U.S. Army Forces Command
Diversity, Equity, Inclusion and Accessibility Strategic Plan
FY2023 – FY2029

VISION

The national leader in embracing the strengths of diverse people in an inclusive environment…investing in and managing talent, valuing individuals and developing culturally astute Soldiers and Civilians who enhance our communities and are prepared for the human dimensions of leadership and global engagements.

An Employer of Choice

Headquarters, FORSCOM
Deputy Chief of Staff, G-1
Equal Employment
Opportunity Division
Fort Bragg, NC 28310

U.S. Army Forces Command, Commanding General's Message

The U.S. Army Forces Command (FORSCOM) is committed to Diversity, Equity, Inclusion and Accessibility (DEIA), which are vital to building trust, developing cohesive teams and sustaining a strong force ready to protect and defend our nation. As we compete for the best and brightest talent our nation has to offer, it is imperative that we focus our efforts on our recruitment and retention programs.

We are pleased to present the updated FORSCOM DEIA Strategic Plan FY2023 – FY2029. This plan outlines new goals, objectives, and metrics that provide the framework to optimize talent and track progression of the DEIA mission and implementation of initiatives. Additionally, this strategic plan serves as a roadmap towards making FORSCOM the leader in creating and sustaining a talented and high-performing workforce. This plan promotes and embraces DEIA principles designed to empower all employees to perform to their fullest potential and achieve the highest level of responsibility afforded.

Our plan provides strategies to acquire, develop, employ, and retain highly-skilled mission-ready individuals who will overcome today's challenges to meet the 21st century Army mission. Furthermore, this plan supports the Army People Strategy and is a living document that will contribute and be fully nested into the Army DEIA Strategic Plan. Our command is strengthened when every Soldier and Civilian experiences a sense of inclusion where equal opportunities for greater responsibilities and advancements are evident at the highest levels of leadership.

We owe it to our nation to be the best Army we can be. So I encourage you to join us in supporting FORSCOM's DEIA efforts. Our Army is strong because of the diversity of the men and women who protect and serve our nation.

ANDREW P. POPPAS
General, U.S. Army
Commanding

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1. BACKGROUND:

a. On August 18, 2011, the President issued Executive Order 13583, establishing a coordinated government-wide initiative to Promote Diversity and Inclusion (D&I) in the Federal workforce. Additionally, the FY20 National Defense Authorization Act Section 529 required the Secretary of Defense to update and implement five-year plans. This plan identifies actions to acquire and retain the best and brightest while creating a more inclusive work environment in which all Soldiers and Civilians feel welcomed, respected, and afforded equal opportunities to rise to their highest levels of responsibility.

b. This plan also establishes a foundation for addressing our workforce challenges and is a companion document to FORSCOM's Strategic Human Capital Plan. The ultimate goal of this plan is to establish Forces Command as an employer of choice and to maximize the potential of all members. We will maintain total Army readiness through the collaboration of the following programs:

DIVERSITY and INCLUSION

Diversity & Inclusion:
➤ Focuses on developing an environment that measures Soldiers' and Civilian employees' potential
➤ Values diversity interpersonally and institutionally broader than EEO and EO categories

Equal Employment Opportunity (EEO):
➤ Legal protections against discrimination based on race, color, religion, sex, age, national origin and disability
➤ Affirmative Employment Discrimination Complaint Processing and Special Emphasis Programs

Military Equal Opportunity (MEO):
➤ Legal protections against discrimination based on fair treatment for Soldiers and Family members without regard to race, color, religion, gender, national origin
➤ Provide an environment free of unlawful discrimination and offensive behavior

Employee Engagement (E2):
➤ Inclusive of all groups
➤ Establishing a work environment where employees are motivated, excited and thoroughly involved in their work contribution
➤ Focused career management succession planning

Human Capital Planning:
➤ Human Capital Planning to share the FORSCOM workforce of the future
➤ Recruit, acquire and employ the right person in the right job and win the war for talent
➤ Develop employees professionally and personally
➤ Retain talent by valuing employee contributions

Equity in the Workplace

➤ Diverse, engaged workforce
➤ More equitable and accessible work environment
➤ Inclusive environment where all employees are valued
➤ Effective career management
➤ Professional and leadership development for all Soldiers and Civilians
➤ Culture that values creativity and innovation
➤ Work environment free from discrimination
➤ Environment that maximizes success for all

c. On 25 June 2021, the President issued Executive Order 14035, (Advancing Racial Equity and Support for Underserved Communities Through the Federal Government), which established that affirmatively advancing equity, civil rights, racial justice, and equal opportunity is the responsibility of the whole of our Government. Accordingly, the Federal Government must strengthen its ability to recruit, hire, develop, promote, and retain our Nation's talent and remove barriers to equal opportunity. A growing body of evidence demonstrates that diverse, equitable, inclusive, and accessible workplaces yield higher-performing organizations.

d. IAW 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.

e. On 1 November 2021, the Secretary of the Army signed the DEIA Policy Statement to reinforce principles of DEIA through several platforms: the DEI Annex of the Army People Strategy; Project Inclusion; training; talent management; data/trend analysis; and policy review and development.

2. FORSCOM'S DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY MISSION:
To develop and implement a strategy that contributes to mission readiness while transforming and sustaining the Army as a national leader in diversity.

3. DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY STRATEGIC PLAN GUIDANCE:

a. DEPARTMENT OF DEFENSE – Views diversity as a strategic imperative that is critical to mission readiness, accomplishment and a leadership require- ment. Diverse backgrounds and experiences bring inherently different outlooks and ways of thinking that are key to innovation within organizations. A strategic advantage is gained by leveraging the diversity of all members and creating an inclusive environment where each member is valued and encouraged to provide ideas critical to innovation, optimization and organizational mission success. Leveraging diversity as a vital strategic military resource will require the commitment, vision, and know-how of leaders at every level. We must be able to reach out to and engage with diverse communities and compete for top talent in order to remain the globally dominant fighting force.

    b. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC) MANAGEMENT DIRECTIVE 715 (MD715) – A directive to assist federal agencies in developing action plans to establish and maintain a diverse and inclusive workforce through a model Equal Employment Opportunity (EEO) Program. The chart below is a 3-year trend of FORSCOMs rating based on 154 questions in the Part G self-assessment. The overall scores below demonstrate compliance with reporting requirements and identifies progress made towards achieving a "model" EEO Program.

EEOC Management Directive (MD) 715 Annual Report			
Essential Elements of a "Model EEO Program"	**FY19**	**FY20**	**FY21**
Demonstrated Commitment from Agency's Leadership	**100%**	**100%**	**100%**
Integration of EEO into the Agency's Strategic Mission	**94%**	**95%**	**95%**
Management and Program Accountability	**96%**	**95%**	**95%**
Proactive Prevention of Unlawful Discrimination	**100%**	**100%**	**100%**
Efficiency	**97%**	**97%**	**97%**
Responsiveness and Legal Compliance	**100%**	**100%**	**100%**
Part G Dashboard Summary Score (Average)	**97%**	**97%**	**97%**

4. ARMY PEOPLE STRATEGY: The Total Army will acquire, develop, employ, and retain the diversity of Soldier/Civilian talent needed to achieve Total Army readiness.

5. BENEFITS OF THE ARMY'S DIVERSITY EFFORTS:

    a. The opportunity to better understand our Nation's increasingly diverse population and attract the best available talent to fill our Soldier and Civilian ranks.

    b. Personnel who feel valued are inspired to serve at a higher level and want to remain in our Army.

    c. Diversity education and training will enable leaders to create environments that are inclusive of our Soldiers, Civilians, and Family Members, enhancing our ability to develop those who join our ranks and integrate individual talents into mission accomplishment.

    d. A diverse Army does not determine success by a Soldier's or Civilian's appearance, preferences, ideas or beliefs, but rather by what's inside… one's abilities, determination, and courage. Bringing everyone's different attributes and experiences together will enhance our ability to operate globally with a culturally astute Force.

> **SMALL STEPS…Everyday steps to improving your diversity and inclusion habits.**

Everyone –no matter their race, gender, or background – carries unconscious biases. Fortunately, there are research-based small steps you can take in your workplace on a day-to-day basis to help you develop good diversity and inclusion habits. By taking these small steps, you can create a lasting change in your workplace – especially if you are in a supervisory role -and contribute to a more balanced, fair, and happy workplace. (Visit website for more information: intelshare.intelink.ic.gov/sites/cps/eeo/)

AWARENESS	EXPOSURE	ACTION	SOCIAL ACCOUNTABILITY
Taking training and reading research to understand why biases exist can help you find ways to mitigate them.	Putting yourself in opportunities that allow for repeated inter-action with members of diverse groups helps to erode stereotypes created or re-inforced by popular media, friends, or family.	Small-action behaviors are more powerful, more involved efforts to further increase awareness and exposure that help mitigate biases.	Talking about improving your diversity and inclusion habits and asking for social accountability can greatly increase your commitment and follow-through.
• **Take diversity and bias training**, such as unconscious bias or inclusion quotient training. • **Read research** on biases, why they exist, and how to mitigate them. • **Take leadership communication training** focused on empathy skills.	• **Invite an employee resource group member** to your staff meetings to brief about what the group does. • **Attend and participate** in diversity-themed observances. • **Structure project Teams** with diversity in Mind. • Have lunch or find ways to **engage with individuals different from yourself.**	• **Ask to shadow a senior executive** or, if you are a senior executive, invite someone you. wouldn't normally engage with to shadow you • **Speak at inclusion events** and be an active participant, not just an attendee. • **Sponsor high-performers of different backgrounds,** particularly minority groups that may not often get recognized by their peers.	• **Share weekly high-lights** with your team about what you're doing to advance your goals, and ask for feedback on how you're doing. • **Conduct surveys** to hold your organization accountable to its goals. • **Be transparent** with your goals, actions, and results to encourage engagement from others.

6. FORSCOM'S DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY (DEIA) STRATEGIC PLAN

a. The DEIA plan articulates FORSCOM's vision to be the national leader in embracing the strengths of diverse people in an inclusive environment. This plan is intended to be a living document and fully supports the Army's People Strategy and identifies actions that emphasize leadership, people, structure, training and education, and the work environment to meet our goals.

b. This plan provides an overarching construct which encourages commitment and creates alignment across Command and will enable Forces Command to harness the competitive advantages that diversity and inclusion affords.

7. ROLES AND RESPONSIBILITIES:

a. **Deputy Chief of Staff G-1, Equal Employment Opportunity (EEO) Division:** As the proponent for this plan, is responsible for overseeing the planning and implementation of this plan to FORSCOM Commanders, supervisors, and employees. The Division is also responsible for assessing program effectiveness through surveys, metrics, and submitting reports to Department of the Army as necessary.

b. **Commanders:** Ensuring DEIA is a priority and all employees have access to diversity, equity, inclusion and accessibility. Ensuring continual education and training to support FORSCOM DEIA initiatives. Committing to diversity, equity, inclusion and accessibility as an investment in human capital, personnel readiness, and mission accomplishment. Commanders are also responsible for assessing and evaluating talent management processes to enhance and improve readiness; and analyzing demographics and submit relevant data within the respective command strategic human capital plans annually or as required.

c. **Supervisors and Managers:** Complying with the objectives of this plan by fostering employee engagement, effectively managing human capital, the administrative aspects of the work unit and providing equal employment opportunity for all staff to promote workforce diversity, equity, inclusion and accessibility.

d. **Soldiers and Civilians:** Displaying positive, constructive work habits in the workplace, working cooperatively with other staff members, recognizing and respecting others and their individualities, and working towards a more diverse and inclusive work culture by eliminating stereotypes and generalizations.

e. **FORSCOM Demographics:** The following charts provide a snapshot of military and civilian demographics as of 3rd quarter FY2022.

MILITARY ETHNICITY/RACE IDENTIFICATION

Legend: ■ FORSCOM ■ ARMY

	Hispanic	White	Black	Asian	Nat. Hawaiian	Amer. Indian	Two + races	Other/ Unk.	Male	Female
■ FORSCOM	0.0	67.9	22.3	5.7	0.0	0.8	0.0	3.2	85.5	14.5
■ ARMY	17.2	54.0	20.2	6.9	0.0	0.9	0.0	0.8	84.4	15.6
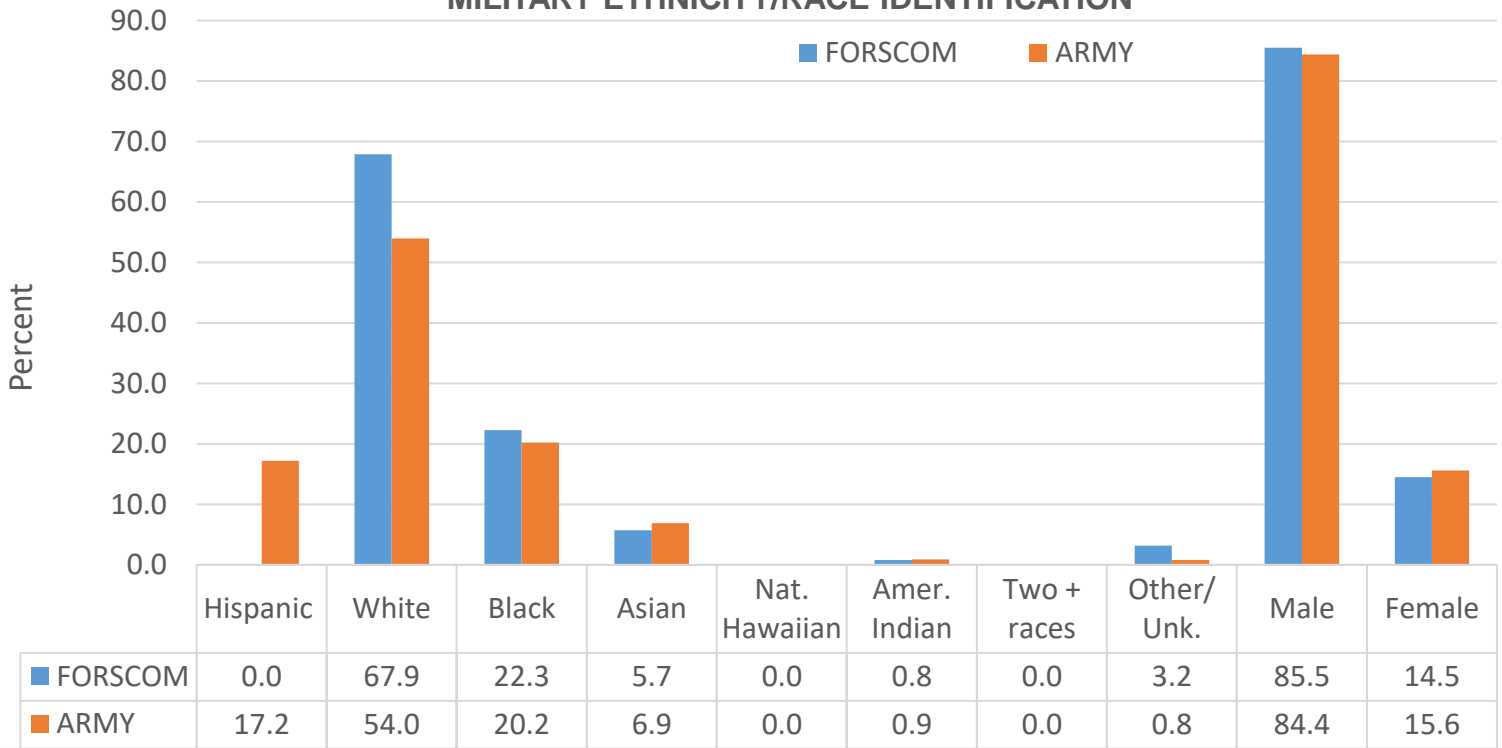
CIVILIAN ETHNICITY/RACE IDENTIFICATION

Legend: ■ FORSCOM ■ ARMY

	Hispanic	White	Black	Asian	Nat. Hawaiian	Amer. Indian	Two + races	Other/ Unk.	Male	Female
■ FORSCOM	13.6	60.4	19.0	2.9	0.6	0.7	2.8	0	68.6	31.4
■ ARMY	8.2	67.7	16.1	4.3	0.7	0.7	2.3	0	60.9	39.1
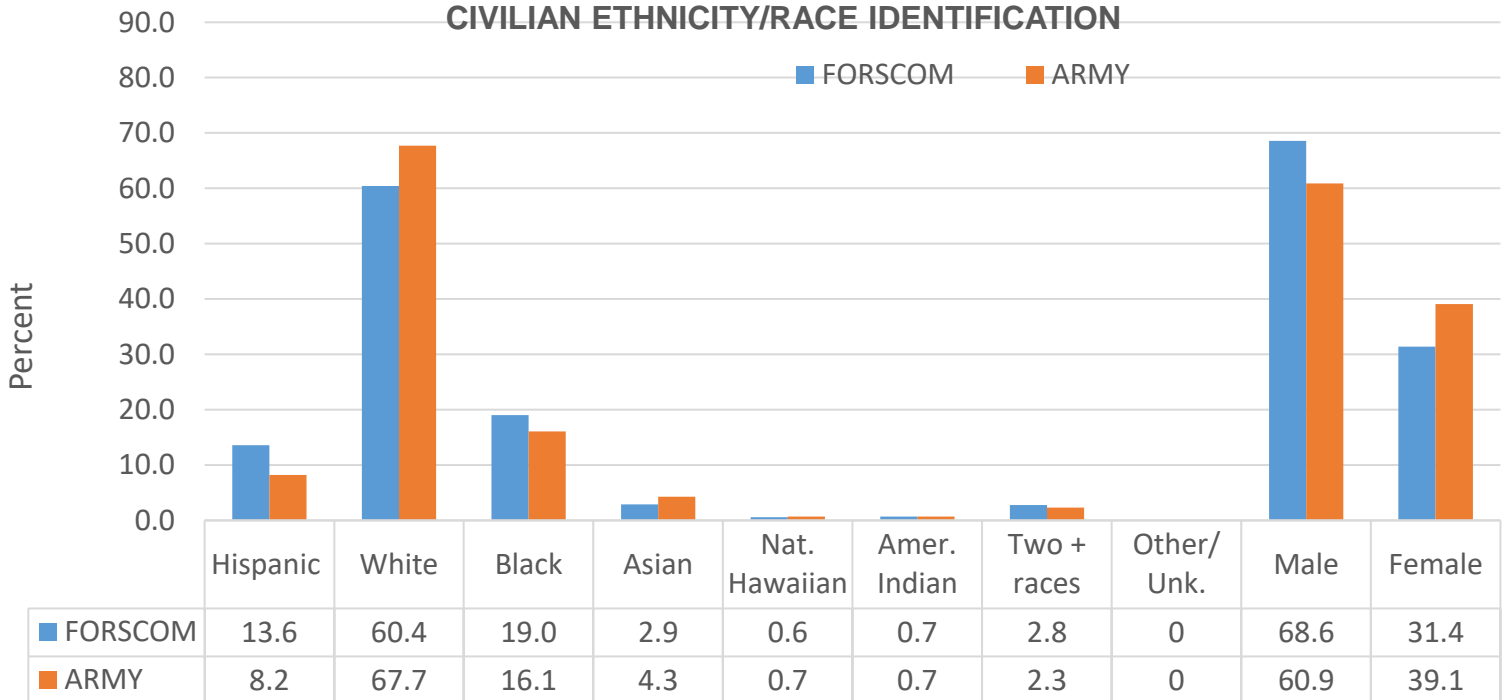
8. GOALS, OBJECTIVES, ACTIONS AND METRICS

Goal 1: Ensure Leader Commitment to Diversity, Equity, Inclusion and Accessibility Practices to Enhance Readiness

Develop structures and strategies to equip leadership with the ability to manage diversity, be accountable and engender an inclusive work environment that cultivates innovation and optimization.

Objectives:
1.1. Demonstrate leadership accountability, commitment and involvement.
1.2. Create a set of measurement tools that identify/measure effectiveness of inclusive practices NLT FY24.
1.3. Improve communication across, up, and down the organization.

Action Items:
- Task 1.1.1 Update/Post written DEIA policy statements.
- Task 1.1.2 Ensure Commanders share results of the DEOCS Survey with higher level Commander.
- Task 1.1.3 Evaluate all FORSCOM leaders on DEIA performance using annual (MIL/ CIV) evaluations (OER, NCOER, DPMAP) IAW DA guidance. (Army level)
- Task 1.2.1 Implement DEIA trainer certification program; ensure execution at all levels IAW DA policy.
- Task 1.2.2 Develop and prioritize allocation of slots for DEIA trainer certifications.
- Task 1.2.3 Conduct trend analysis to ensure there is no disparity among any particular group.
- Task 1.3.1 Leaders integrate DEIA initiatives in all training briefs to next higher echelons.
- Task 1.3.2 Develop talking points for senior leaders and video messages.
- Task 1.3.3 Create FORSCOM DEIA webpage.
- Task 1.3.4 Integrate DEIA into Onboarding orientation.

Metrics:
- Improve compliance by 50% to track/review DEIA policy statements at each level, annually.
- Track DEIA training and attendance.
- Post senior leader talking points and video messages.
- Review Commanders annual report on DEIA checklist/deficiencies and Command Climate Survey Results IAW Army guidance**.**
- Review 3yr trend analysis of award distributions for GS/GG employees.
- Review Qualitative Narrative Statistical Report to determine if any group disadvantaged.

- Conduct trend analysis of FEVS/DEOCS surveys at each level for organizational perceptions.
- Review overall outcomes of all MIL/CIV leader performance evaluations in aggregate format.

Progression Methodology:
The FORSCOM DEIA Council 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 FORSCOM enterprise. Additionally, measure of effectiveness will assess TDA allocations against the need for a designated DEIA position to be added as an advisor at the command level.

End State:
Leaders at all levels value diversity, treat diverse talent equitably, and create shared understanding among organization members on how a well led diverse team improves readiness and mission outcomes.

Goal 2: Institutionalize Comprehensive Talent Management Processes, to Acquire, Develop, Employ and Retain High-Performing, Talented Diverse Individuals

FORSCOM will foster an equitable and inclusive environment that facilitates building diverse, adaptive, and cohesive teams enabling the command to attract and retain the best Soldiers and Civilians.

Objectives:
2.1. Establish policies, expand strategic relationships with key stakeholders.
2.2. Implement, enhance, and sustain recruiting practices and strategies.
2.3. Develop and promote quality of life approaches to influence retention of top talent.

Action Items:
- Task 2.1.1 Establish Priority List of academic institutions, community-based organizations, and civil rights organizations.
- Task 2.1.2 Create directive for Senior Mission Commanders to develop habitual relationships with diverse institutions. (Army level)
- Task 2.1.3 Build external confidence in FORSCOM diversity opportunity engagements.
- Task 2.2.1 Execute DOD/DA policies for talent management processes that help to limit bias and add opportunity to create diverse teams. (Army level)
- Task 2.2.2 Educate/Train personnel in recruiting techniques to mitigate bias and engage in behavioral-based, standardized interviewing.
- Task 2.2.3 Expand civilian sourcing networks for recruiting through partnerships and outreach.

- Task 2.2.4 Recruiting and Retention Commands develop DEIA execution Plans to target top diverse talent. (Army level)
- Task 2.3.1 Establish pilot program to collect exit survey data from diverse groups of Soldiers and use feedback to build action plan.
- Task 2.3.2 Use feedback from DEOCS, Quality of Life (QoL) Surveys, Your Voice Matters (YVM) to develop action plans.
- Task 2.3.3 Publicize feedback to Soldiers and Civilians on how these findings are being addressed.
- Task 2.3.4 Establish annual/bi-annual Junior Leader Officer Symposium at FORSCOM.

Metrics:
- Increase and report the # of engagements with diverse institutions by end of FY23.
- Look at metrics from service academies (West Point, OCS, ROTC, Citadel) as to demographics of branch assignments by Cadet ranking.
- Increase/Report the # of personnel trained in recruiting techniques by 10% by end of FY23.
- Increase # of outreach engagements by 10% at end of FY23.
- Report the # of Soldiers by demographics departing service after initial enlistment vs. those who continue service.
- Measure and Report progress in addressing DEOCS, QoL, YVM action plans.
- 10% increase in # of engagements on progress of addressing DEOCS, QoL, YVM issues by end of FY23.
- Increased retention of Soldiers serving on their 1st term of military service.
- 10% yearly increase in the number of surveys taken by the end of FY25.

Progression Methodology:
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 in the 21st century.

End State:
FORSCOM realigns its people processes, policies, programs, and procedures to implement programs to acquire, develop, employ, and retain the best, most diverse talent available.

Goal 3: Cultivate an Inclusive and Engaged Workforce to Develop And Maintain a Workplace Environment Which Continually Focuses on Adoption and Improvement of DEIA Best Practices

Create and sustain a professional work-cycle continuum that focuses on open communication, education and training, career management, mentoring and professional development for Soldiers and Civilians to navigate career progression while nurturing individual skills, service and leadership.

Objectives:

3.1. Increase inclusion through training, leader development, mentorship and professional engagement programs.

3.2. Develop and promote quality of life approaches/practices that influence the retention of diversity.

3.3. Develop strategies to advance accessibility and eliminate, where applicable, barriers to equity.

Action Items:

- Task 3.1.1 Identify and integrate DEI principles, practices and competencies into on-boarding, professional development programs, training/education, and performance management programs.
- Task 3.1.2 Analyze course critiques to determine effectiveness and adjust as needed.
- Task 3.1.3 Analyze survey trends and comments.
- Task 3.1.4 Publicize and increase awareness of leadership, coaching and mentoring program to increase effectiveness.
- Task 3.1.5 Develop metrics for leadership, coaching, and mentoring programs.
- Task 3.1.6 Implement annual MIL/CIV DEI Training IAW DOD/DA policy.
- Task 3.2.1 Review effectiveness of leader development programs to determine organizational goals or if programs are marketed to all segments of the workforce and review strategies to increase representation from all segments of the workforce.
- Task 3.2.2 Increase leadership development and training opportunities; conduct lunch and learn sessions on topics that focus on concerns identified through DEOCS and FEVS.
- Task 3.2.3 Identify underserved populations/demographics.
- Task 3.2.4 Create Army Resource Groups (ARGs) to promote diversity and Inclusion across the formation. (i.e. AA, Asian, LBTQ, etc.) – (Army level)
- Task 3.3.1 Implement strategies to target 2% or greater hiring of disabled persons thru targeted best practices and ensure a proper/accommodating work environment.

Metrics:

- Increase verified and tracked DEI training throughout professional development and training opportunities by 10% over (2) years.
- Increase the percentage of all demographic groups participating in leader development coaching and mentoring programs by 5% over (2) years.
- Track NCOES/OES metrics to measure professional development execution by TIG and eligibility.
- Number of ARGs and participation over time is the basis of effectiveness and interest.
- 2% or greater hiring of individuals with targeted disabilities as tracked by the Army Business Objects database.

Progression Methodology:

This goal will measure effectiveness based on the positive growth of under-represented demographics in senior leadership positions

End State:
FORSCOM resources DEIA programs and staff to levels that train and mentor workforce Leaders to implement Quality of Life programs and best practices that promote diverse populations while continuously monitoring, assessing, and updating policies, programs and procedures that eliminate biases against any Soldier or Civilian within our formations.

Goal 4: Conduct Barrier Analysis and Outreach Programs/Initiatives

Establish programs and other processes to address barrier(s) identified in surveys, focus groups and Management Directive/MD-715 report.

Objectives:
4.1. Promote/market student internships of diverse organizations and universities to attract top talent from all segments of society.
4.2. Increase utilization of Schedule A hiring authorities to recruit and retain a diverse workforce.
4.3. Implement military and civilian centric outreach programs to increase diversity in the workforce.
4.4. Implement Barrier Analysis teams with membership from EEO, MEO, HRD and SJA.

Action Items:
- Task 4.1.1 Establish and identify qualified members for a Special Emphasis Program Committee.
- Task 4.1.2 Identify College/ University recruitment circuit (which ones to visit).
- Task 4.2.1 Establish Managers Hiring and Recruiting Seminar for military and civilian. (how to course)
- Task 4.2.2 Establish Recruiting theme with PAO.
- Task 4.3.1 Establish a diverse Council of Colonels across the CORPs/DRUs to address DEIA issues.
- Task 4.3.2 Partner with Minority Institutions of higher education.
- Task 4.4.1 Develop disability related questions for surveys and exist interviews.
- Task 4.4.2 Post Reasonable Accommodation (RA) procedures, Personal Assistance Services (PAS) and Architectural Barriers Act (Section 508) notices on the FORSCOM DEIA website.
- Task 4.4.3 Track RAs and PAS services using the Army MD-715 Reporting RA tracking system.

Metrics:
- Annual assessment of recruiting/hiring effectiveness.
- Annual statistic review of diversity recruiting/hiring from HRC to FORSCOM units.
- Increase the number of partners and/or partner engagements from academia by 10% by the end of FY25.

- Track and keep leadership abreast of the number of Schedule A appointment and percentages of Veterans hired annually.
- Hold CoC meetings bi-annually with reporting to higher level Commander.

Progression Methodology:
This goal will measure effectiveness based on the positive growth of under-represented demographics in senior leadership positions.

End State:
FORSCOM adopts recruiting and hiring practices that will eliminate barriers and enhance outreach programs more inclusive of diverse populations to be reflective of the Army Professional Military & Civilian Education levels of responsibility.

The Case of Diversity and Inclusion:
Organizations with more inclusive cultures are more likely to be innovative, agile, high-performing, and meet or exceed financial targets. They are also more likely to have overall higher business outcomes, as compared with organizations which report lower rates of inclusive cultures We multiply our capability when diversity and inclusion become intrinsic to the organization

Organizations with inclusive cultures are:
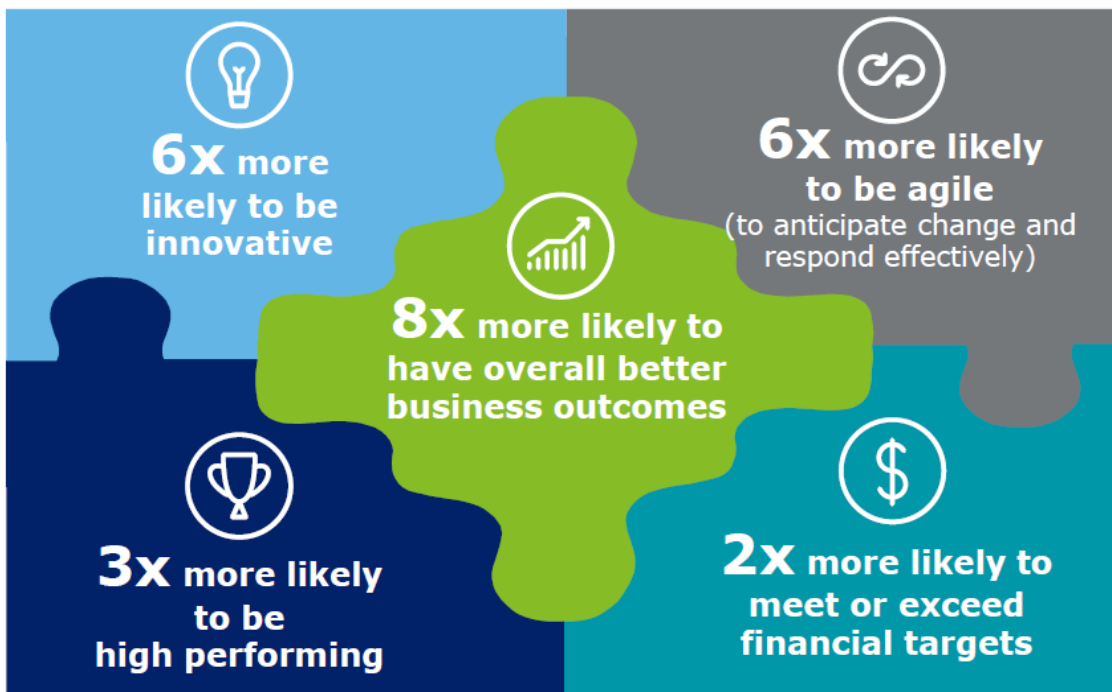
Graphic and data from "High-Impact Diversity and Inclusion – Maturity Model and Top Findings" Bersin by Deloitte. Copyright 2017 Deloitte Development LLC. All rights reserved. Not for distribution. Licensed material.

Overall Improvement Metrics: This plan outlines a multi-faceted approach of adopting and communicating clear and practical working definitions of diversity, equity, inclusion and accessibility demonstrating Senior Leader commitment – in deeds and in words; institutionalizing talent management processes as we acquire, develop, employ and retain high-performing talent; and cultivate an inclusive and engaged workforce. Overall improvements will be gauged by changes in the annual Federal Employment Viewpoint Survey scores to specific questions (Appendix C) used in determining The Best Places to Work in the Federal Government® rankings and the Defense Equal Opportunity Management Institute Organizational Climate Survey (Appendix D) for the following categories.

Effective Leadership: Measures the extent to which Soldiers and Civilians believe leadership at all levels of the organization generates motivation and commitment, encourages integrity, and manages people fairly, while also promoting the professional development, creativity, and empowerment of employees.

Employee Work Experience – Mission Match: Measures the extent to which Civilian employees feel that their skills and talents are used effectively. Furthermore, it assesses the level to which employees get satisfaction from their work and understand how their jobs are relevant to the organizational mission.

Inclusion at Work: Measures Soldiers' and Civilians' perceptions on the ways in which organizations, groups, leaders, and military members/employees allow everyone (diverse in identities, cultures, and ways of thinking and acting) to participate, contribute, have a voice, and feel that they are connected and belong, all without losing individual uniqueness or having to give up valuable identities or aspects of themselves.

Job Satisfaction: Measures the extent to which Soldiers and Civilians reflect a positive or negative attitude about current job.

Teamwork: Measures the extent to which Civilian employees believe they communicate effectively both inside and outside of their team organizations, creating a friendly work atmosphere and producing high quality work products.

Training and Development: Measures the extent to which Soldiers and Civilians believe their development needs are assessed and appropriate training is offered, allowing them to do their jobs effectively and improve their skills.

Work-Life Balance: Measures the extent to which Civilians believe family-friendly flexibilities are offered to them, including telecommuting and alternative work scheduling.

Support for Diversity: Measures the extent to which Soldiers and Civilians believe that actions and policies of leadership and management promote and respect diversity.

Strategic Outcomes:

This plan supports the Army DEIA roadmap for a framework to establish a baseline to set conditions to achieve the Army's four strategic DEIA outcomes by 2040. Army's 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 four strategic outcomes are below.

- Build cohesive teams through a modernized, diverse and ready force.
- 21st 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.

Summary of FY2016 – FY2021 Strategic Plan Accomplishments

Upon publishing FORSCOM's five-year Diversity and Inclusion Strategic Plan, we have diligently worked towards achieving our goals: (1) Ensure Leader Commitment to Diversity and Inclusion Practices to Enhance Readiness; (2) Institutionalized Talent Management to Attract, Acquire and Retain High Quality, Talented Diverse Individuals from a Broad Talent Pool; (3) Recruit High Quality, Talented Diverse Individuals (Structure and Resourcing); (4) Develop and Mentor Top Talent Through Education and Training; and (5) Create and Maintain an Inclusive Environment through Employee Engagement.

Supervisors, managers and key leaders received a copy of the initial Diversity and Inclusion Strategic Plan. Through leaderships' demonstrated commitment to an inclusive workforce coupled with feedback and engagement with employees, Forces Command made (Goal 4) *Develop and Mentor Top Talent Through Education and Training* an immediate priority before tackling the others.

FORSCOM EEO Office sought out the best instructors and facilitators for face-to face Diversity and Inclusion training sessions and seminars tailored for leaders, managers, supervisory and non-supervisory employees and Soldiers. We promoted trainings in meetings, email announcements, flyers and digital monitors. A great number of civilian employees and Soldiers attended and actively participated in each scheduled training.

Interactive discussions and activities encouraged leaders to be change agents and role models for an inclusive work environment. We also delve into the philosophy of developing employees' skillsets, acknowledging each employee's self-worth, and understanding the value of mutual respect and inclusion. We are confident our Diversity and Inclusion trainings help the command to remain mission focused, ready and accountable.

In addition to the aforementioned trainings and seminars, we recognize our employees are highly skilled professionals and Forces Command wholeheartedly benefits from retaining their knowledge and expertise. Therefore, we ensured our employees were aware of the educational and professional development courses available and encourage attendance. FORSCOM institutionalized the Supervisor Engagement Course which is designed to address challenges identified in our annual organizational climate surveys and the Federal Employee Viewpoint Survey.

Leadership championed junior minority attendance at the Supervisor Engagement Course and identified opportunities for Senior Executive Service mentorship.

Advancement opportunities are also available through Leader Development Course, Civilian Career Program Management (SETM/ETM); deliberate assignment process post Military Civilian Senior Leaders; and the Enterprise Emerging Leadership Program.

Furthermore, leadership continues to advocate professional development for all employees with focus on increased participation of women, minorities and persons with disabilities. Overall attendance in the Civilian Education System (CES) has increased in the last ten years.

In terms of recruitment and hiring, the EEO Office has expanded its Outreach Program and increased its presence at Historically Black Colleges and Universities (HBCUs), local colleges and universities through career fairs, site visits and meetings with Career Services Officers and Disability Service Coordinators. We've established partnerships and collaborated with the largest HBCU, North Carolina Agriculture and Technology State University, Fayetteville State University and Methodist University. Through our partnerships, we built an active hardcopy and electronic Student Resume file consisting of many resumes for Career Program Managers and hiring officials' consideration for internships, STEM program vacancies, women, minority and disability hiring. FORSCOM has also effectively utilized the Workforce Recruitment Program (WRP). Since 2016, we have hired many interns through the WRP; and, we are very pleased that many of our interns have garnered valuable training and expertise which afforded them permanent employment with Forces Command and throughout the federal government.

In November 2020, the FORSCOM D&I Charter was established and signed by the Commanding General. This charter provides the overall mission and purpose for the FORSCOM DEI Council and Working Group. Furthermore, the charter outlined the structure and responsibilities for the council and working group.

In June 2021, the FORSCOM DEI Working Group was implemented. The working group, under the direction of the DCS, G-1 or designee, will work on achieving the goals and objectives outlined in the DEIA Strategic Plan. The DEIA Working Group

consists of 28 senior/junior military and civilians from across the command including subordinate commands. The working group met monthly to revise and update the goals, objectives, action items and metrics in the strategic plan.

FORSCOM has analyzed each goal within the Diversity and Inclusion Strategic Plan and implemented activities to keep us on a successful path. Although these goals are challenging, we have progressively accomplished many action items through our diversity and inclusion initiatives. More examples of FORSCOM's accomplishments from 2016 – 2021 are listed below:

Leader Commitment to Diversity and Inclusion

Accomplishments:
- Leadership at all levels received workforce analysis which includes trends in hiring, promotions, separations, and advancement in the workforce.
- Annual Diversity and Inclusion Trainings and Seminars.
- Diversity and Inclusion performance measures are included in all supervisors' and management officials' performance plans.
- Leadership Town Halls, Staff Meetings, Brownbag Sessions, Messaging Boards, EEO Trainings and Newsletters include Leader Diversity and Inclusion messages.

Institutionalize Talent Management Processes

Accomplishments:
- Published and updated policies as necessary.
- Ensured all trainings included guidelines that supported FORSCOM's commitment to a welcoming environment and an inclusive workforce in regard to recruiting, acquiring developing, employing and retaining top talent.
- FORSCOM conducted on-site Diversity and Inclusion training sessions for employees at the Headquarters FORSCOM, Fort Bragg, NC; the National Training Center, Fort Irwin, CA; 4 ID, Fort Carson, CO; 20th CBRNE, Aberdeen Proving Ground; MD; and First-Army, Rock Island, IL.

Recruit High Quality, Talented Diverse Individuals, Develop and Mentor Top Talent

Accomplishments:
- Over the years, we've expanded our partnerships with HBCUs, local colleges and universities. Collaborated with the largest HBCU--NC A&T State University, Fayetteville State University and Methodist University on career fairs and hiring interns. In 2019, reviewed our files and built an active hardcopy and electronic Student Resume list consisting of many resumes for Career Program Managers and hiring officials' consideration for internships, STEM program vacancies, women and minority hiring.

- Expanded communications to inform internal and external audiences/stakeholders about FORSCOM's Diversity and Inclusion efforts in support of recruiting, development and retention goals.
- Effectively executed Workforce Recruitment Program and Disabled Veterans Affirmative Action Program.
- Implemented Diversity and Inclusion Career Program Managers Meetings to discuss best strategies for implementing effective actions towards Diversity and Inclusion goals.
- Division Chiefs conduct one-on-one informal mentoring sessions with employees.
- Division Chiefs conduct one-on-one post interview feedbacks with internal non-selects and have included topics on resume writing and job interviews during Brownbag Sessions.
- Education and Training opportunities available through Leader Development, Center for Creative Leadership and Kenan-Flagler Business School at the University of North Carolina-Chapel Hill; Civilian Career Program Management (SETM/ETM); deliberate assignment process post Military Civilian Senior Leaders; and the Enterprise Emerging Leadership Program.

Create and Maintain an Inclusive Environment through Employee Engagement

Accomplishments:
- Directorates increased the frequency of Town Halls and Division teambuilding sessions.
- Directorates continue to invite CPAC HR Specialists to Town Halls for question and answer sessions with employees.
- Division Chiefs inform/encourage employees to participate in annual Federal Employee Viewpoint Survey (FEVS) and the Defense Equal Opportunity Management Institute Organizational Climate Survey (DEOCS). Results significantly improved in 2019 and FORSCOM ranked #4 of 31 Army commands. FORSCOM registered 76.4% on the Employee Engagement Index, a 2.6% increase over 2018.
- FORSCOM EEO created the "I Am FORSCOM" Recognition Initiative at headquarters as a Diversity and Inclusion strategy for demonstrating leader and employee engagement; recognizing top-talented individuals and retention enhancement.

Looking Towards the Future

a. The goals and objectives within this plan are aligned with the Army People Strategy, October 2019. Although these goals are ambitious and challenging, we believe our plan will continue to guide and shift us in the right direction to creating a true diverse and inclusive workforce in the long-term. Achieving our goals require continued strategic communication and command commitment. Therefore, it is imperative that leaders, managers and employees view inclusivity as a normal business case for sustaining a workplace culture that thrives because of the diversity of talent our Soldiers and Civilians possess.

b. In order to measure our progress, we will continue to assess our actions annually and/or as required through activities identified in our strategic plan. These actions include benchmarking from other Federal agencies, analyzing survey responses, capitalizing on feedback opportunities from focus groups and our internal stakeholders. Thus, providing FORSCOM with reliable data and giving us better insight on our journey ahead towards a diverse and inclusive culture.

c. As we move forward with planned updates as needed, we will continue to engage our leaders, supervisors, managers, employees and Soldiers to ensure DEIA become a part of daily decision making and thought processes, thereby becoming ingrained in FORSCOM's culture.

APPENDIX A: Glossary

(Definitions in this appendix serve as reference points and provide a common lexicon for terms used within FORSCOM's Diversity and Inclusion Strategic Plan).

Accessibility: Included 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.

Applicant Pool: The total number of all applicants who have applied for an open or vacant position.

Diversity: All the different 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.

Equity: The fair treatment, access, opportunity, choice, and advancement of all soldiers and 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 the way an organization functions and makes decisions; enabling workforce members to contribute to their full potential in focused pursuit of organizational objectives.

Pathways Internship Program: Federal internship and employment opportunities for current students, recent graduates and those with an advanced degree.

Schedule A Appointment: This excepted authority is used to appoint persons with severe physical disabilities, psychiatric disabilities, and intellectual disabilities. Such individuals may qualify for conversion to permanent status after two years of satisfactory service. Severe physical disabilities include but are not limited to blindness, deafness, paralysis, missing limbs, epilepsy, dwarfism, and more.

Stakeholder: This is an inclusive term that refers to the end-users, entities providing requirements, and the people or entities benefiting from the organization's products – the Administration, U.S. Congress, DoD, the Services, Combatant Commands, Service members and their families, and DoD civilian employees and their families and volunteers.

APPENDIX B: Executive Orders and DOD Directive

- Executive Order 13078 of March 13, 1998: Increasing Employment of Adults with Disabilities (https://www.whitehouse.gov/briefing-room/presidential-actions/executive-orders)

- Executive Order 13163 of July 26, 2000: Increasing the Opportunity for Individuals with Disabilities to be Employed in the Federal Government (https://www.whitehouse.gov/briefing-room/presidential-actions/executive-orders)

- Executive Order 13171 of October 12, 2000: Hispanic Employment in the Federal Government (https://www.whitehouse.gov/briefing-room/presidential-actions/executive-orders)

- Executive Order 13518 of November 9, 2009: Employment of Veterans in the Federal Government (https://www.whitehouse.gov/briefing-room/presidential-actions/executive-orders)

- Executive Order 13548 of July 26, 2010: Increasing Federal Employment of Individuals with Disabilities (https://www.whitehouse.gov/briefing-room/presidential-actions/executive-orders)

- Executive Order 13583 of August 18, 2011: Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce (https://www.whitehouse.gov/briefing-room/presidential-actions/executive-orders)

- Executive Order 13595 of December 19, 2011: Instituting a National Action Plan on Women, Peace, and Security (https://www.whitehouse.gov/briefing-room/presidential-actions/executive-orders)

- Executive Order 14035 of June 25, 2021: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce https://www.whitehouse.gov/briefing-room/presidential-actions/2021/06/25/executive-order-on-diversity-equity-inclusion-and-accessibility-in-the-federal-workforce/

- National Defense Authorization Act Section 529 Strategic Plan for Diversity and Inclusion: The Secretary of Defense shall design and implement a five-year strategic plan for diversity and inclusion in the Department of Defense (https://www.congress.gov/bill/116th-congress/senate-bill/1790/text)

APPENDIX C: The Best Places to Work in the Federal Government ®
(**What the Survey Categories Measure**)

1. Effective Leadership: Measures the extent to which employees believe leadership at all levels of the organization generates motivation and commitment, encourages integrity and manages people fairly, while also promoting the professional development, creativity and empowerment of employees.

Q.17 - I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

Q.30 - Employees have a feeling of personal empowerment with respect to work processes.

Q.37 - Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.

Q.43 - My supervisor provides me with opportunities to demonstrate my leadership skills.

Q.44 - Discussions with my supervisor about my performance are worthwhile.

Q.52 - Overall, how good a job do you feel is being done by your immediate supervisor?

Q.53 - In my organization, senior leaders generate high levels of motivation and commitment in the workforce.

Q.54 - My organization's senior leaders maintain high standards of honesty and integrity.

Q.47 - Supervisors in my work unit support employee development.

Q.61 - I have a high level of respect for my organization's senior leaders.

Q.63 - How satisfied are you with your involvement in decisions that affect your work?

Q.64 - How satisfied are you with the information you receive from management on what's going on in your organization?

2. Employee Work Experience – Mission Match: Measures the extent to which employees feel that their skills and talents are used effectively. Furthermore, it assesses the level to which employees get satisfaction from their work and understand how their jobs are relevant to the organizational mission.

Q.3 - I feel encouraged to come up with new and better ways of doing things.

Q.4 - My work gives me a feeling of personal accomplishment.

Q.5 - I like the kind of work I do.

Q.6 - I know what is expected of me in my job.

Q.11 - My talents are used well in the workplace.

Q.12 - I know how my work relates to the agency's goals and priorities.

Q.13 - The work I do is important.

Q.40 - I recommend my organization as a good place to work.

3. Teamwork: Measures employees' opinions regarding cooperation, recruitment, quality performance management and the extent to which employees believe they communicate effectively both inside and outside their team organizations, creating a friendly work atmosphere and producing high-quality work products.

    Q.20 - The people I work with cooperate to get the job done.

    Q.21 - My work unit is able to recruit people with the right skills.

    Q.26 - Employees in my work unit share job knowledge with each other.

    Q.58 - Managers promote communication among different work units (for example, about projects, goals and needed resources).

4. Training and Development: Measures the extent to which employees believe their development needs are assessed and appropriate training is offered, allowing them to do their jobs effectively and improve their skills.

    Q.1 - I am given a real opportunity to improve my skills in my organization.

    Q.2 - I have enough information to do my job well.

    Q.18 - My training needs are assessed.

    Q.68 - How satisfied are you with the training you receive for your present job?

5. Work-Life Balance: Measures the extent to which employees consider their workloads reasonable and feasible, and managers support a balance between work and life.

    Q.9 - I have sufficient resources (for example, people, materials, budget) to get my job done.

    Q.10 - My workload is reasonable.

    Q.42 - My supervisor supports my need to balance work and other life issues.

6. Support for Diversity and Inclusion: Measures the extent to which employees believe that actions and policies of leadership and management promote and respect diversity.

    Q.34 - Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

    Q.45 - My supervisor is committed to a workforce representative of all segments of society.

    Q.55 - Supervisors work well with employees of different backgrounds.

**APPENDIX D: Defense Equal Opportunity Management Institute (DEOMI)
Organizational Climate Survey (DEOCS)
(What the Survey Categories Measure)**

1. Morale: Morale measures an organization or unit's confidence, enthusiasm, collective pride, and willingness to persist in the activities of the unit or organization. Also, an individual's perception that members of their unit or organization are confident, enthusiastic, have collective pride, and are willing to persist in the activities of the unit or organization. Organizations with high morale are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.

    Q. 5 – Overall, how would you rate the current level of moral "in your unit" and "in your organization".

2. Engagement and Commitment: Engagement and Commitment measures the extent to which individuals find their work fulfilling and are committed to their work and unit or organization. Engaged and committed individuals demonstrate enthusiasm for, and dedication to, the work that they do. Higher levels of engagement and commitment are linked to higher levels of readiness and retention, and a lower likelihood of suicide.

    Q. 7 – I am proud of my work.
    Q. 8 – My work has a great deal of personal meaning to me.
    Q. 9 – I feel like "part of the family" among the people I work with.

3. Cohesion: Cohesion assesses whether members of the unit or organization care about each other, share the same goals, and work together effectively. Cohesive organizations are linked to improved readiness and retention, and a lower likelihood of sexual assault, sexual harassment, and suicide.

    Q. 11 – The people I work with work well as a team.
    Q. 12 – The people I work with trust each other.

4. Inclusion: Inclusion indicates whether organization members feel that they are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the unit or organization's success. Inclusive work environments also ensure that it is safe for an individual to voice their different opinions, perspectives, and/or suggestions. Inclusive organizations are linked to lower levels of racial and ethnic harassment and discrimination and higher readiness and retention.

    Q.14 – The people I work with believe that everyone has worth and value, regardless of how they identify (for example, gender, race/ethnicity, sexual orientation, and other identities).
    Q.15 – The people I work with believe that everyone has worth and value, regardless of their occupation and rank/grade.
    Q.17 – The people I work with would speak up if someone is being excluded

5. Fairness: Fairness is the perception that formal and informal unit or organizational policies, practices, and procedures regarding information sharing, job opportunities, promotions, and discipline are based on merit, inclusion, equality, and respect. Fair organizations are linked to higher levels of retention and readiness and lower levels of racial and ethnic harassment and discrimination and sexual harassment.
    Q.50 – Communication goes both up and down the chain of command.
    Q.51 – Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.
    Q.52 – Discipline and criticism are administered fairly.

6. Leadership Support: Leadership support is the perception that a leader builds trust, encourages goal attainment and professional development, promotes effective communication, and supports teamwork. Organizations with supportive leaders are linked to improved readiness, higher retention, and lower levels of sexual assault, sexual harassment, and suicide.
    Q. 63 – I have trust and confidence in my immediate supervisor.
    Q. 64 – My immediate listens to what I have to say.
    Q. 65 – My immediate supervisor treats me with respect.
    Q. 69 – My immediate supervisor supports my career development.

7. Connectedness: Connectedness measures perceptions of closeness or belongingness to a unit or organization and satisfaction with one's relationship to, and support from, others in that unit or organization. Higher connectedness is linked to improved readiness and retention and a lower likelihood of suicide.
    Q. 114 – These days, I feel like I belong.
    Q. 115 – These days, I feel that there are people I can turn to I times of need.