

UNITED STATES ARMY DIVERSITY ROADMAP



Headquarters, Department of the Army



U.S.ARMY[®]

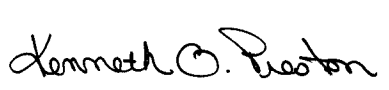
MESSAGE FROM THE SECRETARY CHIEF OF STAFF AND SERGEANT MAJOR OF THE ARMY


We are pleased to present our Army Diversity Roadmap—an ambitious plan for focus and action that will help us prepare for a changing America. As a guiding document, the Diversity Roadmap sets a clear and concise direction that will better position our Army to recruit, develop and retain the most gifted people our Nation has to offer. We are committed not only to bringing America’s best talent into the Army, but also to integrating diverse attributes, experiences and backgrounds into the mission in ways that enhance decision-making and inspire high performance. This diversity initiative is integral to the Army’s long-term vision for human capital and our enterprise approach to people and capabilities. The Diversity Roadmap includes all members of our Army—Soldiers, Civilians and Families.

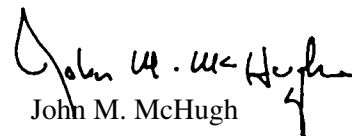
Today’s Army is diverse. We derive strength from the cultures, perspectives, skills and other qualities of our personnel. The 21st-Century Army is transforming into a versatile, agile Force where knowledge of the battle space is crucial. Soldiers and Army Civilians must now add to our toolboxes not only a cultural understanding of the populations in which we may be deployed, but also a better grasp of the many characteristics and backgrounds in our own formations. Our appreciation of the human dimension of leadership in conflict will remain a key element in enhancing mission readiness and our Nation’s security.

Moreover, the mindset demonstrated by our Army will be crucial to shaping the views of individuals and governments around the world as part of our global responsibilities. We are already viewed in awe by many nations that see our committed men and women from different backgrounds supporting our global efforts in defense of democracy. Our commitment to diversity will further facilitate cultural understanding and demonstrate our American principles to the world.

This plan is a priority for Army leaders, commands and all of our organizations and personnel. We expect your full organizational and individual commitment and participation in the Army Diversity Roadmap. It is essential that the Army—the strongest fighting force in the world—confront the challenges of today and prepare for the uncertainties of tomorrow.


Kenneth O. Preston
Sergeant Major of the Army


George W. Casey, Jr.
General, United States Army
Chief of Staff


John M. McHugh
Secretary of the Army



EXECUTIVE SUMMARY

Overview

This Diversity Roadmap outlines the Army's unique approach to an enterprise-wide diversity initiative over the next five years. Our people are our most valuable resource. The diversity of our people is a source of strength for the Army. As our Nation becomes more diverse, the Army will have increasing opportunities to bring new ideas and expanded capabilities to the mission. We must be prepared to recruit, develop and retain the best of America's diverse talent pool. Our increasingly complex global responsibilities require that we not only attract personnel from diverse backgrounds, but also be knowledgeable of what our Soldiers and Civilians bring to the Army and how to integrate their attributes, experiences and backgrounds into decision-making and problem-solving processes.

Five goals provide a roadmap for moving forward in key areas that are essential to a successful diversity initiative: leader commitment; comprehensive talent management processes; structure and resources; education and training; and sustainment through institutionalized inclusive practices. Our five goals will ultimately be accomplished through action planning. The development, implementation, monitoring and assessment of objectives and tasks will be integrated into the planning process, together with periodic evaluations of progress toward achieving the Army Diversity Vision.

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.



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 associated with the development of the Army Diversity Roadmap 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 roadmap 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. This Diversity Roadmap draws heavily from the many supporting documents of the Army-wide assessment.

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 roadmap 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. We invite continuous feedback from our valued stakeholders.

Through this roadmap, the Army is building on its heritage as a military leader in the integration of its ranks since the 1940s. Women and racial 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 communities 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 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.

This roadmap has the full support of Army leadership, which is critical to successful implementation. It will guide the Army as we foster an environment of inclusiveness, collaboration and creativity, while serving to recruit, develop and provide leadership and mentoring support to our dedicated and talented personnel who have always been and will continue to be the Army's major and most important asset.

Environment

The U.S. Army will continue to find itself in competition with worldwide corporations for the best talent. 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 military and civilian leaders than ever before. The human dimension of conflict is much more dynamic. The unconventional and asymmetrical 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. The military must attract the best minds alongside corporate America and other federal agencies. 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, the Warrior Ethos and the Army Civilian Corps Creed. An inclusive environment, 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. 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 utilizing 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 and opportunities.

Education and Training: The Army has a strong incentive for 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.



THE ARMY DIVERSITY ROADMAP

This Diversity Roadmap articulates the Army's plan for achieving the vision to be the national leader in embracing the strengths of diverse people in an inclusive environment. The roadmap, consisting of five strategic goals, is the way ahead for accomplishing the diversity mission. Execution of this plan requires the support and efforts of every Soldier, Civilian and Family Member. Our emphasis on leadership, people, structure, training and education, and the work environment, as reflected in our goals, will be the basis for developing comprehensive action plans that fully support this framework.

The Army diversity mission statement is a declaration of our purpose. The Army's vision for diversity describes a successful diversity initiative and serves as a call to action at all levels. The Army has been a national leader in providing opportunities to a diverse America over the past 50 years and beyond. We will take the same approach to achieving success through more proactive and mission-oriented diversity principles and practices, taking into account the Army's rich history and standards for excellence. Our mission will be executed in the context of the Army Values, the Warrior Ethos and the Army Civilian Corps Creed. The vision will be achieved through our five strategic goals.

Definition of Diversity

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ARMY VALUES

Loyalty

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers.

Duty

Fulfill your obligations.

Respect

Treat people as they should be treated.

Selfless Service

Put the welfare of the Nation, the Army and your subordinates before your own.

Honor

Live up to Army values.

Integrity

Do what's right, legally and morally.

Personal Courage

Face fear, danger or adversity (physical or moral).



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**



GOAL 1:

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

Leader commitment at all levels is a critical factor in the success of diversity initiatives. Ensuring that our leadership is continually educated and trained to support the Army's diversity initiatives will serve to enhance the Army's future mission readiness agenda.

Diversity applies to everyone in the Army. It is important to recognize that Army leader commitment to diversity is an investment in human capital, personnel readiness and mission accomplishment. Leaders set priorities and establish policies that implement and sustain diversity practices at the individual, command and organizational levels.

Goals can be achieved if Army leaders ensure diversity is a priority and provide the fiscal and human resources needed to accomplish the mission.

Ongoing communications will allow Army leaders to understand the importance of diversity as a mission readiness factor and will increase support for the application of diversity practices in day-to-day operations.

Leaders at all levels must aspire to professional development of diverse talent in the context of Army Values, the Warrior Ethos and the Army Civilian Corps Creed.

GOAL 2:

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

The second strategic goal addresses the professional management responsibilities of leadership through the establishment of specific initiatives in the areas of outreach, recruitment, assignment, mentorship and succession. Talent management can be viewed as:

A comprehensive, institutionalized system for attracting, developing, retaining and transitioning Soldiers and Army Civilians from diverse backgrounds who have the abilities and aptitude to meet current and future Army personnel readiness requirements, while securing and sustaining the All-Volunteer Total Army.

Competition for talent requires that the Army reach out and embrace an increasingly diverse American population. An open and inclusive environment is critical to attracting, developing and retaining employees to serve as Soldiers and Civilians in the Army. Attracting and retaining the Nation's diverse talent can be achieved through a comprehensive talent management strategy. The effectiveness of current practices, models and procedures will be assessed and evaluated to enhance and support the long-term viable management options for the Total Force.

GOAL 3:

Establish and Resource a Structure to Support the Army Diversity Roadmap

The Total Army will require personnel who can provide guidance and oversee the diversity initiative for nearly 1.4 million Soldiers and Civilians across three Components. Substantial human and financial resources are necessary to posture the Army for America's changing demographics and diversity aspects of the Army's global mission. At Headquarters, Department of the Army, the Deputy Assistant Secretary of the Army for Diversity and Leadership is responsible for diversity strategy, policy and strategic communications. Execution under supervision of the Assistant Secretary of the Army (Manpower & Reserve Affairs) ensures singularity of purpose.

Staffing requirements, regulations and resourcing must be addressed throughout the Army. The levels of diversity professional staffing will need to be determined and approved through existing processes. Some actions may require feasibility studies to determine the best utilization of available personnel and funding.

Sufficient resources will be required to develop and institutionalize training and education, document and analyze trends, institutionalize talent management and support other aspects of diversity efforts.

GOAL 4:

Implement Diversity Training & Education Programs That Develop Socio-Cultural Competencies to Meet the Demands of the 21st-Century Expeditionary Force

The Army has a world-class training structure and is recognized globally for highly successful training. Persistent conflict and a dynamic, uncertain operational environment require that Army leadership, throughout the enterprise, be versatile in managing many cultures, experiences and other backgrounds under challenging conditions. The Total Army diversity training and education goal is central to the Army diversity initiative. Through this goal, the Army will integrate current cultural, heritage and observance activities into a comprehensive formal diversity program with established competencies to coincide with Army education and doctrine.

Diversity training focuses on proactively creating an inclusive environment that contributes to attracting, developing, leading and retaining all personnel while enhancing readiness. Our training and education must involve all Soldiers and Civilians at all levels. The foundation of diversity training for senior executives will be derived from the current Senior Executive Diversity Awareness Training program. Diversity training and education models will be developed for each competency level: pre-commission, entry, mid-career, senior, executive and diversity professional. Training evaluation models will be created for assessment and feedback purposes.

GOAL 5:

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

Applying diversity principles to Army transformation imperatives strengthens the overarching plan and helps develop culturally astute Soldiers and Civilians. Restoring balance includes attracting and retaining qualified Soldiers and Civilians from diverse backgrounds and implementing a strategy to manage that talent. Diversity must be both achieved and managed effectively if the benefits are to be realized. An objective for the Army is to develop a diverse workforce with the right skills and abilities, who are committed to achieving the mission in an environment of transition and war. Maintaining an inclusive environment throughout the Army will favorably impact recruiting, retention and mission accomplishment.

High performing organizations tend to promote opportunities for all individuals and create a positive work environment where motivation and engagement thrive. Through the continual understanding of the people we lead, the Army will set the stage for continued high performance. Creativity and innovation have been found through studies to be influenced by diverse thinking styles, backgrounds, viewpoints and values. Fully engaging our workforce is a competitive advantage for our institution.



THE WAY AHEAD

Our Vision is to be the national leader in diversity. Through the formal establishment of this diversity initiative, we will maintain a competitive advantage in attracting America's top talent. We will maximize our understanding of the diverse attributes, experiences and backgrounds that our Soldiers and Civilians bring to the Army and find innovative ways to leverage skills and knowledge in accomplishing our mission. The Army Diversity Roadmap includes our Soldiers and Civilians, and extends throughout the Active Army, the Army Reserve and the Army National Guard. The Army also wants to ensure that its dedicated Army families are included and benefit from this strategic approach to valuing the uniqueness and differences of all our members.

The United States Army is a vast organization with a global presence. One of our central sources of strength is the diversity of our military and civilian members—approximately 1.4 million personnel. While the Army was at the forefront of integration in the 1950s, and today is one of the most diverse organizations in the Nation, further progress needs to be made on the diversity front in order to remain competitive, both nationally and globally.

Many large, private-sector employers and federal government agencies are increasingly recognizing the benefits of a diverse, multicultural workforce. They gain strength from integration of backgrounds, generational characteristics, experiences, ideas and other attributes into their mission as an ingrained way of operating and doing business.

This Diversity Roadmap is a priority for the Army. It is an important component of the Army's overall strategy for human capital. It focuses our Army-wide diversity efforts and will enable us to remain competitive in attracting and sustaining a highly skilled and diverse military and civilian workforce.



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.

Handwritten signature of Kenneth O. Preston in black ink.

Kenneth O. Preston
Sergeant Major of the Army

Handwritten signature of George W. Casey, Jr. in black ink.

George W. Casey, Jr.
General, United States Army
Chief of Staff

Handwritten signature of John M. McHugh in black ink.

John M. McHugh
Secretary of the Army

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**Assistant Secretary of the Army
(Manpower & Reserve Affairs)
Diversity & Leadership Directorate
Published December 2010**