NATIONAL GUARD DIVERSITY AND INCLUSION

References: See Enclosure A.

1. **Purpose.** This instruction establishes policy and assigns responsibilities for institutionalizing diversity and inclusion to benefit National Guard employees and the organization as a whole in accordance with (IAW) the references.

2. **Cancellation.** This instruction replaces Chief of the National Guard Bureau Memorandum, 28 February 2011, "Policy on Diversity."

3. **Applicability.** This instruction applies to all National Guard (NG) elements.

4. **Policy.** It is NG policy to institutionalize diversity to attract, recruit, develop, and retain a quality inclusive work force.

5. **Definitions.**

   Diversity -- A cultural climate that allows people to maximize their potential by embracing each individual's holistic characteristics.

   Inclusion -- When individuals in a cultural climate have equal access to information, opportunities, and resources to allow them to fully contribute their individual strengths to the greater organization.

   Institutionalization -- A permanent strategic framework for sustaining a diverse and inclusive work force that fosters respect and promotion of differences and similarities.

6. **Responsibilities.**

   a. **Chief of the National Guard Bureau (CNGB).** CNGB will meet annually with the President, Secretary of Defense, and members of Congress to provide
progress reports IAW references a through c.

b. Vice Chief of the National Guard Bureau (VCNGB). VCNGB will execute the National Guard Bureau (NGB) Diversity and Inclusion Strategic Plan by providing strategic leadership for attracting, recruiting, developing, and retaining a quality diverse joint work force.

c. Directors of the Army National Guard (DARNG) and Air National Guard (DANG). DARNG and DANG will execute Army National Guard and Air National Guard Diversity and Inclusion Strategic Plans, respectively, IAW NGB policy.

d. Special Assistant to the Chief of the National Guard Bureau on Diversity. The Special Assistant to the Chief of the National Guard Bureau on Diversity will advise the CNGB on NGB alignment to the Department of Defense Diversity and Inclusion Strategic Plan.

e. National Guard Joint Diversity Executive Council (JDEC) Executive Chair. The JDEC Executive Chair will lead the council to advise CNGB on long-term diversity and inclusion perspectives and strategic oversight IAW reference d.

f. Director of Manpower and Personnel (NG-J1). The Director of NG-J1 will resource a NG-J1 diversity office that provides strategic policy, plans, funds, and manpower for diversity and inclusion development and implementation IAW references b and e.

g. Chief of National Guard Diversity (NG-J1-DIV). The Chief of NG-J1-DIV will advise the CNGB, VCNGB, Office of the Chief of the National Guard Bureau chiefs, and National Guard Joint Staff directors on the following:

(1) Implementing the Strategic Framework for the NGB Diversity and Inclusion Strategic Plan.

(2) Reducing and removing identified barriers that inhibit achievement and sustainment of diversity and inclusion.

(3) Assessing and reporting initiative progress.

(4) Requesting adequate resources to sustain effective NG diversity and inclusion initiatives.

h. The Adjutants General (TAG) and the Commanding General of the District of Columbia (CG). TAGs and the CG may develop State diversity and inclusion initiatives and procedures to implement NG policy in support of diversity and inclusion goals IAW the NGB Diversity and Inclusion Strategic Plan.
i. **Commanders and Other Senior Military Leaders.** Commanders and other senior military leaders will directly engage by:

1. Providing access to resources and tools for the professional development of subordinate military personnel.

2. Measuring results, using the metrics as directed in the current NGB Diversity and Inclusion Strategic Plan.

3. Incorporating measured data within the commander's scope of influence to optimize diversity implementation strategies.

4. Coordinating with TAGs to implement The Adjutant General Checklist.

j. **Managers and Other Civilian Supervisors.** Managers and other civilian supervisors will directly engage by:

1. Providing access to resources and tools for the professional development of subordinate civilian personnel.

2. Measuring results, using the metrics as directed in the current NGB Diversity and Inclusion Strategic Plan.

3. Incorporating measured data within the manager's scope of influence to optimize diversity implementation strategies.


7. **Summary of Changes.** This is the initial publication of CNGBI 9651.01.

8. **Releasability.** This instruction is approved for public release; distribution is unlimited. Copies are available through <http://www.ngbpdc.ngb.army.mil>.

9. **Effective Date.** This instruction is effective upon publication and must be reissued, cancelled, or certified as current within five years of its publication.

FRANK J. GRASS
General, USA
Chief, National Guard Bureau
Enclosures:

A -- References
GL -- Glossary
ENCLOSURE A

REFERENCES


d. CNGB Instruction 9650.01, 03 May 2013, “National Guard Joint Diversity Executive Council”


GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CG</td>
<td>Commanding General of the District of Columbia</td>
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<tr>
<td>CNGB</td>
<td>Chief of the National Guard Bureau</td>
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<tr>
<td>DANG</td>
<td>Director of the Air National Guard</td>
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<td>DARNG</td>
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<tr>
<td>IAW</td>
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<td>JDEC</td>
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<td>National Guard</td>
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<td>National Guard Diversity Office</td>
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PART II. DEFINITIONS

(SEE PARAGRAPH 5)