NATIONAL GUARD BUREAU
1000 AIR FORCE PENTAGON, ROOM 4E126
WASHINGTON, DC 20330-1000

10 JUN 2013

MEMORANDUM FOR THE ADJUTANTS GENERAL OF ALL STATES, PUERTO RICO, THE VIRGIN ISLANDS, GUAM AND THE COMMANDING GENERAL OF THE DISTRICT OF COLUMBIA

FROM: NGB/CF
1000 Air Force Pentagon, 4E131
Washington, DC 20330-1000

SUBJECT: Air National Guard Strategy on Diversity

The Air National Guard's (ANG) vision of its future success relies heavily on valuing diversity as an essential element of its current and future workforce. This diversity must be a reflection of the Nation we serve -- encompassing all the different characteristics and attributes of our Airmen and Federal civilians consistent with DoD core values. It is integral to the overall readiness of our force and mission accomplishment at home and while deployed.

As changing demographics transform the American population, the ANG must recognize this emerging reality and value diversity as a mission-critical component of operations. Diversity is not simply the right thing to do; it also ensures we maintain our adaptability and innovativeness as part of a Total Force which is striving to meet future operational demands. As such, it is incumbent upon all Commanders to (a) ensure leadership commitment to an accountable and sustained diversity effort, (b) employ an aligned strategic outreach effort to identify, attract and recruit the best and brightest from a broad talent pool, (c) develop, mentor and retain top talent from across the Total Force and, (d) develop metrics to measure progress in developing and implementing a diversity strategic plan.

As leaders, it is in our best interest to mentor ALL members so they are able to perform and engage at the very highest levels of the profession of arms. Dr. Stephen Covey, author of *The 8th Habit* said it best, "Leadership is communicating to your people their value and potential so clearly they come to see it in themselves." Mentoring and developing our members can be done in a transparent atmosphere where opportunity is offered, personnel are encouraged, and objectivity is the basis for decision making.

Leveraging diversity as a vital strategic military resource requires vision, action and courage at every level in the organization. ANG leadership is committed to working with your states and territories to ensure diversity is a value-added aspect of ANG operations. Without this leadership commitment at every level to instill respect for diversity as a core value, the needed cultural change will not take place. I hope you feel the same way.

The ANG's progress on this policy will be reviewed periodically by the ANG Diversity Committee (ANGDC) throughout the year. The point of contact is Colonel Shirley Raguindin, Chief Diversity Officer (NGB/CFD): (240) 612-8392; DSN 612-8392 or shirley.raguindin@ang.af.mil.

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