Policy Memo Group 1

Created by: (b) (6)

Diversity

Our definition: the practice of including people from a range of different social and ethnic backgrounds and of different genders, sexual orientations in order to build the most cohesive and lethal teams.

Equal Opportunity and Affirmative Action: The Military

- **The EO program**
  - The Army's Equal Opportunity (EO) program formulates, directs, and sustains a comprehensive effort to maximize human potential to ensure fair treatment for military personnel, family members and civilians without regard to race, color, gender, religion, age, disability or national origin.
    - The Army EO program enhances Department personnel's ability to work effectively as a team, show respect for self and others and reinforces good discipline, the Army values, professional behavior and readiness. To ensure this, the Army:
      - (1) Provides annual training classes and materials to all personnel and refresher training as needed
      - (2) Established EO training for units and professional military education courses consistent with Headquarters, Department of the Army policy and command needs
      - (3) Ensures that all Equal Opportunity Advisors and Representatives are trained and deployable to support units
      - (4) Established and maintains its own EO/ Sexual Harassment Assistance hotline number 1-800-267-9964
      - (5) Continues to take the appropriate actions when relative DA/DOD policies are violated
      - (6) Conducts regular Department-level assessment and evaluation of the program
- **Pros?**
  - **Most Integrated institution in the government and society at large, trust exists between racial groups, commander's ability to prosecute, retrain**

Affirmative Action

- Recruitment
- Service Academy, Officer recruitment

Cons: Tokenism

- Defined as anything than less than 15% of a social group with no hierarchical reach
    - 1) Tokens are highly visible and under higher performance pressure. They have to work harder for recognition and find themselves more scrutinized for mistakes;
    - (2) Tokens become informally isolated when dominants contrast group differences and heighten cultural boundaries. This excludes them from valuable mentoring and social opportunities;
    - (3) Tokens assimilate by conforming to roles and stereotypes assigned to them. They then suffer role encapsulation that limits growth opportunities when stereotypes of the underrepresented group are disparate from professional expectations of the role.
- As a result, minorities leave at high rates
- Cyclical process of no underrespresented leadership -> no one stays

Importance:

(b) (6)

- Bring in new ideas
- Strengthen unit cohesion
- Increase participation
- Manifest acceptance and trust
- Best people in the right job

Barriers to minorities from advancing in the military

- On average, Black American officers were likely to be promotoes and retained through O-4 at rates equal to or greater than White counterparts, but were less likely to be promoted and retained through O-6
- Women make up about 16% of the total women force, with only 6 total that have been promoted to 4-star flag officers
- 60% of army recruits come from military families, and 50% of enlisted soldiers come from just 10% of the nation's high schools
- Many reports have found an absence of overt racism in the military, as well as blatant sexist comments, however the prevalence of subtler forms of discrimination are still present throughout the military

# Current Racial and Ethnic Representation in the Military

Figure 2. Racial and Ethnic Representation of Active and Reserve Component Enlisted and Officer Personnel Compared with Eligible U.S. Civilians
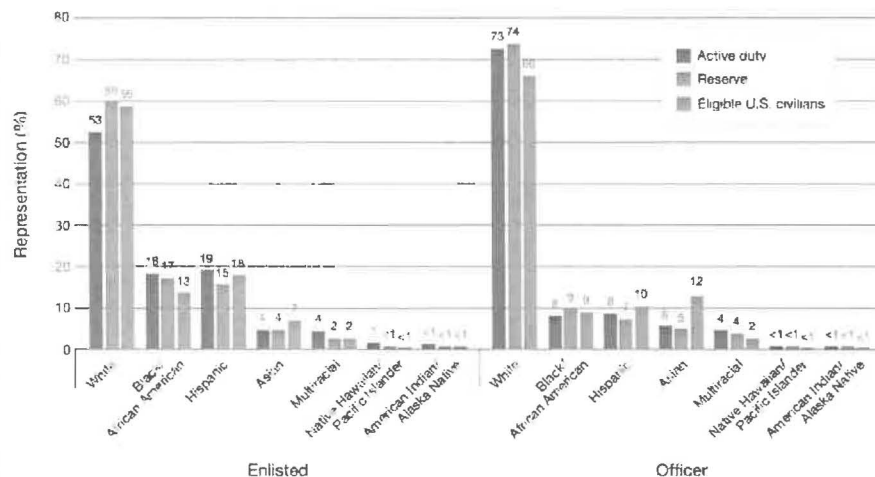
SOURCE: DMDC, undated (2020 data); U.S. Census Bureau, 2018, 5-year estimates.

NOTE: The eligible enlisted U.S. population includes civilians ages 17–44 with at least a high school diploma, GED certificate, or equivalent; the eligible officer U.S. population includes civilians ages 19–44 with at least a bachelor's degree.

Figure 3. Racial and Ethnic Representation of Active Component Enlisted and Officer Personnel, by Pay Grade, 2020
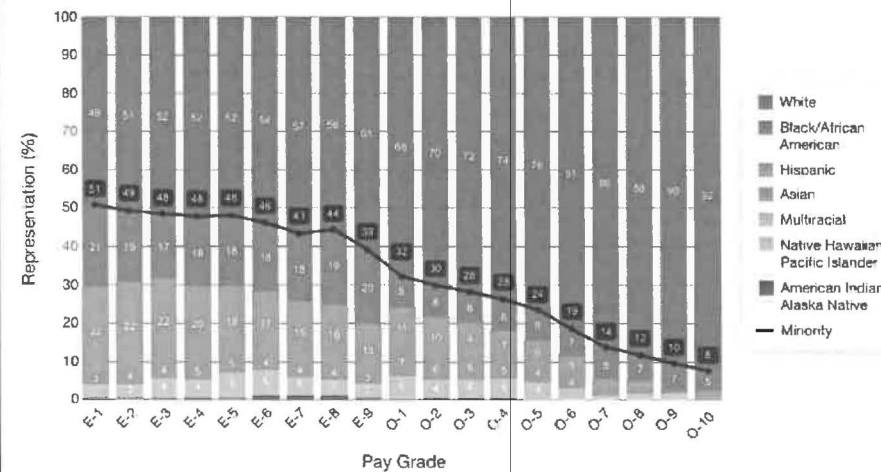
SOURCE: DMDC, undated (2020 data).

How to eliminate these barriers

Absolute commitment to nondiscrimination in the military

Increase the pool of qualified ROTC enrollment and commissioning through the sponsoring of programs at Minority Serving Institutions (MSI)

Updating policies and giving incentives to retain women in their army career after having children

SHARP and the Military

Sexual Harassment in the Military

Military Service Gender Relations Focus Groups Overview Report:

- "Participants said SAPR/SHARP trainings are redundant and unengaging and are typically performed by way of PowerPoint or an instructor who lacks expertise in the subject area," (OPA, 9).

- "Focus group participants noted that unit cohesion and camaraderie at OCONUS installations are much higher than in their CONUS posts," (OPA, 10).

- "The 2018 WGRA found that most Service members (70% of men, 77% of women) who witnessed inappropriate behavior in the last year intervened either during or after the event," (OPA, 94).

- "Other participants shared positive training experiences in which presenters and/or commanders set up picnics or movie nights to create an engaging environment for conversation and morale building," (OPA, 99).
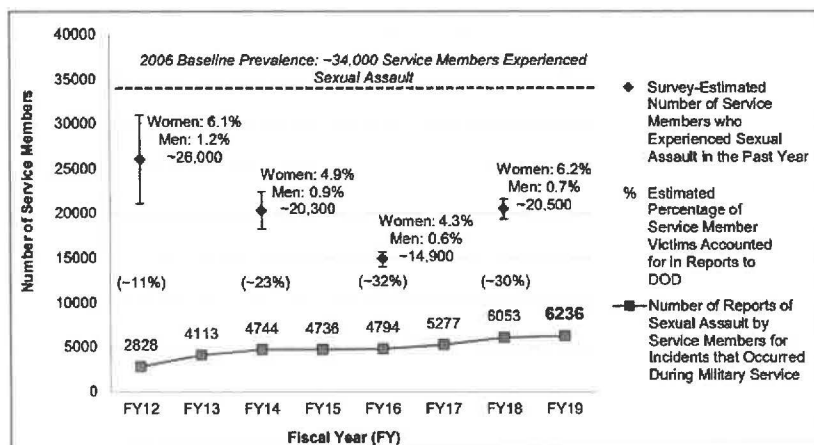
Sexual Assault: 2019 Fiscal Report

Exhibit 1. Active Duty Estimated Biennial Prevalence Compared to Annual Reporting of Sexual Assault
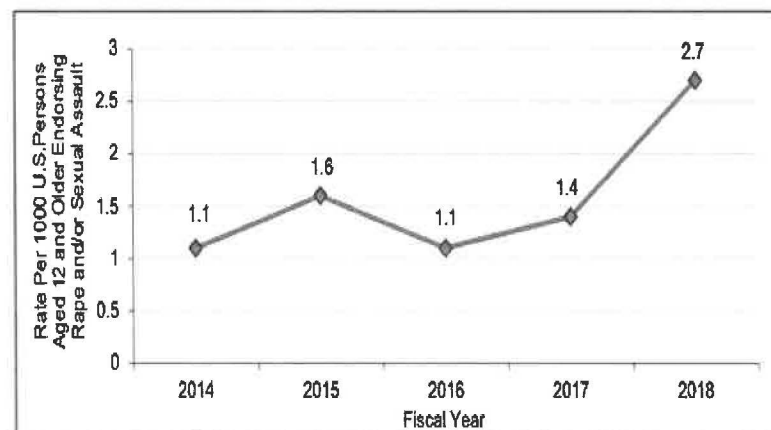

Exhibit 3. Rape or Sexual Assault Victimization Rate Per 1000 U.S. Persons Aged 12 and Over

Sexual Harassment and Misconduct Jurisdiction

- "Over a decade or more we have tried different approaches to limiting sexual assault, sexual harassment and also retaliation, and we haven't seen the progress that we hoped," Senator Jack Reed

- "Advocacy groups and several congressional Democrats have pushed for the move for years, arguing that military commanders are inclined to overlook accusations of sexual misconduct in favor of keeping personnel in place," (Shane III).

- "I think over the last few years, the Navy's taken a big step toward sexual assault prevention," a male senior enlisted sailor told a focus group. "And it's every time you turn around, we're having to do some type of All Hands Call, face-to-face trainings. They do SAPR Awareness months, and while it may not be 100-percent effective, I think the effort that they are putting into it, and the amount of time, money, and training I think they're pushing it as hard as they can."

- "Military leaders have strongly objected to the idea, saying it would upend the current chain of command and remove the responsibility of addressing the issue from unit leaders," (Shane III).

SHARP Memo Recommendations

- **Recommendation 1: Implement Value Ethics Training Education for O6's.**

Military Departments will add education for promotable O6's on value ethics training methods. Training focuses on teaching the why behind ethical behavior in the military, rather than focusing on ensuring the force complies to the Military's ethic. Furthermore, candidates will undergo training sessions focused on identifying sub-conscious biases the leaders may possess without their knowledge.

- **Recommendation 2: Develop and Publish integration of SHARP Training into Unit Cohesion Building. Events.**

To create a more engaging training program and to inculcate a culture which stands for dignity and respect, Military Departments will provide guidance to units on their expectation of incorporating SHARP training into Unit Activities in an engaging manner.

- **Recommendation 3: Data Driven Sensing.**

Military Departments will provide a plan as to how they will increase awareness for the CATCH Program. Along with increasing awareness, military units will provide a plan to counter harmful misconceptions about how the CATCH Program works.

Critical Race Theory and Policy

- Critical Race Theory:
  - Racism is ordinary
  - Race is socially constructed
  - White Americans have primarily benefited from civil rights legislation
  - Interest Convergence
  - Storytelling and counter story telling

- Policy Critiques:
  - Nondiscrimination policy
  - Implementation of Value Ethics training for leaders
  - Increase sponsoring programs at Minority Serving Institutions

Radical Cultural Feminism and Policy

Radical Cultural Feminism

- Belief in an inherent divide between females and males.

- Desire to create Matriarchy.

- Increased importance on "feminine" qualities.

Policy Critiques

- Place an importance on rhetorical devices used to perpetuates the existence of a patriarchy.

- Must dismantle female barriers to Combat Arms because high ranking military leaders traditionally come from the Combat Arms branches.

- Benefits for women to stay in the military post childbirth.

Queer Theory and Policy

- Queer Theory:
  - Heterosexuality is the basis for sexual formations
  - Queer theory is multidisciplinary
  - Gay and lesbian issues get combined into one category when they are not the same

- Policy Critique:
  - Antidiscrimination enforcement

Sources:

- https://ncgwg.org/supporting-diversity-and-inclusion-in-the-military/
- https://www.army.mil/article/221173/office_of_equity_and_inclusion_formed_to_streamline_efforts