CHIEF NATIONAL GUARD BUREAU INSTRUCTION

NG-J1-DIV
DISTRIBUTION: A

CNGBI 9651.01
21 October 2014

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.

(4) Coordinating with manpower offices at Joint Force Headquarters–State.

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

a. Exec. Order 13583, 18 August 2011, "Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce"

b. P.L. 112-239, 02 January 2013, "National Defense Authorization Act for Fiscal Year 2013"

c. Military Leadership Diversity Commission Final Report, 15 March 2011, "From Representation to Inclusion: Diversity Leadership for the 21st-Century Military"

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

e. P.L. 110-417, 14 October 2008, "Duncan Hunter National Defense Authorization Act for Fiscal Year 2009"

f. DoD Directive 1020.02, 05 February 2009, "Diversity Management and Equal Opportunity in the Department of Defense"

g. Exec. Order 13171, 12 October 2000, "Hispanic Employment in the Federal Government"

h. Exec. Order 13163, 26 July 2000, "Increasing the Opportunity for Individuals with Disabilities to be Employed in the Federal Government"

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

CG	Commanding General of the District of Columbia
CNGB	Chief of the National Guard Bureau
DANG	Director of the Air National Guard
DARNG	Director of the Army National Guard
IAW	in accordance with
JDEC	Joint Diversity Executive Council
NG	National Guard
NGB	National Guard Bureau
NG-J1	Directorate of Manpower and Personnel
NG-J1-DIV	National Guard Diversity Office
TAG	The Adjutant General
VCNGB	Vice Chief of the National Guard Bureau

PART II. DEFINITIONS

(SEE PARAGRAPH 5)