



MISSOURI NATIONAL GUARD

“SUPPORTING OUR SISTERS IN ARMS”

WOMEN’S MENTORSHIP CHARTER



COUNCIL CHARTER

Supporting Our Sisters in Arms

1. Background

On 5 May 2014, the Chief of Staff (COS), COL Boyle, held a Missouri Army National Guard (MOARNG) Female Soldier and Officer Mentorship meeting in the Sedalia Armory. It is a fact females are underrepresented in the MOARNG, virtually across all ranks. Despite imminent increased female assignment opportunities, female underrepresentation will continue without intentional foresight and action. Deliberate career mentorship, specifically amongst the female community, is the most essential long term and sustainable step available. Females constitute only 13.99% of the MOARNG (ARNG average is 16.06%). Even more alarming is we start with 16% in the junior enlisted ranks (E1-E4), but it steadily decreases to 8% at the senior enlisted ranks (E8-E9); 15% in the company grade officer ranks (O1-O3) with a steady decrease to 10% in the field grade officer ranks and only 5% at the O6-O8 level; 7% in the W1-W3 warrant officer ranks and only 5% at the W4-W5 level (data as of 6 Feb 15).

LTC Anderson, Chief - Family Warrior Support (FWS) developed an "Empower the Force" - a phased training event with two objectives: 1. Improve female mentorship and, 2. Reduce sexual assaults. The initial stage began with presenting the "Culture Change Brief" to the COS on 26 August 2014. Next, the presentation was briefed by LTC Anderson and CW5 Struempf to the General Officer leadership of the MOARNG. The next audience is our senior leaders (BDE CDRs, Directors and their CSMs and senior NCOs). We must initially educate the leadership because our leaders will shape this campaign and champion the cultural change necessary to create a positive climate and environment of trust and respect.

In September of 2014, MG Steve Danner, the Adjutant General, addressed topics such as sexual assault, retention, Airmen and Soldier readiness, empowerment, etc. with two members of his leadership team: CW5 Michelle Struempf, State Command Chief Warrant Officer, and CMSgt Laura Clark, State Command Chief. MG Danner strongly recognizes the need to create opportunities for mentorship which will empower the organization, change the culture, increase diversity in the senior ranks, and provide opportunities for all. He sanctioned the State Command Chief Warrant Officer, CW5 Struempf, and the State Command Chief Master Sergeant, CMSgt Clark, along with other female leaders throughout the organization, to create a joint mentorship council which will create an atmosphere to develop junior Soldiers and Airmen into future leaders.

“Supporting our Sisters in Arms” is deemed the moniker because, like “Brothers in Arms,” we have “Sisters in Arms.” It is imperative we establish a network of support that these female Soldiers can reach out to, especially with gender specific issues.

Official Launch events and Events Calendar are in the planning process with both joint and service unique activities. To promote effective use of resources, provide direct benefits, and to ensure quality and effectiveness of the council, an evaluation process is being designed and implemented.

2. Vision

A MOARNG rich with adaptive, resilient female Soldiers and leaders. An organization comprehensively recognized by its members for fair, equitable, and transparent personal and professional growth opportunities.

Values

- a. **S**oldier, Airmen, and Family focused
- b. **H**onor in all we do
- c. **O**pportunities for all
- d. **W**illing to learn

- e. **M**eeet changing demands
- f. **E**mpower and mentor

Goals

- 1. Achieve a “Culture of Readiness”
- 2. Empower the organization
- 3. Optimize responsible resource management

3. Mission

To recruit, train, develop, and retain female Soldiers while creating a more transparent organization. Form a network of influential leaders, at all levels of command, who serve in important organizational roles. These leaders must be willing to invest time and resources into retaining our females through the mid-grade ranks, so they have the opportunity to compete for leadership positions.

4. Eligibility

“Supporting our Sisters in Arms” is open to all current and retired military and civilian employees of the MONG who support the growth and development of our female Soldiers. Mentees are individuals who desire to expand their knowledge and skills by gaining advice from a more experienced individual.

5. Goals & Objectives –

GOALS

- Gain complete support and direct involvement of leadership at all levels to create a cultural change.
- Develop a climate that encourages and rewards openness, initiative, and change in the pursuit of quality.
- Root out unconscious biases held by men and women alike through training, surveys (to gain insights), and policy remedies to create equal opportunities.
- Focus on retaining females through the mid-grade ranks so there is greater gender diversity competing for senior leadership positions.
- Instill the capabilities our Soldiers need to thrive; resilience, grit, and confidence.
- Increase the recruitment and retention of female Soldiers.
- Provide guidance, resources, and support for gender specific challenges.
- Educate the force on leadership; what it means to be influential, positive, and effective.
- Increase awareness that leaders can and do exist at all levels, regardless of rank or experience.

OBJECTIVES

- Establish an environment which embraces and supports the desire for women to belong; develop well-rounded, professional, and competent leaders thereby enhancing the professionalism of the organization.
- Empower new members to embrace professional military culture, providing expectations and tools to navigate obstacles and establish attainable goals.
- “Build the bench” – prepare female Soldiers for increased responsibilities, thereby increasing the numbers who can compete for leadership positions.
- Facilitate a safe work environment and empower junior women to speak up when something isn’t right – “it’s ok to be in the minority.”
- Provide equal opportunity through earlier education, force development, and leader force management.

- Foster open, honest knowledge transfer; and an environment which benefits from shared best practices and experiences.
- Create transparency in the MOARNG; publicly share and discuss data on gender diversity rates to inform the staff the status quo is insufficient.

6. Roles

Mentors:

Mentors are those influential leaders within our organization who invest time and resources in developing our Soldiers, acting as advisors, sharing knowledge, experiences, and advice allowing mentees to achieve their goals. They will exemplify Army Core Values.

Mentors generally perform the following four roles:

1. Advisor: The mentor initiates communication and helps the mentee formulate career goals.
2. Coach: The mentor offers support in identifying developmental needs, recommending training opportunities, and imparting skills and behaviors.
3. Facilitator: The mentor assists in finding resources for problem solving and career progression.
4. Advocate: The mentor recommends opportunities for projects allowing others to observe positive capabilities of the mentee.

Mentees:

Soldiers actively seeking support, guidance, and encouragement in accomplishing goals, overcoming obstacles, and achieving success. Mentees will be encouraged to leverage their opportunities for career advancement, expand leadership abilities, and be receptive to feedback.

Council Supporters:

Those who wish to cultivate an active role in the council. Their roles are diverse and participation levels vary, from Chain of Command, first line supervisor, guest speakers, etc. Supporters may assist with the set-up, logistics, promotion, and administrative functions. All functions of the council are not for profit.

Advisory Committee:

Maintains ultimate responsibility for ensuring the council fulfills its goals and objectives. The Committee works closely with state, brigade, battalion, and company leadership to ensure the council is maintaining effectiveness, quality, and integrity. Each committee member serves a minimum two year term.

7. Council Principles

The primary focus of our Women's Mentorship Council(s) will be the development of adaptive, resilient female Soldiers through mentorship.

Mentorship will be in support of the Seven Army Values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.

We as Members will conduct ourselves at all times as befitting Leaders in the Profession of Arms.

Military Codes, Regulations, Customs, and Courtesies remain central to our conduct.

We are committed to trust and respect while creating an environment of mutual support.

Membership will be voluntary, free of coercion.

8. Leadership, Training, and Counseling References

ADP 6-22, Army Leadership

ADRP 6-22, Army Leadership

AR 600-20, Army Command Policy and Procedures

AR 600-100, Army Leadership

DA Pamphlet 600-3, Commissioned Officer Professional Development and Career Management

FM 6-22, Army Leadership: Competent, Confident, Agile

MOARNG Strategic Plan

9. Approval

This charter is approved in concept by the founding committee members and formally approved by the Adjutant General. It serves as a living document and may be updated periodically to ensure it meets the needs of the council members.

ANNEX A

SYMBOLISM OF THE LOGO



To the left of the logo is the year 1782. In May of 1782, Deborah Sampson Gannett enlisted in the army on the muster of Master Noah Taft of Uxbridge, under the name of her deceased brother, Robert Shurtleff Sampson.

She first had the idea of enlisting in the army as a Continental soldier. Women were not allowed to do this, so she disguised herself as a man. She had little difficulty passing as a man because she was about five feet eight inches in height, which was tall for a woman.

Sampson was chosen for the Light Infantry Company of the 4th Massachusetts Regiment under the command of Captain George Webb. The unit, consisting of fifty to sixty men, was first quartered in Bellingham, Massachusetts and later the unit mustered at Worcester under the Fourth Massachusetts Regiment, commanded by Colonel Shepard.

Sampson fought in several skirmishes. During her first battle, on July 3, 1782, outside Tarrytown, New York, she took two musket balls in her thigh and a gigantic cut on her forehead. She begged her fellow soldiers to let her die and not take her to the hospital, but they refused to abandon her. A Soldier put her on his horse, and they took her to a hospital. The doctors treated her head wound, but she left the hospital before they could attend to the musket balls. Fearful that her true identity would be discovered, she removed one of the balls herself with a penknife and sewing needle, but her leg never fully healed because the other musket ball was too deep for her to reach. On April 1, 1783, she was promoted and spent seven months serving as a waiter to General John Paterson.

After the Treaty of Paris (1783) was signed, the war was thought to be over. However, on June 24, the President of Congress ordered George Washington to send a fleet of soldiers to Philadelphia, Pennsylvania, to aid in squelching a rebellion of several American officers. During the summer of 1783, Sampson came down with malignant fever and was cared for by a doctor, Barnabas Binney. He removed her clothes to treat her and discovered the cloth she used to bind her breasts and, thus, discovered her secret. He did not betray her; he took her to his house, where his wife, daughters, and a nurse by the name of Mrs. Parker housed and took care of her.

After Sampson recovered, she returned to her home in Massachusetts. In September 1783, peace was assured through the signing of the Treaty of Paris. November 3 was the date for the soldiers to be sent home. When Dr. Binney asked her to deliver a note to General John Paterson, she thought that her secret was out. However, General Henry Knox awarded her an honorable discharge from the service, a note with some words of advice, and a sum of money sufficient to cover her expenses home. She was discharged from the Army on October 25, 1783 at West Point, NY, after a year and a half of service. She then boarded a ship from New York City to Providence and walked to Massachusetts.

ANNEX A

To the right of the logo is the year 1917. At age 20, on March 17, 1917, Loretta Walsh engaged in a four-year enlistment in the U.S. Naval Reserve, becoming the first active-duty Navy woman, the first woman to enlist in the Navy, and the first woman to serve in any of the armed forces in a non-nurse occupation. On March 19, 1917, the Navy Department authorized enrollment of women in Naval Reserve with ratings of yeoman, radio electrician, or other essential ratings, becoming the first branch of the United States armed forces to allow enlistment by women in a non-nursing capacity. Walsh subsequently became the first woman Navy petty officer when she was sworn in as Chief Yeoman on March 21, 1917.

In 1917, women had served in the United States military as nurses since 1901. However, despite their uniforms, Army and Navy nurses were civilian employees with few benefits. For example, women lacked "relative ranks" and insignia, retirement pension, disability pension if injured in the line of duty. On enlisting in the Navy in early 1917, Walsh became a Yeoman (F), commonly called Yeomanettes. Yeomanettes primarily served in clerical positions. As a non-nurse, Walsh was the first of 13,000 World War I yeoman females entitled to receive the same benefits and responsibilities as men, including identical pay.

THE MINUTEMAN ON THE LEFT IS THE SYMBOLISM OF THE GUARD/MILITARY.

THE FEMALE ON THE RIGHT SYBOLIZES DEBORAH SAMPSON GANNETT, THE FIRST TRUE FEMALE SERVING IN THE MILITARY.

As members of the National Guard of the United States, they trace their roots to the organized "militia" regiments formed in the Massachusetts Bay Colony in December 1636. "Militia," from the Latin "miles," means "soldier." The concept of armed citizenry comes from the Greeks who required military service of free male citizens to defend their own land and the city-state, generally for short durations. That concept, which came to the colonies from England through the Saxons, brought with it an enduring fear of standing armies – the repressive forces of monarchs. The posting of British Regulars in the colonies reinforced that fear and distrust of full-time soldiers among Americans.

"Minutemen" from that same colony's militia fired the "shot heard around the world" at Concord River's North Bridge on April 19, 1775, and began our nation's struggle for independence from Britain. We gained that independence with the help of the Marquis de Lafayette, a volunteer commander for American troops, and on his return to America in 1824, members of a New York militia took the name "National Guard" in honor of the Marquis, who was the commander of a French militia unit called the "Garde Nationale de Paris." By the end of the 19th century, militia units in nearly all states were designated "National Guard" and with the passage of the Militia Act of 1903, the name "National Guard" became official.

Both the Army and Air National Guard seals are built around the "Minuteman," the symbol of the National Guard. During colonial times, the Minutemen were the members of the militia who volunteered to respond within 30 minutes with their own arms. The plowshare in the Minuteman symbol represents the civilian job the Citizen-Soldier leaves to pick up a musket and answer the call to serve our state or nation.

MONG "SUPPORTING OUR SISTERS IN ARMS" WOMEN'S MENTORSHIP CHARTER

ANNEX B

WOMEN'S MENTORSHIP COUNCIL(S) TERMS AND SELECTION.

All Base Council member nominations shall be presented to the voting members for consideration. All voting members of the Base Council shall hold office for two years, or until such time as a qualified successor is selected. One Officer Representative and one Enlisted Representative shall be selected by each Senior Command for consideration to serve on the Base Council. Members of the Executive Council will consist of select members of the JFHQ Command Group, with the Assistant Adjutant General – Army serving as President and the Director of the Joint Staff serving as Vice President, Major Subordinate Command Commanders (MSC's), and select members from the Base Council. Direct Reporting Unit Commanders, JFHQ Directorates, Administrative Officers (AO's), and MSC Command Sergeants Major will all serve as ex-officio non-voting members. Members of the Joint Council will consist of the Adjutant General, serving as President, the Executive Council President serving as Vice President, the Assistant Adjutants General – Army and Air, the Director of the Joint Staff, the Chiefs of Staff Army and Air, the Air Director of Staff, the State Command Chief Warrant Officer, the State Command Sergeant Major, the State Command Chief Master Sergeant, and the Air Women's Mentorship Base Council President.

VACANCIES.

Members of the Councils who resign, do not regularly attend meetings, fail to project the intent of the Charter, or otherwise cease to function as determined by the Council members, shall be removed from the Council by a majority vote, and a replacement shall be appointed by the Council. First opportunity to serve as a voting member shall be given to those who are currently serving as non-voting ex officio members of the Council, as determined by the voting members. Regular attendance at Council meetings is defined as not missing three or more scheduled board meetings.

MEETINGS.

The Base Council shall meet at the call of the President, but not less than quarterly. The Executive Council shall meet at the call of the President, but not less than bi-annually. The Joint Council shall meet at the call of the President, but not less than annually. A majority of the Council shall constitute a quorum.

ACTION OF THE COUNCILS.

Actions of the Women's Mentorship Councils shall be taken only upon a majority vote of those present at a meeting at which a quorum is present (51%). All members of the Council, both voting and non-voting, have the same privileges and responsibilities, except non-voting members may not vote. Motions may be offered by any individual member of the council, either voting or non-voting. Civilian/Other Supporters will be invited to all 'Open Session' meetings, or at the call of the Council(s).

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ANNEX C

OFFICIAL PROXY

This form must be completed and digitally signed by the Women's Mentorship Council member assigning the proxy.

This is to certify that the undersigned, a voting member of the Women's Mentorship Council (WMC), Missouri National Guard, has designated the following voting WMC member, to act on her behalf:

_____ (Name of WMC Member)

Whether within or outside her Command, the above-named member may cast all votes that the undersigned member is entitled to cast at the WMC meeting to be held on _____, in accordance with the WMC Charter.
(Date)

In no event shall this proxy be valid for a period longer than the date or period specified above. This proxy shall be revocable, at any time, at the request of the undersigned voting member.

(Printed Name/Snr Cmd)

(Signature)

(Date)

This duly executed proxy form shall be mailed, e-mailed as a scanned attachment, faxed by the WMC member, or hand delivered by the proxy holder, to the secretary, WMC, prior to the applicable meeting.

