



Army Diversity

Diversity & Leadership
ASA(M&RA)
14 November 2011



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Definition

Army Definition of Diversity

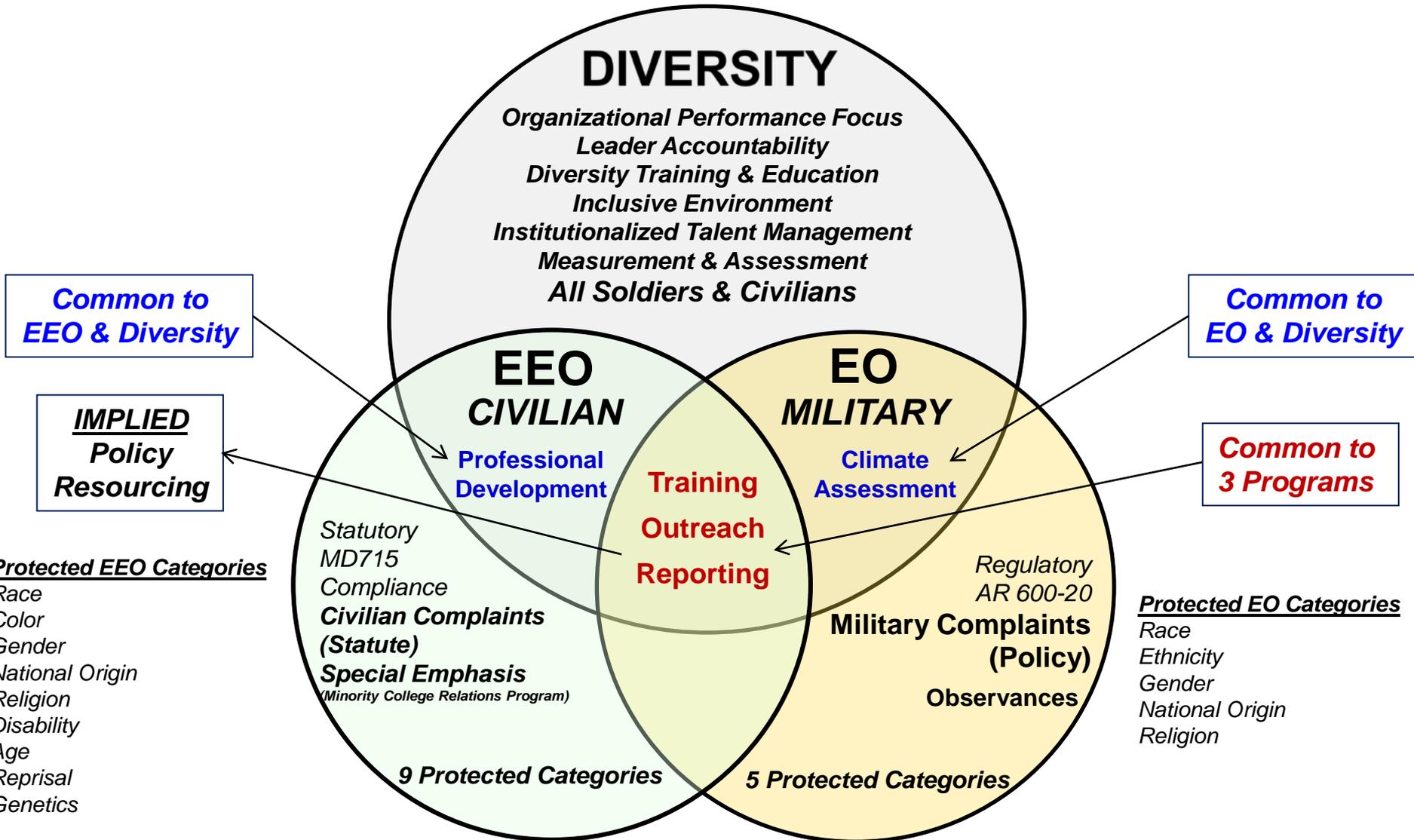
The different attributes, experiences, and backgrounds of our Soldiers, Civilians and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army.



Pictured from left to right: Mr. Bill Crumley, Ms. Ruth Crumley, local USA members and USASOC staff, and USASOC commanding General Lt. Gen. Robert W. Wagner.



Comparison of Diversity, EEO, & EO





How Diversity & Inclusion Evolve

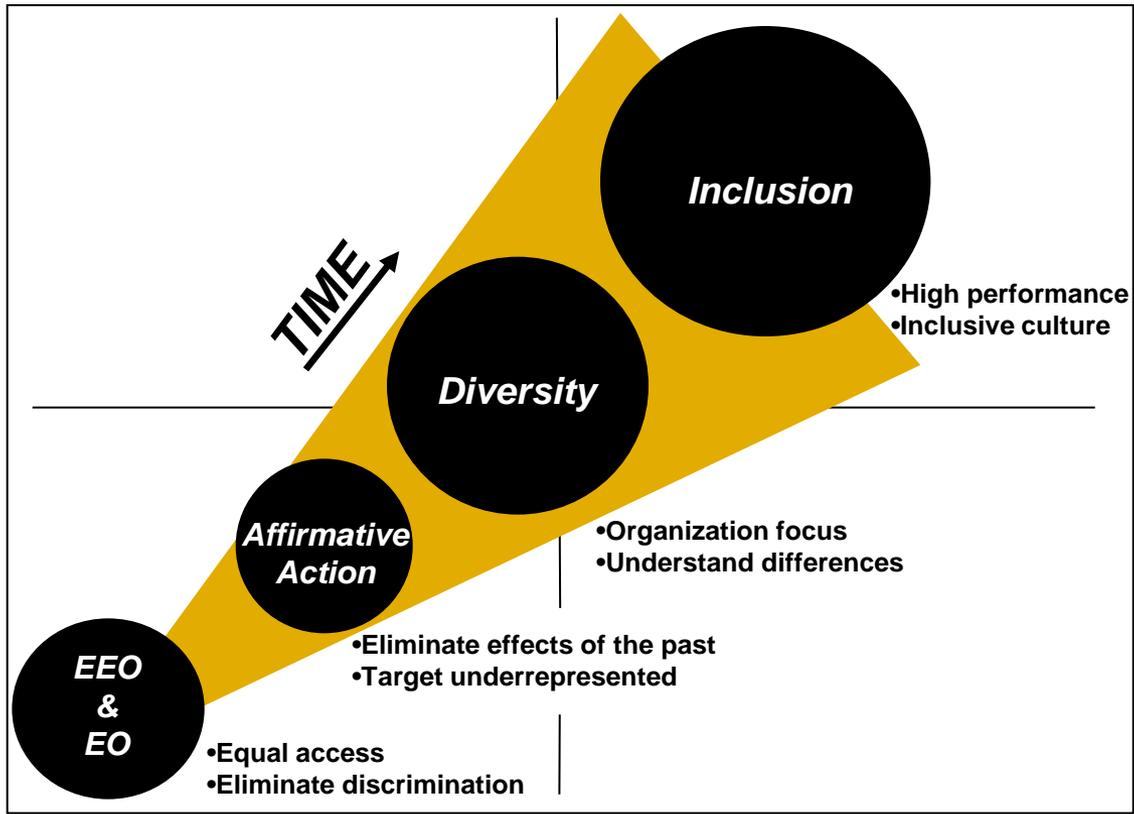
Broad

- Requirements-based
- Understand/value differences in ethnicity, gender, culture, language, country of origin, faith, generation, etc.
- Inclusive culture

Diversity Definition

Narrow

- Discriminated Groups
- Traditional Categories



Diversity Drivers

External

- Law
- Societal Pressure

Internal

- Readiness Imperatives
- Competitive Labor Markets
- Mission Execution

- DRIVERS**
- Recruiting
 - Development
 - Training
 - Mentorship
 - Retention
 - Leadership
 - Cultural Skills
 - Teamwork
 - Innovation
 - Performance

Source: Defense Business Board Report 03/01/04 (Modified for Army applications)



Why Diversity Matters

Talent Management

DRIVERS

Recruiting

Development

Training

Mentorship

Retention

Mission Execution

Leadership

Cultural Skills

Teamwork

Innovation

Performance

LINK TO MISSION



INEVITABILITY: Recruiting Talent = Recruiting Diversity



What We Know



- **The U.S. will operate in a dynamic global environment**
- **U.S. population is changing (plurality by 2042)**
- **Talent will be spread across a diverse population (recruiting talent = recruiting diversity)**
- **Minority children will be the majority by 2025**
- **Obesity trends among American youth are reaching epidemic proportions**
- **Education shortcomings will persist (graduation rates, STEM, foreign language)**
- **The U.S. economy will remain dynamic**
- **Generational differences will impact the workforce**
- **The number of women in the labor force will grow faster than men**
- **The aging population will ultimately lead to labor shortages**
- **Immigration levels may increase**
- **Women outnumber men on college campuses 60% to 40%**
- **The Hispanic labor force is the fastest growing minority segment**
- **An estimated 1 in 4 people have a disability**
- **The era of persistent conflict will demand cultural understanding and language skills**



Where We Can Focus

Global Environment . . .

- Volatile, Uncertain, Complex, Ambiguous
- Conflict, Ideology, Culture
- Human Dimension of Conflict
- Coalitions and Allies



The Army . . .

- **Understanding** Cultures
- Utilizing Language Diversity
- Being Resilient /**Understanding Self**
- **Knowing the Human Dimension (Leadership/Conflict)**

The Nation . . .

- Plurality by 2042
- Minority Children a Majority by 2025
- Obesity (33% adults over age 20)
- Overweight (17% children, 68% adults)



The Army . . .

- Recruiting Talent = Recruiting Diversity
- **Understanding** America's Diverse Communities
- Addressing Low Propensity for Service (12%)
- Addressing Youths Qualified for Service (~25%)

The Workforce . . .

- Education Shortcomings (Graduates, STEM)
- Women Outnumber Men in College (60% to 40%)
- Women Exceed Men in Labor Force Growth
- Fastest Growing Segment is Hispanic



The Army . . .

- Competing in a Tough Labor Market
- Providing Opportunities for Women in the Army
- Recruiting Hispanic Officers (6% Army, 16% Nation)
- Facing Medical, **Physical**, & **Morality** Shortfalls

The People . . .

- Estimated 1 in 4 Have a Disability
- Different Priorities Among 4 Generations
- Aging Population
- Life-Work Integration/Balance



The Army . . .

- **Understanding** the Diversity Across America
- **Understanding** the Diversity in Our Formations
- Aligning Policies and Programs with Challenges
- Being **Inclusive (Leadership & Environment)**



Where We are Going

(Diversity and High Performance)



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A high performance organization is one that leverages the total capacity of all of its people.

The Business of Diversity, Innovations International, Inc.

FACTORS: Individual Capacity — Individual Performance — Organizational Capability — Inclusive Leadership

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CAPACITY

- Attract
- Recruit
- Assign
- Mentor
- Develop
- Train/Educate
- Retain

ORGANIZATIONAL CAPABILITY

ARMY
(DOTMLPF-R*)

**Resources*

PERFORMANCE

- Understand
- Value
- Include
- Empower
- Inspire
- Reward
- Lead

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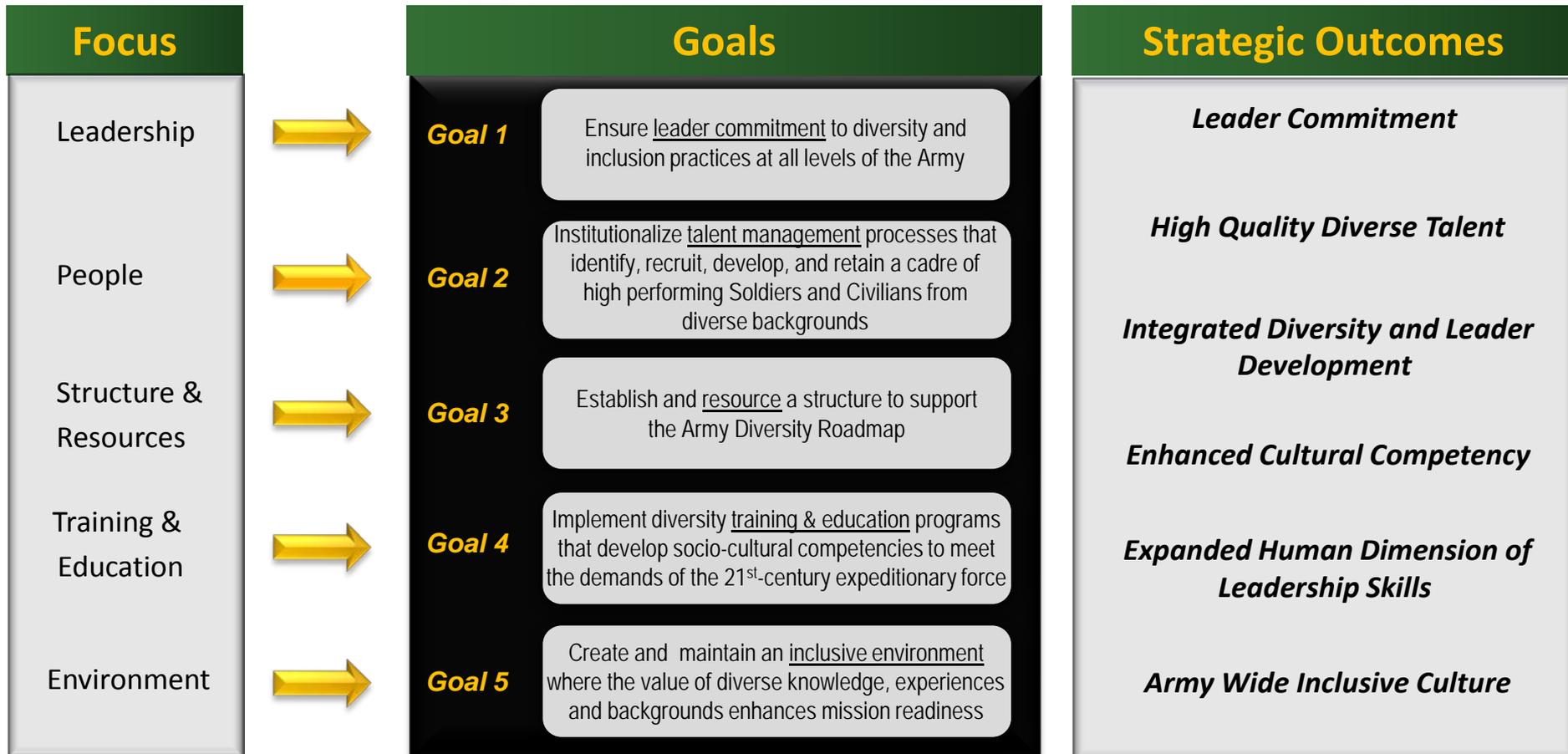


How We Get There

(Army Diversity Roadmap)



Position the all-volunteer Army for success in the 21st- century— given our global engagements, demographic shift in population and competing demands for highly qualified people from diverse backgrounds.





The Measure of Success



Army Diversity Mission

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

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Army 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.



What We Have Done (Examples)



Key Accomplishments

- Completed an **Army-wide assessment** of diversity programs and progress
- Developed diversity **video and marketing materials**
- Published **Army Policy on Diversity**
- Published the **Army Diversity Roadmap** (signed by Secretary, Chief of Staff and Sergeant Major of the Army in December 2010)
- Developed 30 objectives and an **action plan** of 180 tasks to support the Roadmap
- Established **M&RA/G-1 working group** to pursue the action plan
- Completed diversity education for **560 leaders and EEO/EO practitioners** at the Diversity & Leadership Training Symposium in December 2010
- Established **Army-wide Diversity Outreach Strategy Working Group (DOSWG)**
- Supported the **Military Leadership Diversity Commission** and DoD Diversity Strategic Plan
- Completed a draft plan to **transform EO** to support the diversity mission
- Developed **diversity competencies** for all levels



Diversity Goals & Objectives

Army Diversity Roadmap Goals



Goal 1: Ensure Leader Commitment to Diversity and Inclusion Practices at All Levels of the Army

- Develop standards, procedures and processes for **implementing diversity & inclusion practices**
- Integrate **diversity principles into leader development**
- Develop and implement procedures that ensure **continuous leader awareness of diversity efforts** and progress
- Develop **recognition programs** to incentivize effective diversity leadership
- Create **processes to measure overall progress** towards the diversity vision
- Establish an **executive level diversity council** to provide advice on implementation and execution

Goal 2: Institutionalize Talent Management Processes that Identify, Recruit, Develop and Retain a Cadre of High-Performing Soldiers and Civilians from Diverse Backgrounds

- Implement a **diversity business intelligence system** to inform leaders
- **Efficiently integrate and synchronize Army-wide diversity outreach to achieve optimal senior leader participation**
- Develop integrated military and civilian **talent management processes**
- Implement procedures for **analyzing accessions and career management**
- Enhance **mentorship** guidance and processes
- Develop and implement **succession planning**

Army Diversity Roadmap Goals

(continued)



Goal 3: Establish and Resource a Structure to Support the Army Diversity Roadmap

- **Resource** HQDA Diversity and Leadership Directorate
- Establish functions to **resource** diversity staffs at appropriate levels
- Establish or **revise regulations** for diversity staffs and functions
- Transform the **Military Equal Opportunity** Program
- Study the role of **Women in the Army** function in a diversity context
- Study role of **HQDA EEO** functions in a diversity context

Goal 4: Implement Diversity Training and Education Programs that Develop Socio-Cultural Competencies to meet the Demands of the 21st-Century Expeditionary Force

- Develop a **diversity competency model** for all levels of leadership
- Complete a **gap analysis** for present and future diversity training and education
- Develop and implement a **diversity training and education strategy**
- Develop **institutional training** and education packages
- Develop and implement an **executive diversity seminar** program
- Develop and implement a model to **assess diversity training and education**



Army Diversity Roadmap Goals (continued)



Goal 5: Create and Maintain an Inclusive Environment Where the Value of Diverse Knowledge, Experiences and Backgrounds Enhances Mission Readiness

- Establish a methodology and **benchmark existing climates** in a diversity context
- Continuously **review policies, procedures and programs** to ensure alignment with desired mission readiness outcomes
- Build a framework to **integrate diverse attributes, experiences and backgrounds into the mission**
- Establish procedures to **proactively address multicultural challenges**
- Establish mechanisms for top-down and bottom-up **emphasis on inclusive practices**
- Develop effective tools for assessing inclusive environments



Diversity Outreach



Outreach

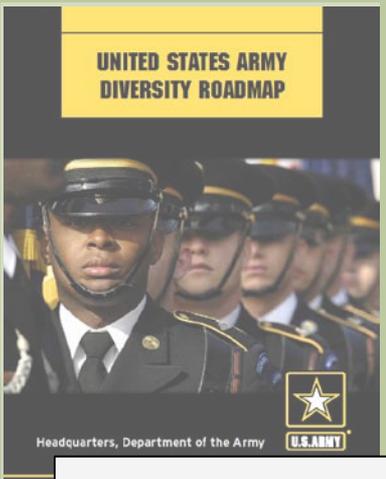


BLUF: We must take an ‘Army’ approach to connecting with diverse communities—gaining efficiencies by

- 1) Paying once for exhibit space**
- 2) Sharing partnership deliverables across commands**
- 3) Showing up at events as a team**
- 4) Sharing information on external organizations and our own best practices**
- 5) Planning for senior leader participation 6-12 months in advance**
- 6) Supporting each other’s requirements**



Outreach: What We Are Trying To Do



Approach →

FY 12 Outreach Plan

- Integrated Efforts
- Synchronized Execution
- Senior Leader Engagement
- Consistency of Message
- Coordinated Partnerships

End State

An Army-wide Diversity Outreach Program that effectively helps attract and recruit America's best talent and optimizes Senior Leader participation.

Bottom Line: An Army-wide Approach to Key Outreach Events



DOSWG Authority & Participation



Director of the Army Staff signed Memo establishing the Army's Diversity Outreach Strategy Working Group (DOSWG) 15 November 2010

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
200 ARMY PENTAGON
WASHINGTON DC 20310-0200

S: 18 November 2010
NOV 15 2010

SAMR-DL

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Establishment of the Army's Diversity Outreach Strategy Working Group (DOSWG)

In an effort to develop a strategic and comprehensive approach to diversity outreach initiatives across the Army, the Deputy Assistant Secretary of the Army, Diversity and Leadership (M&RA) is forming a Diversity Outreach Strategy Working Group (DOSWG).

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
200 ARMY PENTAGON
WASHINGTON DC 20310-0200

Diversity Outreach Strategy Working Group

1) Purpose of Working Group: Army Diversity Outreach Strategy Working Group (DOSWG)

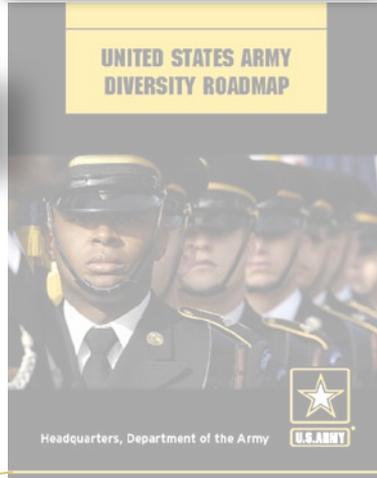
2) Chair: Lt. Gen. [Name]

3) Membership: Army Regulation 15-1, Committee Management, dated 20 December 1982

4) Charter: The main responsibility of the Army Diversity Outreach Strategy Working Group will be to address Army-wide diversity issues on a long-term basis. The Director of the DOSWG will be the lead official responsible for all Army DOSWG activities. The Director will be advised by the Secretary of the Army. This charter will be reviewed by the Secretary.

Authorizes (DOSWG) Charter

Army Diversity Roadmap signed 8 Dec 2010



William J. Troy
WILLIAM J. TROY
Lieutenant General, U.S. Army
Director of the Army Staff

Army Diversity Road Map Goal 2, Objective 2.2

Develop and implement mechanisms for efficiently integrating and synchronizing Army diversity outreach to achieve optimal senior leader participation and help attract and recruit highly qualified Soldiers and Civilians from different backgrounds.

MEMBERSHIP

*ASA M&RA (D&L)
ASA M&RA (CLSMO)
Secretariat (OGC)
Secretariat (Exec Outreach)
Secretariat (OCA)
Secretariat (OCLL)
Secretariat (OSADBU)
Chief of Chaplains
*DCS G-1
MEDCOM
*AMC [4 events]
FORSCOM
*TRADOC [1 event]
*USAAC [12 events]
*IMCOM [1 event]
*USMA [1 event]
*USACE [3 events]
*USARC [1 event]
*NGB/ARNG [1 event]
MDW

*** Lead Organization for Army-wide execution (35 events). HQDA has 10.**



Army Diversity Outreach Strategy



United States Army
Diversity Outreach Strategy



Headquarters, Department of the Army
Assistant Secretary of the Army (Manpower and Reserve Affairs)
Diversity and Leadership Office

1 April 2011

- SYNCHRONIZE EFFORTS***
- ◆
- ENSURE CONSISTENCY OF ARMY MESSAGE***
- ◆
- GUARANTEE SENIOR LEADERSHIP PARTICIPATION***
- ◆
- MEASURE PROGRAM SUCCESS***
- ◆
- ENSURE PROGRAMS MEET STANDARDS***
- ◆
- ENSURE AN EFFECTIVE COMMUNICATIONS STRATEGY***
- ◆
- INCLUDE CONTINUOUS ASSESSMENT AND IMPROVEMENT***
- ◆
- LEVERAGE INFORMATION SHARING***
- ◆
- EXECUTE THROUGH AN ANNUAL PLAN***



Additional Charts

Senior Leader Diversity Message

*“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 in 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.”*

Army Policy on Diversity





Inclusive Leadership Behaviors (Examples)



- Working to be aware of personal biases and how those biases may be perceived by others.
- Visibly seeking to better understand the different attributes, experiences and backgrounds of subordinates and others.
- Demonstrating an unbiased approach to others by exhibiting courtesy and appreciation for the diverse ideas, experiences and contributions of every Soldier and Civilian.
- In a timely manner, taking specific action to correct discriminatory or inappropriate behaviors or comments that may ultimately impede engagement.
- Setting an example for the organization through inclusive selection, development, and advancement of the best talent.
- Seeking to understand and appreciate the perspectives of Soldiers and Civilians who have a range of different backgrounds, experiences, and styles in order to build a highly effective team to achieve the best results.
- Providing opportunities for, and encouraging others to participate in, skill building activities that promote an inclusive work environment.
- Making time to be personally visible and engaged.
- Setting and upholding performance expectations in a fair and consistent manner.
- Mentoring individuals from diverse backgrounds