



AMC DIVERSITY AND INCLUSION FLIGHT PLAN

2021-2023

OPR: AMC CHIEF DIVERSITY AND INCLUSION OFFICER

AMC DIVERSITY AND INCLUSION FLIGHT PLAN

TABLE OF CONTENTS

| | |
|---|----|
| I. EXECUTIVE SUMMARY | 4 |
| II. BACKGROUND..... | 5 |
| III. MISSION, VISION, DEFINITIONS AND COMPETENCIES..... | 5 |
| IV. IMPLEMENTATION AND SCOPE | 6 |
| V. ROLES AND RESPONSIBILITIES | 6 |
| VI. DIVERSITY AND INCLUSION STRATEGIC FRAMEWORK..... | 7 |
| Line of Effort 1: Improve Culture..... | 8 |
| Line of Effort 2: Increase Diversity | 8 |
| Line of Effort 3: Measure Progress | 8 |
| Desired End State | 8 |
| AMC Goals & Objectives | 8 |
| AMC Goal #1 – Socialize and Institutionalize..... | 9 |
| AMC Goal #2 – Attract and Recruit | 11 |
| AMC Goal #3 – Develop and Retain | 13 |
| AMC Goal #4 – Leadership Emphasis..... | 15 |
| VII. IMPLEMENTATION AND MEASUREMENT | 17 |
| Appendix A: Definitions..... | 18 |
| Appendix B: Current Actions | 19 |

AMC DIVERSITY AND INCLUSION FLIGHT PLAN
CALENDAR YEAR 2021 - 2023

Air Mobility Command Diversity and Inclusion Statement

Air Mobility Command leads in Accelerating Change by providing Rapid Global Mobility...Right Effects, Right Place, Right Time! To effectively meet the growing demands of Rapid Global Mobility, we must embrace and leverage our greatest asset and strength, our Airmen! We champion diversity as a warfighting imperative. We are more competitive as a force and more compassionate as leaders when we embrace diversity and foster a culture of inclusion. We must continue to embrace and value the unique contributions of all AMC personnel, build connectedness, provide fair treatment, equal opportunity and maintain a culture of inclusion.

Diversity and Inclusion efforts are crucial to our command achieving its strategic goals. The consistent practice of leveraging the talents of our Airmen and incorporating their distinct views will enable the command to effectively execute our rapid global mobility mission and sustain operational and organizational excellence.

The Air Mobility Command Diversity and Inclusion Flight Plan represents our Command's continued efforts and is reflective of our values and commitment. Each of us has a responsibility to embrace and value diversity, be inclusive and treat fellow Airmen with dignity and respect.



JACQUELINE D. VAN OVOST
General, USAF
Commander



BRIAN S. ROBINSON
Lieutenant General, USAF
Deputy Commander



BRIAN KRUZELNICK
CMSgt, USAF
Command Chief

I. EXECUTIVE SUMMARY

Diversity and Inclusion is critical to the sustainment and success of the National Security Strategy, Air Force Future Operating Concepts, and Rapid Global Mobility. Leaders that understand, value, and embrace diversity as a strength create a culture of inclusion and respect, which attracts and retains the best and brightest talent to effectively operate across all domains in an increasingly challenging security environment. Diversity and Inclusion serves as an enabler to allow the Air Force to fly, fight, and win in air, space and cyberspace.

The Diversity and Inclusion Flight Plan supports the current 2021-2023 AMC Diversity and Inclusion Charter and serves as a strategic roadmap in an effort to increase, sustain and track efforts and practices across the command. Success is not exclusive to training and requires a culture that fosters respect, fairness, connectedness and collaboration allowing all Airmen to contribute their full potential while expanding their awareness. Our AMC Diversity and Inclusion Strategic Framework aligns with and supports the current Air Force Strategic Framework pillars to Improve Culture, Increase Diversity and Measure Progress. Four goals include short- and long-term measurable objectives. Further, the plan provides strategic recommended actions designed to develop and enhance diversity and inclusion.

II. BACKGROUND

The Air Force Diversity Strategic Roadmap was created to serve as an action plan for the Air Force to directly support the diversity objectives of the 2011 Presidential Executive Order (EO) 13583, *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*. In 2011, the National Military Strategy was published to provide ways and means by which the military would advance enduring national interests. This plan was followed by Office of Personnel Management's *Government-Wide Diversity and Inclusion Strategic Plan 2011*; the *Department of Defense Diversity and Inclusion Strategic Plan 2012-2017*; Air Force Policy Directive (AFPD) 36-70 and AFI 36-7001, *Diversity*. In 2013, AMC created its first Diversity and Inclusion (D&I) Charter, which established the Diversity & Inclusion Working Group (DIWG) and subsequently, in 2015, the Diversity & Inclusion Executive Council (DIEC).

In March 2015, the Secretary and Chief of Staff of the Air Force published a list of diversity and inclusion initiatives for Air Force-wide dissemination. Additionally, on 18 November 2015, the Secretary of Defense issued *Force of the Future: Maintaining our Competitive Edge in Human Capital*, which outlined various diversity and inclusion initiatives.

In January 2021, Presidential Executive Order, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government* was released. It states that the Federal Government should pursue a comprehensive approach to advancing equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality.

Air Mobility Command (AMC) has incorporated diversity and inclusion into the overall strategic plan and, most recently, in this document. The AMC Diversity and Inclusion Flight Plan (Flight Plan) incorporates efforts that directly support the latest Air Force Diversity and Inclusion Strategic Framework, the DoD Board on Diversity and Inclusion Recommendations, and the Inspector General Department of the Air Force Racial Disparity Review, DAF Directed Action Plans.

III. MISSION, VISION, DEFINITIONS AND COMPETENCIES

The **mission** is to attract, recruit, develop and retain diverse world-class talent from all segments of society; improve the talent management lifecycle processes; foster and enhance a culture of inclusion; and improve connectedness, while building relationships between and at all levels in support of the Air Mobility enterprise.

The **vision** is to become the Total Force model employer by retaining world-class talent consistent with meritocratic principles to sustain our competitive advantages in today's increasingly challenging security environment.

The Air Force broadly defines **diversity** as a composite of individual characteristics, experiences and abilities consistent with Air Force Core Values and Air Force Mission. Diversity includes, but is not limited to: personal life experiences, geographic background, socioeconomic background,

cultural knowledge, educational background, work experience, language abilities, physical abilities, philosophical and spiritual perspectives, age, race, ethnicity, gender and sexual orientation. Diversity encompasses: demographic diversity, cognitive/behavior diversity, organizational diversity, and global diversity.

The Air Force defines **inclusion** as the process of creating a culture where all members of an organization are free to make their fullest contributions to the success of the group, and where there are no unnecessary barriers to success.

The Air Force provides 11 **diversity and inclusion competencies** that describe the knowledge, ability and capability of individuals. Uniformed and civilian Airmen must be deliberately developed to apply these competencies to the mission, in order to effectively achieve individual, organizational and operational excellence.

- Ability to navigate ambiguity
- Change management
- Cultural competence
- Global perspective
- Learning agility
- Diversity and inclusion acumen from an operational perspective
- Inclusion tracking
- Strategic mindset for external relations
- Ability to create unit cohesion through transparency
- Visionary and innovative leadership
- People-driven management

IV. IMPLEMENTATION AND SCOPE

The Flight Plan is a two-year plan to move forward in a focused and coordinated manner to achieve a desired end state. Together, the Flight Plan and the Charter represent the overall strategy to enhance our strategic vectors and ensure AMC is a model employer and organization.

Authoritative strategic oversight, goal and objective creation, development, implementation and AMC staffing coordination for all diversity and inclusion efforts, including those of the DIWG sub-committees, are provided through the Diversity and Inclusion Executive Council (DIEC) and Diversity and Inclusion Working Group (DIWG) construct. AMC utilizes the Community Action Board (CAB) as the DIEC, the DIWG as a working arm of the Community Action Team (CAT), the AMC Council and the AMC Board to effectively initiate, work and track D&I efforts.

V. ROLES AND RESPONSIBILITIES

AMC/CC approves diversity and inclusion goals, objectives, and strategic actions.

AMC/CD chairs the Diversity and Inclusion Executive Council and is the designated responsible official who provides oversight of MAJCOM strategic actions in support of Air Force policy.

Chief Diversity & Inclusion Officer (CDIO)/D&I Manager serves as the command's advisor for diversity and inclusion and Co-Chairs DIEC with AMC/CD. CDIO Chairs the DIWG, makes recommendations to the DIEC, and reports action items to the MAJCOM CAT Chairperson for inclusion in the CAT/CAB framework.

Diversity & Inclusion Executive Council (DIEC) reviews, approves and steers recommendations made by the DIWG; provides mentorship and support to the working group.

Diversity & Inclusion Working Group (DIWG) is a think tank and action-based team focused on diversity and inclusion throughout AMC; working as an action arm of the CAT the DIWG researches, develops and recommends initiatives and proposals to the CAB to enhance inclusion, talent management and our culture for all Airmen.

DIWG Team Leads establish tentative goals, objectives and strategic actions, make recommendations, and report action items to the DIWG Chairperson.

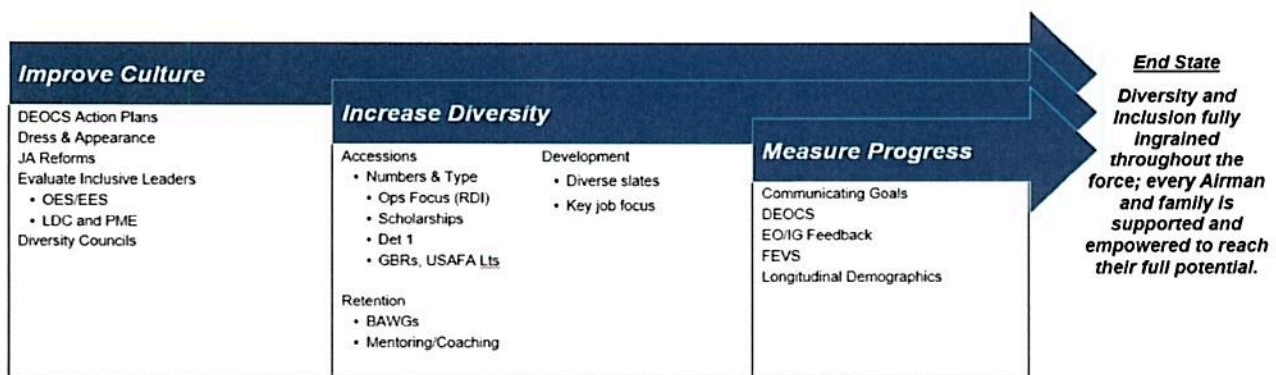
Managers and Supervisors have a responsibility to leverage diversity and inclusion and ensure it is embedded within their unit's climate and culture.

All Airmen within AMC are responsible for fostering and promoting diversity and inclusion in their work environments.

VI. DIVERSITY AND INCLUSION STRATEGIC FRAMEWORK

The Air Force Strategic Framework identifies three Lines of Effort (LOEs): Improve Culture, Increase Diversity and Measure Progress. The AMC Strategic Framework directly supports Air Force efforts and identifies specific goals and objectives to ultimately reach and maintain our desired end state.

AIR FORCE STRATEGIC FRAMEWORK



Line of Effort 1: Improve Culture

Culture consists of the foundational values, beliefs, and behaviors that drive an organization's social environment, and it plays a vital role in mission accomplishment. Air Force core values Integrity First, Service Before Self, and Excellence in All We Do provide the foundation for our culture. Without focused attention our culture, may not represent the organization we strive to be.

Line of Effort 2: Increase Diversity

We must attract, recruit, develop and retain a high-quality, diverse workforce representative of the nation we serve. As national demographics change, our outreach and recruitment efforts must continue to shift and evolve. We must pursue and retain talent and develop skills that enhance our current and future mission requirements.

Line of Effort 3: Measure Progress

Our efforts in diversity and inclusion must be deliberate, innovative, measurable, and ultimately sustainable. Measuring progress along the way will enable us to continue efforts that are supporting our end state and discontinuing those efforts that do not contribute to our desired objectives and goals.

Desired End State

Diversity and Inclusion fully ingrained throughout the force; every Airman and family is supported and empowered to reach their full potential.

AMC Goals & Objectives

Every goal and objective below supports progression towards accomplishment of the LOEs. The strategic actions identify the guidelines for our efforts and initiatives allowing us to work toward achievement of the objectives and ultimately our goals. We strive to socialize and institutionalize diversity and inclusion in everything we do as a command; attract and recruit the best and brightest, diverse talent; develop our Airmen to ensure they are equipped to perform on the highest level and retain them by demonstrating we value them as team members, thereby retaining them to ensure mission success; and through consistent and continued leadership engagement and support for all diversity and inclusion efforts we foster a culture of inclusion.

AMC Goal #1 Socialize and Institutionalize

Goal: Socialize and institutionalize diversity and inclusion across AMC through deliberate communication, training and familiarization of the competencies.

| | Implementation Date | Evaluation or Completion Timeline | Leads and Key Stakeholders |
|---|---------------------|-----------------------------------|--|
| <p>Objective 1.1: Deliberately and consistently communicate the Air Force definition and importance of diversity and inclusion to all Airmen in an effort to understand differences; how those differences enhance the climate and culture; and how these differences impact meeting the growing demands of the Rapid Global Mobility mission.</p> <p>Recommended Action: Include diversity and inclusion concepts into strategic plans, professional development opportunities, education and training events and any other forums available to highlight the definitions and importance of the subject.</p> | 30 Mar 21 | 30 Mar 22 | <p>Lead: HQ AMC</p> <p>Stakeholders: Wings</p> |
| <p>Objective 1.2: Communicate and enforce deliberate development of the Air Force Diversity and Inclusion competencies.</p> <p>Recommended Action: Include diversity and inclusion competencies into strategic plans, professional development opportunities, education and training events and any other forums to highlight diversity and inclusion concepts and competencies.</p> | 30 Mar 21 | 30 Mar 22 | <p>Lead: HQ AMC</p> <p>Stakeholders: Wings</p> |
| <p>Objective 1.3: Standardize diversity and inclusion training; develop and disseminate training templates to ensure consistent and constant messaging in order to bolster connectedness and build a culture of inclusion.</p> <p>Recommended Actions: AMC CDIO will review, compile and disseminate all diversity and inclusion training materials to the Installation/Wing Diversity and Inclusion Leads for presentation; Installation/Wing Diversity and Inclusion Leads will present standardized training at their location based on materials provided from HQ AMC; any locally developed diversity and inclusion training must be reviewed by AMC CDIO.</p> | 15 Mar 21 | 15 Mar 22 | <p>Lead: AMC CDIO</p> <p>Stakeholders: Wings</p> |

| | | | |
|---|----------|-----------|--|
| <p>Objective 1.4: Utilize the DIEC and DIWG construct to provide oversight, discussion forums, and staffing impetus to develop and implement comprehensive goals and objectives, address triggers and barriers that hinder growth and progress, and identify promising practices to promote diversity and inclusion throughout AMC.</p> <p>Recommended Action: Utilize CAT/CAB as the forums for vectoring, reporting and continuity of all diversity and inclusion efforts; Installation/Wing DIWG serve as working-arm of the CAT.</p> | 1 Mar 21 | 15 Mar 22 | <p>Lead: AMC CDIO</p> <p>Stakeholders: Wing CC</p> |
| <p>Objective 1.5: Ensure compliance with Executive Orders, policies, and AFIs related to promoting D&I in AMC. The guidance establishes a foundation for sustainability and accountability regarding initiatives and practices supported throughout the enterprise.</p> <p>Recommended Action: Provide transparency and awareness by ensuring dissemination of information where appropriate.</p> | CY21 | CY22 | <p>Lead: AMC CDIO</p> <p>Stakeholders: Wing CC</p> |
| <p>Objective 1.6: Bridge gaps in communication among diverse groups (i.e., generation, AFSCs, service, etc.) Various skill sets and experiences that each generation and career field offer within AMC are among the rich attributes that cultivate high performance teams. As communication is enhanced, knowledge transfer improves.</p> <p>Recommended Actions: Continue small group discussions; conduct panels or forums related to cultural awareness, race relations, and other identified areas of concern or interest specific to Installation/Wing culture; utilize resources materials provided to enhance communication between all levels within the unit structure.</p> | 1 Feb 21 | 1 Feb 22 | <p>Lead: AMC CDIO</p> <p>Stakeholders: Wings</p> |

AMC Goal #2 Attract and Recruit

Goal: Hire the right people for the right job; review and enhance outreach and recruitment efforts.

| | Implementation Date | Evaluation or Completion Timeline | Key Stakeholders |
|---|---------------------|-----------------------------------|---|
| <p>Objective 2.1: Review and revitalize the Affirmative Employment Program to ensure implementation IAW with <i>AFI 36-2710, Equal Opportunity Program</i>, to ensure equal opportunity in all personnel administration and management matters throughout the employment life cycle, including recruitment, outreach, hiring, retention, training, development, promotions, awards and separations.</p> <p>Recommended Actions: Utilize CAT/CAB to perform a quarterly review and analysis on current state of the Affirmative Employment Program; ensure appointments of all Special Emphasis Program Managers; review current special observances processes and ensure committees are established to support observances and ensure continuity of program through the Affirmative Employment Program Managers; participate and/or collaborate with the Air Force Barrier Analysis Working Groups; and perform quarterly review of representation rates based on race, ethnicity, sex, grade and series.</p> | 1 Oct 21 | 1 Oct 22 | <p>Leads: AMC CDIO AMC/A1K</p> <p>Stakeholders: Wing CC CPS</p> |
| <p>Objective 2.2: Review progress and continue to conduct diverse hiring panels as defined by the Air Force (demographic, cognitive and organizational diversity as defined in <i>AFI 36-7001, Diversity and Inclusion</i>) for all hiring actions for all supervisory GS-12 and GS-13 through GS-15 or equivalent positions IAW AMC Hiring Policy memo dated 14 September 2020.</p> <p>Recommended Action: Establish current baseline representation to allow for an evaluation of the effectiveness of hiring panel policy, at a minimum review representation rates quarterly during the appropriate CAT/CAB forum.</p> | 1 Apr 21 | 1 Apr 22 | <p>Lead: AMC/CDIO AMC/A1K</p> <p>Stakeholders: Wings</p> |
| <p>Objective 2.3: Review and recommend ways to provide feedback to candidates interviewed, but not selected for positions and continue to encourage feedback for those making a request. Provide feedback for those not selected for special development or leadership positions.</p> | 31 May 21 | 31 May 22 | <p>Lead: AMC CDIO AMC/A1K</p> |

| | | | |
|--|------|------|--|
| <p>Recommended Action: Assess current status of providing feedback and research new means by which to provide information to assist with the growth, development and progression of the force.</p> | | | <p>Stakeholders: CPS</p> |
| <p>Objective 2.4: “Grow Our Own” by establishing developmental positions and coordinating cross-training opportunities. Development positions and cross-training opportunities are an effective tool which can foster retention and inclusion in organizations. These types of positions provide upward mobility and serve as vehicles for qualified personnel to enter career positions that are difficult to fill or have high turnover. The implementation of developmental positions and cross-training opportunities will always be in support of the AMC mission.</p> <p>Recommended Actions: Identify jobs/positions where appropriate to establish a developmental/targeted grade structure to ensure growth within; encourage and execute cross-training opportunities to eliminate single points of failure or one deep positions/functions.</p> | CY21 | CY22 | <p>Lead: AMC CDIO AMC/A1K</p> <p>Stakeholders: CPS</p> |
| <p>Objective 2.5: Benchmark exceptional recruiting techniques to ensure a qualified group of the best applicants are accessible. The end goal is to ensure all segments of society are represented in AMC. This will be accomplished by research of best practices and fostering strategic partnerships and affinity programs with a diverse range of universities, professional organizations and other supply resources.</p> <p>Recommended Actions: Research and implement what has worked for other organizations; connect with affinity programs at various universities and professional organizations; share and collect best practices.</p> | CY22 | CY23 | <p>Lead: HQ AMC</p> <p>Stakeholders: Wings</p> |

AMC Goal #3 Develop and Retain

Goal: Develop and retain our world-class diverse talent.

| | Implementation Date | Evaluation or Completion Timeline | Key Stakeholders |
|--|---------------------|-----------------------------------|--|
| <p>Objective 3.1: Ensure all military and civilian panels for awards, special assignments, developmental positions, etc., are diverse as defined by the Air Force (demographic, cognitive and organizational diversity as defined in <i>AFI 36-7001, Diversity and Inclusion</i>) and consist of at least three members.</p> <p>Recommended Actions: Conduct a review of current method for identifying panel members; consider ways to improve building a diverse panel IAW AFI 36-7001.</p> | 15 Mar 21 | 15 Mar 22 | <p>Lead: HQ AMC</p> <p>Stakeholders: Wings</p> |
| <p>Objective 3.2: Review and enhance leadership training for all leadership levels, professional development and career development opportunities; mentorship and coaching programs; encourage leaders at all levels to maximize mentorship and coaching programs.</p> <p>Recommended Action: Analyze current opportunities, curriculum and programs to determine where enhancements and improvements can be made.</p> | CY21 | CY22 | <p>Lead: AMC CDIO AMC/A1K</p> <p>Stakeholders: Wings</p> |
| <p>Objective 3.3: Increase overall retention of female and minority rated officers by being an Air Force champion. Given the role rated officers play in leadership within the Air Force, retention of this demographic is critical to meeting overall diversity goals. In particular, as the top stakeholder for female rated officers in the USAF, AMC has a vested interest in the retention of this key section of the rated community. AMC will develop and advocate for policy aimed at incentivizing career service by evaluating factors unique to the female and minority rated officer.</p> <p>Recommended Actions: Utilize CAT/CAB to conduct quarterly review of current representation rates; establish goals to assess progress toward increasing representation and retention rates; collaborate and/or participate with the Air Force Women's Initiatives Team</p> | 30 Mar 21 | 30 Mar 22 | <p>Lead: AMC CDIO AMC/A1K</p> <p>Stakeholders: Wings</p> |

| | | | |
|---|-----------|-----------|--|
| (WIT) or other appropriate AF BAWG; perform quarterly review of representation rates based on race, ethnicity, sex, grade and AFSC; Conduct and/or participate in youth engagement and/or outreach events. | | | |
| <p>Objective 3.4: Analyze and increase under representation of female and minority proportional representation for GS-13 and above. Focus will also be on the development and retention of the AMC workforce to ensure they are competitive with outside candidates, allowing them to move up into senior leader positions within AMC.</p> <p>Recommended Action: Utilize CAT/CAB to conduct quarterly review of current representation rates; establish goals to assess progress toward increasing representation and retention rates; collaborate and/or Participate with the Air Force Women's Initiatives Team (WIT). Perform quarterly review of representation rates based on race, ethnicity, sex, grade and series.</p> | 30 Mar 21 | 30 Mar 22 | <p>Lead: AMC CDIO AMC/A1K</p> <p>Stakeholders: Wings</p> |
| <p>Objective 3.5: Improve diversity among career enlisted aviator AFSCs. Diversity in the career enlisted aviator corps remains well below the USAF average. This gap, in turn, causes minorities to be underrepresented in AMC flying units. Although outside the direct span of control of AMC, we will begin to explore, with AETC and AFPC, long-term solutions to this challenge.</p> <p>Recommended Action: Utilize CAT/CAB to conduct quarterly review of representation rates based on race, ethnicity, sex, grade and AFSC. Conduct, review, and analyze current representation rates; establish goals to assess progress toward increasing representation and retention rates. Conduct and/or participate in youth engagement and/or outreach events.</p> | 30 Mar 21 | 30 Mar 22 | <p>Lead: AMC CDIO AMC/A1K</p> <p>Stakeholders: Wings</p> |

AMC Goal #4 Leadership Emphasis

Goal: Facilitate active senior leadership involvement in developing and leveraging strengths, talents, and innovation; increase transparency and trust in all processes.

| | Implementation Date | Evaluation or Completion Timeline | Key Stakeholders |
|--|---------------------|-----------------------------------|---|
| <p>Objective 4.1: Establish AMC posture and structure for Diversity and inclusion efforts through command guidance i.e. Guidance Memo, Charter and Flight Plan.</p> <p>Recommended Action: AMC release of Guidance Memo, Charter and Flight Plan; Installations/Wings create similar documents to identify specific goals and objectives to support the AMC Diversity and Inclusion Flight Plan and the Air Force Lines of Effort to Improve Culture; Increase Diversity and Measure Progress.</p> | Jan 21 | Feb 21 | <p>Lead: HQ AMC AMC CDIO</p> <p>Stakeholders: Wing CC</p> |
| <p>Objective 4.2: Hire AMC Chief Diversity and Inclusion Officer; provide resources for Diversity and Inclusion Efforts; establish cadre of trained D&I Core Teams at Installation/Wing;</p> <p>Recommended Actions: Hire MAJCOM CDIO; Installation/Wings designated Diversity and Inclusion Leads; empower and utilize Core Diversity and Inclusion Teams (Leads, Equal Opportunity Professionals and Community Support Coordinators) as resource for Leadership and Airmen.</p> | 1 Jan 21 | 31 Aug 21 | <p>Lead: HQ AMC</p> <p>Stakeholders: Wing CC</p> |
| <p>Objective 4.3: Implement and lead DIEC with senior leadership participation utilizing CAT/CAB structure; include Diversity & Inclusion efforts and initiatives in monthly topics/updates.</p> <p>Recommended Action: Utilize CAB as DIEC to provide leadership engagement and awareness for efforts; Community Support Coordinators provide continuity as Diversity and Inclusion Leads rotate out.</p> | CY21 | CY22 | <p>Lead: AMC CDIO</p> <p>Stakeholders: Wing CC</p> |

| | | | |
|---|-----------|-----------|--|
| <p>Objective 4.4: Leaders at all levels conduct voluntary, small group discussions with their workforce; leaders should utilize all resources and materials provided to enhance discussion (i.e., “We Care... We Connect,” Airmen stories, articles, etc.) to foster inclusion and build connectedness.</p> <p>Recommended Actions: Continue small group discussions; establish panels related to cultural awareness, race relations and other identified areas of concern or interest specific to Installation/Wing culture; utilize resources materials provided to enhance communication between all levels within the unit structure.</p> | CY21 | CY23 | <p>Lead: HQ AMC</p> <p>Stakeholders: Wings</p> |
| <p>Objective 4.6: Provide recurring AMC D&I messaging for Senior Leadership use. This is critical to continuously reinforce to our air mobility professionals and strategic stakeholders the significance Diversity and Inclusion has within the enterprise and their continued commitment.</p> <p>Recommended Action: Diversity and Inclusion videos pushed to wings; Wings disseminate and post videos where appropriate and continue local leadership messaging and engagement.</p> | CY21 | CY23 | <p>Lead: AMC/PA AMC CDIO</p> <p>Stakeholders Wings</p> |
| <p>Objective 4.7: Collect feedback concerning diversity and inclusion efforts and concerns from all available sources and available platforms to identify concerns of Airmen & focus areas.</p> <p>Recommended Action: AMC provides an anonymous feedback tool to allow for unfiltered feedback to command leadership for action and/or response as appropriate; Wings utilize anonymous feedback tool to gather feedback and steer efforts and or responses as appropriate.</p> | 30 Mar 21 | 30 Mar 22 | <p>Lead: AMC CDIO</p> <p>Stakeholders Wings</p> |

VII. IMPLEMENTATION AND MEASUREMENT

As a working arm of the CAT the DIWG will provide all updates on goals, objectives and actions through the CAT and up to the CAB, which functions as the DIEC. All work in support of the Flight Plan will occur under the DIEC/DIWG structure in order to ensure consistent action and focus.

Appendix B, Current Actions, will be updated quarterly to capture efforts and initiatives in support of objectives, goals and overarching LOEs.

The following metrics will measure overall improvement:

- 1) Performance measured via AMC Strategic Objective 1.4: Advance culture of care, support and connectedness and 1.4.3. Permeate diversity, inclusion and connectedness actions utilizing the SharePoint-based Vision Implementation Planning Tool (VIP-T) for tracking, coordination and visualization for the Commander and senior leaders.
- 2) Feedback from relevant diversity and inclusion questions in surveys and other available resources, such as DEOCS or FEVS.

Appendix A: Definitions

Airmen includes all uniformed service members of the Air Force (Active, Reserve, and National Guard), as well as Department of the Air Force civilians. (Air Force Doctrine Volume 2, Leadership)

Barrier Analysis is 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 definition of diversity (including members of any race or national origin, either sex, or based on an individual's disability status). Barrier analysis identifies the root cause of those anomalies and, if necessary, eliminates them.

Community Action Board (CAB) is 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.

Diversity broadly defined as a composite of individual characteristics, experience, and abilities consistent with the Air Force Core Values and the Air Force Mission. Diversity includes but is not limited to: personal life experiences, geographic background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity, gender and sexual orientation. The concept of diversity is to be tailored as specific circumstances and the law require.

Diversity and Inclusion Executive Council (DIEC) is chaired by MAJCOM/CD and is comprised of senior leaders from AMC directorates, Special Staff and community leaders with the 18AF/CC and EC/CC serving as advisors on behalf of the AMC Wings. Council members will consist of the rank O-6 or higher for officers, E-9 for enlisted, and GS-15 or higher for civilians. Each primary representative will assign an alternate to attend scheduled meetings in their absence. The role of the council is to review, approve and steer recommendations made by the DIWG; and provide mentorship and support to the breakout working groups. The MAJCOM/CD will hold DIEC meetings a minimum of twice per year or as required. The CAB is utilized as the DIEC because the membership is consistent across the two structures.

Diversity and Inclusion Working Group (DIWG) membership consists of cross-functional volunteers from AMC Directorate, special staff, Installation/Wing D&I Leads (Mangers and or POCs), and subject matter experts.

Goal is a clearly defined and attainable intermediate milestone or capability.

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

Appendix B: Current Actions

Current AMC Action/Initiatives are tracked via VIP-T and/or DIEC.

| LOEs: (1) Improve Culture, (2) Increase Diversity, (3) Measure Success GOALS: (1) Socialize & Institutionalize, (2) Attract & Recruit, (3) Develop and Retain, (4) Leadership Emphasis | SUPPORTS AMC FLIGHT PLAN GOAL # OBJECTIVE | SUPPORTS DAF LOE |
|---|--|---------------------------------|
| Hire Chief Diversity & Inclusion Officer | 4.2 | 1 |
| Trained Core D&I Core Teams | 4 | 1 |
| Active DIWGs at HQs and Wings | 4.2 | 1,2,3 |
| Active Barrier Analysis Processes | 2.1, 3.3,3.4 | 1,2,3 |
| A1K "Hire the Human" Personal Contact for In/Out Placement at All Levels of Command | 3.3 | 2 |
| Expanding Professional Development | 3.2 | 1 |
| Office Professional Development: No Photos with Applications; Post-Board D&I Analysis; D&I Development for MAF Wg/CCS | 3.2, 3.4,3.5 | 2 |
| Active CAT/CAB at all AMC Installations | 4.1 | 1 |
| Expand Mentorship and Coaching Opportunities | 3.2 | 1 |
| Formal Standardized Workforce D&I Education and Training | 1.3 | 1 |
| Development and Implementation of DEOCS Action Plans | 4.5 | 1 |
| FEVS Action Plan | 4.5 | 1 |
| D&I Concepts Infused in AMC We Care.... We Connect | 4.4 | 1 |
| Enhance Work center Connectedness and Trust | 4.4 | 1 |
| Anonymous Feedback Tools – Unfiltered | 4.8 | 3 |
| Crowd-Sourcing/Feedback Collection | 4.8 | 3 |
| DEOCS & FEVS | 4.5 | 3 |
| ID Touchpoints Across Mobility Airmen's Career | 3.3 | 3 |
| Data Call, Review and Analysis | 2.1,2.2,3.1 | 1,2,3 |
| MD-715 Reviews and Action Plans | 2.1 | 1,2,3 |
| D&I Concepts Woven into BOUNCE | 1.3 | 1 |
| D&I Discussions for Families | 1.3 | 1 |
| Human Dynamics and Diversity Panel | 1.3 | 1 |
| Highlighting Airmen Stories | 4.4 | 1 |
| AMC D&I Communication Plan: D&I Video Series | 4.1,4.6 | 1 |
| EIM SharePoint Update, D&I to We Care Button, and D&I Button from Launch Page | 4.1 | 1 |
| D&I Resource List for Spouse and Families | 1.3 | 1 |

Version: CY21 Q1 - **Appendix B will be updated on a quarterly basis**