



377th Air Base Wing Diversity Action Plan For Team Kirtland

Hispanic Employment

"There is no other country in the world so widely diverse, yet so deeply committed to being unified, as the United States of America. The challenges we face today are far too serious, and the implications of failure far too great, for our Air Force to do less than fully, and inclusively, leverage our Nation's greatest strength: its remarkably diverse people."

- The Honorable Deborah Lee James, Secretary of the Air Force

PURPOSE.....	3
BACKGROUND	4
OBJECTIVE 1 COLLABORATIVE EFFORTS.....	5
OBJECTIVE 2 PROGRAM ANALYSIS.....	6
OBJECTIVE 3 RECRUITMENT AND HIRING.....	7
OBJECTIVE 4 PROMOTION AND CAREER DEVELOPMENT.....	8
OBJECTIVE 5 DIVERSITY AND INCLUSION TRAINING.....	9
HEALTH OF THE PROGRAM.....	10



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PURPOSE

This plan outlines the basic actions and responsibilities for the improvement of diversity and representation in the Kirtland workforce. It provides goals and objectives that yield measurable results while incorporating inclusion efforts unique to our organization.

BACKGROUND

Community leaders requested to meet and discuss concerns pertaining to Hispanic civilian underrepresentation in civilian hiring, promotions and retention. Roundtable discussions have been held with community leaders from the Albuquerque Hispano Chamber of Commerce (AHCC), League of United Latin American Citizens (LULAC), Hispanic Round Table (HRT) of New Mexico, National Organization for Mexican American Rights (NOMAR), Department of Justice (DOJ), Defense Threat Reduction Agency (DTRA) and 377th Air Base Wing (ABW).

Kirtland AFB and the Hispanic community in the Albuquerque, New Mexico metropolitan community have had a long discussion regarding the broad subject of employment opportunity at Kirtland AFB. In 1984, a coalition of Hispanic advocacy organizations secured the support of the New Mexico Congressional Delegation to address perceived concerns in the hiring, development, and promotion of Hispanics at Kirtland AFB. The Congressional Delegation intervened and ultimately achieved the issuance of a plan to address the issues of lack of equal employment opportunity. This plan consisted of seven initiatives and was subsequently known as "The Seven Initiatives". The Secretary of the Air Force informed the New Mexico Congressional Delegation by a letter dated July 10, 1984 of his issuance of the plan to key command directors responsible for Kirtland AFB activities. The Secretary committed the Air Force to periodic status reports. The Seven Initiatives were as follows:

INITIATIVE #1. Establish a Special Assistant for Affirmative Employment Programs in the office of the Wing Commander, Kirtland AFB, New Mexico.

INITIATIVE #2. Have an independent review conducted of Kirtland AFB Personnel management and administration practices relative to EEO, affirmative action, and staffing.

INITIATIVE #3. Improve the representation of minorities at all grades at Kirtland AFB with the objective of achieving a workforce that reflects New Mexico demographics within 5 years or 2022, and make periodic reports to the delegation.

INITIATIVE #4. Establish a viable intern program, and other special programs, to increase the representation of minorities and women in mid-level feeder groups.



Special emphasis will be placed on recruitment from New Mexico colleges and universities.

INITIATIVE #5. Provide the Delegation with the Kirtland AFB Affirmative Employment Plan (AEP) and periodic status report.

INITIATIVE #6. EEO initiatives will be closely monitored

INITIATIVE #7. An assessment will be made of the current civilian personnel structure relative to the achievement of goals. The purpose of the assessment is to increase accountability for goal achievement.

The position of Special Assistant to the Commander for Affirmative Employment Programs was established and has served an important role in promoting the intent of the original plan. The position has been vacant at various times and was abolished at one point to accommodate Base staff reduction efforts. The position was re-established in 2014 and is currently fully dedicated to matters pertaining to equal employment opportunity and diversity at Kirtland AFB. Status reporting to the New Mexico Congressional Delegation, in conjunction with the Hispanic community, was originally done on a quarterly basis, later on a biannual basis, eventually on an annual basis, and finally several years passed without any reports to the Delegation and/or the community. In late 2014, a group of Hispanic leaders contacted members of the New Mexico Congressional Delegation to inform them of current concerns regarding the employment of Hispanics at Kirtland AFB. This resulted in a new request for quarterly status reports. The 377 ABW Commander is presently providing quarterly reports to members of the Delegation.

The Seven Initiatives plan did not contain an expiration date, and consequently remains the foundation for Hispanic community expectations for Kirtland AFB. While it is important to note that much has changed in the field of employment law in the 30+ years that have transpired since the plan was issued, it is still possible to consider the spirit and intent of the Seven Initiatives as we develop and implement elements of this action plan.

Our past efforts have included partnerships with Civil Rights organizations to include job fairs and other outreach programs focused on both internal and external efforts. In addition to these past initiatives, Kirtland AFB, through the Air Force Research Laboratory has sponsored one of the largest Science, Technical, Engineering and Math outreaches in the state of New Mexico through the La Luz and College/Grad School Intern programs.

While efforts have been made in the past, we believe that an action plan with specific actions, responsible parties and timelines are necessary to move forward and get results. We will assess our performance based on how successful we are in executing this plan.



March 2017



OBJECTIVE 1: COLLABORATIVE EFFORTS

Diversity and collaboration go hand in hand. Bringing different views and experiences to a collaborative effort is crucial in creating the best results possible. Collaborative efforts help community leaders and senior management officials develop a more durable and pervasive relationship. They share a commitment to achieving a common goal and contribute to a shared responsibility. Collaboration must be done in a way that respects personal, historical, social, and cultural beliefs and values. The following Kirtland AFB tasks have been established as an actionable component of this plan.

	Tasks	Target Date	Responsible Party	Date Completed
1	Establish GS-14 position of Special Assistant to the Installation Commander for Diversity (supports intent of Initiative #1)	N/A	377 ABW/CC	Completed 6 Jun 14
2	Provide quarterly community updates to present demographics, MD 715 barrier analysis and other outreach successes and initiatives. (supports intent of Initiative #5)	Apr 2015	377 ABW/CSA	30 Apr 15 16 Feb 2016 24 June 2016 30 Nov. 2016 4 April 2017
3	Establish Hispanic Community & Kirtland AFB Leaders Advisory Board to the Installation Commander; meet quarterly prior to community updates or as required/requested. (supports intent of Initiative #5) (Charter attached)	June 2016	377 ABW/CSA	June 2016 Nov 2016 Jan/Feb/March 2017
4	Outreach to New Mexico Universities via job fairs, planned communication with university administrators, and STEM outreach thru AFRL and the AFNWC. (supports intent of Initiative #4)	Ongoing	377 ABW/CSA	Reference Exhibit 1
5	Conduct Small Business outreach and educational forums in partnership with the New Mexico Hispano Chamber of Commerce. (supports intent of Initiative#4)	June 2016	377ABW/CSA	15 June 2016 14 Sept. 2016 12 July 2017
6	Commitment to provide CODEL/STAFDEL/Community Leaders with quarterly demographic progress reports (supports intent of Initiative #5)	February 2016	377 ABW/CC	16 Feb 16 8 April 16 24 June 2016 30 Nov 2016 4 April 2017
7	Commitment to participate in DOJ facilitated meetings to enhance the implementation of actions outlined in this plan as well as those established by other parties in their respective plans. (supports intent of Initiative #2)	April 2014	377 ABW/CC 377ABW/CSA AFNWC/DP	Apr 2014 Dec 2014



OBJECTIVE 2: EMPLOYMENT PROGRAM ANALYSIS

This objective is important in determining if there is any underrepresentation of minority or protected groups within our workplace. Reviewing our business practices will identify our strengths and weaknesses in how our daily execution contributes to diversity efforts. This will keep us focused on our efforts and allow us to support other organizations within the joint action committee.

	Tasks	Target Date	Responsible Party	Date Completed
1	Review the Agency's hiring, promotion, and career development policies and procedures to ensure minorities are not adversely impacted through participation in the Air Force Barrier Analysis Working Group (BAWG) and the Hispanic Employment Action Team (HEAT). (supports intent of Initiative #2)	Meetings beginning May 2016	377ABW/CSA	3 May 2016 10 August 2016 18 October 2016 26 January 2017 28 Feb 2017 28 March 2017
2	Complete an annual MD-715 barrier analysis of the Kirtland AFB workforce. Such barrier analysis will be used to evaluate the effectiveness of this action plan and adjust as required to address barriers not previously identified. (supports intent of Initiative #6)	1 Nov. 2017	377ABW/CSA 377 ABW/CPO 377 ABW/EO	
3	Implement civilian hiring panels that include at least three individuals equal or senior in grade to the advertised position. Additionally, the panel composition should be diverse and will include at least one career civilian with no prior military service for screening candidates and making selections for GS-14 and GS-15 and equivalent levels. (supports intent of Initiative #2 and #7)	1 April 2015	377 ABW/CC AFNWC/DP	1 April 2015 Reference Exhibit 2



OBJECTIVE 3: RECRUITMENT AND HIRING

Recruitment and hiring is an essential part of our commitment to improving diversity in the Kirtland workplace. It is the right of every individual to be considered on their merit. We are committed to recognizing and appreciating the variety of characteristics that makes each individual unique. With the support of partnerships in the community and community leaders, we will continue to recruit and hire highly qualified, diverse applicants. This objective is designed to further enhance our efforts.

	Tasks	Target Date	Responsible Party	Date Completed
1	Partner with community partners such as the Albuquerque Hispano Chamber of Commerce (AHCC), local colleges and high schools to provide USAJobs access information on federal employment, internships and available scholarship programs. (supports intent of Initiatives #3 and #4)	Ongoing	377 ABW/CSA AFNWC/DP	Ongoing Reference Exhibit 1
2	Conduct joint AHCC/KAFB job fairs at the Hispanic Cultural Center (supports intent of Initiatives #3 and #4)	On hold for future	377 ABW/CSA	Two fairs previously held.
3	Participate in outreach activities and job fairs to inform candidates of the Agency's immediate hiring opportunities. (supports intent of Initiatives #3 and #4) *Government Hiring Freeze issued via Executive order on 23 January 2017. Reference Exhibit 3.	Ongoing	377 ABW/CSA 377 ABW/CPO AFNWC/DP	Ongoing Reference Exhibit 1
4	Promote participation in recruitment, development and retention of Palace Acquire (PAQ), Copper Cap (COP) and Pathways Intern graduates (supports intent of Initiatives #3 and #4)	May 2017	377ABW/CSA 377ABW/CPO AFNWC/DP	



OBJECTIVE 4: PROMOTION AND CAREER DEVELOPMENT

As we continue our efforts to increase diversity it is important to remember the promotion and career development of individuals already hired in the Kirtland workplace. This objective focuses on facilitating programs and opportunities for personnel from diverse backgrounds. Promoting and enhancing the careers of personnel from all backgrounds, Kirtland AFB will be equipping itself with the tools and experiences needed to be a more successful government entity.

	Tasks	Target Date	OPR/OCR	Date Completed
1	Provide civilian leadership classes for non-supervisors (8 month program) once a year. (supports intent of Initiatives #3 and #4)	Dec 2014 April 2017	AFNWC/DP	Dec 2014 June 2016
2	Provide opportunities to participate in new, formal Unit/Agency's Mentoring Program. (supports intent of Initiatives #3 and #4)	January 2014	AFNWC/DP	January 2014
3	Encourage Civilian Participation in Professional Development Programs. (Air Force is providing an additional \$1M in funding dedicated specifically for GS-12 and GS-13 civilians to participate in professional development programs) (supports initiative #3 and #4)	FY 2017	Air Force Headquarters	Notices inviting employees to apply issued Feb 2017



OBJECTIVE 5: DIVERSITY AND INCLUSION TRAINING

Training provides knowledge, skills, and tools. It is essential in creating awareness and sustaining an environment that fosters a more creative, respectful, and diverse workplace. Training allows for open discussion in identifying and overcoming diversity challenges. Additionally, training allows for cognizance of the benefits to embracing diversity. This objective is a fundamental component to building a better, stronger workplace.

	Tasks	Target Date	Responsible Party	Date Completed
1	Educate management, through supervisory training sessions, Diversity & Inclusion training, Bias Training Materials and other venues, on benefits of diversity in the hiring and annual performance appraisal process. (supports intent of Initiative #6)	Ongoing	377 ABW/CSA 377 ABW/CPO	June 2016 July 2016
2	Conduct quarterly Special Emphasis Program Managers Meetings/Training to help identify and eliminate actual and perceived recruitment and employment inequities which may adversely affect minority employees/applicants. (supports intent of Initiative #6)	Quarterly	377 ABW/EO ABW/CPO	2014 2015 2016 25 January 2017 15 March 2017
3	Establish a diversity and Inclusion Recognition Program (supports initiative #6)	Yearly- October 2017	Headquarters Air Force	



March 2017



HEALTH OF THE ORGANIZATION

The Air Force recognizes the value of a diverse workforce and its direct connection to enhancing mission accomplishment. The Air Force cannot afford to exclude any source of talent as the challenges we face as an Air Force and Nation are formidable and require the best people with diversity of race, national origin, gender, age, and life experiences.

"Our foundation will be a reaffirmation of our dedication to leadership's role because diversity and inclusion are not programs or initiatives; they are national security imperatives and critical force multipliers. Our Service's strategic readiness and geopolitical significance depend on our ability to effectively utilize all of our strengths."

***- The Honorable Deborah Lee James
Secretary of the Air Force***

The intent of this plan is to identify barriers to recruiting, assessing, promoting and retaining a diverse work force and implementing actions within our control to overcome these barriers. Where actions are not within our control, we are resolved to advocate for the change necessary with those that have the authority and capability to make change, both on and off Kirtland AFB as well as internal and external to Air Force.

Awareness and communication of this plan to all of Kirtland AFB leadership, in a manner so as to recognize the frequent change in leadership of and supervision in organizations at Kirtland AFB, will be a critical component in the success of any action that is a part of this plan.

Finally, it is important that any action of this plan have an accountable office of primary responsibility and its achievements measurable.

Eric H. Froehlich, Colonel, USAF
Commander