



DEPARTMENTS OF THE ARMY AND THE AIR FORCE  
JOINT FORCES HEADQUARTERS - ALASKA  
OFFICE OF THE ADJUTANT GENERAL  
PO BOX5800  
JOINT BASE ELMENDORF-RICHARDSON AK 99505-0800

14 May 2019

NGAK-TAG

MEMORANDUM FOR ALASKA NATIONAL GUARD (AKNG) AND DEPARTMENT OF MILITARY AND VETERANS' AFFAIRS (DMVA) EMPLOYEES AND MEMBERS

SUBJECT: Diversity and Inclusion as a Leadership Strategy

1. Diversity and Inclusion is a leadership strategy; I expect all leaders in our State to leverage the unique qualities of all agency personnel, both military and civilian, to achieve and maintain an inclusive environment to meet or exceed mission requirements.
2. Diversity and Inclusion in the workplace result in a wider range of views and experiences. The overall impact of changing workforce demographics is that an organization, if it is to prosper, must prepare to deal with diverse cultural values in the workplace.
3. The first tool essential to managing diversity is to form a common ground or shared set of assumptions within which to communicate. Next, we must acknowledge the differences. To effectively manage a diverse workforce, we must acknowledge and agree to respect and accept those differences.
4. Finally, we should use everyone's experiences and background as a resource. Diversity of experience and background means diverse ways of looking at issues and problems. Effective management of all human resources can result in higher productivity, survival in a highly competitive environment, improved performance, creativity and innovation, and reduced turnover and absenteeism. Placing an emphasis on diversity without threatening our unity is the proper way to strengthen the ties that bind us together. Communication, sensitivity, mutual respect, equal opportunity, and common trust are the primary ingredients of social cohesiveness.
5. The goal of diversity is to create a workplace where all personnel - regardless of their diverse backgrounds - feel appreciated and get along with each other to maximize mission effectiveness. Managing diversity is an intelligent management practice and is essential for the continued growth of our organization.
6. The point of contact for this policy is the Joint Diversity Executive Committee (JDEC). If one of the committee members is not able to address an issue, it will be placed on the JDEC agenda to be addressed at the next scheduled JDEC meeting. You may also contact the SEEM office at (907) 428-6466, Room E201, Joint Force Headquarters, Joint Base Elmendorf-Richardson.

A handwritten signature in black ink, reading "Torrence W. Saxe".

TORRENCE W. SAXE, Brig Gen (AK), AKNG  
The Adjutant General