



DoD INSTRUCTION 1020.05

DoD DIVERSITY AND INCLUSION MANAGEMENT PROGRAM

Originating Component:	Office of the Under Secretary of Defense for Personnel and Readiness
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Approved by:	Matthew P. Donovan, Under Secretary of Defense for Personnel and Readiness

Purpose: In accordance with the authority in DoD Directive (DoDD) 5124.02 and the guidance in DoDD 1020.02E, this issuance:

- Establishes policy, assigns responsibilities, and provides direction for development and maintenance of the DoD Diversity and Inclusion (D&I) Management Program (referred to in this issuance as the “Program”).
- Provides procedures for implementation of the Program pursuant to Section 656 of Title 10, United States Code; Section 529 of Public Law 116-92; and Executive Order 13583.
- Establishes that, in addition to the existing responsibilities in the Defense Diversity Working Group (DDWG) Charter, the DDWG will advise and recommend improvements for the Program.
- Provides data collection and reporting requirements to measure and statistically validate the progress and effectiveness of DoD Component D&I efforts.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY.

This issuance applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as “DoD Components”).

1.2. POLICY.

The Program:

- a. Promotes a diverse DoD workforce that reflects the diverse population of the United States.
- b. Promotes an inclusive culture that enables differences among personnel to improve DoD business practices, readiness, and lethality, and supports an individual’s ability to contribute to the mission.
- c. Uses data to evaluate the effectiveness of DoD D&I efforts. Metrics established pursuant to this Program will be used in a manner that does not undermine merit-based processes.

1.3. INFORMATION COLLECTIONS.

The report referred to in Section 5 of this issuance does not require licensing with a report control symbol in accordance with Volume 1 of DoD Manual 8910.01.

SECTION 2: RESPONSIBILITIES

2.1. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)).

The USD(P&R):

- a. Establishes policy for, and oversees implementation of, the Program.
- b. Designs and implements a 5-year strategic plan for diversity and inclusion in the DoD.
- c. Facilitates an annual meeting between the Secretary of Defense and the DoD Component heads, and senior enlisted and civilian advisors, as appropriate, to review plans and drive progress toward developing and implementing D&I initiatives in accordance with this issuance.

2.2. ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE AFFAIRS (ASD(M&RA)).

Under the authority, direction, and control of the USD(P&R), the ASD(M&RA):

- a. Assists the Director, Office for Diversity, Equity, and Inclusion (ODEI), to gather data as identified by ODEI.
- b. Designs and implements the strategic plan for diversity and inclusion policies related to military and civilian recruitment, accession, retention, and promotion plans, or broader human capital management plans, as appropriate.

2.3. ASSISTANT SECRETARY OF DEFENSE FOR READINESS.

Under the authority, direction, and control of the USD(P&R), the Assistant Secretary of Defense for Readiness:

- a. Designs and implements the strategic plan for diversity and inclusion policies related to professional development and training programs.
- b. Ensures the Services' policies integrate D&I principles, practices, and competencies.

2.4. DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR MILITARY PERSONNEL POLICY.

Under the authority, direction, and control of the ASD(M&RA), the Deputy Assistant Secretary of Defense for Military Personnel Policy:

- a. Designs and implements the strategic plan for diversity and inclusion policies related to military recruitment, accession, retention, and promotion plans, or broader military human capital management plans, as appropriate.
- b. Supports the Military Departments and the National Guard Bureau (NGB) in their efforts to implement the strategic guidance provided by the USD(P&R).
- c. Collaborates with the Director, Defense Manpower Data Center, and the Executive Director, Force Resiliency (EDFR), to collect information and achieve the programmatic objectives of the Program, outlined in Paragraph 1.2 and Section 4 of this issuance, for areas of responsibility under the DASD(MPP).

2.5. DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR CIVILIAN PERSONNEL POLICY (DASD(CPP)).

Under the authority, direction, and control of the ASD(M&RA), the DASD(CPP):

- a. Designs and implements the strategic plan for diversity and inclusion policies related to civilian employee recruitment, onboarding, retention, and promotion plans, or broader civilian human capital management plans, as appropriate.
- b. Supports the Military Departments and the National Guard Bureau (NGB) in their efforts to implement the strategic guidance provided by the USD(P&R).
- c. Collaborates with the Director, DoD Human Resources Activity (DoDHRA), and the EDFR, to collect information and achieve the programmatic objectives of the Program, outlined in Paragraph 1.2 and Section 4 of this issuance, for areas of responsibility under the DASD(CPP).

2.6. DIRECTOR, DODHRA.

Under the authority, direction, and control of the USD(P&R), the Director, DoDHRA:

- a. Oversees and provides operational direction and guidance to the Director, Diversity Management Operations Center (DMOC).
- b. Oversees the implementation and execution of DMOC responsibilities as required by this issuance.
- c. Supports the EDFR by collecting information to assist in achieving Program objectives.

d. Co-chairs, or selects another official to co-chair, the DDWG; and ensures that the DDWG proposes changes in policy, procedure, or resources, as appropriate, to improve the effectiveness of the Program.

2.7. EDFR.

Under the authority, direction, and control of the USD(P&R), the EDFR:

a. Designs and implements the strategic plan for collecting and analyzing data related to diversity and inclusion policies, to include the processes described in Section 3 of this issuance.

b. Oversees implementation of the performance measurement requirements of this issuance.

c. Oversees diversity data collection and reporting required by this issuance.

d. Co-chairs, or selects another official to co-chair, the DDWG; and ensures that the DDWG proposes changes in policy, procedure, or resources, as appropriate, to improve the effectiveness of the Program.

e. Advises the USD(P&R) on programmatic effectiveness, compliance with strategies, and plans to improve the Program based upon performance data.

f. Monitors and directs strategic planning based on diversity data analysis and assessment.

g. Assigns responsibilities and sets priorities for the DoD Chief Diversity Officer.

h. Collaborates with senior DoD leaders to enhance their commitment to, and engagement with, the Program's strategic planning goals, policy oversight, and compliance efforts.

2.8. DOD COMPONENT HEADS.

The DoD Component heads:

a. Designate chief diversity officers, as necessary, to:

(1) Communicate Program goals and objectives, and support managers at all levels of the organization in achieving these goals and objectives.

(2) Develop, coordinate, and implement the policies, guidance, and activities necessary to attain the goals of the Program.

(3) Develop and resource a component-specific D&I strategic plan that follows the same 5-year interval as the DoD D&I strategic plan.

(4) Designate an office of primary responsibility and ensure it is appropriately staffed and resourced to provide an effective mentoring program.

(5) Establish and implement D&I programs consistent with the requirements of this issuance to include:

- (a) Measurement and assessment of D&I program effectiveness.
- (b) Compliance with the DoD D&I strategic plan.
- (c) Incorporation of the Glossary terms listed in this issuance into respective D&I policies.

b. Ensure career development, recruitment, and retention programs include strategies to distribute information regarding tools and resources that enable personnel to make informed career decisions from recruitment to retirement. Such procedures will include:

- (1) Creating career development programs, resources, and tools to inform career decisions from recruitment to retirement.
- (2) Assessing career development programs and resources to promote a diverse pool of senior personnel eligible for consideration of merit-based promotion to Senior Executive Service (SES) and equivalent positions and special leadership development positions, and, at a minimum, reviewing the career development programs annually.
- (3) Instituting a system to assess career management processes and practices to increase transparency and accountability.
- (4) Prescribing procedures to ensure that D&I practitioners collaborate on barrier analysis efforts and promote resulting solutions to remove barriers, as established by law and DoD policy, that may exclude or disadvantage personnel (disability barriers only apply to civilian personnel).
- (5) Collaborating with the U.S. Equal Employment Opportunity (EEO) Commission and DoDHRA to institute a system of accountability reviews that includes assessment of civilian career development processes and practices.

c. Institute a plan for outreach and recruiting efforts to underrepresented locations and demographics to diversify the available pool of qualified candidates.

d. Establish partnerships with key stakeholder organizations, as needed, such as affinity groups and employee resource groups that support DoD D&I programs.

e. Establish D&I training requirements for D&I practitioners which include courses developed by the Defense Equal Opportunity Management Institute (DEOMI).

f. Establish a D&I strategic communications program to support DoD D&I initiatives, including:

- (1) Public written or oral statements of commitment or support for D&I.

(2) Communicating that D&I is an institutional priority.

g. Submit to ODEI an annual assessment of the effectiveness of D&I programs, including standards, metrics, and programmatic performance measures.

2.9. SECRETARIES OF THE MILITARY DEPARTMENTS AND CHIEF OF THE NGB.

In addition to the responsibilities in Paragraph 2.8., the Secretaries of the Military Departments and the Chief of the NGB:

a. Prescribe procedures to ensure a diverse pool of candidates are considered for selection by boards or selecting officials for assignments which lead to positions in senior leadership, such as general or flag officer aide-de-camp; military assistant, deputy; or other special leadership development positions.

b. Institute a plan for outreach and recruiting among underrepresented demographics to diversify the available pool of qualified candidates for entry into the commissioned officer corps.

c. Incorporate D&I training in the Officer Professional Military Education system, in accordance with Chairman Joint Chiefs of Staff Instruction 1800.01E.

d. Establish or identify senior advisory forums, as appropriate, comprised of leaders in general officer-, flag officer-, and SES-level positions to provide oversight and annual reviews of the Military Department's and NGB's D&I programs.

e. Develop a process to ensure the Program's purposes are achieved through appropriate recruitment, accession, retention, and promotion plans (or broader military human capital management plans, as appropriate) by leveraging strategic guidance from the Director, ODEI, and annually report the results of such efforts to the DDWG.

f. Participate with the other DoD Components in a senior advisory forum, established by OSD, comprised of general officer-, flag officer-, and SES-level leaders to provide oversight and annual reviews of D&I programs.

SECTION 3: D&I PROGRAM STRUCTURE

3.1. STRUCTURE.

The EDFR and the Director, DoDHRA, jointly administer the Program as described in this section.

3.2. DIRECTOR, ODEI.

Under the authority, direction, and control of the EDFR, the Director, ODEI:

- a. Serves as the DoD Chief Diversity Officer responsible for implementing the Program and establishing a compliance framework.
- b. Oversees DoD Component compliance with this issuance.
- c. Serves as the OSD Functional Community Manager, responsible for Strategic Human Capital Planning for civilian employees in D&I occupations, in accordance with Volume 250 of DoD Instruction (DoDI) 1400.25.
- d. Coordinates development and implementation of the DoD D&I Strategic Plan every 5 years, in accordance with Executive Order 13583, to achieve a dynamic, sustainable level of commissioned officers, senior enlisted personnel, and senior civilian personnel that reflect the diverse U.S. population.
- e. Promotes a strategic vision for D&I as a unifying core value and factor of readiness for Service members and DoD civilian employees in accordance with DoDD 1020.02E.
- f. Recommends updates to D&I programs to the EDFR for USD(P&R) consideration.
- g. Develops and executes a program strategic communications plan to promote, sustain, and improve D&I.
- h. Establishes a D&I data assessment framework and collects, analyzes, and assesses D&I data to determine Program effectiveness in regards to promoting D&I, in accordance with the data collection requirements in Section 5 of this issuance, with an appropriate focus on:
 - (1) Recruitment.
 - (2) Accession.
 - (3) Retention.
 - (4) Promotion.
 - (5) Organizational climate.

- i. Provides annual updates on the status of D&I within DoD to the Secretary of Defense.
- j. Collaborates with the Director, DMOC, to provide training standards and training performance objectives for D&I practitioners to improve employee engagement with Program objectives.
- k. Reviews and coordinates with Director, DMOC, regarding Program-related curricula developed by the DEOMI.
- l. Provides uniform, standardized metrics and collection procedures for use by DoD Components.
- m. In coordination with the Director, DMOC, identifies Program best practices and distributes DoD-wide to promote D&I.
- n. In coordination with the Director, DMOC, collaborates with the DoD EEO and EO offices to identify best practices in removing barriers to civilian EEO and military equal opportunity.
- o. Ensures each DoD Component establishes Military Service-specific D&I strategic plans, as appropriate.

3.3. DIRECTOR, DMOC.

Under the authority, direction, and control of the Director, DoDHRA, the Director, DMOC:

- a. Develops D&I operational guidance and procedures in support of the Program.
- b. Provides implementation guidance and technical assistance for the DoD D&I strategic plan.
- c. Develops processes and provides technical support to implement the data collection framework described in Paragraph 3.2.h.
- d. Directs the DEOMI to develop standards, core competencies, and learning objectives for D&I training and education programs.
- e. Ensures the DEOMI plans, manages, and delivers D&I training at all levels of professional military education in accordance with Chairman Joint Chiefs of Staff Instruction 1800.01E and the standards established by the Secretaries of the Military Departments.
- f. Operationalizes the strategic human capital plan of the OSD Functional Community Manager.
- g. Develops procedures and guidance to support DoD-wide diversity strategic outreach, recruitment, and engagement.

- h. Establishes strategic relationships with internal and external stakeholders at diverse colleges and universities, professional associations, public, private, and non-profit sectors, affinity groups, and other collaborative mechanisms to effectively reach all segments of society.
- i. Integrates effective communications tools, utilizing all available media to engage internal and external audiences in promotional activities to increase D&I awareness within the DoD.

SECTION 4: D&I PROGRAM PROCEDURES

4.1. GENERAL.

The DoD Components will incorporate appropriate D&I messaging (e.g., talking points, briefing material, various forms of media) throughout recruiting, accession, assignments, retention, promotion, and other elements of human capital management programs. The D&I messaging will emphasize that:

a. Personnel with diverse backgrounds, experiences, outlooks, and ways of thinking contribute to effective agility, a key component of DoD's ability to adapt to constant changes in a dynamic, complex threat environment.

b. The DoD can achieve greater strategic advantages against adversaries by leveraging the background and thought diversity of all personnel, and by creating an inclusive environment in which leaders value and encourage personnel to provide ideas necessary to drive innovation and mission success.

c. A more diverse workforce, to include diverse backgrounds, perspectives, and expertise, enhances overall DoD culture and enables DoD to address complex global security challenges and achieve other mission requirements.

4.2. REQUIREMENTS FOR DOD COMPONENTS.

DoD Component D&I policies and procedures must include:

a. D&I strategic plans that address all stages of DoD personnel's employment life-cycle, as listed throughout Paragraph 5.5.

b. Actionable, measurable mission statements that prioritize D&I principles.

c. For military personnel:

(1) A diverse pool of candidates considered for selection by boards or selecting officials to assignments leading to senior level positions, such as general or flag officer aide-de-camp; military assistant, deputy; or other special senior leadership development positions.

(2) An outline of officer accession applicant standards.

d. For civilian personnel:

(1) Instructions and requirements to promote a diverse pool of candidates for consideration of merit-based promotion to SES level, consistent with applicable merit system principles and laws.

(2) A requirement for a review of all policies, practices, and procedures to ensure that such policies, practices, and procedures do not limit or tend to limit employment opportunities for individuals with disabilities.

e. A plan for recruiting efforts among underrepresented demographic groups, including individuals with disabilities, to broaden and diversify the available pool of qualified candidates.

4.3. STRATEGIC COMMUNICATIONS PLANS.

The DoD Components will establish strategic communications plans consistent with the DoD strategic communication plan, leveraging a wide range of communication tools and mediums, to achieve exposure and understanding of Program efforts. The strategic communications plans:

a. Ensure consistent messaging and capitalize on strategic communications mediums established by DoD Components.

b. Emphasize Program benefits to DoD Component mission sets, business practices, and readiness and lethality, to the maximum extent appropriate.

SECTION 5: DATA COLLECTION AND REPORTING REQUIREMENTS

5.1. YEARLY COMPREHENSIVE ANALYSIS.

The Defense Agencies, the Military Departments, and OSD:

a. Gather and analyze the information and data required by Paragraphs 5.3., 5.4., and 5.5.; and provide an annual summary report, by Military Service as appropriate, to the Director, ODEI, for the prior fiscal year by April 1 of each year. Information obtained through the generation of other reports, such as the Management Directive 715, may be used to complete any overlapping data fields shared with the Yearly Comprehensive Analysis.

b. Identify workforce data collection deficiencies, and modify data collection practices to address data deficiencies affecting Program oversight and management.

5.2. LIMITATIONS.

Any metric developed pursuant to this issuance will **not** be:

a. Used in a manner that conflicts with the merit-based processes of the DoD, or applicable laws, including such processes for hiring, career development, retention, and promotion.

b. Used to establish quotas based upon diversity characteristics.

5.3. DATA COLLECTION FOR MILITARY AND CIVILIAN PERSONNEL.

Data collection requirements for military and civilian personnel will include the following variables:

a. Ethnicity, in these categories:

(1) Hispanic or Latino.

(2) Non-Hispanic or Non-Latino.

b. Race, in these categories:

(1) American Indian or Alaska Native.

(2) Asian.

(3) Black or African American.

(4) Native Hawaiian or Other Pacific Islander.

(5) White.

(6) Multiracial.

c. Sex, in these categories:

(1) Male.

(2) Female.

5.4. DATA COLLECTION FOR MILITARY PERSONNEL.

Data collection requirements for military personnel will include the following variables in addition to Paragraphs 5.3.a. through 5.3.c. The variables listed in Paragraph 5.3.a. through c. and 5.4.a. through d. will be collected as columns for Paragraph 5.4.e. through n. Additional variables for area-specific collection are specified if necessary.

a. Grade, in these categories:

(1) Officers: O01 through O10.

(2) Enlisted: E01 through E09.

(3) Warrant Officers: W01 through W05.

b. Prior service status, in these categories:

(1) Prior service.

(2) Non-prior service.

c. DoD occupation, in these categories:

(1) (Enlisted) communications and intelligence specialist.

(2) (Enlisted) craftworker.

(3) (Enlisted) electrical/mechanical equipment repairer.

(4) (Enlisted) electronic equipment repairer.

(5) (Enlisted) functional support and administration.

(6) (Enlisted) health care specialist.

(7) (Enlisted) infantry, gun crews and seamanship specialist.

(8) (Enlisted) non-occupational.

(9) (Enlisted) other technical and allied specialist.

(10) (Enlisted) service and supply handler.

(11) (Officer) administrator.

(12) (Officer) engineering and maintenance officer.

(13) (Officer) general and flag officer.

(14) (Officer) general officer and executive, N.E.C.

(15) (Officer) health care officer.

(16) (Officer) intelligence officer.

(17) (Officer) non-occupational.

(18) (Officer) scientist and professional.

(19) (Officer) supply, procurement and allied officer.

(20) (Officer) tactical operations officer.

(21) (Officer) space operator.

d. Highest academic degree, in these categories:

(1) High-school diploma or equivalent.

(2) Associate degree.

(3) Bachelor's degree.

(4) Master's degree.

(5) Doctoral degree.

e. Workforce demographics snapshot.

f. Accessions, with the following additional variables:

(1) Date of commission.

(2) Date of entry into a Military Service.

(3) Commissioning source, in the following categories:

(a) Reserve officer's training course.

(b) Service academy.

- (c) Officer candidate or training school.
- (d) Non-line and/or direct commission.
- (e) Enlisted commissioning program.
- (f) Professional branches (legal, chaplain, and medical).
- (g) Other Service-unique programs.

g. Augmentation, defined as a process by which officers of the Reserve Components are transferred to the Regular Component of a Service for purposes of serving on active duty.

h. Promotions, assessed based on date of selection, not the date of promotion, with the following additional variables:

- (1) Grade promoted from, in the same categories as Paragraph 5.4.a.
- (2) Grade promoted to, in the same categories as Paragraph 5.4.a.
- (3) Board zone, in the following categories:
 - (a) Above zone.
 - (b) In zone.
 - (c) Below zone.
- (4) Considered, in the following categories:
 - (a) Yes.
 - (b) No.
- (5) Selected, in the following categories:
 - (a) Yes.
 - (b) No.

i. Separations, with the following additional variables:

- (1) Character of service, in the following categories:
 - (a) Honorable.
 - (b) General under honorable conditions.
 - (c) Other than honorable.

- (d) Bad conduct.
- (e) Dishonorable.
- (f) Entry level or non-characterized.
- (2) Separation code.
- j. Individual awards, including the award name and type.
- k. Assignments, in the following categories:
 - (1) Those defined as career enhancing by the component.
 - (2) Joint duty assignment.
- l. Professional military education enrollment, with education level in the following categories:
 - (1) Senior service school.
 - (2) Intermediate service school.
 - (3) Skill progression school.
 - (4) Initial skill school.
- m. Military discipline, pursuant to Chapter 47 of Title 10, United States Code, of the following types:
 - (1) Nonjudicial.
 - (2) Judicial.
- n. Organizational climate and harassment complaints, in accordance with Paragraph 7.1. of DoDI 1020.03.

5.5. DATA COLLECTION FOR CIVILIAN PERSONNEL.

Data collection requirements for civilian personnel will include the following variables in addition to Paragraphs 5.3.a. through 5.3.c. The variables listed in Paragraphs 5.3.a. through c. and 5.5.a. through g. will be collected as columns for Paragraph 5.5.h. through n. Additional variables for area-specific collection are specified if necessary.

- a. Pay Plan/Grade, in the following categories:
 - (1) General Schedule 01-15 (exempt and non-exempt).

- (2) Wage Grade 01-15.
- (3) SES.
- (4) Scientific or professional position.
- (5) Senior professional position.
- (6) Other pay plans.

b. Occupational series, in accordance with the Office of Personnel Management's Handbook of Occupational Groups and Families.

c. Mission critical occupation, in the following categories:

- (1) Yes.
- (2) No.

d. Highest academic degree, in these categories:

- (1) High-school diploma or equivalent.
- (2) Associate degree.
- (3) Bachelor's degree.
- (4) Master's degree.
- (5) Doctoral degree.

e. Veteran status, in the following categories:

- (1) Non-veteran.
- (2) Veteran.
- (3) 30 percent or more disabled veteran.

f. Disability status, in the following categories:

- (1) Targeted disability.
- (2) Non-targeted disability.
- (3) No disability.

g. Supervisory status, in the following categories:

- (1) Supervisor.

- (2) Manager.
 - (3) Management official.
 - (4) Leader.
 - (5) Team leader.
 - (6) All other positions.
- h. Workforce demographics snapshot.
- i. Gains, with the following additional variables:
- (1) Gains type, in the following categories:
 - (a) New hire.
 - (b) Transfer.
 - (c) Prior federal service.
 - (2) Type of hiring authority used, in the following categories:
 - (a) 30% disabled veterans appointing authority.
 - (b) Veterans employment opportunity authority.
 - (c) Veterans recruitment appointment authority.
 - (d) People with disabilities hiring authority.
 - (e) Other hiring authority.
- j. Promotions, with the following additional variables:
- (1) Pay plan/grade promoted from, in the same categories as Paragraph 5.5.a.
 - (2) Pay plan/grade promoted to, in the same categories as Paragraph 5.5.a.
- k. Losses, including loss type, in the following categories:
- (1) Resignation.
 - (2) Retirement.
 - (3) Transfer.
 - (4) Termination.

(5) Other separation.

l. Internal professional development, training program enrollment, and developmental assignments, including training/developmental assignment type.

m. Incentives, including incentive type, in the following categories:

(1) Recruitment incentive.

(2) Recruitment bonus.

(3) Retention incentive.

(4) Relocation incentive.

(5) Relocation bonus.

(6) Student loan repayment.

n. Organizational climate in these areas:

(1) Federal Employee Viewpoint Survey, with the following additional variables:

(a) New inclusion quotient.

(b) Employee Engagement Index.

(2) EEO complaints in accordance with Part 1616.704 of Title 29, Code of Federal Regulations.

(3) Disciplinary actions, including type of action in the following categories:

(a) Demotion.

(b) Reprimand.

(c) Removal.

(d) Suspension.

(e) Other.

GLOSSARY

G.1. ACRONYMS.

ACRONYM	MEANING
ASD(M&RA)	Assistant Secretary of Defense for Manpower and Reserve Affairs
DASD(CPP)	Deputy Assistant Secretary of Defense for Civilian Personnel Policy
DDWG	Defense Diversity Working Group
DEOMI	Defense Equal Opportunity Management Institute
D&I	diversity and inclusion
DMOC	Diversity Management Operations Center
DoDD	DoD directive
DoDI	DoD instruction
DoDHRA	DoD Human Resources Activity
EDFR	Executive Director, Force Resiliency
EEO	equal employment opportunity
NGB	National Guard Bureau
ODEI	Office for Diversity, Equity, and Inclusion
SES	Senior Executive Service
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

G.2. DEFINITIONS.

These terms and their definitions are for the purpose of this issuance.

TERM	DEFINITION
aide-de-camp	A military officer acting as a confidential assistant to a senior officer.
affinity groups	A group of people who share interests, issues, and a common bond or background, and offer support to each other. These groups can be formed between friends, or people from the same community, workplace, or organization. Affinity groups can represent a narrow or broad dimension of diversity and are most commonly associated with race, ethnicity, age, religion, gender, disability, sexual orientation, gender identity, and family or veteran status. DoD-recognized affinity groups for civilian employees are known as employee resource groups. External affinity groups are non-federal entities.
barrier analysis	An examination of policies, procedures, practices, or conditions that limit or tend to limit opportunities for members of certain groups.
DDWG	A general officer, flag officer, or SES member level oversight group chaired by the EDFR that provides a means for the DoD Components and OSD to work together to establish goals and procedures to increase D&I and equal opportunities in the DoD.
diversity	All the different characteristics and attributes of individuals from varying demographics that are consistent with the DoD's core values, integral to overall readiness and mission accomplishment, and reflective of the nation we serve.
diversity management	The process of recognizing, appreciating, respecting, and utilizing a multitude of attributes (to include, but not limited to, race, ethnicity, sex, national origin, thinking style, academic discipline, socio-economic background, and disability), to make quality decisions and ensure all members of the force can contribute fully to mission accomplishment.
DoD Component functional community manager	Senior executive level leaders responsible for supporting the execution of Volume 250 of DoDI 1400.25 in their respective DoD Component career field by working with DASD(CPP), Strategic Human Capital Planning Division, command leadership, manpower and financial management representatives, OSD functional community managers, and human resource consultants.

TERM	DEFINITION
human capital planning	The method by which an organization designs a coherent framework of human capital policies, programs, and practices to optimize their resources for efficient and effective mission achievement by using long-term, data-supported planning and management of the workforce.
inclusion	A set of behaviors (culture) that encourages Service members and civilian employees to feel valued for unique qualities and to experience a sense of belonging. Inclusive diversity is the process of valuing and integrating each individual's perspectives, ideas, and contributions into the way an organization functions and makes decisions; enabling diverse workforce members to contribute to their full potential in collaborative pursuit of organizational objectives.
inclusion quotient	An index score calculated by the Office of Personnel Management that uses a subset of 20 questions from the Federal Employee Viewpoint Survey.
OSD functional community manager	Senior executives in OSD Components responsible for working with the DoD Components to monitor and track implementation of Volume 250 of DoDI 1400.25 for a designated community by working with the Strategic Human Capital Planning Division, command leadership, DoD Component functional community managers, manpower, financial management, and human resource professionals.
organizational climate	Factors that represent military and civilian personnel perceptions and experiences of behaviors and inclusiveness in the workplace. Factors include, to the maximum extent data exists for a given DoD Component, indicators and trends related to equal opportunity, sexual harassment and assault, hazing and bullying, and workplace climate, bias in disciplinary actions, and other factors defined by the DoD DEOMI Organizational Climate Survey.
personnel life-cycle	The evolution of an employee or Service member from pre-employment (e.g., outreach, recruitment, application, qualification, referral) to separation and those human capital activities related to the various personnel actions at each stage (e.g., candidate identification, career development, assignments, promotions).

TERM	DEFINITION
strategic communications	Using institutional communications to create, strengthen, or preserve, among key audiences, opinions favorable to the attainment of institutional goals. It can also be described as the orchestration of actions, images, and words to achieve a desired effect.
targeted disability	A subset of the larger disability category. Targeted disabilities are developmental disabilities, traumatic brain injuries, deafness or serious difficulty hearing, blindness or serious difficulty seeing even when wearing glasses, missing extremities, significant mobility impairments, partial or complete paralysis, epilepsy and other seizure disorders, intellectual disabilities, significant psychiatric disorders, dwarfism, and significant disfigurement.
underrepresented	A situation in which the number of women or members of a minority group employed by a DoD Component constitutes a lower percentage of the total number of eligible employees within the employment category than the percentage women or the minority constitutes within the civilian labor force of the United States.

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- DoD Manual 8910.01, Volume 1, “DoD Information Collections Manual: Procedures for DoD Internal Information Collections,” June 30, 2014, as amended
- Executive Order 13583, “Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce,” August 18, 2011
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- Office of Diversity, Management, and Equal Opportunity, “Defense Diversity Working Group Charter,” September 3, 2014
- Office of Personnel Management, “Handbook of Occupational Groups and Families,” December 2018
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