

**STATE OF OHIO**  
**ADJUTANT GENERAL'S DEPARTMENT**  
2825 West Dublin Granville Road  
Columbus, Ohio 43235-2789

5 June 2015

MEMORANDUM FOR All Soldiers, Airmen, and Civilian Employees

FROM: NGOH-TAG

SUBJECT: Diversity and Inclusion Statement

1. The Ohio National Guard is an organization that respects, values, and celebrates the unique attributes, characteristics, and perspectives that define every Soldier, Airman, and civilian member. We know that our strength lies in our diversity. Diversity and inclusion are drivers of institutional excellence. We will seek out diversity of participation, thought, and action.
2. Our commitment to diversity and inclusion will foster the rich and vibrant work environment necessary to attract and retain the best talent possible. It will also provide the ONG the strategic advantage to remain a strong and effective organization. Creating a culture of diversity and inclusion within our organization requires continuous effort, focus, and action. We will ensure we are embedding the foundational aspects of diversity and inclusion throughout our processes, policies, and practices. This effort demands more than policy statements and written goals.
3. Today's National Guard must be able to attract and retain a diverse workforce that mirrors the state and country that we serve. We promote excellence by recruiting and retaining a diverse group of Soldiers, Airmen, and civilians, and by creating a climate of respect that is supportive of their success. A diverse workforce stimulates innovation, new approaches, and fresh perspectives to solve complex organizational challenges. Achieving diversity requires an enduring commitment to inclusion that must find full expression in our organizational culture, values, norms, and behaviors. We must foster a culture of inclusion and create and maintain a work environment that welcomes individuals of all races, ethnicities, genders, cultures, skills, disciplines, religions, and sexual orientations. We gain much from the ideas and viewpoints of a workforce that reflects the richness of American society.
4. We encourage and support our Soldiers, Airmen, and civilians to realize their full potential and to maximize their contributions to the mission and their service to the American people. We will continue to enable excellence and innovation through a healthy collaboration of diverse ideas, experiences, and perspectives. We must strive to create a culture where all individuals have the opportunity to prosper, advance in their careers, and contribute to the success of our demanding mission.
5. Retention of a high performing, diverse workforce is paramount to secure our mission success. Consequently we must leverage diversity and inclusion in order to achieve the highest level of mission excellence.
6. We will fully utilize the benefits of diversity and inclusion management principles to maintain a positive work environment where both similarities and differences of individuals are acknowledged and valued. The concepts of diversity and inclusion are a fundamental part of the Ohio National Guard. We must live these concepts every day, in every interaction we have with our Soldiers, Airmen, civilians, and members of the public.



MARK E. BARTMAN  
Major General  
The Adjutant General