THE SECRETARY OF THE AIR FORCE
CHIEF OF STAFF, UNITED STATES AIR FORCE
WASHINGTON DC

MEMORANDUM FOR ALL COMMANDERS

SEP 30 2016

SUBJECT: 2016 Diversity & Inclusion (D&I) Initiatives

Our Airmen are our Air Force's greatest strength! They face challenges and perform missions in an ever-increasingly complex global security environment, and do so with unrivaled talent and expertise. Our continued success critically depends on our ability to identify, attract, recruit, develop, and retain such talent - anywhere we find it. This access to talent not only enables us to meet mission requirements, but is a joint warfighting imperative that is critical to the Nation's success.

Last year, we launched a set of initiatives designed to promote diversity and inclusion. These efforts recognized that to remain the world's best Air Force, we must compete for, develop, and retain talent, skill and expertise in new and creative ways. We developed these initiatives to help build teams comprised of diverse backgrounds, experiences, and demographics, while fully leveraging talent in our increasingly diverse Nation. These efforts also recognize that approaching problems from different perspectives and with varied insights most often results in innovation.

While these first initiatives have made progress, we must do more to develop and retain the talent we have today and build the Total Force of tomorrow. Accordingly, we are implementing several additional initiatives listed below:

- Establish Diverse Slates for Key Military Developmental Positions
- Ensure Diverse Command Selection Boards and Development Teams
- Establish an Air Force Human Capital Analytics Office
- Enable Recruiters to Open New Geographic Markets
- Build a Diverse Recruiting Force
- Increase Funding for Air Force Reserve Officers Training Corps (AFROTC) Scholarships and Student College Internships to Promote Career and Geographic Diversity of New Accessions
- Encourage Female & Minority Populations to Serve in Career Fields that Lack Diversity
- Ensure Leadership and Servicemember Engagement when Deciding to Geographically Separate Dual Military Spouses
- Provide Female Airmen More Time to Decide on Balancing a Career with a New Child

- Reduce Bureaucratic Obstacles to Providing Reasonable Accommodations for Individuals with Disabilities
- Encourage Civilian Participation in Professional Development Programs
- Provide Unconscious Bias Training Materials Prior to Key Career Events
- Establish an Air Force Diversity and Inclusion Recognition Program

To succeed in meeting current and future mission requirements, the Air Force relies on access to the best talent our Nation has to offer. To compete for that talent in the future, we must place consistent emphasis on diversity and inclusion in order to attract and retain talent from an increasingly diverse population. Our ongoing initiatives represent another step in that direction.

We will continue to look holistically at our talent management processes for opportunities to ensure our Air Force is an employer of choice for our Nation's best and brightest talent and capitalizes on the unique contributions of all Airmen. The Assistant Secretary of the Air Force (Manpower & Reserve Affairs) will conduct a one-year accountability review to track progress on the entire set of Diversity & Inclusion initiatives. In addition, the Assistant Secretary of the Air Force (Manpower & Reserve Affairs) will issue more detailed implementation guidance no later than 15 October 2016.

We will continue to lead this effort and we expect our leaders and Airmen at all levels to do the same.

Deborah Lee James
Secretary of the Air Force

Dave Goldfein
General, USAF
Chief of Staff

James A. Cody
Chief Master Sergeant of the Air Force

Attachment:
Fact Sheet: 2016 Diversity & Inclusion Initiatives

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Establish Diverse Slates for Key Military Developmental Positions.

- This initiative will require that the pool of Airmen considered for key military developmental positions (e.g. Aide-de-Camp, Military Assistant, Executive Officer, Career Field Manager, Senior Enlisted Advisor, Commander's Action Group member) include at least one qualified, diverse candidate.
- This process will be used to make assignments at the Headquarters Air Force, Major Command, and Numbered Air Force levels, and other locations where a formal slate for these types of positions is currently used.
- The process is designed to highlight the best eligible and qualified talent from a candidate pool during the interview stage but does not predicate or mandate hiring decisions.
- As these types of positions are used to help develop military leaders across the Department, this initiative seeks to help close persistent diversity gaps across the Air Force leadership.

Ensure Diverse Command Selection Boards and Development Teams.

- Development Teams (DTs) and Command Selection Boards (CSBs) have a responsibility to shape career fields and select leaders within the Air Force.
- To ensure that varied perspectives and experiences are represented when considering candidates for future command positions, and to promote greater diversity of those considered for command, this initiative will require diverse membership on the panels comprising DTs and CSBs.
- This initiative will also require the CSB President or DT Chair to assess the diversity of both the selectees and those not selected for command following the board's decision.

Establish an Air Force Human Capital Analytics Office.

- Under this initiative, a Human Capital Analytics Office will be established within the Office of the Assistant Secretary of the Air Force (Manpower & Reserve Affairs).
- The cell, which will be established as part of a two-year pilot partnership with the Office of the Under Secretary of Defense (Personnel & Readiness), will be comprised of a small team of data analysts and personnel experts. Using data analytics, this team will support decision-making by identifying and analyzing trends in personnel data.
- These experts will help to identify sources of new military and civilian talent, discern retention trends and their root causes, and assist in the formulation and modification of policies designed to promote increased retention.
- The initiative will enable to the Air Force to leverage the Department's data analytic and microtargeting capabilities to better attract and retain talent.

Enable Recruiters to Open New Geographic Markets.

- This initiative seeks to provide Air Force recruiters with additional tools and resources that will allow them to identify and target a geographically diverse set of communities for new recruits.
- Beginning in fiscal year 2018, recruiters will be provided with advanced data analytic capabilities, including microtargeting tools, to assist in identifying these untapped sources of talent and "open" these new markets (e.g. regions, communities, schools).
- These tools will be shared across the Total Force, to include the Regular Air Force, Air National Guard, Air Force Reserve, and Civilian components.
- Under this initiative, the Air Force Recruiting Service will have an increased role in the placement process of recruiters around the nation to ensure the recruiters are placed in regions and communities where they will have the largest impact.

Build a Diverse Recruiting Force.

- Currently, Airmen are nominated for recruiter duty by wing commanders through the Developmental Special Duty (DSD) program. Under this initiative, Commanders will be encouraged to submit nominations that reflect the diversity of the total force.
- Recruiters play an increasingly vital role in helping youth and influencers understand the broad array of career opportunities in the Air Force. Our recruiting efforts stand to benefit from a pool of recruiters that reflect diverse backgrounds, experience and demographics.

Increase Funding for Air Force Reserve Officers Training Corps (AFROTC) Scholarships and Student College Internships to Promote Career and Geographic Diversity of New Accessions.

- This initiative will increase funding to the AFROTC program by $2.8M per year for the next five years, which will fund approximately 200 additional scholarship cadets.
- These additional scholarships will focus on highly qualified ROTC candidates from underserved and underrepresented population centers with a variety of academic skill areas to meet Air Force requirements.
- This initiative will also increase college internship opportunities by 200 per year over the next five years.
- High-performing college students from a variety of educational backgrounds and from schools across the Nation will be considered for these internships. The students will be placed in operational wing-level offices across the Air Force, with the goal of recruiting these students into the Air Force either in uniform or as civilians following their graduation from college.
- These efforts will allow the Air Force to access a broader cross-section of diverse talent.

Encourage Female & Minority Populations to Serve in Career Fields that Lack Diversity.

- Historically, certain career fields within the Air Force lack diversity. This is especially true of operational career fields, including pilots, air battle management, combat systems operations, space and missile operations, cyber operations, and intelligence operations.
- Under this initiative, leaders responsible for developing talent in career fields that significantly lack diversity will be required to develop and submit plans to address the underlying causes for the lack of diversity.
- These plans will focus on ways to improve recruiting and retention for these underrepresented career fields, with additional emphasis on diversity in operational career fields.
- As the Air Force often draws many of its leaders from operational career fields, this initiative will strengthen talent pipelines, improve retention in these critical areas, and increase the diversity of the candidate pool for senior leadership positions.

Ensure Leadership and Servicemember Engagement when Deciding to Geographically Separate Dual Military Spouses.

- Continued service can be particularly challenging for dual-military couples, which account for approximately 34,000 active duty Airmen and the majority of married female Airmen.
- Under this initiative, commencing in the next assignment cycle, assignments that involuntarily separate dual military families will require approval by the Commander of the Air Force Personnel Center (AFPC).
- This initiative will ensure that involuntary assignments that separate dual military families are avoided to the fullest extent practicable while balancing mission requirements.

Provide Female Airmen More Time to Decide on Balancing a Career with a New Child.

- Under current policy, female airmen may decide to opt out of their military service commitment early while they are pregnant, but only before the baby is born. This has the effect of requiring women to make a separation choice before childbirth, which may potentially undermine retention of quality Airmen.
- Under this initiative, the policy will be revised to give women Airmen the option of separating within the 12 month period after delivery, to better understand and assess how they can juggle a military career and family. Airmen must still return to duty after the baby is born, consistent with the existing military leave policy.
- Through the "MyVector" online mentoring system, we will also look to pair new parents with Airmen who have been able to successfully balance work and family demands in order to provide further support and guidance.
- This initiative will serve to allow us to retain our highly trained women and enable them to stay in the Air Force and raise a family.

Reduce Bureaucratic Obstacles to Providing Reasonable Accommodations for Individuals with Disabilities.

- Under this initiative, the Air Force will streamline funding for disability accommodations to reduce consistent bureaucratic delays and expedite providing our Airmen with disabilities the tools they need to succeed.
- A new process and tracking tool will be established to expedite access to needed accommodations.

Encourage Civilian Participation in Professional Development Programs.

- Developmental education is often the path to career advancement, and is vital in growing and developing today's GS-12 and GS-13 civilians into tomorrow's leaders and supervisors.
- Under this initiative, the Air Force will undertake new measures to increase opportunities for civilians at the GS-12 and GS-13 level to participate in professional development programs. An additional $1M in funding will be set aside and dedicated specifically to developmental education opportunities for these civilians.
- Supervisors will be encouraged to advertise and promote these opportunities through the "MyVector" online mentoring system.
- Diversity metrics for professional development programs offered to civilians between the GS-12 and GS-13 level will be tracked and analyzed to ensure underrepresented populations are afforded adequate training and opportunity for advancement and development.

Provide Unconscious Bias Training Materials Prior to Key Career Events.

- The Air Force currently requires unconscious bias training in an effort to prevent bias that may influence how individuals view and evaluate themselves and others.
- This initiative modifies the timing of this required training provided to key personnel involved in personnel selections, including DT and CSB members, focusing the timing on those events where they are most likely to impact careers.
- To the fullest extent possible, unconscious bias training will be given immediately prior to promotion boards, prior to DT meetings on school assignments, prior to civilian hiring panels, and prior to annual performance evaluations.

Establish an Air Force Diversity and Inclusion Recognition Program.

- This initiative will establish a Diversity and Inclusion Recognition Program, managed at Headquarters Air Force, in fiscal year 2017.
- The recognition program will be tied to the Air Force's mission in the joint operating environment.