



CHIEF NATIONAL GUARD BUREAU INSTRUCTION

NGB-DI
DISTRIBUTION: A

CNGBI 9651.01A
20 August 2018

NATIONAL GUARD DIVERSITY AND INCLUSION

References: See Enclosure B.

1. Purpose. This instruction establishes policy and assigns responsibilities for National Guard (NG) diversity and inclusion in accordance with (IAW) references a through m.
2. Cancellation. This instruction supersedes and replaces CNGBI 9651.01, 21 October 2014, "National Guard Diversity and Inclusion," and cancels CNGBI 9650.01A, 14 December 2015, "National Guard Joint Diversity Executive Council."
3. Applicability. This instruction applies to all NG elements.
4. Policy. It is NG policy to institutionalize diversity and inclusion by developing an agile, ready, innovative and adaptive force to attract, recruit, and retain a quality, inclusive, and equitable work force that reflects the communities it serves. The National Guard Bureau (NGB) Office of Diversity and Inclusion (NGB-DI) will create a NG Diversity and Inclusion Strategic framework that aligns with the Department of Defense (DoD) Diversity and Inclusion Strategic Plan, and adheres to Military Leadership Diversity Commission (MLDC) recommendations, which include:
 - a. Engaging in activities to expand the pool of qualified candidates and improving recruiting from the currently available pool of qualified candidates.
 - b. Enabling Service members to make informed career choices from accession to retirement -- with special emphasize on mentoring.
 - c. Eliminating combat exclusion policies for women.

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- d. Improving transparency in performance, expectations, promotion criteria and processes for Service members.
- e. Ensuring promotion board precepts provide guidance on how to value Service-directed special assignments outside normal career paths or fields.
- f. Explaining gender gap retention.
- g. Managing personnel with mission-critical skills sets better.
- h. Implementing clear, consistent, robust diversity management policies.
- i. Instituting accountability and internal and external monitoring for both the active and reserve components.
- j. Conducting annual barrier analyses.
- k. Including an assessment of qualified minority and female candidates for top leadership positions in the diversity annual report to Congress.

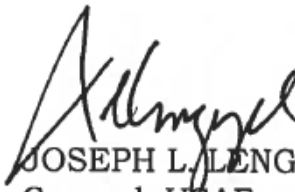
5. Definitions. See Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. This instruction has been extensively revised.

8. Releasability. This instruction is approved for public release; distribution is unlimited. Obtain copies through <<http://www.ngbpdcc.ngb.army.mil>>.

9. Effective Date. This instruction is effective upon signature and must be reissued, canceled, or certified as current within five years from the date signed.


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Chief, National Guard Bureau

Enclosures:

- A -- Responsibilities
- B -- References
- GL -- Glossary

ENCLOSURE A

RESPONSIBILITIES

1. Chief of the National Guard Bureau (CNGB). The CNGB will institutionalize diversity and inclusion in the NG and establish the NG Joint Diversity Executive Council (JDEC).
2. Director of the Army National Guard (DARNG) and Director of the Air National Guard (DANG). The DARNG and DANG will develop and execute Army National Guard (ARNG) and Air National Guard (ANG) Diversity and Inclusion Strategic Plans IAW NGB policy, and in coordination with the NG Diversity and Inclusion Strategic Plan.
3. Director of NGB Joint Staff (DNGBJS). The DNGBJS will oversee NGB-DI and provide guidance, and support to the 54 States, Territories, and District of Columbia in achieving the goals and objectives listed in the NG Diversity and Inclusion Strategic Plan.
4. The Special Assistant to the CNGB on Diversity and Inclusion. The Special Assistant to the CNGB on Diversity and Inclusion will advise the CNGB on NG coordination and alignment with the Department of Defense (DoD) Diversity and Inclusion Strategic Plan and provide strategic oversight of NG diversity and inclusion coordination.
5. Chief of NGB-DI. The Chief of NGB-DI will:
 - a. Serve as the executive-level diversity and inclusion strategist for the NGB.
 - b. Advise the CNGB, the NG JDEC, the Special Assistant to the CNGB on Diversity and Inclusion, and NG leadership on developing and implementing a strategic framework for NG Diversity and Inclusion Strategic Plan.
 - c. Assess, evaluate, and develop policies and processes aimed at adjusting NG culture, perspectives, and biases towards an inclusive environment.
 - d. Participate in DoD, joint and interagency level activities in supporting the CNGB diversity and inclusion mission and representing the NG during related outreach events.
 - e. Provide processes and oversight of NG diversity and inclusion joint coordination across the Services to ensure mutual support in all aspects and manners, for example, implementing the MLDC recommendations.

f. Assess and develop policies and processes with quantifiable measures to recruit, identify, develop, and assign an inclusive talent pipeline for the NGB.

g. Develop guidance aimed at eliminating barriers that inhibit the advancement of diversity and inclusion practices.

h. Develop internal controls to streamline existing processes, communicate, and innovate new approaches to ensure unity of effort across the States, Territories, and District of Columbia through multiple diversity and inclusion platforms.

i. Work with the NG JDEC, the Special Assistant to the CNGB on Diversity and Inclusion, and key stakeholders to ensure that opportunities are fair and inclusive across the NG.

j. Request adequate resources to efficiently execute and meet statutory and policy responsibilities in support of diversity and inclusion.

k. Coordinate NGB joint-level, ARNG, and ANG diversity and inclusion offices or functions to eliminate redundancies, ensure unity of effort, streamline existing processes, innovate new processes, and engage in mutual support to provide policy, guidance, and oversight to the 54 States, Territories, and District of Columbia more rapidly, efficiently, and effectively.

6. NGB-DI. NGB-DI will:

a. Provide support to the NG JDEC.

b. Provide advisory and programmatic support to the Chief of NGB-DI.

c. Develop, implement and monitor programs that promote diversity and inclusion throughout the NG IAW the strategic diversity and inclusion framework.

d. Ensure that the Chief of NGB-DI and the Special Assistant to the CNGB on Diversity and Inclusion are supported in their roles and responsibilities as outlined in this instruction and IAW references b through f.

7. The Adjutants General (TAGs) 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 NG Diversity and Inclusion Strategic Plan.

8. Commanders and Other Senior Military Leaders. Commanders and other senior military leaders will directly engage by:

- a. Communicating and modeling inclusive diversity behaviors and providing the necessary leadership and support to attract and develop a workforce that reflects the broad diversity of the recruiting base.
- b. Promoting diversity and inclusion as essential elements for achieving high morale, innovation, readiness, and lethality and holding subordinate leaders accountable for achieving organizational diversity and inclusion goals and objectives.
- c. Using the guidance and metrics in the NG Diversity and Inclusion Strategic Plan to identify and implement best practices as well as to identify and eliminate non-merit based barriers.
- d. Providing access to resources and tools for the professional development of personnel designated to provide diversity and inclusion subject matter expertise.
- e. Coordinating with TAGs to implement the TAG Checklist as published in the NG Diversity and Inclusion Strategic Plan.

9. Managers and Other Civilian Supervisors. Managers and other civilian supervisors will:

- a. Provide access to resources and tools to inform, educate, and train civilian personnel on the tenets, requirements, and benefits of diversity and inclusion.
- b. Measure trends and results of the organization's efforts to institutionalize diversity and inclusion, using the metrics as directed in the NG Diversity and Inclusion Strategic Plan.
- c. Use data-driven strategies IAW existing guidance and direction to optimize diversity implementation strategies.
- d. Coordinate with all stakeholder offices and functions to achieve the organization's diversity and inclusion goals and objectives.

ENCLOSURE B

REFERENCES

- a. DoD Directive 5105.77, 30 October 2015, “National Guard Bureau,” Incorporating Change 1, 10 October 2017
- b. Executive Order 13583, 18 August 2011, “Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce”
- c. Presidential Memorandum, 05 October 2016, “Promoting Diversity and Inclusion in the National Security Workforce”
- d. DoD Directive 1020.02E, 08 June 2015, “Diversity Management and Equal Opportunity in the DoD,” Incorporating Change 1, 29 November 2016
- e. CNGB Memorandum, 02 February 2018, “Memorandum for National Guard Soldiers, Airmen and Civilians”
- f. Public Law 110-417, 14 October 2008, “Duncan Hunter National Defense Authorization Act for Fiscal Year 2009”
- g. Air Force Policy Directive 36-70, 13 October 2010, “Diversity”
- h. Army Regulation 690-12, 22 December 2016, “Equal Employment Opportunity and Diversity”
- i. Army Regulation 600-20, (Army Command Policy and Procedures,” 06 November 2014
- j. Executive Order 13171, 12 October 2000, “Hispanic Employment in the Federal Government”
- k. Executive Order 13163, 26 July 2000, “Increasing the Opportunity for Individuals with Disabilities to Be Employed in the Federal Government”
- l. CNGB Instruction 5400.01, 17 August 2017, “National Guard Bureau Advisory Committee Management Program”
- m. NG Diversity and Inclusion Strategic Plan, 01 June 2011

GLOSSARY

PART I. ACRONYMS

ANG	Air National Guard
ARNG	Army National Guard
CNGB	Chief of the National Guard Bureau
DNGBJS	Director of the National Guard Bureau Joint Staff
DoD	Department of Defense
IAW	In accordance with
JDEC	Joint Diversity Executive Council
MLDC	Military Leadership Diversity Commission
NG	National Guard
NGB	National Guard Bureau
NGB-DI	National Guard Bureau Office of Diversity and Inclusion
TAG	The Adjutant General
VCNGB	Vice Chief of the National Guard Bureau

PART II. DEFINITIONS

Diversity -- All the characteristics and attributes of individuals, cultures, and organizations aligned with Department of Defense core values, integral to overall readiness, and mission accomplishment, that reflect the Nation we serve.

Inclusion -- Valuing and leveraging individual differences for organizational success which includes the involvement and empowerment, where the inherent worth and dignity of each Guardsman and Guardswoman is recognized.

Institutionalize -- The creation of a permanent strategic framework for sustaining a diverse and inclusive workforce with an organizational climate that harnesses an individual's holistic characteristics to advance the mission of the National Guard.