





## DEPARTMENT OF DEFENSE OFFICE OF DIVERSITY MANAGEMENT AND EQUAL OPPORTUNITY

### View from the Top: Director, Diversity Management and Equal Opportunity and Chief Diversity Officer

It is my privilege to introduce the 2013 Department of Defense Diversity and Inclusion Summary Report. This document captures many of the milestones and accomplishments the Department has made in diversity and inclusion throughout 2013. I can confidently say that we have had a busy and exciting year.

Throughout 2013, the Department continued its commitment to diversity and inclusion across the Total Force. Within each of the Military Services and other DoD Components, we continued to embrace diversity and inclusion as readiness imperatives and strategic advantages. The Office of Diversity Management and Equal Opportunity (ODMEO), in its role of leading the Department's diversity and inclusion efforts, continued to support the Services and Defense Agencies in building inclusive environments where everyone is respected and encouraged to provide ideas critical to innovation, force readiness, and mission success.



Our efforts have led to tangible results, and one only has to look at the makeup of our Total Force to see them in action. Thirty-seven percent of our military personnel are racial and ethnic minorities, and 15 percent are women. Racial and ethnic minorities make up 30 percent of our total civilian workforce, and women represent nearly 34 percent of all Department civilians. These statistics mark a notable increase in DoD workforce diversity, and are a result of the consistent and successful initiatives detailed in this report.

We are working to build our military into a force that is representative of the nation it serves and protects. We recognize that diversity goes beyond race, ethnicity and gender, encompassing the various backgrounds and attributes that make us unique individually and strong as a team. However, there are still challenges that need to be addressed, and this summary report will discuss a number of those, as well as our successes in key areas.

Looking to the future, we will continue our efforts to increase and enhance diversity and inclusion throughout the Department. As the Military Services and Defense Agencies advance their efforts, ODMEO will provide policy, oversight, and support for Department-wide initiatives. We will follow relevant laws, Presidential Executive Orders, and policies that promote and galvanize military readiness through a variety of strategic initiatives in key areas. These include strengthening the diverse military and civilian candidate pool, preventing sexual harassment and hazing, improving recruitment and accommodations of people with disabilities, and developing diversity and inclusion competencies. Additionally, we will leverage senior leader forums such as the Defense Diversity Working Group (DDWG) and Defense Equal Opportunity Management Institute (DEOMI) Board of Advisors (BOA), and will ensure the advancement of diversity and inclusion initiatives outlined in the *Department of Defense Diversity and Inclusion Strategic Plan 2012-2017*.

With the support of senior Department leaders behind us, we will continue our steadfast commitment to diversity and equal opportunity through execution of sound programs and training initiatives. My team and I are committed to working together to build a diverse and inclusive Department of Defense (DoD) that is ready to meet the nation's defense challenges.

Clarence A. Johnson  
Director, Diversity Management and Equal Opportunity  
Chief Diversity Officer



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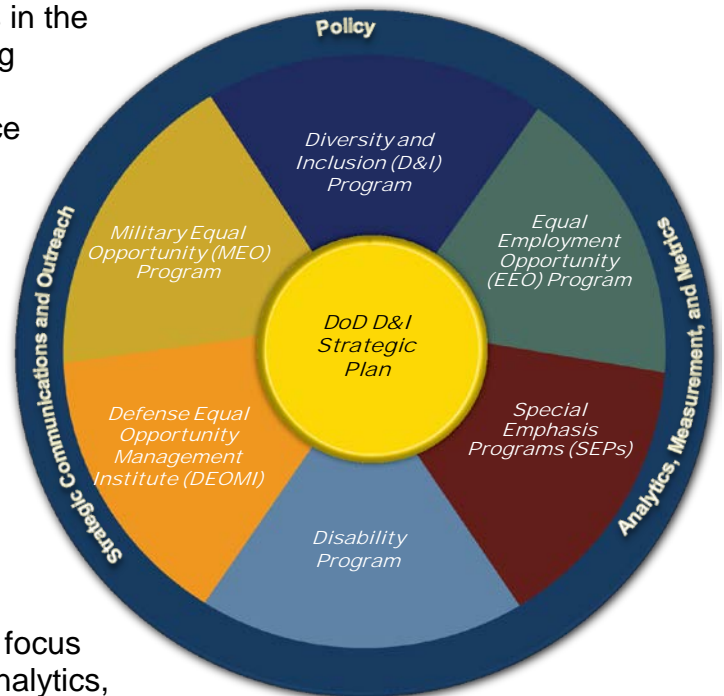
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## Executive Summary

This Department of Defense (DoD) Diversity and Inclusion Summary Report highlights key successes and progress in the Department’s diversity and inclusion efforts in the calendar year 2013. This report outlines the new vision for diversity and inclusion in the DoD, the elements necessary to achieve that vision, and program highlights of the Office of Diversity Management and Equal Opportunity (ODMEO), the driver of DoD diversity and inclusion efforts.

Diversity and inclusion are strategic imperatives in the DoD and critical to mission readiness. Changing national demographics, emerging technologies, attrition in the senior ranks, and the evolving face of the operational environment demand that the Department change to reflect the face of the nation and acquire the skills necessary to meet future demands. Accountability is an essential feature of successful diversity and inclusion efforts and, as such, has emerged as the focus of efforts moving forward. With the *Department of Defense Diversity and Inclusion Strategic Plan 2012-2017 (DoD D&I Strategic Plan)* as its foundation, ODMEO develops policies in major program areas to guide the work of diversity and inclusion across DoD; directs core programs and initiatives to support diversity and inclusion efforts; identifies focus areas for analyses, tracking progress through analytics, measures, and metrics; and communicates internally and externally to report program activities and collaborate with stakeholders. Following are key highlights of ODMEO’s major program areas.



## Program Highlights

### DoD Diversity and Inclusion Strategic Plan

With the *DoD D&I Strategic Plan* as the foundation, ODMEO has developed a disciplined strategic governance and oversight structure that allows for continuous interaction, alignment, and coordination with key stakeholder groups to drive diversity and inclusion efforts and address programmatic initiatives.

### **Strategic Plan and Implementation Progress**

The *DoD D&I Strategic Plan*, published in April 2012, provides the foundation and overarching construct for diversity and inclusion efforts across the Department. The *DoD D&I Strategic Plan* sets forth three strategic goals that focus on leadership commitment; outreach to identify, attract, and recruit talent; and developing, mentoring,



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and retaining top talent. Supporting objectives are collectively guiding and driving DoD's diversity and inclusion efforts, creating alignment that allows DoD to approach diversity and inclusion in a coordinated, collaborative, and integrated manner supported by measurable outcomes.

The *Department of Defense Diversity and Inclusion Implementation Plan (DoD D&I Implementation Plan)* provides the roadmap for execution, an actionable implementation framework, and detailed implementation steps for initiatives. Currently, ODMEO is working with key stakeholders across the Department to implement the *DoD D&I Strategic Plan* and reporting on the success made within each of the strategic goal areas.

### **Strategic Governance and Oversight**

ODMEO established an oversight framework to support the implementation of the *DoD D&I Strategic Plan* and provide the structure to ensure accountability is central to the Department's diversity and inclusion efforts. Central to this oversight framework was the late 2012 reconstitution of the Defense Diversity Working Group (DDWG) as the primary collaboration group for DoD's diversity and inclusion efforts. In addition, they established programmatic working groups including engagement with human resources (HR) and legal stakeholders, Defense Equal Opportunity Management Institute (DEOMI) Board of Advisors (BOA), and "hot Issue" working groups to address emerging issues such as the Hazing Review Team. This network of entities increases understanding, agility, and motivation of the organization to support program implementation.

### **Core Programs and Initiatives**

Core programs and initiatives drive the execution of the mission and respond to external mandates such as congressional requirements, White House Initiatives, and other emerging issues. Following are details of key implementation efforts conducted by DoD's Diversity and Inclusion, Military Equal Opportunity (MEO), Equal Employment Opportunity (EEO), Disability, Special Emphasis Programs (SEPs), and DEOMI programs and initiatives for 2013.

### **Diversity and Inclusion Program**

- Established a Director of Diversity and Inclusion Management
- Provided a *Report on Hazing in the Armed Services* to Congress
- Commissioned a research study to identify diversity and inclusion competencies
- Created the Hazing Review Team, with membership across the Services, serving as a collaborative body to respond to congressional hazing reporting requirements
- Conducted hazing and sexual harassment prevention efforts to include:
  - Commissioned a RAND study on *Hazing in the Armed Forces*
  - Teamed with the DoD Sexual Assault Prevention and Response Office (SAPRO) on sexual harassment prevention



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- Made progress in identifying and refining diversity and inclusion data indicators to respond to congressional reporting requirements as well as provide a baseline for tracking the health of diversity and inclusion across DoD
- Briefed the Under Secretary of the Defense (USD) for Personnel and Readiness (P&R), Service Manpower and Reserve Affairs (M&RAs) and Service Directors of Manpower and Personnel on the progress achieved in implementing the *DoD D&I Strategic Plan*

### ***Military Equal Opportunity (MEO) Program***

- Updated the Department's command climate assessment guidance to require the following:
  - Climate assessments are conducted within 120 days after assumption of command and annually thereafter
  - Climate assessments provide an opportunity for Service members to express their opinions regarding how their leaders respond to sexual assault and sexual harassment complaints
  - Results and analysis of annual climate surveys are provided to the commander requesting the climate survey and to the commander at the next level of command within 30 days
- Developed and published the Department's *Data Collection Plan for Substantiated Incidents of Sexual Harassment in the Armed Forces for Fiscal Year 2013* to compile a comprehensive congressional report on sexual harassment incidents in the Armed Forces
- Strengthened training, leadership accountability, and policy guidance for the prevention of sexual harassment throughout the Department through the development of a Department policy addressing sexual harassment
- Updated DoD Directive (DoDD) 1350.2, the DoD MEO Program, to revise policy guidance and issue instructions on sexual harassment, command climate assessments, DEOMI, MEO program indicators, and procedures for processing complaints of unlawful discrimination or sexual harassment
- Conducted an assessment of sexual harassment prevention at each of the Military Service Academies in conjunction with the Department's SAPRO bi-annual review
- Conducted a curriculum review of MEO training requirements at DEOMI

### ***Equal Employment Opportunity (EEO) Program***

- Conducted quarterly EEO Director meetings held with DoD Service and Agency Directors to address common issues and strategies
- Used analysis of Equal Employment Opportunity Commission (EEOC) Management Directive 715 (MD-715) DoD Component submissions to drive strategic initiatives and priorities in the continued development of a Model EEO Program



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- Engaged DoD HR Roundtable initiative to update the EEO career field personnel structure and better support the development of professional staff
- Refined policies that govern nondiscrimination on the basis of race, color, national origin, disability, age, or sex continued in programs and activities that receive DoD financial assistance to align with current Federal guidance and rulings

### ***Disability Program***

- Coordinated a signed memorandum by the Assistant Secretary of Defense for Readiness and Force Management (ASD(R&FM)) reminding DoD Components of their responsibilities to ensure that meetings and other group events are accessible. The memorandum was accompanied by a document that addressed good practices in accessibility, facilities, and supplemental materials for such events
- Continued to stress updating of disability status in personnel systems
- Observed the stabilization of the ratio of employees with targeted disabilities
- Co-sponsored, in collaboration with the Department of Labor, the Workforce Recruitment Program (WRP) for college students and recent graduates with disabilities. The WRP accounted for 166 hires federal-wide in 2013
- Developed an Electronic Mentoring (E-Mentoring) Program for individuals with disabilities. Enlisted Army as the pilot Component
- Enhanced the Disability Program Management course by preparing training material for online distributed learning
- Improved processing of disability complaints by Components and reduced backlog

### ***Special Emphasis Programs (SEPs)***

- Worked to ensure equal employment opportunity for minorities, women, disabled veterans, and other people with challenged abilities across the Department
- Supported the recruitment, development, training, and advancement of these specific demographic groups through participation in events such as the *Federally Employed Women (FEW) 44<sup>th</sup> Annual National Training Program*, the *League of United Latin American Citizens (LULAC) Federal Training Institute*, the *33<sup>rd</sup> Annual DoD Disability Awards Ceremony*, the *35<sup>th</sup> Annual Blacks in Government (BIG) National Training Conference*, the *Society of American Indian Government Employees (SAIGE) 10<sup>th</sup> Annual National Training Program*, the *Annual Federal Asian Pacific American Council (FAPAC) National Leadership Training Conference*

### ***Defense Equal Opportunity Management Institute (DEOMI)***

- Made strides in increasing the use of Advanced Distributed Learning (ADL) and simulations to make training more readily available to the remote student population



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- Expanded DEOMI Equal Opportunity Climate Survey (DEOCS) service in response to new law and policy mandates and to support its DoD customer base
- Partnered with ODMEO to develop a strategic organizational assessment and future operating model to support the Institute's transformation efforts and initiatives

### Communication/Collaboration

Communication and collaboration involve ODMEO's external and internal efforts to ensure that policies, programs, and initiatives are understood and appropriately disseminated throughout DoD. This involves strategic communications, inreach, and outreach.

#### ***Strategic Communications***

Diversity and inclusion is an ongoing process. Each stage of the military personnel life cycle is intricately linked to the composition of future military leaders. It takes about 26 years – based on historical averages – for an officer to be a one-star general or admiral from the time of commissioning.<sup>1</sup> Given this data, it is important for ODMEO to have internal and external touch points to all military personnel – from who is recruited to who is promoted. ODMEO's strategic communications efforts work to achieve this.

Communication efforts in 2013 focused on connecting with hard-to-reach minority communities. These communities were not saying "NO" to military service or a career with DOD, they just did not "KNOW" about these opportunities. Additionally, ODMEO focused on communicating the importance of a diverse workforce to leaders within DOD to ensure everyone in the Department had challenging and fulfilling career opportunities that allowed them to advance and move up the ranks.

#### ***Inreach and Outreach***

ODMEO has used inreach to promote and foster diversity and inclusion within DoD through awareness and education to appreciate, value, understand, and celebrate the social and cultural similarities and differences of its current military and civilian workforce, promoting retention. ODMEO has engaged with affinity groups, employee resource groups (ERGs), and key influencers to position DoD as an employer of choice, promoting recruitment, with particular emphasis on Hispanics, women, and individuals with disabilities. They have also expanded diversity outreach efforts to include involvement with science, technology, engineering, and mathematics (STEM).

### Analytics, Measures, and Metrics

DoD has increased its analytical capability to measure diversity progress more effectively and ensure that programs and policies have impact and follow mandated guidelines. These efforts include:

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<sup>1</sup> "Career Progression of Minority and Women Officers," Office of the Under Secretary of Defense Personnel and Readiness. August, 1999. Page 3.





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- Developed a baseline of workforce demographics at a DoD Total Force<sup>2</sup> level that revealed several high-level persistent demographic challenges across labor force profiles (i.e., Officer Corps, Enlisted Force, and Civilian) to include:
  - Low representation of Hispanics in the DoD at all levels
  - Low representation of all racial/ethnic minority groups and females in the senior leadership of DoD
  - Low representation of individuals with disabilities in the civilian workforce
  - Higher separation rates for women and American Indian and Alaska Native (AIAN), particularly White women, at critical retention points
- Established Total Force key indicators as focus areas for collection and analysis including overall participation, outreach and accessions, career development and promotions, and retention and inclusion
- Examined common climate metrics to augment quantitative data findings

### Future and Way Forward

Moving forward, ODMEO will continue advancing its commitment to a sustained and successful DoD diversity and inclusion effort by leveraging its growing partnerships with key stakeholders to infuse diversity throughout the Department. ODMEO strives to make diversity and inclusion a natural part of the way DoD responds to mission demands and will work to establish quantifiable measures to hold leaders accountable, fostering an inclusive work environment that promotes the innovative thinking needed to tackle current and future mission critical issues and challenges.

### Introduction and Background

DoD has continued to make notable progress in advancing diversity and inclusion in 2013. Several key external drivers guided DoD's diversity and inclusion efforts, including *Presidential Executive Order 13583, Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*; the congressionally-mandated *Military Leadership Diversity Commission (MLDC) Final Report*; and the *National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2013 (NDAA FY2013)* requirements for a diversity plan and related reports. DoD has used the platform of these key drivers to propel its diversity and inclusion efforts forward for maximum impact.

This report highlights the key successes and progress made towards advancing diversity and inclusion in the DoD in calendar year 2013. While focused on diversity and inclusion, this report recognizes MEO, EEO, and diversity management as central to ODMEO's mission and the foundation of its diversity efforts. This report outlines the strategic focus, governance, and oversight of DoD diversity and inclusion efforts; plans,

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<sup>2</sup> For the purposes of this document, Total Force refers to the organizations, units, and individuals that comprise the DoD resources for implementing the National Security Strategy including the DoD Active and Reserve Component military personnel and DoD civilian personnel.



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processes, and key highlights of ODMEO's core programs and initiatives; internal and external communication and collaboration mechanisms; analytics, measures, and metrics; and the way forward for the DoD diversity and inclusion effort.

### DoD Diversity and Inclusion Strategic Plan

Diversity and inclusion in the DoD are strategic imperatives critical to overall mission readiness. The shifting demographics of our nation, coupled with a new paradigm of emerging global threats, demand that the DoD evolve to reflect the nation. ODMEO has led diversity and inclusion efforts for the DoD with a commitment to this vision, putting in place the structures, plans, and processes needed to significantly advance diversity and inclusion in the DoD.

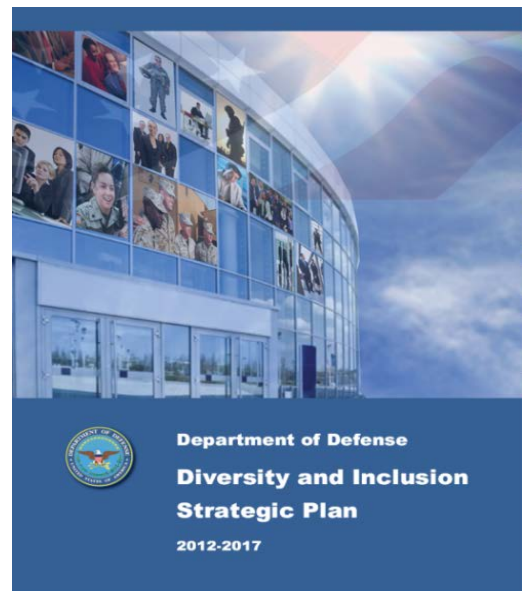
The *DoD D&I Strategic Plan*, published in April 2012, provides the foundation and roadmap for an accountable diversity and inclusion effort in the Department. The Plan incorporates recommendations of the MLDC, and the priorities of *Presidential Executive Order 13583*, which directed executive departments and agencies to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resource strategies.

To sustain this commitment across the Department, ODMEO focused on ensuring accountability to diversity and inclusion efforts that promotes sustained progress. ODMEO developed an accountability framework and has been working with stakeholders across DoD to ensure its full implementation. ODMEO's accountability framework addresses the following components:

- **Alignment:** Internal and external engagement ensuring that the right resources and constituency groups are engaged in execution
- **Compliance:** EEO, MEO, and Diversity and Inclusion programs are committed to a clearly defined policy footprint, analytics capability, strategic direction, and action-based implementation roadmap
- **Communication:** Dissemination of key messages to internal and external stakeholders including DoD senior leadership
- **Assessment:** Impact evaluated such that stakeholders and constituencies have a comprehensive case for action

#### DoD Definition of Diversity

Diversity is all the different characteristics and attributes of the DoD's Total Force, which are consistent with our core values, integral to overall readiness and mission accomplishment, and reflective of the nation we serve.  
-- *DoD Diversity and Inclusion Strategic Plan 2012-2017*





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This section of the *DoD Diversity and Inclusion 2013 Summary Report* outlines progress made in key areas that support this framework of strategic planning, strategic governance, and the oversight structure. These key areas are at the core of diversity and inclusion efforts focused on accountability.

### Strategic Plan and Implementation Progress

The foundation for achieving and sustaining diversity and inclusion accountability goals is the *DoD D&I Strategic Plan*<sup>3</sup>. The *DoD D&I Strategic Plan*, published in early 2012, is a Total Force document that provides the overarching construct for efforts across DoD, serving as the baseline from which ODMEO drives diversity and inclusion efforts. The Department outlines three key goals:

1. **Ensure Leadership Commitment** to an Accountable and Sustained Diversity Effort
2. **Employ an Aligned Strategic Outreach Effort** to Identify, Attract, and Recruit from a Broad Talent Pool Reflective of the Best of the Nation We Serve
3. **Develop, Mentor, and Retain Top Talent** from Across the Total Force

ODMEO has developed an accompanying implementation document — the *DoD D&I Implementation Plan* — that includes an actionable implementation framework, an outline of detailed implementation steps for supporting initiatives, and a timeframe with execution priorities. Additionally, ODMEO has been engaging key stakeholders<sup>4</sup> from across the Department in the *DoD D&I Strategic Plan* implementation to ensure collaboration and an infusion of the diversity vision throughout DoD personnel and organizations, and beyond the work of diversity offices. These stakeholder organizations continue to work with ODMEO to drive diversity and inclusion initiatives and strengthen accountability.

To ensure the DoD diversity and inclusion vision filters down in practice to each Service, ODMEO requested that each Service develop its own diversity and inclusion strategic plan. To date, three of the four Services have promulgated their plans, and the one remaining is in final coordination. Although the Service plans will maintain the key elements of the *DoD D&I Strategic Plan*, they are also tailored to account for each of the Military Department's unique needs. ODMEO leadership continues to meet frequently

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<sup>3</sup> The *DoD D&I Strategic Plan* outlines the implementation of *Executive Order 13583*, which directs executive departments and agencies to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resource strategies. The Plan also incorporates the priorities of the U.S. Office of Personnel Management's (OPM) *Government-wide Diversity and Inclusion Strategic Plan* for civilian personnel plus recommendations of the *MLDC Final Report*, which conducted a comprehensive review of DoD's diversity efforts with respect to military personnel. The *DoD D&I Strategic Plan* is available at <http://diversity.defense.gov/>.

<sup>4</sup> Key stakeholders include, but are not limited to, the Military Services and other DoD Components; Assistant Secretary of Defense for Health Affairs; Deputy Assistant Secretary of Defense for Civilian Personnel Policy; Deputy Assistant Secretary of Defense for Military Personnel Policy; Deputy Assistant Secretary of Defense for Reserve, Manpower and Personnel; Deputy Assistant Secretary of Defense Military Community and Family Policy; Department of Defense Education Activity; Acquisition, Technology and Logistics; and others.



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with Service diversity representatives to review plans and work together on plan improvements and implementation efforts.

Outside of the Department, ODMEO has engaged with the Office of Personnel Management (OPM) and congressional representatives on the civilian and military diversity and inclusion efforts included in the *DoD D&I Strategic Plan*. Initial assessments have been positive and interaction continues with these groups.

### Strategic Governance and Oversight

ODMEO established an oversight framework that provides structure to review, discuss, plan, recommend, and act on overarching DoD military and civilian workforce diversity and inclusion matters collaboratively. ODMEO reconstituted the DDWG as the primary collaboration body for diversity and inclusion efforts, including representatives at the senior executive service and flag/general officer level from each of the Services and other DoD Components. To facilitate collaboration, the DDWG also expanded its membership to include representatives from stakeholder organizations across the Office of the Secretary of Defense for Personnel and Readiness (OSD (P&R)). Under the DDWG, the MEO, EEO, and Diversity Working Groups serve as the tactical bodies to address specific issues for each program, reporting up to the DDWG on key issues for review and decision. This framework is the mechanism for continued involvement with the implementation of MLDC recommendations as well as other congressional areas of interest and is critical to driving the implementation of the *DoD D&I Strategic Plan*.

### Core Programs and Initiatives

The following section notes key programmatic highlights and initiatives in 2013.

#### Diversity and Inclusion Program

DoD's Diversity and Inclusion Program was strengthened by the establishment of a Director of Diversity and Inclusion Management, whose responsibilities include supporting the systematic development and execution of Total Force diversity and inclusion programs with the primary goals of developing a demographically diverse leadership within DoD and pursuing a broader approach to diversity that includes the range of backgrounds, skill sets, and personal attributes necessary to enhance Total Force performance.

The program covers several areas with numerous initiatives currently underway:

- ODMEO commissioned a research study to identify the diversity and inclusion competencies (knowledge, skills, and abilities) necessary for those Total Force individuals responsible for implementing DoD's diversity and inclusion plans and programs. The establishment and integration of these competencies, including requisite training and education, will provide leaders at all levels the skills necessary to effectively manage diversity and inclusion programs in the workforce.
- Under the portfolio of workforce inclusion, ODMEO led a DoD Hazing Review Team with support from the Deputy Assistant Secretary of Defense for



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Readiness and membership across the Services to include the U.S. Coast Guard, to address the prevention and response to hazing in the military, an issue that received extensive attention from both Congress and the media. ODMEO's efforts to address hazing also included commissioning a RAND study on *Hazing in the Armed Forces*, which included an assessment of rates of incidence, the state of and need for hazing prevention policies, and recommendations on how to enhance incident reporting systems and education/prevention programs.

- ODMEO also teamed with SAPRO on development of sexual harassment prevention research, policy development, and training/education programs.
- Other areas of emphasis have been on identifying and refining diversity and inclusion data indicators to assess and track barriers and gaps and evaluate diversity health throughout DoD. These data indicators span the civilian and Service member career lifecycle, from hires and accessions to career development, promotions, retention, and separations.

Finally, ODMEO began development of a *DoD Diversity and Inclusion Instruction*. This instruction will incorporate many of the recommendations from both OPM's *Government-wide Diversity and Inclusion Strategic Plan* as well as the MLDC recommendations that provide a comprehensive and consistent direction and alignment of DoD's strategic actions towards workplace diversity and inclusion efforts. Furthermore, this new issuance will outline roles, responsibilities, and procedures for governing diversity throughout DoD and guidelines on the management of emerging workforce inclusion programs.

### Military Equal Opportunity (MEO) Program

DoD's MEO Program sets policy and direction for preventing and responding to unlawful discrimination and sexual harassment in the military. In 2013, ODMEO continued to strengthen the MEO Program by revising command climate assessments; collecting and analyzing information on incidents of sexual harassment; converting DoDD 1350.2 into an instruction with new policies, procedures, and responsibilities; conducting a process improvement assessment of complaint management; and reviewing the MEO curriculum at DEOMI.

Working in conjunction with SAPRO, ODMEO updated the Department's command climate assessment policy to require commanders to conduct annual assessments within 120 days of assuming command to ensure Service members could express their opinions on how leaders respond to allegations of sexual assault and complaints of sexual harassment. The Department also revised the DEOMI Organizational Climate Survey and will begin implementation of the revised survey across the Services in January 2014.



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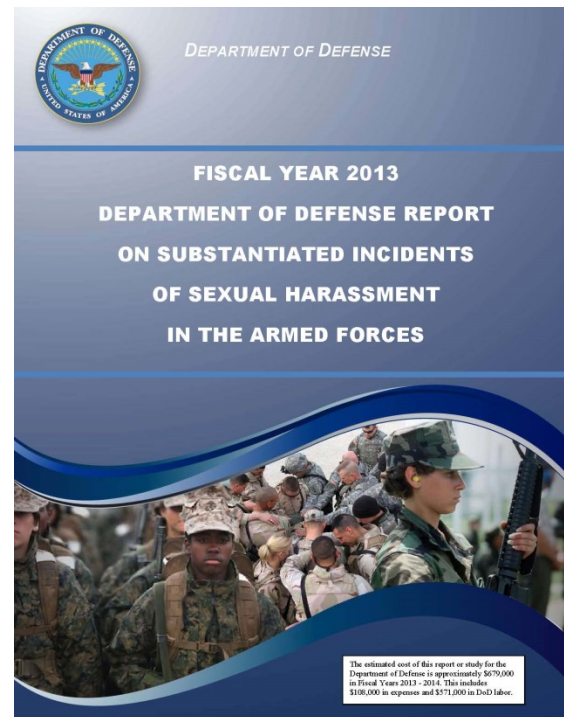
In addition to the command climate assessments, Section 579(b) of the *NDA FY2013* required the Secretary of Defense to report on substantiated incidents of sexual harassment that involve members of the Armed Forces including identifying cases in which a member is accused of multiple incidents of sexual harassment. To comply with this requirement, ODMEO published the Department's first *Data Collection Plan for Substantiated Incidents of Sexual Harassment in the Armed Forces for Fiscal Year 2013* to gather the Department's first comprehensive overview of sexual harassment incidents. The results of the data collection will be published in the *Fiscal Year 2013 Department of Defense Report on Substantiated Incidents of Sexual Harassment in the Armed Forces* and submitted to Congress in May 2014.

*NDA FY2013* also required the Department to develop a policy addressing sexual harassment prevention throughout DoD. To comply with this requirement, ODMEO began development of a policy memorandum addressing prevention and response to sexual harassment. The policy, which will be published in 2014, will include guidance to enhance oversight of prevention and response to sexual harassment, improve training on prevention and response to sexual harassment, develop mechanisms for reporting incidents of sexual harassment, develop mechanisms for reporting incidents of sexual harassment anonymously, and develop mechanisms for responding to and resolving incidents of sexual harassment.

Through collaboration with the Services, SAPRO, and DEOMI, the forthcoming MEO instruction lays the framework for the prevention of and response to unlawful discrimination and sexual harassment, provides guidance for processing complaints in a joint military environment, reiterates the importance of command climate assessments, and provides a streamlined procedure for handling informal and formal complaints. Additionally, ODMEO began to develop MEO Program Oversight Components to strengthen accountability and leadership commitment and facilitate better integration between MEO and the DoD mission.

During the period of this report, MEO conducted an assessment of the sexual harassment prevention programs at each of the Military Service Academies in conjunction with the Department's SAPRO bi-annual review. The *DoD 2013 Annual SAPRO Report on Sexual Harassment and Violence at the Military Service Academies* was published in December 2013.

Finally, ODMEO continues to oversee DEOMI, which continued to advance diversity training, climate surveys, and research for the Department in 2013. Based on incidents





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that occurred in early 2013, then Acting Under Secretary of Defense for Personnel and Readiness directed a full review of all DEOMI training materials in December 2013. The curriculum review included a full review of all non-Federal reference materials to evaluate its appropriateness and effectiveness in delivering world-class equal opportunity education. From this review, the Department determined there was benefit to continued use of non-federal reference material in order to preserve the quality, breadth of perspective, and applicability through real-world situations for DEOMI-directed diversity education.

### Equal Employment Opportunity (EEO) Program

The Department's EEO Program works to provide DoD Civilian employees with a non-discriminatory work environment. Throughout 2013, the ODMEO EEO team worked in collaboration with DoD Service and Agency EEO Directors to further implement the elements of a Model EEO Program as defined by the EEOC. The DoD EEO Program:

- Provides the civilian workforce with a strong united voice in a military environment
- Ensures integrity of the DoD EEO function by achieving a Model EEO Program within DoD
- Unifies the Department to affect results despite constrained human, financial, and system resources

#### **Six Essential Elements of a Model EEO Program**

- Demonstrated Commitment from Agency Leadership
- Integration of EEO into Agency's Strategic Mission
- Management and Program Accountability
- Proactive Prevention
- Efficiency
- Responsiveness and Legal Compliance

To achieve this vision, the DoD EEO Program focused on a number of key initiatives during 2013:

- Quarterly EEO Director meetings held with DoD Service and Agency Directors to unify Services and Agencies into a common and cohesive purpose; provide a forum to address common issues and strategies; as well as promote sharing of EEO best practices in skills, processes, and support mechanisms
- Analysis of MD-715 DoD Component submissions used to drive strategic initiatives and priorities in the continued development of a Model EEO Program. Use of the Model EEO framework provides a guidepost to promote both compliance and affirmative employment activities for the DoD Civilian workforce
- Engagement with the DoD HR Roundtable initiative to update the EEO career field personnel structure to better support the development of professional staff. This initiative will enhance the competencies and skills of EEO practitioners and stakeholders by developing more current and accurate classification guidance and identified core competencies for EEO practitioners. This initiative will continue throughout 2014 with a target implementation timeframe of 2015. In



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addition to this effort, DoD is assessing the support of DEOMI in developing EEO practitioners

Finally, the EEO Program provides oversight of two major areas of policy that provide direction, roles, responsibilities, and procedures and are currently being revitalized and updated: civilian EEO and nondiscrimination in civil rights programs and activities. For civilian EEO, the program policies are being revised completely for the first time in more than fifteen years. Major revisions to the new *Civilian EEO Instruction* include:

- Incorporating the EEOC Model EEO Program goals
- Defining new procedures for providing reasonable accommodations to and setting goals for the hiring of individuals with disabilities
- Requiring DoD Components to conduct self-assessments of their EEO programs
- Clarifying collection and reporting requirements

Furthermore, during this policy overhaul, significant changes were made to the policies that govern nondiscrimination on the basis of race, color, national origin, disability, age or sex in programs and activities that receive DoD financial assistance. In an effort to strengthen civil rights policy for DoD financed programs and activities, the revised issuances lay out broad requirements for DoD Components and recipients of DoD financial assistance to conduct assessments of the programs and activities. The most significant change, however, may be that the DoD is drafting its first nondiscrimination on the basis of age policy, which will describe DoD guidelines for enforcing the *Age Discrimination Act*, as amended.

### Disability Program

DoD's Disability Program for civilian employees made significant progress this year through a number of initiatives. These initiatives included preparing guidance on accessible group events, continued emphasis on re-verification of disability status, continuing efforts with the WRP, and enhancements to the DoD Disability Program Management course.

ODMEO worked to improve accessibility at group events. On, June 3, 2013, the ASD (R&FM) signed a memorandum encouraging Components to implement pro-accessibility practices when sponsoring, initiating, or facilitating group events. Among these practices, event organizers should always include (on announcements, invitations, etc.) a statement about program accessibility and obtaining reasonable accommodations.

ODMEO continued its effort to improve the accuracy of workforce statistics on disability. In 2012, the USD (P&R) signed a memorandum requesting that each DoD Component encourage its civilian employees to verify their disability status. ODMEO has reinforced this message through the competition for Component trophies, which are presented at the annual Departmental Disability Awards Ceremony. One of the eight criteria used in measuring Components is whether the Component issued an annual message urging re-verification of disability status in the appropriate personnel system. In 2013, the Department saw its first increase in the ratio of employees with targeted disabilities to its





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civilian workforce. DoD has had a longstanding goal that two percent of its civilian workforce consists of individuals with targeted disabilities. In 2013, for the first time in 20 years, DoD saw an increase in this ratio instead of a decline.

Another effort, the WRP, a program co-managed by ODMEO and the Department of Labor's Office of Disability Employment Policy (ODEP), recruits individuals with disabilities from schools across the nation and maintains an online website for federal employers to use to hire WRP participants.



ODMEO manages a central fund to support placement of temporary hires from the WRP throughout DoD. In 2013, the WRP limited eligibility to individuals who indicated that they were eligible to be hired using Schedule A (5 CFR 213.3102(u)), which is for individuals with psychiatric, severe physical, or intellectual disabilities. This makes the WRP the largest federal source of individuals with disabilities who could be hired non-competitively.

Also in 2013, the WRP faced severe challenges as a result of the budget sequester and widespread limitations on hiring. But, due to creative efforts by ODMEO and ODEP, the program adapted to the challenges. When travel funds for recruiting and face-to-face interviews were slashed, WRP changed to phone interviews. When the federal government shut down at the start of the interview period, detailed questionnaires replaced the interviews and allowed recruiters to evaluate more individuals in a shorter period. Even when hiring restrictions in Components limited the placements from WRP, DoD Components still made 76 hires from the program and non-DoD organizations made another 90. Nearly 20 percent of the hires were for permanent or long-term temporary positions.

ODMEO developed an E-Mentoring course for civilian employees with disabilities. This was modeled on the successful E-Mentoring program for WRP participants. The Department of the Army volunteered to take the lead and be the pilot Component in implementing the program. It is expected to launch in mid-2014.

ODMEO continued its collaboration with DEOMI on enhancement to and delivery of comprehensive training for disability program managers. DoD's Director of Disability Programs served as the Department's lead and subject matter expert on the DoD Disability Program Management (DPM) course, which is now held quarterly at DEOMI. ODMEO finished development of materials that DEOMI will incorporate into ADL modules. This should produce more flexibility for course attendees.

Finally, ODMEO has assisted Components in improving their processing of disability complaints. In particular, the backlog of stale complaints under Section 504 of the *Rehabilitation Act of 1973*, as amended, has been sharply reduced. In addition, in meetings with Components' staffers, ODMEO has explained the requirements of the controlling DoD Issuance (DoDD 1020.1) for these complaints and consequently Components now have a better understanding of their role in the process.



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### Special Emphasis Programs (SEPs)

SEPs is a management program that was established as a primary resource to achieve strategic objectives and increase awareness and representation of women, minorities, and individuals with disabilities across the federal government. Relevant Executive Orders<sup>5</sup> have placed specific emphasis on inreach and outreach to minorities, women, and individuals with disabilities. Used strategically, SEPs can be a catalyst for developing, mentoring, leveraging, and retaining human talent across the federal government. The six DoD-wide SEPs supported by ODMEO include the Federal Women's Program, Hispanic Emphasis Program, Disability Emphasis Program, African American or Black Emphasis Program, American Indian Emphasis Program, and Asian Pacific Islander Emphasis Program.

ODMEO supported several events to promote career development, advancement, and training; assist in recruitment efforts and activities; and develop and maintain positive working relationships with the community, professional and national organizations, and colleges and universities. Some of the key events are highlighted below:

- **Annual Federal Asian Pacific American Council (FAPAC) National Leadership Training Conference** – Held in Long Beach, California, from May 6-10, 2013, this conference provided workshops in such areas as leadership skills, professional development, interviewing techniques, diversity in the federal workplace, and veterans and disability forums. FAPAC is a nationally recognized organization that serves as a conduit through which the interests, issues and representation of Asian Pacific Americans in the federal, state, county, city, and District of Columbia governments are addressed. ODMEO directly supported the FAPAC Military Awards that honored the accomplishments of men and women serving in the Armed Forces and was recognized as a key supporter.
- **Society of American Indian Government Employees (SAIGE) 10<sup>th</sup> Annual National Training Program** – Held in Spokane, Washington, June 3-7, 2013, with approximately 200 participants, SAIGE provided college students, teachers, volunteers, government employees, veterans, and corporate partners the opportunity to participate in a number of events to include a Student Youth Track, a Veterans Track, training sessions, workshops, and awards ceremonies. Ms. Stephanie Miller, Director, Diversity Programs, ODMEO, conducted a video teleconference during the Veterans Track titled, "Native Americans and Alaska Natives in DoD: An Overview of AI/AN Representation & DoD Diversity Programs."

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<sup>5</sup> Executive Orders include:

- Executive Order 13163 of July 26, 2000: Increasing the Opportunity for Individuals with Disabilities to be Employed in the Federal Government
- Executive Order 13171 of October 12, 2000: Hispanic Employment in the Federal Government
- Executive Order 13548 of July 26, 2010: Increasing Federal Employment of Individuals with Disabilities
- Executive Order 13595 of December 19, 2011: Instituting a National Action Plan on Women, Peace, and Security



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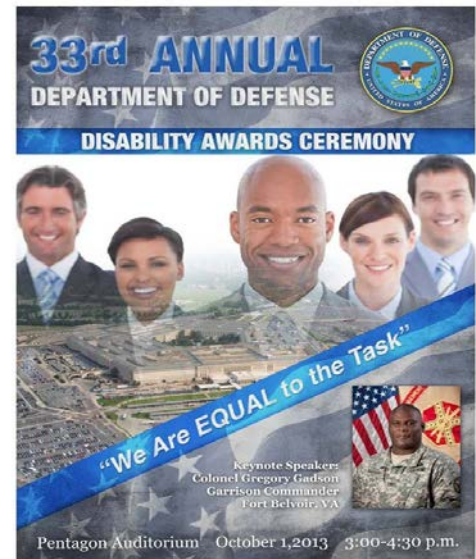
- **33rd Annual Department of Defense Disability Awards Ceremony** – Held at the Pentagon on October 1, 2013, ODMEO organized this ceremony to honor 21 outstanding DoD civilian employees with disabilities and wounded, ill, or injured Service members for their outstanding contributions. They also recognized DoD Components for outstanding achievements in the hiring, retention, and advancement of individuals with disabilities. Colonel Gregory Gadson, US Army, Garrison Commander at Fort Belvoir, was the keynote speaker.

### Defense Equal Opportunity Management Institute (DEOMI)

DEOMI continued to advance diversity, EEO, and MEO training for the DoD and promote its strategic goal to progressively develop and deliver world-class education and training. DEOMI moved into its first full year of reaccreditation, after the late 2012 evaluation by Council on Occupational Education, which accredited its curriculum for another six years. DEOMI also progressed in increasing the use of ADL and simulation, such as avatars, to make training more readily available to students reliant on distance learning. A significant number of MEO and EEO course series modules are now available online, as well as a number of additional human relations lessons and cross cultural competence simulation-based exercises.

DEOMI has redoubled its efforts to provide timely and tailored climate survey results reporting—including analysis and recommended follow-up actions—in response to the *NDAAs FY2013*, which mandated that all DoD units conduct command climate surveys within 120 days of a new commander's assumption of duty, and annually thereafter. *NDAAs FY2013* also requires that survey results be reviewed by units' immediate superiors. At the same time, DEOMI developed and launched an advanced DEOCS version 4.0, which enhanced the assessment instrument by providing more intuitive interpretation and offering additional tailorable questions in areas such as sexual assault/prevention, hazing, bullying, retention, and others.

Sponsored by ODMEO, DEOMI also completed a comprehensive organizational assessment and future operating model development effort designed to make the Institute even more responsive to its DoD customer base. The project documented and assessed the organization's current operational model across a people, process, technology, and infrastructure framework, and identified more than 30 prioritized and phased actions that can be implemented to help take DEOMI to the next level in its delivery of training and education, research, and climate survey support to the Force.



For information or to register, please contact the Office of Diversity Management & Equal Opportunity (ODMEO) at: [ability@osd.mil](mailto:ability@osd.mil)



## Communication/Collaboration

### Strategic Communications

Strategic communications supports ODMEO's missions with synchronized campaigns and products that build awareness for diversity and inclusion initiatives. In 2013, ODMEO enhanced existing communications plans and talking points and revamped its digital media strategy. Strategic communications allowed ODMEO to engage with and stay connected to a larger audience that includes very specific, hard to reach, demographics. Communications targeted key audiences including internal DoD military and civilian employees and specific external minority groups and stakeholders. In 2013, ODMEO developed more than 21 scripts for speaking engagements that allowed ODMEO's Director and other senior officials in DoD to convey ODMEO's key messages to approximately 5,000 audience members. ODMEO also developed full-page advertisements for use in diversity publications and event programs. Each advertisement was targeted to a specific demographic to help the audience relate to the career opportunities available within DoD.

Additionally, ODMEO conducted an environmental scan of 30 websites and social media platforms across DoD and various diversity groups to capture new ideas and best practices for ODMEO's digital presence. As a result of the thorough research, ODMEO was able to overhaul its digital strategy. ODMEO updated its Facebook, Twitter, and public website and is shortly launching an Instagram campaign. In December 2013, 452 people "Liked" ODMEO on Facebook, a 10.5 percent increase since August 2013. Additionally, in December 2013, 126 people followed ODMEO on Twitter, a 53.6 percent increase since August 2013. The public website has new information including a brand new "Leadership" and "Reports" tab.

Strategic communications took ODMEO's planned observance events to a new level with the help of streamlined communications planning. ODMEO developed a Strategic Communications Engagement Calendar that aligned observance themes, holidays, and outreach events to ODMEO communication themes, content, and channels. ODMEO worked with DEOMI, Defense Media Activity, Pentagon Building Management, InfoNet, the Office of the Chief Historian, and the Armed Forces Press Service (AFPS) to communicate heritage month observances by doing the following activities:

- Displaying DEOMI's posters throughout the Pentagon
- Creating an InfoNet display to appear in the Pentagon and Marc Center
- Developing a web special on defense.gov with biographies, news articles, important links, and observance information
- Posting content on ODMEO's Facebook page, Twitter, and public website
- Facilitating interviews between AFPS and ODMEO Directors
- Planning and promoting events such as bringing the "Code Talker" display from the Smithsonian National Museum of the American Indian to the Pentagon during November 2013



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Through inreach events, such as awards programs, memorandums from leadership, and articles in internal publications, ODMEO was able to reinforce the importance of a diverse Total Force to everyone in the Department. ODMEO conducted regular press coverage of events, included information and news articles on the website and on defense.gov, and attended multiple events per month with affinity groups and diversity organizations to speak and share information with the external audience. Given all of these activities, ODMEO made an impact with strategic communications and was able to educate people on all of the opportunities the Department offers.

### Inreach and Outreach

Essential components to DoD diversity efforts are inreach and outreach programs that improve the workplace environment by promoting and fostering diversity through awareness and engagement of affinity groups, ERGs, and key stakeholders throughout the United States. The Department has expanded its diversity outreach efforts to include involvement with STEM, with the aim of increasing the talent pool of diverse candidates with the technical skills and qualifications to meet DoD future needs, and continued support to be inclusive of the Lesbian, Gay, Bisexual, and Transgender (LGBT) community. In this “Battle for Talent,” the Department shifted its inreach and outreach efforts to support programs that enhance retention and target recruitment efforts within identified demographic groups to ensure that we have the best talent. ODMEO began exploring, assessing, and identifying high impact events for participation considering factors such as strategic alignment, degree of participation, and cost (see Appendix A for a list of inreach and outreach events). These include some key events highlighted below:

- ***LATINA Style Magazine's 10th Annual National Latina Symposium*** –Latinas from coast to coast convened for a forum to address the most pressing issues affecting their daily lives. The highlight of the National LATINA Symposium was the Distinguished Military Service Awards Luncheon honoring outstanding Latinas. Military Deputy to the Under Secretary of Defense for Personnel and Readiness, LTG Michael Linnington, presented the awards in recognition of the accomplishments of military and civilian personnel in the DoD, honoring their contributions not only to the military and their agencies, but to their country and the advancement of diversity and inclusion overall.



***LATINA Style Magazine's 10th Annual National Latina Symposium, recognizing accomplishments of military and civilian personnel***



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- **Thurgood Marshall College Fund (TMCF) Leadership Institute and Recruitment Fair** –TMCF supported and represented nearly 300,000 students attending 47 member-schools that included public Historically Black Colleges and Universities (HBCUs), medical schools, and law schools, through their scholarships and programs. The TMCF Leadership Institute gave talented future leaders a one-of-a-kind intensive professional and career development experience as well as an opportunity to network and interview with some of the nation's top executives and elite graduate school recruiters. ODMEEO served as one of over 60 recruiters engaging with students to share internship and career opportunities. In addition, Mrs. Charmane Johnson, Director for DoD Black Employment and Minority College Programs of ODMEEO, served on the Gender-based Session: Sister-to-Sister Panel discussing the complications of being a woman executive in public service.
- **American Indian Science and Engineering Society (AISES) 26<sup>th</sup> Annual National American Indian and Science Engineering Fair (NAISEF) and 3<sup>d</sup> Annual Department of Energy Intertribal Middle School Science Bowl (IMSSB)** - The NAISEF/IMSSB provided elementary, middle, and high school students (grades 5-12), teachers, volunteers, chaperones, parents, and corporate partners the opportunity to participate in a number of STEM events to include a science fair, a science bowl, workshops, a model car challenge, and awards ceremonies. Participation in the conference provided an opportunity for DoD to highlight itself as both an employer of choice as well as its commitment to STEM in diverse communities. ODMEEO collaborated with DoD STARBASE representatives from Kirtland Air Force Base to showcase several workshops providing an overview of the national program to educators and students. The program, which serves students that are historically underrepresented in STEM, teaches “hands-on, minds-on” STEM concepts to 5<sup>th</sup> grade students.

### Analytics, Measures, and Metrics

While DoD defines diversity broadly, including attributes such as style of thinking, educational background, religion, and socio-economic background, DoD’s definition of diversity also addresses demographic representation, “reflective of the nation we serve,” as the foundational precept of diversity. The DDWG established a reporting and analytics framework by which diversity progress is measured, comparing the DoD workforce against relevant measures of the U.S. population and monitoring projected future trends; identifying indicators for collection and analysis within specific focus areas to assess developmental progress in areas such as recruitment, career development, and retention; and examining results of comprehensive climate assessments to measure the impact that leaders have in promoting a culture of inclusion.



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Based on the recent 2010 Census, the U.S. civilian workforce currently is comprised of 33 percent racial/ethnic minorities.<sup>6</sup> Projections indicate that these traditional minority populations will exceed 50 percent by the year 2045 and the largest gains are expected by Hispanics, Asians, and multi-racial groups. DoD's challenge is not only to reflect today's workforce, but also to ensure progress in keeping pace with the shifting population.

As a result of consistent and successful diversity initiatives, DoD's workforce has become increasingly diverse over time. Over 37 percent of our military personnel are racial and ethnic minorities and 15 percent are women. Racial and ethnic minorities make up 30 percent of our total civilian workforce, and women represent nearly thirty-four percent of all Department civilians. Comparisons of the demographic diversity in FY 2008 and FY 2013 shows that, between the military and civilian labor force profile segments in the DoD, minority representation in the active duty officer corps<sup>7</sup> increased by two percent to nearly 22 percent, the active duty enlisted force<sup>8</sup> increased by three percent to over 40 percent,<sup>9</sup> and the civilian workforce<sup>10</sup> increased by one percent to 30 percent<sup>11</sup> (see Appendix B for workforce profiles).

Although overall minority representation has increased, when considering participation by race/ethnicity and sex within the labor force profiles, baseline data analysis revealed several **persistent high-level challenges** within the DoD Total Force that require specific attention. These areas include:

- Low representation of Hispanics in the DoD at all levels
- Low representation of all racial/ethnic minority groups and females in the senior leadership of DoD
- Low representation of individuals with disabilities in the civilian workforce
- Higher separation rates for women and AIAN, particularly White women, at critical retention points

Analysis of the specific indicators within each focus area highlights hires/accessions, occupation selection, and career development as areas of concern that potentially contribute to the persistent key challenges identified above. In order to address these demographic challenges, ODMEO continues to refine the data collection and analysis infrastructure to track key data at the DoD and Component level across the career lifecycle, identify potential barriers, and inform diversity efforts and DoD policy.

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<sup>6</sup> Following EEOC precedent, minority groups include those individuals of Hispanic ethnicity regardless of race, non-Hispanic Blacks/African Americans, non-Hispanic Asians, non-Hispanic American Indian Alaskan Native, non-Hispanic native Hawaiian or Pacific Islander, and non-Hispanic Multi-Racial.

<sup>7</sup> Officer Corps Profile: The race/ethnicity and sex representation of the U.S. population that are U.S. citizens between ages of 20-40 with a bachelor's degree or higher.

<sup>8</sup> Enlisted Force Profile: The race/ethnicity and sex representation of the U.S. population that are U.S. citizens between ages of 20-40 with a high school diploma or higher.

<sup>9</sup> The representation data presented for active duty officer corps and enlisted force do not include the Reserve Component and only pertains to Active Duty Military.

<sup>10</sup> Civilian Profile: The race/ethnicity and sex representation of civilian labor force that are U.S. citizens.

<sup>11</sup> The data source for all active duty military is the Defense Manpower Data Center (DMDC) and the data source for civilian workforce is the Defense Civilian Personnel Data System (DCPDS).



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Beyond quantitative data, ODMEO seeks to encourage a culture of inclusion by establishing and tracking metrics that measure climate and other inclusion factors. Using surveys such as the Defense Manpower Data Center (DMDC) Workplace and Equal Opportunity Survey for aggregate military climate assessment data and the Federal Employee Viewpoint Surveys (FEVS) across the federal government for civilians, ODMEO examines common trends in areas such as offensive encounters, freedom from harassment, freedom from discrimination, and race/ethnic relations.

### Future and Way Forward

Moving forward, ODMEO will support leadership's commitment to a sustained diversity effort by leveraging its growing partnerships with key stakeholders, infusing diversity throughout the Department and promoting diversity and inclusion as a natural part of the way DoD responds to mission demands. ODMEO will work with the DDWG and DoD stakeholders to establish quantifiable measures to hold leaders accountable to diversity and inclusion efforts. ODMEO will also continue to focus on strategic outreach efforts to attract and recruit new talent while developing and mentoring the current talent across the Total Force. These actions will be designed to move the needle forward on diversity issues and foster an inclusive work environment that will promote the innovative thinking needed to tackle future mission critical issues and challenges.

*As the challenges we face require a Joint Force that is flexible, agile, and adaptive, it emphasized people as much as platforms. It recognizes that the unique character of our Service members...is a formidable advantage.*

- 2011 National Military Strategy





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**Appendix A: Inreach and Outreach Events 2013**

Some of the inreach and outreach events in 2013 are outlined in the table below.

<b>INREACH/OUTREACH EVENTS</b>	<b>EVENT DATES</b>		<b>LOCATIONS</b>
Black Engineer of the Year Award (BEYA)	2/7/2013	2/9/2013	Washington, DC
National America Indian Engineering Fair (NAISEF)/Intertribal Middle School Science Bowl	3/21/2013	3/23/2013	Albuquerque, NM
Women in Aviation International (WAI) Conference	3/14/2013	3/16/2013	Nashville, TN
National Association For Equal Opportunity in Higher Education (NAFEO)	4/15/2013	4/17/2013	Washington, DC
Minority Serving Institutions Research Partnership Consortium (MSIRPC)	4/18/2013	4/20/2013	San Juan, Puerto Rico
Patriots Technology Training Center (PTTC) Youth Summit on Technology	5/4/2013	5/4/2103	Bowie State University, Bowie, MD
Federal Asian/Pacific American Council (FAPAC)	5/6/2013	5/10/2013	Long Beach, CA
Society of American Indian Government Employees (SAIGE) National Training Conference	6/3/2013	6/7/2013	Spokane, WA
Sea Service Leadership Association (SSLA) Women's Leadership Symposium	6/6/2103	6/7/2013	National Harbor, MD
Asian American Government Executive Network (AAGEN) Career Planning Conference	6/6/2013	6/6/2013	Arlington, VA
STEM Solutions Conference	6/17/2013	6/19/2013	Austin, TX
League of United Latin American Citizens (LULAC) National Conference and Expo	6/17/2013	6/22/2013	Las Vegas, NV
2013 APIASF Higher Education	6/25/2013	6/26/2013	Washington, DC
2013 Lesbian, Gay, Bisexual, Transgender Pride Month Ceremony	6/25/2013	6/25/2013	Arlington, VA



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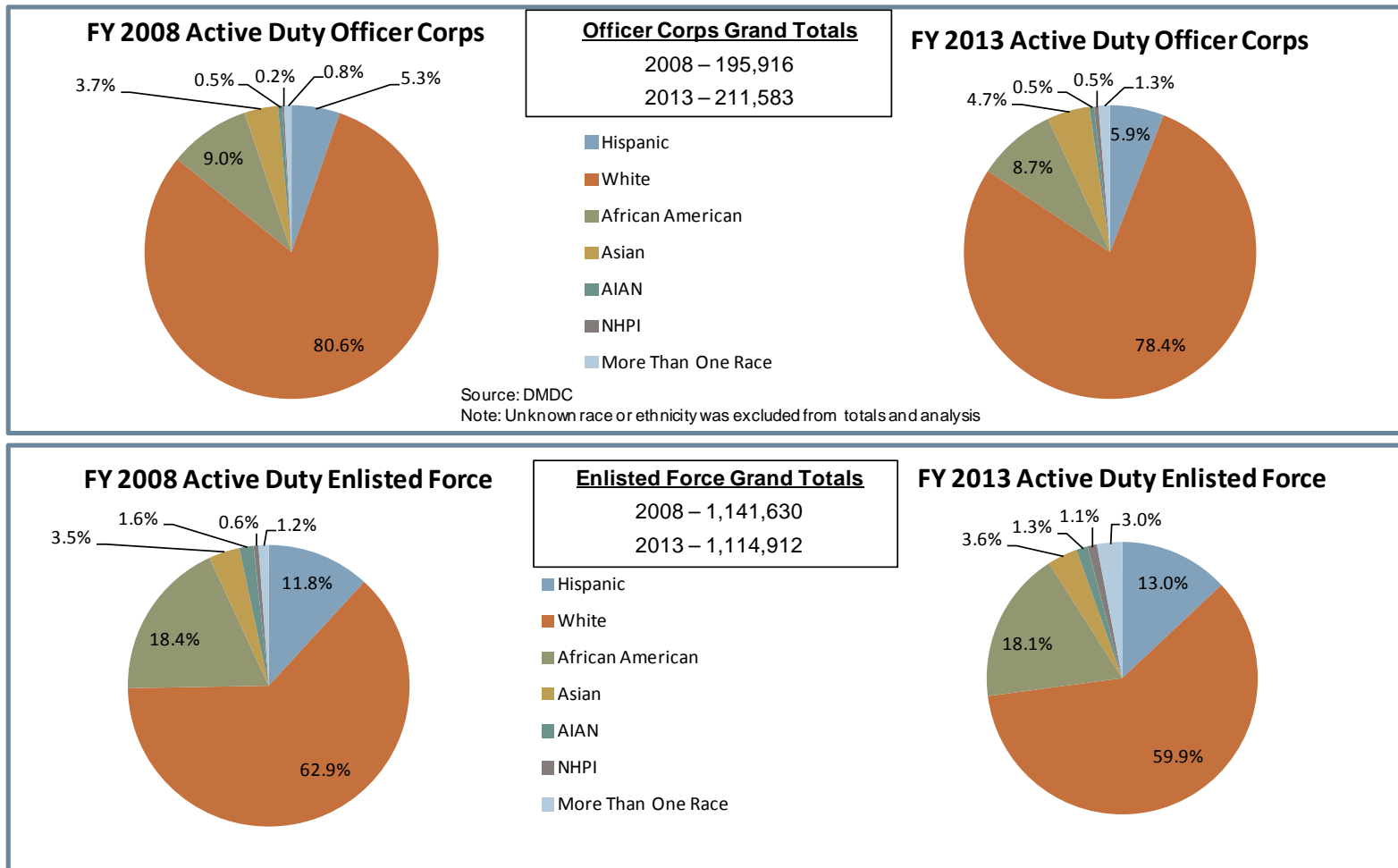
INREACH/OUTREACH EVENTS	EVENT DATES		LOCATIONS
Academic, Cultural, Technological Scientific Olympics (ACT-SO) and National Association for the Advancement of Colored People (NAACP) Convention	7/13/2013	7/18/2013	Orlando, FL
Federally Employed Women (FEW) - NTP 2012	7/22/2013	7/26/2013	Orlando, FL
Blacks in Government (BIG) National Conference	8/19/2013	8/22/2013	Dallas, TX
USHLI Student Leadership Series	8/23/2013	8/23/2013	San Diego, CA
DoD STEM Diversity Working Group Meeting	8/27/2013	8/27/2013	Washington, DC
National Organization of Mexican American Rights (NOMAR) Conference	9/3/2013	9/5/2013	San Antonio, TX
National LATINA Style Magazine Symposium	9/5/2013	9/5/2013	Washington, DC
National Image Inc. (IMAGE) Training Conference	9/9/2013	9/13/2013	Baltimore, MD
USHLI Student Leadership Series	9/10/2013	9/13/2013	Albuquerque, NM
MAES Symposium	9/25/2013	9/28/2013	Houston, TX
Minority Access, Inc	9/27/2013	9/29/2013	Washington, DC
National Diversity Women's Business Leadership Conference	10/1/2013	10/3/2013	National Harbor, MD
HENAAC National Conference	10/3/2013	10/5/2013	New Orleans, LA
2013 Women of Color Stem Conference	10/17/2013	10/19/2013	Dallas, TX
LULAC Federal Training Institute	10/24/2013	10/25/2013	Washington, DC
German Marshall Fund	10/29/2013	10/30/2013	Washington, DC
AISES National Conference	10/31/2013	11/3/2013	Denver, CO
Thurgood Marshall 12th Annual Leadership Institute & Recruitment Fair	11/8/2013	11/12/2013	Washington, DC
DoD Disability Awards Ceremony	12/3/2013	12/3/2013	Arlington, VA
Annual Perspectives on the Employment of Persons with Disabilities Conference	12/5/2013	12/7/2013	Bethesda, MD



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**Appendix B: Workforce Profiles**

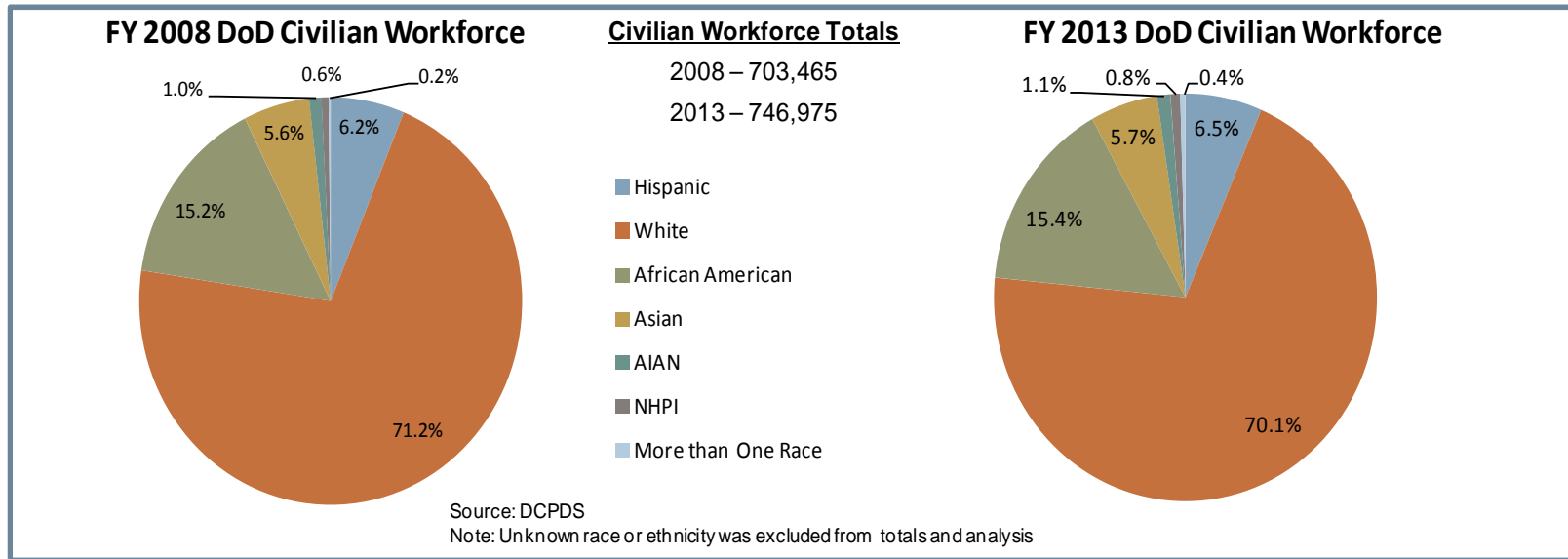
**Race/Ethnicity Representation of Active Duty Military in the DoD**





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Race/Ethnicity Representation of Civilian Workforce in the DoD



<b>Civilian Labor Force Indicator</b>		
Hispanic – 9.7%	Whites – 73.5%	African Americans- 10.9%
Asian – 3.7%	NHPI – 0.1%	AIAN – 0.6%
Multiracial – 1.0%	Male- 52%	Female -48%



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### Active Duty Officer Corps Tables

The workforce tables below highlight the overall representation of race/ethnicity and sex groups in the primary pay grade groups of the active duty DoD officer corps. The data shows that the representation of minority groups and females decreases as the pay grades increase. The highest minority and female representation is in pay grades O1-O3 with minorities comprising a total of 22.63 percent and women comprising 19.19 percent. Thus, despite some progress over time, within the military officer corps, leadership ranks are still predominantly occupied by White males.

**Race/Ethnicity and Sex Representation of DoD Active Duty Officer Corps as of FY 2013**

Pay Grades	Hispanic		White		African American		Asian		AIAN		NHPI		Multiracial		Total		DoD total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
O1-O3	6,226	1,626	81,069	16,368	6,939	3,725	5,010	1,618	581	142	500	177	1,456	507	10,1781	24,163	125,944
O4-O6	3,982	671	59,817	7,796	5,564	2,179	2,544	719	325	66	258	75	547	149	73,037	11,655	84,692
O7-O10	10	3	786	64	59	4	14	2	1		2		1		873	73	946
<b>Total</b>	<b>10,218</b>	<b>2,300</b>	<b>141,672</b>	<b>24,228</b>	<b>12,562</b>	<b>5,908</b>	<b>7,568</b>	<b>2,339</b>	<b>907</b>	<b>208</b>	<b>760</b>	<b>252</b>	<b>2,004</b>	<b>656</b>	<b>175,691</b>	<b>35,891</b>	<b>211,582</b>

Note: Members who were unknown race/ethnicity and sex were excluded from the above table and analysis.  
Source: DMDC

**Race/Ethnicity and Sex Representation by Percentage of DoD Active Duty Officer Corps as of FY 2013**

Pay Grades	Hispanic		White		African American		Asian		AIAN		NHPI		Multiracial		Total		DoD Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
O1-O3	4.94%	1.29%	64.37%	13.00%	5.51%	2.96%	3.98%	1.28%	0.46%	0.11%	0.40%	0.14%	1.16%	0.40%	80.81%	19.19%	100.0%
O4-O6	4.70%	0.79%	70.63%	9.21%	6.57%	2.57%	3.00%	0.85%	0.38%	0.08%	0.30%	0.09%	0.65%	0.18%	86.24%	13.76%	100.0%
O7-O10	1.06%	0.32%	83.09%	6.77%	6.24%	0.42%	1.48%	0.21%	0.11%	0.00%	0.21%	0.00%	0.11%	0.00%	92.28%	7.72%	100.0%
<b>Total</b>	<b>4.83%</b>	<b>1.08%</b>	<b>66.96%</b>	<b>11.45%</b>	<b>5.94%</b>	<b>2.79%</b>	<b>3.58%</b>	<b>1.11%</b>	<b>.43%</b>	<b>.09%</b>	<b>.36%</b>	<b>.12%</b>	<b>.95%</b>	<b>.31%</b>	<b>83.04%</b>	<b>16.96%</b>	<b>100.0%</b>

Note: Members who were unknown race/ethnicity and sex were excluded from the above table and analysis.  
Source: DMDC



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### Active Duty Enlisted Force Tables

The workforce tables below highlight the overall representation of race/ethnicity and sex groups in the primary pay grade groups of the active duty DoD enlisted force. Overall minority representation in each of the pay grade groups is largely consistent. As the pay grade increases, the representation of African Americans becomes higher while representation of other minority groups decreases. The highest representation for females is in E1-E3 pay grades at 14.95 percent and is slightly lower in E4-E6 at 14.80 percent. Thus, within the enlisted force, minorities, particularly African Americans, have made progress in achieving leadership levels, although females have not.

**Race/Ethnicity and Sex Representation of DoD Active Duty Enlisted Force as of FY 2013**

Pay Grad	Hispanic		White		African American		Asian		AIAN		NHPI		Multiracial		Total		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
E1-E3	34,833	6,899	17,0203	22,425	41,314	12,270	8,743	1,631	2,841	724	2,406	594	10,077	2,999	270,417	47,542	317,959
E4-E6	73,265	14,367	35,4642	42,828	89,066	29,587	21,106	4,324	8,481	1,776	6,458	1,739	15,076	4,071	568,094	98,692	666,786
E7-E9	13,601	1,828	71,469	6,225	22,850	6,300	3,995	514	1,036	162	897	141	975	169	114,823	15,339	130,162
<b>Total</b>	<b>121,699</b>	<b>23,094</b>	<b>596,314</b>	<b>71,478</b>	<b>153,230</b>	<b>48,157</b>	<b>33,844</b>	<b>6,469</b>	<b>12,358</b>	<b>2,662</b>	<b>9,761</b>	<b>2,474</b>	<b>26,128</b>	<b>7,239</b>	<b>953,334</b>	<b>161,573</b>	<b>1,114,907</b>

Note: Members who were unknown race/ethnicity and sex were excluded from the above table and analysis  
 Source: DMDC.

**Race/Ethnicity and Sex Representation by Percentage of DoD Active Duty Enlisted Force as of FY 2013**

Pay Grade	Hispanic		White		African American		Asian		AIAN		NHPI		Multiracial		Total		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
E1-E3	10.96%	2.17%	53.53%	7.05%	12.99%	3.86%	2.75%	0.51%	0.89%	0.23%	0.76%	0.19%	3.17%	0.94%	85.05%	14.95%	100.0%
E4-E6	10.99%	2.15%	53.19%	6.42%	13.36%	4.44%	3.17%	0.65%	1.27%	0.27%	0.97%	0.26%	2.26%	0.61%	85.20%	14.80%	100.0%
E7-E9	10.45%	1.40%	54.91%	4.78%	17.56%	4.84%	3.07%	0.39%	0.80%	0.12%	0.69%	0.11%	0.75%	0.13%	88.22%	11.78%	100.0%
<b>Total</b>	<b>10.92%</b>	<b>2.07%</b>	<b>53.49%</b>	<b>6.41%</b>	<b>13.74%</b>	<b>4.32%</b>	<b>3.04%</b>	<b>0.58%</b>	<b>1.11%</b>	<b>0.24%</b>	<b>0.88%</b>	<b>0.22%</b>	<b>2.34%</b>	<b>0.65%</b>	<b>85.51%</b>	<b>14.49%</b>	<b>100.0%</b>

Note: Members who were unknown race/ethnicity and sex were excluded from the above table and analysis.  
 Source: DMDC



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## Civilian Force Tables

The DoD civilian workforce is composed of multiple pay plans. The first table below, Race/Ethnicity and Sex Participation of Civilian Workforce in DoD as of FY 2013, shows the race/ethnicity and sex representation of all civilian employees in the DoD irrespective of pay plan and grade. In FY 2013, minorities comprised close to 30 percent of the civilian workforce. The largest minority group was African American with 15.4 percent of the overall workforce followed by Hispanics with 6.5 percent and Asians with 5.7 percent. Female representation in the DoD civilian workforce was 33.9 percent.

The subsequent civilian tables highlight the race/ethnicity and sex representation of GS employees, the predominant pay plan and scale in the DoD and the U.S. Federal Government. Sixty-seven percent of all DoD employees are under the GS pay plan as it includes the majority of the white collar personnel. Similar to the officer corps, the representation of minority groups and females decreases as the pay grade increases. Whites represent 80.3 percent of those employees in GS 14-15 and 87.3 percent of those in SES positions. Similarly, females represent 27.2 percent of those in GS 14-15 pay grades and 23.7 percent of those in SES positions. Thus, despite some progress over time, within the civilian workforce, the leadership pay grades are dominated by White males.

**Race/Ethnicity and Sex Participation of Civilian Workforce in DoD as of FY 2013**

Race/Ethnicity	Male	Female	Total	Total
Hispanic	31,257	16,961	48,218	6.5%
White	364,897	158,756	523,653	70.1%
African American	59,777	55,045	114,822	15.4%
Asian	26,354	16,177	42,531	5.7%
AIAN	5,455	2,868	8,323	1.1%
NHPI	3,921	2,234	6,155	0.8%
Multiracial	1,870	1,403	3,273	0.4%
<b>Grand Total</b>	<b>493,531</b>	<b>253,444</b>	<b>746,975</b>	<b>100.0%</b>

Note: Members who were unknown race/ethnicity and sex were excluded from the above table and analysis. The above table includes all pay plans and pay grades in the DoD Civilian Workforce.  
Source: DCPDS



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**Race/Ethnicity and Sex Representation of General Schedule (GS) Employees in the Civilian Workforce of DoD as of FY 2013**

Pay Grades	Hispanic		White		African American		Asian		AIAN		NHPI		Multiracial		Total		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total
GS 1-8	4,802	5,851	35,621	40,265	10,991	19,732	2,691	5,227	637	909	691	937	303	492	55,736	73,413	129,149
GS 9-13	12,409	7,555	159,114	77,136	24,963	25,217	10,783	7,047	2,343	1,337	1,263	868	824	628	211,699	119,788	331,487
GS 14-15	1,023	429	23,261	7,356	2,115	1,940	1,009	484	193	89	88	36	70	50	27,759	10,384	38,143
SES	25	11	907	271	58	25	25	10	11	3	2	-	1	-	1,029	320	1,349
<b>Total</b>	<b>18,259</b>	<b>13,846</b>	<b>218,903</b>	<b>125,028</b>	<b>38,127</b>	<b>46,914</b>	<b>14,508</b>	<b>12,768</b>	<b>3,184</b>	<b>2,338</b>	<b>2,044</b>	<b>1,841</b>	<b>1,198</b>	<b>1,170</b>	<b>296,223</b>	<b>203,905</b>	<b>500,128</b>

Note: Members who were unknown race/ethnicity and sex were excluded from the above table and analysis. The above table includes only those employees in the GS pay plan and pay grades in the DoD Civilian Workforce.

Source: DCPDS

**Race/Ethnicity and Sex Representation by Percentage of General Schedule (GS) Employees in the Civilian Workforce of DoD as of FY 2013**

Pay Grades	Hispanic		White		African American		Asian		AIAN		NHPI		Multiracial		Total		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total
GS 1-8	3.7%	4.5%	27.6%	31.2%	8.5%	15.3%	2.1%	4.0%	0.5%	0.7%	0.5%	0.7%	0.2%	0.4%	43.2%	56.8%	100.0%
GS 9-13	3.7%	2.3%	48.0%	23.3%	7.5%	7.6%	3.3%	2.1%	0.7%	0.4%	0.4%	0.3%	0.2%	0.2%	63.9%	36.1%	100.0%
GS 14-15	2.7%	1.1%	61.0%	19.3%	5.5%	5.1%	2.6%	1.3%	0.5%	0.2%	0.2%	0.1%	0.2%	0.1%	72.8%	27.2%	100.0%
SES	1.9%	0.8%	67.2%	20.1%	4.3%	1.9%	1.9%	0.7%	0.8%	0.2%	0.1%	0.0%	0.1%	0.0%	76.3%	23.7%	100.0%
<b>Total</b>	<b>3.7%</b>	<b>2.8%</b>	<b>43.8%</b>	<b>25.0%</b>	<b>7.6%</b>	<b>9.4%</b>	<b>2.9%</b>	<b>2.6%</b>	<b>0.6%</b>	<b>0.5%</b>	<b>0.4%</b>	<b>0.4%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>59.2%</b>	<b>40.8%</b>	<b>100.0%</b>

Note: Members who were unknown race/ethnicity and sex were excluded from the above table and analysis. The above table includes only those employees in GS pay plan and pay grades in the DoD Civilian Workforce.

Source: DCPDS