



DEPARTMENT OF THE AIR FORCE  
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OFFICE OF THE ASSISTANT SECRETARY

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MEMORANDUM FOR COMMANDERS

SUBJECT: 2016 Diversity & Inclusion Initiatives Implementation Guidance

A fundamental priority for the United States Air Force in addressing today's ever-evolving national security challenges is to develop a workforce that leverages the talent and diversity of the American people. As operational demand for the Air Force continues to grow, it is critical that we appeal to the country's best minds and harness the extraordinary range of skills, experiences, backgrounds, and perspectives of our people to ensure we can successfully accomplish the complex missions we take on.

In order to ensure we are maximizing the advantages afforded by our country's immensely diverse talent, we launched the second set of diversity and inclusion initiatives in September 2016. These initiatives are designed to help us build teams comprised of diverse backgrounds, experiences, and demographics. By creating and fostering this environment of diversity and inclusion, we will enhance our ability to recruit from the broadest possible pool of talent, solve our toughest challenges, and engage the full power of an innovative force.

As directed by the 30 September 2016 memorandum, *2016 Diversity & Inclusion (D&I) Initiatives*, implementation guidance for the 2016 initiatives is included in the attachment.

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Attachment:  
2016 Diversity & Inclusion Initiatives Implementation Guidance

# 2016 Diversity & Inclusion Initiatives Implementation Guidance

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## 1. Initiative: Establish Diverse Slates for Key Military Developmental Positions

**Description:** Historically, key military developmental positions such as Executive Officer, Aide de Camp, Military Assistant, Senior Enlisted Advisor, Career Field Manager, and Commander's Action Group Chief are used to develop and prepare military personnel for future senior leadership roles.

Currently, Airmen considered for these key positions at the Major Command and Headquarters Air Force level are identified on slates, or candidate pools. This initiative will require that the slates developed and considered for these positions include at least one qualified, diverse candidate. For the purposes of this initiative, a slate must be composed of more than one candidate. This policy is designed to promote greater opportunity and consideration among the qualified candidates that represent the rich diversity of background and experience within the Air Force. This will ensure that the individuals in these positions, who are responsible for advising senior leaders, offer diverse perspectives and insights and will help to develop a more diverse pipeline for future leadership positions. While the purpose of this initiative is to help ensure that such slates better reflect the broad demographic diversity of the Air Force by including qualified but underrepresented talent during the interview stage, this policy does not mandate any specific hiring decisions.

A candidate is qualified for purpose of this policy if he or she meets the designated criteria for the position under consideration and warrants consideration based on merit. A candidate is diverse for purposes of this policy if he or she has at least one characteristic set out in the definition of diversity under Air Force Instruction (AFI) 36-7001, item 1.3, *Diversity*, that is underrepresented in Air Force senior leadership. To the extent practicable, such slates should include qualified candidates that differ upon more than one of these characteristics. This definition includes: personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity, and gender. While any of the characteristics listed in the Air Force definition of diversity satisfies this criteria, a comparison of Air Force senior leadership and the entire Air Force Officer population for some of these elements can be found by selecting the RAW link on the AFPC secure page and accessing "AF Static Demographics".

AFPC will ensure at least one qualified, diverse candidate is included in each formal slate for those hiring processes managed by AFPC, specifically STARNOM and CAPNOM positions. This includes two 2 STARNOM positions (aide to the Vice President of the United States and the President of the United States) and 28 CAPNOM positions which have direct contact with the White House, Office of the Secretary of Defense, or the Office of the Secretary of the Air Force. AFPC will work with nominating agencies to ensure the availability of qualified diverse candidates. To the extent practicable, such slates should include qualified candidates that represent more than one characteristic of diversity as defined under AFI 36-7001. AFPC will provide an annual report, including metrics, on the implementation of this policy to the Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1).

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. For those key military developmental positions that do not require a formal slate of candidates, Air Force senior leaders should endeavor to begin using a slate so that they may ensure at least one qualified, diverse candidate is included. This applies to the hiring processes for the selection of such positions as Aide-de-Camp, Military Assistant, Executive Officer, Career Field Manager and Commander's Action Group member. To the extent practicable, such slates should include qualified candidates that represent more than one characteristic of diversity as defined under AFI 36-7001, item 1.3, *Diversity*. MAJCOMs should report progress in their annual diversity accountability review.

**OPR(s):** A1P, AFPC, MAJCOMs

**OCR(s):** A1D, A1V, DPO, DPG, DPS, DPE, SAF/GC, AF/REG

**Planned Actions & Due Dates:**

- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will issue a policy memorandum to MAJCOM Vice Commanders and HAF Directors establishing the requirement for diverse candidate pools for key military positions; similarly, AF/A1P will provide policy to AFPC/CC to ensure the STARNOM and CAPNOM hiring process includes at least one qualified diverse candidate. The policy memorandums will be effective as of May 2017

**Due Date:** May 2017

**2. Initiative: Ensure Diverse Command Screening Boards and Development Teams**

**Description:** Development Teams (DTs) and Command Screening Boards (CSBs) help to shape career fields and determine the succession of leaders within the Air Force. Requiring diverse membership on DTs and CSBs ensures that varied perspectives, experiences, and opinions are represented when considering candidates for future command positions. Ultimately, this will serve to promote greater diversity of the individuals considered for command and ensure that the Air Force leadership is comprised of culturally competent and operationally relevant Airmen.

DTs, which include approximately 15 individuals, meet 1-2 times throughout the year to identify the developmental opportunities, including education, training, and positions, appropriate for RegAF officers, enlisted, and civilians within each functional community. For Reserve DTs, each DT includes anywhere from three to 20 panel members, which meet annually for Reserve officer DTs and bi-annually for Reserve enlisted DTs, to identify high potentials for the purpose of Key/Command/Joint assignments and developmental education opportunities. While these bodies are typically representative of the larger force, this initiative will formalize the requirement for diverse DT membership. DT panels will be required to have diversity among voting and non-voting members as defined in Air Force Instruction (AFI) 36-7001, *Diversity*, which includes: personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work

background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity, and gender. These panels shall have either Air Force Reserve or Air National Guard Reserve Component representation when AFR and/or ANG members are present within the career field and considered for assignment through the DT process. Reserve panels shall have active duty and ANG representation to ensure a Total Force perspective. Additionally, DTs will include Joint and/or members from different career fields for an additional perspective when Reserve or Guard members are present within the career field. The 2017 DT guidance memorandum, which will be released in April 2017, will outline the mandatory requirements for a diverse board.

CSBs, which typically include 11 members, meet once each year to screen the records of eligible Colonels as candidates for wing and group command, and equivalent, positions. CSB membership typically includes a non-scoring Board President in the rank of General Officer, the Deputy Chief of Staff for Manpower, Personnel, and Services sitting as the panel chair, and the vice commanders of each Major Command (MAJCOM) serving as the voting members. The DPO (Colonels Group), working with DPG (General Officers Group), will ensure that CSBs have a diverse slate of officers serving as the voting members of the board, employing the definition of diversity under AFI 36-7001, item 1.3. Reserve CSB membership typically includes 8 members, mostly general officers, chaired by a two-star general, and meets once each year. If the composition of voting members among the MAJCOM Vice Commanders does not meet these requirements, DPO, through AF/A1 to the Chief of Staff of the Air Force, may recommend adding individual officers as required to serve as board members.

As part of this initiative, the CSB President or DT Chair will be required to assess the diversity of both the eligibles, the selectees and those not selected for command following the board's decision. This will require an analytical evaluation of diversity trends in the board's results and an assessment of the root causes (i.e. barrier analysis). The analysis of the data and trends should serve to identify any previously unrecognized barriers that may be preventing diverse populations of Airmen from advancing in their career and achieving their goals. The analysis should inform future policies and practices to address these barriers, both within specific career fields and across the Air Force. RegAF assessments will be submitted by the DT Chair or CSB President to AF/A1 and DPO following each CSB or DT. Civilian DT assessments will be submitted by the DT Chair to AF/A1 following each DT. Air Force Reserve DT and CSB assessments will be submitted to AF/RE before being submitted to AF/A1 and DPO. This analysis will be done only after the DT or CSB process has concluded so as to not influence how the board is conducted. On an annual basis, A1D, A1V, DPO and the Air Force Barrier Analysis Working Group (AFBAWG) will review and analyze this information at the aggregate level. The DTs will also be required to provide an out-brief that will provide data on the personnel eligible for, nominated for, and selected for Professional Military Education, Squadron Command, and other developmental and experiential programs. Reserve DTs will also be required to provide an out-brief that will provide data on personnel selected as a high potential.

It will be incumbent upon the CSB President or DT Chair to ensure diverse panel membership, per the Air Force definition of diversity under AFI 36-7001. In those instances

where this requirement cannot be met, the DT Chair or CSB President must notify AF/A1 or DPO, as appropriate.

**OPR(s):** A1D, AFPC, DPO, DPG, DPS, DPE, REG, AFRC, ARPC

**OCR(s):** A1V, A1P, REP, SAF/MRQ, AFBAWG

**Planned Actions & Due Dates:**

- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will issue a policy memorandum regarding diverse membership on CSB panels. The policy memorandum will be effective as of April 2017.  
**Due Date:** April 2017
- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will issue the 2017 Development Team (DT) Guidance Memorandum, establishing the requirement for diverse membership on DT panels. The policy memorandum will be effective as of April 2017.  
**Due Date:** April 2017

**3. Initiative: Establish an Air Force Human Capital Analytics Office**

**Description:** Currently, the Air Force has limited ability to make data-informed recruiting and retention decisions. This initiative will determine the resourcing required and develop options to establish an Air Force Human Capital Analytics Office to better meet this need by working in partnership with the DoD Office of People Analytics. The Human Capital Analytics Office will provide greater visibility into the characteristics of both military and civilian personnel, and allow the Air Force to conduct robust analysis of recruiting, retention, and separation trends. This analysis will inform personnel policies for attracting, recruiting, and retaining high-performing talent.

**OPR(s):** SAF/MR, AF/A1

**OCR(s):** AFPC, A1V, A1P, A1X, A1M, A9, A3X, AFRS, AFRC, NGB, AFIT, AFU, A5/8, MRQ, AFBAWG

**Planned Actions & Due Dates:**

- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will develop determine resourcing needs and develop options in consultation with the Office of the Assistant Secretary of the Air Force (Manpower and Reserve Affairs).  
**Due Date:** June 2017
- The Office of the Assistant Secretary of the Air Force (Manpower and Reserve Affairs) will issue a memorandum establishing the Air Force Human Capital Analytics Office and any requisite personnel will be transferred or begin onboarding.  
**Due Date:** Oct 2017
- A data governance agreement with the various functional communities, including  
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manpower, personnel, finance, operations, and communications directorates will be established to allow the Human Capital Analytics Office to leverage data elements across the Force.

**Due Date:** Oct 2017

#### **4. Initiative: Enable Recruiters to Open New Geographic Markets**

**Description:** The competition for talent in the 21<sup>st</sup> century will be increasingly fierce. Due to a steadily shrinking force since World War II, the number of Americans familiar with military service has steadily declined. This, and shrinking resources, has forced the Air Force to recruit from the same regions, communities, and schools consistently. Propensity is sometimes cited as a reason for targeting the same communities, but propensity can be changed with planning and resourcing. These challenges are further compounded by the fact that Air Force recruiting institutions and processes have done little to adapt to the changing landscape of the 21<sup>st</sup> century.

Under this initiative, beginning in fiscal year 2018, Air Force recruiters will be provided with additional tools and resources that will allow them to identify and target a geographically diverse set of communities for new recruits. These markets include, but are not limited to, new local, state or national regions of the country, new communities and neighborhoods, and new schools, colleges, and universities that the Air Force does not historically recruit from, or areas that do not typically produce recruits. This will provide an opportunity for the recruiters to build an Air Force team comprised of Airmen with diverse backgrounds, experiences, and demographics.

These tools will be provided across the Total Force, to include the Regular Air Force, Air National Guard, Air Force Reserve, and Civilian components, as well as USAFA and AFROTC. Tools include:

- Technology designed to assist recruiters in identifying and engaging recruits; this includes internet-enabled tablets; mobile smart phones; and related recruiting hardware and software.
- Data analytic capabilities, including micro-targeting tools, which use data-based analysis to identify geographically new and diverse communities likely to produce recruits.
- Access to more robust databases that will allow recruiters to identify and manage high-value recruits; this includes lead generation and market segmentation data that will help to identify emerging markets.
- Shared databases that can be used by the various recruiting entities to provide the best fit (enlisted, officer, active, guard, reserve, civilian) for highly qualified applicants. Currently, the databases are stand alone and do not allow for communication between the recruiting components.
- Air Force's Management Directive 715 Report can be utilized to identify best practices in outreach efforts to further diversify the civilian candidate pool.

Additionally, data-analytic and collaboration tools can be used to encourage more individuals to share their Air Force story through the We Are All Recruiters (WEAR) and Recruiters

Assistance Programs (RAP) with their hometown or place of previous residence by partnering with recruiters to make contacts and develop leads. For instance, recruiters can participate in public speaking opportunities at local schools or community outreach events in underrepresented communities. Recruiters will help individuals brief potential recruits on both enlisted and officer spectrums.

Furthermore, the various Air Force Recruiting entities 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. Placement decisions may be based on the recruiter's knowledge of certain geographic markets, ability to target certain demographic groups, and language proficiency with certain groups or in certain geographic regions. In order to meet critical production objectives in certain geographic areas, AFRS will identify those locations with specific requirements related to production or geography to the Air Education and Training Command (AETC) and the Air Force Personnel Center (AFPC). These locations will then be granted Commander Involvement Program (CIP) authority and will be worked by AFRS, AETC and AFPC as a separate assignment action. As an exception to policy, these locations and associated CIP assignments will be limited to 7 per fiscal year and will be worked in consultation with AFPC/AETC and in accordance with AFI 36-2110, *Assignments*. In order to afford additional flexibility in the first year of implementation, AFRS will have CIP authority for up to 15 total assignments. AFRS will have the authority to select from current Air Force recruiters in order to fill these specified requirements. Before making placement decisions, the Air Force Recruiting Service (AFRS) will coordinate with the AFPC, who retains overall assignment authority.

The Office of the Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR), in close coordination with the Air Force Recruiting Service (AFRS), Air Force Reserve Command Recruiting Service (AFRCRS), the Air National Guard (ANG), and the Air Force Personnel Center/Air Force Civilian Service (AFPC/AFCS), is conducting a one-year recruiting test in the New England area beginning in September 2016. The New England area of the country is typically one of the least propensed regions in the country with only 12% of Air Force recruits coming from the Northeast area in any given year. The overall objective of this test is to create a unified recruiting environment that reaches across officer commissioning sources, enlisted accessions, and civilian recruitment and taps into new markets. This will serve to enhance communication; create synergy, efficiency and continuity of operations across the Total Force; foster successful collaboration; and improve collective recruiting efforts. The test is divided into three phases: (1) Officers, beginning in September 2016; (2) Enlisted, beginning in December 2016; and (3) Civilian, beginning in March 2017. Analysis will be conducted after each phase of the test to identify lessons learned, and to help to inform the appropriate tools, processes, and policies for effective, total force recruiting.

**OPR(s):** MRM

**OCR(s):** AFRS, AFRC, ANG, AFPC, A1V, A1P, A1C, A1X, AFROTC (Holm Center), USAFA, A3X, AETC

**Planned Actions & Due Dates:**

- New England Recruiting Test Phase One, Officer Recruiting, initiated in September



2016. Data analysis from the initial phase of the test was conducted in February 2017.

- New England Recruiting Test Phase Two, Enlisted Recruiting, initiates in April 2017. Data analysis from phase two will be conducted Summer 2017.
- New England Recruiting Test Phase Two, Civilian Recruiting, initiates in Summer 2017. Data analysis from phase two will be conducted Fall 2017.
- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will issue a memorandum to the Air Force Personnel Center (AFPC) directing that the Air Force Recruiting Service (AFRS) have increased input in the placement process of recruiters.

**Due Date:** May 2017

## 5. Initiative: Build a Diverse Recruiting Force

**Description:** As the size of the military footprint across our nation has decreased, familiarity with military service and the opportunities available within the Armed Forces has also decreased. To fill this gap, Air Force recruiters play an increasingly vital role in helping youth and influencers understand the broad array of career opportunities provided by the Air Force. These recruiting efforts in an increasingly diverse population stand to benefit greatly from a pool of recruiters who themselves reflect diverse backgrounds, experience and demographics. Under this initiative, in an effort to enhance the diversity of the recruiter force, Commanders will be encouraged to submit recruiter duty nominations for qualified Airmen that reflect the diversity of the total force.

Currently, RegAF Airmen who have demonstrated a record of exceptional performance are nominated for recruiter duty by Wing Commanders through a program known as the Developmental Special Duty (DSD) program. This allows Airmen to serve outside of their primary career field as a recruiter for a period of time, broadening their experience and developing leadership skills they can apply to their primary career field when they complete the assignment. Under this initiative, Wing Commanders will be encouraged to submit nominations that represent a broad array of qualified Airmen and that reflect the diversity of the total force.

Air Force Reserve Command uses the program known as Recruit the Recruiter. A Reservist volunteers for duty by submitting a package to HQ AFRCRS where a board selects only the highest qualified and diverse performers. Both these programs allows Airmen to serve outside of their primary career field as a recruiter for a period of time, broadening their experience and developing leadership skills they can apply to their primary career field when they complete the assignment.

A nominee is qualified for purpose of this policy if he or she meets the designated criteria for the position under consideration and warrants consideration based on merit. A nominee is diverse for purposes of this policy if he or she has at least one characteristic set out in the Air Force definition of diversity (in Air Force Instruction 36-7001, *Diversity*) that is

underrepresented in the current Air Force recruiter population in comparison to the overall population of the nation that is eligible and qualified to serve. These characteristics include: personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity, and gender.

To maximize the effect of this new policy, these recruiters will be placed in regions and communities where they will have the largest impact, based on the recruiter's knowledge of certain geographic markets, ability to target certain demographic groups, and language proficiency with certain groups or in certain geographic regions.

**OPR(s):** A1P, AFPC

**OCR(s):** AFRS, A1V, ANG, AFRC

**Planned Actions & Due Dates:**

- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will issue a memorandum to the Air Force Personnel Center (AFPC) directing that the Air Force Recruiting Service (AFRS) have increased input in the placement process of recruiters.  
**Due Date:** July 2017
- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will issue a memorandum to MAJCOM Vice Commanders requiring that their Wing Commanders/Senior Raters, through the Developmental Special Duty program, submit nominations for recruiting duty that contain a broad array of Airmen that represent the diversity of the total force. This policy will be effective starting the Fall 2017 Developmental Special Duty (DSD) Vectoring cycle.  
**Due Date:** Fall 2017
- AFPC will provide an annual report, depicting the demographics of the total nominated pool for recruiting duty, by MAJCOM, as compared to the total population of the Air Force and overall population of the nation that is eligible and qualified to serve. This assessment will be complete after the Fall 2017 DSD cycle and each year thereafter and will be submitted to AF/A1.  
**Due Date:** Fall 2017

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

**Description:** This initiative will increase AFROTC scholarships and college internship opportunities over the next five years in an effort to promote career and geographic diversity among new accessions. These efforts will allow the Air Force to target underrepresented population centers and access a broader cross-section of diverse talent. For the purposes of this policy, "underrepresented population centers" include any market (e.g. region

community, neighborhood, high school, college, university, etc.) that the Air Force does not historically recruit from, or areas that do not typically produce recruits. This plus-up is subject to revision pending budgetary shifts and prioritizations within the corporate process. If budgetary increases are not possible, Air Staff and AFROTC will discuss reprioritization of existing scholarship resources to foster career and geographic diversity.

### **AFROTC Scholarships:**

Traditionally, many of the Air Force's career fields require specific education and academic backgrounds, such as Science, Technology, Engineering & Mathematics (STEM), as prerequisites for AFROTC scholarship consideration. However, to attract the best talent from a wider pool of talented college students, ROTC scholarships will be used to attract high-performing officer candidates from a variety of academic disciplines. To that end, beginning in fiscal year 2018, pending corporate/budgetary approval, additional funding of \$2.8M per year will be provided to the AFROTC program for the next five years. The program will provide a combination of 1, 2, and 3-year scholarships to cadets, which will be funded through graduation once initiated. The scholarships will also focus on candidates from underserved and underrepresented population centers who are pursuing non-STEM and non-technical disciplines. The applicant must:

- Possess a previous term gradepoint average (GPA) of 2.50 (for those institutions that utilize a 4.0 grade scale);
- Possess an overall cumulative GPA of 3.0 (for those institutions that utilize a 4.0 grade scale);
- Be medically qualified by the Department of Defense Medical Examination Review Board;
- Have a passing physical fitness assessment;
- Receive a favorable nomination for scholarship from his/her AFROTC Detachment Commander.

The scholarships will be administered using the same format that existing AFROTC scholarships are administered. The Holm Center will announce the scholarship program, eligibility criteria and suspense dates for nomination to all 145 AFROTC detachments in fall 2017. Following nomination submission, a competitive selection process will be conducted to ensure the best and brightest non-technical and non-STEM cadets are selected for scholarship award. Scholarship winners will be required to contract no later than the last day of the fall 2017 academic term and scholarship payment will be retroactive for the entire fall term.

### **College Internships:**

This initiative will establish an Air Force Volunteer Student Intern Program, thereby increasing college internship opportunities by 200 internships per year over the next five years.

Under the oversight of the Air Force Recruiting Service (AFRS) and the Office of the Deputy

Chief of Staff for Manpower, Personnel and Services (AF/A1), high-performing college students from a variety of educational backgrounds and from schools across the Nation will be selected 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 military or civilian positions following their graduation from college.

These internships will also focus on qualified students from underrepresented population centers and from non-STEM backgrounds, such as business management and the social sciences. These efforts will enhance the diversity of perspectives and experiences in the Air Force by attracting students from various backgrounds and geographic locations and with varying perspectives and experiences. Due to the emphasis to promote cognitive diversity and innovative perspectives to enhance Air Force programs, no preference will be granted to veterans volunteering for this program. Veteran candidates will be rated and ranked equally with non-veteran candidates.

The Air Force Volunteer Student Intern Program will be managed at the Wing level, with oversight and overarching management from AF/A1 and the Air Force Personnel Center (AFPC).

AFRS and AF/A1 are currently developing the policy by which the Air Force Volunteer Student Intern Program will be executed. This policy will be released no later than August 2017 and will cover the following:

- Information regarding the duration of the program;
- An analysis and assessment of the “underrepresented population centers” and non-technical disciplines that will be targeted by this program;
- An analysis and assessment of the Operational Wings who are authorized and have a need for volunteer or unpaid student interns;
- The development of key metrics that will be used to track the unpaid volunteer student intern program;
- Identification of the organizations who will be involved in the oversight and execution of the program;
- Identification of how these opportunities will be publicized to universities, colleges, and campus recruiting offices;
- Identification of the security requirements for volunteers or unpaid interns to access Department networks.

**OPR(s):** AFROTC (Holm Center), A1C

**OCR(s):** A1V, A1P, A1X, AFPC, AETC, AFRS, FM

**Planned Actions & Due Dates:**

- AFROTC will announce the scholarship program, eligibility criteria and suspense dates for nomination to all 145 AFROTC detachments.  
**Due Date:** Fall 2017

- AFROTC will conduct a competitive selection process to ensure the best and brightest non-technical and non-STEM cadets are selected for scholarship award.

**Due Date:** Fall 2017

- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will issue a policy memorandum establishing the Air Force Volunteer Student Intern Program.

**Due Date:** August 2017

## **7. Initiative: Encourage Female & Minority Populations to Serve in Career Fields that Lack Demographic Diversity**

**Description:** Historically, demographic diversity within the Air Force varies widely by career field. Operational career fields, which are often the career fields that lead to leadership positions, often reflect the least demographic diversity, especially as Airmen progress through their careers. For example, of the Remotely Piloted Aircraft (RPA) pilots, only 15% are minority and 6% are female; of the Combat Systems Officers, only 15% are minority and 8% are female.

All active duty officer, enlisted, and civilian development teams are currently charged with a responsibility to conduct annual barrier analysis to identify and address retention and development barriers for diverse talent within their career fields. Additionally, Air Force Instruction 36-205, *Affirmative Employment Programs, Special Emphasis Programs, and Reasonable Accommodation Policy*, requires the Air Force, as well as installations servicing greater than 2,000 civilian employees, to complete Management Directive 715 reports and conduct in-depth barrier analysis on their civilian employment practices to identify barriers to equal opportunity for all individuals. These installations are also required to commit to action plans to mitigate any identified barriers and provide regular updates to the installation barrier analysis working group (IBAWG) with outbriefs to the installation senior leaders. In an effort to further strengthen talent pipelines and increase demographic diversity of the candidate pool for senior leadership positions, this initiative will require that Functional Managers (FMs) and Career Field Managers (CFMs) for the following active duty officer and enlisted career fields develop plans for how they can support the recruiting and commissioning pipelines to encourage more women and minorities to seek entry into their career fields.

This initiative will not pursue any changes to selection standards for the career fields, but will focus on improving and widening recruiting efforts within these career fields. The career field managers for the following career fields will submit plans that include initiatives that can be implemented within the functional community alone. However, plans may also outline recommendations for additional research or for resources they believe may be required for successful execution.

Based on current demographic diversity data, the following career fields have been identified for focus in the initial cycle:

- Active Duty Officer Career Fields:

- Remotely Piloted Aircraft (RPA) Pilots
  - Pilots
  - Combat Systems Operators
  - Special Tactics Officers and Combat Rescue Officers
  - Air Battle Managers and Air Liaison Officers
  - Space Operators
  - Weather
  - Cyberspace Operators
- Active Duty Enlisted Career Fields:
- Aircrew Operations
  - Cyber Warfare Operations
  - Command and Control Systems Operations
  - Aircrew Flight Equipment
  - Aircrew Protection (SERE and Pararescue)
  - RPA Operations
  - Weather
  - Maintenance

The initial plans will be submitted to AF/A1V and SAF/MRQ no later than May 2017, with the goal of beginning implementation on approved elements no later than the fall 2017 academic term. In Q3 FY18, we will assess the effectiveness of these initial efforts, discontinue those that seem unlikely to yield success, and identify opportunities to adjust or expand upon those that are promising. The long-term goal is an annual process of determining focus career fields and developing and refining plans in Q1 of each fiscal year, and executing and assessing the plans throughout the summer, fall, and winter of each academic year.

The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) Directorate of Diversity and Inclusion will provide an information paper to the designated CFMs and FMs containing ideas generated by the JAG Corps' vibrant diversity outreach and recruiting program, along with ideas submitted by AFROTC and USAFA for consideration. Examples include: participation in cadet career expositions, creating and sharing a document on CGO and FGO perspectives from within the career field, and establishing connections and open lines of communication for partnership between Air Force installations and those AFROTC detachments and USAFA ALOs in their local area (to include support of base visits and campus visits). These best practices will be promulgated across the above identified career fields as an example as they develop their own plans tailored to their disciplines.

FMs and CFMs will be required to begin executing their plans no later than fall 2017. By the second quarter of FY18, AF/A1V, recruiting and commissioning sources, and FMs and CFMs will assess the results and effectiveness of the plans.

FMs and CFMs not identified above—active duty, ANG, AF Reserve, and civilian—are encouraged to consider ways they could partner with the recruiting and commissioning

pipelines to foster diversity in new accessions, although they are not mandated to take any particular actions at this time.

**OPR(s):** A1V

**OCR(s):** USAFA, ROTC (Holm Center), A1D, AFPC, AFRS, A1P, AFRC, FMs/CFMs, SAF/MRQ

**Planned Actions & Due Dates:**

- AF/A1V will provide informational white paper on JAG Corps approach to diversity recruiting to the identified FMs and CFMs. This will serve as an example from which the FM and CFMs can craft their plans.  
**Due Date:** April 2017
- FMs and CFMs will be required to submit initial plans to AF/A1V for review and final coordination with the recruiting and commissioning pipelines.  
**Due Date:** May 2017
- AF/A1V will work with recruiting and commissioning sources and FM and CFMs to assess the results and effectiveness of the developed plans.  
**Due Date:** Q2 FY18

**8. Initiative: Ensure Leadership and Service member Engagement when Deciding to Geographically Separate Dual Military Spouses**

**Description:** Continued military service can be particularly challenging for dual-military couples. While the Air Force seeks to assign dual-military couples to join spouse assignments whenever possible, accommodations cannot always be provided. Often, this drives Airmen to separate from service in order to keep their family together. Commencing in the fall 2017 assignment cycle, the assignment process will be changed to ensure that these requests are elevated to senior leadership for review. In doing so, assignment teams will try to accommodate join spouse requests to the fullest extent practicable while balancing mission requirements. This policy will be applied uniformly across the Air Force, regardless of whether the Airmen are in the same career field, or are in the officer or enlisted corps.

For all Lieutenant Colonels (O-5) and below, and all Senior Master Sergeants (E-8) and below, the assignment process will be revised to require approval by the Commander of the Air Force Personnel Center (AFPC) before an Airman is involuntarily given an assignment geographically separate from his or her military spouse.

Similarly, the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will approve all assignments for Colonels (O-6) and Chief Master Sergeants (E-9) which involuntarily geographically separate the member from his or her military spouse. This will be applied uniformly across the Air Force, regardless of whether the Airmen are in the same career field or are in the officer or enlisted corps.

The AFPC Commander, DPO and DPE will provide AF/A1 an annual report on the joint spouse assignment rate to measure the effectiveness of this new policy. This report will also track the number of members who elect to retire or separate rather than accept a non-joint spouse assignment (or in anticipation of being given such an assignment); this information will be collected through Air Force exit surveys.

**OPR(s):** A1P, AFPC

**OCR(s):** A1V, A1P, DPE, DPO, DPG, AFBAWG

**Planned Actions & Due Dates:**

- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will issue a policy memorandum to AF/DPG (General Officers Group), AF/DPO (Colonels Group) and AF/DPE (Chiefs Group) on the new joint spouse assignment requirements. The policy memorandum will be effective as of the fall 2017 assignment cycle match as the previous cycles are already underway.  
**Due Date:** Fall 2017 assignment cycle
- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will provide new joint spouse assignment policy requirements to the Air Force Personnel Center Commander for all Lt Cols and below and SMSgts and below. The policy memorandum will be effective as of the fall 2017 assignment cycle.  
**Due Date:** Fall 2017 assignment cycle
- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) and the Air Force Personnel Center will incorporate a question regarding joint spouse assignments in to Air Force exit surveys.  
**Due Date:** Fall 2017 assignment cycle

**9. Initiative: Provide Female Airmen More Time to Decide on Balancing a Career with a New Child**

**Description:** Under current Air Force policy, Air Force Instruction (AFI) 36-3207, *Separating Officers*, and AFI 36-3208, *Administrative Separation of Airmen*, 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 is effectively requiring women to make a separation choice before they know if they can or want to simultaneously pursue a military career and raise a family. This serves to undermine retention of quality officers and enlisted members.

Coupled with the Department of Defense's new policy on family leave, the Air Force will maximize the opportunities to retain our highly trained women and enable them to better assess their desire and ability to balance an Air Force career with their family life. Under this initiative, Air Force policy will be revised to give female Airmen the option of applying for separation up to 12 months after delivery with a requested date of separation no later than 12 months from the date of application. This will allow Airmen to better determine how to and whether they want to balance a military career and a family.



Additionally, prior to an Airman's separation request, commanders, first sergeants, or supervisors will ensure their Airmen are mentored on the benefits of using this time post-delivery to understand and assess how to balance a military career and a family, as well as options to connect with other Airmen who successfully manage this work-life balance. Through the "MyVector" online mentoring system, we will look to pair new parents with Airmen who have been able to successfully balance these demands in order to provide further support and guidance. Airmen seeking to mentor others can self-identify as successfully balancing work-life demands, which can then be searched by mentees who are interested. Participating in MyVector is voluntary, as is how much information either party decides to disclose in their profile. The intent is to facilitate support from within the squadron, base, or community for Airmen contemplating this decision.

This is a Total Force policy applicable to all components. This policy will not be applicable to Airmen who are adopting as the existing separation authority applied only to pregnancy.

**OPR(s):** A1P, AFPC

**OCR(s):** A1V, A1D, AFBAWG, AF/REP

**Planned Actions & Due Dates:**

- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will issue a policy memorandum to the Air Force Personnel Center Commander that allows a request for discharge or separation post delivery. The application must be submitted no later than 12 months after the date of delivery, and the requested date of separation can be no more than 12 months from the date of application. The policy will be effective for any Airmen within the prescribed 12-month period. The policy memorandum will be effective as of April 2017.

**Due Date:** April 2017

- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will update AFI 36-3207, *Separating Officers*, and AFI 36-3208, *Administrative Separation of Airmen*, to formalize the changes made in the policy memorandum.

**Due Date:** Spring 2017

**10. Initiative: Reduce Bureaucratic Obstacles to Providing Reasonable Accommodations for Individuals with Disabilities**

**Description:** Americans with disabilities have an employment rate far lower than that of Americans without disabilities, and they are significantly underrepresented among Air Force civilians. The Air Force has a legal obligation to provide reasonable accommodations to employees with disabilities, including wounded warriors we hire into our civilian ranks. Often, however, managers do not budget for reasonable accommodations and funding this obligation becomes a unit-level challenge. As a result, the funding requests must be elevated to higher headquarters for approval, resulting in delayed approval and delivery of reasonable accommodations to our Airmen. The availability of reasonable accommodations is not only a

legal requirement, it is the lynchpin to attracting and retaining qualified individuals with a disability. As such, under this initiative, the Air Force will streamline funding for disability accommodations to reduce bureaucratic delays and expedite providing our Airmen with disabilities the tools they need to succeed.

Currently, there is no formal process through which reasonable accommodation funding requests are made. It is the responsibility of the individual to request special accommodations from his or her manager, who can then seek to pay for the accommodation out of unit funds. Often, however, these accommodations are not budgeted by the unit and the request must be elevated to the Major Command or higher headquarters, creating delays in providing the necessary accommodations. Under this initiative, a new funding code will be created that will be used to identify all unit-level requests for reasonable accommodations. The use of this code will expedite processing of such requests by Disability Program Managers, supervisors, managers, and comptrollers. Furthermore, this code will enable units to request reimbursement of expenses associated with providing reasonable accommodations, so that funding shortfalls at the unit-level no longer prevent our Airmen from receiving the accommodations they need. Access to view the funding code will be limited to managers and staff with a need to know.

In October 2016, the Office of the Assistant Secretary of the Air Force for Financial Management (SAF/FM) established Emergency and Special Program (ESP) Code 7F, “Reasonable Accommodations for Individuals with Disabilities,” in order to assist with the identification and tracking of all costs associated with requests for reasonable accommodations. This code will help to more easily identify requests for accommodations, which did not previously have a unique code. This will allow organizations at all levels to properly plan for the yearly costs of reasonable accommodations, and will allow Headquarters Air Force to monitor these costs to determine if these requirements should be programmed in the outyears.

In accordance with Air Force Instruction (AFI) 36-205, *Affirmative Employment Program (AEP), Special Emphasis Programs (SEPs), and Reasonable Accommodation Policy*, Civilian Personnel Section (CPS), local Disability Program Managers, and Nonappropriated Fund Human Resources Section (NAF-HRS) will coordinate with supervisors, managers, and comptrollers to identify requests for reasonable accommodations and ensure they are appropriately coded with ESP Code 7F.

In accordance with Executive Order 13164, *Establishing Procedures to Facilitate the Provision of Reasonable Accommodation*, each command will continue to maintain a record of reasonable accommodation requests and report this information annually to SAF/MR as outlined in Section 8.3.2.8 of AFI 36-205.

The projected AF wide cost for reasonable accommodations in FY17 is \$1.0M. Should a unit be forced to defer another requirement in order to support a reasonable accommodation obligation, the unit can submit an unfunded request through their established corporate process. Absence of corporate Air Force funding does not relieve the unit of its legal obligation to provide reasonable accommodation.

For the purpose of this initiative, a reasonable accommodation is any change in the workplace or in business practices that provides an equal employment opportunity to an individual with a disability. Reasonable accommodations include tools that enable an individual to apply for a job, perform the essential functions of a job, or have equal access to the workplace and employee benefits such as training, facilities, and workplace events. Tools most typically needed include sign language interpreter services; assistive technology; and equipment for accessibility, such as automatic door openers.

**OPR(s):** SAF/MRQ

**OCR(s):** A1V, A1C, A1X, FM, AFRC

**Planned Actions & Due Dates:**

- SAF/FM will disseminate information regarding the newly established ESP Code 7F to comptrollers at all levels across the Force.  
**Due Date:** 31 October 2016 (*Completed*)
- SAF/MR will disseminate information regarding the newly established ESP Code 7F to local Disability Program Managers across the Force.  
**Due Date:** 31 October 2016 (*Completed*)
- SAF/MR will issue a policy memorandum to applicable Air Force offices identifying the proper procedures to fund and track costs associated with providing reasonable accommodation.  
**Due Date:** April 2017

**11. Initiative: Encourage Civilian Participation in Professional Development Programs**

**Description:** 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. To ensure our mid-grade employees are receiving adequate opportunities for growth and development of key leadership skills, the Air Force will provide an additional \$1M in funding dedicated specifically for GS-12 and GS-13 civilians to participate in professional development programs.

The funding, which will be provided in fiscal year 2017, will support the Organizational Leadership Program, a new leadership development course created by the Office of Personnel Management (OPM) and specifically targeted at GS-12 and GS-13 level (and equivalent) employees. The one-week curriculum focuses on self-awareness, self-management, communications, conflict management, navigating change, influencing others, developing others and guiding high performing teams, and growing effective organizations and looking to the future. This course is designed to strengthen the foundation of these leadership skills prior to the GS-14 Air Force Civilian Leadership Course and the GS-15 Enterprise Leadership Course. The course will be offered multiple times in fiscal year 2017, with the first course beginning in May 2017. Approximately 150-180 civilians will be

cted to participate in the course each year. The attendees will be selected through a competitive process, managed by the Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1). In FY18, the course will be institutionalized as a core civilian developmental program and incorporated into the Civilian Developmental Education (CDE) program at the Intermediate Developmental Education (IDE) level.

Additionally, this funding will be used to expand the reach of the civilian tuition assistance program which allows civilians the opportunity to pursue advanced academic degrees. Currently, approximately \$1.5M in funding is dedicated for all permanent, full-time appropriated fund civilians who do not currently possess bachelor's or master's degrees to pursue them. Under this initiative, the funding will be increased and focused specifically on civilians at the GS-12 and GS-13 level. Individuals will apply through their career field team or the Air Force Virtual Education Center.

These opportunities will be advertised and promoted at career field roadshows, on SharePoint pages and organization websites, through briefings to leadership, on the myPers webpage, through the "MyVector" online mentoring system, and within Development Teams, the bodies responsible for identifying developmental opportunities for the personnel within their career fields.

Diversity metrics for professional development programs offered to civilians at the GS-12 and GS-13 level, as well as at the GS-14 and GS-15 level, will be tracked and analyzed. This data will be monitored by the Air Force Personnel Center (AFPC), AF/A1, and the Air Force Barrier Analysis Working Group (AFBAWG). Where concerns are identified, barrier analysis will be conducted.

**OPR(s):** A1D

**OCR(s):** MR, A1V, AETC, A1X, AFPC, A1C, AFRC/A1C, AFBAWG

#### **Planned Actions & Due Dates:**

- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) provided information regarding the new OPM leadership development course to the MAJCOM A1s for further distribution across their organizations.  
**Due Date:** Completed
- In FY17, the pilot year, attendees for the course were selected from the 22 civilian career field teams. For future years, the Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will incorporate the Organizational Leadership Course into the CDE program's annual call for nominations.  
**Due Date:** 2018 CDE Cycle

## **12. Initiative: Provide Unconscious Bias Training Materials Prior to Key Career Events**

**Description:** Current research shows that the beliefs and values gained from our life

experiences, as well as the stereotypes we absorb from the media and our culture, heavily influence how we view and evaluate both others and ourselves. These conscious and subconscious associations help us to process information quickly, but they can also result in biases that reduce the quality of our decisions. If not carefully and deliberately managed, these conscious and unconscious biases can affect the judgments we make in key career events. Studies have shown that these biases are especially likely to be engaged when individuals are making decisions under time pressure or stress. To help mitigate the harmful effects of these biases, the Air Force has begun deploying unconscious bias training for select personnel, including senior leaders, career field managers, and Development Team (DT) members.

Any individual that will conduct a performance appraisal of a civilian employee or performance evaluation of a military member will be required to review the unconscious bias training materials at least once per year. If there are any leaders who participate as Development Team or Command Screening Board members, senior NCO evaluation boards, officer promotions boards, continuation, special selection, special and federal recognition review boards, and general officer qualification boards but have not already accomplished the yearly unconscious bias training, they will also be required to accomplish it in order to be eligible to serve in these capacities. Staff packages submitting board member names for approval must provide certification that nominees have completed their required annual training at least 30 days prior to the board's convening date.

For individuals that participate in multiple of these activities per year, review of the training materials will only be required once per calendar year and will be suspended at any time current, approved Air Force-level training is unavailable. Training that is conducted for any of these purposes satisfies the requirement for all purposes for the remainder of the year. Nothing in this guidance should be construed to require additional training beyond minimum annual requirements.

Information on how to access the training materials, and reminders to review the materials, will be provided throughout the year by the Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1), the Air Force Personnel Center (AFPC), and the Air Reserve Personnel Center (ARPC), as appropriate.

**OPR:** A1V

**OCRs:** A1D, A1P, A1C, DPO, AETC, DPG, DPO, DPE, DPS, AFPC, REG, REP, AFRC/A1, ARPC, GC

**Planned Actions & Due Dates:**

- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will update AFMAN 36-203, *Staffing Civilian Positions*, to formalize the requirement for civilian hiring panel members to review the unconscious bias training materials prior to panel participation.

**Due Date:** Fall 2017

- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1), in concert with SAF/GC, will finalize training content and mechanism for delivery and documentation.  
**Due Date:** July 2017
- AFPC will include requirement to review the unconscious bias training materials prior to completing officer and enlisted evaluations in the Officer Evaluation System (OES) and Enlisted Evaluation System (EES) Training Guides located on the myPers website.  
**Due Date:** Fall 2017
- The Office of the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1), in concert with AFPC, ARPC, DPG, DPO, will begin implementation of unconscious bias training for the identified training audiences.  
**Due Date:** December 2017

### **13. Initiative: Establish an Air Force Diversity and Inclusion Recognition Program**

**Description:** The Air Force's greatest source of strength is the diversity of our total force Airmen in every flight, wing, and major command. This diversity of thought, perspective, and insight spurs creativity and innovation and directly contributes to our warfighting capabilities, enabling us to remain the world's premiere Air Force. Under this initiative, as part of the Air Force's continued effort to routinely recognize excellence and innovation, a Secretary of the Air Force Diversity and Inclusion Recognition Program will be established to applaud outstanding accomplishments in this arena and highlight exemplars to benchmark.

The SecAF Diversity and Inclusion Recognition Program will acknowledge one individual (military or civilian), team, or organization that greatly contributed to or developed an innovative idea, concept, or approach that helped to create a diverse and inclusive environment. This may include individuals who started an initiative which fosters diversity and inclusion, who have distinguished themselves as leaders or mentors of diversity, or Airmen and organizations that are building sustainable programs that foster diversity and support inclusiveness. This program will specifically focus on those individuals or organizations whose efforts have contributed to the Air Force's continued warfighting success.

All Major Commands, Direct Reporting Units, or Forward Operating Activities are invited to submit nominations, but are not required. Nominations may be of individuals, teams, or organizations within or outside of their organization. Nominations will be reviewed by a selection committee whose recommendations will be endorsed by the Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR) and the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) and forwarded to the Secretary of the Air Force for final decision. The awardee(s) will be announced and recognized in October of each year.

Eligibility criteria is as follows:

- Awardees may be Air Force personnel (active-duty or reserve) or federal government civilians who have contributed to a culture of diversity and inclusion.

- The award nominee(s) must have been assigned to the organization any time during the award period of 1 January – 31 December.
- No anonymous nominations will be accepted.

This program will be managed at Headquarters Air Force, sponsored by the Office of the Deputy Chief of Staff for Operations (AF/A3) and managed by the Air Force Personnel Recognitions Section (AFPC/DP3SP).

Nomination packages for the previous calendar year will be due no later than 1 February; for example, nomination packages for performance during 2017 will be due no later than 1 February 2018.

**OPR (s):** MR, A3, A1V

**OCR(S):** A1S, AFPC, AFRC

### **Planned Actions & Due Dates**

- Final eligibility criterion will be established in accordance with HOI 36-3, Headquarters Air Force Quarterly and Annual Recognition Program; HOI 36-15, Secretary of the Air Force and Chief of Staff Recognition Program; AFPD 36-28, Awards and Decorations Program; and AFI 36-2805, Special Trophies and Awards.  
**Due Date:** July 2017
- Headquarters Air Force (AF/A1) will issue an Air Force Guidance Memorandum updating applicable Policy Directives and Air Force Instructions.  
**Due Date:** July 2017
- Headquarters Air Force (AF/A1) will issue a memorandum establishing Secretary of the Air Force Diversity and Inclusion Recognition Program.  
**Due Date:** July 2017