



Military and Naval Affairs

ANDREW M. CUOMO
Governor
Commander-in-Chief

RAYMOND F. SHIELDS, JR.
Major General
The Adjutant General

MNAG-TAG

25 OCT 2018

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: New York National Guard Diversity Policy

1. This policy is effective immediately and applies to all Full-Time and Traditional New York Army and Air National Guard personnel.
2. The State of New York boasts an extremely diverse population. I am committed to ensuring the opportunity to compete for positions within our work force and military units are open to everyone. Diversity improves our organizations and provides different perspectives on how to achieve organizational goals.
3. Everyone must be given the opportunity to develop and advance to their fullest potential. All of us, regardless of rank, share the responsibility of ensuring equitable and merit-based job selections, mentoring, promotions, advancements, and awards.
4. Commanders and supervisors will not participate in or condone any activities or behavior which undermine human dignity and respect for others. This includes yelling, screaming, or demeaning anyone. Our dedication to diversity promotes the Army and Air Force values.
5. I expect supervisors and Commanders to adhere to the foundational principles of:
 - a. Recruiting members from diverse communities.
 - b. Retaining a diverse force through team building and mutual respect.
 - c. Providing informal and formal mentorship and training opportunities to all employees and service members.
 - d. Proactively identifying and eliminating diversity barriers.
 - e. Supporting diversity initiatives and programs.

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- f. Creating an inclusive culture which is accepting of different values.
 - g. Staffing of authorized positions and resources to adequately carry out Equal Opportunity/Diversity programs.
 - h. Monitoring and assessing Equal Opportunity/Diversity programs and policies at all levels within your area of responsibility.
6. Questions regarding this policy may be directed to the State Equal Employment Manager (SEEM), LTC Monique L. Foster, at (518) 786-4733.
7. This policy supersedes memorandum, MNAG-TAG, 1 June 2016, subject: New York National Guard Diversity Policy.



RAYMOND F. SHIELDS, JR.
Major General, NYARNG
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