

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**

**AIR FORCE INSTRUCTION 36-7001**

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**Personnel**

**DIVERSITY & INCLUSION**

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This publication implements Air Force Policy Directive (AFPD) 36-70, *Diversity & Inclusion*, and provides guidance, assigns responsibilities and establishes a framework for the Air Force diversity and inclusion program. This instruction applies to all members of the Total Force, including civilian employees.

In collaboration with the Chief of Air Force Reserve (HQ USAF/RE) and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel, and Services (HQ USAF/A1). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Disposition Schedule located in the Air Force Records Information Management System.

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***SUMMARY OF CHANGES***

This publication has been substantially revised and needs to be completely reviewed. Major changes include the addition of the Air Force definition of inclusion, Major Command/Air National Guard/Air Force Reserve/Field Operation Agency/Direct Reporting Unit Chief Diversity & Inclusion Officer roles and responsibilities, and a new chapter on *Assessment and Reporting*. **Chapter 3** – *Outreach*; **Attachment 2** – *Measures*; Attachment 3 – *National Diversity Outreach Event Return on Investment Report*; and Attachment 4 – *National Outreach Trip Report Format* were deleted.

## Chapter 1

### GENERAL OVERVIEW

**1.1. Purpose.** This instruction establishes guidance for diversity and inclusion implementation and management, which enables leaders to leverage diverse organizational talent and an inclusive culture to enhance mission effectiveness.

**1.2. Air Force Diversity & Inclusion Mission.** Attract, recruit, develop and retain a high-quality, diverse Total Force, ensuring a culture of inclusion in order to leverage the diversity of the nation for strategic advantage in Air Force, joint and coalition operations.

**1.3. Definition of Diversity.** The Air Force broadly defines diversity as a composite of individual characteristics, experiences, and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force diversity includes but is not limited to: personal life experiences, geographic and socioeconomic backgrounds, cultural knowledge, educational background, work experience, language abilities, physical abilities, philosophical and spiritual perspectives, age, race, ethnicity, and gender.

1.3.1. The Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) in coordination with the Assistant Secretary of the Air Force Manpower and Reserve Affairs (SAF/MR), Air Force General Counsel (SAF/GC), and The Judge Advocate General (AF/JA) will tailor the concept of diversity as specific circumstances and the law require.

1.3.2. Diversity encompasses:

1.3.2.1. Demographic diversity – inherent or socially defined personal characteristics, including age, race/ethnicity, religion, gender, socioeconomic status, family status, disability, and geographic origin.

1.3.2.2. Cognitive/behavioral diversity – differences in styles of work, thinking, learning, and personality.

1.3.2.3. Organizational/structural diversity – organizational/institutional background characteristics and experience affecting interaction within and between teams/groups, including Service, component, and occupation/career field.

1.3.2.4. Global diversity – in-depth knowledge of and experience with foreign languages and cultures, inclusive of both citizens and non-citizens, exchange officers, coalition partners, and foreign nationals with whom we interact as part of a globally engaged Air Force.

**1.4. Definition of Inclusion.** Inclusion is the process of creating a culture where all members of an organization are free to make their fullest contributions to the success of the group, and where there are no unnecessary barriers to success.

**1.5. Air Force Diversity & Inclusion Competencies.** Airmen, military and civilian, must be deliberately developed to apply diversity and inclusion competencies to the Air Force mission, in order to effectively achieve individual, organizational, and operational excellence. **(T-2)** These competencies are outlined in [Attachment 2](#) of this Air Force Instruction.

**1.6. Separate and Distinct from Equal Opportunity.** Air Force diversity and inclusion efforts complement, but remain separate and distinct from, Air Force Equal Opportunity compliance programs and activities.

**1.7. Prohibited Activities.**

1.7.1. Numerical Goals. No numerical goals may be set for the hiring or promotion of Air Force military or civilian personnel on the basis of race, color, national origin, religion, sex (including gender identity), age, or sexual orientation. Nor may race, color, national origin, religion, sex (including gender identity), age, or sexual orientation be a basis for admission to any training or development program. **(T-0)**

1.7.1.1. Numerical goals are permissible for veterans and other civilians with disabilities.

1.7.1.2. Numerical goals are permissible for representation in a pool of applicants (i.e. it is permissible to set a goal of a 10% increase in applicants of a particular race, sex or ethnicity to certain job categories, but it is not permissible to set a goal of increasing the number of members of a particular race, sex, or ethnicity hired or promoted into those job categories).

1.7.2. Limiting Diversity Initiatives to Race, Sex and National Origin or Substituting Special Emphasis Programs for Diversity Initiatives. Special Emphasis Programs may supplement diversity initiatives, but the programs are not sufficient to meet the diversity and inclusion obligations set out by this instruction. Diversity and inclusion initiatives must encompass other attributes of the broad Air Force definition of diversity and not be limited to race, sex, and national origin-based programs. **(T-0)**

## Chapter 2

### ROLES AND RESPONSIBILITIES

**2.1. The Secretary of the Air Force.** Establishes diversity and inclusion policy and management in accordance with federal law and policy, DoDD 1020.02E, *Diversity Management and Equal Opportunity in the DoD*, and AFPD 36-70, *Diversity & Inclusion*.

**2.2. The Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR).** Responsible for diversity and inclusion programs at all levels of the Air Force and will:

2.2.1. Provide strategic direction, oversight and guidance for attracting, recruiting, developing, inclusively leading, and retaining a diverse Total Force to leverage the unique qualities of the citizenry we serve and to achieve mission excellence.

2.2.2. Establish and co-chair the Air Force Executive Diversity & Inclusion Council with AF/A1.

**2.3. The Chief of Staff of the Air Force.** Fosters and communicates a vision of an Air Force that values diversity and embodies a culture of inclusion substantiating the important link to operational excellence and innovation.

**2.4. The Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1).** Provides resource advocacy, and implements diversity and inclusion strategy, guidance and outreach and will:

2.4.1. Establish an accountability framework for addressing and promoting diversity and inclusion. This includes the alignment with policy, along with collecting, maintaining and responding to reporting requirements on diversity and inclusion in compliance with DoD Directive 1020.02E, *Diversity Management and Equal Opportunity in the DoD*.

2.4.2. Be responsible for providing assessment and analysis of diversity and inclusion efforts. This assessment will include identification and analysis of any barriers to diversity and inclusion within the Total Force, and recommendations to remove or mitigate, as appropriate, identified barriers (i.e. conduct barrier analysis; consult AFI 36-205, *Affirmative Employment Programs, Special Emphasis Programs, and Reasonable Accommodation Policy* for additional information on barrier analysis).

2.4.3. Ensures adequate resources for sustained and effective Air Force-wide diversity and inclusion plans, initiatives, education and training.

2.4.4. Through SAF/MR, provides the Secretary of the Air Force and the Chief of Staff of the Air Force periodic updates and an annual review of Air Force diversity and inclusion efforts.

2.4.5. Co-chair the Air Force Executive Diversity & Inclusion Council with SAF/MR.

**2.5. The Air Force Executive Diversity & Inclusion Council.** This executive council offers advice on major diversity and inclusion policy issues and long-term strategic oversight and perspectives. Areas of special interest include policy, strategic planning, diversity and inclusion leadership and initiatives, performance measures (including analyses and assessments), and outreach. The Air Force Executive Diversity & Inclusion Council will:

- 2.5.1. Meet at least annually.
- 2.5.2. Establish subcommittees and/or working groups as needed, aligned with the priorities of this instruction to provide analysis and research on specific issues and tasks.
- 2.5.3. Direct planning and implementation to the Air Force Diversity & Inclusion Action Group.
- 2.5.4. Include at least the following:
  - 2.5.4.1. The Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR) (co-chair)
  - 2.5.4.2. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) (co-chair)
  - 2.5.4.3. Chief Master Sergeant of the Air Force (CMSAF)
  - 2.5.4.4. Air Force General Counsel (SAF/GC)
  - 2.5.4.5. Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM)
  - 2.5.4.6. Secretary of the Air Force Administrative Assistant (SAF/AA)
  - 2.5.4.7. Air Force Inspector General (SAF/IG)
  - 2.5.4.8. Secretary of the Air Force Public Affairs (SAF/PA)
  - 2.5.4.9. Deputy Chief Information Officer (SAF/DCIO)
  - 2.5.4.10. Air Force Judge Advocate General (AF/JA)
  - 2.5.4.11. Air Force Surgeon General (AF/SG)
  - 2.5.4.12. Air Force Chief of Chaplains (AF/HC)
  - 2.5.4.13. Chief of Air Force Reserve (AF/RE)
  - 2.5.4.14. Director of the Air National Guard (NGB/CF)
  - 2.5.4.15. Deputy Chief of Staff for Intelligence, Surveillance, Reconnaissance, and Cyber Effects Operations (AF/A2/6)
  - 2.5.4.16. Deputy Chief of Staff for Operations, Plans and Requirements (AF/A3)
  - 2.5.4.17. Deputy Chief of Staff for Logistics, Engineering and Force Protection (AF/A4)
  - 2.5.4.18. Deputy Chief of Staff, Strategy, Integration and Requirements (AF/A5)
  - 2.5.4.19. Deputy Chief of Staff, Plans and Programs (AF/A8)
  - 2.5.4.20. Director for Studies, Analysis and Assessments (AF/A9)
  - 2.5.4.21. Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration (AF/A10)
  - 2.5.4.22. United States Air Force Academy Superintendent (USAFA/CC)
  - 2.5.4.23. Major Command Deputy Commanders/Directors
- 2.5.5. Attendance and participation at Air Force Executive Diversity & Inclusion Council events cannot be delegated below Assistant Deputy Chief of Staff, or other equivalent level

second-in-charge leaders of listed agencies (next leader down the line for major commands, as holds appropriate command authority).

**2.6. Air Force Diversity & Inclusion Action Group.** Drives implementation and assessment planning for the Air Force Executive Diversity & Inclusion Council and considers emerging diversity and inclusion concerns of the service that need to be addressed by the Air Force Executive Diversity & Inclusion Council. The Air Force Diversity & Inclusion Action Group will:

2.6.1. Meet at least semiannually. **(T-2)**

2.6.2. Include Colonel (O-6), GS-15 or Senior Non-Commissioned Officer (or civilian equivalent) representatives from the following organizations, as long as individual(s) have appropriate authority to speak for and oversight to understand affects that action plans could have on their respective organizations:

2.6.2.1. Headquarters Air Force Diversity & Inclusion (AF/A1DV) (chair)

2.6.2.2. Secretary of the Air Force General Counsel, Fiscal Ethics and Administrative Law (SAF/GCA)

2.6.2.3. Air Force Judge Advocate General, Administrative Law (AF/JAA)

2.6.2.4. Air Force Equal Opportunity (AF/A1Q)

2.6.2.5. Air Force Directorate of Force Management Policy (AF/A1P)

2.6.2.6. Air Force Directorate of Civilian Force Management (AF/A1C)

2.6.2.7. Chief Master Sergeant of the Air Force representative (CMSAF)

2.6.2.8. Air Force Reserve representative (AF/RE)

2.6.2.9. Air National Guard representative (NGB/CF)

2.6.2.10. MAJCOM/FOA/DRU Chief Diversity & Inclusion Officers/Managers

2.6.2.11. Other entities as mission requirements dictate.

**2.7. Air Force General Counsel (SAF/GC).** SAF/GC advises the Secretary of the Air Force, SAF/MR, and AF/A1 in all matters covered by this instruction. The Deputy General Counsel for Fiscal and Administrative Law (SAF/GCA) and the Deputy General Counsel for Intelligence, International and Military Affairs (SAF/GCI) are the Offices of Primary Responsibility for providing General Counsel legal support.

**2.8. Judge Advocate General of the Air Force (AF/JA).** AF/JA provides legal advice and guidance on diversity policies and procedures, laws, and regulation to the Secretary of the Air Force, Air Staff and Air Force Judge Advocates. Functions may be exercised through the Administrative Law Directorate (AF/JAA).

**2.9. Director, Force Development (AF/A1D).** AF/A1D will:

2.9.1. Oversee Airmen mentoring and professional development for personnel to navigate career progression, and assess and report progress on these initiatives. Mentoring is further addressed in AFMAN 36-2643, *Air Force Mentoring Program*.

2.9.2. Supports and then receives recommendations from Career Field Managers regarding career field barrier analysis.

**2.10. Chief, Air Force Diversity & Inclusion (AF/A1DV).** Responsible for leading diversity and inclusion transformation throughout the service. The Air Force diversity and inclusion mission integrates diversity and inclusion-focused leadership with operational, functional and talent management strategies and processes, and will:

- 2.10.1. Provide trusted diversity and inclusion subject matter expert guidance and resource advocacy to senior leaders.
- 2.10.2. Develop the Air Force diversity and inclusion strategy, as well as subordinate initiatives, and implement that strategy through work with other A1 entities.
- 2.10.3. Advise Air Force leadership, in partnership with the Air Force Barrier Analysis Working Group (AFBAWG), Developmental Teams, Functional Managers and Career Field Managers, how to interpret results of barrier analysis and make recommendations regarding talent management implications.
- 2.10.4. Advise Air Force accession and public affairs entities on the communication of Air Force diversity and inclusion.
- 2.10.5. Review and analyze data, and recommend tools and metrics that measure Air Force diversity and inclusion for the purpose of improving operational effectiveness and engagement.
- 2.10.6. Conduct annual reviews on the efficiency and effectiveness of Air Force policies, programs, and practices involving and affecting diversity and inclusion. Report results to AF/A1, SAF/MR, Department of Defense, and Congress as appropriate.
- 2.10.7. Ensure diversity and inclusion outreach event support is based on potential return on investment for the Air Force in terms of public relations value, number of positive contacts and the extent to which the event expenditures are a responsible use of Air Force funds.
- 2.10.8. Develop and coordinate training on diversity and inclusion in collaboration with Air Education and Training Command (AETC), Air University (AU), Air Force Personnel Center (AFPC), the United States Air Force Academy (USAFA), and Defense Equal Opportunity Management Institute (DEOMI).
- 2.10.9. Partner with the AFBAWG. Consult AFI 36-205, *Affirmative Employment Programs, Special Emphasis Programs, and Reasonable Accommodation Policy* for additional information on the AFBAWG.
- 2.10.10. Chair the Air Force Diversity & Inclusion Action Group.

**2.11. Air Education & Training Command (AETC).** Responsible for ensuring the conduct and reporting of diversity and inclusion training, and will:

- 2.11.1. Collaborate with A1D to determine best configuration of diversity and inclusion training and education within professional military education and civilian workforce foundational courses. **(T-1)**
- 2.11.2. Report the number of courses and which courses annually provided diversity and inclusion content within the construct of the annual diversity and inclusion review conducted by Headquarters Air Force. **(T-1)**

**2.12. Air Force Personnel Center (AFPC).** AFPC provides data to AF/A1 and SAF/MR to support diversity efforts pursuant to this instruction. **(T-1)**



**2.13. Air Force Barrier Analysis Working Group (AFBAWG).** The AFBAWG, led by AF/A1Q, is charged to identify and, if appropriate, propose elimination of barriers to equal opportunity in the Air Force. It is responsible for analyzing anomalies found in workplace policies, procedures, and practices with an eye toward identifying their root causes, and, if those root causes are potential barriers, devising plans to eliminate them. The AFBAWG develops and implements training on barrier analysis. Barrier analysis and the role of the AFBAWG are further addressed in AFI 36-205, *Affirmative Employment Program, Special Emphasis Programs, and Reasonable Accommodation Policy.*”

**2.14. Functional Managers.** The Functional Managers coordinate with AF/A1 (through A1D) and Career Field Managers to perform barrier analysis and analyze diversity and inclusion trends within functional area data. The barrier analysis will assess the diversity posture within each Air Force Specialty Code and civilian occupation series, and identify accession and retention trends. Functional Managers develop action plans to implement recommendations to improve diversity and inclusion within their functional areas. Action plans are provided to AF/A1 (through A1D). **(T-1)**

**2.15. Major Commands, Air National Guard (ANG), Air Force Reserve (AFR), Field Operating Agencies (FOAs), and Direct Reporting Units (DRUs).** Commanders, Directors and equivalents shall implement programs and practices that explicitly support diversity and inclusion across the organization and focus on commonly accepted best practices to build and enhance expertise and capability. **(T-1)** These organizations:

2.15.1. Should consider developing and resourcing structures and strategies that sustain diversity and inclusion goals and objectives, which tie to organizational mission accomplishment.

2.15.2. Should consider hiring a Chief Diversity & Inclusion Officer. If one is hired, leadership support and appropriate resources to conduct mission must be provided.

2.15.2.1. A MAJCOM Chief Diversity & Inclusion Officer should be a GS-14, using the Standard Core Personnel Document #9GJ36. The Air National Guard will have an O-6. The MAJCOM can determine the office of assignment for this position, but the CDIO must have direct access to advise the command leadership.

2.15.2.2. If a Chief Diversity & Inclusion Officer is not hired, the organization must consider establishing a manager of diversity and inclusion efforts. The MAJCOM can determine the office of assignment for this position, but the Diversity & Inclusion Manager should have enough authority to have direct access to advise the command leadership (e.g. GS-13, E-9, O-5 or above).

2.15.3. Should consider establishing a diversity and inclusion council. These cross-functional councils implement and advance leadership diversity and inclusion priorities and report progress through existing forums such as the Community Action Information Board (consult AFI 90-501, *Community Action Information Board (CAIB) and Integrated Delivery System (IDS)* for additional information on the Community Action Information Boards).

2.15.4. Will ensure that diversity and inclusion education and training provided by the command incorporates diversity and inclusion competencies in concert with AF/A1DV-coordinated diversity and inclusion content. **(T-2)**

2.15.5. Will lead strategic communication and other messaging to highlight diversity and inclusion value at the individual, organizational, and operational levels. (T-2)

2.15.6. MAJCOMs and USAFA will designate the command deputy commander/director as a member of the Air Force Executive Diversity & Inclusion Council. (T-1)

2.15.7. The MAJCOM/ANG/AFR/FOA/DRU deputy commander/director is designated the responsible official to act on behalf of the MAJCOM/CC and will provide oversight of MAJCOM diversity and inclusion initiatives supporting Air Force diversity and inclusion policies. (T-1)

2.15.7.1. The MAJCOM/ANG/AFR/FOA/DRU deputy commander/director will annually report diversity and inclusion initiatives and metrics to the Air Force Executive Diversity & Inclusion Council. (T-1)

2.15.8. Will collect, analyze, assess and annually report diversity and inclusion as it relates to organizational effectiveness. (T-1)

**2.16. Major Commands, Air National Guard (ANG), Air Force Reserve (AFR), Field Operating Agencies (FOAs), and Direct Reporting Units (DRUs) Chief Diversity & Inclusion Officers (CDIOs).** Chief Diversity & Inclusion Officers lead diversity and inclusion transformation throughout their respective commands and functions focused on the specialized mission of those organizations, and will:

2.16.1. Serve as a diversity and inclusion advocate and advisor for senior leadership. (T-2)

2.16.2. Lead and coordinate diversity and inclusion planning, initiatives, policies, and program implementation across the organization. (T-2)

2.16.3. Ensure diversity and inclusion programs are developed and executed in accordance with law and Federal, Department of Defense, and Air Force guidance, policy architecture and standards. (T-0)

2.16.4. Work with organizational leadership to determine resources necessary and available to obtain and allocate support for diversity and inclusion initiatives, best practices, education and training across the organization. (T-2)

2.16.5. Participate as a member of the Air Force Diversity & Inclusion Action Group. (T-3)

2.16.6. Support subordinate-level diversity and inclusion initiatives and priorities. (T-2)

**2.17. Career Field Managers.** The Career Field Managers conduct career field barrier analysis annually in coordination with Functional Managers. The barrier analysis will assess the diversity posture within each Air Force Specialty Code or civilian career field, and identify accession/hiring, development and retention trends. AF/A1D supports the analysis conducted. This analysis should be used to determine courses of action to improve diversity and inclusion within the career field. (T-2)

**2.18. All Commanders/Directors.** All Commanders and Directors, at all levels, set the tone for inclusive-minded approaches in daily operations and implement strategic priorities and objectives. Commanders/Directors should:

2.18.1. Consider establishing a command diversity and inclusion manager duty (outside of Equal Opportunity functions) that helps the commander identify best practices and areas of improvement for the inclusive culture within the command. (T-3)

2.18.2. Establish a diversity and inclusion assessment and feedback mechanism in line with higher headquarters guidance. (T-3)

2.18.3. Promote higher headquarters-coordinated diversity and inclusion elements within command education and training to the maximum extent possible. (T-2)

2.18.4. Promote and support tactical outreach initiatives in concert with higher headquarters goals and organizational goals. (T-3)

2.18.5. Collect, analyze, assess and report progress in support of higher headquarters established metrics and benchmarks. (T-2)

2.18.6. Manage diversity and inclusion initiatives through existing forums such as the Community Action Information Board or other designated entity. (T-3)

**2.19. Wing-level Diversity & Inclusion Managers.** Diversity and inclusion managers (referred to as Human Resource Advisors in the Air National Guard) assist wing commanders in implementing installation/wing-level diversity and inclusion measures and initiatives. (T-3) Serve as a critical link and support to the respective higher headquarters (e.g. MAJCOM) Chief Diversity & Inclusion Officers.

**2.20. All Air Force Leaders.** All leaders will be directly engaged in and accountable for applicable aspects of diversity and inclusion initiatives and their implementation, including barrier analysis. (T-1)

**2.21. All Supervisors and Managers.** All supervisors and managers are responsible for evaluating and strengthening their subordinates' opportunities for success. (T-1)

**2.22. Air Force Personnel Responsibilities.** All Airmen, military and civilian, are responsible for creating an inclusive organizational culture and do so as a reflection of the Air Force's core values of Integrity First, Service Before Self, and Excellence in All We Do. Airmen at all levels should strive to understand the individual, organizational, and operational value of diversity and inclusion, and ensure mutual respect for all.

## Chapter 3

### TRAINING

**3.1. Training.** Air Force diversity and inclusion training is intended to meet the requirements set forth in Executive Order 13583, *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*. Delivering consistent and coherent education and training about diversity and inclusion throughout the Air Force supports the development and maintenance of an inclusive culture that can attract, recruit, develop, and retain the best of the nation's diverse talent pool, including those in majority populations. Building upon the foundation of mutual respect for all, the Air Force will work to develop the skills of all Airmen throughout the Air Force lifecycle to understand the value of diversity and to lead inclusively, in order to provide strategic advantage in Air Force operations. **(T-1)**

#### **3.2. General Training Requirements.**

3.2.1. Trainers and curriculum developers must ensure diversity and inclusion trainings and curricula are in line with the Air Force established competencies (listed in **Attachment 2**) to assure consistency and effectiveness in training at all touch points. **(T-1)** Trainers and curriculum developers will ensure diversity and inclusion training, at a minimum, incorporates adult learning theory, which includes interaction and group participation and is appropriate to the Airman's grade and commensurate with their level of responsibility, position and rank. **(T-2)** Diversity and inclusion curriculum is built on a continuum of education, throughout an Airman's career, enhancing their understanding and providing necessary skills to create inclusive environments where everyone can participate to their full potential.

3.2.2. AF/A1DV must review all Air Force-level diversity and inclusion lesson plans, objectives, materials and programs. All training and curricula will, at a minimum, emphasize that a diverse force empowered within an inclusive culture maximizes individual, organizational and operational performance and effectiveness for a national strategic advantage. AF/A1DV will ensure a legal review is conducted by SAF/GC and AF/JA. **(T-1)**

3.2.3. Organizations providing diversity and inclusion training, in addition to what is prescribed in accordance with this instruction, and which is intended to run two or more hours, must obtain AF/A1DV review and approval. AF/A1DV will ensure a legal review is conducted by SAF/GC and AF/JA. **(T-1)**

**3.3. Diversity & Inclusion Practitioner Education and Training.** All Air Force diversity and inclusion practitioners will complete the education and training requirements in their appropriate stage of development as specified in the Air Force Diversity and Inclusion Practitioner Education and Training Plan. **(T-1)**

**3.4. Learning Division Coordination.** AF/A1DV will coordinate training course integration and changes with the Air Force Learning Division (AF/A1DL), and through the Air Force Learning Committee when appropriate, as outlined in AFI 36-2201, *Air Force Training Program* (or subsequent training policies).

**3.5. List of Training Courses and Processes.** **Table 3.1** identifies training courses affiliated with diversity and inclusion education. The identified training courses are executed by diversity and inclusion practitioners or other functional stakeholders. Owners of the below identified courses implement the training in accordance with the prescribed guidance and curriculum as directed by the responsible functional. For any additional diversity and inclusion training developed, any of which is not included in this table, see **paragraph 3.2.3**.

**Table 3.1. Diversity & Inclusion Training Courses and Processes.**

	If the individual is a(n):	Content contained within/managed by:	Training is required to be accomplished face-to-face and conducted by:		Optimal instruction hours:
1	Basic Military Training (BMT) trainee	Accessions I – <b>see note</b>	BMT Instructors		3 hours total
2	Enlisted member on his or her first permanent duty assignment	MAJCOM CDIO or D&I Manager – <b>see note</b>	First Term Airman Center (FTAC) Instructors		1 hour
3	Airman Leadership School (ALS) student	Lesson Plan elements from NCO PME Curriculum – <b>see note</b>	ALS Instructors		2 hours
4	Student attending the Non-Commissioned Officer Academy (NCOA)	Lesson Plan elements from NCO PME Curriculum – <b>see note</b>	NCOA Instructors		2 hours
5	Student attending the Senior Non-Commissioned Officer Academy (SNCOA)	Lesson Plan elements from NCO PME Curriculum- <b>see note</b>	SNCOA Instructors		1.5 hours
6	Student attending an Enlisted Professional Enhancement (PE) Course (NCO/SNCOPE)	MAJCOM CDIO or D&I Manager	Installation Instructors		1 hour
7	First Sergeant Academy student	Lesson Plan elements in basic course Curriculum – <b>see note</b>	Course Instructors		2 hours

8	Chief Master Sergeant	Chief Leadership Course Curriculum - <b>see note</b>	Course Instructors		2 hours
9	New Installation/center commander(s) (director), group commander(s), squadron commander(s), detachment commander(s), section commander(s), command chief master sergeant(s)	MAJCOM CDIO or D&I Manager	As determined by MAJCOM CDIO or equivalent D&I Manager (Locally at each installation, within 30 days of command, appointment to position, or arrival on station)		1 hour
10	Officer Training School (OTS) trainee	OTS Curriculum – <b>see note</b>	OTS Instructors		3 hours
11	Reserve Officer Training Corps (ROTC) cadet	ROTC Leadership Curriculum – <b>see note</b>	ROTC Instructors (Must receive at least 1 hour each semester, tied to required leadership traits and operational effectiveness)		16 hours over 4 years
12	United States Air Force Academy (USAFA) Preparatory School	USAFA Preparatory School Curriculum – <b>see note</b>	USAFA Prep School Instructors		2 hours total
13	USAFA cadet	USAFA Leadership Curriculum – <b>see note</b>	USAFA Instructors (For each cadet year, tied to required leadership traits and operational effectiveness)		16 hours over 4 years
14	Squadron Officer School (SOS) student	Lesson Plan elements in basic course Curriculum – <b>see note</b>	SOS Instructors		2 hours

15	Air Command and Staff College (ACSC) student	Lesson Plan elements in basic course Curriculum – <b>see note</b>	ACSC Instructors		1 hour
16	Air War College (AWC) student	Lesson Plan elements in basic course Curriculum – <b>see note</b>	AWC Instructors		1 hour
17	New Flag or General Officer (F/GO) and SES personnel	AF/A1DV Curriculum for Sr. Leaders Orientation Course (SLOC)	Chief, Air Force Diversity & Inclusion (AF/A1DV)		1 hour
18	Recruiter as defined in DoDI 1304.33	Lesson Plan elements in Air Force Recruiting School Curriculum – <b>see note</b>	Course Instructors		2 hours
19	Military Training Instructor (MTI) – when selected to become a training instructor	Lesson Plan elements in Military Training Instructor School Curriculum – <b>see note</b>	Course Instructors		2 hours
20	New Employee Orientation	Eaker Center	Course Instructors (Eaker Center)		1 hour
21	New Supervisor Training	Eaker Center	Course Instructors (Eaker Center)		1 hour
22	Experienced Supervisor Training	Eaker Center	Course Instructors (Eaker Center)		1 hour (every three-year iteration of the training) with inclusion questions in the test-out option
23	New Manager Course	Eaker Center	Course Instructors (Eaker Center)		1 hour

24	Experienced Manager Course	Eaker Center	Course Instructors (Eaker Center)		1 hour (every three-year iteration of the training)
25	Senior Manager Course	Eaker Center	Course Instructors (Eaker Center)		1 hour
26	Hired as D&I Program Manager or Chief Diversity & Inclusion Officer	Requirements as outlined in U.S. Air Force Diversity and Inclusion Practitioner Education and Training Plan	Externally sourced D&I practitioner training		On-going
Note: Organizations conducting D&I training must have HAF/A1DV Education and Training Branch review the content.					



## Chapter 4

### ASSESSMENT AND REPORTING

#### 4.1. Assessment.

4.1.1. **Purpose and Objective.** Diversity and inclusion program assessment serves to evaluate organizational maturity, highlight best practices, and identify opportunities for improvement. Diversity and inclusion benchmarks provide commanders insight into positive and negative factors that may impact individual, operational, and organizational effectiveness. The following objectives are targeted through this process:

- 4.1.1.1. Realize the depth, breadth, and integrated scope of diversity and inclusion practices.
- 4.1.1.2. Assess the current state of diversity and inclusion in the organization.
- 4.1.1.3. Develop strategy.
- 4.1.1.4. Measure progress in managing diversity and fostering an inclusive culture.

4.1.2. **Assessment Areas.** Air Force organizations will evaluate diversity and inclusion within the following categories, as outlined within the annual call for a diversity and inclusion review (**T-1**):

- 4.1.2.1. Vision, Strategy, and Business Case.
- 4.1.2.2. Structure and Implementation.
- 4.1.2.3. Leadership and Accountability.
- 4.1.2.4. Attraction, Development, and Retention.
- 4.1.2.5. Diversity and Inclusion Learning and Education.
- 4.1.2.6. Operational Effectiveness.
- 4.1.2.7. Operational Engagement.
- 4.1.2.8. Assessment and Measurement.
- 4.1.2.9. Diversity and Inclusion Communications.

#### 4.2. Reporting.

4.2.1. To meet the accountability requirements of DoDD 1020.02E, *Diversity Management and Equal Opportunity in the DoD*, commanders, at all levels, will document and report their assessment of organizational diversity and inclusion maturity using approved metrics and benchmarks. (**T-0**)

- 4.2.1.1. Metrics and benchmarks will be outlined in the annual call for diversity and inclusion review.
- 4.2.1.2. These metrics and benchmarks will undergo a legal review by SAF/GC and AF/JA while in development and prior to publication.

4.2.2. AF/A1DV serves as the Air Force focal point for collecting, validating and consolidating assessment inputs from the Total Force enterprise as part of an annual diversity and inclusion review, or as directed.

SHON J. MANASCO  
Assistant Secretary of the Air Force  
(Manpower and Reserve Affairs)

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 36-70, *Diversity & Inclusion*, 16 October 2018

AFMAN 33-363, *Management of Records*, 1 March 2008

AFI 33-360, *Publications and Forms Management*, 1 December 2015

DoDD 1020.02E, *Diversity Management and Equal Opportunity in the DoD*, 8 June 2015

AFI 36-205, *Affirmative Employment Programs, Special Emphasis Programs, and Reasonable Accommodation Policy*, 1 December 2016

AFMAN 36-2643, *Air Force Mentoring Program*, 4 May 2017

AFI 90-501, *Community Action Information Board (CAIB) and Integrated Delivery System (IDS)*, 15 October 2013

Executive Order 13583, *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*, 18 August 2011

*Diversity and Inclusion Practitioner Education and Training Plan*, 16 September 2016

AFI 36-2201, *Air Force Training Program*, 15 September 2010

DoDI 1304.33, *Protecting Against Inappropriate Relationships During Recruiting and Entry Level Training*, 28 January 2015

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AIDI**—Force Development Policy and Integration Division

**AIDL**—Air Force Learning Division

**AIDV**—Diversity & Inclusion Division

**AETC**—Air Education & Training Command

**AFBAWG**—Air Force Barrier Analysis Working Group

**AFI**—Air Force Instruction

**AF/JA**—Air Force Judge Advocate General

**AFMAN**—Air Force Manual

**AFPD**—Air Force Policy Directive

**AFR**—Air Force Reserve

**ANG**—Air National Guard

**CDIO**—Chief Diversity & Inclusion Officer

**DRU**—Direct Reporting Units

**DoDD**—Department of Defense Directive

**FOA**—Field Operating Agencies

**MAJCOM**—Major Commands

**SAF/GC**—Air Force General Counsel

**SES**—Senior Executive Service

**USAFA**—United States Air Force Academy

## Attachment 2

### AIR FORCE DIVERSITY & INCLUSION COMPETENCIES

**A2.1. Air Force Diversity & Inclusion Competencies.** Competencies describe the knowledge, ability and capability of individuals. Airmen, military and civilian, must be deliberately developed to understand and apply the following diversity and inclusion competencies to the Air Force mission, in order to effectively achieve individual, organizational, and operational excellence:

A2.1.1. Ability to Navigate Ambiguity. Air Force leaders must understand and effectively manage complex group dynamics and ambiguity. Airmen must be aware when it is appropriate to inquire, when to advocate, or when an issue requires more decisive, or even unilateral, resolution.

A2.1.2. Change Management. Given rapidly shifting operational realities, diversity and inclusion training and in-depth, practical knowledge of personnel skills and abilities allow Air Force leaders to nimbly change course to reach operational objectives. Communication of full spectrum inclusion, ability to use appropriate, effective interventions to mitigate diversity-related challenges, and facilitation skills in organizational development support mission success.

A2.1.3. Cultural Competence. In order to drive innovation within an organization and strengthen joint leaders, teams and alliances, Air Force leaders must have both domestic and foreign cultural knowledge, awareness, and sensitivity, and apply those to operational effectiveness. Inclusive leaders build Air Force organizations, which are more capable of incorporating different ways of thinking and performing, integrating functional cultures, and combining work methodologies for more innovative, effective results. Air Force leaders function more effectively in cross-cultural settings to produce better operational outcomes.

A2.1.4. Global Perspective. A more specific type of cultural competence, Air Force leaders must understand multiple cultural frameworks, values, norms, and how they interact. They must understand the dynamics of cross-cultural and inclusion-related conflicts, tensions, misunderstandings, or opportunities. They must understand the history, context, geography, religions, and languages of the regions in which the Air Force conducts operations. Fluency in multiple languages supports global cross-cultural competence.

A2.1.5. Learning Agility. Air Force leaders must have a commitment to continuous learning, which requires intellectual energy and curiosity, as well as humility and courage. Air Force leaders must recognize and address their own filters, privileges, biases, and cultural preferences, and then be courageous enough to experience and incorporate new ideas and skill sets. They must seek and utilize feedback from diverse sources to sharpen skills.

A2.1.6. Diversity and Inclusion Acumen from an Operational Perspective. All Airmen, military and civilian, must be aware of global and local trends, and the sociopolitical environments in which their organizations and fellow Airmen operate and live. They must gather and use competitive intelligence, which generates information and analysis about aspects of the operating environment that enables strategic decision-making. They should seek to understand how diverse perspectives and work styles combine with an inclusive culture to improve operational outcomes, and then use that understanding to connect the diverse skills

and abilities of their people and teams to the Air Force's core strategies, and the necessary outcomes of their assigned missions.

A2.1.7. Inclusion Tracking. All Airmen, especially leaders, are responsible for ensuring their fellow Airmen are free to make their fullest contributions to the success of the organization and the Air Force mission, and that there are no unnecessary barriers to success. Air Force organizational leaders must use available tools (e.g. organizational climate surveys, Federal Employee Viewpoint Surveys, etc.) to look for best practices to replicate. These tools also help identify problem areas to address where Airmen perceive or experience barriers to full success as individuals, as part of an organization, and within the greater operational context.

A2.1.8. Strategic Mindset for External Relations. In today's networked environment, Airmen must be well informed about external pressure points on Air Force and Department of Defense operations (e.g. societal shifts, community work councils, environmental concerns, etc.). They must understand Air Force brand management, and how the interactions of Airmen with society affects the Air Force's ability to conduct its missions. Leaders must be always considering the identification of external partners to leverage relationships with key external organizations, through coordination with legal advisors, to enhance Air Force operations.

A2.1.9. Ability to Create Unit Cohesion through Transparent, Empathetic Leadership. Inclusive Airmen behave in a way that leads other Airmen to trust them in conducting operations. They act as a voice for perspectives, levels and cultures that are not otherwise represented. Inclusive Airmen maintain a positive and constructive outlook, and they listen and adapt approaches to fit the team with which they are working. They acknowledge other's perspectives, and understand how to motivate and work with both minority and majority groups of all types of diversity (as outlined by the Air Force definition of diversity).

A2.1.10. Visionary and Innovative Leadership. Airmen must actively seek new ideas, experiences, and thought leaders to enable their assigned missions. They must collaborate appropriately with others having differing perspectives to develop and determine new operational efforts through well-rounded consideration. They are practical about operational realities while also striving to improve. Airmen must be prepared to collaborate with other functional specialists to maximize operational outcomes. Airmen must strive to facilitate and manage complex and sensitive matters with agility.

A2.1.11. People-driven Talent Management Approach. Airman leaders understand programs and policies that support personnel in their organizations to bring their whole selves to the mission. These leaders work with other organizations and leaders as appropriate to resolve individual and group conflict. Leaders strive to sustain and improve the work environment in the face of change to support the growth of Airmen in the organization.