



AIR MOBILITY COMMAND
DIVERSITY & INCLUSION CHARTER
2021-2023

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Lieutenant General, USAF
Deputy Commander

1. Purpose

This charter re-affirms the establishment of the Air Mobility Command Diversity and Inclusion (D&I) Executive Council (DIEC) and the AMC Diversity and Inclusion Working Group (DIWG) to ensure the Command achieves Command Leadership future goals and those identified in the AMC Diversity & Inclusion Flight Plan.

The DIEC serves as an advisory and steering committee for the DIWG's efforts in identifying, formulating, coordinating and implementing initiatives. Diversity & Inclusion efforts and initiatives are inclusive of and applicable to AMC's Total Workforce (officer, enlisted, active duty, Guard, Reserve and civilian employees).

The DIWG will report to the DIEC and will:

- Coordinate efforts to reach AMC D&I goals both identified in the strategic plan and future goals identified by Command Leadership or through the DIWG Chair
- Work the goals and objectives in the command's D&I Flight Plan and those identified by the Command Leadership and the DIWG Chair
- Develop both qualitative and quantitative D&I metrics to measure AMC's progress in achieving its D&I goals
- Identify promising practices for implementing D&I action plans, policies, practices and or procedures across AMC

This charter also officially establishes AMC's Mission Area Working Group (MAWG) as a sub-working group of the DIWG. The purpose of the MAWG is to focus and represent the Mobility Air Force (MAF) community in identifying, prioritizing, analyzing and addressing potential or unnecessary barriers in policies, practices and procedures that impede mission effectiveness and readiness. REACH ATHENA will be a sub-committee of the MAWG and will focus solely on the female and family centric issues and barriers.

D&I is critical to the sustainment and success of the National Security Strategy and Air Force Future Operating Concept. Leaders that understand, value and embrace diversity help create a culture of inclusion and respect which contributes in our ability to attract and retain the best and brightest talent to effectively operate across all domains in an increasingly challenging security environment. It acts as an enabler to allow the Air Force to fly, fight, and win in aerospace and cyberspace.

2. Mission and Vision Statement

The mission of AMC's D&I efforts 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.

AMC's D&I 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 very challenging security environment.

3. Background

The AMC DIEC and DIWG were established in 2015 and 2013 respectively. In accordance with AFI 36-7001, 19 February 2019, Diversity & Inclusion, paragraph 2.15.7, the MAJCOM/CD is designated as the responsible official to act on behalf the MAJCOM/CC and will provide oversight of MAJCOM D&I initiatives supporting Air Force D&I policies. The DIWG Chairperson makes recommendations, as deemed appropriate to the D&I Executive Council, and reports action items and progress to the MAJCOM Community Action Team (CAT) Chairperson for inclusion in the CAT and Community Action Board (CAB) framework.

The MAWG was introduced and approved in December 2020 by the DIEC and will be the mechanism for MAF D&I efforts within AMC. This provides a resource to assist and focus on barrier analysis and identifying recommendations for resolution to issues affecting AMC's ability to attract, recruit, develop and retain this crucial component within AMC.

4. Membership

The DIEC is co-chaired by the AMC/CD and the Chief Diversity & Inclusion Officer (CDIO), with overall oversight by AMC/CC. DIEC membership consists of the AMC/CD, AMC/CCC, HQ AMC A-Staff and Special Staff, with the 18 AF/CC and EC/CC serving as advisors on behalf of all AMC Wings.

The DIWG, chaired by the CDIO/D&I Manager, consists of Installation/Wing-level D&I Leads (Managers and POCs), cross-functional HQ AMC Leads, Subject Matter Experts, the AMC CAT Chair and AMC appointed senior leader mentors/executive officers. All senior leader mentors/executive officers (primary and alternate) will be appointed in writing for a specified initiative and period of time.

The MAWG will remain small and agile with an average of 8-10 active members with an additional 4-6 members focused on REACH ATHENA efforts. The MAWG will utilize senior leader mentors/executive officers from HAF, MAJCOM or Installation/Wing level while working efforts. Membership will be selected by founding members of the MAWG or through recommendations from Command Leadership and or Senior Advisors.

Installations/Wings will conduct DIWG efforts locally at their respective installations in a similar or adapted format to HQ AMC. An Installation/Wing DIEC consisting of Top 5 Leadership will stand up and act as the steering committee for installation DIWG initiatives and efforts.

Attachment 1 provides a visual depiction of the DIEC and DIWG structures, as well as the members of each.

NOTE: Installation/Wing level D&I Leads will represent their owning installations/wings through participation in AMC DIWG meetings via teleconference and other various platforms.

5. Operations

DIWG meetings will be held quarterly or as needed. Projects will be accomplished in small

working groups with an assigned team lead and senior mentor/executive officer member for mentoring, guidance, and support. Team leads will be appointed by the DIWG Chair.

The MAWG will utilize various platforms to include crowdsourcing concepts such as social media and traditional means to collect and identify issues, and potential or unnecessary barriers that impede mission readiness or effectiveness. Once identified, the MAWG will prioritize, conduct qualitative and quantitative research, barrier analysis and collaborate, to formulate, recommend, present and implement solutions. All MAWG efforts will be reported up through the DIWG/DIEC structure.

REACH ATHENA will establish an annual or bi-annual symposium to encourage collaboration and communication across multiple organizations (i.e, HAF, MAJCOMs, Wings, industry and outside organizations) in order to identify potential barriers and recommended solutions. REACH ATHENA will also represent AMC during other D&I related symposiums.

In order to effectively move initiatives in real time, the DIWG will utilize the AMC/CS Board/Council as a preliminary Command Leadership steering committee to formulate and present new initiatives; garner support; gain feedback and request appointment of a senior mentor/executive council member. Initiatives must have a recommendation, whether supportive or non-supportive, from the AMC/CS Board process to move forward to the AMC Council or CAB/DIEC process. The AMC Board is not the approval authority for D&I initiatives and efforts, but provides important command leadership recommendations for AMC Council, DIEC/CAB consideration.

All DIWG proposed initiatives/efforts will be presented during monthly CAT meetings in order to garner feedback from relevant functional representatives, i.e. EO, AEP, IG, SG, JA etc. Utilizing the CAT/CAB structure provides continuity for D&I efforts at HQs and at the installation/wing level.

Measurement and progress for all D&I efforts will be provided and presented as necessary through the DIEC/CAB structure.

DIEC meetings will be in conjunction with and as part of the quarterly AMC/CAB. Voting members include AMC/CD, AMC/CCC, A-Staff and Special Staff, with 18AF/CC and EC/CC providing recommendations on behalf of the installations/wings.

NOTE: More information on roles and responsibilities of members and operations of the DIWG can be found in the AMC DIWG Standard Operating Procedures (SOP).

The goals of the DIWG during this charter cycle will be:

- 1) Socialize and Institutionalize D&I: Communication of the importance of D&I throughout the command is essential to establish a diverse and inclusive climate and culture; development of D&I competencies will ensure AMC Airmen are equipped with the necessary skills to lead and flourish.

- 2) Attract & Recruit Talent: Total Force (to include People with Disabilities) – DIWG will explore optimal approaches to reach best and brightest talent pool through outreach events, strategic Senior Leader messaging, and other means.
- 3) Development and Retention: Total Force (to include People with Disabilities) - DIWG will analyze AF retention data to identify areas or specialties with retention challenges. The DIWG will review opportunities to improve retention through education, leadership involvement, improving current programs (developmental, etc.) and look for opportunities to nest with HAF retention efforts.
- 4) Leadership Emphasis: Active senior leadership involvement in developing and leveraging strengths, talents, and innovation within AMC; increase transparency in all processes.

6. Schedule

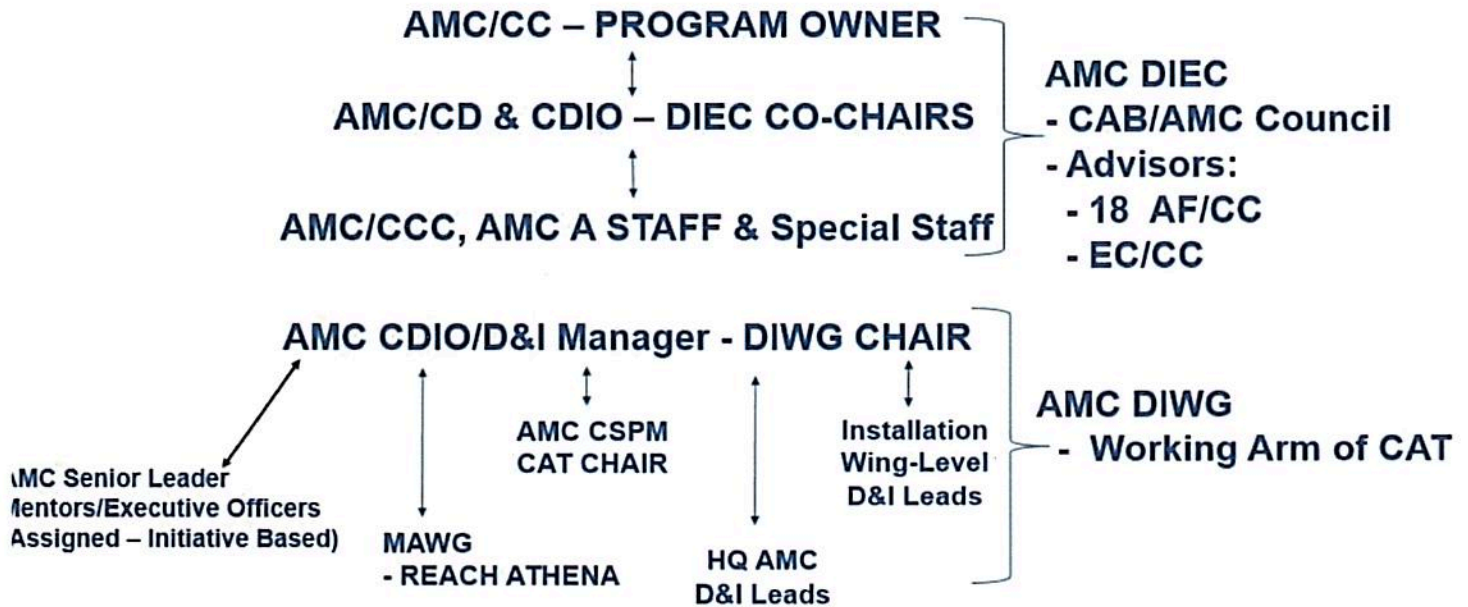
Each team will provide progress reports and complete their projects as detailed in the DIWG SOP or as identified by the DIWG Chair. Extension requests must be submitted for approval to the DIWG Chair for approval by the MAJCOM/CD. **The charter will be reviewed within 12 months to measure progress and re-assess structure and goals.**

OPR: AMC/A1Z

Attachments:

1. DIEC and DIWG Organizational Chart
2. Glossary of Acronyms and Terms

Attachment 1: DIEC and DIWG Organizational Chart



Attachment 2: Glossary of Acronyms and Terms & Resource Links

Airman – The term Airman has historically been associated with uniformed members of the US Air Force (officer or enlisted; regular, reserve or guard) regardless of rank, component, or specialty. Today, Department of the Air Force civilians are incorporated within the broader meaning of the term when there is a need to communicate to a larger audience within the Service, either for force development purposes or for clarity and inclusiveness by senior leaders when addressing a larger body of personnel (AFDD1-1).

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 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 causes of those anomalies and if necessary, eliminate them.

CAB – Community Action Information Board

CAT – Community Action Team

CC – Commander

D&I – Diversity and Inclusion

Diversity – Broadly defined as a composite of individuals' 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. The concept of Diversity is to be tailored as specific circumstances and the law require.

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

MAJCOM – Major Command

MAJCOM/CD – Major Command Deputy Commander

National Security Strategy – Concept that a government, along with its parliaments, should protect the state and its citizens against all kind of national crises through a variety of power projection capabilities, such as political, diplomacy, economic, and military means.