DEPARTMENT OF THE AIR FORCE
Headquarters US Air Force
Washington DC 20310-2500

ANG Regulation 35-29

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Military Personnel

MILITARY AFFIRMATIVE ACTIONS

This regulation establishes the Air National Guard Affirmative Actions Program. It applies to all Air National Guard (ANG) members. It initiates appropriate actions relating to achieving the standards of equal opportunity, equal treatment, equal representation, and equal selection. It provides a systematic approach for recognizing and addressing inequalities or inconsistencies that have an adverse impact on ANG people and that may be attributed to discriminatory factors. It identifies Air National Guard, State Adjutant General, and unit program managers; and it assigns responsibilities.

Section A - Equal Opportunity in the Air National Guard

1. Introduction:

a. The Department of Defense Human Goals Program forms the basis for affirmative equal opportunity actions in the military. An excerpt from the Human Goals Proclamation states:

"Our nation was founded on the principle that the individual has infinite dignity and worth. The Department of Defense, which exists to keep the nation secure and at peace, must always be guided by this principle. The attainment of these goals requires that we strive...

- to attract to the Defense Service, people with ability, dedication and capability for growth.
- to provide opportunity for everyone, military and civilian, to rise to as high a level of responsibility as possible, dependent only upon individual talent and diligence.
- to make military and civilian service in the Department of Defense a model of equal opportunity for all, regardless of race, sex, religion, creed or national origin, and to hold those who do business with the Department to full compliance with the policy of equal employment opportunity.
- to contribute to the improvement of our society, including its disadvantaged members, by greater utilization of our human and physical resources while maintaining full effectiveness in the performance of our primary mission."

b. To achieve human goals, the Air National Guard Equal Opportunity Program addresses the total spectrum of military service through the standards of equal opportunity treatment, representation and selection.

c. These standards are defined as follows:

(1) Equal opportunity (EO). The implementation of positive controls to ensure that the participation and potential for success of individual ANG members in all facets of ANG life are not inhibited because of their race, color, gender, religion, or national origin.

(2) Equal treatment. The implementation of positive controls to ensure that the treatment of individual ANG members in all facets of ANG life is fair and just, and not based on consideration of race, color, gender, religion, or national origin.

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(3) Equal representation. The force should mirror the qualified resource from which it is drawn. Equal representation means that the mix of the total force should be reflected in individual career fields consistent with the qualification of ANG members. It also means that the overall career field mix should be reflected in all levels of the career field, technical and nontechnical, supervisory and nonsupervisory, command and staff.

(4) Equal selection. Equal selection means that normally selection for minorities and women in promotion, training, and school selection should not be consistently different from the selection/opportunities rates of nonminorities. When there is a continuing variance in selection of minorities and women versus nonminorities, the reasons for those decisions must be identified and corrective actions applied in subsequent selection process. Command must eliminate conditions that impact negatively and unequally upon advancement of women and minority members in the Air National Guard.

d. The application of these standards will ensure--

(1) That the ANG military population will become representative and will remain representative of the racial/ethnic mix in the population from which the force is drawn at the entry level and at all levels of leadership.

(2) That the treatment of ANG personnel and their dependents is fair and equitable.

(3) That opportunities exist for all personnel to fully participate and rise to the highest levels their talents and abilities can take them.

(4) That the selection of all ANG personnel in competitive circumstances will be based upon merit and not upon race, color, gender, religion, or national origin.

2. Mission: The mission of the Affirmative Actions Program is, through command leadership to achieve and maintain harmonious relations within the Air National Guard by ensuring the just treatment of all ANG people while maintaining the highest possible level of professionalism and combat readiness.

3. Purpose: The purpose of affirmative actions is to provide a systematic approach to achieve the standard of equal opportunity, treatment, representation, and selection without a reduction in readiness or qualitive standards.

4. Applicability: This regulation applies to all ANG installations and members.

5. Responsibilities:

a. The Chief, National Guard Bureau (NGB/CC) is responsible for implementing and issuing Department of Defense directives 1100.15 and 1322.11.

b. The Director, Air National Guard (NGB/CF) is responsible for implementing the Air National Guard Equal Opportunity Affirmative Actions Program.

c. The Chief, Office of Human Resources (NGB-HR) is the principal staff advisor to NGB/CF, on equal opportunity matters. The Equal Opportunity Program is managed by the Social Actions Program Officer, Human Resources (NGB-HR) who is the focal point for all matters pertaining to the Affirmative Actions Program (AAP). This responsibility includes--

(1) Development of AAP objectives supportive of the ANG Equal Opportunity Program.

(2) Development of policies and procedures to ensure an effective AAP.

(3) Review annually the Adjutant General's (AGs) objective status reports and provide ANG functional manager copies for their review and actions as appropriate.

(4) Evaluate/assess each AAP objective to determine objective and progress, or lack of progress, toward goal attainment.

(5) Provide ANG functional managers and the AGs necessary feedback to assist in the effective management of EO goal attainment.

d. Certain AAP objectives have other agencies as the office of primary responsibility (OPR). These agencies are responsible for full support and management of their AAP objective.

e. The State AG is responsible for--

(1) Implementing and/or supplementing the ANG AAP within guidelines set here, which then becomes the State AAP.

(2) Monitoring implementation of State affirmative action plan at all levels of command to ensure compliance and the corrective action programs established to meet AAP objectives.

(3) Establishing States' objectives and goals for parity attainment and review program effectiveness.

(4) Forwarding a copy of the report to arrive at NGB-HR NLT 60 days after the end of the fiscal year.

(5) Submitting goals and objectives and AAP supplements to NGB-HR.

f. The State social actions officer is responsible for--

(1) Consolidating all unit AAP objective status reports and determining the States' status for each objective. The individual assessments will include the rationale for assessments made.

(2) Advising the AG of the relative status of each objective annually and of the corrective actions undertaken to ensure compliance with the AAP objectives.

(3) Providing feedback relative to goal attainment for each ANG AAP objective to respective unit commanders.

(4) Approving/disapproving unit level AAP and/or supplements.

(5) Monitoring unit level AAP corrective action initiatives.

g. Installation commander is responsible for--

(1) At each ANG installation the senior commander is responsible for implementing the AAP. Responsibilities include--

(a) Assuring an awareness and understanding of the AAP and its objectives. This should include active involvement of OPRs, unit commanders, and key supervisory/staff personnel who must be familiar with the entire AAP process.

(b) Ensuring that ongoing progress is made each year toward the established objectives.

(c) Establishing controls to ensure appropriate management actions are implemented to achieve objectives.

(d) Reviewing impact of previous management actions that were implemented to achieve objectives.

(e) Forwarding the unit AAP objective status reports so as to arrive at the TAG/SL NLT 30 days after the end of the fiscal year.

(f) Forwarding the units corrective action program(s) to the TAG/SL.

h. Installation social actions officer is responsible for--

(1) Administering the AAP.

(2) Briefing the commander and staff agencies on management status of the Affirmative Actions Program.

(3) Developing programs to acquaint management/supervisory personnel with the AAP process.

(4) Working with OPRs/staff agencies in developing unit unique objectives when applicable. Additional objectives should be fully staffed, coordinated, and approved by the commander before submitting them to the TAG/SL.

(5) Developing the unit AAP Objective Status Report. The letter of transmittal will be prepared for the commander's signature. This report will include analysis and interpretation of the data gathered in making the assessment.

(6) Developing, as required, an AAP status briefing upon receipt of inputs from OPRs and other staff agencies.

(7) Aiding the commander in developing, implementing, and evaluating the unit's corrective actions taken to ensure compliance with AAP objectives.

(8) Monitoring and reporting progress made toward goal objectives established at TAG/SL and unit.

6. **The AAP Process:** An effective affirmative actions program requires a coordinated effort on the part of commanders and supervisors at every level of command and management. The AAP process is es-

sentially a problem solving technique. It provides a management tool for identifying potential problems, implementing management action, and assessing progress.

a. Statistics as a starting point. The appropriate use of statistical information is a useful tool for identifying potential problems and for measuring progress. Quantification of unit status vis-a-vis AAP objectives provides a starting point in the AAP process. It is important to note that the statistical data does not define the problem.

b. Identification of cause factors. If analysis of the statistical data indicates a probable or potential problem has been identified, the next step is to determine what problem exists and what are the causes of that (those) problem(s). This phase requires a team effort in closely examining all factors that could have a bearing on the situation, and includes those areas where systematic discrimination may have exerted an impact. Resolution of these problems, not the numerical data, requires the attention of the commander.

c. Implementation of Management Actions. Once the specific problem has been identified, the next phase of the AAP process is devoted to problem resolution. This requires the OPR to work closely with other unit functions to determine the appropriate action. The same team effort is necessary when implementing management actions and is the key to a productive and mission-supportive program. Written corrective actions will be prepared for each AAP objective that has not been achieved. Corrective actions will be specific and will be monitored to evaluate progress.

Section B - Affirmative Actions Plan Objectives

7. **Purpose:** The objectives in this section represent the fundamental monitoring system of the AAP. The nine objectives, listed by number and subject, comprise a representative sampling of areas in which institutional or systematic discrimination may adversely affect the successful development and upward mobility of minority/women personnel.

8. **General:** Each objective is presented in a standardized format that includes some background information regarding the applicability to ANG equal opportunity policy. Tasking and methodology for periodic status assessment is included in the objective statement. Fiscal year runs from 1 October through 30 September; semiannual periods end on 31 March and 30 September.

BY ORDER OF THE SECRETARY OF THE AIR FORCE

EMMETT H. WALKER, Jr., Lieutenant General, USA
Chief, National Guard Bureau

OFFICIAL

HAROLD R. DENMAN, Colonel, USAF
Executive, National Guard Bureau

EQUAL OPPORTUNITY AFFIRMATIVE ACTIONS OBJECTIVE STATEMENT			
Subject: Airman Recruiting		Obj. No. P-001	
OBJECTIVE: Support ANG recruiting/population goals by enlisting the best qualified applicants without regard to race, creed, gender, or national origin. Enlisting of qualified minorities should be at a rate of at least equal to their representation in the community population. Female representation should support ANG population standards.			
Office of Primary Responsibility	ANG: NGB/MP	TAG: SL	Base: CBPO
BACKGROUND: It is an Air National Guard standard that the racial/ethnic mix of force should reflect the population from which it is drawn. Active recruitment of females has demonstrated to be an asset to ANG quality force objective. Female personnel should reflect current ANG female representation goals.			
OBJECTIVE STATUS INDICATOR: The percentage of newly enlisted minority personnel should reflect their representation in the total population for the Standard Metropolitan Statistical Area (SMSA) or county boundaries coinciding within an approximate 50-mile radius. Local conditions may dictate active recruitment beyond this area. Female recruitments should reflect representation which supports ANG female representation standards. Lack of sufficient enlistments may indicate insufficient efforts to procure such candidates. When an imbalance exists, positive recruiting actions need to take place.			
ASSESSMENT TASKS: The SL will use the race/ethnic demographic information within the Standard Metropolitan Statistical Area (SMSA) or county boundaries coinciding within an approximate 50-mile radius of the unit for this report. It will encompass the 18-34 year age groups. A comparison should be made between the area minority male/minority female/nonminority female demographic information and unit target categories demographics to establish target category recruitment goals for the unit. All female recruitment goals should support ANG established population standards. The SL will brief the commander on the unit's progress semiannually. A report of this progress will be forwarded to TAG within 30 days of the close of the fiscal year. TAG/SL will report this information to NGB-HR within 60 days of the close of the fiscal year.			

EQUAL OPPORTUNITY AFFIRMATIVE ACTIONS OBJECTIVE STATEMENT			
Subject: Commissioning of Airman		Obj. No. P-002	
OBJECTIVE: Support ANG Population goals by encouraging qualified minority male/minority female/nonminority female personnel to seek commissions by applying for AMS, when unit officer vacancies occur at a rate of at least equal to their representation in the unit population.			
Office of Primary Responsibility	ANG: NGB/MP	TAG: SL	Base: CBPO
BACKGROUND: It is an Air National Guard standard that the minority male/minority female/nonminority female mix of the force should be represented in the same proportion that these categories are represented within the total unit population. The airman force is an excellent source of officer candidate. Minority male/minority female/nonminority female personnel should be encouraged to seek commissions.			
OBJECTIVE STATUS INDICATOR: The percentage of minority male/minority female/nonminority female applications for commissioning programs should be reflective of their representation in the total organization; i.e., State, unit. Lack of applicants for available vacancies may indicate insufficient motivation or lack of awareness of the opportunity to apply.			
ASSESSMENT TASKS: The CBPO will identify qualified airmen applicants for officer unit vacancies and advise the social actions officer, who will encourage qualified minority male/minority female/nonminority female personnel to apply. The application and selection rate will be tracked by SL in coordination with CBPO. The social actions officer will brief the commander semiannually and provide a summary of accomplishments to TAG NLT 30 days after the close of the fiscal year. A summary of accomplishments will be forwarded to NGB-HR within 60 days after the close of the fiscal year.			

EQUAL OPPORTUNITY AFFIRMATIVE ACTIONS OBJECTIVE STATEMENT			
Subject: On-the-Job Training (OJT)			Obj. No. E-101
OBJECTIVE: To ensure that the quality of on-the-job training is sufficient for enlisted minority male/minority female/nonminority female personnel to achieve 3, 5, and 7 levels in accordance with established phase periods.			
Office of Primary Responsibility	ANG: ANGSC/TE	TAG: SL	Base: CBPO
BACKGROUND: OJT training prepares ANG member for skill level upgrading and promotion. Because of varying work conditions, academic background, motivation, or other factors, there may be variance of individual progression in learining job skills. The monitoring of career development course failures facilitates early identification of those individuals who are experiencing difficulties in assimilating OJT materials. Increased emphasis may then be focused on the training environment.			
OBJECTIVE STATUS INDICATOR: The CDC failure rates for minority male/minority female/nonminority female personnel should not exceed the ANG OJT standards. Continuing disparities may indicate a need for more intensive counseling, training, and/or long-range efforts to enhance the effectiveness of the program.			
ASSESSMENT TASKS: The CBPO will require each unit training NCO to semiannually provide summary sheet and/or annotated listing indicating by name those individuals who failed their end-of-course CDC examinations. The CBPO will identify the CDC failure by name, using information listings to compute minority male/minority female/nonminority female failure rates ratio as it relates to total unit failure ratio. These data will be provided to the SL who will brief the commander semiannually. A summary will be provided TAG/SL within 30 days. A summary of accomplishments will be forwarded to NGB-HR within 60 days of the close of the fiscal year.			

EQUAL OPPORTUNITY AFFIRMATIVE ACTIONS OBJECTIVE STATEMENT			
Subject: Utilization of Assigned Personnel		Obj. No. U-201	
OBJECTIVE: To ensure the job placement of minority/women personnel is commensurate with their skill level and grade and supports upward mobility. Concentration of minority/female personnel will be precluded by ensuring effective career counseling on retraining opportunities for minority/female personnel.			
Office of Primary Responsibility	ANG: NGB/MP	TAG: SL	Base: CBPO
BACKGROUND: It is an ANG standard that minority/female personnel should be represented in all eligible career fields and should have the opportunity to train into highly technical specialties. Historically, minority/female personnel have been heavily concentrated in less technical or traditional career fields. Efforts will be taken to apprise qualified personnel of the opportunities for retesting and retraining.			
OBJECTIVE STATUS INDICATOR: The proportion of minority male/minority female/nonminority female personnel assigned duties throughout the AFSC spectrum should not differ significantly from their representation in the total unit population. A significant disparity may indicate a need for more effective management of career counseling on retraining opportunities.			
ASSESSMENT TASKS: The CBPO will provide SL a base-wide AFSC listing of the number of personnel assigned to each AFSC. Each AFSC will indicate the number of minority male/minority female/nonminority female personnel within that total. SL will analyze this data to ensure that all available methods have been utilized to encourage retraining where high concentrations of minority/female personnel exist. The unit commander will be briefed semiannually, and a summary report will be forwarded to TAG within 30 days of the close of the fiscal year. TAG/SL will report this information to NGB-HR within 60 days of the close of the fiscal year.			

EQUAL OPPORTUNITY AFFIRMATIVE ACTIONS OBJECTIVE STATEMENT			
Subject: Awards and Decorations			Obj. No. S-301
OBJECTIVE: To ensure that minority male/minority female/nonminority female personnel receive equitable consideration for awards and decorations commensurate with their performance.			
Office of Primary Responsibility	ANG: ANGSC/MP	TAG: SL	Base: CBPO
BACKGROUND: The recognition of exceptional achievement and acts of valor by ANG members contribute to morale, discipline, and combat effectiveness. Such recognition must be awarded without regard to race, gender, or ethnic group. In a broader sense, awards impact on individual career opportunities (promotion, special assignments, etc). Therefore, it is essential that minority and women personnel receive equitable recognition of meritorious or exceptional performance.			
OBJECTIVE STATUS INDICATOR: Minority male/minority female/nonminority female personnel should receive an equitable share of State Federal awards and decorations.			
ASSESSMENT TASKS: CBPO will provide information to SL semiannually identifying by minority male/minority female/nonminority female receiving awards. These target categories should be reflective of their representation within the unit and GSU. This information will be tracked by SL. SL will annually brief the commander on trends at the end of the fiscal year. A summary will be provided to TAG within 30 days. TAG will compile a summary report to forward to NGB-HR within 60 days of the close of the fiscal year.			

EQUAL OPPORTUNITY AFFIRMATIVE ACTIONS OBJECTIVE STATEMENT			
Subject: Airman and Officer Promotions		Obj. No. S-302	
OBJECTIVE: Support the concept of upward mobility for all ANG personnel. A systematic review of the promotion process will demonstrate upward mobility of minority male/minority female/nonminority female personnel as it compares to total promotion rates in each grade.			
Office of Primary Responsibility	ANG: NGB/MP	TAG: SL	Base: CBPO
BACKGROUND: It is ANG policy that the promotion process be fair and equitable and to promote members based upon individual merit. The eligibility and subsequent selection of enlisted personnel for promotion is impacted by a commander's authority to recommend promotion. In the instance of officers evaluations(OERs), these are an important factor influencing promotions along with commander's recommendation. Commanders and supervisors can support this objective by closely monitoring promotion statistics. Factors such as officer effectiveness rating, professional military education, and assignments should be reviewed periodically to ensure an equitable representation of minority male/minority female/nonminority female are included in programs that influence promotion potential.			
OBJECTIVE STATUS INDICATOR: The unit rank distribution should be such that minority male/minority female/nonminority female personnel are equitably represented throughout all grades. The representation rate of these categories for recommendation/selection for promotion should not differ significantly from their representation of the total being recommended/selected for promotion for officer and enlisted.			
ASSESSMENT TASKS: The CBPO will provide SL a semiannual product sorted by ethnic/minority, male/female, and officer/enlisted of the unit population grade structure. For the reporting period, a listing of total eligible versus selection for promotions by grade will be accomplished. The representation of minority male/minority female/nonminority female personnel will be annotated for each grade. SL will then develop comparisons to demonstrate parity in promotion opportunities. A summary briefing will be provided semiannually for the commander. A summary report will be sent to TAG within 30 days of the close of the fiscal year. TAG will compile a summary report to forward to NGB-HR within 60 days of the close of the fiscal year.			

EQUAL OPPORTUNITY AFFIRMATIVE ACTIONS OBJECTIVE STATEMENT			
Subject: Military Duty Tour Selection			Obj. No. S-303
OBJECTIVE: Support military duty selection goals by encouraging qualified minority male/minority female/nonminority female personnel to apply for military duty tours as vacancies occur, at a rate of at least equal to their representation in the total unit population.			
Office of Primary Responsibility	ANG: NGB/MP	TAG: SL	Base: CBPO
BACKGROUND: It is an ANG standard that the minority male/minority femal/nonminority female personnel should be represented in same the proportion that these categories are represented within the total unit population. Unit personnel represent one source for filling military duty tour vacancies. Minority male/minority female/nonminority female personnel should be encouraged and counseled concerning military duty tour opportunities.			
OBJECTIVE STATUS INDICATOR: The percentage of minority male/minority female/nonminority female personnel in military duty tour status should be reflective of their representation in the total unit population. Lack of viable candidates for selection may indicate insufficient motivation or lack of awareness of opportunity to apply or lack of advertisement of vacancies.			
ASSESSMENT TASKS: The SPMO will maintain listings of all military duty tours and ensure that all positions are properly announced. Social actions will ensure that qualified personnel are encouraged to apply. Semiannually, SPMO will identify minority male/minority female/nonminority female selections and compute selection rate as it relates to total unit selections. These data will be provided to the SL, who will brief the commander semiannually. A summary will be provided to TAG/SL within 30 days. TAG will compile a summary report and forward to NGB-HR within 60 days of the close of the fiscal year.			

EQUAL OPPORTUNITY AFFIRMATIVE ACTIONS OBJECTIVE STATEMENT			
Subject: Involuntary Separation Actions		Obj. No. R-401	
OBJECTIVE: Ensure involuntary separation procedures are applied fairly without regard to race, gender, or ethnic affiliation.			
Office of Primary Responsibility	ANG: NGB/MP	TAG: SL	Base: CBPO
BACKGROUND: Involuntary separation actions are necessary when individuals who fail to meet ANG standards cannot be improved through management efforts. The capability to administer an involuntary discharge does not substitute for good personnel management practices. As positive results accrue from affirmative actions, the number of minority male/minority female/nonminority female personnel being discharged involuntarily should more closely conform to their representation.			
OBJECTIVE STATUS INDICATOR: The representation of minority male/minority female/nonminority female personnel among those involuntarily discharged should not differ significantly from their representation of the total being involuntarily separated. A significant disparity may indicate the need for more positive management initiatives in other areas such as OJT, retraining, effective counseling, or effective recruiting.			
ASSESSMENT TASKS: The CBPO separations unit will provide SL with a semiannual summary listing identifying all involuntary separations by race, gender, ethnic group, and type of discharge for the fiscal year. SL will track, analyze, and interpret this data. The SL will brief the commander semiannually and forward the report to TAG within 30 days of the close of the fiscal year. TAG will compile a summary report to forward to NGB-HR within 60 days of the close of the fiscal year.			

EQUAL OPPORTUNITY AFFIRMATIVE ACTIONS OBJECTIVE STATEMENT			
Subject: Unit Retention			Obj. No. R-402
OBJECTIVE: Support ANG population goals by monitoring the retention rate of minority male/minority female/nonminority female personnel to ensure losses in these categories do not differ significantly from the units overall retention rate.			
Office of Primary Responsibility	ANG: ANGSC/MP	TAG: SL	Base: CBPO
BACKGROUND: The retention of unit personnel is recognized as critical to mission effectiveness. Further, they represent an important resource, which must be closely monitored to avoid unnecessary and costly losses. Of particular notice will be the rate of minority/female personnel losses from a unit. If the rate of minority/female personnel losses exceed the unit loss rate, this adverse trend must be brought to the attention of the commander.			
OBJECTIVE STATUS INDICATOR: The representation of minority male/minority female/nonminority female personnel in retention losses (first term, mid-career and career eligibles) should not differ significantly from their representation within total unit loss rate. A significant disparity indicates the need for probing into factors that cause higher loss rates for minority male/minority female/nonminority female personnel. Positive management initiatives in areas such as OJT, retraining, and effective counseling may correct this adverse trend.			
ASSESSMENT TASKS: The CBPO will provide SL with semiannual summary listing identifying all unit personnel losses by race, gender, and ethnic group. These personnel will further be identified as first term, mid-career, and career individuals eligible for retention. The SL will brief the commander semiannually and forward the report to TAG within 30 days of the close of the fiscal year. TAG will compile a summary report and forward to NGB-HR within 60 days of the close of the fiscal year.			