



**DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE INSTALLATION AND
MISSION SUPPORT CENTER
JOINT BASE SAN ANTONIO LACKLAND TEXAS**

MEMORANDUM FOR AFIMSC SENIOR LEADERS

FROM: AFIMSC/CC
2261 Hughes Ave, Ste 133
JBSA-Lackland TX 78236-9833

SUBJECT: AFIMSC Diversity and Inclusion Command Action Plan

1. AFIMSC Diversity and Inclusion (D&I) Command Action Plan (CAP) sets forth goals and objectives in support of the 2020 AFMC Diversity and Inclusion Survey report. It is my intent to create and sustain healthy command climates that afford each Service member and Civilian employee the right to serve, advance, and be evaluated based on only individual merit, fitness, capability, and performance in an environment free of unlawful discrimination based on race, color, national origin, religion, sex (including gender identity), or sexual orientation.

2. Objective.

a. The objective of the Command Action Plan is to identify and establish goals, responsibilities, and policies that positively supports the Center's climate and focuses on fairness, justice and equity for all members of the organization.

b. To accomplish any mission, leaders must ensure units are properly trained and that all members and equipment are in the proper state of readiness at all times. Leaders at all levels have the responsibility to promote individual readiness by developing competence and confidence in their subordinates. A leadership climate in which all members perceive they are part of an inclusive environment and treated with fairness, justice and equity is crucial to the development of this confidence.

3. Scope.

a. The Command's Action Plan is a management tool supporting findings during the 2020 AFMC Diversity and Inclusion Survey and focuses on strategies to communicate D&I objectives and goals to enterprise members in an effective manner, increase transparency and understanding, build an inclusive workplace, and ensure the work environment is fair and just regardless of race, ethnicity or gender.

b. Actions directed in this document are designed to:

(1) Increase organizational effectiveness and sustain combat readiness.

(2) Prevent discrimination and assure opportunities for upward mobility for all qualified organizational members.

(3) Infuse Action Plans into all AFIMSC organizations by placing responsibility into the hands of commanders.

4. Assessment. Each Action Step is aligned with the findings of the 2020 AFMC Diversity and Inclusion Survey report. Additionally, each step will identify the associated AFIMSC Diversity and Inclusion goal it aligns, subject, objective of action step, the responsible agency(ies), the action plan steps to resolve the

concern, outline the goals and milestones for achieving the goals and identifying the basis for the action step.

Action Step 1 – AFIMSC’s D&I Knowledge and Awareness Communication Plan	
Subject:	D&I Communication Plan
Objective:	Effectively communicate D&I’s objectives and goals to AFIMSC
Responsible Agency(ies)	Public Affairs/Commanders/Directors/Senior Enlisted Leaders/Supervisors/D&I Council/AFIMSC/DP
Action Plan:	<ol style="list-style-type: none"> 1. Establish a SharePoint to provide a repository for D&I information for Enterprise personnel to use to facilitate Sensing Session and other D&I related events. <ol style="list-style-type: none"> a. Establish a D&I council sub-committee responsible for creating/maintaining the SharePoint site, and product population. b. Partner with AFIMSC/DS for SharePoint creation and publication. c. Utilize resources from https://www.af.mil/Diversity/ and other DoD diversity related websites. 2. Leverage and transmit AFMC D&I messaging through Public Affairs to further educate AFIMSC personnel. 3. Partner with AFIMSC Councils i.e., Round Table, iMentor, Connectedness LOE3G5 POC’s, First Sergeant Council etc., to integrate D&I initiatives into sponsored events. 4. Advertise facilitator training opportunities for unit D&I advocates. 5. Send D&I related topics and information to all AFIMSC members’ email accounts and post to visual boards. 6. Use Commanders Calls as an avenue to disseminate D&I related topics.
Goals:	Effectively communicate, educate and disseminate D&I goals and initiatives to the AFIMSC Enterprise.
Milestones:	<ol style="list-style-type: none"> 1. Utilize AFMC D&I Survey results to track progress. 2. Track participation in D&I related activities across AFIMSC.
Basis of goal(s):	2020 AFMC Diversity and Inclusion Survey report

Action Step 2 – Transparency in Hiring Practices and Promotions	
Subject:	Evaluate AFIMSC Civilian hiring processes and practices
Objective:	<ol style="list-style-type: none"> 1. Increase transparency and understanding of Civilian hiring processes and practices. 2. Build inclusive workplaces to better support AFIMSC Airmen. 3. Provide mentorship and development feedback to AFIMSC Airmen.
Responsible Agency(ies):	Senior Leadership/Hiring Managers/DP/Staffing Agency

Action Plan:	<ol style="list-style-type: none"> 1. Develop a hiring matrix or utilize AFMC Matrix for the hiring process. 2. Develop a feedback checklist for hiring panel members. 3. Start a dialogue about biases with hiring panel members prior to the selection process. 4. Include unconscious bias and diversity in hiring memo within hiring panel member packet. 5. Ensure hiring panel is aligned on how candidates should be evaluated (e.g., required vs. desired attributes). 6. Establish basic guidelines for reviewing soft skills (e.g., Does the person show growth in their environment? Does the resume indicate ability to communicate with others, etc.). 7. Structure and plan interviews (e.g. interview questions). 8. Hiring managers will provide feedback to non-selects upon candidates' request. 9. Advertise/host events providing information on career progression and development.
Goals:	Increase transparency and understanding of Civilian hiring processes and practices.
Milestones:	<ol style="list-style-type: none"> 1. Request employee feedback annually during Individual Development Plan review process. 2. Request employee feedback during PCS, transfers, exiting the position etc.
Basis of goal(s):	2020 AFMC Diversity and Inclusion Survey report; 20 Apr 21 AFMC/CC Selection Policy Memo is focused on increasing transparency and trust in all processes and ensuring the creation and maintenance of a diverse workplace where everyone has the same opportunity to succeed.

Action Step 3 – Leadership Actions following identification of concerns	
Subject:	Corrective actions for identified areas of concern
Objective:	<ol style="list-style-type: none"> 1. Ensure work environment is fair and just regardless of race, ethnicity or gender. 2. Ensure members feel free from reprisal action.
Responsible Agency(ies)	Commanders/Directors, Senior Enlisted Leaders, Supervisors, and Staff Judge Advocate
Action Plan:	<ol style="list-style-type: none"> 1. Gather information on what is being done to correct behavior. 2. Execute training seminars with actual event scenarios in small group environments. 3. Conduct bi-annual feedback sessions with a focus on encouraging and maintaining a safe and healthy office environment.
Goals:	<ol style="list-style-type: none"> 1. Eliminate inappropriate behaviors within the office environment. 2. Ensure new members receive clear guidance and training for inappropriate behaviors.
Milestones:	Provide bi-annual results by racial, ethnic, and gender categories to the Commander and Senior leaders, including previous year's data.
Basis of goal(s):	AFI 36-2710 – Zero tolerance. DODI 1350.2 - Each Service member has the right to serve, advance, and be evaluated based on only individual merit, fitness, capability, and performance in an environment free of unlawful discrimination based on race, color, national origin, religion, sex (including gender identity), or sexual orientation.
Action Step 4 – Sensing Sessions – Awareness and participation	
Subject:	Lack of sensing session awareness and participation
Objective:	Increase sensing sessions awareness and participation

Responsible Agency(ies)	Commanders/Directors, Senior Enlisted Leaders, Supervisors, DP, and D&I Council
Action Plan:	1. Disseminate enterprise sensing session initiatives & updates. 2. Redefine AFIMSC D&I policy to: Direct, standardize, and integrate sensing session scheduling and execution of sensing sessions across AFIMSC. 3. Assess and report AFIMSC enterprise participation in sensing sessions events Note: Employee participation will remain voluntary.
Goals:	1. Increase AFIMSC sensing session awareness to 100%. 2. Encourage participation in sensing session by increasing session opportunities and topics.
Milestones:	1. NLT August 2021, DP will develop a policy letter or Business Rules requiring AFIMSC Commanders and Directors to: <ul style="list-style-type: none"> a. Execute at least 1 sensing session per quarter at each unit branch. b. Provide quarterly unit sensing session report to DP; numbers will include: awareness, participation, and any concerns identified during the sensing sessions. 2. Conduct Annual DEOCS, D&I Council will reevaluate Action Plan's effectiveness and make adjustments accordingly.
Basis of goal(s):	2020 AFMC Diversity and Inclusion Survey report

5. Goal Revision. Goal revision will occur routinely following periodic assessments of each action step and may be different for each organization. AFIMSC D&I Council and Goal Champions have the responsibility to manage goal revisions.

6. Review and Analysis. AFIMSC D&I Council will determine how often reviews should occur and who is responsible for each action plan step.

7. Measurement. Measurement is an essential element of Action Plan management and will be used for all areas that have quantifiable goals. When measuring goals, commanders should identify trends, highlight differences and identify problem areas that may require goal revision, intervention due to change resistance, or some other issues/concerns that may arise due to change.

8. Reporting. Responsible parties for each action plan will participate in a quarterly Action Plan update and report current status of each Action Plan. The AFIMSC D&I Council and AFIMSC/DPD will head the update and provide status updates to the Commander and Senior Leaders within 10 days after the update.

JOHN T. WILCOX II
Major General, USAF
Commander