



Department of Defense Diversity, Equity, Inclusion, and Accessibility Strategic Plan



Fiscal Years 2022-2023

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A Message from the Under Secretary of Defense for Personnel and Readiness



The character of warfare is changing, with a rapidly evolving threat landscape. We are in an unprecedented time, facing unique challenges, from global pandemics to an escalating climate crisis. We are seeing a rise of cyber and digital threats, the continued use of terrorism and violent extremism, shifting global power dynamics creating peer and near-peer adversaries, and the profound and dangerous proliferation of weapons of mass destruction.

However, with all this change, one constant is that the Department of Defense (DoD) is only as strong and as capable as the workforce it employs. DoD's strategic advantage in overcoming the myriad global security threats facing the United States is the diverse and dynamic talent pool in our nation from which it can draw. Given the evolving nature of future global challenges, so too must DoD grow and evolve to bolster the integrated deterrence required to overcome these challenges.

DoD needs diverse perspectives, experiences, and skillsets to remain a global leader, to deter war, and to keep our nation secure. Leveraging this strategic diversity and expanding access to attract, retain, and advance the best talent our nation has to offer are the only way DoD will be able to outthink, outmaneuver, and outfight any adversary or threat. The 2022 National Defense Strategy highlights that for DoD to maintain the Joint Force's military advantage globally and prevent attacks against our homeland, we must build a resilient force by developing and combining our strengths to maximum effect and investing in our people. Advancing diversity, equity, inclusion, and accessibility (DEIA) across the Department is not about checking a box; it's about obtaining the critical skills and experience to build the Total Force necessary to secure our nation for years to come.

DoD is committed to developing, maintaining, and championing a dignified, respectful, and safe workplace. As the largest government agency, with nearly three million Service members and civilian employees, for DoD to remain a model employer we must promote a culture where all our people can thrive. We must empower our workforce, remove barriers, and create an inclusive and equitable environment that connects our people with the technologies, innovations, and support necessary to flourish. Our leaders must be fully engaged and accountable for DEIA, promoting efforts collaboratively across the Department to produce measurable improvements in DEIA outcomes. DoD will continue to prioritize DEIA efforts across the Department, ensuring we have a DoD as strategically diverse and dynamic as the global threats we may face in the future.

Gilbert R. Cisneros, Jr.
Under Secretary of Defense for Personnel
and Readiness

Overview and Background

The Department's enduring mission is to provide the military forces needed to deter war and ensure the nation's security. As the nature of war evolves and the risks facing our nation broaden beyond the traditional understanding of conflict, DoD must grow and evolve to overcome the broad range of security threats looming in the future. Through its workforce and external partnerships, DoD must foster an integrated culture of agility, innovation, and acceptance to prevail against the global security challenges facing the United States.

For the last several years, DoD has increased its focus and prioritization of diversity, equity, and inclusion issues across the DoD workforce. Efforts such as the 2012-2017 DoD Diversity and Inclusion Strategic Plan laid the groundwork for the Department to purposefully focus on diversity and inclusion as key components of its human resource strategies. Since then, each Military Department Secretary and the Commandant of the Coast Guard has appointed a Senior Advisor for Diversity and Inclusion (D&I) to provide advice, guidance, and coordination on D&I, develop and maintain a D&I strategic plan, and provide input on the establishment of relevant D&I training, evaluation, and assessment measures. Additionally, the Department is exploring ways to expand the focus beyond matters of race, ethnicity, and gender and is prioritizing specific areas, policies, and procedures, and the required funding to support these efforts. Recently, DoD broadened its approach to include greater emphasis on accessibility. In doing so, DoD has conducted assessments, developed new policies, and constructed the complex infrastructure needed to address DEIA across the varied, autonomous Components that comprise DoD.

Specific initiatives related to military personnel include the DoD Board on Diversity and Inclusion, an intensive effort to advance diversity and inclusion in the Department. The Board provided 15 actionable recommendations in the *Department of Defense Board on Diversity and Inclusion Report: Recommendations to Improve Racial and Ethnic Diversity and Inclusion in the U.S. Military*. In December 2020, the Department began taking measures to implement these recommendations.

In January 2021, President Biden signed multiple Executive Orders (E.O.) to advance equity across multiple focus areas:

- E.O. 13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*, January 20, 2021, calls on Federal and DoD agencies to advance equity through identifying and addressing barriers to equal opportunity that underserved communities may face.
- E.O. 13988, *Preventing and Combating Discrimination on the Basis of Gender - Identity or Sexual Orientation*, January 20, 2021, which emphasizes the need to prevent and combat discrimination based on gender identity or sexual orientation and fully enforce Title VII and other laws that prohibit discrimination based on gender identity or sexual orientation.
- E.O. 14004, *Enabling All Qualified Americans to Serve Their Country in Uniform*, January 25, 2021, advances policy that all transgender individuals who wish to

serve in the U.S. military and who meet the appropriate standards shall be able to do so openly and free from discrimination.

On June 25, 2021, President Biden issued E.O. 14035 (*Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*), which recognizes the vital role DEIA plays in cultivating a workforce needed to mitigate the threats of tomorrow. Consistent with the government-wide priority for each agency to provide DEIA leadership at the senior-most level, DoD appointed the Under Secretary of Defense for Personnel and Readiness as the Chief Diversity and Inclusion Officer (CDIO) who will provide cohesive oversight and integration for DEIA efforts. Increased cohesion and integration allows the Department to strategically approach DEIA beyond the traditional focal areas of demographic representation to better achieve DoD's broader mission of providing the forces necessary to secure the nation.

Section 4(b) of E.O. 14035 requires DoD to submit an agency-specific DEIA Strategic Plan that aligns with the November 23, 2021 government-wide DEIA Strategic Plan, identifying actions to advance DEIA in the workforce and remove barriers to DEIA in the work environment. Although DoD's self-assessment was based on its civilian workforce, DoD includes both the civilian and military workforce in this DEIA Strategic Plan.

As a first step to meet the requirements presented in E.O. 14035, DoD conducted a self-assessment of the current state of DEIA in the civilian workforce and of human resource employment practices, policies, and programs. The self-assessment identified the following five areas for improvement to further DEIA initiatives and programs within the Department:

1. In-depth DoD-wide analysis of civilian employment data.
2. DEIA data standardization, collection, and assessment processes.
3. Formal DEIA policy to guide Military Departments and DoD Components in developing policies and guidance to create, review, and implement processes that advance DEIA.
4. Greater coordination at the DoD-level to clarify roles and responsibilities, increase collaboration, and resolve decentralization issues regarding DoD DEIA efforts.
5. Methods or actions that advance accessibility and opportunities for individuals with disabilities. This includes the review of the Workforce Recruitment Program (WRP) and exploration of ways to expand job opportunities beyond WRP's current scope. This is a joint requirement for the Secretaries of Defense and Labor as directed by Section 10(e) of E.O. 14035.

In 2021, the Secretary of Defense stood up a leadership oversight team, the Defense Equity Team (DET), to facilitate, inform, and advance agency progress on all issues relating to diversity, equity, and inclusion within the DoD. The DET accomplished a tremendous amount in a short time with a small team responding to multiple internal and external requirements. The lines of effort (LOE) in the DET focused on data and research, talent management, education and training, internal and external requirements, and E.O.s 13985 and 14035. Achievements through this framework

provided a strong foundation for the planned follow-on efforts. The next iteration of the DET is being established and will be charged to leverage initial lessons learned, build upon the work achieved through the initial LOEs, and focus on the priorities identified within this strategic plan.

DoD developed this DEIA Strategic Plan to outline a path for advancing DEIA across the Department, thus supporting DoD's efforts to build the necessary workforce to maintain readiness to deter war and keep the nation secure. By focusing on the initial priorities outlined in this inaugural plan, the Department establishes the foundation. The Department will be able to encompass and better serve a broader group of underserved communities in future DEIA initiatives. This plan also includes a separate section focused on workplace safety and the prevention of harassment; this section is closely aligned to DoD's Prevention Plan of Action (PPoA), which presents DoD's current activities to foster a healthy workplace environment and healthy peer norms. The structure of the DEIA Strategic Plan follows the guidelines outlined by the government-wide DEIA Strategic Plan provided by Office of Management and Budget and Office of Personnel Management.

This DoD DEIA Strategic Plan:

- Provides mission and vision statements.
- Applies to the DoD workforce, defined as the military and civilian workforces.
- Establishes DoD-specific DEIA principles, derived from the principles outlined in the government-wide strategic plan.
- Identifies DoD-wide DEIA goals and objectives, along with implementation roadmaps for advancing DEIA across DoD.
- Describes the current state of maturity for DoD DEIA efforts.
- Outlines current efforts and next steps to create a comprehensive framework for work environment safety.
- Explains the way forward for advancing DEIA across DoD.

This DoD DEIA Strategic Plan is a foundational document. The framework will be annually assessed and improved. The assessment will include a DoD review of Component-specific DEIA efforts and accomplishments to identify and incorporate relevant strengths and best practices into future versions of the DEIA Strategic Plan.

DEIA Mission and Vision Statements

Mission

Enhance the readiness of the DoD workforce and ensure the nation's security through leveraging the pillars of diversity, equity, inclusion, and accessibility, and optimizing the diverse talent in support of the Joint Warfighter.

Vision

DoD is a model employer and community partner by advancing and embedding diversity, equity, inclusion, and accessibility principles; reinforcing innovative solutions; and effectively leveraging the unique strengths of our nation's people to meet current and future global security challenges.

DEIA Operating Principles

For DEIA to flourish, it must be integrated and embedded into the culture across DoD. To encourage this approach, DoD developed four guiding DEIA principles that drive and support organizational improvements and other DEIA initiatives. These principles provide a solid underpinning for a respectful and dynamic work environment, influencing behaviors and practices across the Department. They reinforce a set of core, shared values that the DoD workforce, comprised of military and civilian personnel, can draw upon to realize the overarching DoD mission. The principles demonstrate DoD's continued commitment to advancing DEIA and fostering a profound level of appropriate accountability and support from senior leadership and the entire workforce. DEIA is a critical component of developing and bolstering the DoD workforce; by establishing these principles, DoD conveys the strategic importance of DEIA efforts to the workforce, partners, and the communities DoD serves.

As shown in Figure 1 below, the Department developed four principles to guide DEIA goals and efforts:

1. Informed Decision-Making

- DoD DEIA efforts are based on a routine timetable; driven by an evidence-based data collection, analysis, and assessment framework; and incorporate internal and external feedback, resulting in sustainable, continuous, and measurable improvements in DEIA outcomes across the Department that inform national security decision-making.

2. Integrated and Collaborative Approach

- Advance a whole-of-agency DEIA approach with fully engaged and integrated DoD Senior leadership that supports the effective and measurable execution of strategic goals across all global mission operations.

3. Improved Access

- DoD removes barriers and provides enhanced opportunities for qualified individuals, including individuals with disabilities, and provides organizational support to address all aspects of accessibility globally.

4. Increased Agility and Adaptability

- DoD ensures the capability to integrate new aspects of DEIA and to combat emerging DEIA barriers in support of the Joint Warfighter's enduring mission of deterring war and keeping our nation secure.

The four principles take into consideration DoD's unique mission and structure. They also integrate critical aspects of applicable government-wide DEIA priorities (e.g., equity for employees with disabilities, enhance and increase DoD-wide collection of self-reported demographic data, diversification of recruitment pipeline via new partnerships) to ensure appropriate and adequate effort is devoted to addressing these priorities across the Components. These principles reflect DoD's values and the core concepts that are essential for the effective functioning of the Department, and underpin the strategies outlined in this strategic plan.

To achieve the realization of the principles across the DoD workforce, DoD developed five goals and thirteen supporting objectives, along with implementation roadmaps outlining current initiatives and potential future strategies in the areas of DEIA. The DoD principles are cross-cutting, with central characteristics of the principles reflected in each of the five goals and associated objectives.

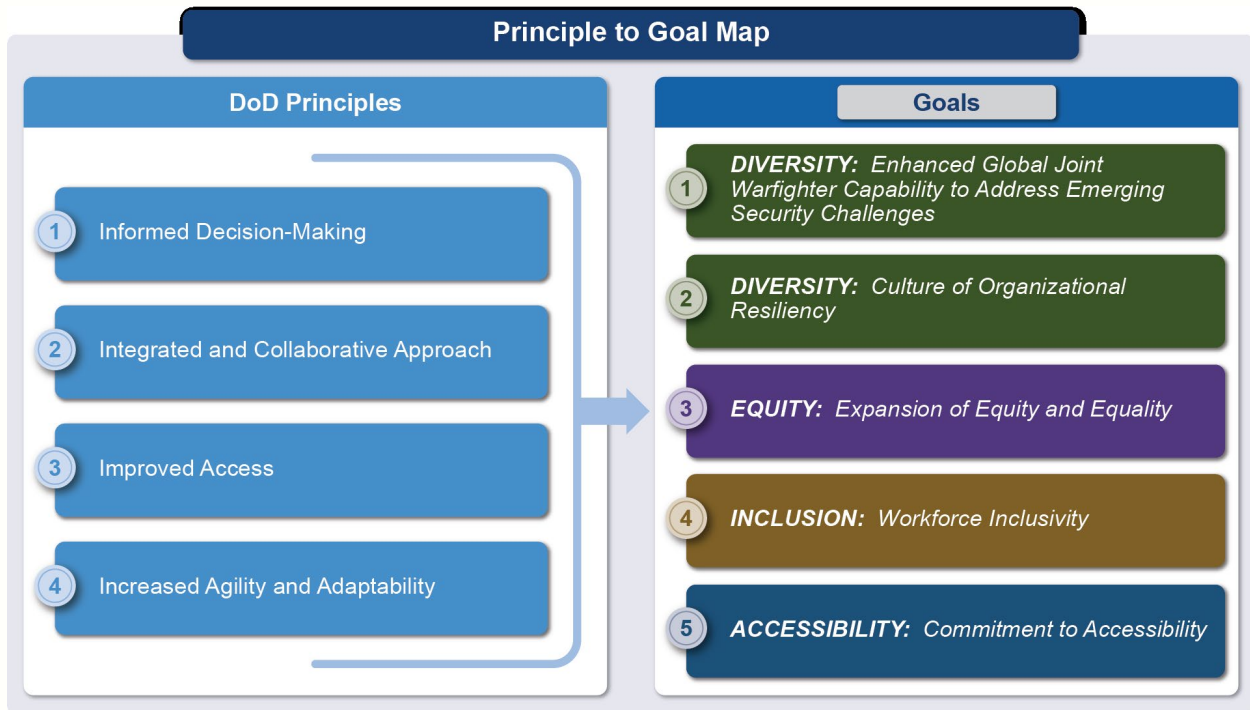


Figure 1. Principle to Goal Map

Summary of Diversity, Equity, Inclusion, and Accessibility Goals

The DoD DEIA Strategy Map, as depicted in Figure 2 below, provides an overview of the five DEIA goals and their supporting objectives. These goals and objectives are described in more detail in the following sections.



Figure 2. DoD DEIA Strategy Map

Goal 1. DIVERSITY: Enhanced Global Joint Warfighter Capability to Address Emerging Security Challenges

Advance the global capability of DoD to deter war and secure the nation through effective talent management.

DoD must advance DEIA efforts to build an institution capable of achieving its mission – to provide the talent necessary to deter war and ensure national security. Doing so is both a moral and a national security imperative. To sustain and improve the joint warfighting capability of DoD, the Department must effectively leverage its populations' vast knowledge, skills, and backgrounds.



Increasing diversity and building a more inclusive, equitable, and accessible force accomplishes three significant goals. First, it narrows the demographic gaps between DoD and the U.S. population. Over the past decade the U.S. population has grown more racially/ethnically diverse. During the same period, representation of all underserved populations (e.g., people of color, women) within historically exclusionary spaces has grown exponentially. The Department must attract, develop, and retain a similarly dynamic force to ensure that the best and brightest want to serve. DoD must make military and civilian service more appealing to and supportive of all demographic groups to attract and retain an exceptional workforce. Second, a more diverse, equitable, inclusive, and accessible force can ensure that the benefits of teams comprised of individuals with a broad range of backgrounds and experiences – such as improved problem-solving and critical thinking – accrue to DoD. Finally, by building a force that reflects our nation's strategic strength and diversity of perspective and experience the Department harnesses the explicit benefits that a diverse force provides to the nation's security.

To lay the groundwork for the future workforce, the Department will utilize existing research on best practices as well as develop a tailored evaluation of the policy changes and initiatives outlined in this plan. By adapting to the future of work and adjusting the workforce to meet contemporary war strategies, DoD can sustain a competitive edge in recruiting a diverse talent pool. For example, DoD needs to stay agile and keep pace with changes to the workforce and individuals' work environment needs (e.g., increased telework and remote work capability where appropriate, flexible hours, benefits) to remain a competitive and attractive employer. A research-based approach will ensure DoD enacts the right talent management initiatives to support the military and civilian workforce. Attention will be paid to each area of the talent management lifecycle to enhance the experience of the DoD workforce and therefore substantially increase the ability of DoD to achieve its mission. The execution and pace of these milestones and activities may differ across the Components but may include establishing additional paid internship programs, similar to the WRP which increases

diversity and accessibility within the Department by hiring individuals with Schedule A disabilities, or enhancing career development programs.

Goal 1 Objectives

- 1.1. Leverage research and best practice information to inform DoD DEIA efforts.
- 1.2. Continue to enhance the talent management/internal employee lifecycle process by using achievable short-term milestones to affect change.

Goal 2. DIVERSITY: Culture of Organizational Resiliency

Enhance DoD's DEIA efforts and accountability and foster enduring resiliency through cross-cutting, collaborative, and standardized approaches and policies.



A robust and resilient DoD DEIA work environment requires consistent and demonstrated commitment and support from senior leadership across the Department. In order to provide a deliberate and coordinated focus on DEIA enterprise-wide, DoD is establishing a cross-cutting and collaborative team consisting of leadership representation from across the DoD Components. This governance and

advisory body will focus on enhancing DEIA within the Department and integrating strategic, operational, and tactical mission support with DEIA subject matter experts. The intent is to shift how the Department thinks about DEIA in the context of its mission and to improve ownership and accountability across the Department. Additionally, it will provide a means for continuous assessment of progress. This body will provide feedback to and supplement the efforts of the Deputy's Workforce Council (DWC), chaired by the Deputy Secretary of Defense, and the Workforce Management Group (WVG), led by the Under Secretary for Personnel and Readiness. These groups include leadership at the highest levels of the Department and regularly engage on DEIA topics to provide accountability and reinforce the progress of this work.

DoD will continue expanding and standardizing the data collection and analysis processes to capture qualitative and quantitative data that helps leaders understand the root causes of systemic organizational issues. DEIA resources will be reviewed, enhanced, and aligned to better support DEIA initiatives and implementation efforts and DoD policies and compliance structures will be revised or developed to enable effective policy delivery. The Department's leadership will review the DEIA mission and vision annually, and update as appropriate, to verify DoD DEIA efforts are hitting their intent and to guide DoD-wide efforts into the future. To achieve enduring organizational resiliency, DoD will embed a collaborative and growth-minded approach to DEIA, and

ensure the Department has the competencies, policies, and practices to continuously adapt and integrate new aspects of DEIA as it evolves.

Goal 2 Objectives

- 2.1. Incorporate a robust leadership engagement structure that includes the DWC, WMG, and other working groups to support DoD-wide DEIA efforts, including the review and appropriate adjustment of the mission, vision, key DoD strategic guidance documents, policies, and execution progress and outcomes.
- 2.2. Develop a standardized, DoD-wide data collection and analysis process leveraging Advana, the Department's largest data platform for advanced analytics, to transform relevant personnel data into actionable insights that effectively inform decision making.
- 2.3. Institute DEIA policies and related compliance guidance.
- 2.4. Enhance, align, and direct DEIA resource capabilities and mandate cross-enterprise accountability for the execution and achievement of DEIA initiatives.

Goal 3. EQUITY: Expansion of Equity and Equality

Champion, authentically promote, and maintain an equitable environment within DoD that fosters fair, just, and equal opportunities for all, to include underserved populations within DoD and in the surrounding communities.

DoD is actively taking steps to mitigate barriers that prevent or inhibit the participation of underserved populations in the workforce, to the extent permitted by law. To that end, DoD will broaden its definition of underserved populations to include more than race, ethnicity, and gender. It will ensure Department policies and organizational procedures do not present unnecessary barriers for populations with other identifiers, such as parental or caregiver status; gender



identity or sexual identity, to include lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual, and all others (LGBTQIA+); pregnancy; disability, including people with hidden disabilities and the neurodiverse population; members of religious minorities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality. DoD DEIA programs will conduct efforts in a non-discriminatory manner that promotes equal opportunity for all. DoD will strive to provide consistent and systemic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment. Process barriers may exist in each employment lifecycle, including recruitment (applicant flow), hiring, promotion, development/training, retention, and separations. Each of these stages in the employment lifecycle is managed by different offices across the Department. To mitigate these challenges, DoD will ensure tighter

integration between DEIA goals and initiatives and the various offices that handle aspects of the employee lifecycle process to ensure DEIA efforts are better aligned and integrated Department-wide. All efforts will be conducted consistent with law, including merit system principles.

Fostering equity extends beyond removing barriers in the work environment and DoD is committed to promoting and expanding equity in the broader community. DoD will ensure its external relationships, such as those with DoD vendors or community partners, are fair and equitable for all groups, to the extent permitted by law. To help accomplish this, DoD will use a wide array of mechanisms, such as procurement structures and DoD programs, to bolster the representation of underserved communities in the Department's external endeavors, to the extent permitted by law.

Goal 3 Objectives

3.1. Increase representation of underserved populations in underrepresented career fields and at all levels of the military and civilian force.

3.2. Utilize procurement structures, DoD programs, and other mechanisms to enhance the DEIA inclusivity of the underserved communities surrounding DoD installations.

Goal 4. INCLUSION: Workforce Inclusivity

Promote organizational initiatives and expand mechanisms to better understand and meet the needs of the internal DoD workforce.

Workforce inclusivity is a readiness imperative. Inclusion indicates whether organization members feel valued and respected by their peers and leaders, feel involved in decision-making and information-sharing, and have access to opportunities. Inclusive organizations are linked to lower rates of discrimination while also benefitting from higher retention rates and diverse employee recruitment. An inclusive environment also promotes a positive peer



environment that incorporates values of inclusivity, connectedness, dignity, and respect (access, equity, rights, and participation). This type of climate creates a space where people feel able to speak candidly about ideas, questions, and concerns. To enhance inclusivity across the Department, DoD must have a comprehensive understanding of the diverse needs and requirements of its internal workforce and the external communities it serves. DoD will establish superior capabilities for collecting and assessing qualitative data related to disparate treatment trends. Additionally, the Department will expand its approach to DEIA by including factors and initiatives that expand the focus from race, ethnicity, and gender to incorporate other underserved populations, thereby encouraging a broader, all-encompassing environment. DoD must

accurately reflect and meet the needs of its people, both in terms of their work environment and in the challenges they may face at home. DoD will identify and collaborate with key resource groups to help improve inclusivity and enhance the effectiveness of DEIA efforts. These efforts will enable DoD to develop and embed a sustainable culture of inclusivity across the Department.

Goal 4 Objectives

- 4.1. Enhance the structure of employee resource groups (ERG)/councils to enable their support for the achievement of mission-oriented DEIA objectives.
- 4.2. Enhance qualitative data gathering and analytics framework to gain military and civilian workforce feedback with a mixed-methods approach to data collection.
- 4.3. Develop a culture of inclusivity within DoD to ensure the work environment actively meets the needs of its people.

Goal 5. ACCESSIBILITY: Commitment to Accessibility

Foster a DoD-wide culture and spirit of accessibility and intersectionality for individuals with disabilities, including Disabled Veterans.



DoD's fifth goal, Commitment to Accessibility, provides focused support for its principle to remove barriers and provide enhanced opportunities to all individuals, including individuals with disabilities, and provide organizational support addressing all aspects of access and accessibility support. Accessibility is a foundational element requisite to the equitable inclusion of diverse populations, such as individuals with disabilities, and others who may require accessibility support to accommodate religious, medical, gender affirmation, or caregiver needs. Intersectionality is a critical concept in providing organizations with a more nuanced view and understanding of underserved populations that may encounter workplace barriers. E.O. 14035 charges

agencies to enhance data collection and analysis practices that allow the presence and capture of multiple attributes or identities for intersectional analysis.

From an organizational support perspective, accessibility is a broad functional area encompassing multiple aspects, including the design, construction, development, and maintenance of facilities; information and communication technology; and specific programmatic support, tools, and service areas (e.g., information technology systems, facilities). As a large institution, DoD's accessibility support is not centralized, nor is it practical to collapse support into a singular DoD-level entity. Program offices include the Disability Program, the WRP, the Computer/Electronic Accommodations Program, the Section 508 Program, and the Equal Employment Opportunity (EEO) Program. In addition, Human Resources offices and the Office of the Chief Information Officer play a

role. DoD recognizes that a cohesive solution for accessibility requires coordination and integration of these multiple organizational functions across the enterprise.

Section 10(e) of E.O. 14035 directs the Secretary of Defense and the Secretary of Labor to review the use of the WRP for college students and recent graduates with disabilities, and to take the necessary steps to expand job opportunities for people with disabilities. DoD established an inter-agency working group with the Department of Labor (DOL) to coordinate efforts to address the Presidential directive. This group met on four separate occasions, which resulted in DoD conducting two DoD-wide focus groups and DOL conducting a Federal Government-wide survey. This joint effort to address inclusivity and accessibility for individuals with disabilities under the WRP resulted in a preliminary report for later submission to the Assistant to the President for Domestic Policy.

DoD will build on the progress achieved to date to develop a more sustainable and mature organizational framework for accessibility. To accomplish this, DoD will take actions such as establishing collaborative leadership channels with CDIO oversight, along with addressing relevant underlying policies, assessing requirements for additional resourcing, and coordinating and streamlining structures, mechanisms, and processes related to planning and delivery of accessibility support and services.

To remain a model employer, DoD will develop processes to identify and remove employment barriers and provide enhanced opportunities to all individuals, including individuals with disabilities. An accessibility framework, coordinated across the Department, will bolster DoD's efforts to provide comprehensive access globally to employees, job applicants, and the broader community it serves. Integrating and embedding a culture of accessibility for all populations, including those with multiple underserved attributes, throughout DoD will strengthen the Department's ability to attract qualified individuals and ensure a wider pool of talent can succeed and advance once employed.

Goal 5 Objectives

- 5.1. Develop an accessibility framework to provide comprehensive access to accessibility services and tools to the workforce and community.
- 5.2. Improve DoD's ability to attract, accommodate, advance, and retain qualified individuals with disabilities, including Veterans and individuals with targeted disabilities.

DoD DEIA Maturity Model

DoD is utilizing a maturity model as a tool to assess the effectiveness of DEIA efforts and to improve organizational DEIA outcomes. This DEIA Maturity Model allows the Department to identify its maturity in different areas of DEIA along a continuum, spanning from foundational capacity to leading and sustaining practices. By identifying the maturity of current DEIA in this way, DoD can more effectively implement a Department-wide, compliance-driven approach to DEIA and build and maintain a DEIA infrastructure to improve efficiency, effectiveness, and equity across the DoD workforce. The model captures three, progressive levels of maturity as defined by the government-wide DEIA initiative.¹ DoD's DEIA maturity ranking against these levels is depicted in Figure 3. The three levels are:

1. **Foundational Capacity.** DoD is focused on complying with non-discrimination laws and regulatory requirements.
2. **Advancing Outcomes.** DoD has adopted some DEIA initiatives that yield improved results and outcomes and are driven by dedicated resources, strategic planning, goal setting and evaluation. DoD practices promote the values of DEIA, but DEIA may not yet be integrated across DoD mission and strategic planning.
3. **Leading and Sustaining.** DoD has fully embedded DEIA as part of its overall mission, vision, values, strategy, policies, and practices. Across the Department, there is the systematic implementation of DEIA guided through goal-setting, data-driven analysis, and continuous improvement. DoD undertakes structural reforms of policies and practices to mitigate barriers, if any.

The DoD DEIA Maturity Model, depicted below in Figure 3, has seven maturity signals represented, with four of those further broken down into discrete sub-areas. This model depicts the current state of DEIA across the DoD workforce population – Service members and civilian employees – and will be used to guide and assess the advancement of DEIA as initiatives and efforts are implemented and completed. This model will be updated in future iterations of the plan to reflect progress made across the Department.

¹ DoD adapted the DEIA Maturity Model provided by the Office of Personnel Management. The criteria used to assess DoD's position on the Maturity Model (depicted in Figure 3) are found in Appendix C.

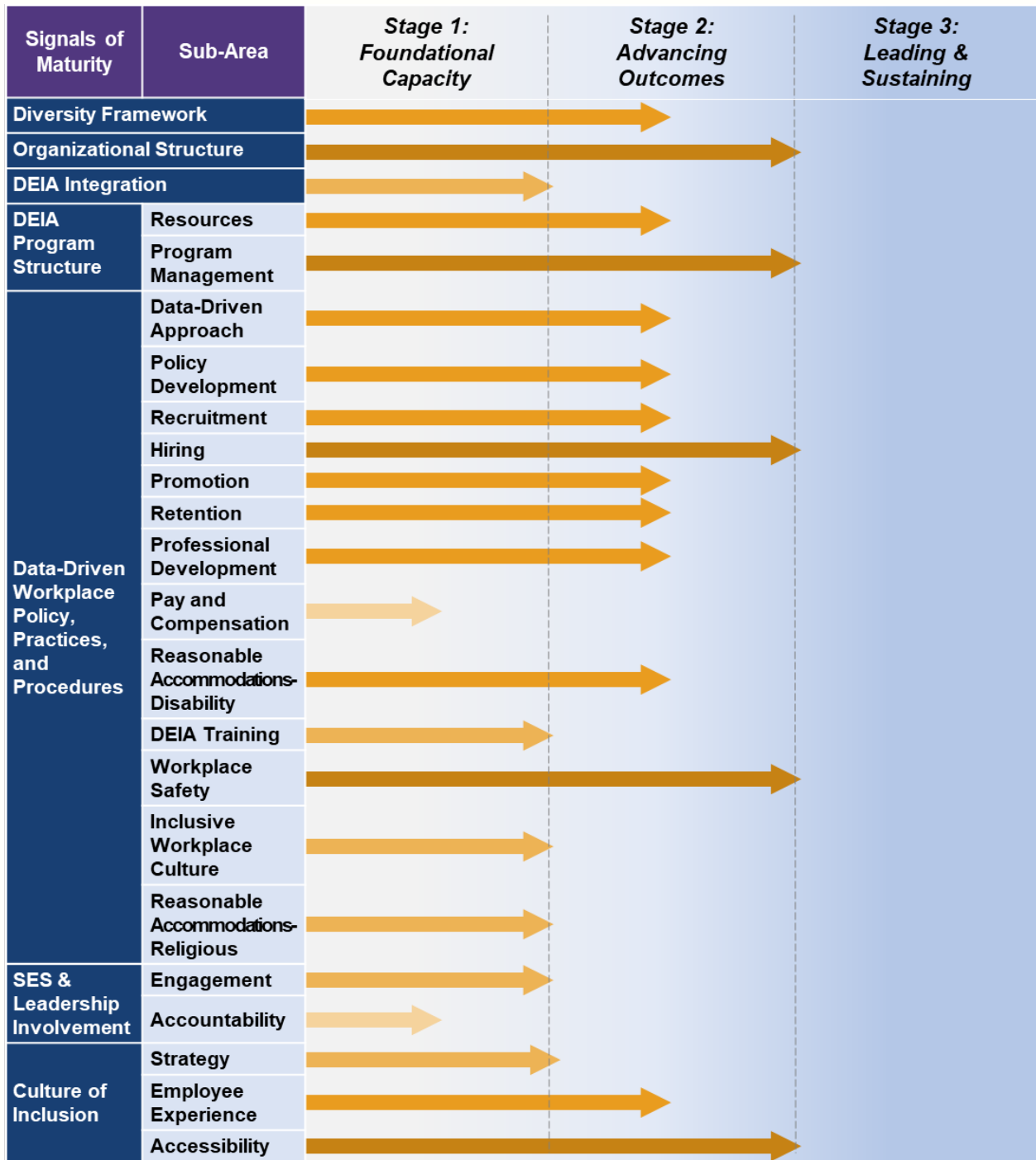


Figure 3. DoD DEIA Maturity Model for Fiscal Years 2022-2023

DEIA Roadmaps: Immediate Priority Actions

The DoD DEIA roadmaps provide a snapshot of immediate priority actions that will be addressed during Fiscal Years 2022 and 2023. These roadmaps serve as a representative outline of ongoing DEIA efforts. Each effort will be supported by a distinct implementation plan of action and milestones. These actions will be reviewed

and endorsed by executive-level leaders to navigate and infuse DEIA throughout the DoD military and civilian warfighting enterprise.

These short-term priorities are grouped within each capability area of DEIA. This structure expands upon the Department's current efforts involving numerous interrelated initiatives and actions connected directly to the mission of the organization. The roadmap contains a representative number of short-term priorities that are considered foundational towards achieving continuous progression in leading and sustaining DEIA throughout DoD. Initiatives are grouped into the four main categories, described below.

- **Diversity:** This section addresses the required organizational structure and policies that allow DEIA to support the achievement of the organizational mission to protect the nation. The priority efforts outlined in the roadmaps use a data-driven approach to understand and increase equity across the enterprise. There is a Diversity Objective Working Group exploring how to best measure equity with appropriate metrics. The intent is not to set impermissible quotas, but to better identify and address potential barriers faced by underserved communities.
- **Equity:** This section provides senior leaders with an understanding of the demographic characteristics of race, ethnicity, and gender to provide a snapshot of the workforce today. Future efforts will include additional aspects of diversity, e.g., workstyles, academic disciplines, preferences, and intersectional categories.
- **Inclusion:** This section outlines the roadmap for creating a culture of inclusivity so that each employee understands the formal organizational norms as well as the unstated informal norms of the organization. Inclusion heavily depends on a cadre of initiatives that embrace all sectors of the organizations in support of the DEIA strategy.
- **Accessibility:** This section defines initiatives that create a work environment in which resources such as facilities, information and communications technology, programs, and services are accessible to all employees, particularly individuals with disabilities or targeted disabilities.

Notably, goals and objectives are aligned with specific action areas to provide a high-level alignment to measures of progress and effectiveness. Timeframes for the initiatives are actions occurring in Fiscal Years 2022 and 2023.

DIVERSITY ROADMAP INITIATIVES

<i>Goals, Objectives, and Initiatives</i>
Goal 1. DIVERSITY: Enhanced Global Joint Warfighter Capability to Address Emerging Security Challenges
Advance the global capability of DoD to deter war and secure the nation through effective talent management.
Priority Objective
1.2. Employee Lifecycle Initiatives. Continue to enhance the talent management/internal employee lifecycle process by using achievable milestones to affect change.
Initiatives
<ul style="list-style-type: none"> • DoD Priority Initiative – Career Progression and Retention: Ensure equitable career progression opportunities for military personnel by eliminating promotion and retention barriers. <ul style="list-style-type: none"> – Foster an inclusive work environment culture. – Increase demographic diversity among those selected for command and key career assignments. – Increase demographic diversity among those selected for career-enhancing education. – Ensure demographic diversity among those selected to serve on statutory boards. – Ensure transparency and equity in military promotion processes. – Conduct a review of performance evaluation processes to ensure transparency and equity in the evaluation of military and civilian employees. – Increase mentorship opportunities for underrepresented groups. • DoD Priority Initiative – The Path to Senior Leadership: Increase DEIA across careers from entry-level through senior leadership for both the military and civilian workforces. <ul style="list-style-type: none"> – Focus on particular critical areas in the career lifecycle. – Link global security challenges to global talent. – Identify critical career fields associated with diverse perspectives and skillsets. – Identify policy barriers that inhibit equitable workforce career development and provide recommendations to mitigate those barriers.
Goal 2. DIVERSITY: Culture of Organizational Resiliency
Enhance DoD’s DEIA efforts and accountability and foster enduring resiliency through cross-cutting, collaborative, and standardized approaches and policies.
Priority Objective
2.2. Data Utilization. Develop a standardized, DoD-wide data collection and analysis process leveraging Advana, the Department’s largest data platform for advanced analytics, to transform relevant personnel data into actionable insights that effectively inform decision making.
Initiatives
<ul style="list-style-type: none"> • Engage the DoD Analytics Working Group to provide enterprise-wide support for qualitative and quantitative analysis of workforce disparate treatment root causes. • DoD Priority Initiative: Utilize the Advana dashboard capability, where appropriate, to initiate standardization of data collection and analysis approaches across the enterprise.
<i>Quarterly Measurement Review Approach</i>
Senior DoD leadership will receive reports at the conclusion of each initiative to ensure efforts are being monitored and tracked. Where appropriate, the Advana dashboard and diversity objectives will be reviewed and updated.
<ul style="list-style-type: none"> • <i>DWC Briefing on Career Progression and Retention progress</i> (May 2022) • <i>DWC Briefing on Recruitment, Accession, and Hiring of Personnel progress</i> (August 2022) • <i>DWC Briefing on The Path to Senior Leadership progress</i> (December 2022)

EQUITY ROADMAP INITIATIVES

<i>Goals, Objectives, and Initiatives</i>
Goal 3. EQUITY: Expansion of Equity and Equality
Champion, promote, and maintain an equitable environment within DoD that fosters fair, just, and equal opportunities for all, to include underserved populations within DoD and in the surrounding communities.
Priority Objective
3.1. Equitable Representation of Underserved Populations. Increase equitable representation of underserved populations in underrepresented career fields and at all levels of the military and civilian workforce.
Initiatives
<ul style="list-style-type: none"> • DoD Priority Initiative – Recruitment, Accessions, and Hiring of Personnel: Review policies and procedures (e.g., assessment tests, vacancy announcements, eligibility criteria, suitability requirements, etc.) to identify and address potential barriers to full participation in the work environment, to include barriers faced by individuals with disabilities. • Recruit and assess populations that reflect the comparative U.S. population. <ul style="list-style-type: none"> – Increase U.S. civilian familiarity with the benefits of DoD civilian employment and Military service. – In civilian employment, increase representation of individuals with disabilities and targeted disabilities above 12% and 2% federal goals. – Increase demographic diversity among Military Service Academy applicants and the selectees who are nominated by DoD and non-DoD authorities (e.g., members of Congress) to attend.
<i>Quarterly Measurement Review Approach</i>
Senior DoD leadership will receive reports at the conclusion of each initiative to ensure efforts are being monitored and tracked. Where appropriate, the Advana dashboard and diversity objectives will be updated to reflect changes: <ul style="list-style-type: none"> • <i>DWC Briefing on Career Progression and Retention progress</i> (May 2022) • <i>DWC Briefing on Recruitment, Accession, and Hiring of Personnel progress</i> (August 2022) • <i>DWC Briefing on The Path to Senior Leadership progress</i> (TBD)

INCLUSION ROADMAP INITIATIVES

<i>Goals, Objectives, and Initiatives</i>
Goal 4. INCLUSION: Workforce Inclusivity
Promote organizational initiatives and expand mechanisms to better understand and meet the needs of the internal DoD workforce.
Priority Objective
4.3. Culture of Inclusivity. Develop a culture of inclusivity within DoD to ensure the work environment actively meets the needs of its people.
Initiatives
<ul style="list-style-type: none"> • Initiate a culture of inclusivity by enhancing relationships with ERGs/Councils to support specific areas of the strategic initiatives outlined in this plan. • Review communication approaches and language utilized in print and media advertisements to ensure that a broad range of the population can relate to the advertisement.
<i>Quarterly Measurement Review Approach</i>
<ul style="list-style-type: none"> • Where appropriate, the Department will establish or use a measurement structure to monitor and track these efforts.

ACCESSIBILITY ROADMAP INITIATIVES

<i>Goals, Objectives, and Initiatives</i>
Goal 5. ACCESSIBILITY: Commitment to Accessibility
Promote a DoD-wide culture and spirit of accessibility and intersectionality for individuals with disabilities, including Disabled Veterans.
Priority Objectives
5.1. Leadership and Organizational Frameworks. Develop an accessibility framework to provide comprehensive access to accessibility services and tools to the workforce and community.
Initiatives
<ul style="list-style-type: none"> • Evolve existing DoD leadership framework and organizational structures to further elevate and integrate Accessibility and EEO/Disability Management services, support, and initiatives. <ul style="list-style-type: none"> – Augment existing leadership direction, coordination, and organizational structure by leveraging existing entities, such as the DoD Disability Program Managers Working Group, to integrate and synchronize DoD-wide efforts. – Change the name of Office for Diversity, Equity, and Inclusion (ODEI) and update relevant policies to the Office for Diversity, Equity, Inclusion, and Accessibility to establish it as the centralized policy/program and compliance office for DoD-wide DEIA. • Update DoD Directive (DoDD) 1020.02E, DoDD 1020.1, and other relevant policies related to Accessibility and Disability Program Management. • Invest in providing an integrated and cohesive accessible infrastructure and accommodations structure with related support services and processes to advance an inclusive and equitable workforce. <ul style="list-style-type: none"> – Secure increased funding to establish DoD-wide accessibility and accommodation programs and activities to ensure employment supports for critical expertise beyond assistive technology needs (e.g., Personal Assistance Services readers, interpreters, and other employment supports) to ensure DoD remains a model employer of individuals with the most significant disabilities. • Develop a DoD-wide centralized service center with expertise and capability to supplement and strengthen existing DoD offices/entities. This will provide enhanced program support for provision of service-based accommodations (e.g., readers, interpreters), complex technological accommodations, and personal assistance services. <ul style="list-style-type: none"> – Assess the skills and services provided by existing programs and evaluate expansion of resources, required funding, and responsible offices to cover all requirements (i.e., service-based accommodations: readers, interpreters, personal assistants; technology needs; physical/infrastructure barrier accommodations). – Enhance centrally funded services and provide the necessary expertise to advance affirmative opportunities for individuals with disabilities. • Continue joint DoD and DOL intra-department working group efforts to address Inclusivity and Accessibility for individuals with disabilities under the WRP. This includes the finalization of a preliminary report with recommendations and action items for submission to the Office of the Assistant to the President for Domestic Policy.
<i>Quarterly Measurement Review Approach</i>
<ul style="list-style-type: none"> • The DoD Disability Program Managers Working Group will update and brief the CDIO on an as-needed basis.

Workplace Safety and Harassment Prevention and Response Plan

Background

DoD is committed to creating and maintaining a safe, respectful, and inclusive work environment where all personnel can thrive and successfully contribute to DoD's mission of deterring war and keeping the nation secure. Fostering a dignified and healthy work environment by minimizing risks to the physical, mental, and emotional well-being of the workforce is a critical element of realizing DoD's vision to continuously serve as a model employer. To create a safe work environment and culture that does not tolerate harassment, DoD leaders must consistently demonstrate their commitment to preventing and addressing the continuum of harms the workforce may face. Furthermore, the Department must provide its global workforce with ready access to support in the form of tools, policies, and other resources. In recent years, the Department has implemented efforts and programs to prevent and respond to all forms of harassment, including sexual harassment. These efforts, with key policies, procedures, and practices outlined below, form the foundation for DoD to craft a comprehensive and synchronized framework to prevent and address all forms of workforce harassment, discrimination, or retaliation.

Overview of Prevention Efforts.

On September 11, 2020, DoD published DoD Instruction (DoDI) 6400.09, *DoD Policy on Integrated Primary Prevention of Self-Directed Harm and Prohibited Abuse or Harm*. This policy mandates the implementation of a prevention system and use of integrated, data-informed actions to identify risk of harm, protective factors, and ultimately prevent self-directed harm and prohibited abusive or harmful acts, such as harassment, sexual assault, and domestic abuse. It also outlines holistic prevention policies and programs, focusing on the individual, interpersonal, and organizational elements, for implementation by the Components to foster healthy behaviors and reduce the risk for harm. These policies and programs focus on maintaining protective environments and developing workforce proficiency in skillsets such as:

- Emotional intelligence (e.g., managing strong emotions in a non-destructive manner, identifying, and addressing bias)
- Effective communication (e.g., conflict management, bystander intervention, assertive communication of sexual boundaries and consent)
- Healthy relationships (e.g., appropriate boundary setting, respectful professional and personal relationships)
- Responsible alcohol use (e.g., social resistance skills)
- Resiliency

Overall, the integrated prevention policies and programs outlined in this instruction are designed to reduce harm by: addressing the needs of high-risk groups; implementing safety measures for high-risk on-base locations and on social media; encouraging

personnel to seek help early and without stigma; providing tools to leaders to address destructive behaviors early before they escalate; providing advocacy in a victim-centered, trauma-informed, and culturally-competent manner; and providing communication strategy training and education.

A key foundational aspect of DoD efforts to prevent harassment in the work environment is the *Prevention Plan of Action (PPoA) 2.0 (2022-2024)*, currently under development. The PPoA 2.0 will build on the initial framework of primary prevention for sexual assault by encapsulating an integrated primary prevention strategy for all self-directed harm and prohibited abuse or harm. As such, PPoA 2.0 will institutionalize a research-based approach to the prevention of suicide, sexual assault, harassment, domestic abuse, child abuse, and problematic sexual behavior perpetrated against children and youth (e.g., sexual assault against DoD dependent children). Furthermore, PPoA 2.0 will utilize research and identified best practices from both the military and civilian workforce and outline a unified DoD approach to developing, implementing, and evaluating efforts to prevent harmful behaviors. PPoA 2.0 will deliver a comprehensive approach to preventing harmful behaviors by layering a combination of reinforcing, research-backed prevention activities (i.e., policies, programs, and practices) to establish a culture free from self-directed harm and prohibited harm or abuse. A vital facet of PPoA 2.0 will be continuous evaluation of implemented activities to determine the impact of mitigation strategies on reducing risk of harmful behaviors.

In addition to publishing DoDI 6400.09 and working on PPoA 2.0, DoD has implemented other prevention efforts. For instance, DoDI 1020.03, *Harassment Prevention and Response in the Armed Forces*, updated December 29, 2020, establishes a DoD-wide military harassment prevention and response program, with updated policies and programs for Service members. Its companion policy, DoDI 1020.04, *Harassment Prevention and Response for DoD Civilian Employees*, June 30, 2020, does the same for the DoD civilian employee population.

Overview of Response Efforts.

Along with comprehensive and integrated prevention approaches, DoD has implemented numerous efforts to respond to the harms employees may face both in and out of the work environment, such as harassment, sexual assault, domestic violence, stalking, or workplace violence.

DoDI 1438.06, *DoD Workplace Violence Prevention and Response Policy*, updated May 4, 2020, assigns responsibilities and establishes DoD policy regarding DoD civilian personnel with respect to workplace violence prevention and response. It details how DoD Components must work with employees to maintain a violence-free workspace, and that all reports of violence, harassment, intimidation, and other disruptive behavior must be taken seriously and dealt with appropriately. Additionally, DoDI 1438.06 is being reviewed and will be revised, as appropriate, concerning civilian employee avenues for reporting sexual assault to their employer.

DoDI 6400.06, *DoD Coordinated Community Response to Domestic Abuse Involving DoD Military and Certain Affiliated Personnel*, released December 21, 2021, issues guidance for the Family Advocacy Program to establish a coordinated approach to preventing and responding to domestic abuse. These guidelines are designed to meet

local needs after consultation with health care, social programs, military law enforcement, and military criminal investigative organizations serving DoD personnel and their families.

The aforementioned DoDI 1020.03 and DoDI 1020.04 also address response efforts for Service members or DoD civilian employees reporting any type of harassment, including sexual harassment. For example, all harassment allegations are to be investigated, as appropriate, and in accordance with applicable policy and statutory requirements. Additionally, DoDI 1020.03 and DoDI 1020.04 both require DoD to provide Service members or civilian employees alleging harassment with information regarding available support resources. Furthermore, DoD leaders are to take appropriate administrative or disciplinary corrective action when an allegation of harassment is substantiated. This includes documenting an offender's substantiated harassment in the appropriate personnel records system.

Ongoing Efforts to Address Sexual Harassment, Sexual Assault, and Other Behaviors Impacting the Workplace Environment.

On February 26, 2021, Secretary of Defense Austin established the 90-day Independent Review Commission (IRC) on Sexual Assault in the Military pursuant to the direction of President Biden. The Secretary of Defense instructed the IRC to conduct an impartial assessment of the Department's efforts to combat sexual assault and sexual harassment in the military. At the conclusion of its review, the IRC developed more than 80 comprehensive and actionable recommendations across four lines of effort: accountability, prevention, climate and culture, and support and care of victims.² Recommendations included actions such as the establishment of Offices of Special Trial Counsel and centralizing prosecution of sexual assault and related crimes under these offices instead of the military chain of command, along with mandatory initiation of involuntary separation for all substantiated complaints of sexual harassment.

Per Secretary Austin's guidance to accept the recommendations from the IRC where possible, the Department developed a tiered implementation roadmap to implement all of the recommendations, with appropriate modifications, as approved by the Secretary. The four tiers are:

1. Building Foundation and Infrastructure
2. Incorporating Best-in-practices Strategy
3. Expanding Effective Practices
4. Expanding External Programs

This iterative tiered implementation approach allowed for the initial effort to build out the base and foundational infrastructure to ensure a concrete sexual assault prevention program, and for modifications and Service- and other Component-specific adaptation

² For more information on the IRC, to include the full list of recommendations, please see *Hard Truths and the Duty to Change: Recommendations from the Independent Review Commission on Sexual Assault in the Military*, <https://media.defense.gov/2021/Jul/02/2002755437/-1/-1/0/IRC-FULL-REPORT-FINAL-1923-7-1-21.PDF/IRC-FULL-REPORT-FINAL-1923-7-1-21.PDF>

to occur, thus ensuring programs are maximally effective. From this broad implementation plan, the Services and other relevant Components developed full Implementation Plans covering all four tiers. Furthermore, an Outcome Metrics Evaluation report will be developed to track the status of recommendation implementation.

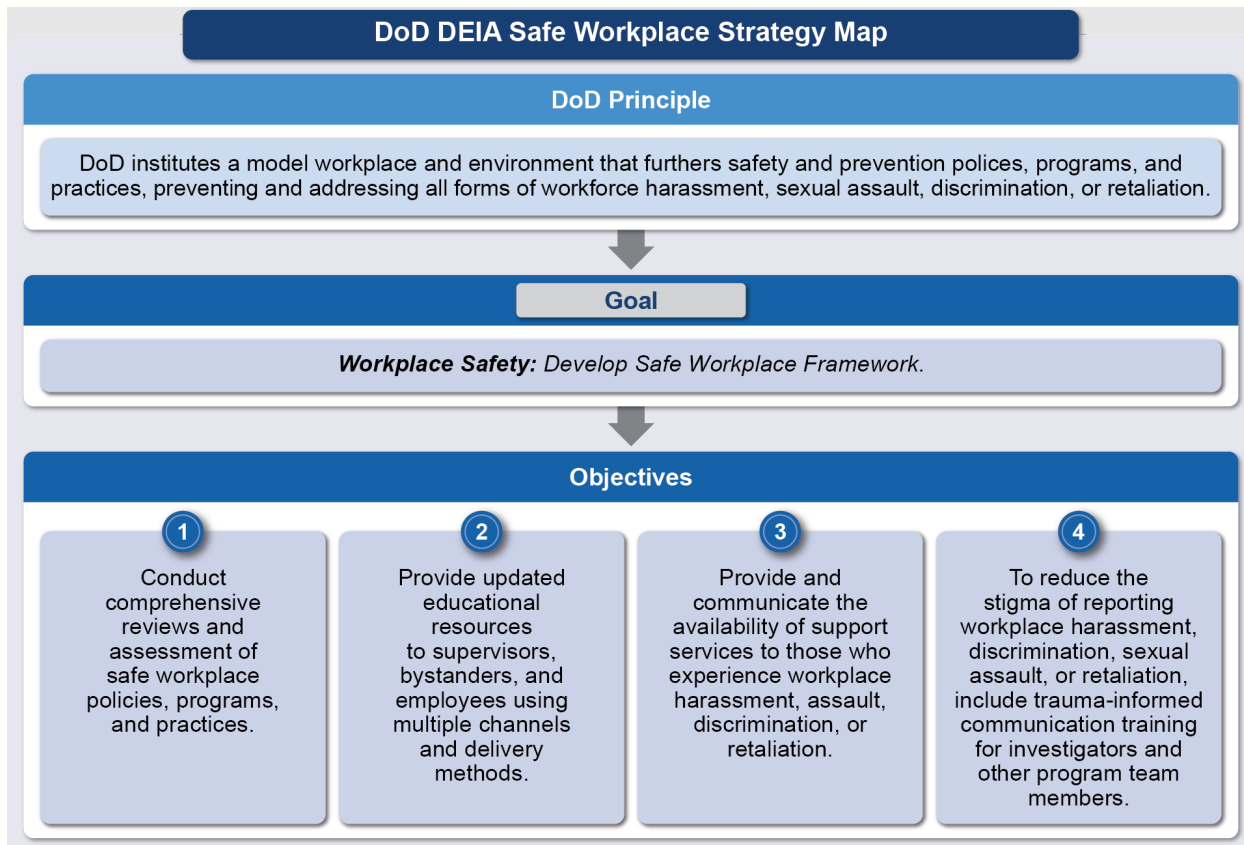
As part of Secretary Austin's Immediate Actions on Sexual Assault and Harassment, DoD conducted a pilot On-Site Installation Evaluation (OSIE) effort at select military sites. The OSIE's objective was to develop insights on risk and identify protective factors regarding how the Department can effectively address risk for sexual assault, harassment, and suicide. This effort is ongoing and will result in recommendations for the Department to consider implementing.

Finally, the Department continues to expand its data collection and gathering tools. Through the use of surveys, DoD can augment its knowledge of the prevalence of sexual harassment, sexual assault, gender discrimination, and other workplace climate indicators. Moreover, the results of command climate surveys provide key insights into Service member and civilian employee perceptions of the work environment. These data points combined with official reports of gendered crimes/violations and key demographic data are critical in analyzing trends in work environment climates and evaluating the effectiveness of mitigation efforts aimed at reducing these problematic behaviors.

Priorities for Advancing a Safe Work Environment

Building from these prevention and response activities, and to further synchronize and ensure a safe and inclusive work environment across the Department, DoD developed a guiding principle: **DoD institutes a model workplace and environment that furthers safety and prevention policies, programs, and practices, preventing and addressing all forms of workforce harassment, sexual assault, discrimination, or retaliation.**

To align with this principle and foster a safe work environment Department-wide, DoD will develop and implement a comprehensive and enduring framework to address all forms of workforce harassment, assault, discrimination, or retaliation. This goal has four supporting objectives, outlined in Figure 4 and listed below.



Goal. WORKPLACE SAFETY: Develop Safe Workplace Framework

Create an enduring, comprehensive framework to prevent and address all forms of workforce harassment, sexual assault, discrimination, or retaliation.

To create a culture and environment intolerant of any form of harassment, assault, discrimination, and retaliation, DoD will first confirm that the policies and practices in place across the Department fully enable a comprehensive, consistent, and uniform approach to safe work environments and align with the prevention and response frameworks outlined in foundational strategies like the PPOA 2.0. Additionally, DoD will provide, as appropriate, updated educational resources regarding workplace harms and reporting methods across multiple channels, such as hotlines or onsite staff, to ensure all employees have easy access to required resources.

A key element of creating a safe work environment is the willingness of the workforce to report incidents when they do occur, without stigma or fear of retaliation. To reduce the stigma of reporting, investigators and other program team members involved with reports of safe workplace violations will receive relevant training, such as communicating in a trauma-informed manner. Additionally, targeted training that addresses retaliatory behaviors such as reprisal, maltreatment, and ostracism can serve as a first step in reassuring employees that DoD does not tolerate retaliation in any form. Across DoD, the Component Head will promote and provide employee assistance programs, work-life programs, and available mental health experts and/or referral

services to the workforce. While these programs and efforts may vary slightly between Components, all efforts will be linked back to the overarching goal of developing a comprehensive safe framework.

Next Steps and Implementation

The Department's framework for establishing a safe work environment that prevents and responds to harassment, sexual assault, and other types of behaviors already includes several statutory- and policy-based data collection, analysis, and reporting requirements. In addition, the IRC, PPOA, and OSIE efforts discussed above have their own respective timelines for implementation and reporting requirements, including briefing the DWC on a quarterly basis on the status of sexual assault in the military population. DoD will take a collaborative approach when establishing a Safe Workplace framework, as many different offices across the Department are involved with or responsible for overseeing sexual harassment, sexual assault, and other types of workplace violence prevention and response efforts. Consequently, the Department will continue to engage its cross-organizational stakeholders, senior executive leadership, and subject matter experts to identify barriers to a safe work environment, free from harassment, sexual assault, and other types of behaviors, and to generate actionable solutions to overcome these barriers.

Advancing DEIA in the DoD Work Environment – Next Steps

Advancing DEIA in the DoD Work environment is not a one-time effort; it requires sustained and demonstrated commitment from DoD leaders, stakeholders, and the entire workforce across the Department. Creating and maintaining a culture of respect, dignity, and access in DoD is a priority and strategically necessary to ensure DoD achieves its mission to ensure that our nation is secure. By expanding the focus of DEIA efforts beyond race, ethnicity, and gender and leveraging the diverse capabilities of all underserved communities, DoD will enhance the overall innovation and agility of its total workforce.

While the DoD DEIA Strategic Plan outlines goals, objectives, and initiatives that span across different timeframes, this plan, along with the mission and vision, should be reviewed annually and updated as appropriate to reflect progress made, necessary course corrections, or shifting priorities. This will occur concurrently with the execution of DoD's Equity Action Plan response to E.O. 13985, which focuses on external equity. The implementation efforts of the Equity Action Plan will be considered during the execution of DoD DEIA Strategic Plan. In the next phase of the DEIA strategic planning process more emphasis will be placed on the non-visible attributes of underserved communities (e.g., cognitive, geographical, and language diversity). Additionally, continued attention will be given to fostering healthy climates and peer norms in the workplace environment to both abate prohibited abuse and harm as well as enhance inclusion. The workforce is the foundation of the ability of maintaining U.S. military lethality.

Future resource needs for the priorities outlined in this plan will be determined as necessary during the development and implementation of DEIA efforts. This DoD-wide strategic plan is intended to be an adaptable document that best reflects the needs of the workforce and serves as a guide to all the Components across the Department as they work towards advancing DEIA efforts.

Appendix A. Acronyms

CDIO	Chief Diversity and Inclusion Officer
DEIA	Diversity, Equity, Inclusion, and Accessibility
DET	Defense Equity Team
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DoL	Department of Labor
DWC	Deputy's Workforce Council
EEO	Equal Employment Opportunity
E.O.	Executive Order
ERG	Employee Resource Group
IRC	Independent Review Commission
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, Asexual, and all of the gender identities and sexual orientations that are not specifically covered by the other seven identities and orientations
LOE	Line of Effort
ODEI	Office for Diversity, Equity, and Inclusion
OSIE	On-Site Installation Evaluation
PPoA	Prevention Plan of Action
WMG	Workforce Management Group
WRP	Workforce Recruitment Program

Appendix B. Glossary

Accessibility. The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices such as universal design.³

Diversity. All the different characteristics and attributes of individuals from varying demographics that are consistent with the DoD's core values, integral to overall readiness and mission accomplishment, and reflective of the nation we serve.⁴

Equity. The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.⁵

Harassment (civilian). Behavior that is unwelcome or offensive to a reasonable person and that creates conditions that interfere with work performance or creates an intimidating, hostile, or offensive work environment.⁶

Harassment (military). Behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment.⁷

Inclusion. A set of behaviors (culture) that encourages Service members and civilian employees to feel valued for unique qualities and to experience a sense of belonging. Inclusive diversity is the process of valuing and integrating each individual's perspectives, ideas, and contributions into the way an organization functions and makes decisions; enabling diverse workforce members to contribute to their full potential in collaborative pursuit of organizational objectives.⁸

Underserved Communities. Populations sharing a particular characteristic, as well as geographic communities, who have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. In the context of the Federal workforce, this term includes individuals who belong to communities of color, such as Black and African American, Hispanic and Latino, Native American, Alaska Native and

³ White House. (2021). *Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, p. 21.

⁴ DoD. (2020). DoD Instruction 1020.05, *DoD Diversity and Inclusion Management Program*, p. 23.

⁵ White House. (2021). *Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, p. 21.

⁶ DoD. (2020). DoD Instruction 1020.04, *Harassment Prevention and Responses for DoD Civilian Employees*, p. 18.

⁷ DoD. (2020). DoD Instruction 1020.03, *Harassment Prevention and Response in the Armed Forces*, p. 20.

⁸ DoD. (2020). DoD Instruction 1020.05, *DoD Diversity and Inclusion Management Program*, p. 24.

Indigenous, Asian American, Native Hawaiian and Pacific Islander, Middle Eastern, and North African persons. It also includes individuals who belong to communities that face discrimination based on sex, sexual orientation, and gender identity (including LGBTQIA+ persons); persons who face discrimination based on pregnancy or pregnancy-related conditions; parents; and caregivers. It also includes individuals who belong to communities that face discrimination based on their religion or disability; first-generation professionals or first-generation college students; individuals with limited English proficiency; immigrants; individuals who belong to communities that may face employment barriers based on older age; persons who live in rural areas; Veterans and military spouses; and persons otherwise adversely affected by persistent poverty, discrimination, or inequality. Individuals may belong to more than one underserved community and face intersecting barriers.⁹

⁹ White House. (2021). Executive Order 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*.

Appendix C. Evaluation Factors of Maturity Model

Signals of Maturity	Sub Area	Level 1	Level 2	Level 3
		Foundational Capacity	Advancing Outcomes	Leading & Sustaining
DEIA Approach	N/A	Focused on complying with non- discrimination legislation and regulatory requirements.	DEIA initiatives yielding improved results and outcomes driven by dedicated resources, strategic planning, goal setting and evaluation. Agency practices promote the values of DEIA, but DEIA may not yet be integrated across Agency mission and strategic planning.	DEIA is an integral part of overall Agency mission, vision, values, strategy, policies, and practices. Systematic implementation of DEIA driven through goal setting, data driven analysis, and continuous improvement. Agency undertakes structural reforms of policies and practices to mitigate barriers, if any.
Diversity Framework	N/A	Definition of diversity confined to EEO categories.	Inclusive definition of underserved communities.	Connecting, interrelated approach embraces multiple identities.
Organizational Structure	N/A	DEIA work may be under-resourced within the organization and/or decentralized across the Agency.	DEIA work partially funded with limited integration across EEO, HR, civil rights, and D&I program offices.	DEIA work fully resourced and led at highest levels of Agency leadership with significant and sustained SES responsibility.
DEIA Integration	N/A	DEIA work may be siloed within the Agency and/or disconnected from mission and strategic planning.	DEIA goals reflected in Agency strategic planning.	DEIA goals fully and strategically integrated with Agency strategic planning, performance management, and learning agendas.
DEIA Program Structure	Resources	DEIA may be an unfunded mandate within the Agency; DEIA initiatives and programs may not have dedicated resources.	Limited funding, pending funding request and/or existing infrastructure / teams being leveraged to support the DEIA function.	Appropriate funding and staffing connecting to specific metrics that are established for budget justifications for increased funding for DEIA. Continuous assessment of return on DEIA investments.
DEIA Program Structure	Program Management	Management of DEIA initiatives may be decentralized within the Agency and/or DEIA programs are not led by senior leadership.	Senior managers have been assigned with program responsibility within the Agency but DEIA initiatives are not yet driven by senior-most leaders with a direct line to the Secretary or Agency head.	Chief Diversity Officer or Diversity and Inclusion Officer has direct line to Secretary or Agency head and coordinates DEIA policies and initiatives across Agency.

Signals of Maturity	Sub Area	Level 1	Level 2	Level 3
		Foundational Capacity	Advancing Outcomes	Leading & Sustaining
Data-Driven Workplace Policy, Practices, and Procedures	Data-Driven Approach	Agency captures data for baseline reporting and compliance.	Agency captures comprehensive data and monitors outcomes via dashboards that are used to inform decision-making.	Agency subject matter experts and general managers leverage data to monitor outcomes and conduct root cause analysis.
	Policy Development	Agency policies meet legislative and regulatory requirements and Agency assesses barriers to employment.	Agency regularly evaluates and addresses systemic and cultural barriers, if any, across the talent lifecycle for all employees, including those from underserved communities.	Agency regularly assesses practices, addresses any potential barriers, analyzes data, and broadly communicates results/outcomes with the workforce and the public.
	Recruitment	Recruitment policies and practices may focus on non-discrimination of diverse candidates.	Recruitment policies and practices proactively advance DEIA goals and actively promote diversity.	Recruitment policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underserved communities.
	Hiring	Hiring policies and practices focus on compliance with non-discrimination laws or take basic steps to promote DEIA.	Hiring policies and practices proactively advance DEIA goals and actively promote diversity.	Hiring policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underserved communities.
	Promotion	Promotion policies and practices focus on compliance with non-discrimination protections.	Promotion policies and practices proactively advance DEIA goals and actively promote diversity.	Promotion policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on under-represented communities.
	Retention	Retention practices include non-discrimination compliant and investigation processes.	Retention practices proactively advance DEIA goals and provide information about resources to employees.	Retention practices actively work to mitigate barriers faced by employees in the workplace, including employees from under-represented communities.

Signals of Maturity	Sub Area	Level 1	Level 2	Level 3
		Foundational Capacity	Advancing Outcomes	Leading & Sustaining
Data-Driven Workplace Policy, Practices, and Procedures	Professional Development	Professional development programs do not include DEIA content and/or only convey information to employees about opportunities.	Professional development programs proactively advance DEIA by including targeted DEIA content.	Professional development programs strategically advance equity for employees by mitigating barriers, including for employees from underserved communities.
	Pay & Compensation	Pay and compensation practices focus on compliance with non-discrimination policies.	Pay and compensation policies advance DEIA goals and seek to improve fair pay.	Pay and compensation policies actively work to advance pay equity across the Agency.
	Reasonable Accommodation for employees and applicants with disabilities	Reasonable accommodations policies focus on compliance with non-discrimination laws.	Reasonable accommodations policies seek to improve employee experiences and promote opportunity for employees with disabilities.	Reasonable accommodations policies advance accessibility agency-wide and advance equity for Americans with disabilities.
	DEIA Training	DEIA trainings may be under-funded, have limited availability, and/or meet minimum requirements for accessibility.	DEIA trainings proactively advance equity by promoting a culture of inclusion.	DEIA trainings are an integral part of the Agency-wide learning agenda and are strategically leveraged to advance Agency-wide equity goals.
	Workplace Safety and Sexual Harassment	Workplace safety policies focus on compliance with laws and mandates, and the Agency has written workplace safety policies in place.	Agency proactively advances DEIA through robust implementation of written workplace safety policies.	Workplace safety policies are promoted by the senior-most leaders within the Agency and are an integral part of workplace culture.
	Inclusive Workplace Culture	Agency may lack inclusive workplace programming and/or programming is limited in scope.	Agency proactively advances DEIA values in workplace culture.	Agency integrates workplace inclusion measures into overall performance management and strategic planning.
	Reasonable Accommodation for employees seeking a religious accommodation	Reasonable accommodations policies focused on compliance with non-discrimination laws and mandates.	Agency takes proactive steps to advance inclusion for employees who are people of faith and improves the experience of accessing religious accommodations.	Agency embeds inclusion of employees of all faiths and religious beliefs throughout workplace culture and continuously improves the religious accommodations process.
	Engagement	Leaders endorse DEIA and encourage participation / participate in some workforce	Leaders regularly elicit employee feedback and seek support from ERGs.	Leaders model and champion DEIA consistently.

Signals of Maturity	Sub Area	Level 1	Level 2	Level 3
		Foundational Capacity	Advancing Outcomes	Leading & Sustaining
SES & Leadership Involvement		DEIA events / observances.		
	Accountability	Agency may lack clear accountability structures to ensure leaders are involved in promoting and advancing DEIA within the workplace, or DEIA is promoted by leaders who feel personally motivated.	Leaders are held accountable for DEIA actions / outcomes, as appropriate, by way of their performance evaluations.	Leaders integrate DEIA into their decision-making process, governance structure, mission, and goals.
Culture of Inclusion	Strategy	Agency may have ad hoc or stand- alone initiatives focused on raising awareness of the benefits of an inclusive workplace culture.	Agency has clear mission, vision, and values that reflect a commitment to DEIA and alignment to internal and external brand in the language used to promote DEIA.	Agency has a formal DEIA strategy, including milestones/timelines and ongoing evaluation of effectiveness.
	Employee Experience	Agency builds employee engagement/ ERGs on an ad hoc basis.	Agency adopts inclusion programs and initiatives that align with Agency-wide DEIA and mission goals.	Agency leverages the diverse backgrounds of employees and ERGs to enhance results of Agency programs and initiatives.
	Accessibility	Agency meets legislative and regulatory requirements for access needs and reasonable accommodations.	Agency makes key investments to improve and expand accessibility proactively across the organization.	Agency proactively assesses the environment for barriers to accessibility and makes improvements based on continual evaluation of data and changes in legal requirements.