



**Chapter 7: Advance Diversity, Equity,
Inclusion, and Accessibility
Military Implementation Plan 2.0**

Army People Strategy: Military Implementation Plan 2.0

DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY

Lead integrator: ASA(M&RA)-E&I

Introduction: In accordance with Executive Order 14035 and guidance from the Department of Defense (DoD), the Army developed a Diversity, Equity, Inclusion, and Accessibility (DEIA) strategic plan centered around five fundamental principles. The following principles establish the foundation for the DEIA strategy: 1) Diverse workforce; 2) Equity of opportunity; 3) Inclusive climate and culture; 4) Accessibility enhanced organizations; and 5) Building trust to optimize talent within the Army.

The DEIA Roadmap provides a framework to track the progression of the DEIA policy and implementation initiatives. The DEIA Roadmap ensures the operational and institutional Army remains aligned with the SECARMY’s objectives of creating a diverse and equitable force capable of creating cohesive teams to meet the Army’s mission in a twenty-first century world. This Roadmap focuses the Army’s DEIA efforts from FY23-25, defines how to measure progress, and establishes the frequency of data analytics review to assess the positive growth of the Army culture toward achieving Diversity, Equity, Inclusion, and Accessibility in the workforce.

DEIA’s strategic goals will be implemented along four Lines of Effort (LOEs). Each LOE will provide annual updates to ensure Army-wide compliance and implementation of the Army People Strategy (APS) and the DEIA Roadmap. Figure 11 illustrates the timeline and reporting process, providing a predictable and consistent feedback loop to the office of the Deputy Assistant Secretary for Equity and Inclusion (DASA-EI) and other Department of the Army Headquarters (HQDA) Agencies.

DEIA ROADMAP REVIEW AND REPORTING METRIC												
FISCAL YEAR	2023-2025											
QUARTER OF THE FISCAL YEAR	1ST QTR			2ND QTR			3RD QTR			4TH QTR		
LINES OF EFFORT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JULY	AUG	SEP
DIVERSITY	GOAL 1: ENHANCE MISSION READINESS											
EQUITY				GOAL 2: LEADER COMMITMENT AND ENGAGEMENT								
INCLUSION							GOAL 3: TRAINING AND EDUCATION GOAL 5: ARMY-WIDE INCLUSIVE CULTURE					
ACCESSIBILITY										GOAL 4: THE EMPLOYER OF CHOICE		

Figure 11: DEI Reporting Timeline

The outlined five strategic goals, and 25 tasks represent the next three years of initiatives aligned with three of the SECARMY objectives designed to build and sustain

Army People Strategy: Military Implementation Plan 2.0

the foundational phase of DEIA organizational growth and establish an analytical baseline for future policy decisions.

The DEIA Roadmap aligns with the following SECARMY objectives: (4) Build positive command climate at scale across all Army formations; (5) Reduce harmful behaviors in the Army; and (6) Strategically adapt the way we recruit and retain talent into the Army to sustain the all-volunteer force.

The following definitions of Diversity, Equity, Inclusion, and Accessibility establish a shared understanding and reference across the Army to facilitate future programs and initiatives:

DIVERSITY. All attributes, experiences, cultures, characteristics, and backgrounds of the Total Force which reflect the nation we serve and enable the Army to deploy, fight, and win.

EQUITY. The fair treatment, access, opportunity, choice, and advancement for all Soldiers and DA Civilians while striving to identify and encourage elimination of any barriers that could have prevented the full participation of the Total Force.

INCLUSION. The process of valuing and integrating each individual's perspectives, ideas, and contributions into how an organization functions and makes decisions; enabling workforce members to achieve their full potential in focused pursuit of organizational objectives.

ACCESSIBILITY. Includes the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, and the reduction or elimination of physical and attitudinal barriers to equitable opportunities.

Objective 7.1: Enhance Mission Readiness

(From DEIA LOE 1 – Diversity)

OPR: ASA(M&RA)-E&I; **OCR:** ASA(M&RA)-MP, DCS G-1

The Army will institutionalize Talent Management processes to Acquire, Develop, Employ, and Retain a team of high-performing Soldiers and DA Civilians to address diversity in senior military and civilian leaders. Objective 7.1 is nested with LOEs 3 (Acquire), 4 (Develop), 5 (Employ), and 6 (Retain) of the APS. This objective will be the primary effort for review and reporting every 1st quarter of the Fiscal Year (FY) through 2025. This timeline will ensure initiatives remain current and aligned with Army senior leader guidance regarding the immersion of DEIA practices with Army culture.

Objective End State: The Army performs a comprehensive review of its people processes, policies, programs, and procedures implementing changes that sustain and promote a twenty-first century diverse workforce. It will enable the Army to transform its

Army People Strategy: Military Implementation Plan 2.0

culture to continuously Acquire, Develop, Employ, and Retain the best, most diverse talent available.

Objective Measures of Effectiveness and Performance:

- The measure of performance will track the completion of assigned tasks.
- Measurement of effectiveness will be monitoring career progression for future senior leaders who are more representative of the country and possess the necessary diverse backgrounds to lead the Army in the twenty-first century.

Key Tasks: The following tasks will ensure that all Army policies and strategic plans incorporate the need to Acquire, Develop, Employ, and Retain individuals through career progression and assignment selection. It will enable the establishment and sustainment of cohesive teams comprised of individuals with diverse Knowledge, Skills, Behaviors, and Preferences (KSB-Ps) and backgrounds to change Army culture toward a positive and inclusive environment.

Task 7.1.a. Develop and implement mechanisms to integrate and synergize diversity outreach and goals with Army recruitment strategies to enhance leader participation in acquiring the best talent from diverse backgrounds.

Task 7.1.b. Integrate DEIA principles and policies into the Army Campaign Plan, Army People Strategy, and Army Talent Management processes for all military and civilian personnel.

Task 7.1.c. Establish and implement procedures for achieving desired Army diversity outcomes through diversity policy and talent management principles and practices.

Task 7.1.d. Enhance mentorship, coaching guidance, and processes to ensure professional development opportunities extend across the Army.

Task 7.1.e. Continue to develop and implement procedures that recognize the value of diversity in developing and retaining high-performing Soldiers and DA Civilians.

Objective 7.2: Leader Commitment and Engagement

(From DEIA LOE 2 – Equity)

OPR: ASA(M&RA)-E&I; **OCR:** ASA(M&RA)-TRM

The Army will demonstrate Leader commitment, engagement, and support of DEIA practices at all levels of the Army. Objective 7.2 is nested with LOE 4 (Develop) and, 6 (Retain) of the APS. This goal will be the primary effort for review and reporting every 2nd quarter of the FY through 2025. Additionally, the Army Diversity, Equity, and Inclusion Council (ADEIC) will assess leader engagement and commitment progression on a semi-annual basis. It will enable senior leaders to receive updates on current initiatives, provide guidance, and allocate resources across the Army-wide enterprise.

Army People Strategy: Military Implementation Plan 2.0

Objective End State: Army leaders at all levels value diversity, treat Soldiers and DA Civilians equitably, and create a shared understanding among unit and organizational members regarding the unique KSB-Ps of team members and how they contribute to accomplishing the mission.

Key Tasks: The following tasks will facilitate organizations and institutions within the Army to achieve a future state in which leaders at all levels remain committed and engaged in building cohesive teams and an inclusive environment.

Task 7.2.a. Develop standards, methods, procedures, and processes for implementing DEIA practices.

Task 7.2.b. Integrate diversity principles, equitable treatment, and inclusive leadership practices into leader development.

Task 7.2.c. Develop and implement procedures that ensure continuous leader awareness of DEIA efforts and progress on priority tasks.

Task 7.2.d. Develop recognition and reward programs to incentivize effective DEIA leadership.

Task 7.2.e. Create processes to measure the overall effectiveness of the goals listed in the DEIA Roadmap and progress toward the overall Army People Strategy's strategic outcomes.

Task 7.2.f. Reconstitute an executive-level DEI Council to approve policies, develop requirements, and provide strategic guidance on implementing the DEIA Strategy and executing future initiatives.

Objective 7.3: Training and Education

(From DEIA LOE 3 – Inclusion)

OPR: TRADOC; **OCR:** ASA(M&RA)-E&I

The Army will Implement DEIA training and education programs that meet the demands of the Total Force. Objective 7.3 is nested with LOE 4 (Develop) of the APS. This objective will be the primary effort for review and reporting every 3rd quarter of the FY through 2025.

Objective Measures of Effectiveness and Performance:

- This goal will measure performance based on the completion of tasks
- This goal will measure effectiveness based on the positive growth of underrepresented demographics in senior leadership positions

Objective End State: The Army establishes and incorporates DEI specific training into existing Professional Military Education (PME) at all levels to facilitate an equitable and inclusive environment throughout the Army. This DEI training will augment and support future Equal Employment Opportunity (EEO) and Military Equal Opportunity (MEO)

Army People Strategy: Military Implementation Plan 2.0

professionals in advising Commanders on building and maintaining positive command climates in an inclusive environment.

Key Tasks: The following tasks enable the Army to build and sustain a competitive edge to acquire and retain a competent, diverse workforce capable of solving complex problems. By modernizing training and development, the Army will build and sustain Army readiness capable of defeating competition and adversaries in the twenty-first century.

Task 7.3.a. Develop DEIA training and education programs for each stage of Soldier and DA Civilian career life cycle: pre-commission, entry, mid-career, and senior executive. Provide comprehensive diversity, equity, and inclusion training, diversity advisors, program managers, and other diversity professionals.

Task 7.3.b. Develop and implement a training and education strategy for startup, integration, and sustainment of formal programs.

Task 7.3.c. Develop and implement a comprehensive model for assessing the effectiveness of DEIA training and education, marketing appropriate improvements, and ensuring currency relevancy.

Objective 7.4: The Employer of Choice

(From DEIA LOE 4 – Accessibility)

OPR: ASA(M&RA)-E&I; **OCR:** TRADOC

To support Army DEIA efforts, the Army will Establish and resource a governance structure. Objective 7.4 is nested with LOE 1 (Acquire), LOE 2 (Develop), 3 (Employ), and 4 (Retain) of the APS. This objective will be the primary effort for review and reporting every fourth quarter of the FY through 2025.

Objective Measures of Effectiveness and Performance:

- The measure of performance will track the progression of tasks completed.
- Measure of effectiveness will assess TDA allocations against the need for increased MEO/EEO personnel or a designated DEIA position to be added as an advisor at the unit level.

Objective End State: The Army appropriately resources and staffs Diversity Councils at all levels to advise and assist in implementing all DEIA policies, programs, and initiatives. Additionally, these Diversity Councils will provide continuous monitoring, analysis, and provide feedback to HQDA to ensure Army policies and regulations prevent biases against Soldiers and DA Civilians.

Army People Strategy: Military Implementation Plan 2.0

Key Tasks: The following tasks provide Army policy and a framework for leaders to establish governance boards to process, collect, analyze, and action DEIA issues and concerns within any Army organization.

Task 7.4.a. Study to determine DEIA missions, functions, programs, and required staffing throughout the Army.

Task 7.4.b. Establish or revise governing regulations and policies for DEIA staff and functions.

Task 7.4.c. Establish strategic marketing and communication channels, strategies, and processes that synchronize information related to DEIA across the Total Force.

Task 7.4.d. Study transforming MEO requirements and imperatives to advance diversity, equity, and inclusion.

Task 7.4.e. Study transforming EEO requirements and imperatives to advance diversity, equity, inclusion, and accessibility.

Objective 7.5: Army-Wide Inclusive Culture

(From DEIA LOE 3 – Inclusion)

OPR: ASA(M&RA)-E&I; **OCR:** TRADOC

The Army will create a positive, equitable, and inclusive environment that utilizes diverse attributes, experiences, cultures, and backgrounds to foster cohesive teams and enhance readiness. Objective 5 is nested with APS LOEs 3 (Employ) and 4 (Retain) of the APS. This goal will be the secondary effort for review and reporting every 3rd quarter of the FY through 2025.

Objective Measures of Effectiveness and Performance:

- The measure of performance for this goal will be completing tasks.
- The efficacy of new and updated Army policies will be analyzed through surveys and other feedback methods to illustrate positive growth.

Objective End State: The Army sustains Army-wide listening sessions gaining direct feedback on the success of current programs and initiatives while simultaneously providing Soldiers and DA Civilians a mechanism to identify potential issues. The feedback will enable the Army to remain flexible and competitive in acquiring and retaining twenty-first century talent and demonstrate growth in expanding DEIA principles across the Total Force.

Key Tasks: The following tasks will enable the Army to establish a cultural baseline and show positive growth over time in Army policies on the recruitment and retention of individuals.

Army People Strategy: Military Implementation Plan 2.0

Task 7.5.a. Establish a methodology to benchmark existing organizational climates relevant to DEIA.

Task 7.5.b. Review all Army policies, procedures, and programs for potential biases.

Task 7.5.c. Establish procedures to address DEIA challenges impacting mission readiness.

Task 7.5.d. Establish mechanisms that enable-top-down, lateral, and bottom-up emphasis on equitable and inclusive practices.

Task 7.5.e. Develop practical tools for assessing an equitable and inclusive environment through multiple feedback methods.

DEIA STRATEGIC PLAN MATURITY MODEL:

The Army will establish a DEIA maturity model (**Figure 12**) to annotate, through analytical data, the current state of DEIA immersion in Army Culture. This maturity model allows organizations to transition through the overall DEIA strategy phases seamlessly. Transforming Army culture presents a unique “risk over time” component of the DEIA strategy as generational differences between senior leaders and recruits create constant and ever-shifting barriers toward creating a diverse and inclusive environment. Acknowledging this generational gap, the Army’s DEIA strategic plan and maturity model establishes systems for continuous evaluations. It assesses organizations and leaders to ensure individual and unit cohesion in the future Army culture. **Figure 12** represents the four phases of the Army maturity model:

FOUNDATION: This phase aims to provide the necessary vision and unit infrastructure to address future DEIA policies. Phase 1 clearly articulates any updates or additional policies regarding DEIA and resets the overall command climate providing necessary resources to effect change within the organization.

SUSTAINMENT: This phase focuses on identifying and committing resources to the long-term DEIA strategy identified and articulated in Phase 1. Quarterly and annual training guidance is established and executed at all levels. DEIA champions and other stakeholders identified in Phase 1 are provided DEIA training to establish and sustain “train the trainer” capabilities at all echelons.

PROACTIVE: This phase aims to build upon the organizational success and shift focus toward improving individual growth. The unique focus enables organizations to teach, guide, and assist Soldiers and DA Civilians toward self-actualization and a positive DEIA climate. Once the organizational foundation is established and sustained, the proactive phase assists individual growth through recruitment, mentoring, and assessment.

Army People Strategy: Military Implementation Plan 2.0

ADVOCACY: This phase aims to shift focus from building cohesive teams to enhancing external outreach to families and local communities. DEIA champions, supported by a positive DEIA-focused climate, create an inherent feedback loop for leaders to identify and mitigate any DEIA issues internally while fostering better relations with the local community. This positive external outreach enhances the Army's ability to recruit highly qualified, diverse talent from across the nation.

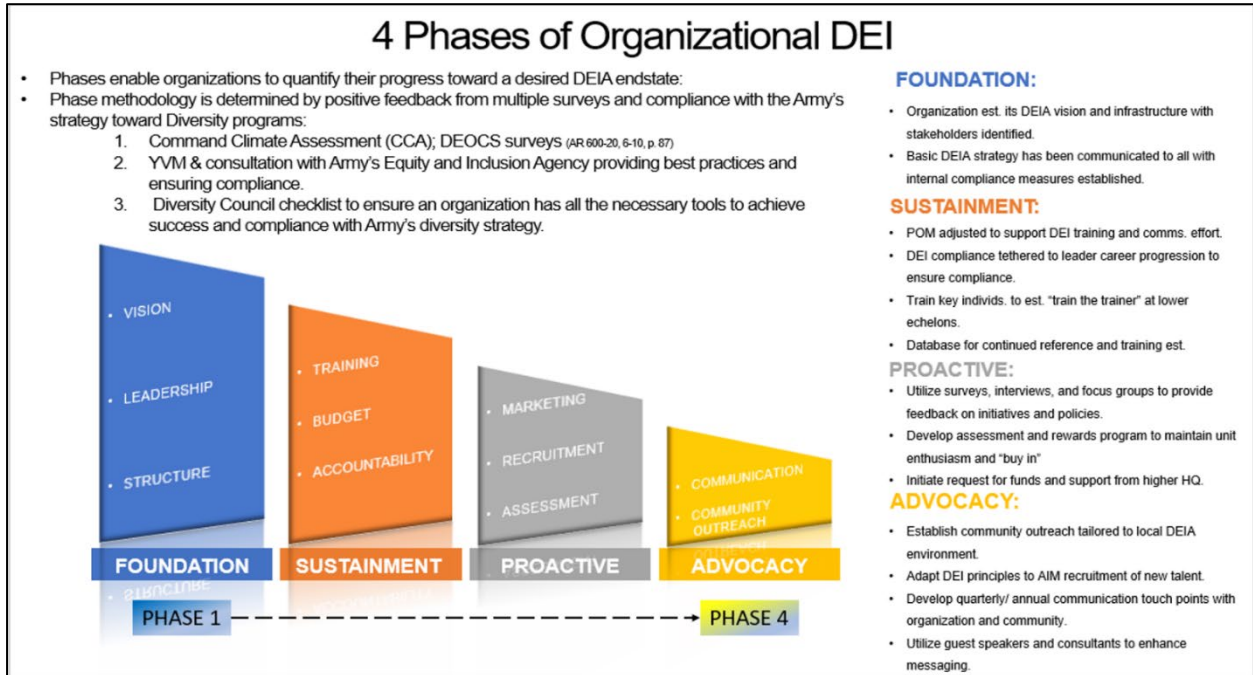


Figure 12: DEI Maturity Model

STRATEGIC OUTCOMES:

This DEIA Roadmap provides a three-year framework to establish a baseline setting conditions to achieve the Army's four strategic DEIA outcomes by 2040. The roadmap enables the overall DEIA strategy to align with the Army People Strategy and the Army Campaign Plan to modernize talent management while maintaining readiness for the Total Force. The strategic outcomes are as follows:

- Build cohesive teams through a modernized, diverse, and ready force
- twenty-first century Leadership Commitment, Engagement, and Accountability
- Sustain inclusive work environments making the Army an Employer of Choice
- Transparent command climates to sustain a positive Army culture

Army People Strategy: Military Implementation Plan 2.0

THE WAY AHEAD:

The Army's vision for its DEIA strategic plan is to be a global leader in DEI. The Army will maintain a competitive advantage by optimizing talent across the Army and building highly capable cohesive teams that can fight and win the nation's wars. The DEIA Roadmap and the APS enable the Army to acquire and retain America's top talent. The Army will maximize its understanding of the diverse attributes, experiences, and backgrounds that Soldiers and DA Civilians bring to the Army and leverage those diverse skills, knowledge, and abilities to maintain twenty-first century readiness and accomplish the Army's mission in a complex world.