

ODEI Briefing

DACODAI Bi-Annual Business Meeting



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Excellence | People-Centric | Integrity | Collaboration | Respect



- Who We Are
- DEIA Strategic Plan
- Military Equal Opportunity
- Workforce Trends
- Performance Measures



Who We Are

Mission and Vision

ODEI oversees the implementation of DoD programs to ensure a diverse, equitable, and inclusive Total Force.



MISSION

Formulate policies and oversee compliance to cultivate an accessible work environment and enable, foster, and sustain a Total Force culture of dignity, respect, diversity, and inclusion.



VISION

An agile and responsive organization that supports an equitable and inclusive environment that reflects the diverse nation we serve.



What We Do

ODEI consists of six portfolios that develop policy, provide implementation guidance, develop training recommendations, conduct outreach, and oversee compliance to ensure effective and consistent implementation of diversity, equity, inclusion, and accessibility programs and services across DoD:

- **Military Equal Opportunity**
- **Equal Employment Opportunity and Civil Rights**
- **Strategy and Communications**
- **Disability and Accessibility**
- **Diversity and Inclusion**
- **Special Emphasis Programs (SEP), Outreach, and Engagements**

Portfolio activities are guided by six cross-cutting focus areas supporting the vision of the Office of the Under Secretary of Defense for Personnel and Readiness for a DoD that is strategically ready, globally relevant, flexibly sustainable, and enabled by data dominance:



Policy, Guidance, and Compliance. Develop policies and oversee compliance within DoD to promote a diverse, equitable, and inclusive mission-ready Total Force.



Reporting. Provide enterprise-wide reports on progress of policies and initiatives, and assessment of effectiveness towards overarching mission. Ensure transparency and accountability of policy compliance.



Integrated Analytical Capability. Create a data dominant ODEI organization and provide analytical support through the integration of Advanced Analytics (Advana).



Operational Efficiency. Mature ODEI's strategic operational framework and enhance/leverage relationships with key partner organizations for efficient mission execution.



Research. Ensure policies are data-driven in development and oversight, leveraging best practices in the field and comprehensive data analytics to target efforts, determine effectiveness of initiatives, and ensure compliance.



Strategic Communications, Outreach, and Engagements. Implement a robust strategic communications and outreach framework to ensure accurate, pertinent information is shared across the organization and with key partners and stakeholders to enhance DEIA across the DoD enterprise.



Department of Defense (DoD) DEIA Strategic Plan

DEIA Strategic Plan

Timeline and Status



Section 4(b) of Executive Order 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, requires the Department of Defense to:

- Prepare a DEIA Strategic Plan which identifies **actions to further advance** DEIA across the workforce
- Cultivate a workforce that draws from the full diversity of the Nation.
- Identify and remove any potential **barriers** to advancing DEIA across the workforce.
- Submit an **Annual DEIA Strategic Plan Status Report** outlining progress on first year priorities to the DEIA Initiative, to be submitted at the end of calendar year (CY) 2023, per OPM guidance.
- Update progress against goals and milestones within the strategic plan on an **annual basis**.

STATUS	
✓	DoD DEIA Strategic Plan FY2022-2023 published to public-facing DoD website in October 2022
✓	Worked with responsible offices to gather inputs for the Annual Report aligned to the Plan's priority actions and measures
🕒	Ongoing: Adjudicating formal coordination feedback and finalizing the Strategic Plan and Annual Status Report to submit to OPM.

DEIA Strategic Plan

Overview



DoD DEIA Strategic Plan FY2022 – 2023 Goals*

- 1 Enhanced Global Joint Warfighter Capability to Address Emerging Security challenges to deter war and ensure the nation's security
- 2 Culture of Organizational Resiliency
- 3 Expansion of Equity and Equality
- 4 Workforce Inclusivity
- 5 Commitment to Accessibility

CONSIDERATIONS

- The DEIA Strategic Plan is a foundational, living document that will be updated annually or as needed to reflect the Department's DEIA priorities.
- The current plan serves as a high-level overview that will become more comprehensive as DEIA efforts mature.
- The current plan is designed to align with templates and requirements provided by the White House.
- DoD is considering the design for future strategic plan goals and priorities.

*DoD's FY 2024-2028 DEIA Strategic Plan is currently in coordination.

DEIA Strategic Plan

Mission Connections



An organizational culture that embraces DEIA is an important capability that provides **strategic advantage**.

Diverse backgrounds, skillsets, and experiences contribute to the **innovative thought, creative adaptation, and cultural understanding necessary to successfully operate in today's complex, asymmetric environments**.

With recruiting and retention challenges shaped by a competitive labor market and decreasing propensity to serve, **it is more important than ever to attract and retain a wide range of skilled candidates**.

Draws upon the widest possible set of backgrounds, talents, and skills to **maximize our warfighting capability, deter threats and challenges, and take advantage of new opportunities**—strengthening the readiness of the Total Force.

Decades of lessons learned from doctrine, research, and global operations identify the **mission-centric capabilities** inherent in diverse and inclusive organizations.

2022 National Defense Strategy

DEIA Strategy for Enduring Advantages

Build enduring advantages



Strategic – DEIA management has a multiplier effect on the Department; ensuring DEIA principles are infused across the enterprise to support all DoD personnel, reinforce unit cohesion and drive mission readiness

Develop, combine, and coordinate our strengths to maximum effect



Communications – Champion internal and external stakeholder collaboration; evolve the DEIA narrative across DoD and other agencies

Attract, promote, and retain a workforce with the skills and abilities needed to drive innovative solutions and creatively solve national security challenges in a complex global environment



Research – Leverage data collection best practices and an evidence-based approach to examine trends, identify patterns in attrition, and inform interventions and proposed strategies

Broaden our recruitment pool to reflect the U.S., including historically marginalized communities



Unrestricted – Ensure accessibility and opportunity for all members and potential recruits of the Total Force

Prioritize our people and promote cohesion



Meaningful – Develop leaders and supervisors who understand the mission imperative of DEIA; inspire meaningful employee engagement and belonging



Military Equal Opportunity

Military Equal Opportunity

Overview



Purpose

Ensure an environment that prohibits discrimination based on race, color, national origin, religion, sex (incl. pregnancy), gender identity, or sexual orientation.*

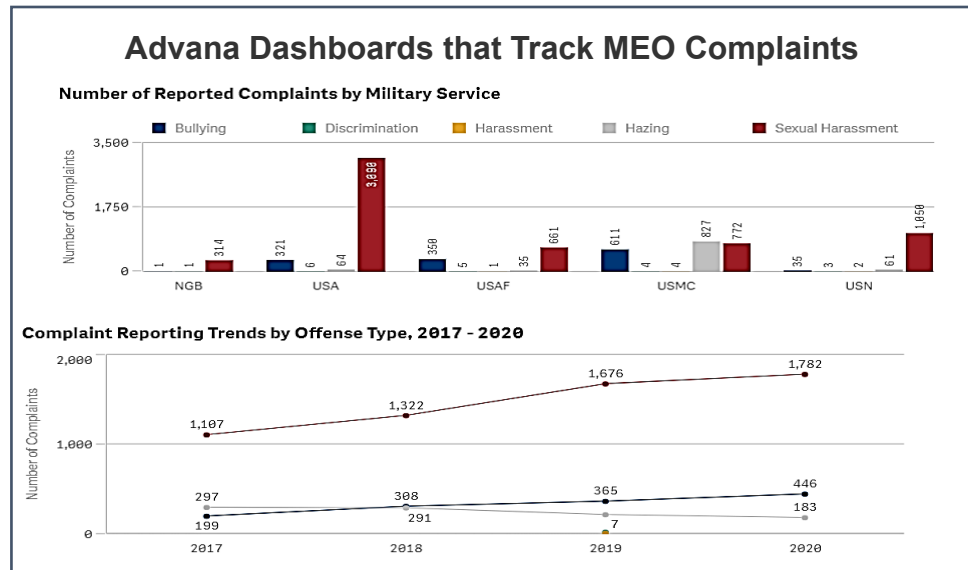
Key Activities

- Develops and maintains MEO policy and provides oversight, guidance, and compliance reviews for Component MEO offices.
- Collects, assesses, and analyzes information/data on MEO complaints and surveyed workplace behaviors.

Harassment Prevention Strategy (HPS)

- DoD issued the HPS for the Armed Forces for fiscal years 2021-2026, which is intended to be used for holding individuals in positions of leadership accountable, in compliance with the FY21 NDAA.
- Currently, ODEI is reviewing the Harassment Prevention Strategy 2.0 objectives to ensure that the requirements are being met via other published guidance's such as DoDIs, PPOA 2.0, and DEOMI educational curriculum and protocols.

* DoDI 1350.02, September 4, 2020



How We Measure Progress

- **Official reports.** Dashboards containing complaints of prohibited behavior, to include hazing, bullying, sexual harassment, discrimination, and harassment.
- **Surveys.** Workplace and Equal Opportunity (WEO) and Workplace and Gender Relations (WGR) measures prevalence of MEO issues, such as sexual harassment, racial harassment/discrimination, and hazing/bullying. The Defense Organizational Climate Surveys measure risk and protective factors in units that are associated with harassment and discrimination.



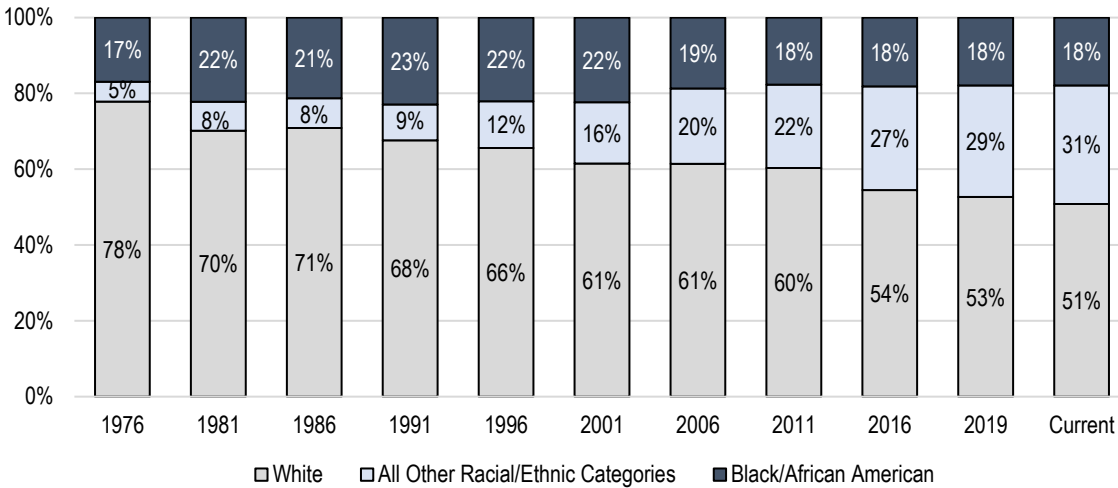
Workforce Trends



Workforce Trends

Historical Demographic Trends by Race/Ethnicity (1976-Current)

Total Enlisted Breakout by Racial/Ethnic Category



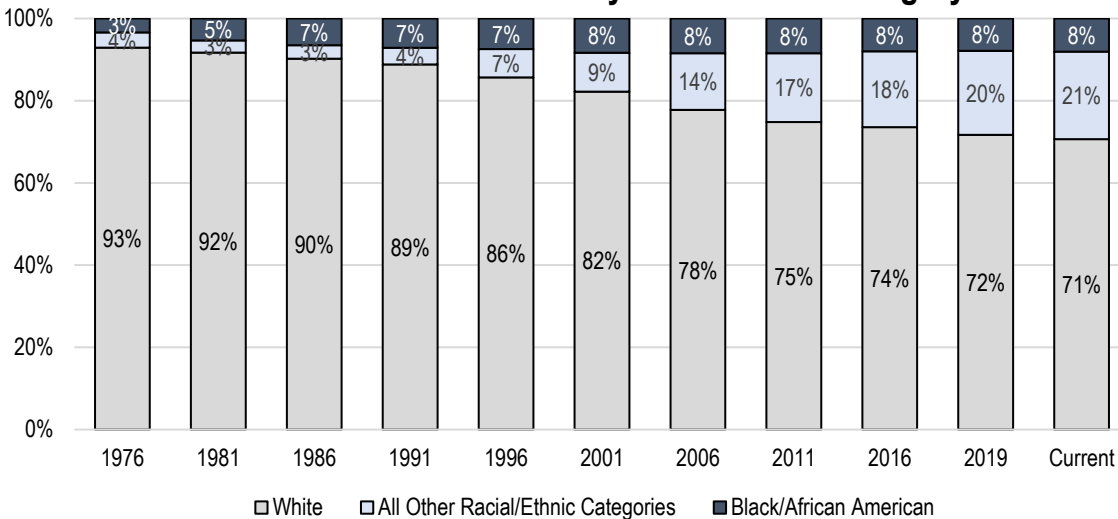
- Racial/ethnic minority representation has grown exponentially since 1976 across all paygrades of military members, with greater gains made among the enlisted population.

- Since 1976, racial/ethnic minority representation has doubled—from 22% in 1976 to 49% today.

- Hispanic Service members are the fastest growing minority population in the military – a shift that aligns with demographic trends of U.S. civilians.

- Notably, Black representation has remained relatively stable since 1976—decreasing from its highest point of 23% in 1991 to 18% today.

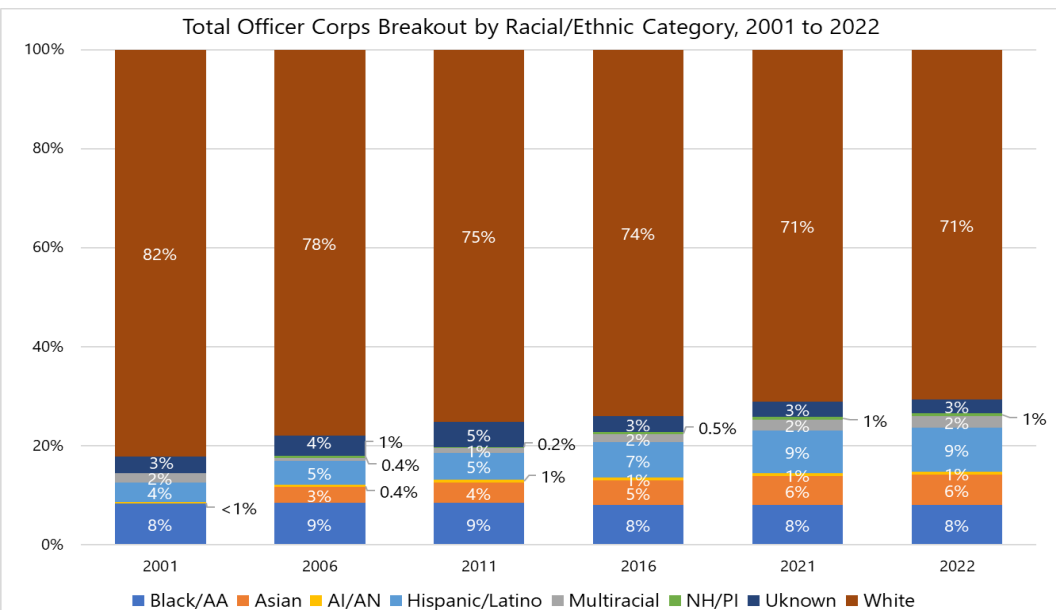
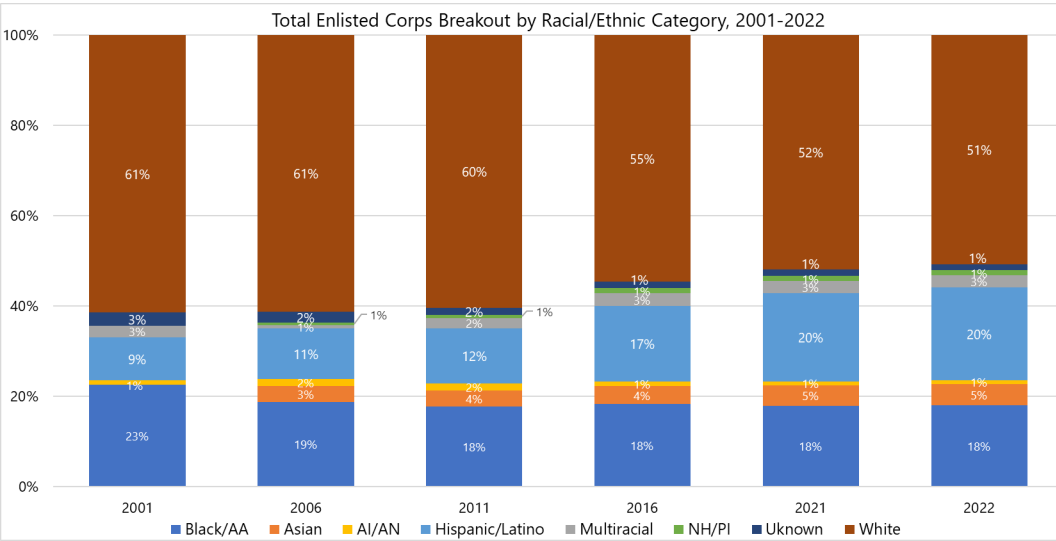
Total Officer Breakout by Racial/Ethnic Category





Workforce Trends

Demographic Trends by Race/Ethnicity 2001-Current)



- Across the Active Duty force, the enlisted corps is more racially/ethnically diverse than the officer corps.
 - Overall, racial/ethnic minorities account for about half of the total enlisted corps compared to about a third of total officer corps.
- There has been a marked increase in Hispanic/Latino representation since 2001 among both the enlisted and officer corps, while other racial/ethnic minorities (apart from Asian officers) have remained relatively stable.
 - Among the enlisted and officer corps, Hispanic/Latino representation has doubled between 2001 and 2022.



Performance Measures

Performance Measures

Overview



How does ODEI measure progress?

- ODEI uses a variety of performance measures to assess its progress in each portfolio area.
- These performance measures incorporate data on operational activities, achievement of goals, workplace climate conditions, or other factors to better understand DEIA and make informed policy and operational decisions.
- Advana serves as a key tool for DEIA data analytics, predictive modeling, and dashboard development within the Department's People Analytics portfolio, contributing to:
 - Improvement of availability, standardization, and access to data within ODEI and for DEIA practitioners and stakeholders across the Department.
 - Development of analytic products to assess demographic representation at key milestones across the career lifecycle, monitor trends over time, and identify changes as new policies and programs are enacted.
 - Assessment and achievement of compliance with regulatory requirements.
 - Synthesis of survey and workforce data to correlate trends between organizational climate and demographic representation.
 - Integration of predictive analytics to proactively identify and address future gaps.

Example Advana DEIA Dashboards

- Total Force Demographics and Projections
- Disability and Accessibility
- Applicant Flow
- Civilian Hiring and Recruiting
- MD-715 Workforce Application

Performance Measures

Equal Employment Opportunity & Civil Rights

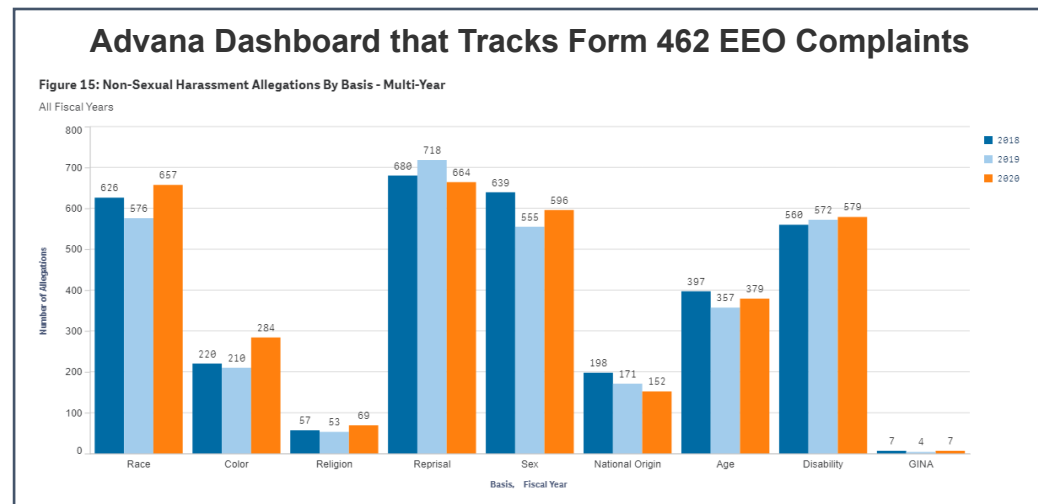


Purpose

Ensure DoD abides by EEO laws and Title VII of the Civil Rights Act of 1964, thereby allowing DoD civilian employees to work in an environment free from discrimination based on race, color, religion, sex, age, national origin, and disability. Key issues include discrimination, harassment, and civil rights among DoD civilians.

How We Measure Progress

- **Return on Investment.** Using agency-level Form 462 data, ODEI monitors the number of discrimination complaints across the Department and tracks trends from year to year.
- **Prevalence of EEO issues.** Workplace and Gender Relations and Defense Organizational Climate Surveys measure the prevalence of EEO issues, such as racial/ethnic and gender discrimination, sexual harassment, and related contextual issues that increase or decrease the risk of these behaviors.
- **Recruitment and Hiring.**
 - Visualize demographic trends (e.g., race, ethnicity, sex) in the application and selection process for those that applied to civilian DoD positions through USA Jobs. Applicant data can be filtered and analyzed by agency, occupation, and stage in the hiring process, among others.
 - Analyze demographic hiring trends amongst avenues such as Direct Hiring Authorities, Veteran's Preference, and Veteran's Status. Track the demographic and general growth of Occupation Families, Functional Communities, Organizations, and Offices.



Performance Measures

Diversity and Inclusion



Purpose

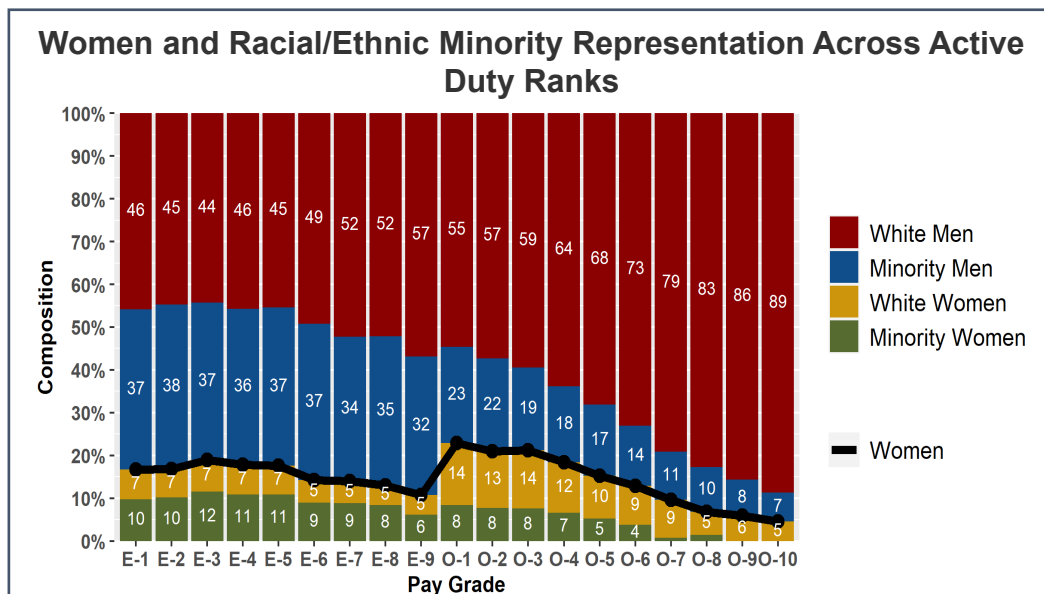
Enhance diversity and inclusion programs, policies, and environmental operating structures across DoD to optimize each person's ability to achieve the mission. Key issues include environmental barriers, transparency of promotion criteria and board selection process, representation of minorities in senior paygrades, inclusive culture, and diversity and inclusion infrastructure (e.g., people, technology, structures).

How We Measure Progress

- Racial, ethnic, and gender representation.**

Data from Defense Manpower Data Center and other sources track racial, ethnic, and gender representation across the DoD workforce to ensure the Department is developing a Total Force reflective of the nation it serves.

- Workplace climate.** Federal Employee Viewpoint Survey (civilian), Defense Organizational Climate Survey (military and civilian), Armed Forces Workplace and Equal Opportunity Surveys, Armed Forces Workplace and Gender Relations Surveys, and Status of Forces Surveys provide data on workplace climate for the Total Force (i.e., employee perceptions of inclusivity, engagement, and job satisfaction). *Data slated to be ingested into ODEI existing Advana dashboards over the next year.*



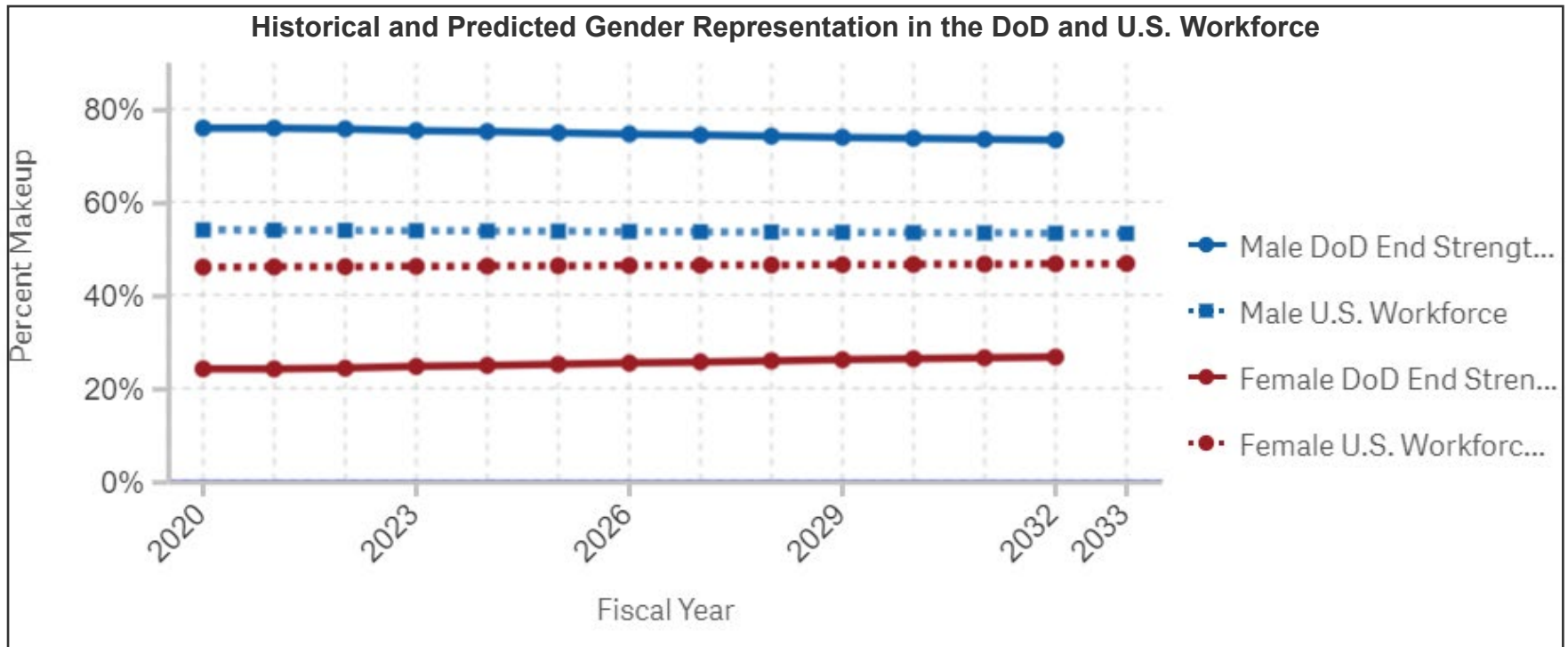
Performance Measures

Diversity and Inclusion



How We Measure Progress (Cont'd)

- **Census Comparison.** U.S. Census data is utilized which allows for the comparison of demographic representation between the Department and the comparative United States workforce. This enables analysts to identify underrepresented population groups.
- **Predictive Modeling.** Times series predictive modeling allows analysts to create ten-year forecasts for the overall DoD, racial/ethnic groups, Service components, and sex either in terms of counts or percent makeup. Through this capability users are able analyze past, present, and future demographic breakouts.



Performance Measures

Disability

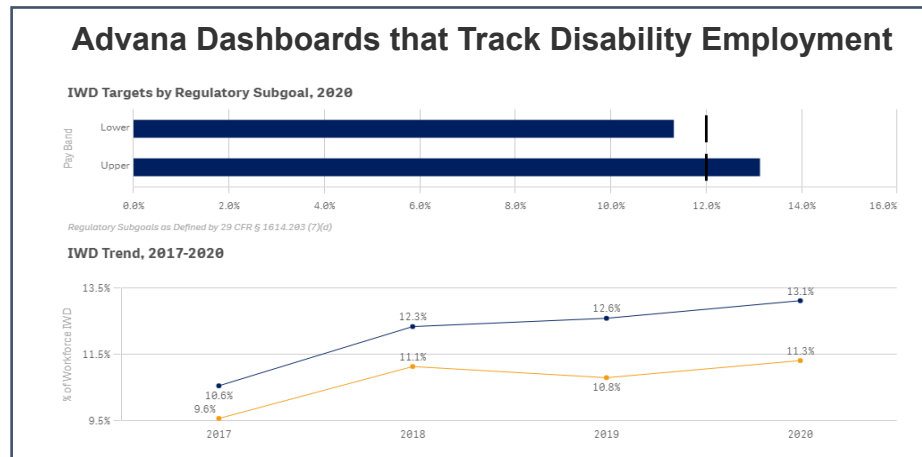


Purpose

Ensure consistent implementation of disability rights laws to eliminate barriers and affirmatively advance equal opportunity for individuals with disabilities. Key issues include equal access to DoD programs, activities, facilities, and information technology; disability discrimination; and DoD's reputation as a model employer for individuals with disabilities.

How We Measure Progress

- **Disability Employment.** A dashboard utilizes civilian personnel data from the Defense Manpower Data Center to monitor employment of Individuals with Disabilities (IWD) and Individuals with Targeted Disabilities (IWTD) as a Department and in meeting three goals:
 - 12% of the permanent civilian workforce represent IWD and 2% IWTD,
 - 12% of the GS-11 to SES (or equivalent) grade level cluster represent IWD and 2% IWTD, and
 - 12% of the GS-01 to GS-10 (or equivalent) grade level cluster represent IWD and 2% IWTD.



Performance Measures

DoD Special Emphasis Programs (SEPs) and Outreach

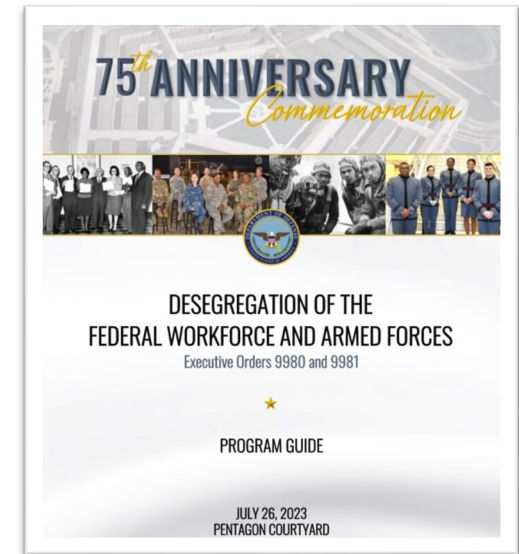


Purpose

Mandated by law and integral to the EEO Program, SEPs are key guardians of DoD's organizational culture, advancing EEO and equity for women, minorities and individuals with disabilities identifying barriers that prevent the full participation of these underrepresented groups in the DoD civilian workforce, and recommends areas for impactful improvement. Enhance the workforce and pipeline by building vital connections between DoD and external minority organizations, communities, leaders, institutions and other various entities, focusing endeavors on improving the representation, development and progression of women, minorities and individuals with disabilities within the DoD workforce and pipeline.

How We Measure Progress

- **Workforce Minority Trends and Disparities.** % of underrepresented groups in senior leadership positions and the pipeline, critical occupations, and key mentorship and professional development opportunities; and EEO complaint trends.
- **Strategic Access.** Key speaking and networking opportunities for DoD senior leaders and Program SMEs; and number of key partnerships with stakeholders and influencers.
- **Strategic Engagement.** Number of attendees, contacts with students and influencers, post-event feedback and follow-up, recruitment activity, and career fair exhibit booths.
- **Strategic Marketing and Advertisement.** Brand awareness, customer engagement, website traffic, audience reach via social media and other platforms, printed or electronic DoD advertisements on kiosks and in conference materials.





Questions & Discussion