

ABOUT ARMY DIVERSITY

Background

The Army exists to serve the American people, protect vital national interests and fulfill national military responsibilities. The Army's mission is to fight and win our Nation's wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders. The Army's vision is to remain the preeminent land power on earth – the ultimate instrument of national resolve.

The planning process for determining the way ahead for Army Diversity included review of Army and Department of Defense strategic documents, including the 2010 Army Posture Statement, the Army's Strategic Management System, the most recent Quadrennial Defense Review and related references. This effort also considered the Army's investment in an enterprise approach to human capital and personnel-related initiatives.

On 8 February 2008, the Secretary and Chief of Staff of the Army established the Army Diversity Task Force to conduct a holistic review and assessment of Army diversity programs and progress for military and civilian components of the Army. The Task Force completed an Army-wide assessment over the 12 months that followed.

Introduction

Our strategic goals will provide direction for organizational, climate, structural and procedural changes as the Army pursues a world-leading diversity model. As this diversity initiative grows and expands throughout the Army, this initiative will remain adaptable. Feedback will be an essential element of this plan and will be incorporated into the monitoring process for immediate consideration and contribution to future plans.

The Army is building on its heritage as a military leader in the integration of its ranks since the 1940s. Women and ethnic minorities continue to enter the Army, along with an increasing number of foreign nationals. We are truly a multicultural Force serving in nearly 80 countries, where many different languages are spoken. With the increase in members with limited physical abilities and our diversity in ages—four generations in the workplace—we need to successfully serve our total workforce and manage these differing needs, attitudes and expectations while understanding and valuing the potential contributions of diverse backgrounds to mission accomplishment. Effective communication and understanding are essential to success.

We must continue to recruit top talent to maintain the Army's national security role and the All-Volunteer Force. We will enhance the Army's position as an employer of choice, and allow a broader reach into youth markets where the Army has historically been of less familiarity. By taking action, the Army will remain competitive in the current battle for talent occurring among the corporate, government and academic sectors.

The Army, as a protector of our Nation, must draw from America's diversity. Given projections by the U.S. Census Bureau for demographic shifts in the future, the Army must ensure that its message of career opportunities and personal development reach all youth populations and communities. At the same time, it is important to communicate to our Total Force and stakeholders that the Army's diversity plan includes each and every member, while valuing the unique backgrounds and talents of all. A fundamental outcome of this process is an opportunity for our Soldiers and Civilians to achieve their full potential, while making major contributions to achieving high performance in the teams that are crucial to the Army's national security mission.

Strategic Environment

The U.S. Army will continue to find itself in a battle with worldwide corporations for the best talent in the same pool. We must continue to develop opportunities for people across America and be persistent in preparing for the projections for demographic shifts in our Nation. We must also respond to the expectations and life-work integration needs of four generations who will continue to work side by side. Succession planning and capturing the expertise of millions of retiring baby boomers will be an important component in our mission to be a knowledge-based enterprise. Global trends are increasingly showing population and cultural shifts. It is within this context that we will address the complex challenges of tomorrow.

GLOBAL IMPLICATIONS

Today's security environment demands more from our senior military and civilian leaders than ever before. The human dimension of conflict is much more dynamic. The unconventional and symmetrical battlefields of the future mean we must understand people and the environments where they live. A more adaptive and culturally astute Army will enhance our ability to operate in these environments. Training, educating and preparing culturally adaptive leaders, able to meet global challenges because of their ability to understand varying cultures, will continue to help the Army achieve mission readiness. Adapting and preparing for changing demographics, knowledge management strategies and competition for talent will be crucial to the Army's success.

NATIONAL IMPLICATIONS

Our country is one of the most diverse nations in the world. America's diversity is a source of strength. As demographic trends continue to change, it is important that our Army continue to be a place where men and women of different backgrounds, cultures, ideas and beliefs know and understand that they are valued members at every level. The Army's diversity initiative will continue to create a competitive advantage for our recruiting strategy. With our success in recruiting the All-Volunteer Force, we will continue to maximize recruitment opportunities. With potentially fewer skilled workers in the labor pool, the military will find itself

competing for the best minds with corporate America and the federal government. Challenges in youth education, graduation rates and physical fitness are just a few areas that have national implications and can impact the future labor market.

PERSONNEL

Army leaders can promote and sustain diversity by creating and maintaining an inclusive environment. Understanding diverse knowledge, experiences and talents can inspire our people to work to their full potential while promoting commitment to Army Values and the Warrior Ethos. Inclusive environments, where employees feel valued, can lead to reduced personnel costs, higher quality products, increased innovation and enhanced teamwork. Drivers behind the Army's diversity initiative include mission accomplishment, readiness of the present workforce, future human resource requirements, national challenges and the necessity of preparing Soldiers and Civilians for the human dimension of leadership and global engagements.

Accessions: Talent is a distinguishing factor in organizational performance. As America becomes more diverse, our talent is increasingly distributed across that same diversity. The Army must understand America's diverse citizenry and be able to recruit across that diversity to bring in the talented people we need. Valued, inspired employees working in an inclusive environment will help deliver a positive message to prospective Soldiers, Civilians and their influencers.

Retention: From a diversity perspective, recruiting and retention prosper from the same inclusive environment. Valued employees who are inspired, fully engaged and developing professionally in an environment of opportunity tend to stay and encourage others to stay.

Performance: High-performing organizations are made up of high performing people. After we recruit America's talent, we can contribute to high performance by understanding the people we are leading and taking advantage of their diverse talents, skills and attributes that derive from their backgrounds and experiences. Integration of

individual talents into decision making and mission accomplishment can lead to motivated personnel who perform better.

Personnel Processes: Attention to organizational diversity principles and practices creates in leaders an appreciation of the power of diverse contributions from inspired employees. This appreciation leads to personnel systems and processes for managing talent that contribute to a high-performance climate by enhancing individual capabilities.

Education and Training: The Army has a strong incentive for rank and file diversity

education and training—most of our employees are likely to face cultural challenges through conflict or a multitude of other missions abroad. However, cultural understanding begins at home. The Army’s future demographics will bring new language and cultural challenges to our own ranks. Understanding of our own cultural, personal and other differences through training, education and similar development opportunities will create in us a proclivity for understanding others, whether for a deployment mission or for recruiting a future generation.

Definition of 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.

Diversity Mission

Develop and implement a strategy that contributes to mission readiness while transforming and sustaining the Army as a national leader in diversity.

Diversity Vision

The national leader in embracing the strengths of diverse people in an inclusive environment . . . investing in and managing talent, valuing individuals, and developing culturally astute Soldiers and Civilians who enhance our communities and are prepared for the human dimension of leadership and global engagements.

KEY DIVERSITY STRATEGIC OUTCOMES

Although the outcomes of the Army's diversity initiative are many, we can expect the strategic outcomes below to be key to sustainment of the long-term benefits of success.

- **Leader Commitment**
- **High Quality Diverse Talent**
- **Integrated Diversity and Leader Development**
- **Enhanced Cultural Competency**
- **Expanded Human Dimension of Leadership Skills**
- **Army-Wide Inclusive Culture**

THE ARMY POLICY ON DIVERSITY



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

ARMY POLICY ON DIVERSITY

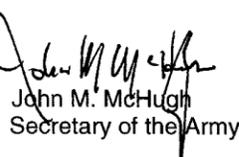
Men and women who serve our great Army come from all walks of life. While each thinks differently and brings different attributes and characteristics, together they make up the best Army in the world. Army diversity is defined as *the different attributes, experiences, and backgrounds of our Soldiers, Civilians, and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army.*

Diversity is a major strength of our Army. Our Army is the strength of this Nation. Our reflection of the Nation's diverse talent and our commitment to Army Values empower us to achieve the Army's Diversity Vision: *The National leader in embracing the strengths of diverse people in an inclusive environment.* We will achieve this vision by investing in and managing talent, valuing individuals, and developing culturally astute Soldiers, Civilians, and Family Members who support our communities, and who embrace the human dimension of leadership. Leaders must promote a common understanding of this vision and make it a reality; doing so strengthens our Army and continues our legacy of sustaining a high quality, Army Volunteer Force.

Leaders must advance the Army's diversity efforts. As we continue to expand the knowledge and understanding of the diversity within our ranks, not only will our strength, versatility, and efficiency be amplified, but we will be more effective at understanding the cultures and environments where we serve. We expect all leaders to develop and maintain an inclusive environment that will sustain the Army as a relevant and ready Force. We share in this commitment as a team.


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