



State of New Jersey  
DEPARTMENT OF MILITARY AND VETERANS AFFAIRS  
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☆  
MICHAEL L. CUNNIFF  
Brigadier General  
The Adjutant General

**TAG POLICY LETTER 12-13\***

**15 May 2012**

**DIVERSITY POLICY**

Diversity is a byproduct of sound leadership and reflects the essence of the American Spirit. As our state's demographics continue to change, so will the backgrounds and attributes of the Soldiers and Airmen in our formations. This on-going evolution calls for our continued commitment to recruit and develop leaders from the communities we serve and protect.

My goal is to achieve and sustain diversity throughout our ranks consistent with the ever-changing face of America and our Garden State. We will succeed in this worthwhile endeavor through visionary leadership, consistent, transparent and inclusive practices and a general commitment to continuously seek, develop, coach and mentor future leaders. This will require a clear understanding of the many subtle differences that makes each of us unique, but still drive us toward common goals.

The role of senior leaders throughout the Jersey Guard is paramount to fostering and mentoring a diverse leadership structure. Just as important, everyone from Commanders down to the individual Soldier and Airman must commit to the organization and promote diversity by valuing everyone's contributions and encouraging all to realize their potential. To that end, I am establishing the New Jersey National Guard's Joint Diversity Council to help Commanders in their efforts toward achieving a balanced, representative and inclusive force. The Council will advise and assist in establishing Command processes, enabling training and supporting events that complement Command programs.

Only time will tell how well we do in promoting diversity. The citizens of New Jersey deserve our best efforts and I expect no less from New Jersey's best citizen-soldiers.

A handwritten signature in black ink, appearing to read "Michael L. Cuniff".

MICHAEL L. CUNNIFF  
Brigadier General, NJANG  
The Adjutant General

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\* *Supersedes TAG Policy Letter 09-2 dated 1 September 2009*