



NATIONAL GUARD BUREAU
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ARNG-HRH

28 FEB 2011

MEMORANDUM FOR The Adjutants General of all States, Puerto Rico, the U.S. Virgin Islands, Guam, and the Commanding General of the District of Columbia

SUBJECT: Diversity Management Policy

1. Diversity is a readiness imperative, an organizational must-do in order for the Army National Guard (ARNG) to attract and retain a ready, reliable, diverse, and relevant force. The ARNG diversity mission is to assist ARNG senior leadership in maximizing the potential of each member of the organization through inclusion and utilization of talents and skills to achieve mission readiness.
2. The ARNG Diversity Program weighs input from an integrated, capable, and diversified force to recruit, retain, mentor, and empower individual talents. This enables the ARNG to maximize readiness and mission success in both foreign and domestic operations.
3. The nation's population is shifting. Army National Guard leaders must work with diverse populations for operational success today and in the next generation Army National Guard. I expect leaders to establish an inclusive environment to capitalize on and strive to reflect the varied backgrounds of their communities. We must embrace the total person and provide opportunities to improve our organization.
4. Successful programs assess their effectiveness. The State Diversity Program should be included as an annex to the State Strategic Plan. Army National Guard leaders will include the following areas when evaluating diversity programs at all levels: senior leadership commitment; training and education; policy development and communication; recruiting and retention; career progression through force development; community outreach and partnership; awards and recognition; and mentoring and succession planning.
5. The point of contact is COL Dennis Chapman, Chief, Personnel Policy Division, at DSN 327-5904, 703-607-5904, or dennis.chapman@us.army.mil.

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