

EXECUTING DIVERSITY EQUITY AND INCLUSION IN THE USAF RATED POPULATION

1. In the Spring of 2021, General Charles Q. Brown, while serving as the Chief of Staff of the United States Air Force (USAF), signed the Rated Diversity Improvement (RDI) Strategy. In June of the same year, I was asked to be the Lead Officer executing the strategy across the Department of the Air Force.
2. At first glance, almost everyone would agree with the goals of RDI (see Attachment 1, page 6), which stem from Air Force Instruction (AFI) 36-7001. According to this AFI, “The Air Force broadly defines diversity as a composite of individual characteristics, experiences, and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force diversity includes but is not limited to: personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity, and gender.” Whereas inclusion is, “The process of creating a culture where all members of an organization are free to make their fullest contributions to the success of the group, and where there are no unnecessary barriers to success.” General Brown’s honorable charge is for Airmen to, “place value in multi-capable and adaptable team builders, and courageous problem solvers that demonstrate value in diversity of thought, ingenuity, and initiative.” I believe almost every American, regardless of political affiliation, can support initiatives that strive to include individuals regardless of their immutable traits, sincerely held religious beliefs, and cultural backgrounds. I wholeheartedly agree with removing unnecessary barriers to allow any and all law-abiding Americans to support and defend their Constitutional Republic should they desire to do so.
3. While the broad goals and objectives of the RDI strategy seem admirable, a deeper dive into the supporting metrics seem to reveal a less noble agenda. The overarching and recurring theme of the RDI strategy is to inform, influence, inspire, recruit, access, and increase underrepresented groups (URG) in the USAF rated fields (pilot, combat systems officer, air battle manager). What is meant by URG and how does the USAF define URG as it pertains to its data-driven approach to executing the RDI strategy? Quite simply, URG is any group other than white male (Attachment 2). Although the RDI strategy does not explicitly state that its goal is to reduce the white male population in rated fields, one would have to be blind to miss the glaring implications.
 - a. Objective 1.1 increases URG youth engagement by 300%; Objective 1.2 increases engagements at Minority Serving Institutions by 30%; Objective 2.1 increases female and minority applicants to rated board; Objective 2.2 raises minority and female service tenure to within 2% (numerical goal) of white males by 2030.
 - b. The RDI dashboard, maintained by Air Education Training Command Headquarters (AETC), contains data from all its initiatives, to aid all stakeholders in increasing the number of URG members in the USAF rated fields. Access can be gained by contacting AETC.
4. It is incredibly important to look at the overall available rated billets in the Department of the Air Force, because unless there are limitless billets, a calculated increase in URG members is also a calculated decrease in non-URG members (white males). To this end, the USAF has allocated \$18 million dollars a year to execute the RDI strategy and this number does not include any salaries for the thousands of employees across the many stakeholder groups working to “move the needle” from white male to URG rated officers.
5. Regular meetings are held at all echelons and throughout the enterprise with regard RDI progress. The \$18 million dollar budget is reallocated annually based on “performance”. In fact, due to the lack of progress in selecting URGs, \$1.2 million in funding associated with the applicant selection process was removed from the Air Force Junior Reserve Officer Training Corps (JR AFROTC) Flight Academy in 2021 and given to a third party with the direction to select more attendees based on immutable traits. See Attachment 3.
6. During my time as RDI Lead Officer, it became extremely apparent to me that every program funded by RDI was compromised by the threat of funding reduction for lack of performance. The result was handpicked URG participants. Additionally, some application and selection processes remained in the office of RDI itself. When applicants were “racked and stacked” and a tie resulted between a white male and a URG, the URG applicant was intentionally selected every single time. In fact, in 2021, pilot training students were handpicked due to their URG (42 USC 2000e protected class) status. The result was the 21-15 “America’s Class” experiment in 2021 at Laughlin Air Force Base. This URG-promotion effort resulted in unimaginable disruption to good order and discipline (violation of Uniform Code of Military Justice Article 134) amongst the students and the instructors alike. A group of Active Duty Instructor Pilots pushed back on the unlawful orders to execute this divisive agenda (see Attachment 4).
7. The true goals of the RDI strategy never had to be written down, nor would they ever be written down due to the unlawful and immoral nature. Yet everyone knows what has to be done: increase non-white males and decrease the white male population. No “proof” is necessary for the average American. The agenda is known and the American population, that has traditionally signed up to support and defend the Constitution, has recognized that they are no longer desirable by our current government and military leaders. The lack of ability to recruit and retain is completely evident, and it is a direct result of the radical, racist actions taken by witting leaders and the complicit masses. Defunding DEI (Division, Entitlement and Imposter or Didn’t Earn It) in our military is a National Security imperative and as such, the NDAA should mandate it.

Brandi Barnard King/(4) enclosures/bbk/25 APR 24

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DEPARTMENT OF THE AIR FORCE
47th OPERATIONS GROUP (AETC)

10 AUG 20

MEMORANDUM FOR RECORD

FROM: 47 STUS/CC & 47 STUS/DOT

SUBJECT: Documentation of Required Racial and Gender Minimums for SUPT Class 21-15

1. We have been verbally ordered through the chain of command by the 19AF/CC to purposefully restructure the students assigned to Specialized Undergraduate Pilot Training (SUPT) class 21-15 to meet specific racial and gender demographics. We understand the intent to be a replica of the percentages of racial distribution from the most current US Census. Currently, no other SUPT classes at Laughlin are to meet this quota, and all students who don't meet the required gender or race to be in SUPT class 21-15 will be moved to later classes.
2. [REDACTED] contacted the Laughlin AFB Equal Opportunity (EO) office on 6 Aug 2020 at 1516 to inquire on the legality of the order with regards to possible racial discrimination. He was told the act of restructuring a class based on race in itself was not illegal, however if a student later felt they were a victim of discrimination as a result of the class restructuring, a complaint may be filed using the appropriate channels. EO suggested a memo be written to document the phone call and situation in its entirety, in the event an investigation were initiated at a later date.
3. On 10 Aug 2020, once it became clear that the demographics of the current pool of students would prevent a demographic percentage that mirrors the US Census as a whole, the order was changed by verbal order of the 47 OG/CC to restructure the class with "anybody non-white." This is specific discrimination based on race and a violation of the Air Force Nondiscrimination Policy (AFPD36-27 1.1).
4. None of the parties signed below agree with the order from an ethical standpoint. Until SUPT class 21-15, class structures have been solely based on the student's time on station. This is a means to mitigate the underlying implication of altering the pacing of students careers against others in their year group. SUPT class structures have never been based on a minimum quota for student's race or gender, and the message this sends to students and future students is harmful.
5. Without further guidance proving it to be illegal, we will obey the lawful order given by the 19AF/CC. This memo stands as documentation of the event and our efforts to explore the legality of the restructuring of classes based on racial and gender demographics.

[REDACTED]
Date: 2020.08.10 17:27:42 -05'00'

[REDACTED]
Captain, USAF
47 STUS

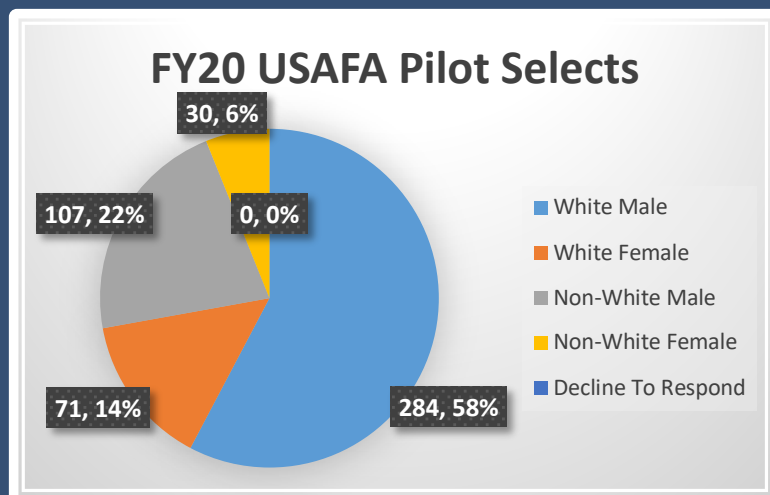
CURRENT STATE

Current Rated Demographics (Active Duty O1-05)

Population	Pilots	Navigators	ABM	RPA
Women	6.87% (+0.13%)	11.55% (+0.49%)	19.2% (+.33%)	6.9% (No Change)
Black	1.20% (-0.72%)	3.90% (+0.89%)	8.9% (+1.0%)	3.90% (+0.42%)
Asian	2.10% (-0.41%)	3.10% (-0.18%)	6.2% (-1.5%)	2.60% (-1.06%)
Multiple Races	4.70% (+2.11%)	5.50% (+2.46%)	4.3% (-0.72%)	3.90% (+0.47%)
Hispanic	5.13% (+0.2%)	7.59% (+0.21%)	8.8% (+0.91%)	8.71% (+0.79%)
Declined to respond	18.26% (+1.44%)	11.03% (No change)	10.51% (+0.1%)	14.87% (+0.43%)

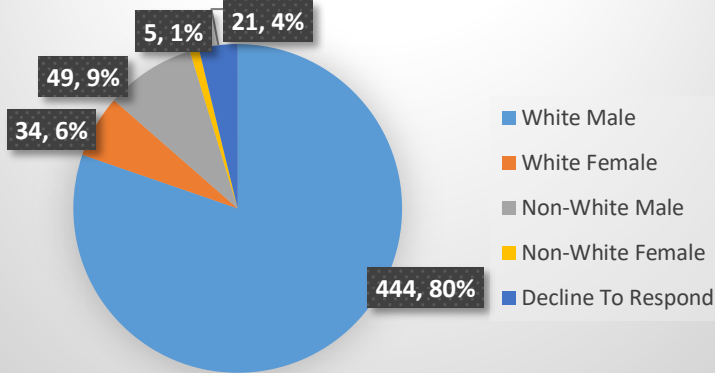
*Source: AFPC CAO 8 March 2021

FY20 PILOT SELECT DEMOGRAPHICS



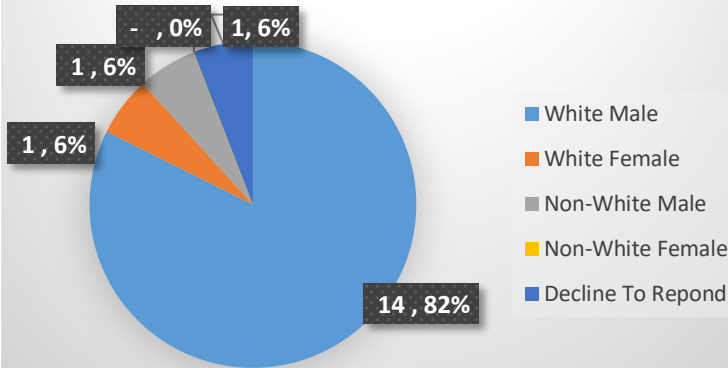
USAFA		
	FY19	FY20
White Male	58.0%	57.7%
White Female	12.0%	14.4%
Non-White Male	23.8%	21.7%
Non-White Female	6.2%	6.1%
Decline to Respond	0%	0%

FY20 AFROTC Pilot Selects



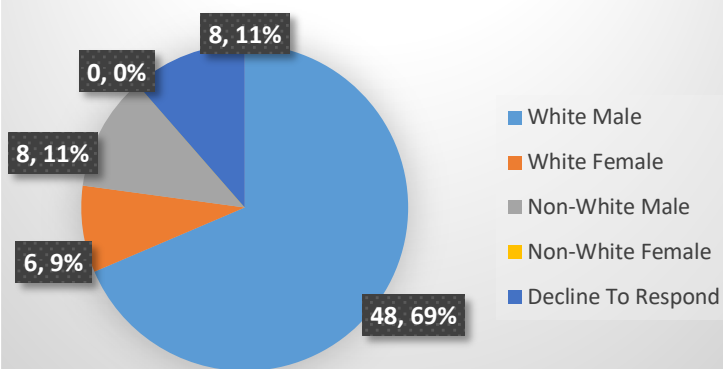
OTS		
	FY19	FY20
White Male	64.9%	82%
White Female	12.8%	5.9%
Non-White Male	13%	6%
Non-White Female	3%	0.0%
Decline to Respond	6%	6%

FY20 AFRS OTS Pilot Selects



AFROTC		
	FY19	FY20
White Male	75.8%	79.9%
White Female	7.6%	6.1%
Non-White Male	15.4%	9%
Non-White Female	1.1%	1%
Decline to Respond	6%	4%

FY20 UFT Board Pilot Selects



UFT Crossflow		
	FY19	FY20
White Male	68.1%	77.4%
White Female	8.8%	9.7%
Non-White Male	13.2%	12.9%
Non-White Female	2.2%	0.0%
Decline to Respond	7.7%	11%

The Department of Defense and its Service Branches are engaged in violations of Constitutional Rights and subordinate statutes. There has been little to no accountability provided with regards to these violations against American image bearers of God who are protected by our U.S. Constitution.

As your engagements allow, we request that you ask the “hard hitting” and direct questions regarding specific violations. In an effort to facilitate these questions, we would like to provide the following information.

USAF RATED DIVERSITY IMPROVEMENT STRATEGY & PROGRAM:

Air Force Instruction (AFI) 36-7001, *Diversity & Inclusion*, broadly defines diversity as “a composite of individual characteristics, experiences, and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force diversity includes, but is not limited to: **personal life experiences, geographic and socioeconomic backgrounds, cultural knowledge, educational background, work experience, language abilities, physical abilities, philosophical and spiritual perspectives, age, race, ethnicity, and gender.**”

1. Q: What programs/initiatives does the USAF spend its \$18 million Rated Diversity budget funding?

A: \$18 million per year is used to fund activities and messaging aimed at anyone and everyone except for white males.

Rated Diversity Improvement Funded Program	FY21	FY22
Air Force Recruiting Service (AFRS)	\$1.0M	\$1.0M
AFRS Detachment 1 (Det 1)	\$4.55M	\$4.55M (\$1.2M to AFROJTC)
AETC A3L & Air Crew Task Force (ACTF)	\$32.5K	\$50K
Air Force Junior ROTC (AFJROTC)	\$5.5M (+\$2.4M)	\$6.0M (+\$1.2M from Det 1)
AFROTC	\$4.0M	\$3.5M
Civil Air Patrol (CAP) & Rated Preparatory Program (RPP)	\$2.0725M	\$1.5M
US Air Force Academy (USAFA)	\$845K	\$400K
TOTAL	\$18M	\$17M/ \$1M withheld

The RDI budget is used to bribe and coerce the above listed programs into producing more Under Represented Groups (URG) selectees/participants. As you can see above, the AFRS Det 1 funds the AFJROTC Flight Academy with \$1.2M per year (funds provided by RDI). The AFRS Det 1 therefore owns 50 seats for the AFJROTC Flight Academy and has full autonomy in selecting URGs for these seats in an effort to increase the percentage of URGs attending AFJROTC Flight Academy.

Additionally, RPP (which should NEVER be an RDI-funded program) is aimed at providing existing service members with the skillset and experience to transition into flying (“rated”) fields. This is a wonderful program; however, because this program’s funding comes from RDI and selectees are chosen by the RDI team, the result is blatant discrimination against White Males. The data proves this because although the URG applicants are far fewer, the URG selectees are far greater. Under Whistleblower protections, I can personal testimony to this fact. While I have the original, internal documents/data, the information provided below was provided in response to a FOIA request as to avoid any illegal procurement accusations.

RPP APPLICANT DATA:

2019	2020	2021	2022	Total	
19	26	266	117	428	Number of URGs by year
37%	53%	43%	32%	39%	URG Percentage by year
56%	45%	57%	66%	60%	White male Percentages by year
4	1	0	6	11	Decline to Respond

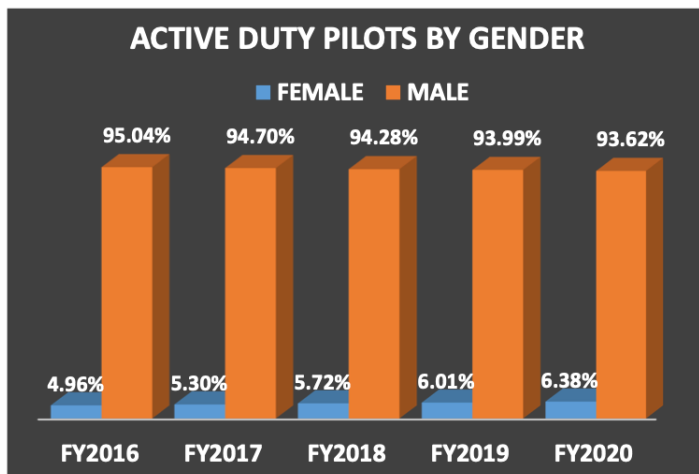
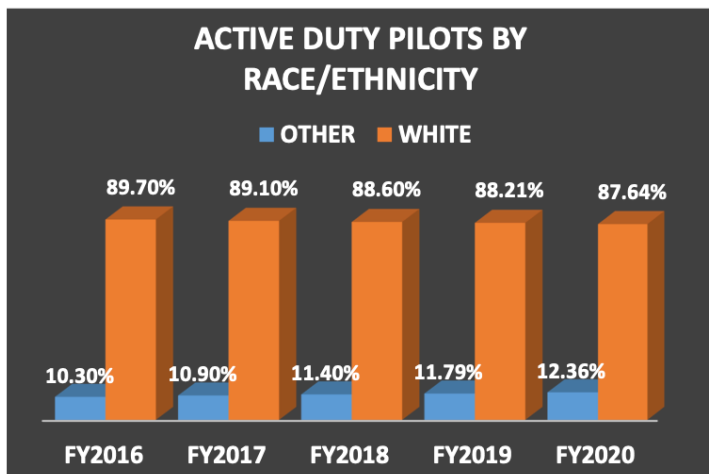
RPP SELECTED/ATTENDEE DATA:

2019	2020	2021	2022	
19	23	66	64	Number of URGs by year
37%	56%	55%	53%	URG Percentage by year
56%	44%	45%	47%	White male Percentages by year
4	0	0	0	Decline to Respond

2. Q: How does the USAF define “Under Represented Groups” (URG) and which groups are considered URG? Is there any metric that defines URG as anyone except white males? In any USAF RDI metrics, are white males ever considered URG?

A: The USAF uses “URG” as code for NON-WHITE MALE. The USAF RDI shop only tracks “the diversity” of select Title 7, 1964 Civil Rights Act protected classes. The RDI-tracked classes only include: **race, ethnicity, and gender** in assessing URG data; RDI is focused on immutable traits instead of character and culture (or merit). Spiritual/religious diversity, household income diversity, and geographic/cultural diversity are not tracked in their metrics for ROI assessment.

*****White males are NEVER considered URG,***** and with limited rated positions/billetts, there is a concerted effort to decrease the population of white males by increasing the URG population.



Rated Diversity Improvement Data Collection and Analysis

This tool was designed by AETC's Rated Diversity Improvement (RDI) team to assist users in understanding rated diversity in the Air Force. The dashboards are divided into four major areas: pre-accession programs, pre-flying training (test scores/selection measures), flying training (Initial Flying Training and Specialized Undergraduate Pilot Training), and the operational/active duty Air Force. The data used in this project is sourced from 19AF, MiPDS, AFPC, and the AETC RDI team. "Majority" is considered "White, Not Hispanic or Latino," and "Minority" is considered "All Others." For information on the data and/or statistics used, click the buttons to the right. Otherwise, click on any of the blue buttons below to begin.

Additional Information

Stats Data POCs

Pre-Accession Programs	Pre-Flying Training	Undergraduate Flying Training	Operational (Active Duty)
JROTC Flying Academy	Pre-Training Metrics (Plots)	Attrition Rates	Rated Diversity by AFSC and Rank
Det 1 Inspire and Engage	Pre-Training Metrics (Score Distributions)	Attrition Reasons	Rated Diversity by MAJCOM
Rated Preparatory Program	Pre-Training Metrics (Trends)	Group Representation in Training/Attrition	Diversity Over Time
	AFOQT Scores	Controlled Pre-Training Metrics and Attrition	Diversity by Year Group
	Custom Scatterplot	Class Rankings	Flying Hours
	Pilot Selects by Source of Commission	Performance in Training	Professional Military Education
	USAFA OTS ROTC	AFSCs of Attrited Candidates	Academic Education
		Majority/Minority Graduate Calculator	

Developed by HQ AETC/A9 Studies and Analysis Squadron

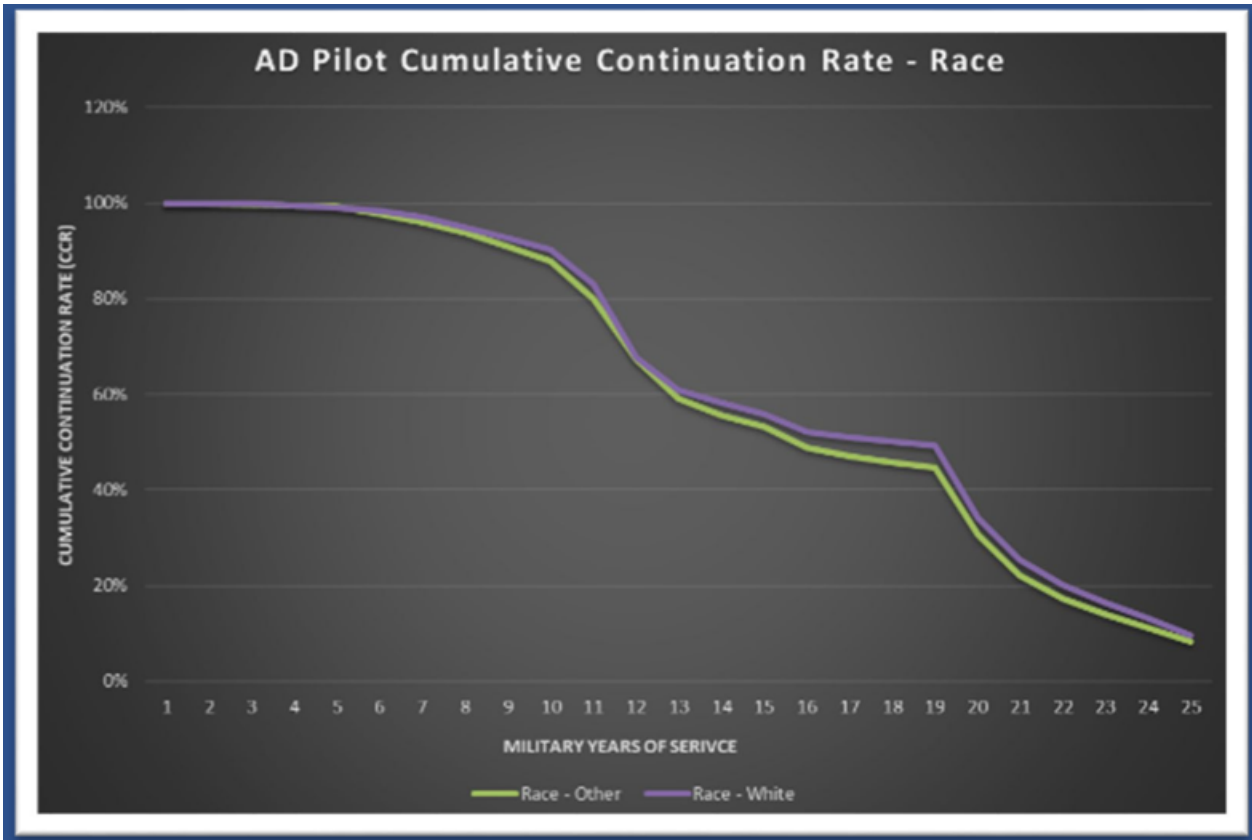
3. Q: What are the “Return on Investment” metrics for the \$18M of taxpayers’ monies spent on Diversity Improvements within our rated force?

A: The RDI Action Plan states that a key measurement of effectiveness (ROI) for the various RDI-funded programs is the demographics of flight academy selects and graduates. This Action Plan highlights that Air Force Recruiting Service (AFRS) Detachment 1 outreach programs have provided a numeric goal for their outreach programs—specifically increasing URG youth events and engagements 300% by FY25 (RDI Action Plan). Additionally, the Air Force plans to measure its RDI ROI by increasing the number/percentage of URGs **selected** on Officer Training School (OTS) and Undergraduate Flying Training (UFT) crossflow boards.

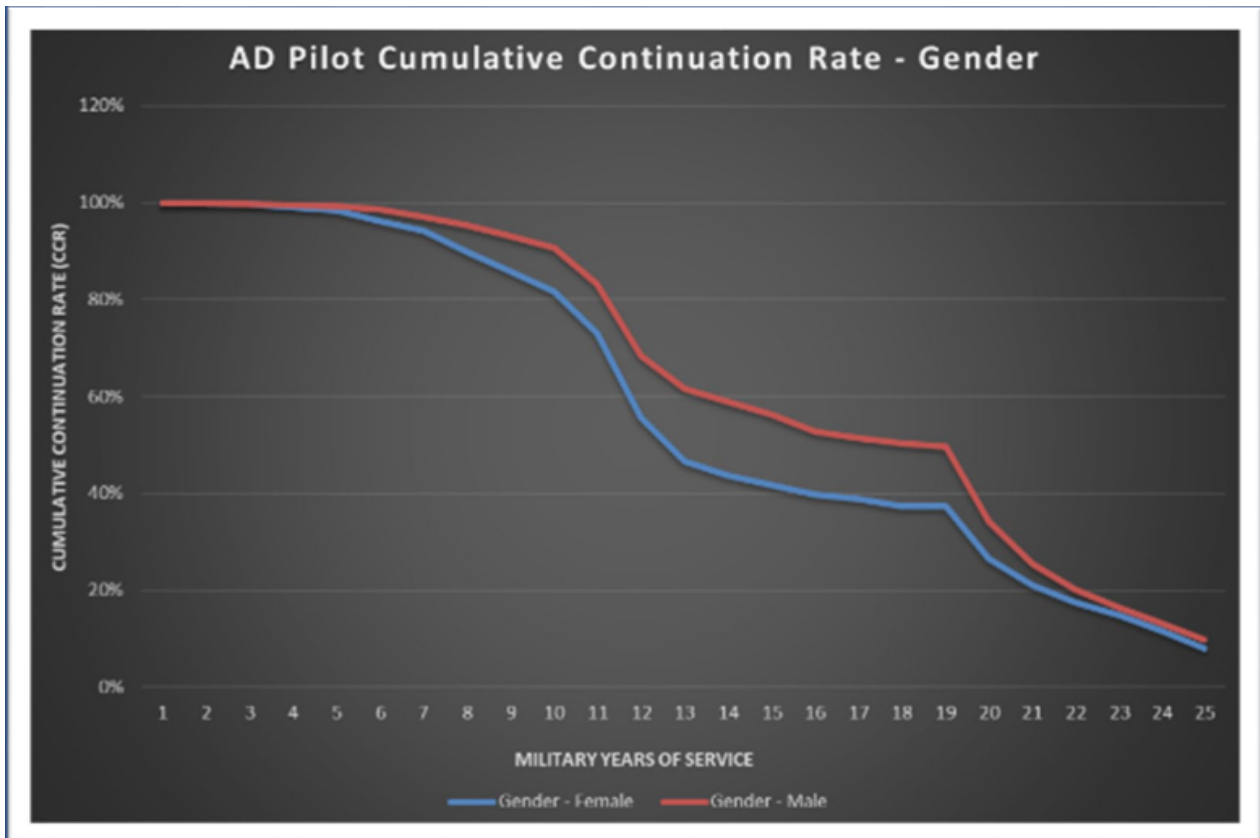
Because we know White Males are not ever included in URG definitions, this is blatant discrimination against White Males.

4. Q: Why does the USAF have a goal with secondary effects of reducing Rated flying positions available to White Males by solely focusing on increasing the retention rates for everyone BUT White Males?

A: Inconsistent with Federal law and AFI 36-7001, there ARE numerical goals are set for retention and the efforts to retain, solely on the basis of race, color, national origin, religion, sex, or sexual orientation; nor will race, color, national origin, religion, sex or sexual orientation be a basis for admission to any training or development program.



Race = OTHER or Race = White



OBJECTIVE 2.2: RETAIN A DIVERSE RATED FORCE

METRIC: Raise and maintain cumulative continuation rate of minority and female rated officers remaining in the USAF beyond the end of initial rated commitment to within 2% of white males by FY30.

See link below for the Chief of the Air Force-signed 2021 Strategy for more examples of unlawful and illegal discrimination (threaded throughout cover-up buzz words):

<https://www.airuniversity.af.edu/Portals/10/Diversity/USAF-Rated-Diversity-Improvement-Strategy.pdf>

Although this strategy states, “consistent with Federal law and AFI 36-7001, **no numerical goals** are set for accession or promotion on the basis of race, color, national origin, religion, sex, or sexual orientation; nor will race, color, national origin, religion, sex or sexual orientation be a basis for admission to any training or development program,” **it is a blatant lie. In fact the strategy itself presents a numeric “GOAL” in the form of a percentage.**

According to Wikipedia’s free encyclopedia, “in mathematics, a **percentage** (from Latin *per centum* 'by a hundred') **is a number** or ratio expressed as a fraction of 100.

URG is code for non-white male. As you can see in the figures above and below, this RDI effort is intentionally excluding and discriminating against white males, in direct violation of 42 USC 2000e.

The tables/figures provided show that the USAF is solely focused on tracking and providing opportunity for every ethnicity/race except the white ethnicity/race, with the only exception being for females from the white ethnicity/race. THIS IS BLATANT DISCRIMINATION & IS DETRIMENTAL TO OUR ABILITY TO RETAIN/RECRUIT TROOPS TO DEFEND OUR NATION.

*Source for table below: Air Force Personnel Center CAO 8 March 2021

Population	Pilots	Navigators	ABM	RPA
Women	6.87% (+0.13%)	11.55% (+0.49%)	19.2% (+.33%)	6.9% (No Change)
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Declined to respond	18.26% (+1.44%)	11.03% (No change)	10.51% (+0.1%)	14.87% (+0.43%)

5. **Q: Has the USAF's Air Education Training Command ever openly discriminated against any protected class with regards to opportunity or selection for training or specific employment?**

A: Yes. With the coordination of the Rated Diversity Improvement efforts, and with the full direction and blessing of Major General Craig Wills (ret), 19th Air Force discriminated against white males when they intentionally manipulated student class compositions to allow for the creation of "America's Class" 21-15 at Laughlin AFB Undergraduate Pilot Training. Laughlin Air Force Bases UPT Class 21-15 started out with the highest number of URG students in the history of USAF pilot training. Class 21-15 was 62% URG, while the previous class (21-14) was 11% URG, and the class after (21-16) was 1% URG.

This illegal, unethical, and immoral effort was accomplished in accordance with the RDI Action Plan goal below:

(Excerpt is copied and pasted from the internal RDI Action Plan, Line of Effort #3, page 20):

"Identify and eliminate structural biases in 19 AF processes and syllabi; foster an environment of dignity, respect, and inclusion through improved dialogue, training, and professional development," by

- **Clustering UPT students: Cluster students from underrepresented groups within a class**

Conclusion: There is an intentional effort from the current Secretary of Defense, Secretary of the Air Force, and the Chief of Staff of the Air Force to discriminate against white males and reduce their numbers in retention and recruitment (employment) solely due to race and gender.

Diversity of race and ethnicity are NOT WARFIGHTING imperatives, if they were, China and Russia would have an incredibly weak military.

Enclosures:

1. Rated Diversity Improvement Strategy (external)
2. Rated Diversity Action Plan (internal)
3. FOIA response regarding RPP URG statistics
4. FOIA response regarding America's Class and Annual URG statistics



U.S. Air Force Rated Diversity Improvement Strategy

July 2020

Today’s Air Force is the most capable and lethal airpower in world history, but air superiority is not our birthright. We must increase efforts in outreach programs, recruiting, and training to develop a diverse Air Force that capitalizes on our nation’s strengths to meet the challenges of tomorrow. The United States has not faced an existential threat from another great power for many years, and it is essential we continue to build an Air Force to maintain a competitive advantage.

The 2018 National Defense Strategy indicates we “are emerging from a period of atrophy, aware that our competitive military advantage has been eroding.” Maintaining our strategic advantage in joint, all-domain operations requires the agility of a diverse workforce to tackle challenges from different perspectives.

Diversity is “*part of the fabric of the Air Force, it is part of the fabric of who we are.*”
--General David Goldfein, USAF Chief of Staff

A diverse workforce is particularly important in our rated community as we need strategically-minded, complex problem-solvers who can thrive in dynamic operating environments. Diversity within our service is a warfighting imperative that increases our ability to find creative solutions.

We have a distinguished heritage built by highly skilled and dedicated Airmen soaring to new heights, breaking barriers, and leading airpower dominance. We are the Tuskegee Airmen. We are the Women Airforce Service Pilots. Diversity is in our blood and we must continue to strive for an inclusive Air Force reflective of the rights we all swear to defend. We must recognize a lack of diversity threatens our ability to effectively “Fly, Fight, and Win.”

Diversity and inclusion enhances the wealth of ideas the Air Force draws on, while a homogeneous demographic stunts innovative thinking. This Strategy provides a clear flight plan for our Rated Diversity Improvement efforts and the initiatives specifically designed to meet this challenge.

BARBARA M. BARRETT
Secretary of the Air Force

DAVID GOLDFEIN
General, USAF
Air Force Chief of Staff

KALETH O. WRIGHT
Chief Master Sergeant of the Air Force

INTRODUCTION 4

VISION 5

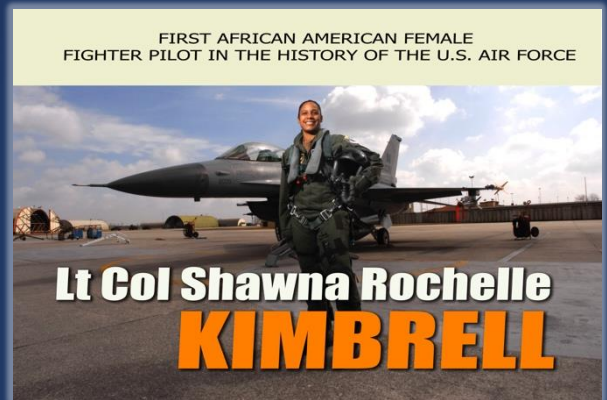
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The 2018 National Defense Strategy directs the Department of Defense to build a more lethal force which necessitates each Service recruit, develop, and retain a high-quality, diverse workforce. Our leaders must “out-think, out-maneuver, out-partner, and out-innovate” any potential threat actors. Today’s complex global challenges require leaders who can deliver creative solutions by leveraging diversity of talent which cultivates creativity and innovation. The U.S. Air Force must continue to improve its ability to recruit and retain the best of America’s diverse talent pool.

Air Force Instruction (AFI) 36-7001 broadly defines diversity as “a composite of individual characteristics, experiences, and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force diversity includes, but is not limited to: personal life experiences, geographic and socioeconomic backgrounds, cultural knowledge, educational background, work experience, language abilities, physical abilities, philosophical and spiritual perspectives, age, race, ethnicity, and gender.” The Air Force increases its warfighting capabilities and lethality by attracting talent from a diverse pool of applicants and leveraging their unique characteristics, experiences, and abilities.

Harnessing a new generation of diverse talent is accomplished by the deliberate incorporation of skilled individuals from all segments of society. The inclusion of these high-performing and brilliant people enables our collective diversity to exploit our adversaries’ vulnerabilities in an increasingly complex battlespace.



INCLUSION DEFINED:

“The process of creating a culture where all members of an organization are free to make their fullest contributions to the success of the group, and where there are no unnecessary barriers to success.”

AFI 36-7001





FIELD A ROBUST AND
INNOVATIVE RATED OFFICER
CORPS WITH DIVERSE
BACKGROUNDS THAT CAN SOLVE
TOMORROW'S GLOBAL
CHALLENGES BY PROVIDING
COMBAT AIR LETHALITY WITH
AGILITY AND RESOLVE.

The Rated Diversity Improvement Strategy is the Air Force’s flight plan to strengthen diversity within the rated career fields, through three overarching goals:

<h1 style="font-size: 48px; margin: 0;">G1</h1> <p style="text-align: center; margin: 10px 0;">Attract and recruit the best talent from diverse backgrounds to cultivate a high performing and innovative Air Force reflective of the best of our nation.</p>	<h1 style="font-size: 48px; margin: 0;">G2</h1> <p style="text-align: center; margin: 10px 0;">Develop and retain the Air Force’s best rated aircrew by harnessing diversity as a force multiplier and fostering a culture of inclusion.</p>	<h1 style="font-size: 48px; margin: 0;">G3</h1> <p style="text-align: center; margin: 10px 0;">Optimize diversity advancement efforts by leveraging data driven approaches.</p>
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OUTCOME: An agile and diverse workforce that approaches challenges from varying perspectives resulting in a more lethal Air Force to retain our competitive advantage.

STRATEGY: Synchronize Air Force messaging and strategic communication to intentionally create an environment and conditions favorable for the advancement of all rated diversity initiatives. These initiatives are collaborative, deliberate, and focused, cooperating with the Total Force recruiting enterprise, aerial demonstration teams, affinity groups, and other community organizations to cultivate youth engagement. All efforts are targeted to increase awareness of aviation careers in various underrepresented segments, broaden our community outreach to attract diverse candidates, and strengthen our internal support infrastructure.



GOAL 1: Attract and recruit the best talent from diverse backgrounds to cultivate a high performing and innovative Air Force reflective of the best of our nation.

OBJECTIVE 1.1: ATTRACT TALENTED AND DIVERSE YOUTH



STRATEGY: Increase awareness of rated careers with a compelling and multi-layered outreach and messaging campaign designed to inspire youth from underrepresented populations and their community influencers (family, educators, and aerospace professionals).

ENGAGEMENT: Build upon existing networks and forge new relationships with organizations serving

youth from underrepresented groups (URG) to promote awareness and interest in Air Force rated career fields. Effectively use social media and marketing platforms to promote awareness of aviation careers and flying opportunities amongst diverse populations. In FY19, 74 outreach events were executed in support of RDI.

METRIC: Increased number of URG youth events and engagements 300% by FY25.

Status	Initiative Description
Action	Generate a list of established networks and identify unaffiliated affinity and youth organizations throughout selected areas of the US
Action	Expand rated diversity strategic messaging and marketing campaign focused on attracting diverse candidates

OBJECTIVE 1.2: RECRUIT DIVERSE AND TALENTED CANDIDATES

STRATEGY: Support outreach and recruitment programs to maximize the ability to recruit a broad spectrum of applicants from various untapped geographic regions and academic sources. Expand recruitment at educational institutions with large minority populations and affinity-based professional organizations to attract talented

candidates. Network with science, technology, engineering, arts, and mathematics (STEAM) groups in underrepresented minority areas to provide exposure to Air Force rated careers. Create more accessible pathways into rated careers and deliver mentorship programs to inspire, engage, and recruit a diverse pool of candidates.

ENGAGEMENT: Network and attend career fairs at Minority Serving Institutions (MSI) to attract URGs to include: Historically Black Colleges and Universities (HBCU), Hispanic Serving Institutions (HSI), Tribal Colleges and Universities (TCU), American Indian Alaska Native Serving Institutions (AIANSI), and eligible Asian American and Native American Pacific Islanders Serving Institutions (AANAPISI). As of July 2020 there are 774 listed MSIs.

METRIC: Increased number of engagements at colleges and universities serving higher population of URGs 30% annually through FY25. Conduct a Senior Leader led visit to every MSI by FY25.

Status	Initiative Description
Action	Identify and develop new strategic relationships with STEAM organizations serving URGs
Action	Establish long-term and recurring engagements with MSIs



GOAL 2: Develop and retain the Air Force’s best rated aircrew by harnessing diversity as a force multiplier and fostering a culture of inclusion.

OBJECTIVE 2.1: DEVELOP RATED CANDIDATES

STRATEGY: Focus on mentorship and development of minority and female candidates in preparation for accessions and the training pipeline. Synchronize mentorship programs across accession sources, flying training sites, and organizations that engage diverse populations.

ENGAGEMENT: Increase opportunities for minorities and females pursuing rated careers from the Undergraduate Flying Training (UFT) Board and the three commissioning sources: Air Force Reserve Officer Training Corps (AFROTC), U.S. Air Force Academy (USAFA), and Officer Training School (OTS). Establish a mentorship program with rated officers targeting, but not restricted to URGs, to support candidates preparing admissions packages for rated programs.

METRIC: Increased number of minority and female applicants to UFT 20% annually to match demographics of the eligible, qualified American population by FY25.

Status	Initiative Description
Action	Increase awareness of pathways to accessions and rated career fields
Action	Create a mentorship program targeted to minority and female rated applicants



OBJECTIVE 2.2: RETAIN A DIVERSE RATED FORCE

STRATEGY: Retain a diverse rated force by establishing a culture of inclusion. Intentionally improve the flight training experience for students by addressing unconscious biases and other hindrances to cohesion which can create barriers students and instructors. Appropriately accommodate the unique perspectives and needs of candidates to ensure mission readiness throughout an Air Force career.

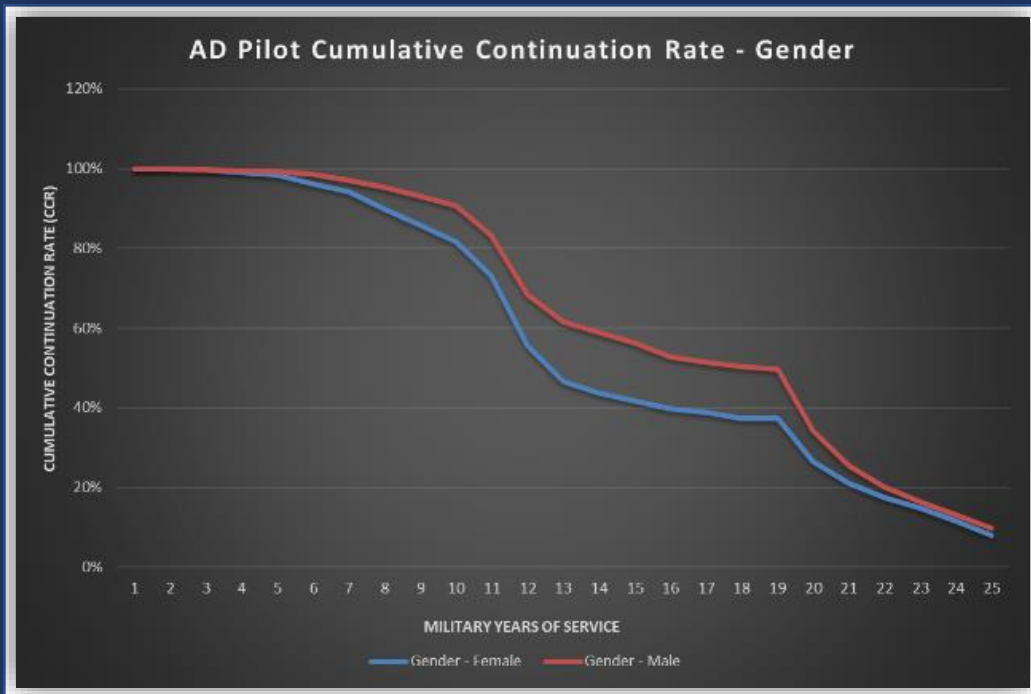
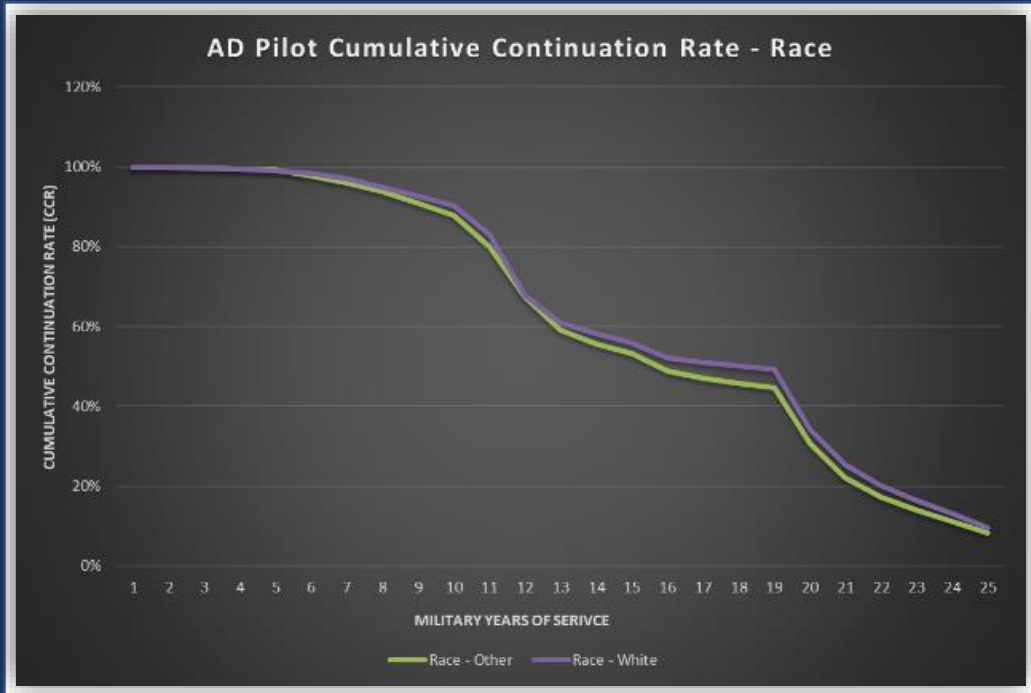


ENGAGEMENT: Allow assignment flexibility to help promote programs providing continued service and mentorship for minority and female rated officers. Encourage Senior Leaders to support rated officer participation in affinity group and professional events to promote career-broadening and networking. Develop and implement strategic coaching and mentoring programs across continuum of service. Establish a pathway to include diverse rated officers in unconscious bias training.

METRIC: Increased growth of minority and female rated officers remaining in the USAF beyond the end of initial rated commitment to within 5% of white males by FY30.

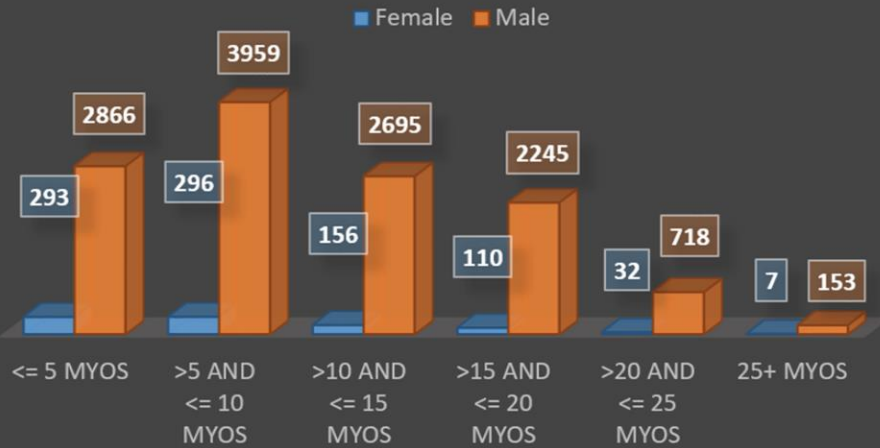
Status	Initiative Description
Action	Ensure diverse rated officers are actively highlighted during unconscious bias training
Action	Partner with the Air Force Barrier Analysis Working Groups (AFBAWG) to remove rated minority and female aircrew integration and retention barriers

Active Duty Pilot Cumulative Continuation Rate (CCR) by Race and Gender

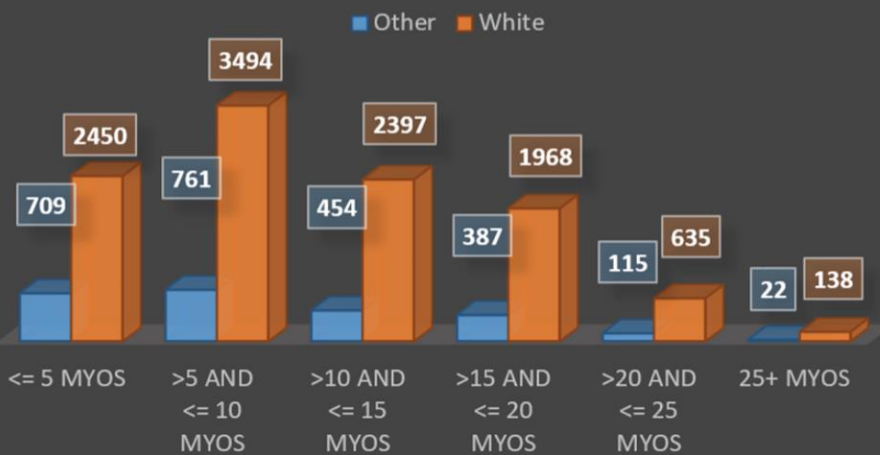


Military Years of Service (MYOS) is based on the Total Active Federal Military Service Date. CCR is the percentage of the starting population that, based on historical retention behavior, are expected to reach each MYOS. Source: Air Force Personnel Center, June 22, 2020

REGAF PILOT O-6 AND BELOW BY GENDER



REGAF PILOTS O-6 AND BELOW BY RACE



GOAL 3: Optimize diversity advancement efforts by leveraging data driven approaches.

OBJECTIVE 3: Establish Data Driven Approaches.

STRATEGY: Integrate comprehensive and measurable data driven approaches to provide senior leaders with accurate and relevant diversity and inclusion data for the rated officer corps. Use qualitative analysis to develop program initiatives to improve minority and female inclusion from initial engagement and recruitment through retention. Use data decision support program initiatives to craft a roadmap and drive both immediate progress and sustained impact.

ENGAGEMENT: Establish measurable goals within each separate initiative and leverage data analytics to drive decision making. Streamline, structure, and prioritize existing efforts to enhance diversity and inclusion across rated officer career fields. Gather program specific details on failed efforts from past initiatives to better vector toward future success. Consistent with Federal law and AFI 36-7001, ensure no numerical goals are set for accession or promotion on the basis of race, color, national origin, religion, sex, or sexual orientation. Nor may race, color, national origin, religion, sex or sexual orientation be a basis for admission to any training or development program.

Metric: Create a consolidated database by FY22 to track the demographics of rated candidates across all selection methods from entry in the rated candidate selection process through retirement. Publish a quarterly report of rated candidate demographics that presents current RDI metrics, along with recommended updates to diversity initiatives.

Status	Initiative Description
Action	Define clear and specific measurable objectives within each program effort
Action	Create a standardized process to use when capturing data on individual initiatives
Action	Analyze current program efforts to streamline or restructure according to new rated diversity and inclusion program priorities

Air Education and Training Command (AETC) is the lead for Rated Diversity Improvement. The AETC Commander (AETC/CC) champions the Rated Diversity Improvement Strategy and is responsible for integrating, synchronizing, and ensuring implementation of this strategy across the Air Force. The AETC/CC will provide periodic updates to the SecAF and CSAF ensuring top level focus and oversight.

Action Officers (AO) will conduct monthly synchronization meetings and provide quarterly progress updates to Senior Leaders. The Rated Diversity Quarterly Synchronization Meeting is a General Officer (GO) level forum chaired by the AETC/CD. The Quarterly Synchronization Meeting shares its progress at the Air Force Diversity & Inclusion Council (established by AFI 36-7001), at the Aircrew Summit, and at other venues as directed. The Rated Diversity Monthly Goal Synchronization Meeting is an AO forum chaired by an AETC O-6/GS-15 to monitor progress, integrate initiatives, and elevate issues as necessary. AOs, goal leads, as well as all Initiative Offices of Primary Responsibility (OPRs) will attend.

Funding for Rated Diversity Improvement began in FY19 with \$5.5 million followed by \$12.1 million in FY20. In the FY21 Program Objective Memorandum, it was programmed \$18 million annually through FY25 (\$91 million across the Future Years Defense Program). AETC will provide fiscal oversight for the sustainment and improvement of the overall program and will seek any additional funding through the normal AETC and Air Force corporate processes. Finally, AETC will monitor and report return on investment for all current and future Rated Diversity Improvement Programs.

While the U.S. Air Force is the most capable and lethal airpower in the world, the lack of diversity among the rated corps undermines the service’s ability to face challenges articulated in the National Defense Strategy. An imperative exists to grow a more robust rated force, drawn from the strength of the nation’s diverse population. The Air Force’s Rated Diversity Improvement Strategy requires actions to innovate the ways we recruit and develop aviation talent by adopting data driven approaches aimed at attracting diversity in every possible way. Additional actions must deliberately engage our current and future diverse Airmen, while collaborating with agencies both inside and outside the Air Force to demonstrate the Air Force’s emphasis on diversity as a warfighting imperative.

This strategy establishes a flight plan for attracting, accessing, and retaining diverse and talented Airmen to strengthen the incredible rated aviation corps that exists today. In doing so, the Air Force builds more innovative, adaptive, and effective leaders with varied backgrounds, perspectives, and capabilities. The future force, comprised of a rated corps both technically proficient and lethal in their craft, will be ready to fly, fight, and win!



