

STRATEGY IN ACTION

LOE 3, Goal 6

Build & Sustain an Inclusive and Equitable Culture/Environment



Introduction: The men and women of AFIMSC are guided by an [organizational strategy](#) that ensures their work is relevant and valuable to the commanders, Airmen, Guardians and families they support around the world. The AFIMSC Strategy in Action series shares the success stories of our teammates as the center makes progress toward accomplishing the goals and objectives in the strategic plan.

We talked to Dr. Andrew Duffield, AFIMSC chief diversity and inclusion officer, to highlight accomplishments from objectives from Line of Effort 3, Goal 6, Build & Sustain an Inclusive and Equitable Culture/Environment.

Objectives:

- Establish Member Employee Resource Groups, or MERGs, for the AFIMSC workforce at all levels to maximize opportunities for developing relationships and outreach by Feb. 28, 2023.
- Develop targeted strategies for the workforce to eliminate barriers through AFIMSC Barrier Analysis Working Groups, or BAWGs, by March 31, 2023.

AFIMSC BAWGs & MERGs



8 BAWGs

- Black/African American Employment Strategy Team
- Disability Action Team
- Indigenous Nations Equality Team
- Hispanic Empowerment & Advancement Team
- Lesbian, Gay, Bisexual, Transgender, Queer or Questioning
- Pacific Islander/Asian American Community Team
- Women's Initiatives Team
- Civilian Personnel Action Analysis

9 MERGs

- Women Initiatives
- Disability Action Team
- Hispanic Empowerment & Action Team
- Black/African American Employment Strategy Team
- LGBTQIA Initiative Team
- Indigenous Nations Equality Team
- Pacific Islander/Asian American Team
- Intergenerational
- Families Supporting Families

Background and Description of the Accomplishment

More than **50** volunteers from across AFIMSC worked together to develop eight BAWGs and nine MERGs to help the center identify and address issues impacting diversity and inclusion.

How was this accomplishment achieved?

We partnered with the AFMC DEIA team to establish our groups and the National Diversity Council to learn about the importance of having employee resource groups available. We also developed a charter that recognized DAF and AFMC expectations for establishing these critical components into our workforce.

With AFIMSC leadership support, our groups formalized a way to analyze information relative to the total workforce to identify barriers for retention, advancement, development and inclusion. This will include examining policies, procedures, educational and training documents, practices, reports and programs.

BAWG and MERG champions were also key to our success. They promoted the purpose, goals and objectives of this effort throughout the center to build support. They provided support, guidance and assistance to the team leads as the groups uncovered and addressed barriers to employment, advancement and retention.

Why is the success important to the DAF mission?

These groups analyze anomalies found in civilian or military workplace policies, procedures and practices with an eye toward identifying their root causes. If those root causes are potential barriers to equal opportunity, they devise plans to eliminate them. When barriers are eliminated, our workforce is stronger and AFIMSC can deliver installation and mission support to the DAF more effectively and efficiently.

How does this accomplishment support higher AFMC or DAF priorities?

AFIMSC BAWGs and MERGs provide a strategic bridge between the DAF Barrier Analysis Working Group, the AFMC Major Command BAWG, and the Installation Barrier Analysis Working Group.

Our groups amplify Title VII, Section 717 of the Civil Rights Act which requires federal agencies to ensure equal employment opportunities exist for employees and applicants for employment. Agencies must regularly evaluate employment practices to identify barriers to equal opportunity. When barriers are identified, agencies must take measures to eliminate them where appropriate and possible.