



**JOINT BASE MCGUIRE-DIX-LAKEHURST**

**DIVERSITY AND INCLUSION FLIGHT PLAN**

**2021-2023**

**OPR: 87 ABW/CVB**

**JOINT BASE MCGUIRE-DIX-LAKEHURST  
DIVERSITY AND INCLUSION PROGRAM MANAGER**

# **JOINT BASE MCGUIRE-DIX-LAKEHURST DIVERSITY AND INCLUSION FLIGHT PLAN**

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## **Joint Base McGuire-Dix-Lakehurst Diversity & Inclusion Flight Plan**

**Calendar Year 2021 - 2023**

### **Joint Base McGuire-Dix-Lakehurst Diversity and Inclusion Statement**

At Joint Base McGuire-Dix-Lakehurst, 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. Because of our commitment to empowering our Airmen, Joint Base McGuire-Dix-Lakehurst leads in ‘Accelerating Change’ as the United States Department of Defense’s only tri-service base that includes units from all six armed forces branches. To effectively meet the growing demands of Rapid Global Mobility, we must continue to embrace and value the unique contributions of all Joint Base McGuire-Dix-Lakehurst personnel, build connectedness, provide fair treatment, equal opportunity and maintain a culture of inclusion.”

Diversity and Inclusion efforts are crucial to our installation achieving its strategic goals. The consistent practice of leveraging the talents of our Airmen and incorporating their distinct views will enable the installation to effectively execute our mission, vision, and priorities, as well as sustain operational and organizational excellence.

The Joint Base McGuire-Dix-Lakehurst Diversity and Inclusion Flight Plan represents our installation’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.

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## I. EXECUTIVE SUMMARY

Diversity and Inclusion are 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 serve as an enabler to allow the Air Force to fly, fight, and win in air, space, and cyberspace.

The four goals include short and long-term measurable objectives. Further, this plan provides strategic recommended actions designed to develop and enhance diversity and inclusion across Joint Base McGuire-Dix-Lakehurst.

## II. BACKGROUND

At Joint Base McGuire-Dix-Lakehurst, 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. Because of our commitment to empowering our Airmen, Joint Base McGuire-Dix-Lakehurst leads in ‘Accelerating Change’ as the United States Department of Defense’s only tri-service base that includes units from all six armed forces branches. To effectively meet the growing demands of Rapid Global Mobility, and Global Power Competition, we must continue to embrace and value the unique contributions of all Joint Base McGuire-Dix-Lakehurst personnel, build connectedness, provide fair treatment, equal opportunity and maintain a culture of inclusion.

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 the 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 has incorporated diversity and inclusion into its overall strategic plan. The Air Mobility Command Diversity and Inclusion 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.

Joint Base McGuire-Dix-Lakehurst has incorporated higher headquarter guidance into an actionable plan that directly supports the most current Air Force and AMC Diversity and Inclusion Strategic Frameworks.

### 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 Joint Base McGuire-Dix-Lakehurst 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, 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 Joint Base McGuire-Dix-Lakehurst Diversity & Inclusion Flight Plan is a two-year plan to move forward in a focused and coordinated manner to achieve the desired end state. The Flight Plan will represent the overall strategy to enhance our strategic vectors and ensure Joint Base McGuire-Dix-Lakehurst is a model employer and organization.

Authoritative strategic oversight, goal and objective creation, development, implementation, and staffing coordination for all diversity and inclusion efforts, including those of the DIWG sub-committees, are provided through the Diversity and Inclusion Working Group (DIWG) construct. Joint Base McGuire-Dix-Lakehurst utilizes the Community Action Board (CAB) as the decision stakeholders and the DIWG as a working arm of the Community Action Team (CAT). The DIWG will work and track Joint Base McGuire-Dix-Lakehurst D&I efforts through the CAT and present at the quarterly CAB.

#### **V. ROLES AND RESPONSIBILITIES**

**Joint Base McGuire-Dix-Lakehurst Installation Commander** approves the Joint Base McGuire-Dix-Lakehurst diversity and inclusion Flight plan, diversity and inclusion goals, objectives, and strategic actions.

**Joint Base McGuire-Dix-Lakehurst Wing Commanders (87 ABW/CC, 305 AMW/CC & 621 CRW/CC)** will assign by appointment letter, a minimum of two, Diversity and Inclusion Working Group Unit Champion Leads to each of their respective squadrons under their command. Additionally, Wing commanders will require and direct squadron command teams and their DIWG unit representatives to conduct a semi-annual barrier analysis. This analysis will provide an action plan that will identify key barriers to growth or progress, strategies, steps/timeline, measurement(s)/result(s). In addition, they will ensure that Diversity and Inclusion training is conducted on a quarterly basis at either squadron or group Commander's calls and/or training day(s).

**87 ABW/CV & 87 ABW/CC** will serve as the senior mentors to the DIWG and is responsible to ensure oversight of strategic actions in support of Air Force and AMC policy and provides strategic perspective on human capital concerns for both civilian and military personnel.

**D&I Program Manager** is appointed by the Installation Commander and serves as the installation's consultant and advisor for the Joint Base McGuire-Dix-Lakehurst Diversity and Inclusion program, chairs the DIWG and DIEC, makes recommendations to the CAB, and reports action items to the installation CAT Chairperson for inclusion in the CAT/CAB framework.

**Diversity & Inclusion Executive Council (DIEC)** will serve as senior mentors and support initiatives, objectives, and goals of the Diversity and Inclusion Working Group (DIWG). It will review, approve, and steers recommendations made by the DIWG and provide updates to the D&I Program Manager. The DIEC will consist of two senior leaders from each respective Air Force active duty wing at Joint Base McGuire-Dix-Lakehurst, and at least one representative from each Commander's Action Group (CAG) or Wing Commander designate, MPF, Comptroller/Finance, Judge Advocate General, Inspector General, Chaplain, and Medical Group.

**Diversity & Inclusion Working Group (DIWG)** is a think tank and action-based team focused on diversity and inclusion throughout Joint Base McGuire-Dix-Lakehurst; 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 Unit Champion Leads** will establish tentative goals, objectives, strategic actions, make recommendations, and report action items on behalf of their respective unit(s) to the DIWG, DIEC, and D&I Program Manager. They will provide Diversity and Inclusion training for their respective unit(s) on a quarterly basis at either squadron Commander's calls and/or training day(s).

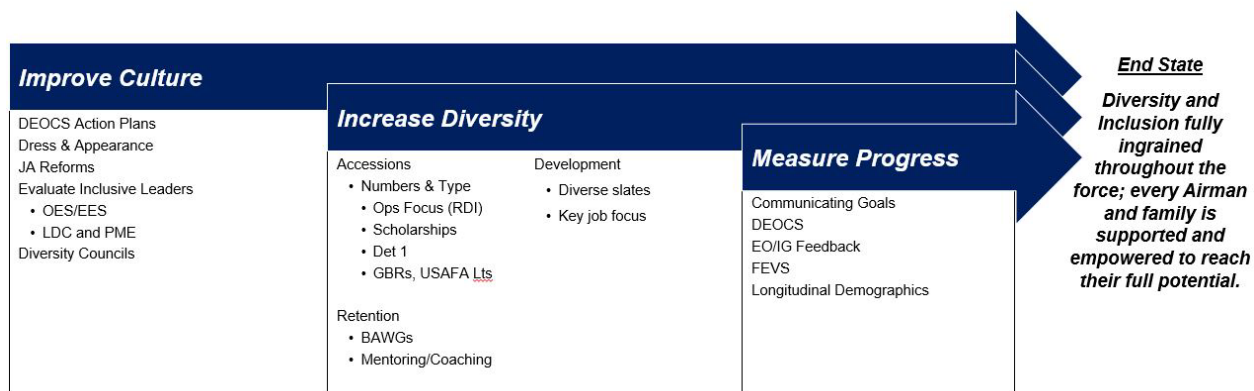
**Managers and Supervisors** have a responsibility to leverage diversity and inclusion and ensure it is embedded within their unit's climate and culture.

**All Airmen** on Joint Base McGuire-Dix-Lakehurst 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): 1) Improve Culture, 2) Increase Diversity, and 3) 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. Joint Base McGuire-Dix-Lakehurst's Framework directly supports MAJCOM and AF LOEs as well as addresses local trends.

### 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. The Air Force core values of 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.

**Joint Base McGuire-Dix-Lakehurst 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 an installation; 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 Joint Base McGuire-Dix-Lakehurst through deliberate communication, training and familiarization of the competencies.

	Implementation Date	Evaluation or Completion Timeline	Leads and Key Stakeholders
<p><b>Objective 1.1:</b> 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><b>Recommended Action:</b> Include diversity and inclusion concepts into base and unit strategic plans, professional development opportunities, education and training events, and any other forums available to highlight the definitions and importance of the subject.</p>			<p style="text-align: center;">Lead: 87 ABW/CVB D&amp;I Manager 87 FSS/CAA</p> <p style="text-align: center;">Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 1.2:</b> Communicate and enforce deliberate development of the Air Force Diversity and Inclusion competencies.</p> <p><b>Recommended Action:</b> Include diversity and inclusion competencies into Wing and unit strategic plans, professional development opportunities, education and training events and any other forums to highlight diversity and inclusion concepts and competencies.</p>	On Going		<p style="text-align: center;">Lead: 87 ABW/CC</p> <p style="text-align: center;">Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 1.3:</b> 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><b>Recommended Actions:</b> Diversity and Inclusion Leads will present standardized training at the installation based on materials provided from HQ AMC; any locally developed diversity and inclusion training must be reviewed by AMC CDIO.</p>			<p style="text-align: center;">Lead: 87 ABW/CVB D&amp;I Manager</p> <p style="text-align: center;">Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>

<p><b>Objective 1.4:</b> Utilize the 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 Joint Base McGuire-Dix-Lakehurst.</p> <p><b>Recommended Action:</b> Utilize CAT/CAB as the forums for vectoring, reporting and continuity of all diversity and inclusion efforts; DIWG serves as working-arm of the CAT.</p>	<p>On Going 3<sup>rd</sup> Thursday of every month Semi-Annually</p>		<p>Lead: 87 ABW/CVB D&amp;I Manager</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 1.5:</b> Ensure compliance with Executive Orders, policies, and AFIs related to promoting diversity and inclusion on Joint Base McGuire-Dix-Lakehurst. The guidance establishes a foundation for sustainability and accountability regarding initiatives and practices supported throughout the enterprise.</p> <p><b>Recommended Action:</b> Provide transparency and awareness by ensuring dissemination of information where appropriate.</p>	<p>On Going As Issued</p>		<p>Lead: 87 ABW/CVB D&amp;I Manager</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 1.6:</b> 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 Joint Base McGuire-Dix-Lakehurst are among the rich attributes that cultivate high performance teams. As communication is enhanced, knowledge transfer improves.</p> <p><b>Recommended Actions:</b> 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/Unit culture; utilize resources materials provided to enhance communication between all levels within the unit structure.</p>			<p>Lead: 87 ABW/CVB D&amp;I Manager</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</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	Leads and Key Stakeholders
<p><b>Objective 2.1:</b> 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><b>Recommended Actions:</b> 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>			<p style="text-align: center;">Lead: 87 ABW/CC 87 FSS/FSM</p> <p style="text-align: center;">Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 2.2:</b> 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><b>Recommended Action:</b> 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>	On Going		<p style="text-align: center;">Lead: 87 FSS/FSM</p> <p style="text-align: center;">Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>

<p><b>Objective 2.3:</b> 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> <p><b>Recommended Action:</b> 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>Lead: 87 FSS/FSMC 87 FSS/MPF</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 2.4:</b> “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 Joint Base McGuire-Dix-Lakehurst mission.</p> <p><b>Recommended Actions:</b> Identify jobs and positions, where appropriate, to establish a developmental and 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>			<p>Lead: 87 FSS/FSMC</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 2.5:</b> 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 at Joint Base McGuire-Dix-Lakehurst. 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><b>Recommended Actions:</b> Research and implement what has worked for other organizations; connect with affinity programs at</p>			<p>Lead: 87 FSS/FSMC</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>

various universities and professional organizations; share and collect best practices.			
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### AMC Goal #3 Develop and Retain

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

	Implementation Date	Evaluation or Completion Timeline	Leads and Key Stakeholders
<p><b>Objective 3.1:</b> 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><b>Recommended Actions:</b> Conduct a review of current method for identifying panel members; consider ways to improve building a diverse panel IAW AFI 36-7001.</p>			<p>Lead: 87 ABW/CC</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 3.2:</b> 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><b>Recommended Action:</b> Analyze current opportunities, curriculum and programs to determine where enhancements and improvements can be made.</p>			<p>Lead: 87 ABW/CVB D&amp;I Manager 87 FSS/CAA 87 FSS/FSMC</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>

<p><b>Objective 3.3:</b> 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. Joint Base McGuire-Dix-Lakehurst will advocate for policy aimed at incentivizing career service by evaluating factors unique to the female and minority rated officer.</p> <p><b>Recommended Actions:</b> Utilize DIWG 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) or other appropriate BAWGs; 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>			<p>Lead: 87 ABW/CVB D&amp;I Manager MPF DIWG</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 3.4:</b> 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><b>Recommended Action:</b> Utilize DIWG 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>			<p>Lead: 87 FSS/CC</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>

<p><b>Objective 3.5:</b> 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 Joint Base McGuire-Dix-Lakehurst, we will begin to explore long-term solutions to this challenge.</p> <p><b>Recommended Action:</b> 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>			<p>Lead: 87 ABW/CVB D&amp;I Manager 305 AMW/CC</p> <p>Stakeholders: Flying Units</p>
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#### 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><b>Objective 4.1:</b> Establish Joint Base McGuire-Dix-Lakehurst posture and structure for Diversity and inclusion efforts through commander guidance i.e. Guidance Memo, Charter and Flight Plan.</p> <p><b>Recommended Action:</b> Joint Base McGuire-Dix-Lakehurst release of Guidance Memo, Charter and Flight Plan 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>			<p>Lead: 87 ABW/CVB D&amp;I Manager 87 ABW/CC</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 4.2:</b> Establish cadre of trained D&amp;I Core Teams at Installation/Wing;</p> <p><b>Recommended Actions:</b> Designate Diversity and Inclusion Champion Leads (minimum of two</p>	01 April 2021		<p>Lead: 87 ABW/CVB D&amp;I Manager 87 ABW/CC</p>

<p>per squadron) and two Diversity &amp; Inclusion Executive Council members (two per Wing), empower and utilize Core Diversity and Inclusion Teams (Leads, Equal Opportunity Practitioners, and Community Support Coordinators) as resource for Leadership and Airmen.</p>			<p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 4.3:</b> Implement and lead DIWG; include Diversity &amp; Inclusion efforts and initiatives in monthly topics/updates.</p> <p><b>Recommended Action:</b> Utilize CAB to provide leadership engagement and awareness for efforts; Community Support Coordinators provide continuity as Diversity and Inclusion Leads rotate out.</p>	<p>On Going</p>		<p>Lead: 87 ABW/CVB D&amp;I Manager</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 4.4:</b> 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><b>Recommended Actions:</b> Continue small group discussions; establish panels related to cultural awareness, race relations and other identified areas of concern or interest specific to Installation/Unit culture; utilize resources materials provided to enhance communication between all levels within the unit structure.</p>	<p>On Going</p>		<p>Lead: 87 ABW/CVB D&amp;I Manager 87 ABW/CSC</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 4.5:</b> Provide recurring D&amp;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><b>Recommended Action:</b> Diversity and Inclusion videos pushed to units to disseminate and post videos where appropriate and continue local leadership messaging and engagement. Diversity and Inclusion will be conducted on a quarterly basis at either squadron or group unit commander calls and/or training day(s).</p>	<p>On Going</p>		<p>Lead: 87 ABW/CVB D&amp;I Manager 87 ABW/PA 87 ABW/CC</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>



<p><b>Objective 4.6:</b> Collect feedback concerning diversity and inclusion efforts and concerns from all available sources and available platforms to identify concerns of Airmen &amp; focus areas.</p> <p><b>Recommended Action:</b> AMC provides an anonymous feedback tool to allow for unfiltered feedback to command leadership for action and/or response as appropriate; Joint Base McGuire-Dix-Lakehurst will utilize the anonymous feedback tool to gather feedback and steer efforts and or responses as appropriate.</p>	On Going		<p>Lead: 87 ABW/CVB D&amp;I Manager</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 4.7:</b> Collect feedback through exit surveys to determine why people want to leave Joint Base McGuire-Dix-Lakehurst and/or the Air Force.</p> <p><b>Recommended Action:</b> Collect feedback through AMCs Civilian Exit Survey. Career Assistance Advisor will collect data for active duty members.</p>			<p>Lead: 87 FSS/FSM 87 ABW/CVB D&amp;I Manager</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 4.8:</b> Leaders at 87 ABW, 305 AMW, and 621 CRW units will conduct semi-annual “barriers to growth or progress analysis.</p> <p><b>Recommended Actions:</b> Wing Command Teams will designate their CAGs or Wing Commander designate to collect action plans from their respective squadrons and/or groups that identify key barriers to growth or progress, strategies, steps/timeline, measurement(s)/result(s).</p>			<p>Lead: 87 ABW/CVB D&amp;I Manager</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</p>
<p><b>Objective 4.9:</b> Leaders at 87 ABW, 305 AMW, and 621 CRW units will implement and lead quarterly/annual Diversity and Inclusion Awards program.</p> <p><b>Recommendation:</b> Wing Command Teams will designate their CAGs or Wing Commander designate to administer Diversity &amp; Inclusion quarterly/annual awards program that recognizes members of their respective Wing as D&amp;I champion.</p>			<p>Lead: 87 ABW/CVB D&amp;I Manager</p> <p>Stakeholders: 87 ABW, 305 AMW, 621 CRW</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. All work in support of the Flight Plan will occur under the 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 Joint Base McGuire-Dix-Lakehurst 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 system 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, AFCFT, or FEVS.

## Appendix A: Definitions

**Airmen** includes all uniformed service members and civilians of the Department of the Air Force (Active, Reserve, and National Guard). (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.

**Barrier Analysis Working Group (BAWG)** is a cross-functional form that performs barrier analysis to determine root causes of anomalies.

**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.

**Community Action Team (CAT)** is a cross-functional forum that serves as the action arm of the CAB to address 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 Working Group (DIWG)** membership consists of cross-functional members from 87 ABW, 305 AMW, and 621 CRW units.

**Diversity & Inclusion Executive Council (DIEC)** consist of two senior leaders from each respective Air Force active duty wing at Joint Base McGuire-Dix-Lakehurst, and at least one representative from each Commander's Action Group (CAG), MPF, Comptroller/Finance, Judge Advocate General, Inspector General, Chaplain, and Medical Group.

**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 Joint Base McGuire-Dix-Lakehurst Action/Initiatives are tracked via VIP-T and/or CAB. <b>AMC/AF LOEs:</b> (1) Improve Culture, (2) Increase Diversity, (3) Measure Success <b>GOALS:</b> (1) Socialize & Institutionalize, (2) Attract & Recruit, (3) Develop and Retain, (4) Leadership Emphasis	<b>Lead</b>	<b>SUPPORTS JOINT BASE MCGUIRE- DIX- LAKEHURST FLIGHT PLAN GOAL #OBJECTIVE</b>	<b>SUPPORTS AMC &amp; AF LOE(s)</b>
<b>(1)Socialize &amp; Institutionalize</b>			
Trained D&I Core Team (D&I Lead, Alternate, EO) E-Cornell D&I Certificate (3) and Franklin Covey Unconscious Bias Facilitators (12)	D&I Manager	1.1, 1.3, 3.1, 4.2	1
Develop/implement Public Affairs Guidance (PAG) (stories/messaging)	87 ABW/PA	1.1, 1.2, 4.6	1
Conduct Story Teller Events	D&I Manager/ 87 ABW/PA	1.6, 4.4	1
Implement Executive Orders (E.O.s)	D&I Manager	1.4, 1.5	1
Infuse 11 competencies in vision, mission, goals, plans	Unit DIWG Reps	1.1, 1.3	1
Conduct supplemental training (True Colors, EQ, Crucial Conversations, Crucial Accountability, etc.) through Joint Base McGuire-Dix-Lakehurst	87 ABW/CSC	1.1, 1.3	1
<b>(2)Attract &amp; Recruit</b>			
Assist AEP/SEPMs	87 ABW/CC, 87 FSS/FSM	2.1	1,2
Conduct hiring panels	87 FSS/FSM	2.2	1,2
Community outreach (visit schools, collaborate w/recruiters, STEM events, airshows, etc.)	D&I Manager	2.5	1,2
Advertise jobs on various platforms	87 FSS/FSM	2.5	1,2,3
Provide updates to CAB	D&I Manager	2.1, 2.2, 3.3, 4.3	1,2,3
<b>(3)Develop and Retain</b>			
Conduct exit interviews	87 FSS/FSM	1.4, 4.7	1,3
Base line training (D&I 101, Neurons & Narratives, etc.)	D&I Manager	1.1, 1.3, 3.1, 3.2	1
Civilian Development Plan (CDP) Guide	87 FSS/FSM	3.2	1
Review award recipient demographics	87 FSS/FSM CAGs, Group/Sq Execs	3.1	1
Track retention statistics & demographics	87 FSS/FSM	3.3, 3.4	1,3
Setup Email/survey platform for concerns/feedback	D&I Manager	3.3, 4.7	1,3
Participate in Reach Athena	D&I Manager	3.3, 3.4	1

Sensitive conversation facilitator training	DIWG	3.2, 4.2, 4.3, 4.4	1
Cross-training opportunities	87 ABW/CAA	2.4, 3.2	1
Coaching/Mentoring opportunities (Speed Mentoring)	87 ABW/CAA	3.2	1
D&I Core Team Mentors to unit reps (DIEC)	D&I Core Team	1.2, 3.3, 3.5	1
Barrier Analysis (MD-715 Reviews)	AEP/SEPMs	2.1, 3.3, 3.4	1,3
(4) Leadership Emphasis			
Hire a full time D&I lead	87 ABW/CC	4.2	1
Key Leader Messaging	D&I Manager	4.6	1
D&I at “off-sites” and symposiums	D&I Manager, CAGs CAA	1.1, 4.6	1
We-Care, We-Connect, Wingman Days, Team Building	87 ABW/CSC	1.6, 4.4, 4.5	1
Collect Feedback	D&I Manager, Command Teams	4.7	1
Anonymous Feedback (D&I Process, We-Care, We Connect, etc.) – Provided by AMC	D&I Manager	4.7, 4.8	1
Barriers to Growth or Progress Action Plans	D&I Manager, Command Teams	4.5, 4.8	1, 4
D&I Champion Quarterly/Annual Awards Program	D&I Manager, Command Teams	4.9	1, 4
Integrated Resilience Teams (unit level teams comprised of MRTs, RTAs, Suicide Prevention Trainers, DIWG members, PTLs, UFPMs, Influencers, etc.)	87 ABW/CSC	1.1, 4.1, 4.2, 4.3, 4.4, 4.7	1

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

## Attachment 1: Barriers to Growth or Progress Action Plan



### Joint Base McGuire-Dix-Lakehurst D&I Barriers to Growth or Progress Action Plan

Now you will have an opportunity to plan your own course of action for barriers to growth or progress and fostering greater inclusion within your work group. You can use this action plan to guide your efforts within the group in any way that you find helpful.

Complete the grid below, using as much space as you need.	
Key Barrier(s) to Growth or Progress	Identify the key barriers to growth or progress related to inclusion that you hope to address.
Strategies	Identify which strategies you intend to put into practice.
Steps	What are the specific actions you will take? Be as specific as you can in outlining how you will proceed.
Timeline	Identify a timeline for implementation. What will you do (or will you do with your team) in the next month? What will you have completed over the next quarter?
Measurement/Results	How are you going to measure your results or demonstrate that your efforts have had a positive impact? Outline your measurement strategies here.

## Attachment 2: Joint Base McGuire-Dix-Lakehurst Diversity & Inclusion Champion Award Nomination Template



Rank/Name:

Hometown:

Unit:

Duty Title and Job Description:

Submitting Squadron/Group/Wing:

### KEY POINTS FOR THE BODY OF YOUR SUBMISSION:

- No more than 12 lines highlighting actions that have contributed to advancing Air Force Diversity & Inclusion competencies, initiating and leading action(s) to remove barriers, improve the working experience and engagement levels of employees and create an environment where individuals feel a sense of belonging, can be their authentic selves, and feel that they have a voice in their teams and organizations, or demonstrating excellence in the delivery of services to employees.
- Narrative format only; no bullet-format