MEMORANDUM FOR ALL AIRMEN

SUBJECT: 2015 Diversity & Inclusion (D&I) Initiatives

The Air Force’s greatest asset is its people. It is essential we continue to attract the country’s best minds and talent to accomplish the complex missions we take on every day. To do so, we must provide an inclusive, rewarding and flexible environment in which we can retain and maximize that talent. We want to ensure we build the most innovative, skillful team possible. This team will be built from diverse backgrounds, experiences, demographics and perspectives. We are moving forward with a series of initiatives as part of our long-term effort to ensure an Air Force powered by talented Airmen reflecting the best of the Nation they serve.

We previously implemented initiatives highlighted below:

**D&I Requirements for Development Team (DT) Boards:** Our Development Teams (DTs) have a responsibility to shape their career fields to meet the needs of the future force. Officer, Enlisted, and Civilian DT Chairs have been charged with conducting analysis to address barriers that prevent Total Force Airmen from reaching their highest levels of performance. After they meet this summer, the DT Chairs will provide lessons learned and best practices to the AF/A1 to be shared across the Air Force.

**Promotion Board Memorandum of Instruction (MOI):** Through a MOI, the Secretary of the Air Force provides specific instructions to board members for every officer promotion and federal recognition board to ensure only the best qualified officers are selected for promotion or recognition. In addition to seeking officers demonstrating commitment to the welfare of our Airmen and to our core values of Integrity, Service, and Excellence, board members are instructed to find officers who have demonstrated that they will nurture and lead in a diverse and inclusive Air Force culture.

**Career Intermission Program (CIP):** Given the demands of military service, Airmen permanently separate from the Air Force for many reasons, some of which are short-term issues. CIP was developed to allow top performing Airmen the flexibility to transfer from active duty to the Individual Ready Reserve for one to three years to meet personal or professional needs and alleviate some work-life concerns. In 2014, the first year of implementation, 32 Airmen entered the program. In 2015, up to 20 enlisted and 20 officers from the Regular Air Force and career status Active Guard and Reserve may be selected for the program.
Six additional initiatives are set out below. More information on these programs will be forthcoming throughout this year.

**Identify Enlisted Airmen for Officer Training School (OTS):** Our enlisted force is an amazing pool of high-performing, well-educated personnel, ready to take on new challenges within the service. We will work with leaders at all levels to identify enlisted personnel who have demonstrated the ability to nurture and lead in a diverse and inclusive Air Force culture, and are eligible to attend OTS. They will be encouraged to apply for the more than 500 OTS slots, and will be provided the tools and opportunities to do so.

**Reserve Officer Training Corps (ROTC) Rated Height Screening Initiative:** We discovered a number of our highly talented, motivated ROTC cadets did not have access to the standard rated height waiver process (eliminating more than one third of our female cadets and a number of male cadets). As the world’s greatest Air Force, we cannot afford to inadvertently limit our talent pool. This initiative will establish additional opportunities for ROTC cadets to obtain the appropriate height waivers to maximize our talent base. We are moving the measurement process to ROTC Field Training to reach the greatest number of cadets. This will save travel costs and open up more rated opportunities for a greater pool of ROTC cadets.

**Use of Panels in Civilian Hiring:** Our senior civilians, just like our military leaders, can also benefit from diverse backgrounds, experiences, demographics and perspectives in order to provide innovative leadership, vision, and execution for our service. By instituting civilian hiring panels for GS-14, GS-15 and equivalent positions, we are increasing transparency to the selection process and providing hiring officials various perspectives and insights on the candidates. It is our hope that these insights will help highlight the best candidates in each applicant pool while simultaneously increasing diversity in our higher civilian ranks. The panels will consist of at least three individuals, usually equal to or senior in grade to the advertised position, will be diverse, and will include civilians with no prior military service. The panel will interview the most qualified applicants and make a recommendation to the hiring official. This process has already proven to be successful in some major commands.

**Increased Female Officer Applicant Pool:** Despite a rich pool of talent across our Nation, our female officer applicants typically comprise only 25 percent of our applicant pool. Therefore, we have set an applicant pool goal of 30 percent for our officer accession sources. This goal will encourage our accession sources to more aggressively compete for our Nation’s top female talent and encourage the next generation of innovative leaders to apply for our officer corps. The female officer population was selected as a starting point, as it is a smaller group than the enlisted force on which to focus efforts.

**Post-Pregnancy Deployment Deferment:** Some of our most talented Airmen are choosing to leave the Air Force because they are struggling to balance deployments and family issues, especially soon after childbirth. Since our families are a source of strength and resilience
for our Airmen, we are looking to increase our current six month Post-Pregnancy Deployment Deferment to one year. According to analysis at the aggregate level, the overall impact on manning and deployment levels will be negligible.

**Career Path Tool (CPT) Transformation:** Mentoring fosters a culture of inclusion for all Airmen while maximizing their strengths and it plays an important role in shaping leaders of character, discipline and vision. CPT is a web-based enterprise solution that supports the Air Force's mentoring program. CPT will be improved to provide the best possible support to Airmen as mentors and mentees, creating strong mentoring partnerships and allowing Airmen to be actively involved in their personal development and career management. This configuration will include a name change to MyVector that better describes the platform's enhanced mentoring capabilities. MyVector will be a one-stop shop for career management, development team support and robust mentoring.

These initiatives are just the beginning as we, the greatest Air Force in the world, work toward increasing our ability to reflect the best of the society we serve. These efforts will help us become more innovative, adaptive, and better postured to meet today’s challenging global environment. D&I are important to each of us and we will be tracking these issues closely to drive change for the benefit of our Air Force.

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