ARIZONA Department of Emergency and Military Affairs POLICY LETTER	POLICY LETTER NO. 20.03	
	DATE 23 APRIL 2007	OPR AZAA-HR-LRS
SUBJECT: Diversity as a Leadership Strategy	REGULAR POLICY LETTER DISTRIBUTION (POLICY LETTER 10.01)	

1. Diversity is a leadership strategy that I expect all leaders in our state to use to leverage the unique qualities of all agency personnel, both military and civilian, to achieve and maintain an environment to meet or exceed mission requirements.

2. Diversity in the workplace results in a wider range of views and experiences. There is no room in the workplace for stereotypes because stereotypes ignore differences among the individuals in a group. The overall impact of changing workforce demographics is that each organization, if it is to prosper, must be prepared to deal with diverse cultural values brought to 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.

4. Next, we must acknowledge differences. People are different and there is no way to make them fit into a single mold; nor is there any reason to. To effectively manage a diverse workforce, we must acknowledge differences and agree to respect or at least accept those differences.

5. Finally, we should use everyone's experience 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 (accessions, recruitment, mentorship, performance feedback, annual performance evaluations, recognition, promotion, retention, separations and retirement) can result in higher productivity, survival in a highly competitive environment, improved performance, creativity and innovation, and reduced turnover and absenteeism. Placing emphasis on diversity without threatening our unity is the proper way to strengthen the ties that bind us together. Communication, sensitivity, mutual respect and common trust are the primary ingredients of social cohesiveness.

6. The goal of diversity is to create a workplace where all personnel – regardless of their diverse backgrounds, age, race, gender, religion or disability – 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.

7. Point of contact for this policy is the JFHQ State Diversity Coordinator at (602) 629-4806 or DSN 853-4806.

THIS POLICY WILL BE POSTED ON UNIT AND WORKPLACE BULLETIN BOARDS.

DAVID P. RATACZAK
Major General, AZ ARNG
The Adjutant General

This supersedes Policy Letter 20.03 dated 01 Oct 03