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Chapter 1

OVERVIEW AND FUNCTIONAL RESPONSIBILITIES

1.1. Program Purpose. This Instruction establishes guidance and procedures for the administration and management of Air Force diversity initiatives. Air Force capabilities and war fighting skills are enhanced by diversity among its personnel. At its core, diversity provides our Total Force an aggregation of strengths, perspectives, and capabilities that transcends individual contributions. Air Force personnel who work in a diverse environment learn to maximize individual strengths and to combine individual abilities and perspectives for the good of the mission. 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 is about strengthening our force and ensuring our long-term viability to support our mission to Fly, Fight, and Win...in Air, Space, and Cyberspace. Diversity is a military necessity.

1.2. Applicability and Scope. This Instruction applies to all Airmen of the Total Force. This includes officer and enlisted, Active Duty (AD), Air Force Reserve (AFR), Air National Guard (ANG) units in Federal Status along with Department of the Air Force civilian employees.

1.3. Air Force 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 background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity, and gender.

1.3.1. This concept of diversity is to be tailored 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 affecting interaction, including Service, Component, and occupation/career field.

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

1.3.3. Air Force diversity initiatives complement, but remain separate and distinct from, Air Force Equal Opportunity (EO) compliance programs and activities.

1.3.4. Air Force diversity is grounded on inclusion and mutual respect among all personnel.

1.4. Air Force Diversity Policy.

1.4.1. The Air Force will develop and maintain comprehensive diversity initiatives to enhance the all-volunteer Total Force.

1.4.2. The initiatives will:

1.4.2.1. Ensure all qualified personnel are welcome in America's Air Force.

1.4.2.2. Educate and train all personnel on the importance of diversity, including mutual respect, thus promoting an Air Force culture that values inclusion of all personnel in the Total Force and views diversity and inclusion throughout the workforce as a force multiplier in accomplishing the Air Force mission.

1.4.2.3. Ensure that all personnel in the Total Force have the opportunity to achieve their full potential while contributing to the Air Force mission.

1.4.2.4. Establish diversity training, mentoring, and professional development programs that provide the tools for personnel to navigate career progression. Mentoring is further addressed in AFMAN 36-2643, Air Force Mentoring Program, (as yet unpublished).

1.4.2.5. Be reported on and assessed for progression and effectiveness.

1.5. Prohibited Activities.

1.5.1. 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, sex, religion, national origin, or age. Nor may race, color, sex, religion, national origin, or age be a basis for admission to any training or development program.

1.5.1.1. The prohibition on consideration of sex does not apply to positions covered by 10 United States Code (USC) 652, Notice to Congress of proposed changes in units, assignments, etc. to which female members may be assigned, and implementing Department of Defense memoranda, relating to women in combat positions.

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

1.5.1.3. 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 impermissible to set a goal of increasing the number of members of a particular race, sex, or ethnicity hired or promoted into those job categories).

1.5.2. Limiting Diversity Initiatives to Race, Sex and National Origin or Substituting Special Emphasis Programs (SEPs) for Diversity Initiatives. SEPs may supplement diversity initiatives, but SEP programs are not sufficient to meet the diversity obligations set out by this Instruction. Diversity 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.

1.6. Roles and Responsibilities. Implementation of the Air Force diversity policy is the responsibility of every Air Force leader.

1.7. The Secretary of the Air Force (SECAF). SECAF, through delegation to the Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR), establishes diversity policy.

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

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

1.8.2. Co-chair the Air Force Diversity Committee (AFDC) with AF/A1.

1.9. Air Force Deputy Assistant Secretary for Strategic Diversity Integration (SAF/MRD). SAF/MRD provides direction, oversight, and guidance for defining, renewing, developing, and sustaining diversity, and human capabilities, enhancing mission performance across the Air Force.

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

1.10.1. Remove or ameliorate, as appropriate, identified barriers which inhibit achievement and sustainment of a diverse and inclusive Air Force.

1.10.2. Establish an institutional framework to implement the Air Force diversity strategy i.e. Air Force Policy Directive, Air Force Instruction and a strategic roadmap.

1.10.3. Conduct annual reviews of Air Force policies, programs, and practices involving and affecting diversity.

1.10.4. Ensure adequate resources for sustained and effective Air Force-wide diversity outreach plans, initiatives, and training.

1.10.5. Through SAF/MR, provide SECAF and Chief of Staff of the Air Force (CSAF) periodic updates and an annual report on Air Force diversity. Provide data on the Total Force as outlined in Measures (Attachment 2).

1.10.6. Co-chair the AFDC with SAF/MR.

1.11. The Air Force Diversity Committee (AFDC). The AFDC will offer advice on major diversity policy issues and long-term strategic oversight and perspectives. Areas of special interest will include policy, strategic planning, diversity leadership and initiatives, conference/summits, performance measures (including analyses and assessments), and outreach. Meetings will be held on a quarterly basis and be made up of representatives from offices responsible to implement this Instruction, and at a minimum will include the following:

1.11.1. The Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR) (co-chair)

1.11.2. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) (co-chair)

1.11.3. Secretary of the Air Force, General Council (SAF/GC)

1.11.4. Assistant Secretary of the Air Force for Financial Management (SAF/FM)

- 1.11.5. Secretary of the Air Force, Administrative Assistant (SAF/AA)
- 1.11.6. Secretary of the Air Force for Public Affairs, (SAF/PA)
- 1.11.7. Chief Master Sergeant of the Air Force (CMSAF)
- 1.11.8. Air Force Judge Advocate General (AF/JA)
- 1.11.9. Air Force, Surgeon General (AF/SG)
- 1.11.10. Air Force, Head Chaplain (AF/HC)
- 1.11.11. Air Force Reserve (AF/RE)
- 1.11.12. Strategic Plans and Programs, (AF/A8)
- 1.11.13. Analyses, Assessments and Lessons Learned, (AF/A9)
- 1.11.14. Director, Air National Guard (NGB/CF)
- 1.11.15. United States Air Force Academy (USAFA)
- 1.11.16. MAJCOM Vice Commanders
- 1.11.17. The AFDC will:
 - 1.11.17.1. 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.
 - 1.11.17.2. Be supported by a Diversity and Inclusion Action Group (DIAG).
- 1.11.18. The DIAG representatives are O-6s (or equivalent) or Senior Non-Commissioned Officers (or equivalent) from the following organizations:
 - 1.11.18.1. Air Force Deputy Assistant Secretary for Strategic Diversity Integration (SAF/MRD)
 - 1.11.18.2. Secretary of the Air Force General Counsel, Fiscal Ethics and Administrative Law (SAF/GCA)
 - 1.11.18.3. Air Force Diversity Operations Division (AF/A1DV)
 - 1.11.18.4. Air Force Equal Opportunity (AF/A1Q)
 - 1.11.18.5. Air Force Directorate of Force Management Policy (AF/A1P)
 - 1.11.18.6. Air Force Judge Advocate General, Administrative Law (AF/JAA)
 - 1.11.18.7. Chief Master Sergeant of the Air Force representative (CMSAF)
 - 1.11.18.8. Air National Guard (ANG)
 - 1.11.18.9. Air Force Reserve (AFR)
 - 1.11.18.10. Other entities as mission requirements dictate.

1.12. Secretary of the Air Force General Counsel (SAF/GC). SAF/GC advises the SECAF, SAF/MR and AF/A1 in all matters covered by this Instruction.

- 1.12.1. In carrying out this responsibility, SAF/GC provides legal advice and counsel to SAF/MR and AF/A1 in legal matters relating to the legal parameters of diversity initiatives.

1.12.2. The Deputy General Counsel for Fiscal and Administrative Law (SAF/GCA) and the Deputy General Counsel for National Security and Military Affairs (SAF/GCM) are the Offices of Primary Responsibility (OPRs) for providing GC legal support as described herein.

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

1.14. Air Force Directorate of Force Development (AF/A1D). AF/A1D will:

1.14.1. Develop and deploy training on diversity and inclusion. The training is carried out in conjunction with Air Education and Training Command (AETC), United States Air Force Academy (USAFA), and Defense Equal Opportunity Management Institute (DEOMI).

1.14.2. 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, (as yet unpublished).

1.14.3. Obtain diversity data from the Air Force Personnel Center (AFPC).

1.14.4. Coordinate with the Air Force Career Field Managers (CFMs) to perform barrier analysis on diversity data and making recommendations to AF/A1D. The barrier analysis will assess the diversity posture within each Air Force Specialty Code (AFSC) or civilian career field, and identity accession/hiring and retention trends.

1.15. Air Force Diversity Operations Division (AF/A1DV). AF/A1DV provides guidance, resource advocacy, and implements diversity strategy, guidance, and oversight of diversity outreach. AF/A1DV will:

1.15.1. Review, analyze data, and recommend metrics that effectively measure the progress of Air Force diversity initiatives.

1.15.2. Conduct barrier analysis and report data regarding achievement and sustainment of a diverse and inclusive Air Force, and recommend corrective action where appropriate to AF/A1D.

1.15.3. Develop annual outreach strategy that targets all facets of diversity with emphasis on strategic capabilities such as language skills, cross-cultural competencies, and Science, Technology, Engineering, and Mathematics (STEM) competencies; identifies talent centers and under-recruited geographic areas and communities for engagement and outreach.

1.15.4. Conduct annual reviews and coordinate data for reports to SAF/MR, through the AF/A1, on efficiency and effectiveness of Air Force policies, programs, and practices involving and affecting diversity.

1.15.5. Coordinate outreach initiatives as identified in Chapter 3 of this Instruction.

1.15.6. Coordinate with the SAF/GC and AF/JA on matters of Air Force policy on diversity programs.

1.15.7. The following organizations will report data on diversity initiatives pursuant to this Instruction as listed in Measures (Attachment 2).

- 1.15.7.1. Secretary of the Air Force, Financial Management (SAF/FM)
- 1.15.7.2. Secretary of the Air Force, Public Affairs (SAF/PA)
- 1.15.7.3. Secretary and Chief of Staff Executive Action Group (HAF/CX)
- 1.15.7.4. Headquarters Air Force Directorate of Services (AF/A1S)
- 1.15.7.5. Air Force, Surgeon General (AF/SG)
- 1.15.7.6. Air Force, Head Chaplain (AF/HC)
- 1.15.7.7. Headquarters Air Force Airman Development Division (AF/A1DD)
- 1.15.7.8. Air Education Training Command (AETC)
- 1.15.7.9. United States Air Force Academy (USAFA)

1.16. 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 Employment Opportunity (EEO) 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 is further addressed in AFI (as yet un-numbered) Affirmative Employment Program (AEP), Special Emphasis Programs (SEPs) and Reasonable Accommodation Policy, and in Equal Employment Opportunity Commission Management Directive 715, 1 October 2003.

1.17. Major Command Commander (MAJCOM/CC). The MAJCOM/CC will develop diversity initiatives and procedures which implement departmental policy and guidance.

1.18. Major Command Vice Commander (MAJCOM/CV). The MAJCOM/CV is designated the responsible official to act on behalf of the MAJCOM/CC and provide oversight of MAJCOM diversity initiatives in support of Air Force diversity policies.

1.18.1. The MAJCOM/CV will designate an OPR to manage diversity initiatives. The MAJCOM/CV may assign the responsibility for managing diversity initiatives to an existing forum such as the Community Action Information Board (CAIB), a CAIB subcommittee, a Cross Functional Diversity Team (CFDT), or other designated forum consisting of representatives from various functional communities.

1.18.2. The MAJCOM/CV will annually report diversity initiatives to the AFDC.

1.18.3. The CAIB, CAIB subcommittee, CFDT, or other designated forum will collect and consolidate command-wide inputs on diversity initiatives and activities, listed in Chapter 3 and Attachment 2 of this Instruction.

1.19. Air Force Personnel Center (AFPC). AFPC provides data to AF/A1 and SAF/MR to support diversity initiatives pursuant to this Instruction.

1.20. Field Operation Agency (FOA), and Direct Reporting Unit (DRU) Commander or Superintendent. FOA and DRU/CC or Superintendent will develop diversity initiatives and procedures which implement departmental policy and guidance.

1.20.1. Field Operation Agency (FOA), and Direct Reporting Unit (DRU) Vice Commander or Vice Superintendent. FOA and DRU/CV or Vice Superintendent may assign the

responsibility for managing diversity initiatives to an existing forum such as the CAIB, a CAIB subcommittee, a CFDT, or other designated forum consisting of representatives from various functional communities.

1.20.2. The CAIB, CAIB subcommittee, CFDT, or other designated forum will collect and consolidate command-wide inputs on diversity initiatives and activities, listed in Chapter 3 and Attachment 2 of this Instruction.

1.21. Career Field Managers (CFM). The CFMs coordinate with AF/A1D to perform barrier analysis on diversity data. The barrier analysis will assess the diversity posture within each AFSC, and civilian occupation series, and identify accession and retention trends. CFMs develop action plans to implement recommendations to improve diversity within the Air Force. Action plans are provided to AF/A1D.

1.22. National Guard Bureau (NGB). The NGB will develop diversity initiatives and procedures which implement departmental policy and guidance.

1.22.1. Manage and develop diversity initiatives which implement Departmental policy and guidance. The duties may be managed through the Human Resources Advisor (HRA) or Air National Guard Diversity Committee (ANGDC), or other designated forum, to provide direction, guidance, strategy, and support for the HRA program. These entities will develop diversity initiatives and procedures which implement departmental policy and guidance as per the stated defined Goals and Objective Plan as directed by the State Adjutant General, refer to ANGI 36-2110, Personnel, Human Resource Advisor Program.

1.22.2. Collect and consolidate command-wide inputs on diversity initiatives and activities as referenced in Chapter 3 and Attachment 2 of this Instruction.

1.23. Air Force Reserve (AFR). The AFR will develop diversity initiatives and procedures specific to its citizen airman workforce.

1.23.1. Human Resources Development Council (HRDC). This forum meets to create and maintain a fully developed, skilled, motivated, enthusiastic, and diverse workforce.

1.23.2. Collect and consolidate AFR-wide inputs on diversity initiatives and activities as referenced in Chapter 3 and Attachment 2 of this Instruction.

1.24. Wing Commander or Commander of the Air Force Element. The wing commander or the commander of the Air Force element (joint organizations) is responsible for oversight of Air Force diversity initiatives and programs.

1.25. Wing Vice Commander or Vice Commander of the Air Force Element or Civilian Equivalent. The wing vice commander, or the vice commander of the Air Force element (joint organizations), or civilian equivalent, may be designated as the responsible official to act for the wing commander or commander of the Air Force element. This individual will identify, determine, and be directly engaged in and be accountable for Air Force diversity initiatives carried out at the wing or joint organization. The wing vice commander or vice commander of the Air Force element (or civilian equivalent) will:

1.25.1. Provide leadership in establishment and enforcement of policy supporting Air Force diversity efforts.

1.25.2. Promote the involvement of all Airmen in diversity initiatives.

1.25.3. Manage diversity initiatives through a forum such as the CAIB, CAIB subcommittee, a CFDT, or other such forum.

1.25.4. When the CAIB, CAIB subcommittee, CFDT, or other forum is charged to manage diversity initiatives, the CAIB will collect and consolidate inputs on diversity initiatives and activities, listed in Chapter 3 of this Instruction.

1.25.5. Associated and tenant organizations will support Air Force diversity initiatives and provide representatives to the forum (CAIB, CAIB subcommittee, CFDT, etc.) designated by the host wing.

1.26. To ensure the lines between diversity initiatives and Equal Opportunity (EO) programs remain separate and distinct, the EO Office should not be designated as the OPR or lead the CFDT or other diversity forums; however, this does not preclude membership.

1.27. Supervisors and Managers. Supervisors and managers at all organizational levels are responsible for implementing applicable Air Force and DoD policy directives, instructions, and other official guidance regarding diversity.

1.28. Airmen. All personnel are expected to complete diversity training and support diversity initiatives.

Chapter 2

TRAINING

2.1. All Airmen are required to undergo Air Force diversity training. This training will include instruction on the link between diversity and mission accomplishment. The goal is to foster an environment of mutual respect and inclusion. The end state will be a culturally aware Air Force team that can more effectively operate in a global environment.

2.2. Diversity training will consist of an initial one-time training requirement for the Total Force.

2.3. General Officers, Senior Executive Service (SES) and Defense Intelligence Senior Executive Service (DISES) members receive diversity training as part of the Senior Leader Orientation Course which substitutes for the Air Force Diversity training module.

2.4. Prior to implementing diversity training across the Total Force, AF/A1DV will coordinate with, and obtain approval from, the Air Force Learning Committee (AFLC), via the Air Force Learning Division (AF/A1DL), as outlined in AFI 36-2201, Air Force Training Program.

2.5. The AFLC will evaluate diversity education and training requirements for inclusion in Air Force institutional competency development programs and ancillary training. Air Force institutional competencies development programs include officer and enlisted PME, internships and fellowships, and Air Force commissioning programs, i.e., USAFA, AFROTC, OTS and BMT. The AFLC will validate requirements, target the appropriate education and training institution, and employ the most effective implementation plan.

2.6. Mass briefing format. The mass briefing may be provided utilizing stand-alone CBT courseware media, or slide presentation(s) that have been approved by the AFLC and AF/A1DV. The mass briefing must be led by the unit commander or a commander-approved alternate instructor may be substituted as necessary to accommodate this method.

2.7. Requests for approval of alternate/equivalent diversity training materials will be coordinated through AF/A1DV.

2.8. AF/A1DV will:

2.8.1. Coordinate with AF/A1DL for approval to change, and/or update institutional education and training requirements within the appropriate venue, as outlined in AFI 36-2201.

2.8.2. Coordinate revisions that impact any courseware hosted by Air Education and Training Command (AETC) via the ADLS with the Directorate of Operations Advanced Distributed Learning Branch (AETC/A3IA), as outlined in AFI 36-2201.

2.8.3. AF/A1DL will provide guidance to integrate diversity principles into training and educational programs as appropriate.

2.9. MAJCOMs/FOAs/DRUs/NGB/AFR will integrate diversity principles into education and training programs.

2.10. Air Education and Training Command (AETC) will integrate diversity principles into curricula for education and training programs, including accession training, PME, continuing education, and technical training.

2.11. Wing commanders will ensure assigned Total Force personnel complete diversity training.

2.12. All personnel will ensure that required diversity training is properly documented within their official training records. Document training in accordance with AFI 36-2201.

Chapter 3

OUTREACH

3.1. The Air Force promotes and supports both national and local outreach events. Outreach includes intentional steps taken to expose people to Air Force civilian and military career opportunities. It also enhances and broadens the Air Force recruitment and applicant pool. Outreach opportunities include presentations and participation in meetings, conferences and seminars with employee and employer groups, professional associations, students, non-profit entities, community organizations, and other members of the general public to provide general information about the Air Force, its mission, and employment opportunities. Outreach assists in supporting the five Air Force Diversity Strategic Priorities: Institutionalize, Attract, Recruit, Develop, and Retain.

3.2. National diversity outreach events are supported by AF/A1DV based on qualitative/quantitative data from the National Diversity Outreach Event Return on Investment Report (Attachment 3), and available National Outreach Trip Reports (Attachment 4). These reports reflect potential Return on Investment (ROI) 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. (Do not report SEP initiatives/events, see AFI (in coordination, as yet unnumbered) Affirmative Employment Program (AEP), Special Emphasis Programs (SEPs) and Reasonable Accommodation Policy. The primary considerations in making determinations to support national outreach events are as follows:

3.2.1. Significance and relevance of the event as defined by the Office of the Secretary of Defense, Office of Diversity Management and Equal Opportunity (OSD/ODMEO).

3.2.2. The degree to which the Air Force's absence from an event could significantly degrade future Air Force diversity outreach efforts as determined by AF/A1.

3.3. In support of national diversity outreach events AF/A1DV will:

3.3.1. Coordinate with the Secretary of the Air Force, Public Affairs Engagement (SAF/PAY) on all national diversity outreach events.

3.3.2. Maintain an updated calendar of national diversity outreach events targeted to the needs of the Air Force. The calendar is accessible at the following website: <https://www.my.af.mil/afpc2w20/MYXDP/UserPages/ContentPage.aspx?n=552>

3.3.3. Identify an Office of Primary Responsibility (OPR) lead for each national diversity outreach event. The OPR lead responsibilities are addressed below in paragraph 3.5 of this chapter.

3.3.4. Provide national diversity outreach event guidance to the OPR lead.

3.3.5. Receive and review national diversity outreach event status reports from the OPR lead.

3.3.6. On an annual basis provide a ROI report to the AFDC utilizing data received on National Diversity Outreach Event Return on Investment Reports (Attachment 3), and National Outreach Trip Reports (Attachment 4).

3.3.7. On an annual basis report national diversity outreach best practices to the AFDC.

3.4. Managing Diversity Initiatives.

3.4.1. MAJCOM/FOU/DRU/Wing-Level. Diversity initiatives may be managed through an existing forum such as the CAIB, a CAIB subcommittee, a CFDT, or other designated forum consisting of representatives from various functional communities.

3.4.2. National Guard Bureau (NGB). Diversity initiatives may be managed through the HRA, ANGDC or a CFDT, or other designated forum consisting of representatives from various functional communities.

3.4.3. Air Force Reserve (AFR). Diversity initiatives may be managed through the HRDC or other designated forum consisting of representatives from various functional communities.

3.4.4. MAJCOM/FOU/DRU/NGB/AFR-level CAIB, CAIB Subcommittee, CFDT, HRA, HRDC, or designated forum will ensure diversity best practices for national and/or local initiatives and Measures (Attachment 2) are input in the AF/A1DV SharePoint website. Best practices and measures are due quarterly, no later than 31 December, 31 March, 30 June and 30 September.

3.4.5. Wing-level CAIB, CAIB Subcommittee, CFDT, or designated forum will ensure diversity best practices for national and/or local initiatives and Measures (Attachment 2) are input in the AF/A1DV SharePoint website. Best practices are due quarterly based on the suspense provided by the parent MAJCOM.

3.4.6. Request access to SharePoint using the following website:
<https://www.intelink.gov/sites/a1dv/default.aspx>

3.5. National Diversity Outreach Event Office of Primary Responsibility Lead. The national diversity outreach event OPR lead conducts event planning meetings and/or teleconferences to coordinate the efforts of all Air Force agencies participating in the specific national diversity outreach event for which they are the OPR. The OPR lead is the single Air Force point of contact to interact with the representative(s) hosting the particular outreach event. The OPR lead will:

3.5.1. Coordinate with AF/A1DV and obtain guidance on event-specific requirements.

3.5.2. Consolidate funding and administrative data on registrations, awards, event displays, booth space, advertising, attendance, and Air Force GOs, SES and DISES members engagement information related to the event.

3.5.3. Obtain National Diversity Outreach Event Return on Investment Reports (Attachment 3) from Air Force units involved. On a quarterly basis, inputs the information in the AF/A1DV SharePoint website, no later than 31 December, 31 March, 30 June and 30 September.

3.5.4. Prepare and submit a National Outreach Trip Report (Attachment 4). Submit report to AF/A1DV organization workflow e-mail address at: AF/[A1DV.Workflow@pentagon.af.mil](mailto:AF/A1DV.Workflow@pentagon.af.mil). Reports are due no later than 30 days after an event.

DARRELL D. JONES, Lt General, USAF
DCS, Manpower, Personnel and Services

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

AFPD 36-70, *Diversity*, 13 October 2010

AFI 90-501, *Community Action Information Board and Integrated Delivery System*, 31 August 2006

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

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

ANGI 36-2110, *Personnel, Human Resources Advisor*, 28 October 2011

Air Force Diversity Strategic Roadmap: <http://www.af.mil/diversity.asp>

EEOC Management Directive 715, 1 October 2003:

<http://www.eeoc.gov/federal/directives/md715.cfm>

United States Code (USC) can be located using the following website:

<http://uscode.house.gov/search/criteria.shtml>

10 USC 652, Notice to Congress of proposed changes in units, assignments, etc. to which female members may be assigned.

10 USC 8014, Office of the Secretary of the Air Force.

29 CFR § 1614.102: Agency Program To Promote Equal Employment Opportunity

<http://www.gpoaccess.gov/cfr/retrieve.html>

Adopted Forms

AF Form 847, Recommendation for Change of Publication

Abbreviations and Acronyms

ADLS—Advanced Distribution Learning System

AFBAWG—Air Force Barrier Analysis Working Group

AF—Air Force

AFI—Air Force Instruction

AFGM—Air Force Guidance Memorandum

AFMAN—Air Force Manual

AETC—Air Education and Training Command

AFDC—Air Force Diversity Committee

AFPC—Air Force Personnel Center

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFROTC—Air Force Reserve Officers’ Training Corps

ANG—Air National Guard

ANGDC—Air National Guard Diversity Committee

ANGI—Air National Guard Instruction

ARCNet—Air Reserve Component Network

BMT—Basic Military Training

CAIB—Community Action Information Board

CC—Commander

CFDT—Cross Functional Diversity Team

CFR—Code of Federal Regulations

CPS—Civilian Personnel Section

DEOMI—Defense Equal Opportunity Management Institute

DIAG—Diversity and Inclusion Action Group

DoD—Department of Defense

DoDD—Department of Defense Directive

DRU—Direct Reporting Unit

EEO—Equal Employment Opportunity

EEOC—Equal Employment Opportunity Commission

EO—Equal Opportunity

FOA—Field Operating Agency

GC or SAF/GC—Air Force General Counsel

HQ USAF—Headquarters United States Air Force

HRA—Human Resources Advisor

HRDC—Human Resources Development Council

MAJCOM—Major Command

MD—715—EEOC Management Directive 715

NGB—National Guard Bureau

OTS—Officer Training School

PME—Professional Military Education

ROI—Return on Investment

ROTC—Reserve Officers’ Training Corps

SEP—Special Emphasis Program

STEM—Science, Technology, Engineering and Mathematics

USAFA—United States Air Force Academy

USC—Code of Federal Regulations

Terms

Advanced Distributed Learning Service (ADLS)—Implements/supports the Air Force goal of providing Airmen the opportunity to accomplish web-based training at anytime.

Affirmative Employment Program (AEP)—Each Federal agency is required to maintain a continuing affirmative program to promote equal opportunity and to identify and eliminate discriminatory practices and policies, 29 CFR § 1614.102. The Equal Employment Opportunity Commission's Management Directive 715 (MD-715) requires agencies to take proactive steps to ensure equal employment opportunity for all their employees and applicants for employment by regularly evaluating their employment practices to identify and eliminate barriers that hamper the advancement of any individual on the basis of race, national origin, sex, or disability.

Agency—Each authority of the Government of the United States, whether or not it is within or subject to review by another agency, but does not include -- (A) the Congress; (B) the courts of the United States; (C) the governments of the territories or possessions of the United States; (D) the government of the District of Columbia.

Air Force Barrier Analysis—An investigation of anomalies found in workplace policies, procedures, and practices that limit or tend to limit employment opportunities for individuals based on any of the characteristics, experiences, and abilities found in the Air Force definition of diversity (including members of any race or national origin, either sex, or based on an individual's disability status). Barrier analysis is addressed in AFI (in coordination, as yet un-numbered), Affirmative Employment Program (AEP), Special Emphasis Programs (SEPs) and Reasonable Accommodation Policy.

Air Force Barrier Analysis Working Group (AFBAWG)—Analyzes anomalies found in workplace policies, procedures, and practices that limit or tend to limit employment opportunities for individuals. This group identifies the root causes of those anomalies, and if appropriate, devises plans to eliminate them.

Air Force Learning Committee (AFLC)—This committee provides senior leader guidance regarding the focus and subject matter of Air Force programs designed to develop institutional competencies through Air Force education and ancillary training. The AFLC is the gatekeeper process to vet new ancillary training requirements, establish priorities, and determine efficient delivery options for the Total Force.

Air Force Reserve (AFR)—The AFR is a reserve component of the Air Force created by Congress to provide a reserve for active duty. It consists of the members of the officers section of the Air Force Reserve, and of the enlisted section of the Air Force Reserve. It includes all Reserves of the Air Force who are not members of the Air National Guard of the United States.

Air Force Reserve Component Network (ARCNet)—Implements/supports the Air Force Reserve and Air National Guard goal of providing Airmen the opportunity to accomplish web-based training at anytime.

Air Force Reserve Officers' Training Corps (AFROTC)—This program commissions officer trainees through a college campus program in response to Air Force officer accession requirements. The program includes academic education and field training.

Air Force Specialty Code (AFSC)—A combination of numbers and alpha characters used to identify a group of Air Force positions requiring common qualifications.

Airman—Any United States Air Force member (officer or enlisted, active, reserve, or guard, along with Department of the Air Force civilians) who supports and defends the United States Constitution and serves our country. Air Force Airmen are those people who formally belong to the United States Air Force and employ or support some aspect of the United States Air Force's air and space power capabilities. An Airman is any person who understands and appreciates the full range of air and space power capabilities and can employ or support some aspect of air and space power capabilities.

Air National Guard Diversity Committee (ANGDC)—Provides direction, guidance, strategy and support on ANG national diversity initiatives.

Air National Guard (ANG)—The federally recognized militia of each state, the District of Columbia, Commonwealth of Puerto Rico, Guam, and the Virgin Islands.

Basic Military Training (BMT)—This is an enlisted recruit training program that ensures orderly transition from civilian to military life. Recruits are trained in the fundamental skills necessary to be successful in the Air Force.

Branding Value—Promotes an association of positive perceptions of a service or product in the mind of potential customers/recruits.

Career Field Manager (CFM)—The individual within a career field who has been appointed by the Functional Authority and is responsible for the day-to-day management of the career field to include developing and implementing career field policies, providing central oversight for career field education and training, developing career path diagrams, monitoring career accessions/losses to ensure sufficient manning. CFMs will be O-6/GS-15/or equivalent.

Civilian Occupational Series—A combination of numbers used to identify a group of Air Force civilian positions requiring common qualifications.

Civilian Personnel—Employees of the Department of Defense whose employment is governed by Title 5 of the United States Code.

Code of Federal Regulations (CFRs)—The codification of the general and permanent rules published in the Federal Register by the executive departments and agencies of the United States Federal Government.

Cognitive/Behavioral Diversity—Differences in styles of work, thinking, learning and personality.

Commander of an Air Force Element—An individual at a joint installation authorized to exercise authority over Air Force subordinates by virtue of rank or assignment. To include the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions.

Community Action Information Board (CAIB)—A cross-functional forum (at installations, MAJCOMs, and Air Force-level) that addresses quality of life, personal readiness, and community issues to formulate long-term solutions. The CAIB is further addressed in AFI-90-501, Community Action Information Board and Integrated Delivery System, 31 August 2006.

Cross Functional Diversity Team (CFDT)—A team of individuals from different functional areas brought together to accomplish diversity initiatives/activities.

Defense Equal Opportunity Management Institute (DEOMI)—DEOMI's mission is to enhance leadership and readiness by fostering military and civilian Equal Opportunity (EO) programs and positive human relations through world-class education, training, and research. It offers military and civilian EO education and training for military active duty, guard and reserve, as well as civilians in both resident and non-resident courses.

Defense Intelligence Senior Executive Service (DISES)—A managerial position above GS-15 in the Intelligence career field established pursuant to Title 10 of the US Code that meets the definition of the Senior Executive Service.

Demographic Diversity—Inherent or socially defined personal characteristics, including age, race/ethnicity, religion, gender, socioeconomic status, family status, disability, and geographic origin.

Direct Reporting Unit (DRU)—is an agency that is outside the standard organizational hierarchy by being exclusively and uniquely under the control of Air Force Headquarters alone, rather than reporting through a Major Command.

Diversity—Broadly defined 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 background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity, and gender. This concept of diversity is to be tailored as specific circumstances and the law require.

Equal Employment Opportunity (EEO)—The right of all employees and applicants for employment to be recruited, selected, work and advance in a manner that is free from unlawful discrimination regardless of their race, color, religion, sex, national origin, age, disability, or genetic information.

Equal Opportunity (EO)—The right of all Airmen, military and civilian, to equal opportunity in employment, free from discrimination.

Functional Authority (FA)—The senior Air Force official, normally at Headquarters Air Force level, responsible for the mission of the function or career field and support of specific career field management programs.

Forward Operating Agency (FOAs)—A subdivision of the Air Force that reports directly to a Headquarters Air Force functional manager. FOAs perform field activities beyond the scope of any of the Major commands. Their activities are specialized or associated with an Air Force wide mission.

General Officer (GO)—An officer holding the rank of Brigadier General, Major General, Lieutenant General or General.

Global Diversity—Intimate knowledge of and experience with foreign languages and cultures, inclusive of both citizen and non-citizen personnel, exchange officers, coalition partners, and foreign nationals with whom we interact as part of a globally engaged Air Force.

Goals and Objective Plan—Aligned with Wing, State, and ANG Bureau strategic plan; includes relevant and measurable goals pertaining to diversity, force development, and force management.

Human Resources Development Council (HRDC)—An Air Force Reserve forum that meets to create and maintain a fully developed, skilled, motivated, enthusiastic, and diverse work force. The council's are active at both the command and wing levels to encompass and support diversity initiatives.

Inclusion/Inclusive—Encompasses providing individuals in an organization challenging tasks, responsibility within their span of control, and support to grow and develop. It involves extending consideration to all qualified candidates. Inclusion provides an opportunity for individuals to be a part of “the team,” thus, motivating them to employ their talents and contribute to the organization and mission. Potential returns on investment include member/employee development, improved performance, increased productivity, reduced attrition, and making the Air Force more attractive to potential applicants. Coupled with diversity, inclusion is essential for the Air Force to expand its competitive advantage.

Individuals with Disabilities—A qualified individual with a disability is an individual with a physical or mental impairment, or a record of having such an impairment, that substantially limits one or more major life activities, who can, with or without reasonable accommodation, perform the essential functions of the position that the individual holds or desires. A qualified individual with a disability does not include any employee or applicant who is currently engaging in the illegal use of drugs. All Federal agencies are required to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, unless to do so would cause undue hardship. An individual only “regarded as” having an impairment is not entitled to reasonable accommodation.

Influencers—For the purpose of this Instruction, this includes ministers, politicians, community leaders, school counselors, parents, and activists.

Key Personnel—For the purpose of this Instruction, this includes GOs, SES and DISES members and the CMSAF.

Major Command (MAJCOM)—A major subdivision of the Air Force that is assigned a major part of the Air Force mission. Major commands report directly to Headquarters United States Air Force (command and command-level means the same here).

Management Directive 715 (MD 715)—The policy guidance that the Equal Employment Opportunity Commission provides to federal agencies for use in establishing and maintaining effective Equal Employment Opportunity programs as required by Title VII of the Civil Rights Act of 1964 and Rehabilitation Act of 1973.

Officer Training School (OTS)—An intensive program that trains students and commissioned officers who meet Air Force standards. The program is open to college graduates with the required academic background and leadership potential who have not completed another commissioning program.

Organizational/Structural Diversity—Refers to the characteristics and culture of an organization/institution. Characteristics include military rank, career fields, and occupation.

Outreach—Intentional steps taken to enhance and broaden the recruitment and application pool. This includes presentations and participation in meetings, conferences and seminars with employee and employer groups, professional associations, students, non-profit entities, community organizations and other members of the general public to provide general information about the Air Force, its mission, and employment opportunities.

Policy—A statement of important, high-level direction that guides decisions and actions throughout the Air Force. Policy translates the ideas, goals, or principles contained in the mission, vision, and strategic plan into actionable directives.

Positive Contacts—Individuals who have the potential or interest in serving in the Air Force and are contacted by an Air Force representative for the purpose of attracting and/or recruitment. In addition, positive contacts are Total Force members who are targeted by an Air Force representative for the purpose of either professional development and/or retention.

Professional Military Education (PME)—A critical subset of developmental education that provides Air Force personnel with the skills and knowledge to make sound decisions in progressively more demanding leadership positions within the national security environment; and to develop strategic thinkers, planners and warfighters.

Secretariat (SAF)—All organizations within the Secretary of the Air Force as prescribed by 10 U.S.C. 8014 or established pursuant to the authority granted under this provision.

Senior Executive Service (SES)—Any position in an agency which is classified above GS-15 or in level IV or V of the Executive Schedule, or an equivalent position, which is not required to be filled by an appointment by the President by and with the advice and consent of the Senate, and in which an employee—(1) directs the work of an organizational unit; (2) is held accountable for the success of one or more specific programs or projects; (3) monitors progress toward organizational goals and periodically evaluates and makes appropriate adjustments to such goals; (4) supervises the work of employees other than personal assistants; or (5) otherwise exercises important policy-making, policy-determining, or other executive functions.

Special Emphasis Program (SEP)—Programs established as integral parts of the overall EEO program to enhance the employment, career development, and advancement opportunities of all EEO groups, women, and people with disabilities.

State Adjutant General—In the Air National Guard this is the highest ranking general officer in each State responsible for providing support that affects service members' welfare and directing subordinate commanders with policy guidance and holding them accountable for combat readiness.

STEM Programs—Programs that encourage youth to pursue careers in science, technology, engineering, and mathematics.

Superintendent—For the purposes of this Instruction, this a commander (normally a Lieutenant General) who holds the senior position at the United States Air Force Academy.

Talent Center—Locations with a concentration of individuals who have specific talents (i.e. STEM, foreign languages) that the Air Force is targeting.

Total Force—Officers, enlisted, active duty, guard, reserve, and civilians.

Under-Recruited Geographic Area—An area where the Air Force does not ordinarily market, recruit, and/or engage with local secondary school, colleges, universities, and influencers.

Unit Training Manager—The individual responsible for maintaining the unit training program and tracking training progress of assigned unit personnel.

United States Air Force Academy (USAFA)—A military school for officer candidates for the United States Air Force. The United States Air Force Academy mission is to educate, train, and inspire men and women to become officers of character, motivated to lead the United States Air Force in service to our Nation.

United States Code (USC)—A consolidation and codification by subject matter of the general and permanent laws of the United States Government.

Vice Commander of an Air Force Element—An individual subordinate to a commander of an Air Force element and authorized to act on his/her behalf.

Vice Superintendent—For the purposes of this Instruction, this is the individual subordinate to the Superintendent of the United States Air Force Academy. This individual is authorized to act on his/her behalf.

Vice Wing Commander—An individual subordinate to a Wing Commander and authorized to act on his/her behalf.

Wing Commander—An individual authorized to exercise authority over subordinates by virtue of rank or assignment. To include the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions.

Attachment 2

MEASURES

A2.1. Overview: To facilitate evaluation, oversight and progress of diversity, the Air Force will identify and track specific items related to the five Air Force diversity strategic priorities: Institutionalize, Attract, Recruit, Develop and Retain. All items will be measured in accordance with the broad Air Force definition of diversity.

A2.1.1. Installations outside the CONUS may apply for a waiver of those requirements that are record-keeping in nature and to the requirement to develop and maintain comprehensive diversity initiatives.

A2.1.2. Requests for waivers initiated at MAJCOM-level will be submitted in memorandum format from the MAJCOM/CV to AF/A1 for approval.

A2.1.3. Requests for waivers at the installation-level will be submitted by the installation commander through his/her parent MAJCOM/CV to AF/A1 for approval.

A2.2. Institutionalize: The Air Force will develop structures and strategies to equip leaders with the ability to manage diversity, be accountable for results and engender a culture of inclusion. The following items will be identified and tracked:

A2.2.1. The number of goals and action items completed from the Air Force Diversity Strategic Roadmap (<http://www.af.mil/diversity.asp>). (OPR: SAF/MRD and AF/A1DV).

A2.2.2. The number of National speeches and interviews given by General Officers (and civilian equivalents) and the CMSAF that contain references to diversity. (OPR: AF/CX and SAF/PA)

A2.2.3. The number of National public appearances by General Officers (and civilian equivalents) and the CMSAF at outreach events identified in Chapter 3 regardless of whether a speech or interview is given. (OPR: SAF/PA).

A2.2.4. The number of outreach events that are identified as having contributed to diversity in the Air Force, as evidenced by a positive return on investment report. (OPR: SAF/MR and AF/A1).

A2.2.5. The number of and funding level for Air Force programs with diversity implications, not including national outreach events (OPR: SAF/FM and AF/A1).

A2.2.6. The trend in funding diversity activities at all levels of the Air Force. (OPR: SAF/FM).

A2.2.7. The number of Total Force personnel completing diversity training as required by Chapter 2 of this Instruction. (OPR: AF/A1D and AETC).

A2.3. Attract and Recruit. The Air Force will attract and recruit the best and brightest future leaders. It will seek to employ role models and positive influencers in communities specifically with regard to encouraging skills and habits consistent with Air Force service such as STEM, foreign language, cross-cultural competencies, and physical fitness. The Air Force will recruit individuals from a large, diverse pool of eligible, high quality prospects. In addition, it will encourage parents, community influencers and leaders to motivate young people to be citizens of

character dedicated to serving their nation and community as members of the uniformed and civil services. To accomplish this, the following items will be identified and tracked:

A2.3.1. The number of engagements with civic and community leaders (e.g., youth counselors, spiritual advisors, coaches, etc.). (OPR: FOA/DRU/MAJCOM/installation CAIB/CAIB subcommittees, CFDT or designated forum, NGB and AFR HRDC).

A2.3.2. The number of contacts with District and State offices of Members of Congress for the purpose of exposing youth, families and community influencers to opportunities in the Air Force. (OPR: FOA/DRU/MAJCOM/installation CAIB/CAIB subcommittees, CFDT or designated forum, NGB and AFR HRDC).

A2.3.3. The number of methods used to interact with youth, community members and influencers to include tutoring programs, base orientation visits, civic leader tours, and service member participation in community activities. (OPR: FOA/DRU/MAJCOM/installation CAIB/CAIB subcommittees, CFDT or designated forum, NGB and AFR HRDC).

A2.3.4. Number of new talent centers and under-recruited geographic areas and communities identified and targeted for outreach in the past year. (OPR: USAFA, AETC and AFRS).

A2.3.5. The number of outreach events that are identified as having contributed to diversity in the Air Force, as evidenced by a positive return on investment report. (OPR: SAF/MR and AF/A1).

A2.3.6. The number of General Officers (and civilian equivalents) and the CMSAF attending a minimum of two outreach events each fiscal year, regardless of whether a speech or interview is given. (OPR: FOA/DRU/ MAJCOM /installation CAIB/CAIB subcommittees, CFDT or designated forum, NGB and AFR HRDC).

A2.4. Develop. To ensure effective training, education, and professional development, the Air Force will provide tools for personnel to navigate career progression. The following items will be identified and tracked in accordance with the definition of diversity:

A2.4.1. The number/percentage of supervisory Total Force personnel, who indicate in an annual survey that they are mentoring an individual other than a subordinate. (OPR: AF/A1).

A2.4.2. The number/percentage of Total Force personnel who indicate in an annual force survey they are being effectively mentored. (OPR: AF/A1).

A2.4.3. In assembling Development Teams was consideration given to their diversity (including all aspects of the Air Force definition of diversity)? (OPR: AFPC).

A2.4.4. Review Intermediate Developmental Education/Senior Developmental Education class data to determine if any selection barriers exist. (OPR: AFPC).

A2.5. Retain. The Air Force will retain high quality future prospects and high achievers in an inclusive environment that provides the Total Force with opportunities to realize their potential while serving in the Air Force. The following items will be identified and tracked:

A2.5.1. The Internal Communications Assessment Group (ICAG) survey results as an indicator of Airmen's perceptions of diversity and inclusion within the Air Force. (OPR: AF/A1D, SAF/PA).

A2.5.2. The degree to which the current career decisions survey accurately assesses retention patterns. (OPR: AF/A1D).

A2.5.3. The results of civilian and military exit/retention surveys, for both reasons for and patterns of non-retention of members of the Total Force. (OPR: AF/A1).

Attachment 3**NATIONAL DIVERSITY OUTREACH EVENT RETURN ON INVESTMENT REPORT****A3.1. Name/rank or grade of OPR lead****A3.2. OPR lead's organization/office symbol****A3.3. Name of event****A3.4. Date of event****A3.5. Location of event****A3.6. Is the event in an Air Force under-recruited geographic location (this question only applies to recruiters) (Yes/No)?****A3.7. The Air Force has participated in this event previously (Yes/No)?****A3.8. Number of attendees**

A3.8.1. Internal

A3.8.2. External

A3.9. Total resources allocated

A3.9.1. Man-days

A3.9.2. TDY funds

A3.9.3. Equipment cost

A3.10. Total Force collaboration (includes the range of military agency participation i.e., Navy, ANG, Army)**A3.11. Civilian agency resources allocated****A3.12. General officer (or civilian equivalent) attendance (number/rank)****A3.13. Media coverage (type and scope, e. g., published article, blog coverage, YouTube)****A3.14. Air Force strategic communication messages****A3.15. Branding value for the Air Force. Rate on a scale of 1 to 5: 1 (poor) - 5 (excellent)****A3.16. Event well organized. Rate on a scale of 1 to 5: 1 (poor) - 5 (excellent)****A3.17. What Air Force priority/priorities did the event support (Institutionalize, Attract, Recruit, Develop, and/or Retain)****A3.18. Number of positive contacts****A3.19. Contact time with target audience (actual, measured in hours)****A3.20. Type of contact (one-on-one, public speech etc.)****A3.21. Event objective****A3.22. Objective met (Yes/No)****A3.23. Recommend for future participation (Yes/No)**

Attachment 4

NATIONAL OUTREACH TRIP REPORT FORMAT

Date:

MEMORANDUM FOR AF/A1DV

FROM: Your organization

SUBJECT: Name of the outreach event

PURPOSE: Briefly state the purpose of this outreach event, e.g., attract potential STEM candidates, interact and educate local influencers, etc. This report should answer the questions who, what, when, where, why, and how, and provide recommendations and conclusions as applicable. Attach any background documents that provide more detailed information, if needed.

LEAD OFFICE OF PRIMARY RESPONSIBILITY: Include rank/grade, first and last name.

ITINERARY: List location(s) of event, inclusive dates.

DISCUSSION: Include the trip objective, key participants, problems encountered, findings, degree to which the event's stated objective(s) were met, and recommendation for future participation.

CONCLUSIONS/RECOMMENDATIONS: Summarize your findings and/or recommended actions.

Signature Block