

DEFINITIONS OF DIVERSITY, INCLUSION, AND IDENTITY

ARMY DIVERSITY WEBSITE

<http://www.armydiversity.army.mil/adoAbout/index.html>

The Army defines **diversity** as the different attributes, experiences, and backgrounds of our Soldiers, Civilians and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army.

ARMY POLICY ON DIVERSITY (n.d.)

http://www.armydiversity.army.mil/document/Army_Policy_on_Diversity.pdf

Tri-signed letter – SA Hon J.M. McHugh, CSA GEN G.W. Casey, Jr., SMA K.O. Preston

Army diversity is defined as *the different attributes, experiences, and backgrounds of our Soldiers, Civilians and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army.*

THE FOLLOWING IS A SHORT SUMMARY, IN APPROXIMATE. CHRONOLOGICAL ORDER, OF LEGISLATION AND DIRECTIVES PERTAINING TO DIVERSITY AND INCLUSION:

Executive Order 13583 -- Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce, August 18, 2011.

<https://www.govinfo.gov/content/pkg/CFR-2012-title3-vol1/pdf/CFR-2012-title3-vol1-eo13583.pdf>

By the authority vested in me as President by the Constitution and the laws of the United States of America, and in order to promote the Federal workplace as a model of equal opportunity, diversity, and inclusion, it is hereby ordered as follows:

Section 1. Policy. Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.

A commitment to equal opportunity, diversity, and inclusion is critical for the Federal Government as an employer. By law, the Federal Government's recruitment policies should "**endeavor to achieve a work force from all segments of society.**" (5 U.S.C. 2301(b)(1)). As the Nation's largest employer, the Federal Government has a special obligation to lead by example. Attaining a diverse, qualified workforce is one of the cornerstones of the merit-based civil service.

Prior Executive Orders, including but not limited to those listed below, have taken a number of steps to address the leadership role and obligations of the Federal Government as an employer. For example, **Executive Order 13171 of October 12, 2000 (Hispanic Employment in the Federal Government)**, directed executive departments and agencies to implement programs for recruitment and career development of Hispanic employees and established a mechanism for identifying best practices in doing so. **Executive Order 13518 of November 9, 2009 (Employment of Veterans in the Federal Government)**, required the establishment of a Veterans Employment Initiative. **Executive Order 13548 of July 26, 2010 (Increasing Federal Employment of Individuals with Disabilities)**, and its related predecessors, **Executive Order 13163 of July 26, 2000 (Increasing the Opportunity for Individuals With Disabilities to be Employed in the Federal Government)**, and **Executive Order 13078 of March 13, 1998 (Increasing Employment of Adults With Disabilities)**, sought to tap the skills of the millions of Americans living with disabilities.

To realize more fully the goal of using the talents of all segments of society, the Federal Government must continue to challenge itself to enhance its ability to recruit, hire, promote, and retain a more diverse workforce. Further, the Federal Government must create a culture that encourages collaboration, flexibility, and fairness to enable individuals to participate to their full potential.

Wherever possible, the Federal Government must also seek to consolidate compliance efforts established through related or overlapping statutory mandates, directions from Executive Orders, and regulatory requirements. By this order, I am directing executive departments and agencies (agencies) to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resources strategies. This approach should include a continuing effort to identify and adopt best practices, implemented in an integrated manner, to promote diversity and remove barriers to equal employment opportunity, consistent with merit system principles and applicable law.

GOVERNMENT-WIDE DIVERSITY AND INCLUSION STRATEGIC PLAN 2011

OPM Office of Diversity and Inclusion

<https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/governmentwidedistrategicplan.pdf>

Definitions of “Diversity” and “Inclusion” [page5]

We define **workforce diversity** as a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.

We define **inclusion** as a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

Goals:

1. **Workforce Diversity.** Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.
2. **Workplace Inclusion.** Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.
3. **Sustainability.** Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

National Defense Authorization Act for Fiscal Year 2013. Sec. 519. Diversity in the Armed Forces and related reporting requirements.

<https://www.govinfo.gov/content/pkg/BILLS-112hr4310enr/pdf/BILLS-112hr4310enr.pdf>

SEC. 519. DIVERSITY IN THE ARMED FORCES AND RELATED REPORTING REQUIREMENTS.

(a) PLAN TO ACHIEVE MILITARY LEADERSHIP REFLECTING DIVERSITY OF UNITED STATES POPULATION.—

(1) IN GENERAL.—Chapter 37 of title 10, United States Code, is amended by adding at the end the following new section:

“§ 656. Diversity in military leadership: plan

“(a) PLAN.—The Secretary of Defense (and the Secretary of Homeland Security in the case of the Coast Guard when it is not operating as a service in the Department of the Navy) shall develop and implement a plan to accurately measure the efforts of the Department of Defense and the Coast Guard to achieve a dynamic, sustainable level of members of the armed forces (including reserve components) that, among both commissioned officers and senior enlisted personnel of each armed force, will reflect the diverse population of the United States eligible to serve in the armed forces, including gender specific, racial, and ethnic populations.

Any metric established pursuant to this subsection may not be used in a manner that undermines the merit-based processes of the Department of Defense and the Coast Guard, including such processes for accession, retention, and promotion. Such metrics may not be combined with the identification of specific quotas based upon diversity characteristics. The Secretary concerned shall continue to account for diversified language and cultural skills among the total force of the armed forces.

“(b) METRICS TO MEASURE PROGRESS IN DEVELOPING AND IMPLEMENTING PLAN.—In developing and implementing the plan under subsection (a), the Secretary of Defense and the Secretary of Homeland Security shall develop a standard set of metrics and collection procedures that are uniform across the armed forces.

The metrics required by this subsection shall be designed—

“(1) to accurately capture the inclusion and capability aspects of the armed forces’ broader diversity plans, including race, ethnic, and gender specific groups, as potential factors of force readiness that would supplement continued accounting by the Department of Defense and the Coast Guard of diversified language and cultural skills among the total force as part of the assessment of current and future national security needs; and

“(2) to be verifiable and systematically linked to strategic plans that will drive improvements.

H. R. 4310—90

“(c) DEFINITION OF DIVERSITY.—In developing and implementing the plan under subsection (a), the Secretary of Defense and the Secretary of Homeland Security shall develop a uniform definition of diversity.

“(d) CONSULTATION.—Not less than annually, the Secretary of Defense and the Secretary of Homeland Security shall meet with the Secretaries of the military departments, the Joint Chiefs of Staff, the Commandant of the Coast Guard, and senior enlisted members of the armed forces to discuss the progress being made toward developing and implementing the plan established under subsection (a).

“(e) COOPERATION WITH STATES.—The Secretary of Defense shall coordinate with the National Guard Bureau and States in tracking the progress of the National Guard toward developing and implementing the plan established under subsection (a).”.

(2) CLERICAL AMENDMENT.—The table of sections at the beginning of such chapter is amended by adding at the end the following new item:

“656. Diversity in military leadership: plan.”.

(b) INCLUSION IN DOD MANPOWER REQUIREMENTS REPORT.—

Section 115a of such title is amended by inserting after subsection

(f) the following new subsection:

“(g) In each report submitted under subsection (a) during fiscal years 2013 through 2017, the Secretary shall also include a detailed discussion of the following:

“(1) The progress made in implementing the plan required by section 656 of this title to accurately measure the efforts of the Department to reflect the diverse population of the United States eligible to serve in the armed forces.

“(2) The number of members of the armed forces, including reserve components, listed by gender and race or ethnicity for each rank under each military department.

“(3) The number of members of the armed forces, including reserve components, who were promoted during the year covered by the report, listed by gender and race or ethnicity for each rank under each military department.

“(4) The number of members of the armed forces, including reserve components, who reenlisted or otherwise extended the commitment to military service during the year covered by the report, listed by gender and race or ethnicity for each rank under each military department.

“(5) The available pool of qualified candidates for the general officer grades of general and lieutenant general and the flag officer grades of admiral and vice admiral.”.

(c) COAST GUARD REPORT.—

(1) ANNUAL REPORT REQUIRED.—The Secretary of Homeland Security (or the Secretary of the Navy in the event the Coast Guard is operating as a service in the Department of the Navy) shall prepare an annual report addressing diversity among commissioned officers of the Coast Guard and Coast Guard Reserve and among enlisted personnel of the Coast Guard and Coast Guard Reserve. The report shall include—

(A) an assessment of the available pool of qualified candidates for the flag officer grades of admiral and vice admiral;

- (B) the number of such officers and personnel, listed by gender and race or ethnicity for each rank;
 - (C) the number of such officers and personnel who were promoted during the year covered by the report, listed by gender and race or ethnicity for each rank; and
 - (D) the number of such officers and personnel who reenlisted or otherwise extended the commitment to the Coast Guard during the year covered by the report, listed by gender and race or ethnicity for each rank.
- (2) SUBMISSION.—The report under paragraph (1) shall be submitted during each of fiscal years 2013 through 2017 not later than 45 days after the date on which the President submits to Congress the budget for the next fiscal year under section 1105 of title 31, United States Code. Each report shall be submitted to the Committee on Armed Services, the Committee on Transportation and Infrastructure, and the Committee on Homeland Security of the House of Representatives, and the Committee on Armed Services and the Committee on Commerce, Science, and Transportation of the Senate.

National Defense Authorization Act for Fiscal Year 2014

<https://www.congress.gov/bill/113th-congress/house-bill/3304/text>

Includes: REVIEW OF OFFICE OF DIVERSITY MANAGEMENT AND EQUAL OPPORTUNITY ROLE IN SEXUAL HARASSMENT CASES.

AR 600-20 ARMY COMMAND POLICY (6 Nov 2014)

https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/r600_20.pdf

6–15. Training

c. Generally, Senior Executive Diversity Awareness Training will cover—

- (1) Planning and resourcing the implementation of the Army’s EO program.
- (2) Creating positive command climates that promote fair and equal treatment and that create opportunities for all Soldiers, civilians, and Family members.
- (3) Contemporary issues in EO and the prevention and eradication of sexual harassment.

Glossary:

Equal opportunity

Consideration and treatment based upon merit, fitness, and capability irrespective of race, religion, color, gender, or national origin.

National Defense Authorization Act for Fiscal Year 2015.

<https://www.congress.gov/bill/113th-congress/house-bill/4435>

(Sec. 585) Directs the Secretary of Defense to submit to the congressional armed services committees, not later than June 1, 2015, a report on the review of the role of the Office of Diversity Management and Equal Opportunity in sexual harassment cases.

(Sec. 586) Directs the Comptroller General to report on policies to prevent and track hazing in the Armed Forces.

ARMY DIR 2015-39 INCLUSION OF SEXUAL ORIENTATION IN THE MILITARY EQUAL OPPORTUNITY PROGRAM (14 Oct 2015)

https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ad2015_39.pdf

No definitions of these terms

National Defense Authorization Act for Fiscal Year 2016. Sec. 528. Sense of congress recognizing the diversity of the members of the Armed Forces.

<https://www.govinfo.gov/content/pkg/BILLS-114s1356enr/pdf/BILLS-114s1356enr.pdf>

SEC. 528. SENSE OF CONGRESS RECOGNIZING THE DIVERSITY OF THE MEMBERS OF THE ARMED FORCES.

(a) FINDINGS.—Congress finds the following:

- (1) The United States military includes individuals with a variety of national, ethnic, and cultural backgrounds that have roots all over the world.
- (2) In addition to diverse backgrounds, members of the Armed Forces come from numerous religious traditions, including Christian, Hindu, Jewish, Muslim, Sikh, non-denominational, non-practicing, and many more.
- (3) Members of the Armed Forces from diverse backgrounds and religious traditions have lost their lives or been injured defending the national security of the United States.
- (4) Diversity contributes to the strength of the Armed Forces, and service members from different backgrounds and religious traditions share the same goal of defending the United States.
- (5) The unity of the Armed Forces reflects the strength in diversity that makes the United States a great nation.

(b) SENSE OF CONGRESS.—It is the sense of Congress that the United States should—

- (1) continue to recognize and promote diversity in the Armed Forces; and
- (2) honor those from all diverse backgrounds and religious traditions who have made sacrifices in serving the United States through the Armed Forces.

US ARMY TALENT MANAGEMENT STRATEGY FORCE 2025 AND BEYOND (20 Sep 2016)

https://talent.army.mil/wp-content/uploads/pdf_uploads/PUBLICATIONS/Army%20Talent%20Management%20Strategy%2C%20Force%202025%20and%20Beyond.pdf

3-1. Strategic Goals. [4-Ready, Professional, Diverse, Integrated]

c. Diverse. The Army possesses people and teams with the breadth and depth of talents that collectively make our profession highly adaptable. In this context, **diversity** includes race, gender, and other demographics as well as the talents – skills, knowledge, and behaviors – of the total force.

3-2. Major Objectives. [4-Acquire, Develop, Employ, Retain]

a. Acquire: Identify and recruit the diverse talents required for the current and future force, develop that talent for initial entry into one of the Army's workforce segments, and set conditions for its optimized employment. Includes the marketing, recruiting, and selection of quality candidates to serve in the Army, the onboarding of talent and subsequent job placement. Ensures as an organization we are both diverse and inclusive.

APPENDIX A: Army Talent Management Strategy Map [Diagram]

END STATE: *A ready, diverse and integrated team of trusted professionals optimized to overcome any adversary*

DIVERSE A Breadth and Depth of Talented People and Teams

Presidential Memorandum -- Promoting Diversity and Inclusion in the National Security Workforce, October 5, 2016.

<https://obamawhitehouse.archives.gov/the-press-office/2016/10/05/presidential-memorandum-promoting-diversity-and-inclusion-national>

Our greatest asset in protecting the homeland and advancing our interests abroad is the talent and diversity of our national security workforce. Under my Administration, we have made important progress toward harnessing the extraordinary range of backgrounds, cultures, perspectives, skills, and experiences of the U.S. population toward keeping our country safe and strong. As the United States becomes more diverse and the challenges we face more complex, we must continue to invest in policies to recruit, retain, and develop the best and brightest from all segments of our population. Research has shown that diverse groups are more effective at problem solving than homogeneous groups, and policies that promote diversity and inclusion will enhance our ability to draw from the broadest possible pool of talent, solve our toughest challenges, maximize employee engagement and innovation, and lead by example by setting a high standard for providing access to opportunity to all segments of our society.

The purpose of this memorandum is to provide guidance to the national security workforce in order to strengthen the talent and diversity of their respective organizations.

... as of 2015, only the Department of State and USAID Civil Services were more diverse in terms of gender, race, and ethnicity than the Federal workforce as a whole. When comparing the agencies' workforces to their leadership personnel (Senior Executive Service (SES) or its equivalent), all agencies' leadership staffs were less diverse than their respective workforces in terms of gender, and all but DOD enlisted personnel and USAID Civil Service had less diverse leadership in terms of race and ethnicity. While these data do not necessarily indicate the existence of barriers to equal employment opportunity, we can do more to promote diversity in the national security workforce, consistent with merit system principles and applicable law.

This memorandum also aligns with congressional efforts to promote the diversity of the national security workforce, which have been reflected in legislation such as the:

Foreign Service Act of 1980, which urged the Department of State to develop policies to encourage the "entry into and advancement in the Foreign Service by persons from all segments of American society";

Intelligence Reform and Terrorism Prevention Act of 2004, which called on the Intelligence Community to prescribe personnel policies and programs that ensure its personnel "are sufficiently diverse for purposes of the collection and analysis of intelligence through the recruitment and training of women, minorities, and individuals with diverse ethnic, cultural, and linguistic backgrounds"; and

National Defense Authorization Act for Fiscal Year 2013, which mandated that the U.S. military develop and implement a plan to accurately measure the efforts of the military to "achieve a dynamic, sustainable level of members of the armed forces (including reserve components) that, among both commissioned officers and senior enlisted personnel of each armed force, will reflect the diverse population of the United States eligible to serve in the armed forces, including gender specific, racial, and ethnic populations."

Promoting diversity and inclusion within the national security workforce must be a joint effort and requires engagement by senior leadership, managers, and the entire workforce, as well as effective collaboration among those responsible for human resources, equal employment opportunity, and diversity and inclusion issues.

Department of Defense (DoD) Directive 1020.02E (Diversity Management in Equal Opportunity in the DoD), June 8, 2015, Incorporating Change 1, Effective November 29, 2016.

https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/102002e_dodd_2015.pdf

diversity. All the different characteristics and attributes of the DoD's total force, which are consistent with DoD's core values, integral to overall readiness and mission accomplishment, and reflective of the Nation we serve.

inclusion. Valuing and integrating each individual's perspectives, ideas, and contributions into the way an organization functions and makes decisions.

National Defense Authorization Act for Fiscal Year 2017.

<https://www.congress.gov/bill/114th-congress/senate-bill/2943/text>

Does not mention Diversity.

AR 690-12 EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY (22 Dec 2016)

https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN8247_AR690-12_Web_Final.pdf

Chapter 4

Diversity and Inclusion

4-1. Purpose

The Army's Diversity and inclusion mission is to develop and implement a strategy that contributes to mission readiness while transforming and sustaining the Army as a national leader in Diversity. The foundation of the Army Diversity and inclusion mission is the Federal nondiscrimination statutes, regulations, and policies. The Army mission is executed in the context of Army values, ethics, and the Army profession.

4-2. Responsibilities

a. The DA will-

(1) Ensure Diversity strategies, plans, principles, and objectives are in compliance with Federal statutes, Executive Orders, and applicable Federal guidelines.

(3) Promote a climate that introduces Diversity concepts into decisionmaking models to demonstrate commitment and create results that enhance the professional experience and the accomplishment of the mission.

(4) Provide leaders a common understanding of Diversity Policies and requirements to ensure that human capital policies, practices, and guidelines support Army Diversity Policy.

Glossary:

Diversity

A collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences

Inclusion

A set of behaviors (culture) that encourages employees to feel valued for their unique qualities and experience a sense of belonging.

ARMY DIR 2017-06 PROMOTING DIVERSITY AND INCLUSION (18 Jan 2017)

https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/AD2017-06_Final.pdf

References:

- a. Executive Order 13583 -- Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce, August 18, 2011.
- b. Presidential Memorandum -- Promoting Diversity and Inclusion in the National Security Workforce, October 5, 2016.
- c. Department of Defense (DoD) Directive 1020.02E (Diversity Management in Equal Opportunity in the DoD), June 8, 2015, Incorporating Change 1, Effective November 29, 2016.
- d. Army Regulation 690-12 (Equal Employment Opportunity and Diversity), 22 December 2016.
- e. Army Regulation 600-20 (Army Command Policy), 6 November 2014.
- f. U.S. Army Talent Management Strategy Force 2025 and Beyond, 20 September 2016.

Para 3.d. Recognition that diversity of backgrounds, cultures, perspectives, skills, and experiences contributes to innovation, fosters inclusion, and prepares leaders to resolve complex challenges.

AR 600-100 ARMY PROFESSION AND LEADERSHIP POLICY (5 Apr 2017)

https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN3758_AR_600-100_FINAL_WEB_.pdf

Diversity

The different attributes, experiences, and backgrounds of our Soldiers, Civilians, and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army.

Inclusion

A process that cultivates a work environment that connects Soldiers, Civilians, and Family Members; encourages collaboration, flexibility, and fairness; and leverages diversity so that all are enabled to participate and contribute to their full potential.

1–7. Army Culture and Mission Command [discusses Culture and Climate]

(6) The organizational culture is one of inclusion which demands and values diversity of knowledge and perspectives that members of different groups bring and shapes how the mission is accomplished.

National Defense Authorization Act for Fiscal Year 2018.

<https://www.congress.gov/bill/115th-congress/house-bill/2810/text>

Changed the reporting requirements:

SEC. 1051. ELIMINATION OF REPORTING REQUIREMENTS TERMINATED AFTER NOVEMBER 25, 2017, PURSUANT TO SECTION 1080 OF THE NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2016.

(a) Title 10, United States Code.--Title 10, United States Code, is amended as follows:

(1) Section 113 reports.--

(A) Reserve forces policy board report.--Section 113(c) is amended--

(i) by striking paragraph (2);

(ii) by striking "(1)" after "(c)"; and

(iii) by redesignating subparagraphs (A), (B), and (C) as paragraphs (1), (2), and (3), respectively.

(B) Total force management report.--Section 113 is amended by striking subsection (1).

(2) Diversity in military leadership report.—Section 115a(g) is amended by striking "during fiscal years 2013 through 2017".