

DIAGRAM 1 FULL TIME FORCE STRUCTURE VS. DRILL STATUS STRUCTURE

General diagram of a State NG workforce structure. All States are different, however, all have a force of personnel who work full time (Monday through Friday) in varying employment statuses to support those in uniform who come in one weekend a month to train. It is important to note the power of the full time personnel, who establish and maintain the strategic objectives and coordinate with the State Legislatures on the readiness of the force.

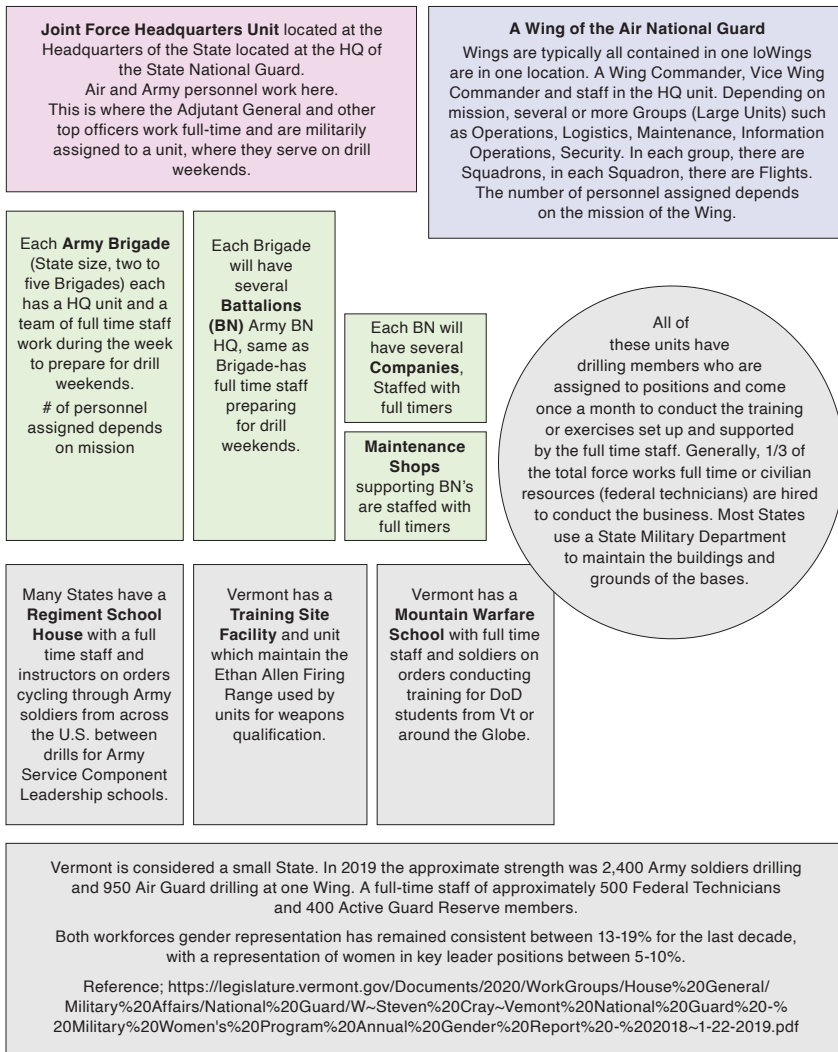


DIAGRAM 2A
AIR CHAIN OF COMMAND AND EO PROCESS

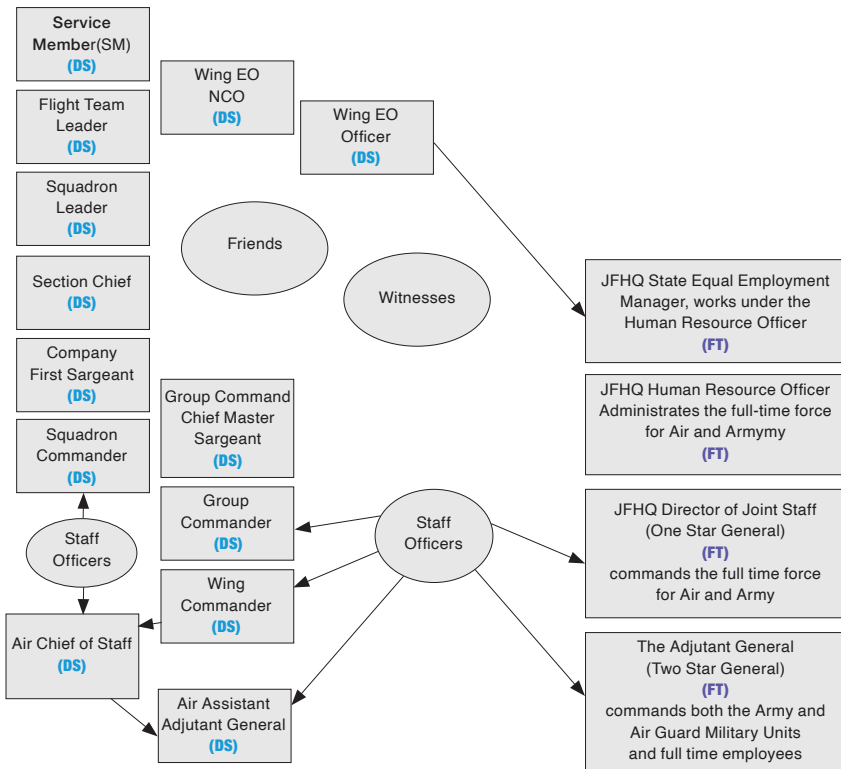
General diagram of Air Guard unit chain of command positions for military and EO Process

Air Units: Flight, Squadron, Group, Wing

Commander Rank: Captain-Flight, Major/Lt Col-Squadron, Mid-grade Colonel-Group. Senior Colonel or Brigadier General-Wing

Equal Opportunity titles in Air Guard: Equal Opportunity Non-Commissioned Officer (NCO), Equal Opportunity Officer for the Wing Works Monday through Friday as Federal Technicians or Active Guard Reserve employees **(FT)**

Works one weekend a month and two weeks a year, drill status employee **(DS)**



**DIAGRAM 2B
ARMY CHAIN OF COMMAND AND EO PROCESS**

General diagram of Army Guard unit chain of command positions for military and EO

Army Units: Team, Squad, Platoon, Company, Battalion, Brigade, Division/ Installation

Commander Rank: Captain-Company, Lieutenant Colonel-Battalion, Colonel-Brigade, General-Division or Installation

Equal Opportunity titles in Army Guard: Equal Opportunity Leader (EOL)- Company & Battalion, Equal Opportunity Advisor (EOA)-Brigade, Human Resource Equal Opportunity Officer (HREO), Installation

Works Monday through Friday as Federal Technicians or Active Guard Reserve employees (FT)

Works one weekend a month and two weeks a year, drill status employee (DS)

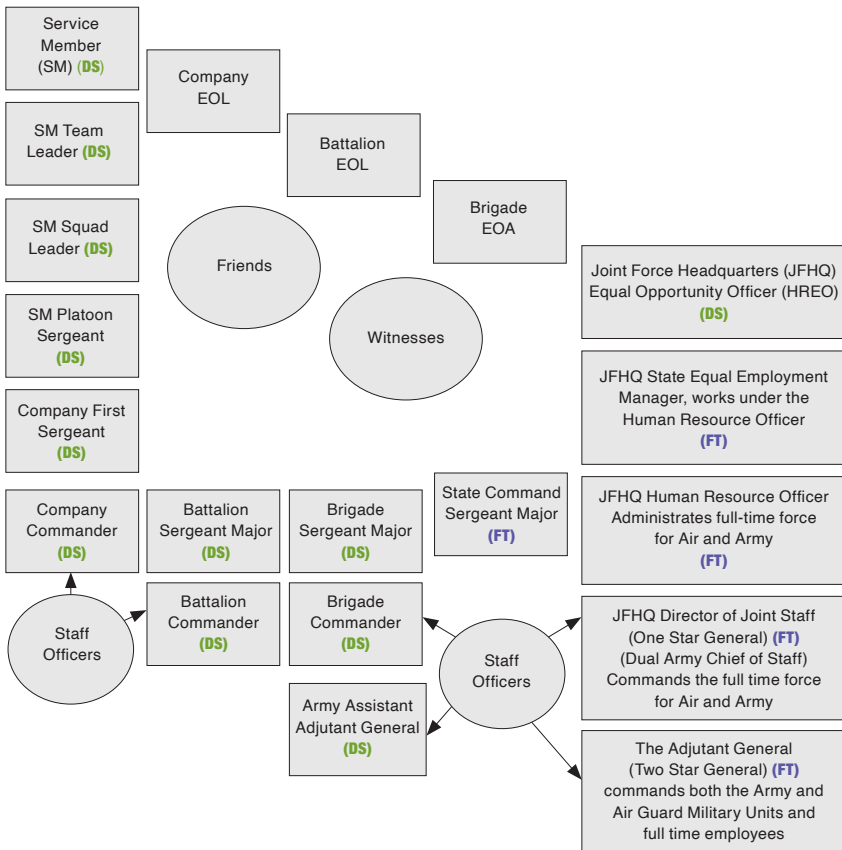


DIAGRAM 3A AIR FORCE RANK





















































Enlisted													
E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	E-9				
Air Force													
No insignia													
Airman Basic (AB)	Airman (Amm)	Airman First Class (A1C)	Senior Airman (S/A)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSGt)	First Sergeant (E-7)	Senior Master Sergeant (SMSgt)	First Sergeant (E-8)	Chief Master Sergeant (CMSgt)	First Sergeant (E-9)	Command Chief Master Sergeant (CCMSSgt)	Chief Master Sergeant of the Air Force (CMSgt)
Officer													
O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10				
Air Force													
													
2 nd Lieutenant (2 nd Lt.)	1 st Lieutenant (1 st Lt.)	Captain (Capt.)	Major (Maj.)	Lieutenant Colonel (Lt. Col.)	Colonel (Col.)	Brigadier General (Brig. Gen.)	Major General (Maj. Gen.)	Lieutenant General (Lt. Gen.)	General (Gen.)	General of the Air Force (reserved for wartime only)			

DIAGRAM 3B
ARMY RANK

Category	INSIGNIA OF THE UNITED STATES ARMY						
ENLISTED (Green and Gold)	E-1	E-2	E-3	E-4		E-5	E-6
	No Insignia Private	 Private	 Private 1st Class	 Corporal	 Specialist	 Sergeant	 Staff Sergeant
	E-7		E-8		E-9		
	 Sergeant 1st Class	 Master Sergeant	 1st Sergeant	 Sergeant Major	 Command Sergeant Major	 Staff Sergeant	
WARRANT OFFICER (Silver and Black)	W-1	W-2	W-3	W-4	W-5		
	 Sergeant 1st Class	 Chief Warrant Officer	 Chief Warrant Officer	 Chief Warrant Officer	 Master Warrant Officer		
COMPANY AND FIELD GRADE OFFICER (Gold and Silver)	O-1	O-2	O-3	O-4	O-5	O-6	
	 (Gold) 2nd Lieutenant	 (Silver) 1st Lieutenant	 (Silver) Captain	 (Gold) Major	 (Silver) Lieutenant Colonel	 (Silver) Colonel	
GENERAL OFFICER (Silver)	O-7	O-8	O-9	O-10	O-11		
	 Brigadier General	 Major General	 Lieutenant General	 General	 General of the Army		

**DIAGRAM 4
ACRONYMS AND TERMS TABLE**

AAP	Affirmative Action Plan	An Equal Opportunity report identifying underrepresented groups of employees and how the agency plans to diversify representation.
AASF	Army Aviation Support Facility	A large building located near the national airport where Army aviation units are maintained.
ACFT	Army Combat Fitness Test	The Army Combat Fitness Test is the assessment for the physical domain of the Army's Holistic Health and Fitness System. As a general physical fitness test, an age and gender performance-normed scoring scale will be used to evaluate a Soldier's physical fitness.
AG or TAG	Adjutant General, The Adjutant General	Individual in charge of the federally recognized National Guard and any other organizations or components of the organized militia as may be created by the governor pursuant to federal or state law in each state. In the majority of states, the adjutant general is appointed by the governor. Sometimes the acronym AG is used as well as TAG.
AAG	Assistant Adjutant General	The Assistant Adjutant General an officer to assist the TAG in the discharge and performance of his or her duties.
AGR	Active Guard Reserve	Active Guard Reserve Service members that serve full time on Active Duty in the National Guard units and directly support the NG.
ALICE	All-Purpose Lightweight Carrying Equipment	A military backpack, load-carrying Individual Carrying equipment for Army soldiers.
ANG	Air National Guard	A federal military reserve force of the United States Air Force.
APFT	Army Physical Fitness Test	The Army Combat Fitness Test is the assessment for the physical domain of

		the Army's Holistic Health and Fitness System. As a general physical fitness test, an age and gender performance-normed scoring scale will be used to evaluate a Soldier's physical fitness.
ARNG	Army National Guard	A federal military reserve force of the United States Army.
ASLC	Army Senior Leader Council	An Army council made up of top enlisted advisors and senior level commanders.
A.T.	Annual Training	The field duty event for drilling members of the National Guard, generally lasting 14 days.
CDET	Cultural Diversity Enhancement Team	A diversity council helping with the agencies strategic diversity goals.
CDET	Cultural Diversity Enhancement Team	A diversity council helping with the agencies strategic diversity goals.
CDET	CDET Representative	A VTNG specific collateral (part-time) service position on the agency's diversity council. Volunteers had responsibilities to update diversity bulletin boards, print out diversity flyer events, add events to unit newsletters and attend diversity meeting to provide updates
Challenge Coin	Challenge Coin	Historically, challenge coins are presented by commanders in recognition of special achievement.
Chief	A warrant officer grade	An officer in the armed forces holding rank by virtue of a warrant and ranking above a noncommissioned officer and below a commissioned officer.
Cmdr	Commander	An officer in charge of a military operation or organization.
CMSgt	Chief Master Sergeant	An Air Force rank, senior enlisted E9.

CNGB	Chief of the National Guard Bureau	An officer who is a member of the Joint Chiefs of Staff. In this capacity, serves as a military adviser to the President, Secretary of Defense, National Security Council and is the DoD's official channel of communication to the Governors and State TAGs on all matters pertaining to the NG. Is responsible for ensuring the more than 453,000 Army and Air National Guard personnel are accessible, capable and ready to protect the homeland and provide combat ready resources to the Army and Air Force.
Competitive service Title 5	Competitive service employment	Positions subject to the civil service laws passed by Congress to ensure that applicants and employees receive fair and equal treatment in the hiring process. Individuals must go through a competitive hiring process before being appointed which is open to all applicants. This process may consist of a written test, an evaluation of the individual's education and experience, and/or an evaluation of other attributes necessary for successful performance in the position to be filled.
CSM	Command Sergeant Major	An Army rank, senior enlisted E9 with command authority.
DACOWITS	Defense Advisory Committee on Women in the Services	Committee composed of civilian women and men appointed by the Secretary of Defense to provide advice and recommendations on matters and policies relating to the recruitment, retention, employment, integration, well-being, and treatment of women in the Armed Forces of the United States.
DJS	Director Joint Staff	A position in the National Guard Headquarters, the rank of general 1-star who oversees the full time employees of both services.
DoD	Department of Defense	The Department of Defense provides the

		military forces needed to deter war and ensure our nation's security.
EEMAC	Equal Employment Management Advisory Council	The council made up of representatives from Management Advisory each regional State Equal Employment Council Manager in the National Guard. 8 regions and one SEEM nominated as the EEMAC Chair. The EEMAC Chair represents all SEEMs and is the conduit between the SEEM community and the NGB Equal Opportunity director.
EEO	Equal Employment Opportunity	Equal Employment Opportunity is the federal program managing discrimination cases.
ENFJ	Extroverted Intuitive Feeling Judging	One of the 16 types of personalities identified by the Myers Briggs Type Indicator.
EO	Equal Opportunity	Equal Opportunity is used for the Military program managing discrimination cases.
EOA	Equal Opportunity Advisor	An army position title to depict the person who assist commanders of brigades in managing the Equal Opportunity program.
EOL	Equal Opportunity Leader	An army position title to depict the person who assist commanders of companies or battalions in managing the Equal Opportunity program.
EOLC	Equal Opportunity Leaders Course	The Army proponent course to train soldiers who have been appointed with the additional duty of Equal Opportunity Leader.
EPMS	Enlisted Personnel Management System	The management of enlisted soldiers, who represent the majority of the force, drives personnel readiness in all components of the Army. The Enlisted Personnel Management System (EPMS) is the total

		<p>process that supports personnel readiness and the soldier's professional development and personal welfare.</p>
ESGR	Employer Support for the Guard Reserve	<p>ESGR, a Department of Defense office, is comprised of trained volunteers and staff. They work to promote employer support for Guard and Reserve service by advocating relevant initiatives, recognizing outstanding support, increasing awareness of applicable laws, and resolving conflict between employers and Service members.</p>
Excepted service	Excepted service employment	<p>EXCEPTED SERVICE positions in the National Guard Technician Program that require military membership in the National Guard as a condition of technician employment are in the excepted service under the provisions of 32 USC 709. This status means you are excepted from the rules that govern civil service employees in the areas of tenure and competitive requirements for appointments. Employment as a NG military technician does not result in competitive civil service status. Loss of military membership for any reason will cause termination of technician employment.</p>
First Sergeant	Sometimes referred to as 1SG, First Shirt, Top	<p>The first sergeant serves as the commander's advisor on all enlisted matters of the unit. The first sergeant is the highest-ranking non-commissioned officer that still performs hands-on leadership. Although equal in grade to rank of master sergeant (MSG), personnel at these two ranks typically have very different responsibilities. The first sergeant ensures the force understands the commander's policies, goals and objectives, and also ensures support agencies are responsive to the needs of all assigned unit personnel and their families.</p>

GAO	General Accounting Office	GAO provides Congress, the heads of executive agencies, and the public with timely, fact-based, non-partisan information that can be used to improve government and save taxpayers billions of dollars.
GSLC	General Senior Leader Council (GSLC)	In the National Guard, the GSLC was a council made up of Adjutant Generals from the States and Territories.
HMMWV	High Mobility Multipurpose Wheeled Vehicle also spelled out humvee	A four-wheel drive, military truck and utility vehicle produced by AM General.
HQ	Headquarters	The main administrative function of a unit.
HR	Human Resources	The short version for Human Resources Office.
HREO	Human Resources Equal Opportunity Officer	A position in the National Guard Headquarters, which manages the military Equal Opportunity program for the Adjutant General.
HRO	Human Resources Office or Officer	A function of the National Guard which handles hiring, benefits, retirement and other administrative needs for employees. The head of the department title.
IG	Inspector General	Leads an organization charged with examining the actions of a government agency, military organization, or military contractor as a general auditor of their operations to ensure they are operating in compliance with generally established policies of the government, to audit the effectiveness of security procedures, or to discover the possibility of misconduct, waste, fraud, theft, or certain types of criminal activity by individuals or groups related to the agency's operation, usually involving some misuse of the organization's funds or credit.

JAG	Judge Advocate General	Judge advocates are commissioned officers in one of the U.S. Armed Forces that serve as legal advisors to the command in which they are assigned.
JDEC	Joint Diversity Executive Council	A diversity council with senior level members overseeing the agencies strategic diversity goals.
JDEC Chair	Joint Diversity Executive Council Chair	“Each State National Guard has a JDEC with a 1-star Brigadier General who represents the JDEC. Each Region (8 in the U.S.) represents a Regional JDEC Chair. The Chief of the National Guard Bureau appoints an overall NGB JDEC Chair. The JDEC’s meet monthly in State, quarterly in regions and annually with the CNGB.”
JSLC	Joint Senior Leader Council	A military council made up of senior leaders who discuss strategic objectives and determine mission priorities. Generally led by a 2-Star General and the Brigade or Wing Commanders as well as the top Enlisted Advisors of the force represented.
MBTI	Myers Briggs Type Indicator	A introspective self-report questionnaire indicating differing psychological preferences in how people perceive the world and make decisions.
MEPS	Military Entrance Processing Station	A joint service organization that determines an applicants physical qualifications, aptitude, and moral standards.
MOS	Military Occupational Specialty	Used by the U.S. military to identify a specific job.
MST	Military Sexual Trauma	A term used by the military to refer to experiences of sexual assault or sexual harassment experienced during military service.

MWC	Military Women's Council	Vermont Guard council made of members supporting the Military Women's Program.
MWP	Military Women's Program	Vermont specific acronym for the Vermont National Guard women's council focused on improving the unit-level experience for women in the Guard.
NCO	Non-Commissioned Officer	A non-commissioned officer (NCO) is a military officer who has yet to earn a rank or commission. These individuals hold leadership positions within their units, but they rank lower than commissioned officers.
NGB	National Guard Bureau	A federal instrument responsible for the administration of the National Guard established by the United States Congress as a joint bureau of the Department of the Army and the Department of the Air Force.
NG	National Guard	A special part of the U.S. military that answers to both state governors and the president.
NGB-EO	National Guard Bureau Equal Opportunity	The National Guard Bureau's Equal Opportunity program.
OD	olive drab	In the military, od green stands for olive drab, which is a color that is commonly used in camouflage.
OIC	Officer In Charge	A military title for the officer commanding a specific mission.
OPM	Office of Personnel Management	Function to serve as the chief human resources agency and personnel policy manager for the Federal Government.
P.T.	Physical Training	The military acronym for exercising. Short for APFT.
PAO	Public Affairs Officer or Officer	Public Affairs Officers research, plan, budget, execute, and evaluate operations involving the public. They liaise with the

		news media and provide guidance to senior leaders on decisions that impact mission success. They also collect and present information to internal staff on current operations and matters affecting the military community.
PEC	Professional Education Center	The Lavern E. Weber Professional Education Center, located at Camp Robinson in North Little Rock, Arkansas, is the national training center for the Army National Guard. The Professional Education Center (PEC) has been a full-service training and conferencing facility since 1974.
PSC	Personnel Service Company	A unit designation once used in the Vermont National Guard. The unit's garrison purpose was to review personnel records for other units in the organization and submit for updates as necessary.
PX	Post Exchange	It is basically a retail store, typically set up like a department store or a strip mall, with smaller shops and service vendors nearby. Many installations have an exchange, some with uniform shops, barbershops, laundry and dry cleaning, gas stations and convenience stores, fast food outlets and lawn and garden shops. Every service branch has its own exchange system either a PX (post exchange), or a BX (base exchange)? and they're all operated separately.
RRB	Army Recruiting and Retention Battalion	The unit in the Army National Guard that recruits citizens into the force and conducts administrative actions to retain service members.
SAIGE	Society of American Indian Government Employees	National non-profit organization representing American Indian and Alaska Native Federal, Tribal, State, and local government employees.

SAPR	Sexual Assault Prevention and Response	The title of the Air Guard Sexual Assault program.
SAPRO	Sexual Assault Prevention and Response Office	A function which represents the Secretary of Defense as the central authority charged with preventing sexual assault in the military and facilitating recovery for survivors.
SARC	Sexual Assault Response Coordinator	A program manager of the Sexual Assault Prevention and Response Office.
SEEM	State Equal Employment Manager	The Manager of Equal Employment Opportunity (EEO) will oversee and implement the company equal employment opportunity and affirmative action policies and plans and will provide management with guidance related to equal employment opportunity and affirmative action requirements.
SEPM	Special Emphasis Program Manager	Special Emphasis Programs (SEP) were established in the Federal Government to remove barriers to equal employment opportunity for groups that were traditionally not represented or subjected to discrimination in the workforce. SEPMs are the Program Managers of these programs.
SGM	Sergeant Major	An Army rank, senior enlisted E9.
SHARP	Sexual Harassment/ Assault Response and Prevention	The Army's integrated program to provide a proactive effort to end sexual harassment and sexual assault.
SME	Subject Matter Expert	The military uses the term for an individual(s) who exhibits the highest level of expertise in performing a specialized job, task, or skill within the organization.
SPMO	Support Personnel Management Office	Old name for the full time federal office managing title 32 federal technicians and active-guard-reserve employees of the

		State National Guard. Changed to Human Resources Office (HRO) in the 90s.
TAG	The Adjutant General	The adjutant general is the individual in charge of the federally recognized National Guard and any other organizations or components of the organized militia as may be created by the governor pursuant to federal or state law in each state. In the majority of states, the adjutant general is appointed by the governor.
Technician	Title 32 federal technician/ title 5 civilian federal technician/	Title 32 federal technicians are in the excepted service under the provisions of 32 USC 709. The employee serves in a civilian position (M-F) in the administration and training of the NG or in the maintenance and repair of supplies or equipment issued to the NG or the Armed Forces. Title 32 excepted positions require military membership as a condition of technician employment. This status means you are “excepted” from the rules that govern civil service employees in the areas of tenure and competitive requirements for appointments. Loss of military membership for any reason will cause termination of technician employment. Title 5 competitive (civilian) federal technicians are those employees that fall under the civil service requirements. The NG has a percentage of the full time force in excepted and competitive positions.
TDY	Temporary Duty Travel	A TDY trip is pre-authorized official travel to a location, usually of a short-term duration to conduct official business or training.”
TF	Task Force	A unit specially organized for a task.

Training stand-down	Training stand-down	A training stand-down is an organized cessation of normal duties until a specific training is accomplished.
UCMJ	Uniformed Code of Military Justice	The UCMJ is federal law, enacted by Congress which applies to all active duty members as well as activated National Guard and Reserve members and military academy students. Some civilians serving in support of the military during wartime are also subject to the UCMJ.
VA	Victim Advocate (The acronym is also used for Veteran's Administration, however, not in the context of <i>Life at Camp</i> .)	A person who provides immediate and ongoing support to victims of sexual offenses by providing resources and information. They work under the direction of the unit SARC.
VTANG	Vermont Air National Guard	The Vermont Air National Guard, we pronounced it like V-TANG.
VTARNG	Vermont Army National Guard	The designation given to the National Guard Army unit in the State of Vermont.
VTNG	Vermont National Guard	The designation given to the National Guard units of the Air Force and Army in the State of Vermont.
Wing	Short for Air Base flying unit	The Vermont Air National Guard is officially the 158 th Fighter Wing. Airmen refer to the base in short as the Wing.
XO	Executive Officer	The XO is the second-in-command, reporting to the commanding officer. The XO is typically responsible for the management of day-to-day activities, freeing the commander to concentrate on strategy and planning the unit's next move.