



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

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MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP (SEE DISTRIBUTION)
COMMANDERS OF THE COMBATANT COMMANDS
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

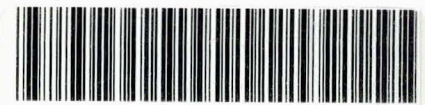
SUBJECT: Actions to Improve Racial and Ethnic Diversity and Inclusion in the U.S. Military

Diversity and inclusion in the Department are moral imperatives — to ensure every member of the Total Force is treated with dignity and respect. Mission readiness and efficacy at strategic and tactical levels are increased when every member of the team is valued and afforded an opportunity to contribute to the effective defense of the Nation. As the international security environment continues to evolve, the United States confronts complex operational domains and unconventional tactics, all of which require a resilient and agile Joint Force. Demographic representation, accompanied by the Department's unwavering commitment to fairness, transparency, and leadership, is essential to achieving a mission-ready fighting force in the 21st Century. I am, and we all must be, dedicated to honoring the women and men who serve this country by ensuring them the same promotion and developmental opportunities regardless of race, color, religion, sex, or national origin. Diversity of thought and perspective ensures our strategic advantage on the global stage.

On July 15, 2020, the DoD Board on Diversity and Inclusion (the "Board") embarked on the important task of identifying recommendations to improve the Department's diversity and inclusion and broaden equal opportunity for all members of the Armed Forces. Chaired by the Secretary of the Air Force, with the support of the Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff and the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), and Service members from each branch of the Military Services and the National Guard Bureau, the Board evaluated military diversity and inclusion policies, programs, and processes; reviewed industry best practices; and assessed pertinent data and reports. This effort culminated in the *Department of Defense Board on Diversity and Inclusion Report: Recommendations to Improve Racial and Ethnic Diversity and Inclusion in the U.S. Military*.

After reviewing the Board's 15 recommendations, I am pleased to see such a methodical evaluation leading to the development of such rigorous actions to address diversity and inclusion. I expect all leaders to take an aggressive approach to embed diversity and inclusion practices into the core of our military culture, building on the Department's decades-long tradition of leading the charge in racial and ethnic equity. We must not accept — and must intentionally and proactively remove — any barriers to an inclusive and diverse force and equitable treatment of every Service member.

To that end, I direct the following actions towards the complete implementation of the 15 recommendations from the Board:



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Recommendation 1: Update Recruiting Content to Represent All Service Members.

- By June 30, 2021 and annually thereafter, the USD(P&R) and Military Departments will review and update content to ensure it appropriately reflects current and future racial and ethnic demographics of the United States and is representative of all Service members. Based on this review, the Military Departments will produce a recruitment image strategy and measurement plan for tracking diversity in recruiting imagery by December 31, 2021.

Recommendation 2: Develop and Publish a Data-Driven Accessions and Retention Strategy.

- To achieve a more diverse force at the senior grades, DoD must ensure the development of a diverse pipeline of leaders through a data-driven strategy. By March 31, 2021, the USD(P&R) and Military Departments will provide a plan of action and milestones for a DoD-wide data-driven accessions and retention strategy for officers and enlisted personnel to achieve a talent pipeline that reflects the diversity of the current and future eligible population from U.S. Census projections.

Recommendation 3: Increase the Pool of Qualified Reserve Officer Training Corps (ROTC) Enrollment, Scholarship, and Commission Applicants from Minority Serving Institutions.

- By September 30, 2021, the USD(P&R) and Military Departments will develop guidance to expand DoD's sponsorship of programs and initiatives — including ROTC scholarships, training programs, federal outreach and student services programs, and internship opportunities — to increase the available pool of qualified applicants for ROTC enrollments, scholarships, and commissions from students enrolled at Minority-Serving Institutions (i.e., Historically Black Colleges and Universities, Hispanic-Serving Institutions, Tribal Colleges and Universities, Asian American and Pacific Islander Serving Institutions).

Recommendation 4: Remove Aptitude Test Barriers That Adversely Impact Diversity.

- By March 31, 2021, the USD(P&R), in conjunction with the Military Departments and in consultation with the Defense Advisory Committee on Military Personnel Testing, will provide a plan of action and milestones for a rigorous and thorough assessment of all aptitude tests currently administered by the Military Departments. The goal of this assessment will be to analyze, identify, and remove as applicable, barriers that adversely impact diversity while retaining rigorous screening processes necessary to access a high-quality force.

Recommendation 5: Evaluate Demographic Trends in Performance Evaluations.

- To retain minorities beyond initial commitment and into leadership ranks, all Service members must have, and perceive, opportunity for advancement based on skill and capability. By March 31, 2022, the USD(P&R) will issue a policy to monitor and evaluate the Military Departments' aggregated demographic trends and other

contextual data in the performance evaluations that inform career development processes.

Recommendation 6: Develop Diverse Pools of Qualified Candidates for Nominative Positions.

- DoD will consider potential structural and perceptual barriers when exploring ways to develop diverse pools of candidates who are qualified for and seeking assignments that lead to positions in senior leadership. By March 31, 2021, the USD(P&R) and Military Departments will provide a plan of action and milestones to identify and, where applicable, address any potential barriers to developing racially/ethnically diverse pools of candidates for consideration by non-statutory selection boards or selecting officials for nominative assignments, which lead to positions in senior leadership.

Recommendation 7: Establish a Diversity and Inclusion Center of Excellence.

- To promote an inclusive space throughout the military, diversity and inclusion training must occur at all levels of leadership and be embedded throughout the military lifecycle. By March 31, 2021, the USD(P&R) and Military Departments will provide a plan of action and milestones for the establishment of a Diversity and Inclusion Center of Excellence at the Defense Equal Opportunity Management Institute to develop and institute a DoD-wide curriculum on diversity, inclusion, and cultural awareness.

Recommendation 8: Standardize a DoD Human Resources Data System for Diversity and Inclusion Analysis.

- To effectively track progress made towards diversity and inclusion across DoD, we must improve our ability to aggregate military human resource data. This system must include standardized data elements so that diversity and inclusion initiatives can be assessed over time. By March 31, 2021, the USD(P&R) and Military Departments will develop a plan of action and milestones to accomplish this goal.

Recommendation 9: Offer Internships in Science, Technology, Engineering, and Mathematics (STEM) Fields in Conjunction with Junior ROTC Programs.

- A high-quality STEM education is critical in an increasingly technological age and may be less accessible for students from low-income families situated in Title I schools. By June 30, 2021, the USD(P&R) will pursue a memorandum of understanding with the Department of Education and National Science and Technology Council to include Pathway programs or internships in STEM-related fields at Title I schools with Junior ROTC programs

Recommendation 10: Develop a Diversity and Inclusion Organizational Structure.

- By March 31, 2021, the USD(P&R) and Military Departments will provide a proposal for an organizational governance structure, including distinctions and outlined areas of collaboration between diversity and inclusion and equal opportunity offices. This will ensure these programs are effective and maintain appropriate authority and resources to institute positive change over time.

Recommendation 11: Develop a DoD Diversity and Inclusion Mobile Application and Website.

- To provide DoD personnel with access to diversity and inclusion information, DoD will develop a mobile application and website that enables Service members to connect with each other and access resources on policies, best practices, employee resource groups, and career development. By March 31, 2021, the USD(P&R) will develop a plan of action and milestones to create the mobile application and website for use by all DoD military and civilian personnel.

Recommendation 12: Incorporate the Value of Cultivating Diversity and Inclusion into Leadership and Professionalism Curricula.

- A diverse and inclusive organizational climate is critical to military readiness. By March 31, 2021, the USD(P&R) and the Military Departments will provide a plan of action and milestones for developing and publishing standardized leadership and professionalism curriculum, to include modules and case studies explaining the value of fostering and cultivating a diverse and inclusive workforce.

Recommendation 13: Increase Transparency of Promotion Selections and Career Opportunities.

- The disclosure of demographic information about promotion selection rates will improve transparency in career management processes and reinforce DoD's focus on achieving equity across all grades. By December 15, 2021, the USD(P&R) and Military Departments will update relevant policies to establish procedures for the internal release within the Military Departments of aggregated demographic and other contextual data concerning promotion selection board results.

Recommendation 14: Prohibit Extremist or Hate Group Activity.

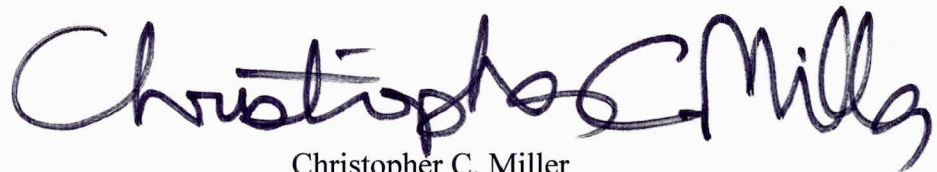
- The USD(P&R), in conjunction with the USD for Intelligence and Security (USD(I&S)), will review current policy, laws, and regulations concerning active participation by Service members in extremist or hate group activity and develop a report, with recommendations, concerning initiatives to more effectively prohibit extremist or hate group activity. The report will leverage the ongoing efforts of the interagency working group on extremism. By March 31, 2021, the USD(P&R), in

conjunction with the USD(I&S), will provide a plan of action and milestones for completing this review and subsequent report by June 30, 2021.

Recommendation 15: Update the Uniform Code of Military Justice to Address Extremist Activity.

- The DoD Office of the General Counsel (OGC), in coordination with the Office of the Assistant Secretary of Defense for Legislative Affairs, will draft legislative language for consideration within the Executive Branch, to propose to Congress to update the Uniform Code of Military Justice (UCMJ) to address extremist activity within the military. By July 30, 2021, based on the findings and recommendations of the report on extremist and hate group activity directed above, DoD OGC will provide a plan of action and milestones required to modify the UCMJ.

Collectively, we must do everything we can to eliminate potential bias, prejudice, and racism in our military. Our ability to maintain a lethal and ready force depends on it. I am confident these actions will bolster existing diversity and inclusion efforts and pave the way towards new methods of enhancing opportunity and strengthening our Nation's defense. Through these actions and a continued commitment to diversity and inclusion, we will ensure enduring and positive impact for the force as the Department continues to safeguard democracy, liberty, and justice — across the world, throughout our Nation, and among all ranks of our Service members.



Christopher C. Miller
Acting

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