



STATE OF NEW MEXICO  
**Department of Military Affairs**  
47 Bataan Boulevard  
Santa Fe, New Mexico 87508-4695

**19 March 2004**

MEMORANDUM FOR National Guard Bureau, Directorate for Equal Opportunity, 1411  
Jefferson Davis Highway, Arlington Virginia 22202-3231

SUBJECT: Annual Narrative and Statistical Report on Equal Opportunity Progress

1. Attached for your review and action as required is the Annual Narrative and Statistical Report of Equal Opportunity Progress from the New Mexico Army National Guard.
2. As you review the report, you will notice that the required comparisons of proceeding year's statistical analysis are included in this report.
3. My point of contact for this report is SFC Stephen A. Gonzales, he may be contacted at Com (505) 474-1228 or DSN 867-8228.

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Enclosure

KENNY C. MONTOYA,  
BG, NMARNG  
The Adjutant General

**NEW MEXICO ARMY NATIONAL GUARD**  
**47 Bataan Boulevard**  
**Santa Fe, New Mexico 87508-4695**

ANNUAL NARRATIVE AND STATISTICAL REPORT ON EQUAL OPPORTUNITY PROGRESS  
FY 2003

A. ASSESSMENT OF COMMAND CONDITIONS

Overall, FY 2003 has seen stabilization in the total enrollment of members in the New Mexico Army National Guard (NMARNG). End strength is at authorized strength requirements. The demographics of the NMARNG reflect 62% minority membership in FY 2003. By comparison, the state civilian labor force (CLF) minority membership is approximately 55% (2000 Census Report). During FY 2004, the NMARNG will continue to maintain parity with the civilian labor force.

The Adjutant General has an established Open Door policy (administrative time) for Service Member (SM). This tool provides the SM access to The Adjutant General to voice concerns or issues that entrust trust for the SM. The program is essential in improving retention rates by providing SM's a process to voice concerns to the leadership of the New Mexico National Guard.

Table 1 Comparison of 2002 to 2003 membership is IAW NGR 600-21. The statistics obtained from this report will be the base document for ongoing comparisons.

TABLE 1. Comparison of NMARNG Membership  
Years 2002-2003

YEAR	Majority Soldiers	Majority Percentage	Minority Soldiers	Minority Percentage	TOTAL
2002	1141	38%	1878	62%	3019
2003	1216	38%	1963	62%	3179

During FY 03 the NMARNG strength was at its maximum in membership. Slight increase in civilian employment opportunities in New Mexico and a steady economy nationwide continue to play a major role in personnel seeking employment opportunities out of state. While the state ranks 37<sup>th</sup> in population, New Mexico's employment to population ratio ranks 43rd in the United States. This fact has had a positive impact on recruiting . The NMARNG recruited 628 soldiers in FY 03 as opposed to 609 in FY 02; a 3% increase in new recruits. As a result the NMARNG met NGB strength goals. Additionally, retention statistics indicate that the NMARNG had 464 losses for a retention rate of 85% this year as compared to 753 losses and a retention rate of 75% in FY 02. In FY 02 the NMARNG ended the year at end strength of 3019. In FY 03 the NMARNG also met the end strength of 3179. Current minority membership is 1878 or 62% of the Military Labor Force and indicates approximately a 4% increase in membership from last year. This increase equates to an increase in minority assignments to leadership positions in the NMARNG.

B. STATISTICAL ANALYSIS and COMPARISON

Personnel strength in the NMARNG at the end of FY-03 is 3019. Minorities are represented by 1963 members or 65%. Female representation is 394 or 13% of the Military Labor Force (MLF).

TABLE 2. Total Membership by Race and Gender  
Years 2002-2003

YEAR	Male Majority	Male %	Male Minority	Male %	MALE TOTAL	Female Majority	Female %	Female Minority	Female %	FEMALE TOTALS TOTAL	
2002	1012	34%	1642	54%	2654	129	4%	236	8%	365	3179
2003	1079	34%	1706	54%	2785	137	4%	257	8%	394	3019

Tables 3-5 provide the comparisons for the enlisted membership of the NMNG.

TABLE 3. Comparison of Enlisted Membership by Race  
Years 1999-2003

YEAR	Majority Soldiers	Majority %	Minority Soldiers	Minority %	TOTAL
1999	1134	41%	1640	59%	2774
2000	943	38%	1529	62%	2472
2001	936	35%	1756	65%	2692
2002	919	35%	1709	65%	2628
2003	999	36%	1795	64%	2794

Comparison of enlisted membership for prior years by race and gender is reviewable on Table 4 . Minority membership for FY03 is 64% of the enlisted MLF of the NMARNG. The high number of minorities is attributed to a successful NMARNG minority recruiting campaign.

TABLE 4. Comparison of Enlisted Membership by Race and Gender  
Years 1999-2003

YEAR	Male Majority	Male %	Male Minority	Male %	MALE TOTAL	Female Majority	Female %	Female Minority	Female %	FEMALE TOTAL
1999	1030	37%	1453	52%	2483	104	4%	187	7%	291
2000	848	34%	1350	55%	2198	95	4%	179	7%	274
2001	834	31%	1523	57%	2357	102	4%	233	9%	335
2002	810	31%	1493	57%	2303	109	4%	216	8%	325
2003	882	32%	1556	56%	2438	117	4%	239	9%	356

The overall number of females is lower than for males due to some units classified as Combat Arms and closed to female enrollment. The total number of females assigned is 356 in the enlisted ranks representing 13% of the enlisted MLF. A copy of this statistical report will go to the recruiting and retention office for further study to see if we can attract more qualified women into the NMARNG.

Table 5. Comparison of Enlisted Personnel by Grade, Gender and Race for FY 02 and FY 03.

GRADE	YEAR	MALE			FEMALE			All By Sex
		Majority	Minority	Total	Majority	Minority	Total	
E-9	2002	0	0	0	0	0	0	0
E-9	2003	5	4	9	0	0	0	9
E-8 SGM	2002	7	15	22	0	0	0	22
E-8 SGM	2003	4	12	16	0	0	0	16
E-8 1ST SGT	2002	0	0	0	0	0	0	0
E-8 1ST SGT	2003	5	22	27	1	0	1	28
E-8 MSG	2002	21	58	79	1	6	7	86
E-8 MSG	2003	13	42	55	1	6	7	62
E-7	2002	53	161	214	3	19	22	236
E-7	2003	58	165	223	2	21	23	246
E-6	2002	125	231	356	4	18	22	378
E-6	2003	130	234	364	8	18	26	390
E-5	2002	212	352	564	25	39	64	628
E-5	2003	225	369	594	26	46	72	666
E-4	2002	272	450	722	42	74	116	838
E-4	2003	279	455	734	46	90	136	870
E 1/2/3	2002	120	226	346	34	60	94	440
E 1/2/3	2003	163	253	416	33	58	91	507

The overall number of females is lower than for males due to some units classified as Combat Arms and closed to female participation, **Recruitment efforts to fill slots in the HHD of the Combat Arms units with female SM is a priority.** The total number of females assigned is 356 in the enlisted ranks which represents 12% of the enlisted MLF. A copy of this statistical report will go to the recruiting and retention office for further study to see if we can attract more qualified women into the NMARNG.

Tables 6-8 provides comparison and analytical data for officers.

TABLE 6. Officer Membership by Race and Gender

YEAR	Male		Male		MALE TOTAL	Female		Female		FEMALE TOTALS	
	Majority	%	Minority	%		Majority	%	Minority	%	TOTAL	TOTAL
1999	187	56%	119	36%	306	13	4%	14	4%	27	333
2000	186	56%	117	35%	303	13	4%	16	5%	29	332
2001	180	52%	131	38%	311	18	5%	19	5%	37	348
2002	159	52%	113	37%	272	18	6%	17	6%	35	307
2003	158	52%	114	37%	272	18	6%	15	5%	33	305

TABLE 7. Comparison of Officer Membership by Race  
Years 1999-2003

YEAR	Majority Soldiers	Majority Percentage	Minority Soldiers	Minority Percentage	TOTAL
1999	200	60%	133	40%	333
2000	199	60%	133	40%	332
2001	198	57%	150	43%	348
2002	177	58%	130	42%	307
2003	176	58%	129	42%	305

Representation of minority officers is below the overall percentage of minorities in the NMARNG MLF workforce. (42% vs 62%). **The TAG is committed to the promotion of minority officers who are eligible and qualified for promotion and assignment. The analysis of the officer ranks shows an imbalance of minority male and female officers in the NMARNG.**

TABLE 8. Officer Membership by Grade, Race and Gender  
Years 2000-2003

GRADE	YEAR	MALE		FEMALE		TOTAL
		Majority	Minority	Majority	Minority	
Brigadier General	2002	2	0	0	0	2
Brigadier General	2003	1	1	0	0	2
Colonel	2002	17	4	0	0	21
Colonel	2003	14	5	1	0	20
Lieutenant Colonel	2002	20	11	2	1	34
Lieutenant Colonel	2003	22	15	1	1	39
Major	2002	32	30	0	2	64
Major	2003	33	34	0	3	70
Captain	2002	44	34	4	8	90
Captain	2003	41	24	7	6	78
First Lieutenant	2002	27	21	9	3	60
First Lieutenant	2003	29	21	4	3	57
Second Lieutenant	2002	17	13	3	3	36
Second Lieutenant	2003	18	14	5	2	39

Table 8 displays data for officer membership by grade, race, and gender. Upward mobility for officers is dependant on the pyramid structure of the organization. There are more junior officers than senior, as is true of the majority ranks. Representation of minorities overall in the officer ranks is below the MLF for officers. Female representation is 11% of the officers in the NMARNG; of this number 5% are minority women. The overall representation of the minority officers needs to be an area of consideration for future advancement and recruitment in the NMARNG.

Tables 9-11 provides comparison and analytical data for Chief Warrant Officers.

TABLE 9. Warrant Officer Membership by Race and Gender  
Year 1999-2003

YEAR	Male Majority	Male %	Male Minority	Male %	MALE TOTAL	Female Majority	Female %	Female Minority	Female %	FEMALE TOTALS TOTAL	
1999	50	55%	37	41%	87	2	2%	2	2%	4	91
2000	48	56%	35	41%	83	1	1%	2	2%	3	86
2001	48	54%	37	42%	85	2	2%	2	2%	4	89
2002	43	51%	36	43%	79	2	2%	3	4%	5	84
2003	39	49%	36	45%	75	2	3%	3	4%	5	80

YEAR	Majority Soldiers	Minority %	Minority Soldiers	Minority %	TOTALS
1999	52	57%	39	43%	91
2000	49	57%	37	43%	86
2001	50	56%	39	44%	89
2002	45	54%	39	46%	84
2003	41	51%	39	49%	80

TABLE 10. Warrant Officers Membership by Grade, Race and Gender  
Comparison Year 2002-2003

GRADE	YEAR	MALE Majority	MALE Minority	MALE TOTAL	FEMALE Majority	FEMALE Minority	FEMALE TOTAL	TOTALS
CWO 5	2002	2	2	4	0	0	0	4
CWO 5	2003	2	2	4	0	0	0	4
CWO 4	2002	16	4	20	0	0	0	20
CWO 4	2003	17	5	22	0	0	0	22
CWO 3	2002	16	11	27	0	0	0	27
CWO 3	2003	13	13	26	0	0	0	26
CWO 2	2002	7	16	23	1	2	3	26
CWO 2	2003	6	12	18	2	2	4	22
CWO 1	2002	2	3	5	1	1	2	7
CWO 1	2003	1	4	5	0	1	1	6

TABLE 11. Warrant Officers Membership by Grade, Race and Gender  
Year 2003

GRADE	YEAR	MALE Majority	FEMALE Majority	TOTAL Majority	Majority %	MALE Minority	FEMALE Minority	TOTAL Minority	Minority %	All By Race
CWO 5	2003	2	0	2	50%	2	0	2	50%	4

CWO 4	2003	17	0	17	77%	5	0	5	23%	22
CWO 3	2003	13	0	13	50%	13	0	13	50%	26
CWO 2	2003	6	2	8	36%	12	2	14	64%	22
CWO 1	2003	1	0	1	17%	4	1	5	83%	6
TOTALS		39	2	41	51%	36	3	39	49%	80

Representation within the CWO ranks is balancing between majority and minority representation, the area of consideration for increased representation will be focused on the female category. The percentage of female warrant officers is 6% of the total, versus 11% for female commissioned officers. This is an area where we should concentrate to increase female strength as current female representation is 13% of the MLF.

TABLE 12. Commanders by Race and Gender  
Year 2003

YEAR	MALE		MALE		MALE	FEMALE		FEMALE		FEMALE	TOTALS
	Majority	%	Minority	%	TOTAL	Majority	%	Minority	%	TOTAL	
2003	22	50%	19	43%	41	1	2%	2	5%	3	44

Among 44 commanders, the female representation is only 7% of the command positions. Not all command positions can be held by a female officer, however, more emphasis needs to be placed on preparing minority officers for the responsibility of command. Commanders represent 14% of the officers in the NMARNG, minority commanders represent only 7% of the officers in the NMARNG. Although these figures (Table 12) in themselves do not present a picture of discrepancy by the agency, the fact remains that minority Commanding Officers, specifically female commanders assigned to the NMARNG constitute a significant imbalance when compared to the minority representation of the MLF.

### C. AFFIRMATIVE ACTION

#### 1. NMARNG Accomplishments:

- a. This state trained three Special Emphasis Program Managers in FY03.
- b. Updated and posted statewide Policy Letters regarding Consideration of Others, Sexual Harassment Prevention, Equal Employment Opportunity.
- c. Guidance and support to commanders was provided by the EO office all areas of the equal opportunity program i.e. EO Commander's Handbook; and distribution of EO pamphlets on the NMARNG EO Complaints process WEB Page access to EO process.
- d. EO office worked closely with the area EO Councils for educational purposes, sharing of statistical data, and support for Programs sponsored by the TAG.
- e. Actively recruited additional members of the guard.
- f. Encouraged qualified soldiers to apply for Officer and Warrant Officer commissioning programs.

#### 2. Goals not achieved:

- a. The NMARNG has not achieved parity within key leadership positions. Continued emphasis working toward this goal and affirmative action is necessary in the middle to upper officer, warrant officer, and NCO ranks.

#### 3. Actions planned to achieve or modify goals during FY 03:

- a. Continue to conduct annual minority leadership conferences within the New Mexico National

Guard (Army/Air), and to educate by using the Mentoring Process Action Teams goals and affirmative action programs.

- b. Encourage, recruit and assist minorities and female soldiers in maintaining mentorship into the states mentorship programs.
- c. To continue developing recommendations on the establishment of long - and short - range goals, a plan of action on reaching these goals, and establishing a review/report process on the progress being made on attaining established goals.
- d. Utilize the Process Action Teams in the Identification of issues impacting the current representation of minorities and female guardpersons in both officer and enlisted ranks.
- e. Review of recruitment and retention efforts statewide to improve overall membership, with emphasis on minorities.
- f. Initiate the New Mexico National Guard Adopt a Community Program to showcase the Guard while recruiting within these communities.

#### 4. AAP assessment:

- a. 6% of officers and 59% of enlisted personnel were minorities of the total MLF in FY 03.
- b. Composition. The composition of the force has reached parity with the civilian labor force and the NMARNG needs to continue to work towards maintaining that parity.
- c. Minority officers represent 55% of the officers in the NMARNG which is above the percentage of the MLF.
- d. Discrimination Complaints: Two formal complaints were filed based on National Origin/Sexual Harassment (Non-Sexual) and Gender. Additionally, there were 13 inquiries that were resolved prior to being filed as informal complaints. The inquiries were harassment, gender, retaliation, and color. Additionally, 4 formal complaints had closure in FY 03.
- e. Assignments: Assignments/reassignments are based on the Elect Promote Assign (EPA) best qualified, regardless of race, ethnicity, and gender (enlisted soldier assignments is considered fair and impartial). Officers are selected on an Order of Merit list for grades 04 and higher.
- f. Recruiting and Accessions: The state recruiting force enlisted a total of 628. The recruitment total is a combination of civilian recruitment and other sources such as interstate and interservice transfers.
- g. Retention: The state retention rate is at 83%. The losses for the state were 464 SM.
- h. Professional Military Education and Utilization Skills: Eligible minorities and women were considered and selected for professional military education, career-level schools, CGSC, NCO schools and WOC courses. **This indicates that past affirmative action barriers are being lifted.**
- i. Discipline: Ensure that all soldiers are treated equitably by compliance and administration of regulations policies and procedures.

#### D. COMMUNITY AFFAIRS

The New Mexico National Guard continues to be actively involved in Drug Education For Youth/Challenge, a comprehensive, exportable youth outreach program, NMARNG Adopt a Community/high school, Family Support Program. In addition, annually, participation in community support in activities such as The Special Olympics, The States Food Share Program, American Red Cross Blood Drives, Help the Homeless, Inter School Drug Program, Women's History Month, Women's Equality Day, Hispanic Heritage Month, Black History Month, Native American and Asian Pacific Islander celebrations and Take Your Daughter to Work Day a priority effort.

#### E. SEXUAL HARASSMENT TRAINING

1. Regional Training Institute instruct all attendees to NCO Schools, Company Commanders Course attendees, Leaders and unit members are continually being trained in the prevention of sexual harassment.
2. The number trained this year in conjunction with Sexual Harassment training and Consideration of Others program improved because of command support and emphasis.

F. REPRESENTATION INDEXES: The percentage of minority vs. majority officers is indicating that advances have been shown in comparison with the MLF statistics (see RI comparison). Discrimination measures provide tools to assess the impact of EO programs. Using the Representation Index (RI) (sometimes called "Difference Indicators") should assist commanders in pinpointing specifically where disparities exist and whether they are tending to decline, increase, or remain the same (see attached demographics).

- a. **Definition.** The RI is a tool used by the commander to measure the changes in what happens to soldiers in the unit as a result of the normal functioning of institutional practices which produce both desirable and undesirable trends. This index does not determine causes, it only measures effects. Its value lies in the fact it may be used to single out areas that require further examination.
- b. **Measurement.** Measurement is an essential element of affirmative action management and will be used to calculate data reported during the Commander's AAP briefing.

Over-representation and under-representation are both indicators of areas that need to be of concern or addressed either in recruitment/retention, advancement, participation or training. By calculating such indicators during different periods of time, one can determine if areas of concern are increasing, remaining the same, or decreasing.