

# Army People Strategy



## Diversity, Equity, and Inclusion Annex

1 September 2020

*Diversity is the Force. Equity is the Goal. Inclusion is the Way.*

**Overview** - “Our people are our greatest strength and our most important weapon system”.<sup>1</sup> This annex supersedes the Army’s Diversity Roadmaps of 2011. This annex outlines the Army’s approach to an enterprise-wide Diversity, Equity, and Inclusion (DEI) Strategic Plan through 2025.<sup>2</sup> Leveraging the diversity of experiences, values, and talents will ensure the Army maintains a competitive advantage in the war for talent. As the Nation becomes increasingly more diverse, the Army must continue capitalizing on the ideals of inclusion, embracing the opportunity to innovate, focusing on excellence, and expanding capabilities. We must acquire, develop, employ, and retain the best and brightest of America’s talent pool. Our increasingly complex global responsibilities require that we not only acquire people with different experiences, values, and backgrounds, but also invest in the development and employment of our Soldiers and Civilians. We must successfully integrate their knowledge, skills, behaviors, and preferences (KSB-P) into an Army culture that has a proud history of shared and common values in defending this nation. The focus of this annex is the Total force—our Active Duty, Reserve and National Guard Soldiers and Civilians. The Army will also use this strategy to communicate to Army families that they belong to and benefit from this strategic approach because the Army values each member of the force and their contributions.

Pursuant to Army Senior Leader prior communications, we must actively engage all populations because it is important to facilitate the DEI that we seek to achieve, not because the U.S. Census Bureau predicts demographic shifts. At the same time, it is vital to communicate to our how this annex supports the Total force, while valuing and integrating different cultures, backgrounds, and talents. The Army provides access to opportunities for Soldiers and Civilians to achieve their aspirations and defined ideals of success, with the strategic outcome of cohesive teams that are crucial to the Army’s global security mission.

In August 2019, the newly appointed Chief of Staff of the Army (CSA), General James McConville, in his *CSA 40 Philosophy* briefing to the Army stated, “we win by doing the right things the right way; we win with our People, and that is why People matter.” GEN McConville also stated, “[the Army needs the types of Soldiers that represent] the diversity of America.” While diversity in the Army has increased over time, and now, in aggregate, largely reflects the diversity of America, there are some compositional differences within Army subpopulations. For example, the officer corps is not as diverse as the enlisted corps. The individuals who received wages grade or general schedule grades pay are more diverse than those who comprise the Civilian Senior Executive

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<sup>1</sup> 40th Chief of Staff of the Army Initial Message to the Army Team.

<sup>2</sup> Review of the strategy will occur no less that once every five years. See National Defense Authorization Act (NDAA) 2020, Section 529; Office of Personnel Management and the Office of the Secretary of Defense strategic diversity and inclusion plans; and Army Regulation (AR) 690-12 (Equal Employment Opportunity and Diversity).

population. Figure 1 below depicts the FY19 Total Army officer population by gender and ethnic and race identification (ERI). Figure 2 depicts total Army Civilian and Senior Executive Service population by gender and ERI. Figure 3 depicts the 2019 U.S. population and 2060 U.S. Census Bureau’s projected U.S. population. If the Census Bureau’s projections are correct and the current Army promotion model remains constant, the Army is accessing and hiring a large portion of the General Officers and Civilian Senior Executive members today to lead a much more diverse force in the future. As such, it is incumbent upon the Army to institute policies and systems now to ensure the diversity of leadership it needs for the future.

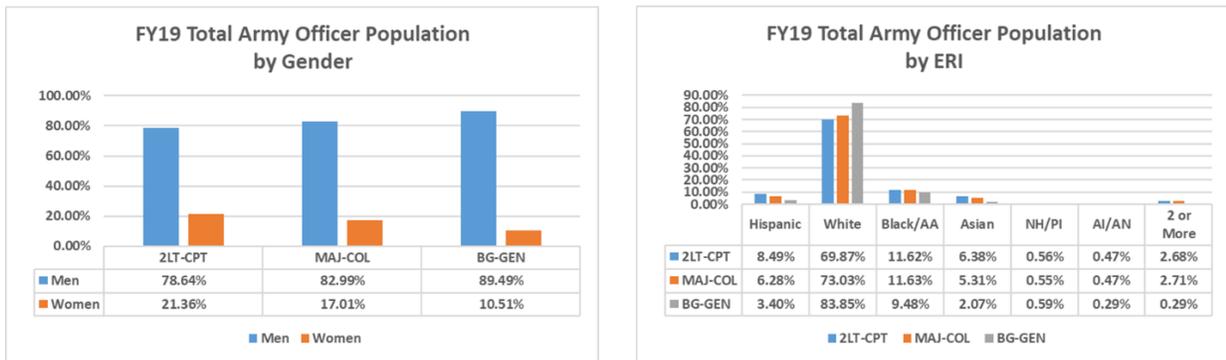


Figure 1. Total Army Officer Population

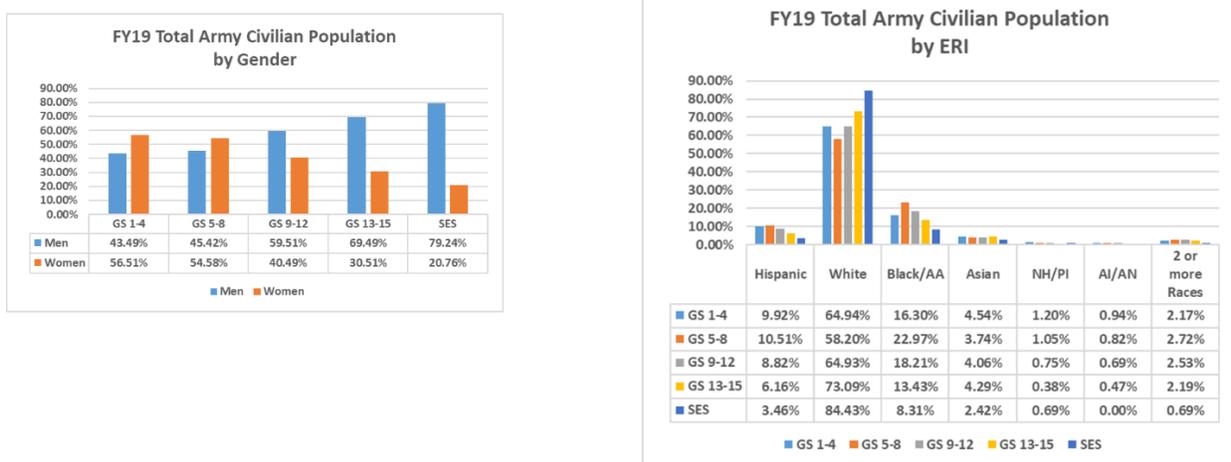


Figure 2. Total Army Civilian Population

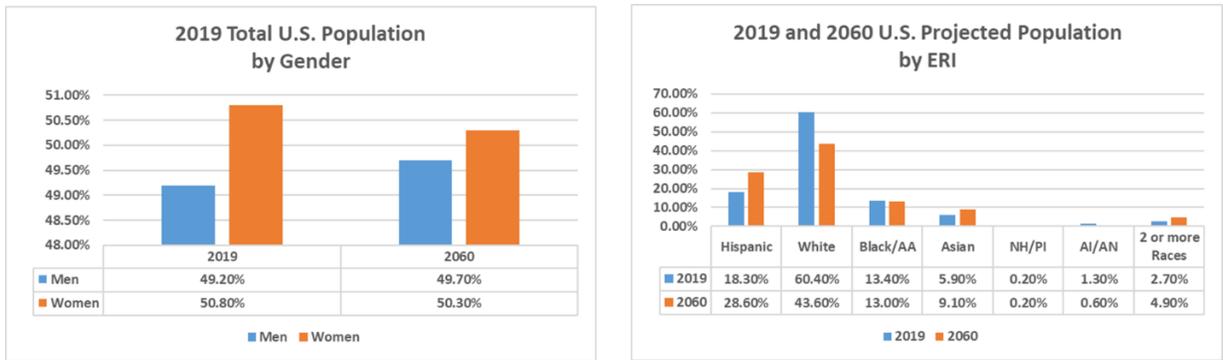


Figure 3. 2019 U.S. Population and 2060 Projected Populations

**1. Introduction** - This annex provides direction for organizational, command climate, structural, and procedural changes to enable the Army to become a model example of DEI. This annex will evolve to ensure the Army remains adaptable in any operating environment. This annex also helps the Army continue its focus on the Army profession and those core Army Values serving as the framework for our diverse and inclusive organizational culture. Continuous feedback from our stakeholders is an essential element of this plan and will be incorporated into the monitoring process for immediate consideration and contribution to future plans and programs. Through this annex, the Army is building on its tradition as a global leader in DEI. The Army is a multiracial and multicultural force serving in over 140 countries, where many different languages are spoken, cultures observed, and religions practiced. Also, with our diversity in age groups we need to successfully support our entire workforce and manage differing needs, attitudes, and expectations while understanding, valuing, and including the contributions of each Soldier and Civilian to accomplish the Army’s mission.

The Army must continue to acquire and retain exceptional talent to support its national security role and enhance the total force. As an inclusive organization focused on elite performance, the Army will improve its position as an employer of choice for potential Soldiers and Civilians, and reach untapped communities and agencies where recruiting is less than optimal. By implementing and adhering to this annex, the Army succeeds and remains competitive in the current war for talent occurring among the corporate, government, and academic sectors.

The Army must not only draw from America’s diversity, but must also understand how to communicate why DEI is critical to the success of the Army profession and how to appreciate, leverage, and integrate principles of DEI into all aspects of its operations. The Army must embrace a more diverse U.S. population in the future and establish plans to acquire, develop, employ, and retain Soldiers and Civilians

from all populations and communities. At the same time, it is essential to communicate to the total force and stakeholders that all personnel are essential to the Army's mission; and that differing attributes, experiences, cultures, characteristics, backgrounds, and talents are force multipliers. Through its actions, the Army will strengthen the Army profession and reinforce mutual trust, cohesion, and benefits of DEI. A key outcome of this approach is to provide access and opportunities for Soldiers and Civilians to achieve their professional aspirations and defined ideals of success. This annex is the Army senior leader's guidance for fostering an inclusive environment - one which facilitates collaboration, equitable treatment, and creativity.

2. **Definitions** - This Annex defines diversity, equity, and inclusion as:
  - a. **Diversity** - All attributes, experiences, cultures, characteristics, and backgrounds of the total force which are reflective of the Nation we serve and enable the Army to deploy, fight, and win.
  - b. **Equity** - The fair treatment, access, opportunity, choice, and advancement for all Soldiers and Civilians while striving to identify and encourage drivers and identify and eliminate barriers that have prevented the full participation of the total force.
  - c. **Inclusion** - The process of valuing and integrating each individual's perspectives, ideas, and contributions into the way an organization functions and makes decisions; enabling workforce members to achieve their full potential in focused pursuit of organizational objectives.
3. **Diversity, Equity, and Inclusion Mission** - Build and sustain Army readiness by developing and implementing a strategic plan to advance DEI across the total force and establish the Army as a global leader in DEI.
4. **Diversity, Equity, and Inclusion Vision** - The Army is a global leader in embracing all people of our Nation and the unique contributions of those individuals in an inclusive environment while creating war-winning capability.
5. **Why Diversity, Equity, and Inclusion?** - DEI is integral to building trust and achieving overall readiness and mission accomplishment of the total force. DEI enables organizational agility and adaptability by leveraging the attributes, experiences, cultures, characteristics, and backgrounds of the total force. DEI also ensures commanders and leaders are inclusive in their decisions, actions, and missions which enable access, opportunity, and choice for the total force.

- 6. Army Diversity, Equity, and Inclusion Framework** - This annex includes six pillars that, when fully executed, support the strategic outcomes of a ready, professional, diverse, and integrated force.
- a. Leader Commitment and Engagement** - Army leaders are key enablers that drive organizational culture and climate and provide the resources, focus, venues, and authorities for full implementation of DEI across the total force.
  - b. Enhanced Mission Readiness** - The Army fosters an equitable and inclusive environment which facilitates building diverse, adaptive, and cohesive teams which enable the Army to build and sustain readiness.
  - c. The Employer of Choice** - The Army exhibits a culture and maintains a workplace environment that attracts “knowledge workers” capable of operating in an information age, adding value, and increasing productivity through creative thinking and innovation.
  - d. Inclusive Leader Development Programs** - The Army’s Leader Development Program ensures all Soldiers and Civilians trust their leaders and have the access and opportunities to fulfill their professional aspirations and defined ideals of success.
  - e. Army-wide Inclusive Culture** - The Army fosters a culture that is built on trust and accepts, values, and views as strengths the attributes, experiences, cultures, characteristics, and backgrounds each Soldier and Civilian brings to the institution.
  - f. Total force Equity** - The Army maintains a culture in which fair treatment, access, opportunity, and choice are visible and attainable by all Soldiers and Civilians.
- 7. Background** - On 8 February 2008, the Secretary of the Army and Chief of Staff of the Army established the Army Diversity Task Force to conduct a holistic review and assessment of the Army diversity program. In 2011, the Assistant Secretary of the Army, Manpower and Reserve Affairs ASA(M&RA) Diversity Leadership Agency developed *Army Diversity Roadmaps* to help the Army achieve its diversity mission and vision. On 15 July 2019, the ASA(M&RA) Equity and Inclusion Agency (E&I) established the Chief of Army Diversity position to expand and enhance DEI throughout the total force.

On 26 June 2020, the Secretary of the Army and the Chief of Staff of the Army announced an effort entitled “Project Inclusion.” Project Inclusion operationalizes the Army People Strategy (APS) Diversity, Equity, & Inclusion (DEI) Annex, the Army’s five-year plan, by organizing and leveraging resources across the Army to rapidly advance ASA(M&RA) prioritized efforts in tranches. Tranche One includes 10 tasks that focus on training, listening sessions, cohort specific diversity implementation plans, and policy review.

The planning process associated with the development of this annex included reviewing the FY20 National Defense Authorization Act (NDAA)<sup>3</sup> and Office of Personnel Management, Army and Department of Defense strategic documents, including the *Army People Strategy* and related references. Planners also considered the Army’s investment in an enterprise approach to the strategic management of human capital and institutionalizing talent management.

8. **The Environment** - The Army will continue to find itself in competition with the corporate, government, and academic sectors for the best talent. We must continue to develop opportunities for people across America and persistently prepare for the projections of demographic shifts in our Nation. The Army must also respond to the expectations, work-life balance, inclusive environment demands, and integration needs of multiple generations who will continue to work side by side. Succession planning and capturing the expertise of millions of retiring baby boomers while integrating the KSB-Ps of subsequent generations are important components in our mission to become an “information age Army.” Global trends are increasingly showing population and cultural shifts. This annex addresses the effects demographic shifts could have on the available talent the Army requires to conduct Multi-Domain Operations (MDO).
  - a. **Global Implications** - Today’s security environment demands more from Army military and civilian leaders than ever before. The human dimension of conflict is much more dynamic. MDO requires the total force to understand people and the environments in which they live. A more adaptive, diverse, equitable, and inclusive Army enhances our ability to operate in these environments. Training, educating, and preparing inclusive and adaptive leaders helps the Army achieve and maintain mission readiness.
  - b. **National Implications** - The United States is one of the most diverse nations in the world. The Army’s diversity is one of our greatest strengths, but one that cannot be fully employed without equity and inclusion throughout the total force.

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<sup>3</sup> The DEI Annex satisfies Section 529, National Defense Authorization Act (NDAA) Fiscal Year (FY) 2020 requirements to establish a 5-year strategic plan for diversity and inclusion.

As demographic trends continue to change, our Army must continue to be a place where all Soldiers and Civilians know they belong, are valued, and can see their KSB-Ps being included in decision making processes. We will focus on increasing our demographic participation and using the benefits that come from diversity to continue achieving inclusion and equitable treatment. The Army will create a competitive advantage by including DEI initiatives in its recruiting and retention plans. The Army, in competition with sister Services, corporate America and other public service institutions, must acquire and retain the best minds in America. Challenges in youth education, lack of understanding and connection to the military, birth and graduation rates, lack of a diverse science, technology, engineering and mathematics (STEM) degreed population, generational differences, and physical fitness are just a few areas that have national implications and may impact the Army's ability to acquire and retain the best, most diverse talent in the future.

9. **Assumptions** - This annex is based on the following assumptions:
  - a. The Army will remain an all-volunteer force while the number of citizens who meet our talent requirements and are willing to serve will continue to diminish.
  - b. The Army's increasing demand for high quality talent to meet near and long term requirements place it in competition with sister Services, corporate America, and other public service institutions.
  - c. The Army will adapt its Military and Civilian accession, recruiting, and retention programs to address U.S. Census Bureau's demographic shift projections and global trends to ensure the Army remains representative of the American population.
  - d. MDO will require a culturally diverse Army that understands people and the environments where they live to support known KSB-P requirements and the rapid development of new capabilities.
10. **Risk** - The Army must make acquiring, developing, employing, and retaining a diverse workforce and maintaining an inclusive workplace the centerpiece of its competitive advantage or risk losing the current war for talent to other entities.
11. **Goals and Objectives** - This annex articulates the Army's vision of being a global leader in embracing the strengths of our diverse Soldiers and Civilians in an

equitable and inclusive environment. This annex informs the way ahead for accomplishing the DEI mission.

The Army will continue to be a national leader in providing equitable and inclusive opportunities. We will achieve success through proactive and mission-oriented DEI principles and practices. We will execute our mission in the context of the Army Values and profession, the Warrior Ethos, and the Army Civilian Corps Creed. The Army will achieve its DEI vision through this annex's five strategic Goals, 25 objectives and Army Diversity and Inclusion Strategic Plans, which will be published at a later date.



Figure 4. DEI Strategic Goals

- a. **Goal 1 (OPR:ASA(M&RA) E&I) (OCR: TRADOC, DCS G-1, TMTF, OEMA, DCS G-3/5/7, ARI): Demonstrate leader commitment, engagement, and support to DEI practices at all levels of the Army** - Leader commitment, trust, engagement, and accountability at all levels are critical factors in the success of this annex. Training, educating, and engaging leaders to support DEI goals and objectives will enhance the Army's future mission readiness.

Everyone in the Army is responsible for ensuring DEI. It is important to recognize that the Army's commitment to DEI is an investment in mission accomplishment through the effective management of human capital, talent management, and personnel readiness. Leaders set priorities and establish policies that implement and sustain DEI practices at the individual, command, and organizational levels. Ongoing communications will ensure Army leaders fully understand the importance of DEI as a mission readiness factor and will increase support for the application of these practices in day-to-day operations. **Endstate:** Leaders at all levels value diversity, treat diverse talent equitably, and create shared understanding among unit and organization members regarding the unique KSB-Ps of team members and how they contribute to accomplishing the mission.

- 1) **Objective 1.1 (OPR:ASA(M&RA) E&I) (OCR:TRADOC, DCS G-1):** Develop standards, methods, procedures, and processes for implementing DEI practices.

- 2) **Objective 1.2 (OPR:TRADOC) (OCR DCS G-3/5/7, DCS G-1; ASA(M&RA) CP, ASA(M&RA) MP):** Integrate diversity principles, equitable treatment, and inclusive leadership practices into leader development.
  - 3) **Objective 1.3 (OPR:TRADOC, TMTF, ASA(M&RA) CP, ASA(M&RA) MP, ASA(M&RA) E&I, TRADOC) (OCR:DCS G-1, DCS G-3/5/7):** Develop and implement procedures that ensure continuous leader awareness of DEI efforts and progress on priority tasks.
  - 4) **Objective 1.4 (OPR:ASA(M&RA) E&I) (OCR:ASA(M&RA) CP, DCS G-1):** Develop recognition and reward programs to incentivize effective DEI leadership.
  - 5) **Objective 1.5 (OPR:ASA(M&RA) PA) (OCR:OEMA, ARI, ASA(M&RA) E&I):** Create processes to measure the overall effectiveness of this annex and progress towards its vision.
  - 6) **Objective 1.6 (OPR:ASA(M&RA) E&I):** Reconstitute an executive-level DEI council to approve policy, develop requirements, and provide strategic guidance on implementing this annex and executing future initiatives.
- b. **Goal 2 (OPR:ASA(M&RA) MP, TMTF) (OCR:ASA(M&RA) E&I, TRADOC, DCS G-1, DCS G-3/5/7, AEMO, OEMA, CSLMO, HRC, ACOMs, DRUs, GOMO, ASAALT, SMA, ASA(M&RA) PA): Institutionalize talent management processes to acquire, develop, employ, and retain a cadre of high-performing Soldiers and Civilians to address diversity in senior military and civilian leaders** - The second strategic objective addresses DEI's critical role in talent management, including focused initiatives in the areas of outreach, inclusion, recruitment, assignment, retention, mentorship, and succession planning. Competition for talent requires that the Army embrace and leverage an increasingly diverse America as it acquires talent and maintains an equitable and inclusive environment to attract and retain Soldiers and Civilians as a part of the Total force. **Endstate:** The Army performs a decisive review of its people processes, policies, programs, and procedures and implements programs that acquire, develop, employ, and retain the best, most diverse talent available.
- 1) **Objective 2.1(OPR:DCS G-1, OEMA, ASA(M&RA) PA) (OCR: HRC, TRADOC, ASA(M&RA) PA):** Design, implement, resource, and leverage business systems to assess progress toward DEI goals and objectives in

accession, development, assignment, selection, and retention outcomes in a multi-year context.

- 2) Objective 2.2 (OPR:ASA(M&RA) E&I) (OCR:ASA (ALT), MACOMs, DRUs, SBO):** Develop and implement mechanisms to efficiently integrate and synchronize Army diversity outreach and recruitment strategies to achieve optimal leader participation and acquire highly qualified Soldiers and Civilians from diverse backgrounds.
  - 3) Objective 2.3 (OPR:TMTF) (OCR: TRADOC, ASA(M&RA) E&I):** Ensure DEI principles and policies are integrated into the Army Campaign Plan, Army People Strategy, and Army talent management processes for all military and civilian personnel.
  - 4) Objective 2.4 (OPR: ASA(M&RA) MP, ASA(MRA) CP, TRADOC) (OCR: HRC, GOMO, DCS G-1, CSLMO, SMA, ASA(MRA) E&I):** Establish and implement procedures for achieving desired Army diversity outcomes through diversity policy and talent management principles and practices.
  - 5) Objective 2.5 (OPR:TMTF, CSLMO) (OCR:DCS-G3/5/7, DCS G-1):** Enhance mentorship, coaching guidance, and processes to ensure professional development opportunities extend across the Army.
  - 6) Objective 2.6 (OPR:TMTF, CSLMO) (OCR:TRADOC, ASA(M&RA), DASA (CP), ASA(M&RA) E&I):** Develop and implement a talent management policy that recognizes the value of diversity in developing and retaining high-performing Soldiers and Civilians.
- c. Goal 3 (OPR:ASA(M&RA) E&I) (OCR:USAMAA, AEMO,TRADOC, SSI, DCS G-1, CSLMO, OCPA, ASA(M&RA) CP, ASA(M&RA) MP, TIG): Establish and resource a governance structure to support Army DEI efforts** - The Army requires personnel who can provide DEI guidance and oversight as part of *the Army People Strategy* for nearly 1.26 million Soldiers and Civilians deployed in 140 countries. Sufficient resources are required to develop and institutionalize training and education, facilitate leader oversight, document and analyze trends, institutionalize talent management, and support other aspects of DEI. Staffing requirements, regulations, and resources must be addressed throughout the Army. Diversity staffing should be determined and approved through existing processes. Some actions may require feasibility studies to determine the best utilization of available personnel and funding, any changes to law, and the

possible creation of separate offices to focus on statutory/regulatory compliance and DEI principles. **Endstate:** Army resources all DEI agencies and staff to levels that allow continuous monitoring, assessing, and updating of DEI policies, programs, and procedures which seek to prevent biases against any Soldier or Civilian.

- 1) **Objective 3.1 (OPR:ASA(M&RA) E&I) (OCR:USAMAA,TIG, DCS G-1, DCS G-3/5/7, CSLMO):** Study to determine DEI missions, functions, programs, and required staffing at appropriate levels throughout the Army.
  - 2) **Objective 3.2 (OPR:ASA(M&RA) E&I) (OCR:USAMAA, DCS G-1, ASA(M&RA) CP, ASA(M&RA) MP, CSLMO, DCS G-3/5/7):** Establish or revise governing regulations and policies for DEI staff and functions.
  - 3) **Objective 3.3 (OPR:AEMO) (OCR: ASA(M&RA) E&I, OCPA, TRADOC):** Establish strategic marketing and communication channels, strategies, and processes that synchronize information related to DEI across the total force.
  - 4) **Objective 3.4 (OPR:ASA(M&RA) E&I, DCS G-1) (OCR:USAMAA, TIG, ASA(M&RA) MP, HRC, MACOMs, DRUs, DCS G-3/5/7):** Study transforming Military Equal Opportunity (MEO) requirements and imperatives to advance diversity and inclusion.
  - 5) **Objective 3.5 (OPR:ASA(M&RA) E&I, CSLMO) (OCR:USAMAA, MACOMs, DRUs, DCS G-3/5/7):** Study transforming Equal Employment Opportunity (EEO) requirements and imperatives to advance diversity and inclusion.
- d. **Goal 4 (OPR:TRADOC, ASA(M&RA) E&I) (OCR: ARI, SSI, DCS G-3/5/7, OEMA, OPA, CSLMO): Implement DEI training and education programs that meet the demands of the total force** - The Army has a world-class training structure and is recognized globally for its professional military education and training. Persistent conflict and a dynamic, uncertain operational environment require that Army leaders, throughout the enterprise, be versatile in managing different attributes, experiences, cultures, characteristics, and diverse backgrounds under challenging conditions. The Army DEI training and education goal is central to ensuring the success of this annex. DEI training focuses on proactively creating leaders and an environment that contributes to acquiring, developing, employing, and retaining talented, diverse personnel while enhancing readiness. Specifically, training should center on building trust, developing leaders who value differences, treating diverse individuals equitably, helping Soldiers and Civilians understand their potential biases, and creating

shared understanding through open, two-way communication. By modeling and reinforcing these behaviors for Soldiers and Civilians, leaders create environments where all personnel are included in decision-making processes, integrated into the group, treated with dignity and respect, and trust their leaders to do what is fair and equitable. **Endstate:** The Army revises all current Military Equal Opportunity and Equal Employment Opportunity training and education to include diversity and inclusion principles and be commensurate with Army Professional Military and Civilian Education levels.

- 1) Objective 4.1 (OPR:TRADOC, CSLMO) (OCR:ASA(M&RA) E&I, SSI, ARI, DCS G-3/5/7):** Develop DEI training and education programs for each career stage for military and civilians: pre-commission, entry-level, mid-career, senior executive. Also ensure comprehensive diversity and inclusion training is provided to diversity advisors, diversity program managers, and diversity professionals.
  - 2) Objective 4.2 (OPR:TRADOC, CSLMO) (OCR: ASA(M&RA) E&I, SSI, ARI):** Develop and implement a training and education strategy for startup, integration, and sustainment of formal programs.
  - 3) Objective 4.3 (OPR:TRADOC, OPA) (OCR:ASA(M&RA) E&I, OEMA):** Develop and implement a comprehensive model for assessing the effectiveness of DEI training and education, making appropriate improvements, and ensuring currency and relevancy.
- e. Goal 5 (OPR:ASA(M&RA) E&I, OPA) (OCR:OEMA, OTJAG, TIG, ARI, DCS G-1, DCS G-3/5/7, ASA(M&RA) CP, ASA(M&RA) MP, TRADOC, AFC): Create and maintain an equitable and inclusive environment where the value of diverse attributes, experiences, cultures, characteristics, and backgrounds ensure mission readiness** - Applying DEI principles to Army modernization imperatives strengthens the overarching plan and helps develop culturally astute Soldiers, Civilians, and Family members. The Army acquires and retains qualified Soldiers and Civilians from diverse backgrounds, and implements a strategy to develop and employ that talent. DEI must be achieved and managed effectively for the Army to realize the benefits. The Army must develop a diverse workforce with the right KSB-Ps who are committed to achieving the mission in an environment of transition, modernization, and war.

Building trust throughout the total force and maintaining equitable treatment and an inclusive environment throughout the Army will favorably impact recruiting,

accessions, civilian hiring, retention, and mission accomplishment. High performing organizations promote opportunities for all individuals and create a positive work environment where motivation and engagement thrive. Through the continual understanding of its people and their needs, the Army will set the stage for continued high performance. Research has proven that a variety of diverse thinking styles, backgrounds, viewpoints, values, and inclusive environments influence creativity and innovation. How well an organization embraces new ideas reflects its understanding of diversity beyond simple compliance goals. Included in this understanding is how well it accommodates different styles of thinking, enables people to connect and collaborate, encourages different types of leaders, inspires individuals to serve, and creates flexible work environments. **Endstate:** The Army conducts national listening sessions, completes a military justice review, removes the Department of the Army photo and data that identifies a Soldier's race, ethnicity, and gender from Army promotion boards, and implements total force strategic plans that expand diversity, equitable treatment, and inclusion throughout the total force.

- 1) **Objective 5.1 (OPR:OPA) (OCR:ASA(M&RA) E&I):** Establish a methodology to benchmark the value of diverse attributes, experiences, cultures, characteristics, and backgrounds ensure mission readiness.
- 2) **Objective 5.2 (OPR:ASA(M&RA) E&I) (OCR:ASA(M&RA) MP, ASA(M&RA) CP, TRADOC, DCS G-1, DCS G-3/5/7):** Review all Army policies, procedures, and programs for potential biases.
- 3) **Objective 5.3 (OPR:ASA(M&RA) E&I) (OCR:OTJAG, OPMG, TIG, OEMA, ASA(M&RA) MP, ASA(M&RA) CP, DCS G-3/5/7):** Establish procedures to address DEI challenges impacting mission readiness.
- 4) **Objective 5.4 (OPR:ASA(M&RA) E&I) (OCR:ARI):** Establish mechanisms that enable top-down, lateral, and bottom-up emphasis on equitable and inclusive practices.
- 5) **Objective 5.5 (OPR:OEMA, ASA(M&RA) E&I) (OCR:ARI, OEMA, TRADOC, AFC):** Develop effective tools for assessing an equitable and inclusive environment through multiple feedback methods.

**12. Conclusion** - The Army's vision is to build cohesive teams that are ready, professional, diverse, and integrated. The Army profession and Army Values help facilitate this vision by creating trust and mutual respect between Soldiers, Civilians and the institution. Through formal development and execution of this annex, we aspire to gain a competitive advantage by attracting and retaining America's top talent. We will maximize our understanding of the diverse attributes, experiences, cultures, characteristics, and backgrounds that exist in the Army.

The Army is a vast organization with global presence. One of our central sources of strength is diversity within our military and civilian workforce. The Army was at the forefront of integration and, today, is one of the most diverse organizations in the world. Further progress regarding DEI will help the Army remain competitive nationally and globally.

This Annex describes Army-wide DEI processes that enable the Army to acquire and retain a highly skilled and diverse workforce, the members of which are proud to serve and prepared to help win our nation's wars.



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