federal technicians)

5.1.7.6. Promotion (DSG, AGR, and federal technicians)

5.1.8. Generational Diversity - Officer and Enlisted State/Wing. Age Groups by Officers and Enlisted:

5.1.8.1. "Baby Boomers" (ages 47-65).

5.1.8.2. Generation "X" (ages 30-46).

5.1.8.3. Generation "Y" (ages 16-29).

5.1.9. **Wing HRA Metrics.** Wing HRAs should be Diversity Subject Matter Experts (SME). Wing HRAs will provide Diversity (or other relevant) training as part Ancillary Human Resources Education (HRE) training and ongoing development efforts.

5.1.9.1. Wing HRAs will compile a yearly report, submitted with the fourth Wing HRA Quarterly Report with the following information:

5.1.9.1.1. Training delivered and delivery/teaching method

5.1.9.1.2. Number of individuals trained on a class roster

5.1.9.1.3. Class rosters will be maintained for a minimum of 1 year from delivery date of training.

5.1.9.1.4. Annotate areas of improvement and areas of success utilizing a Likert scale survey or other standard survey instrument.

5.1.9.1.5. Surveys will be maintained for a minimum of one year from training delivery date.

5.1.9.1.6. Wing HRAs will generate an annual report and forward to the State HRA for comparative analysis. Wing HRAs will assist State HRAs in compiling the State/Wing report and receive copies for their files and quarterly reports.

5.1.9.1.7. The Enlisted Force Development Educational Spreadsheet report supports the State Strategic Plan and the State GO Plan. The sole source of information will be documented in the footer of the report by date, time, source.

5.1.9.1.8. The Wing HRA creates awareness, markets, and advises members on the process required to update educational records.

5.1.10. **Wing HRAs operate at a strategic level.** By analyzing and comparing data, Wing HRAs advise the Wing Commander and Wing Command Chief based upon metrics generated for the state. State HRAs will mentor and assist Wing HRAs in compiling metrics for quarterly reports.

5.1.10.1. Wing HRAs will generate an annual Force Development Educational Spreadsheet for each Wing in their State. The Force Development Educational Spreadsheet will be submitted with the Wing quarterly reports.

5.1.10.2. Wing HRA creates awareness, markets, and advises the process required to update member's educational level.

Chapter 6

RECOGNITION PROGRAM

6.1. Air National Guard Human Resources Advisor of the Year. This award recognizes and encourages the accomplishments and contributions of Air National Guard Human Resources Advisors. All Air National Guard Human Resources Advisors are eligible to compete for this award. Nominate candidates for FY period of 1 October through 30 September. After the close of business on 30 September, a selection will be made from the packages submitted NLT 31 December. Award winner and Chain of Command will be notified NLT 30 days following award selection.

6.2. Nomination Submission (see sample in Attachment 2).

6.2.1. Use the AF IMT 1206, *Nomination for Award*. Use bullet, not running narrative format; avoid flowery prose and unnecessary words; state the facts and support each accomplishment with tangible outcomes; under the headings listed, address the following achievement criteria.

6.2.1.1. Job Knowledge and Duty Performance. Explain concisely the nominee's understanding of the principles and procedures involved in his or her assigned duties. Describe how the nominee exceeded the scope and magnitude of assigned duties or the level of performance expected, include expectations and outcomes. Identify the nominee's technical skills, ingenuity, and any other pertinent performance measures.

6.2.1.2. Outstanding Achievements. Describe what the nominee accomplished, how it was accomplished, and why the project was undertaken; emphasizing the project's impact, and the nominee's role and creativity. Consider the nominee's scope of responsibilities; effectiveness in facilitating team/consensus building, establishing relationships; and other job-related factors. Also consider how the nominee demonstrates effective management of resources. Include productivity increases, long-range implications, process improvements, and applicability to other sections or organizations. Where possible, use quantitative data to substantiate bullet statements, indicating the basis for all estimates and projections.

6.2.1.3. Leadership and Management Competencies. Provide brief examples of how the nominee's knowledge and use of leadership and management competencies support the mission and staff and how the nominee's leadership impacts mission readiness. Include examples of integrity, trust, influence, commitment, problem solving, decision-making and professionalism. **NOTE:** State Human Resources Advisor packages must reflect state program accomplishments to include mentoring Wing Human Resources Advisors.

6.2.1.4. Professional Accomplishments. Describe the nominee's accomplishments, such as self-improvement (emphasizing Diversity, personnel Force Development, and personnel Force Management), college courses, seminars, job-related education, professional military education, and community involvement. How was the self-improvement and/or education used to benefit ANG Diversity initiatives.

6.2.1.5. Develop a fact sheet, identifying the nominee, containing the information shown, and are in the same format as ANGI 36-2802, *Air National Guard Special Trophies and Awards*, Attachment 2.

6.2.1.6. Develop the required biography, limited to two single-spaced, typewritten pages in accordance with ANGI 36-2802.

6.3. Submission Instructions.

6.3.1. Send a citation with each nomination in accordance with ANGI 36-2802, Attachment 4.

6.3.2. Send a Base Level Report of Individual Personnel (RIP), records review, with each individual nomination.

6.3.3. States may submit: One nomination for the State Human Resources Advisor and one nomination for the Wing Human Resources Advisor.

6.3.4. Completed nomination must include an endorsement by the State Adjutant General or a designated representative.

6.3.5. Submit nomination package electronically to NGB/CFD. Nomination packages received without the required endorsement will be returned to the state headquarters without action.

HARRY M. WYATT III, Lieutenant General,
USAF
Director, Air National Guard

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

ANGI 36-7, *ANG Military Equal Opportunity Program*, 25 April 2003

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

AFI 36-2618, *The Enlisted Force Structure*, 27 February 2009

AFI 36-2706, *Equal Opportunity Program, Military and Civilian*, 05 October 2010

ANGI 36-2802, *Air National Guard Special Trophies and Awards*, 15 December 1995

ANGI 36-2101, *Assignments within the Air National Guard*, 11 June 2004

Prescribed Forms

NGB Form 840, *HRA Member Data Information Form*

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

AF IMT 1206, *Nomination for Award*

Abbreviations and Acronyms

ACSC—Air Command Staff College

AFSC—Air Force Specialty Code

AGR—Active Guard Reservist

ALS—Airman Leadership School

ANG—Air National Guard

ANGDC—Air National Guard Diversity Council

AT—Annual Training

AWC—Air War College

ATAG—Assistant Adjutant General

CAC—Common Access Card

CCAF—Community College of the Air Force

CCM—Command Chief Master Sergeant

CFD—ANG Office of Diversity Operations

CRTC—Combat Readiness Training Center

DSG—Drill Status Guardsman

EO—Equal Opportunity Office

EPP—Exceptional Promotion Program

GSU—Geographically Separated Unit
HRA—Human Resources Advisor
HRE—Human Resource Education
JFHQ—Joint Forces Headquarters
MSA—Metropolitan Statistical Area
NCO—Noncommissioned Officer
NCOA—Noncommissioned Officer Academy
PAFSC—Primary Air Force Specialty Code
PME—Professional Military Education
RIP—Report on Individual Person
SAV—Staff Assistant Visit
SEEM—State Equal Employment Manager
SME—Subject Matter Expert
SNCO—Senior Noncommissioned Officer
SNCOA—Senior Noncommissioned Officer Academy
SOS—Squadron Officer School
ST—Special Training
TAG—The Adjutant General
TIG—Time in Grade
TIS—Time in Service
UCI—Unit Compliance Inspection
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—(Air Force definition) A composite of individual characteristics, experiences and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force Diversity includes but is not limited to: personal life experiences, geographic background, socio-economic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity and gender. Diversity encompasses:

(1) **Demographic Diversity**—inherent or socially defined personal characteristics, including age, race/ethnicity, religion, gender, socioeconomic status, family status, disability, and geographic origin

(2) **Cognitive/Behavioral Diversity**—differences in styles of work, thinking, learning and personality.

(3) **Organizational/Structural Diversity**—organizational/institutional background characteristics affecting interaction, including Service, component, and occupation/career field.

(4) **Global Diversity**—intimate knowledge of and experience with foreign languages and cultures, inclusive of both citizen and non-citizen personnel, exchange officers, coalition partners, and foreign nationals with whom we interact as part of a globally engaged Air Force.

Note(s):—This concept of Diversity is to be tailored as specific circumstances and the law require.

Air Force Diversity initiatives complement, but remain separate and distinct from Air Force Equal Opportunity and compliance programs/activities. Air Force Diversity is voluntary and grounded on building equity and mutual respect among all personnel.

Equal Opportunity—It is against AF policy (AFPD 36-27, Equal Opportunity) for any Airman, military or civilian, to unlawfully discriminate against, harass, intimidate or threaten another Airman on the basis of race, color, religion, sex, national origin, age, disability, genetic information, reprisal or any other non-merit factors prohibited by statute, regulation, or Executive Order.

Mentor—A trusted counselor or guide, normally a senior person with a professional relationship to someone less experienced. A mentor is a counselor, coach, motivator, and/or role model. Someone who has a sincere desire to enhance the success of others and volunteers time to help a mentee.

Military Compatibility—The condition in which the duties and responsibilities of a military technician's position are substantially equivalent to the duties and responsibilities of the technician's military assignment.

Personnel Force Development—Advise and assist in the professional development of Airmen who will leverage the collective strengths of the Air National Guard. This process provides leadership focus at all levels in an Airman's career. Leaders at all levels can only be created through an iterative process of development involving education, training, and expeditionary operations seasoned with experience and ongoing mentoring by more experienced leaders.

Personnel Force Management—Advise and assist in the defined life cycle for the management of human resources covering the point at which recruits enter military service, their preparation and training for contributing a meaningful service, their continuous motivation and, finally, their formal release from military service with honor and dignity.

Attachment 2

AF IMT 1206, NOMINATION FOR AWARD

Figure A2.1. Sample AF IMT 1206.

NOMINATION FOR AWARD		
AWARD	CATEGORY (If Applicable)	AWARD PERIOD
RANK/NAME OF NOMINEE (First, Middle Initial, Last)	SSN (Enter Last 4 Only)	MAJCOM, FOA, OR DRU
DAFSC/DUTY TITLE	NOMINEE'S TELEPHONE (DSN & Commercial)	
UNIT/OFFICE SYMBOL/STREET ADDRESS/STATE/ZIP CODE		
RANK/NAME OF UNIT COMMANDER (First, Middle Initial, Last) /COMMANDER'S TELEPHONE (DSN & Commercial)		
<p>SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format)</p> <p>SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format)</p> <p>LEADERSHIP AND JOB PERFORMANCE</p> <ul style="list-style-type: none"> -Explain concisely the nominee's understanding of the principles and procedures involved in his or her assigned duties. -Describe how the nominee exceeded the scope and magnitude of assigned duties or the level of performance expected, include expectations and outcomes. -Identify the nominee's technical skills, ingenuity, and any other pertinent performance measures. <p>SIGNIFICANT SELF IMPROVEMENT</p> <ul style="list-style-type: none"> -Describe what the nominee accomplished, how it was accomplished, and why the project was undertaken; emphasizing the project's impact, and the nominee's role and creativity -Consider the nominee's scope of responsibilities; effectiveness in facilitating team/consensus building, establishing relationships; and other job-related factors. -Consider how the nominee demonstrates effective management of resources. <p>Include productivity increases, long-range implications, process improvements, and applicability to other sections or organizations.</p> <ul style="list-style-type: none"> -Where possible, use quantitative data to substantiate bullet statements, indicating the basis for all estimates and projections. <p>AND MANAGEMENT COMPETENCIES</p> <ul style="list-style-type: none"> -Provide brief examples of how the nominee's knowledge and use of leadership and management competencies support the mission and staff and how the nominee's leadership impacts mission readiness. 		

Attachment 3

SAMPLE OF HRA LETTER OF APPOINTMENT

Figure A3.1. Sample of HRA Letter of Appointment.

MEMORANDUM FOR: JFHQ/DC-AIR/HRA

NGB/CFD

IN-TURN

FROM: 123rd AW/CC

SUBJECT: HRA Letter of Appointment

1. This letter is to acknowledge the appointment of the 123rd Wing Human Resources Advisor. SMSgt Sandra Snuffy is appointed to the position as of 1 April 2003. The previous HRA, CMSgt James McKittrick, has been appointed to the State HRA position.
2. SMSgt Landy will attend the HRA Orientation Course, *Insert next scheduled date*. The current DAFSC on the Unit Manning Document for the HRA Position is 3V090 and will be changed to SMSgt Snuffy's PAFSC upon validation of this assignment. The following is provided for your information:
 - A) PAS Code: H40VXXXX
 - B) UMD Position #: 012345678Z
 - C) FAC #: 10A000
 - D) PAFSC: 3S091
3. This letter supersedes any previous appointment letter to the same.

HAROLD G. SANDERS, Colonel, USAF
Wing Commander

Attachment 4

NGB FORM 840, HRA MEMBER DATA INFORMATION FORM – SAMPLE

Figure A4.1. NGB FORM 840, HRA MEMBER DATA INFORMATION FORM – SAMPLE.

HRA MEMBER DATA INFORMATION			
The proponent agency is ANG/HRA. The prescribing directive is ANGI 36 - 2110			
PRIVACY ACT STATEMENT			
1. AUTHORITY: 10 USC 8013 2. PURPOSE: This form is used by NGB (National Guard Bureau) Diversity Operations and the HRA (Human Resource Advisor) program to maintain contact and demographic information for assigned Wing and State Human Resource Advisors. This form is used to assign and associate the member and their AFSC with the appropriate HRA position number. 3. ROUTINE USES: None 4. DISCLOSURE: Voluntary; however, failure to provide the information may delay or hinder action related to member assignment with the HRA program. Failure to provide accurate information will impact the ability of the HRA program to maintain effective communications with the member and maintain accountability associated with the position number.			
MILITARY DATA			
MEMBER FULL NAME (Last, First Middle)	RANK	SELECTION DATE	
John, James Snuffy	SMS	20090201	
UNIT / WING			
123 FW 345 Main St, Anytown US 99999			
MILITARY EMAIL ADDRESS		DSN	COMMERCIAL
john.snuffy@ang.af.mil		555-5555	555-55-5555
DAFSC	PAFSC	POS#	
2A590	2A590	#000000	
HOME DATA			
HOME ADDRESS			
123 Plymouth Rock Place			
CITY	STATE	ZIP CODE	
Anytown	MD	12345	
CIVILIAN EMAIL ADDRESS		HOME PHONE	CELL PHONE
john.law@earthlink.net		555-555-5555	555-555-5555
HIGHEST CIVILIAN EDUCATION LEVEL HELD		CIVILIAN OCCUPATION	
MBA		Police Officer	
NOTE			

Attachment 5

STATE HRA DUTIES AND RESPONSIBILITIES CHECKLIST

Table A5.1. STATE HRA DUTIES AND RESPONSIBILITIES CHECKLIST.

1. Advise ATAG, Commanders, State/Wing CCMs, on Diversity, Force Management and Force Development

- Complete Annual Goals and Objectives Annual Plan (GO Plan)
- Work with Wing HRA(s) to Develop and Align GO Plans
- Track Metrics on GO Plan/Document on Quarterly Reports
- Advise JFHQ/GSU/CRTC Commanders on Diversity Initiatives/Activities
- Conduct Staff Assistance Visits (SAVs) to Units/Generate After Action Reports (AARs)
- Recommend Improvements

2. Market HRA Program - State wide

- Develop State Strategic Plan Initiatives
- Monthly Briefings (Newcomers, Student Flight, Councils, Commander Calls)
- Newsletters or Articles
- Posters, Tent Cards, Bulletin Board Information
- State Web Site, Community of Practice (CoP) or similar platform
- Participate in State/Unit Councils to promote fairness, equity, respect and inclusion

3. Develop and Maintain Liaison with Key State Personnel

- Collaborate with individuals listed in ANGI 36-2110, para. 1.6
- Conduct monthly briefings (Councils, Commander Calls, etc...)
- Participate in Unit Councils to promote fairness, equity, respect and inclusion

4. Develop and Track Quarterly/Annual Diversity Statistics Metrics/Trends

- Generate Quarterly Diversity Statistics Report**
- Provide Monthly/Quarterly Assessment to ATAG/State CCM/Wing HRA/GSU/CRTC Commanders**
- Develop and Maintain a Continuity Book**
- Setup and/or Review Unit Compliance Inspection (UCI) File Plan**

5. Community Outreach Activities

- Develop a Community Outreach or Activities Program (select from collaboration site)**
- Develop metrics showing successes and impact**

6. Assist and Mentor Wing HRAs

- Review Annual Wing GO Plan for Continuity/Alignment with State GO Plan**
- Analyze Diversity Statistics Reports**
- Review Wing Quarterly Report(s) and provide feedback**

7. Force Development

- Conduct Four Lenses Training, HRA Workshops, Leadership/Team Building Training**
- Support/Participate in Human Resource Education/Ancillary Training**
- Oversee State-Wide Mentoring Initiatives**
- Help facilitate ANG participation in Leadership Challenge Program (LCPs)**
- Conduct Exit Surveys to Evaluate Training**

8. Force Management

- Participate in Promotion Boards and Selection Committees**
- Analyze Awards and Decoration Programs**
- Track and Analyze Demographics for Force Management Trends**

Attachment 6

WING HRA DUTIES AND RESPONSIBILITIES CHECKLIST

Table A6.1. WING HRA DUTIES AND RESPONSIBILITIES CHECKLIST.

1. Advise Wing Commander and CCM on Diversity, Force Management and Force Development

- Complete Annual Goals and Objectives Plan (GO Plan)/Review with State HRA
- Track Metrics on GO Plan/Document on Quarterly Reports
- Advise Wing Commander on Diversity Initiatives/Activities
- Recommend Improvements

2. Market HRA Program - Base wide

- Create posters, newsletters, articles, tent cards, Bulletin Board Information
- Base Web Site, Community of Practice (CoP) or similar platform
- Generate Quarterly Report/Review

3. Develop and maintain liaison with key unit personnel

- Collaborate with individuals listed in ANGI 36-2110, para. 1.6
- Conduct monthly briefings (Newcomers, Student Flight, Councils, Commander Calls)
- Participate in Unit Councils to promote fairness, equity, respect and inclusion

4. Develop and Track Diversity Statistics Metrics

- Provide Annual Assessment to Wing Commander
- Generate Quarterly Report and Review with State HRA
- Develop and Maintain a Continuity Book
- Setup and/or Review Unit Compliance Inspection (UCI) File Plan

5. Community Outreach Activities

- Develop a Community Outreach or Activities Program (select from collaboration site)

—
 Develop metrics showing successes and impact

6. Force Development

Conduct Four Lenses, HRA Workshops, Leadership/Teambuilding Training

Support/Participate in HRE Ancillary Training

Oversee State-Wide Mentoring Initiatives

7. Force Management

Participate in Promotion Boards and Selection Committees

Analyze Awards and Decoration Programs

Track and Analyze Demographics for Force Management Trends

Attachment 7

STATE/WING HRA TIMELINE AND MILESTONES CHECKLIST

Table A7.1. STATE/WING HRA TIMELINE AND MILESTONES CHECKLIST.

1. Upon Selection

Generate official biography with official photo, submit to Regional Rep and Program Manager (see 3.2.15)

Generate HRA datasheet and submit to Regional Rep and Program Manager (see 3.2.16)

2. Within first three UTAs

Review State/Wing GO Plans

Generate Introduction Article for Newsletter

Setup and/or Review Continuity Book

State HRA - Brief ATAG for Air, CCM, GSU CCs on State Initiatives

Wing HRA - Brief Wing CC, Wing CCM, First Sergeants on Wing Initiatives

State HRA – Meet with the following personnel:

The Adjutant General (TAG), Assistant Adjutant General for Air (ATAG), Chief of Staff, Director of Staff, State and Wing Command Chief Master Sergeants, Recruiting and Retention Superintendent, State Equal Employment Manager, Commanders, Community Managers, Chaplain, Equal Opportunity Officers, Director of Personnel, Wing HRAs, First Sergeants, Recruiters, Retention Office Managers, Army National Guard State Diversity Coordinator, Family Support Services, Yellow Ribbon Program Coordinators, and Community Leaders.

Wing HRA – Meet with the following personnel:

Wing Commander, Vice Commander, Executive Officer, Equal Opportunity Officer, State and Wing Command Chief Master Sergeant (CCM), State HRA, Unit Career Advisors, First Sergeants, Recruiters, Retention Office Manager, Chaplain, Family Support Services, Yellow Ribbon Program Coordinators, and Community Leaders

Generate Quarterly Report/Send to State HRA/Regional Representative

Setup and/or Review Unit Compliance Inspection (UCI) File Plan

3. Within three to six UTAs (in addition to #1 above)

Develop a Community Outreach Program

-
- Coordinate and Schedule Briefings (Newcomers, Student Flight, Councils, Commander Calls)**
 - Generate Newsletters or Article – Publish**
 - Project/Schedule training (Four Lenses, HRA Workshops, Leadership/ Teambuilding Training)**
 - Start to Collect Trend Data for Analysis (Diversity Statistics, Awards and Decorations, Exit Interviews, Retention Statistics)**
 - Generate Posters, Tent Cards, Bulletin Board Information**

4. Within one Year (in additional to #2 above)

- Develop State Web Site, Community of Practice (CoP) or similar platform for State or Wing**
- Generate Reports on Statistics/Trends – Brief ATAG for Air/Wing CC**
- Generate GO Plan for New FY**
- Analyze HRE Data with Equal Opportunity Office (EO)**
- Review Mentoring Initiatives**

5. 1 – 2 Years (in addition to #3 above)

- Review Annual Wing GO Plan for Continuity/Alignment with State GO Plan**
- Analyze Climate Assessments and Diversity Statistics Report**
- Review External Data Sources (Professional Organization News) which may Impact Culture/Climate**
- Participate in Promotion Boards and Selection Committees**

6. 3 – 6 Years (in addition to #4 above)

- Develop Collaboration efforts between key offices**
- Continue to Update and Advise ATAG/Wing CC on Trend Analysis, Make Proposals as Necessary**