

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

AIR FORCE POLICY DIRECTIVE 36-70

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Personnel

DIVERSITY & INCLUSION

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This directive provides policy and oversight for Air Force Diversity and Inclusion. It implements, in part, Department of Defense (DoD) Directive 1020.02E, *Diversity Management and Equal Opportunity in the DoD* and provides direction for its implementation within the Air Force. This directive applies to all Total Force Airmen.

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SUMMARY OF CHANGES

This document has been substantially revised and needs to be completely reviewed. Major changes include updates to the definition of diversity, addition of the definition of inclusion and overarching roles and responsibilities.

1. Scope and Definition.

1.1. **Purpose** . This policy directive implements the diversity and inclusion portion of Department of Defense Directive 1020.02E, *Diversity Management and Equal Opportunity in the DoD*. At their core, diversity and inclusion provide our Total Force an aggregation of

strengths, perspectives, and capabilities that transcends individual contributions. Our ability to attract a larger, highly talented, diverse pool of applicants for service with the Air Force, both military and civilian, and develop and retain our current personnel will impact our future Total Force. Diversity and inclusion are about strengthening our force and ensuring our long-term viability to support our mission to Fly, Fight, and Win...in Air, Space, and Cyberspace. This directive establishes diversity and inclusion as military necessities for the Air Force mission.

1.2. **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.

1.2.1. 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.

1.2.2. Diversity encompasses:

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

1.2.2.2. Cognitive/behavioral diversity - differences in styles of work, thinking, learning, and personality.

1.2.2.3. Organizational/structural diversity - organizational/institutional back-ground characteristics and experience affecting interaction within and between teams/groups, including Service, component, and occupation/career field.

1.2.2.4. 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.

1.3. **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.

1.4. Air Force diversity and inclusion efforts complement, but remain separate and distinct from, Air Force Equal Opportunity compliance programs and activities.

1.5. Air Force diversity and inclusion is grounded on mutual respect among all personnel, and an operational necessity to leverage the diverse talents and perspectives of all Airmen for strategic advantage.

2. Air Force Diversity and Inclusion Policy.

2.1. The Air Force will develop and maintain comprehensive diversity and inclusion initiatives to enhance the all-volunteer Total Force, to include Regular Air Force, Air

National Guard, Air Force Reserve and civilian personnel. The initiatives aim to address the following objectives:

- 2.1.1. Ensure all qualified individuals are welcome in America's Air Force.
- 2.1.2. Emphasize the importance of diversity and inclusion education and training.
- 2.1.3. Ensure all Total Force personnel understand they are valued and have the opportunity to achieve their full potential while contributing to the mission of the Air Force.

3. Roles and Responsibilities .

3.1. 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. While Airmen at all levels must strive to understand the individual, organizational, and operational value of diversity and inclusion, and ensure mutual respect for all, the following roles and responsibilities establish the Air Force's strategic leadership in this area.

3.2. The Assistant Secretary of the Air Force Manpower and Reserve Affairs (SAF/MR) is responsible for diversity at all levels of the Air Force and will:

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

3.2.2. Establish and lead the Air Force Executive Diversity and Inclusion Council.

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

3.3.1. Establish an accountability framework for addressing and promoting diversity and inclusion. This includes the alignment with policy, along with collection, 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*.

3.3.2. 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).

3.3.3. Through SAF/MR, provide 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.

3.3.4. AF/A1 will co-chair the Air Force Executive Diversity and Inclusion Council.

3.4. Air Force General Counsel (SAF/GC) and The Judge Advocate General (AF/JA) will advise the Secretary of the Air Force, SAF/MR, and AF/A1 in all matters covered by this directive.

3.5. Major Commands, the National Guard Bureau, Field Operating Agencies, and Direct Reporting Units will develop diversity and inclusion initiatives and procedures that

implement departmental policy and guidance. All policies and guidance will provide necessary direction on what can or should be tailored to the organization's mission or area of operation. The organizations may also recommend industry best practices for consideration by Headquarters Air Force Diversity & Inclusion (AF/A1DV). AF/A1DV will help develop approved recommendations for Air Force use in consultation with AF/JA and SAF/GC.

3.6. All leaders will be directly engaged in and accountable for applicable aspects of diversity and inclusion initiatives and their implementation, including barrier analysis.

3.7. All supervisors and managers are responsible for evaluating and strengthening their subordinates' opportunities for success.

HEATHER WILSON
Secretary of the Air Force

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

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

AF Manual 33-363, *Management of Records*, 1 March 2008

Adopted Form

AF Form 847, *Recommendation for Change of Publication*