Department of Defense DEIA Annual Report of Progress for CY 2022

October 2023

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Introduction

In September 2022, the Department of Defense (DoD) responded to Executive Order (E.O.) 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce," [1] by publishing its *DoD Diversity, Equity, Inclusion, and Accessibility Strategic Plan Fiscal Years 2022-2023*. This plan outlined the goals, objectives, and key priorities for Fiscal Years (FY) 2022 – 2023. The priorities identified in the plan's roadmap section were intended to be implemented throughout 2022 and were reviewed, endorsed, and resourced by executive-level leaders to ensure a collaborative approach.

As stated in E.O. 14035 Sec. 4. (c), the DoD is required to submit an annual "report to the President on the status of the agency's efforts to advance DEIA within the agency, and the agency's success in implementing the Agency DEIA Strategic Plan." This year, annual progress against the inaugural DoD DEIA Strategic Plan demonstrates DoD execution of strategic priority actions that further the maturity of DoD diversity, equity, inclusion, and accessibility (DEIA) actions and their impact. DoD's DEIA priorities reflected a combination of new initiatives introduced in 2022 and existing initiatives aimed at establishing a comprehensive foundation to promote DEIA throughout the Department. These efforts also aligned with the DoD's ongoing commitment to enhancing Equal Employment Opportunity (EEO) and Military Equal Opportunity (MEO) capabilities to cultivate a more diverse, equitable, and inclusive total force.

The requirements of E.O. 14035 served as a catalyst for the DoD to adopt a holistic perspective on the collective impact of these newer pilot programs and evolving initiatives. Over time, these strategic efforts will drive progress in DEIA by leveraging commonalities, shared resources, knowledge, tools, and solutions that support the total force.

Background

The DoD's enduring mission is to provide the military forces needed to deter war and ensure the nation's security. As the nature of war evolves and the risks facing our nation broaden beyond the traditional understanding of conflict, the Department must continue to evolve. Through its workforce and external partnerships, the DoD continues efforts to foster an integrated culture of agility, innovation, and interoperability to prevail against the global security challenges facing the United States.

Notably, the DoD is the largest employer in the world, comprised of three Military Departments and over twenty defense agencies and DoD field activities (collectively referred to as "DoD Components"). In addition, there are multiple principal staff assistant offices within the Office of the Secretary of Defense (collectively referred to as "OSD Components.") While the Department has an extensive history of championing efforts addressing DEIA, its multifaceted and decentralized structure presents a challenge in identifying and synchronizing the unique missions and strategies that exist across the Department. Consequently, the DoD continues to hone its ability to execute cohesive strategies that build upon its DEIA accomplishments. The underlying intent of the Department's DEIA Strategy is to facilitate sharing of promising practices, troubleshoot shared challenges, and provide flexibility to address unique needs (e.g., infrastructure, resourcing, identified growth areas).

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[1] Exec. Order No. 14035, 86 C.F.R. 34593 (2021). https://www.govinfo.gov/content/pkg/FR-2021-06-30/pdf/2021-14127.pdf

Report Structure

This report is divided into two main sections that showcase Department-wide progress in implementing its DEIA Strategic Plan priorities. Section I assesses progress made toward achieving specific goals and objectives outlined in the DoD inaugural Strategic Plan and provides a thematic overview of key impact areas.

Section II assesses progress using the framework defined by the Office of Personnel Management (OPM) Maturity Model. This model provides a maturity scale to assess the impact of organizational initiatives. The section is organized to describe the generic model, provide the DoD's initial qualitative assessment at the end of CY 2021, and illustrate progress against the DoD's initial qualitative assessment at the end of CY 2022. These summary conclusions are supported with more details of the DoD priority actions and accomplishments in Appendix A.[2]

Approach

The Office for Diversity, Equity, and Inclusion (ODEI) established an advisory group to support the development of the 2022 Strategic Plan priorities and initiatives, and subsequently supported the development of the content for this Annual Report. Participants included representatives from the DoD and OSD Component offices with policy and operational responsibilities in one or more areas of DEIA, including ODEI, Diversity Management Operations Center (DMOC),[3] Computer/Electronic Accommodations Program (CAP), Office of the Chief Information Officer (CIO)), Office of the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (CPP), Defense Civilian Personnel Advisory Service (DCPAS), Office of the Under Secretary of Defense for Research and Engineering (R&E), Office of the Under Secretary of Defense for Acquisition and Sustainment (A&S), and Sexual Assault Prevention and Response Office (SAPRO). Additionally, the DoD 2040 Taskforce (D2T) developed a set of fast-track initiatives ("Sprints") that this report drew on. The D2T evolved in 2022 by engaging a wider swath of DoD and OSD Components to build a more diverse, equitable, inclusive, and accessible institution with capabilities that advance the Department's mission.

To ensure comprehensive updates, ODEI's approach included information meetings with the advisory group and D2T, separate meetings with stakeholder groups, and follow-up data calls. Specific activities included:

- Periodic meetings with two Executive-level advisory groups.
    - ODEI met with Senior Executive Service (SES) and General Officer and Flag Officer (GO/FO) level advisory groups representing the broad range of the DoD entities with accountability for people management programs and initiatives.
    - Meetings with the D2T Advisory Group, a part of the D2T oversight structure.
- Working group sessions with DoD DEIA Action Officers (GS-15/O-6 program managers) and HR partners from the range of DoD entities that support DEIA and/or talent management programs. ODEI held this series of working group sessions to identify the key accomplishments, milestones, and indicators of progress. Participants included representatives from the Army, Navy, Air Force, Marine Corps, Defense Contract

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[2] The tables in Appendix A are organized by goals and objectives to identify the notable results, outcomes, and indicators of success for the first-year priority initiatives from the roadmap section of the Strategic Plan.

[3] As of the publication of this report, DMOC was dissolved and reintegrated into ODEI. Actions associated with DMOC throughout this report will be reassigned to ODEI in forthcoming reports.

Management Agency (DCMA), Defense Logistics Agency (DLA), Department of Defense Education Activity (DoDEA), CIO, R&E, A&S, the Defense Human Resources Activity and the Office of the Under Secretary of Defense for Personnel & Readiness (P&R).

- Follow-on meetings, as needed, facilitated by ODEI or D2T with DoD-wide stakeholders.

- Review of leadership briefings and data inventories from D2T 2022 priorities (i.e., Sprints 1, 2, and 3, and supporting initiatives).
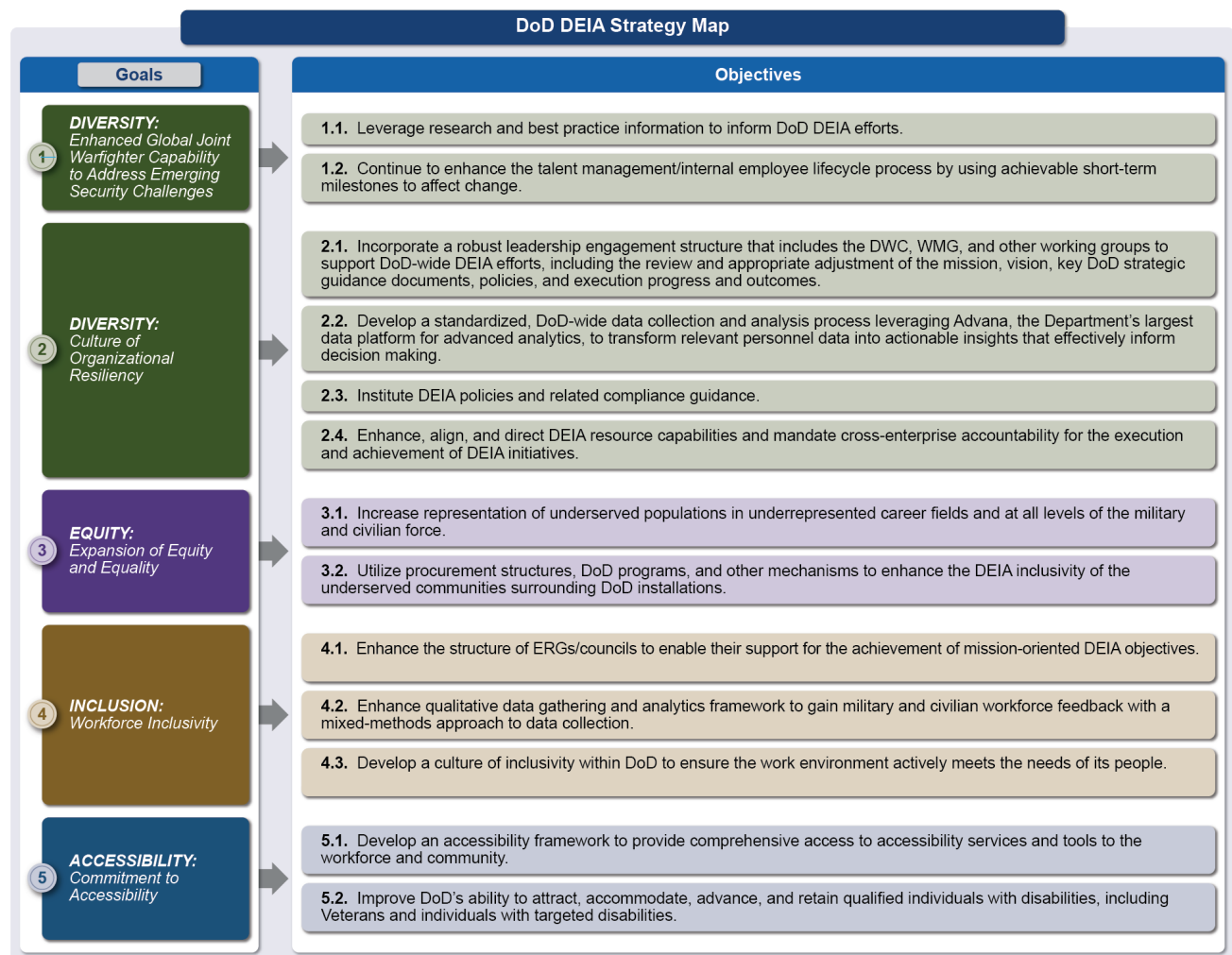
These collection efforts resulted in a more comprehensive assessment of DoD DEIA progress than previously available. Overall, DoD is integrating and leveraging DEIA across the Department to uncover opportunities and address shared challenges with the goal of maximizing the effectiveness of the total force.

DoD DEIA Strategic Plan Annual Implementation Progress

Section I: DoD Progress Summary by Goal Area

As required by DEIA Initiative[4] guidance, the DoD Strategic Plan goals, objectives, and roadmap priority initiatives align to DEIA. The Strategic Plan contains five goal areas and thirteen nested objective areas (Figure 1). Within this structure, the Department prioritized a subset of objectives and supporting priority initiatives in the roadmap section of the DoD DEIA Strategic Plan for FY 2022 – 2023 to execute during 2022.

Figure 1. DoD DEIA Goals and Objectives

DoD DEIA Strategy Map

Goals	Objectives
1 DIVERSITY: *Enhanced Global Joint Warfighter Capability to Address Emerging Security Challenges*	**1.1.** Leverage research and best practice information to inform DoD DEIA efforts. **1.2.** Continue to enhance the talent management/internal employee lifecycle process by using achievable short-term milestones to affect change.
2 DIVERSITY: *Culture of Organizational Resiliency*	**2.1.** Incorporate a robust leadership engagement structure that includes the DWC, WMG, and other working groups to support DoD-wide DEIA efforts, including the review and appropriate adjustment of the mission, vision, key DoD strategic guidance documents, policies, and execution progress and outcomes. **2.2.** Develop a standardized, DoD-wide data collection and analysis process leveraging Advana, the Department's largest data platform for advanced analytics, to transform relevant personnel data into actionable insights that effectively inform decision making. **2.3.** Institute DEIA policies and related compliance guidance. **2.4.** Enhance, align, and direct DEIA resource capabilities and mandate cross-enterprise accountability for the execution and achievement of DEIA initiatives.
3 EQUITY: *Expansion of Equity and Equality*	**3.1.** Increase representation of underserved populations in underrepresented career fields and at all levels of the military and civilian force. **3.2.** Utilize procurement structures, DoD programs, and other mechanisms to enhance the DEIA inclusivity of the underserved communities surrounding DoD installations.
4 INCLUSION: *Workforce Inclusivity*	**4.1.** Enhance the structure of ERGs/councils to enable their support for the achievement of mission-oriented DEIA objectives. **4.2.** Enhance qualitative data gathering and analytics framework to gain military and civilian workforce feedback with a mixed-methods approach to data collection. **4.3.** Develop a culture of inclusivity within DoD to ensure the work environment actively meets the needs of its people.
5 ACCESSIBILITY: *Commitment to Accessibility*	**5.1.** Develop an accessibility framework to provide comprehensive access to accessibility services and tools to the workforce and community. **5.2.** Improve DoD's ability to attract, accommodate, advance, and retain qualified individuals with disabilities, including Veterans and individuals with targeted disabilities.

The section summarizes the DoD accomplishments for each DEIA Strategic Plan roadmap priority action for CY 2022, organized by DoD goals and objectives.

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[4] The federal body established by E.O. 14035 and led by OPM and OMB, in coordination with the EEOC. The DEIA Initiative provides leadership, technical assistance, and guidance to agencies in meeting the directives of the E.O. and advancing DEIA policies and practices.

Goal 1: Diversity – Enhanced Warfighter Capability

This first diversity goal focused on the ways the workforce supports the DoD warfighting mission. The objective for this goal incorporated the use of industry and DoD research and best practices to enhance talent management practices and processes. This goal enhances the warfighter capability using a DEIA lens to broaden the participation of all individuals based on mission needs. Additionally, with talent management as the springboard, the goal started to pivot the DEIA function from a focus on the traditionally defined underrepresented demographic areas to a broader view that directly supports specific areas of mission achievement. The execution of this goal represents a sea change in the way DEIA provides value-added support to the DoD strategic direction. Two objectives, described below, provided guidance for supporting initiatives to be executed during the year. Objective 1.1 leveraged research and best practices to inform DoD DEIA efforts and Objective 1.2 embraced the talent management internal employee lifecycle process by using achievable short-term milestones to effect change. The DoD and the Military Services completed actions and initiatives against both objectives this year.

Objective 1.1: Leveraging Research and Best Practices to Inform DEIA Efforts

The Department leveraged existing research and development in support of the DoD mission. To accomplish this, the D2T focused on gaining a better understanding of the actions, priorities, and programs undertaken by DoD and OSD Components. This effort entailed both in person meetings and data calls providing an inventory of DoD-wide DEIA activities. Additionally, the D2T used this collective information to assess DEIA risks across the Department and provide senior leadership with an understanding of areas that would impede mission achievement. Preliminary findings from the assessment suggest that DEIA can be sustained through actions such as the development of a DEIA vision and mission, establishment of a governance structure, enhanced use of data analytics, expanded resources such as staff, systems capability, and knowledge management, and cohesive DEIA communications. The assessment is anticipated to conclude in 2023. Prioritized actions resulting from the assessment will be included in the DoD's next DEIA annual report of progress.

Objective 1.2: Enhanced Talent Management Processes

This objective centers on enhancing talent management programs or processes for both the military and civilian workforces to mitigate any barriers to participation and opportunities for advancement for all personnel.

The major accomplishments of this objective spanned five areas in the life cycle of developing an effective and diverse force. These areas included: (1) separation factors for the military officer workforce, (2) the development path to GO/FO, (3) transparency and barriers in the Military Board Selection Process, (4) Professional Military Education (PME) factors for career advancement, and (5) the performance appraisal process for civilian employees. Several actions were taken across each area to provide senior leadership in the OSD and DoD Components with data and recommendations to inform the launch of innovative programs, improve current programs, and assess policy effectiveness. These actions include:

Separations Factors: The D2T conducted a Separations Intention Analysis to determine the retention patterns of military personnel. They analyzed a combination of data sources such as responses from the Status of the Forces survey and exit interview data from the Military Services on reasons for staying/leaving the military to identify any notable factors for underrepresented groups. These findings will help inform leadership on which policy changes to target retention of underrepresented groups.

General Officer/Flag Officer Pathways: The Department initiated planning efforts via the D2T to collect and analyze data from the Services on officer development and selection leading up to GO/FO levels. The intent is to compare GO/FO racial demographics to the relevant US population to assess gaps and consider feasible timeframes to achieve parity. Leadership diversity in the military environment is critical. It is imperative the individuals in these roles have varied experiences, unique perspectives, and talents, to ensure we are able to outthink, outmaneuver, and outfight any adversary or threat.

Board Barrier Analysis and Transparency: Promotions for military personnel often require use of selection boards.[5] To ensure equity within the Military Services' officer promotion board processes, each Service assessed factors (e.g., early career classification into military occupational areas) that may introduce inadvertent barriers to promotion among underrepresented groups. The Service assessment teams used a combination of survey data and research techniques to define specific steps for remediation.

PME Factors to Promotion: DoD assessed which factors lead to workforce selection to PME and identified potential barriers for underrepresented workforce members. Since senior leadership positions within the Department hinge on educational attainment, disparities in PME opportunities are crucial to understanding diversity trends among higher paygrades.

Performance Appraisal Study for Civilian Employees: DCPAS conducted the 2022 Defense Performance Management Evaluation Survey of Department of Defense Civilian Employees to evaluate civilian employee perceptions related to the fairness and transparency of the DoD Performance Management and Appraisal Program (DPMAP). Survey responses will be grouped by category, to include pay plan, length of Service, occupational series, age, gender, and race/ethnicity. The results from the 2022 survey will be analyzed by demographic categories to identify potential discrepancies warranting intervention and subsequently compared to 2020 analyses to determine if any trends warrant intervention.

Goal 2: Diversity – Culture of Organizational Resiliency

To evolve DEIA operational and organizational functional support to address current and future mission challenges more effectively, the Department identified Culture of Organizational Resiliency as the second strategic goal. The objectives in this area spanned the required leadership and organizational structures, policies, processes, and tools, with a focus on resourcing levels, accountability for action, and use of data and systems to inform decision making.

Objective 2.1: Incorporate Leadership Engagement to Support DEIA Efforts

Leadership Engagement and Accountability: During 2022, ODEI and D2T began developing a DEIA governance structure to codify and structure the DoD commitment to DEIA which is expected to be coordinated internally and completed by the end of 2023. Component strategic plans acknowledged leadership engagement as a key principle toward advancing DEIA which underscores the need for a cohesive governance structure. Components continue to progress their initiatives to address their readiness requirement

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[5] Military Services' officer promotion boards are regulated by sections 611-618 (active duty officers); 571-583 (active duty warrant officers); and 14101-14112 (reserve officers) of Title 10, U.S.C.

and provide regular updates to DoD senior leadership on data/key metrics, mission focused DEIA leadership training, and consistent integration of DEIA concepts in daily engagements.

Objective 2.2: Standardized DoD-Wide Data Collection and Analysis

This priority objective sought to provide a shared framework for the DoD to collect and analyze DEIA data across the broad set of Components, offices, and sometimes disparate data systems. Priority actions included the use of the DEIA Analytics Working Group (DAWG) for Department-wide root cause analysis, enhanced use of the analytic capabilities of Advana, and sharing and consideration of Service Component analytics tools and solutions.

Advana moved from the data capture stage within the DoD for the Military Components to include robust analytic capabilities. Advana serves as the primary engine for DEIA analytics including workforce demographics for the military and civilian workforces. In addition, it supports ODEI by providing the recurring reports required by external entities such as the Government Accountability Office (GAO), OPM, and Equal Employment Opportunity Commission (EEOC). Reporting requirements include the annual Management Directive 715 (MD-715) report (including Part J regarding persons with disabilities) and annual workforce demographic reports to DoD senior leadership. The DoD continued to refine its standardization and operationalization process to provide a strategy that allows individual Components to work across disparate systems to capture data and develop skills to analyze the data once captured.

For example, Advana has become the main source for MD-715 data reporting for the DoD. The Department held training sessions to educate Component practitioners on the use of Advana in their Component data analytics efforts. Census data were refreshed to reflect currently available data and are now part of the Advana data analytics capability for demographic trend comparisons over time. ODEI began updating DoD Instruction (DoDI) 1020.05, "Diversity and Inclusion Management Program,"[6] which provides parameters for the DoD Components to collect demographic data. These changes will strengthen data collection procedures to mitigate persistent gaps that inhibit trend analysis and comparisons between the DoD Components.

Objective 2.4: DEIA Resource Capabilities and Accountability

This objective addressed the provision and development of adequate staff resources, tools, capabilities, leadership sponsorship, and oversight to drive the successful implementation of DEIA programs and actions. To institutionalize DEIA across the Department and centralize DEIA leadership, the Secretary of Defense (SecDef) appointed the Under Secretary of Defense for P&R[7] as the Chief Diversity and Inclusion Officer (CDIO) on April 4, 2022. Specific actions in this area included developing DEIA-specific competencies and training curricula relevant to DoD leadership, the workforce, and civilian and military DEIA practitioners and providing a cross-DoD forum for diversity and inclusion (D&I) practitioners to collaborate. Select accomplishments are included to demonstrate DoD commitment.

> **DEIA Workforce Resourcing**: With nearly two million Service members and civilian employees, the DoD is the largest employer in the world. Due to its size, the Department must efficiently and effectively enhance, align, and direct DEIA resource capabilities to achieve DEIA initiatives. The Director, ODEI is responsible for Strategic Human Capital

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[6] DoD Instruction 1020.05, "DoD Diversity and Inclusion Management Program." (2020). https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/102005p.pdf?ver=2020-09-09-112958-573

[7] In FY 2023, after the reporting period for which this report covers, the Under Secretary of Defense for Personnel and Readiness resigned and a Chief Diversity Officer (CDIO) has not been appointed.

Planning for civilian employees in DEIA occupations. ODEI serves as the Community of Practice (CoP) lead to create a uniform framework that articulates the roles, responsibilities, and training of personnel supporting DEIA related functions. The CoP defined an initial set of competencies and continues to refine these competencies for the DEIA community. DCPAS, ODEI, and DEOMI collaborated around training for the DEIA community.

Goal 3: Expansion of Equity and Equality

The third Strategic Plan goal focused on providing avenues to expand equity and equality within internal human relations while also impacting external communities, particularly those surrounding DoD installations. The Department identified two objectives to support these efforts: Objective 3.1 increases equitable representation of underserved populations in underrepresented career fields and at all levels of the military and civilian workforce and Objective 3.2 utilizes procurement structures, DoD programs, and other mechanisms to enhance the DEIA inclusivity of the underserved communities surrounding DoD installations.

Objective 3.1: Equitable Representation of Underserved Populations Accomplishments

The DoD continued efforts to provide equitable employment opportunities to all, as reflected by representation that is on par with national representation for similar career fields (e.g., pilots, chemical and biomolecular engineers). Initiatives focused on how personnel enter the force, as a primary pipeline for diversifying the force. The military is mostly a closed personnel system; service members enter at the lowest ranks and rise to more senior levels over time, whereas the civilian personnel system enables recruiting and hiring at all levels of seniority. Accomplishments included task force initiatives to analyze military accessions pipelines, drive efforts to improve communications outreach to youth, and information sharing about successful programs between the Military Services.

The DoD approach to connecting with underserved communities included work at the headquarters level, along with initiatives instituted by DoD Components. Measures included funding for Historically Black Colleges and Universities (HBCUs), and establishment of Centers of Excellence (COEs) at North Carolina A&T State University for Biotechnology and Morgan State University for Materials Science. These initiatives support underrepresented students pursuing science, technology, engineering, and mathematics (STEM) disciplines of critical importance to the Department. Additionally, the DoD held two "Taking the Pentagon to The People" (TTPTTP) events, which included hosting Presidential Round Tables with minority serving institution Presidents, Chancellors, faculty members, and students to discuss and share strategies to increase student and influencer awareness of DoD opportunities in employment, contracts, grants, scholarships, and research and development. DoD Components hosted multiple outreach events in partnership with affinity groups to advance the presence of those who identify as Hispanic, Black/African American, Asian American and Pacific Islander, and Alaskan Native and Native American in the DoD talent pipeline.

In addition, the Military Services took a multi-faceted approach to reaching underserved communities. Recruiting commands shaped and tailored marketing campaigns to reach applicants, influential community, and family members in under-served and under-represented communities. Components also piloted and refined recruiting practices to reach all eligible populations through targeted leads leveraging tools/applications and technology. In particular, the Military Services launched niche marketing to enhance market penetration and used artificial intelligence and big data analytics to improve and tailor messages to targeted audiences. These efforts expanded upon recruiting best practices with augmented reality (AR) and virtual

reality (VR) experiences to engage youth to increase Service awareness and used diverse influencers and modern technology to better attract historically underrepresented and underserved populations.

The Military Services shared best practices developed within each Service to address shared DoD mission challenges that are impacted by lack of career field exposure. Notably, to address a shortfall in military pilot pipelines, the Department launched several initiatives, to include expanding the You Can Fly (YCF) flight education scholarship program which provides early exposure, education, and flight experience to Reserve Officer Training Corps (ROTC) cadets, including those at Minority Serving Institutions.

To support operational excellence and arm leadership with more effective analysis to make decisions, the DoD continued to grow its system and data capabilities to advance equitable recruitment and hiring. The Department established the DAWG Civilian Recruitment and Hiring subgroup to inform and help build the Civilian Recruitment and Hiring module in Advana. The DoD also developed and published the Applicant Flow Dashboard to provide visualizations of demographic trends in the application and selection process for civilian DoD positions through USA Jobs. The Department also refined demographic projections within the Total Force Dashboard to initiate its predictive analytics capability, enabling estimates of future workforce demographics based on historical workforce changes to be briefed out to senior officials and other stakeholders. Finally, the Army, Navy, and Air Force worked together to develop the Uniform Military Service Academy Nomination Portal. This portal will provide Congress with a single tool to submit nominations for military service academy positions and allows the DoD to produce demographic reports with historical data, providing insight into the applicant pool and nomination history.

Objective 3.2 - Inclusivity of Underserved Communities Accomplishments

Accomplishments related to external equity reflect DoD's prioritization of its Equity Action Plan (EAP) in response to E.O. 13985, "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government." The DoD developed its first-ever Department-wide EAP plan to increase equity among external stakeholders, finalized the related implementation plan, and initiated actions in 2022's EAP. For example, the DoD finalized its Small Business Strategy and Implementation Plan, which included the transition and rebranding of Procurement Technical Assistance function to the DoD Office of Small Business Programs. This change better supports small businesses in pursuing government contracts. Notably, the Department exceeded its FY 2022 year-end goal for Small Disadvantaged Businesses.[8] In addition, the DoD pledged a goal to the Office of Federal Procurement Policy to increase business with the AbilityOne Program from 0.55% to 1.00% of DoD contract spending over the next 5 years. DoD AbilityOne contracts create jobs for approximately 35,000 veterans and individuals who are blind or have other significant disabilities.

Goal 4: Inclusion

The DoD defined its fourth goal around the desire for the Department to be known as having a culture that promotes inclusivity. Three objectives supported the implementation of this goal: Objective 4.1 enhances the structure of Employee Resource Groups (ERGs) and Councils to enable their support for the achievement of mission-oriented DEIA objectives; Objective 4.2

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[8] The firm must be 51% or more owned and controlled by one or more disadvantaged persons; the disadvantaged person or persons must be socially disadvantaged and economically disadvantaged; the firm must be small, according to SBA's size standards.

expands data collection and analytic frameworks to solicit military and civilian workforce feedback with a mixed-methods approaches; and Objective 4.3 develops a culture of inclusivity within the DoD to ensure the work environment actively meets the needs of its people. By targeting mechanisms that impact its workplace environment and climate, the DoD can promote a culture where all employees and personnel feel included and have opportunities to contribute to their fullest abilities.

Objective 4.3: Workforce Inclusivity Accomplishments

A few initiatives, programs and events formulated the center of activities to increase workforce inclusivity throughout the Department. In January 2023, OSD P&R hosted a senior leader forum to leverage ERGs to support mission priorities. Chief Diversity Officers (CDOs) and senior executives from agencies, industry, and academia, gathered to exchange solutions and best practices to enable ERGs to reach their full potential. DMOC is developing operational guidance for Component ERGs/Employee Councils. Additionally, several Military Departments and other DoD Components launched DEI (Diversity, Equity, and Inclusion) working groups and Councils with the focus of executing initiatives and leveraging areas such as STEM. Further, the Army formalized the Army's Women Initiative Team (WIT).

As with other efforts in the plan execution, elements of the Defense Human Resources Activity worked to provide operational support to program execution. For example, DCPAS reviewed communication approaches across print and media to ensure a broad range of the population could relate to its content and understand the language used. As a result, the Department leveraged social networks with diverse written and visual content to reach potential DoD civilian candidates across multiple platforms. Both the Department's followers across social media and the traffic on the Civilian Careers website increased. To advance strategic communications, DMOC established an internal quarterly newsletter for the D&I community that aligns with the D&I Directorates goal, titled "Speak in One Voice." DMOC distributed the newsletter to HR, EEO, D&I practitioners, senior DEIA leaders, and supervisors.

The combination of Component program execution and OSD level Department-wide support accelerated the Department's ability to improve its culture of inclusivity, value, and respect for the total force.

Goal 5: Accessibility

To enhance accessibility by expanding opportunities for all individuals, including those with disabilities, the DoD defined this as the last strategic goal. The DoD developed two objectives: To: 1) define its organizational accessibility framework and 2) provide enhanced support for qualified individuals with disabilities (IWD). The accessibility framework aims to coordinate, integrate, and resource DoD functions that support accessibility and provide relevant offices and practitioners with needed resources, common guidelines, and shared tools and services. The focused support for IWD enhances disability programs, policies, and processes to attract, accommodate, advance, and retain qualified IWD more effectively, including Veterans and individuals with targeted disabilities (IWTD).

Objective 5.1: Accessibility Framework Accomplishments

The DDPMWG, a collaborative working group of DoD Component representatives, convened monthly to identify and discuss opportunities and issues related to disability programs and accessibility. The working group addressed and developed shared solutions, training, and best practices in 2022 around the areas of EEOC compliance, document accessibility, Veteran affirmative action programs, and sustaining the DoD's status as a model employer of people

with disabilities. Progress continued with information and communication technologies, such as updates to both external public and internal workforce facing websites with inclusive imagery, language translation, and variable font size capabilities. Additionally, the DoD expanded accessibility services to address challenges faced by all workers, including those with intersectional characteristics. This included implementation of enhanced parental support and religious and medical accommodations related to grooming, uniform, and equipment standards. The Department continued work by the Facility Accessibility Task Force (FATF), which leverages DoD-wide collaboration to advance facilities accessibility and advance the Architectural Barriers Act (ABA). The FATF remediated facility issues faced by IWD (signage, door access) and challenges faced by all force members (COVID response to building access).

The Department further enhanced and utilized the Advana dashboard capability to initiate standardization of data collection and analysis approaches across the DoD, particularly around measures of IWD and IWTD to achieve the federal 12% and 2% employment goals. Across the civilian workforce, DoD currently exceeds the 12% IWD and 2% IWTD federal thresholds.[9] As part of this effort, the Department executed a successful pilot launch year for the MD-715 Workforce Data Application to 70+ key personnel across the Components and Services, which the EEOC used as the main source of MD-715 data for the DoD. Advana finalized the Disability Compliance dashboard to provide insights into the DoD's employment of individuals with disabilities and individuals with targeted disabilities. Additionally, Advana developed predictive models using this data, showing continued growth of IWD as part of the civilian workforce. This provides a platform to track use of the civilian Schedule A (5 CFR §213.3102(u))[10] hiring authority, track IWD through their careers, identify bottlenecks for promotions and retention to support the Department and its Components in achieving federal participation goals for IWD and IWTD.

Objective 5.2: IWD Support Accomplishments

The DoD is in the process of updating DoD Directive (DoDD) 1020.02E, DoDD 1020.1, and other relevant policies to drive Department-wide consistency for Accessibility and Disability Program Management. The Department aims to publish in final form its proposed revision to 32 CFR Part 56, "Nondiscrimination on the Basis of Disability in Programs or Activities Assisted or Conducted by the DoD and in Equal Access to Information and Communication Technology Used by DoD, and Procedures Resolving Complaints." As a co-sponsor of the Workforce Recruitment Program (WRP), the DoD partnered with the Department of Labor (DOL) through intra-department working groups to address inclusivity and accessibility for individuals with disabilities under the WRP as well. The WRP expansion report with recommendations and action items is in the final stages of formal coordination prior to submission to the Office of the Assistant to the President for Domestic Policy.

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[9] Per Department of Defense's response to the Section 3(c)(vii) of National Security Memorandum (NSM-3), November 2021.

[10] Schedule A gives the federal government permission to hire people with significant disabilities for jobs within the federal government without requiring them to compete against non-disabled jobseekers for those positions. Federal agencies hire Schedule A employees on a probationary basis.

Section II: DoD Progress Alignment to the Maturity Model

DEIA Maturity Model Overview

The DoD assessed its implementation progress for the initial DEIA Strategic Plan using the government wide DEIA maturity model. The maturity model shared by OPM[11] encompasses four high level areas that signal maturity broken out into sub-areas as depicted in Table 1.

Table 1. Maturity Model: Areas and Sub-Areas Signaling DEIA Maturity

(1) Sustainability	(2) Workplace Policies,	(3) Culture of Inclusion	(4) Agency Practices
• Approach • Diversity Framework • Organizational Structure • Resources • Program Management • Integration • SES/Leadership Involvement	• Policy • Recruitment • Hiring • Promotion • Retention • Pay & Compensation • Professional Development • Reasonable Accommodation • Training • Workplace Safety and Prevention of Sexual Harassment	• Strategy • Employee Experience • Accessibility	• DEIA Strategic Plan • Streamlined Reporting Processes with Related Areas (e.g., EEO)

Agencies are to apply the model to assess their organization's DEIA maturity along a continuum of three levels—Foundational, Advancing Outcomes, and Leading and Sustaining—defined in Table 2.

Table 2. DEIA Maturity Model Levels of Maturity

Level 1: Foundational Capacity	Level 2: Advancing Outcomes	Level 3: Leading and Sustaining
An agency's focus may be on complying with statutory and regulatory requirements related to DEIA. The agency's DEIA work is ongoing but may be siloed or decentralized.	An agency may have adopted DEIA priorities and policies throughout the Department and shown improved results beyond statutory and regulatory requirements. DEIA is a critical component of the agency's mission and work but may not be fully embedded into the strategic plan and vision.	An agency may have demonstrated that DEIA is an integral part of the overall organizational strategy by embedding DEIA in its vision, values, and practices. The agency may be executing its DEIA strategic plan, monitoring progress, and making appropriate adjustments. The agency may also be acknowledged, cited, and benchmarked by others for its DEIA accomplishments.

During the development of the *DoD DEIA Strategic Plan FY 2022 - 2023*, the DoD self-assessed its organizational DEIA maturity[12] as moving beyond foundational capacity to advancing outcomes, with limited instances of leading and sustaining DEIA efforts throughout

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[11] Per DEIA Initiative Office Hours Meeting: Agency DEIA Reporting Plan held on March 31, 2023.

[12] Department of Defense. (2022). *DoD DEIA Strategic Plan FY 2022-2023*. https://www.whs.mil/Portals/75/EEOP/DEPARTMENT-OF-DEFENSE-DIVERSITY-EQUITY-INCLUSION-AND-ACCESSIBILITY-STRATEGIC-PLAN_508.pdf?ver+OPAicpKIY8dt9Zhru17-UQ%3d%3d

the Department's mission, policies, and practices. The DoD's initial maturity assessment resides in Appendix C.

While driving change through an organization of the DoD's size and complexity can be a lengthy process, the DoD's DEIA organizational maturity grew from efforts undertaken in 2022. The chart below shows the Department's assessment of its current DEIA maturity level.[13]

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[13] OPM shared a revised draft version of the DEIA Maturity Model during the DEIA office hours meeting on March 30, 2023.

Figure 2. DoD DEIA Maturity Level Progress CY 2022
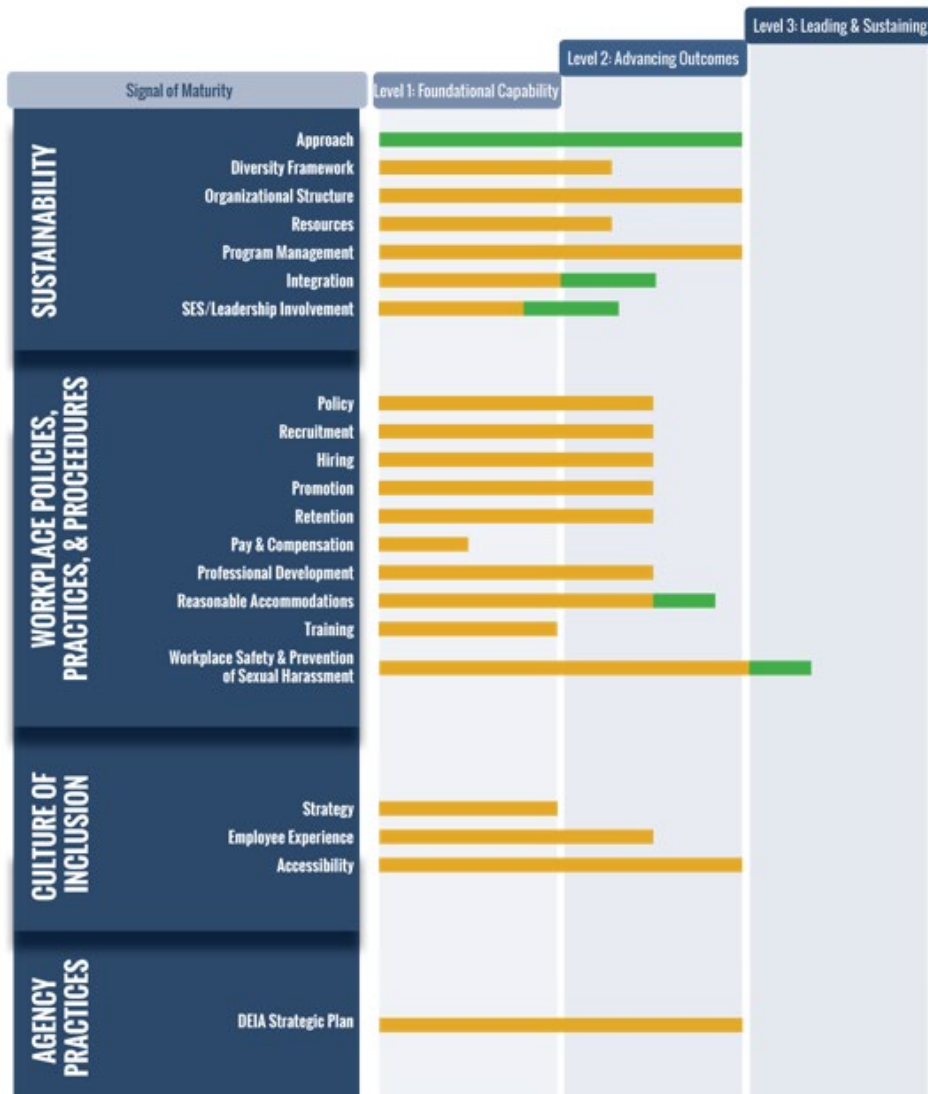
Note that DoD progress for the Workplace Safety & Prevention of Sexual Harassment is attributed to the DoD's ongoing phased implementation of the Prevention Workforce Model.

Denotes overall DoD level of maturity during development of the DoD DEIA Strategic Plan FY 2022-2023 [March 2022], determined by DoD Strategic Plan Advisors.

Denotes DoD maturity progression based on implementation of DEIA initiatives, programs, and actions during CY 2022.

Progress Summary by Maturity Model Signal Areas

Aligning the impacts of its accomplishments against the maturity model provided the DoD with a view of its progress in facilitating longer range DEIA growth for the organization. The yellow bars were the original devised by the Strategic Plan Advisors for the DoD DEIA Strategic Plan FY2022-2023 They provided qualitative status of DoD in relationship to the OPM Maturity Model. The DoD's annual progress for 2023 is highlighted in green on the maturity level bars and impacts are summarized below by maturity signal area. The Department goal area(s) that yielded this progress are noted in brackets "[ ]" throughout the descriptions that follow.

Sustainability

DoD efforts throughout the year continued to push its maturity level further to the right along the **advancing outcomes** continuum. Gains were evident and focused on more explicit **DEIA integration** into the DoD's core mission capabilities with **SES and leadership engagement**. The Department's **approach** incorporated agile structures and processes for continuous improvement, aided by changes in **organizational structures**, and more deliberate discussions of driving DEIA efforts to benefit core mission capabilities. For example, research and assessment efforts initiated under the D2T yielded findings and preliminary recommendations related to the development of the DEIA vision and mission, governance structure, and management capabilities. *[Goals 1]* The DoD appointed the Under Secretary of Defense for P&R as DoD's CDIO and established organizational bodies and processes to provide leadership's sponsorship and oversight for DEIA strategic planning and initiative implementation. Additionally, the Department reconfigured the D2T to catalyze and resource DEIA efforts. *[Goals 1 and 2]*

Under leadership from the D2T, newly formed working bodies executed short-term sprint efforts using agile review processes to iteratively assess findings and inform follow-on actions. The working group structure facilitated more frequent collaboration between Department-wide DEIA stakeholders, including those serving in practitioner roles for the DEIA pillars as well as partner functions (e.g., human resources), EEO, MEO, information technology, and facilities management. Expanded partnering resulted in sharing the DoD's vast institutional knowledge and **resources** (e.g., DCPAS recruiting forums, Military Service best practices). These efforts yielded products to identify and bridge gaps in DEIA's support and relevance to the warfighter mission. *[Goals 1, 2, and 3]*

The DoD progressed in the development of its **diversity framework**. This included adopting a broader view of diversity characteristics per E.O. definitions, such as expanded consideration of intersectional characteristics, and mitigation of a broader scope of accessibility issues faced by all members of the force, beyond reasonable accommodations, such as addressing challenges in uniform design and sizing, grooming standards, and parental/family status access. The DoD's response to accessibility and Disability Program Management (DPM) further evolved its organizational structure, integration, and leadership engagement through collaboration across the EEO/DPM, human resources, CIO/information technology, and facilities management functions. *[Goal 5]* The Department resourced the dedicated task force (D2T) efforts to supplement existing D&I functional offices to address equitable recruiting and hiring frameworks. *[Goal 3]*

Investments in **data and systems** informed strategies and **decision making.** The 2011 Military Leadership Diversity Commission (MLDC),[14] and the DoD Board on Diversity and Inclusion Report[15] recommendations noted the need for Department-wide data analytics tools. The Advana platform has satisfied these recommendations and is effectively providing **data analytic** capabilities **to enhance the ability of senior leadership to make data-driven decisions** across the Department**.** Continued enhancements to the Advana Department-wide system established standardized data elements and baseline metrics to capture, analyze, and report on

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[14] Military Leadership Diversity Commission. (2011). *From Representation to Inclusion: Diversity Leadership for the 21st-Century Military*. https://diversity.defense.gov/Portals/51/Documents/Special%20Feature/MLDC_Final_Report.pdf
[15] Department of Defense. (2020). *Department of Defense Board on Diversity and Inclusion Report*. https://media.defense.gov/2020/Dec/18/2002554852/-1/-1/0/DOD-DIVERSITY-AND-INCLUSION-FINAL-BOARD-REPORT.PDF

DEIA at the Department level. These efforts provided DoD Components with enhanced data capture capability, analytic tools, and dashboarding. *[Goal 2]*

However, challenges remain, and the DoD faces a continued lack of funding and resources to meet statutory requirements let alone fully support our ambitious goals for the DEIA journey forward.

Workplace Policies, Programs and Procedures

DoD efforts throughout the year expanded its maturity level further along the **advancing outcomes** continuum for select sub-areas. In particular, the D2T targeted efforts in 2022 consisted of three primary "sprints"— **Career Progression and Retention, Accessions and Hiring**, and the **Path to Senior Leadership**. Resources and initiatives focused on recruitment and hiring to mitigate the effects of a difficult national labor market.

In the area of **Policies,** the DoD is pursuing updates to DoDI 1020.05, Diversity and Inclusion Management Program, to provide DoD Components with parameters for the collection of relevant DEIA data, including demographic data. The strengthened data collection procedures help mitigate persistent gaps that inhibit trend analysis and comparisons between DoD Components. *[Goal 2]* Gains were achieved through updated Departmental **disability employment and accessibility** policies. As the primary user of the WRP, the DoD continued to expand the impact of this program in the recruitment, hiring, professional development, and retention of individuals with disabilities. Additionally, the Department leveraged the DDPMWG to facilitate cross-organizational training, such as Department-wide 508 compliance **training** for Component DPMs. *[Goal 5]*

In the sub-areas of **Career Progression and Retention** and **Path to Senior Leadership** accomplishments included initiating planning efforts to define metrics that can inform policy concerning GO/FO selection; establishing policies to report PME selection data and use of diverse board membership composition for PME selection; and defined procedures for Board member selections and updated guidance on board transparency. *[Goal 1]* In the sub-areas of **Accessions and Hiring**, gains were achieved through continued sharing and adoption of best practices in the areas of recruitment and hiring. This included leveraging Component programmatic practices and expanding Department-wide programs. *[Goal 3]* The Department reviewed its workplace **communication approaches, practices, and language** used in print and media as described previously and enhanced language to be more inclusive. The DoD continued to publish a quarterly D&I newsletter to communicate with HR, EEO, senior DEIA leaders, and D&I practitioners. *[Goal 4]*

Safe Workplace and the Prevention of Harassment is reported separately in the last section of this Annual Report. The DoD progressed in its phased implementation of the Integrated Primary Prevention (IPP) approach as part of its Primary Prevention Plan of Action (PPoA 2.0). The Department's plan and framework represents a rigorous implementation of leading industry practices utilizing a public health approach to prevent and mitigate harmful behaviors. During 2022, the DoD reached milestones to fund and establish key members of the prevention workforce. The Department will move on to hiring and training the prevention workforce in the following year.

Culture of Inclusion

DoD efforts throughout the year maintained its maturity at the **advancing outcomes** level for this signal area. The DoD internal and external climate goals continued to foster a **culture of inclusion**. Internally, the DoD continued efforts to sustain a foundation of a fair and equitable workplace and culture where all individuals can contribute. Externally, the DoD continued

implementation of its EAP which promotes equity for underserved external communities, particularly those surrounding DoD installations. Strategies included a refinement of outreach and engagement efforts to key underserved populations as described previously to strengthen key mission capability areas such as STEM occupations. Research informed the adoption of recent developments in methods to welcome and engage the new generations entering the workforce. For example, a reframed marketing approach to attract populations expanded the acquisition process to focus on the youth market, invest in community outreach programs and niche markets, and develop tailored messages across multiple platforms (e.g., digital streaming, and social media). *[Goal 3]*

The DoD expanded communication, engagement, and feedback mechanisms to assess workforce perceptions of DoD's employment or Military Service climates. DMOC facilitated senior leader forums focused on leveraging and standardizing ERGs and Councils. In addition, several Military Departments and other DoD Components launched DEI working groups and Councils to establish assessment and feedback loops for planned actions. *[Goal 4]*

The Department sustained its commitment to support all aspects of **accessibility** and provide **inclusive opportunities to individuals with disabilities.** The DoD facilitated broader conversations with supporting offices beyond personnel, including the CIO and facilities teams, regarding accessibility. The Department collaborated with the DOL to develop recommendations to expand the WRP to enhance inclusion of students with disabilities. The DoD addressed and initiated solutions in accessibility and accommodations for a range of populations as described previously, such as caretakers requiring childcare, female service members in need of modified equipment or uniform standards, and service member populations needing inclusive grooming/dress standards or access to diverse grooming services, particularly when deployed. *[Goal 5]*

Agency Practices

DoD efforts throughout the year built upon the first year's **DEIA Strategic Planning** efforts to push its maturity to the **advancing outcomes** level. Departmental efforts emphasized integration to leverage capacities and share best practices across the organization. The DoD facilitated more frequent collaboration between DEIA stakeholders including those serving in DEIA practitioner roles, partner functions (e.g., human resources), information technology, and facilities management.

Additionally, DEIA leadership advisors revisited **DoD's DEIA Vision, Mission, Goals, and Objectives** to align them in support of Department strategies as articulated through DoD's National Defense Strategy (NDS) and the Strategic Management Plan (SMP). These changes will be supported by a purposeful branding campaign to highlight the benefits of DEIA to the DoD's overall mission. *[Goal 2]*

Further, the DoD's explicit identification of a standalone Accessibility Goal with supporting objectives and priorities in its DEIA Strategic Plan further emphasized the need to expand the D&I function to include Accessibility. *[Goal 5]*

To date, the DoD used a qualitative approach to map its levels of maturity to the government wide DEIA Maturity Model's signal areas. The areas of continued maturity related to 2022 efforts are reflected by the green bars in Figure 2 and are centered in the Sustainability and Workplace Policies, Practices, and Procedures (PPPs) signal areas. For Sustainability, the DoD's focus on creating explicit organizational structures and roles related to DEIA, processes to support Department-wide integration of strategies and actions and expanded engagement of SES and GO/FO leadership, sets a stronger foundation upon which the Department is advancing outcomes. In the area of Workplace PPPs, the DoD continued to expand its

approach to Reasonable Accommodations beyond the traditional disability program management lens, particularly in addressing issues unique to the military in areas such as uniform and equipment design and requirements, grooming standards, and supports based on religious affiliation or family status. Additionally, the DoD's response to workplace safety is based on health industry best practices for prevention of harmful behaviors; in 2022 DoD's efforts moved beyond research and planning into implementation and resourcing of efforts. During FY 2024, the DoD plans to develop a more deliberate model to gauge maturity through specific initiatives and actions that align with identified DoD signals.

The purpose of this report is to provide a "living" document of achievements in the DEIA arena within the DoD. The key findings of the report are outlined in detail in the introduction, but in summary can be defined in three areas: (1) there is a lot of activity throughout the DoD to provide the infrastructure and processes necessary to support DEIA efforts, (2) the Department continues to progress when actions and initiatives are compared to the Government Wide Maturity Model, and (3) analytic systems and analyses are a key factor in informing senior leadership decision making.

Appendix A: DoD DEIA Strategic Plan Roadmap CY 2022 Progress

The tables below provide a report on the DEIA initiatives executed by the DoD during 2022 to implement the DoD DEIA Strategic Plan FY 2022 – 2023. The DoD's implementation actions are ordered by each prioritized strategic goal and objective, with a description of the accomplishment, responsible DoD organizational unit, timeframe of execution, and indicators of progress. These accomplishments were used to develop the overall summary of DoD's DEIA progress discussed in the report's body. Representative examples of accomplishments were included in the summaries; this section contains the full list of supporting evidence.

The DoD prioritized two of its goal areas, Enhanced Warfighter Capability and Enhanced Equity and Equality, with targeted support and Component wide resourcing through the D2T. The Department created the D2T to establish a solid foundation of research, assessments, and policy recommendations that provides a data informed view of the DoD's DEIA efforts. Last year the task force facilitated more frequent and purposeful collaboration and integration through its tiered and cross-Department structure and use of an Executive Chair and Executive Steering Committee, a DEIA Advisory Board, Line of Effort (LOE) Leadership, and Working Groups. The D2T supported the execution of three Talent Management Sprint efforts during 2022 that focused on broad areas of the employment lifecycle. Each Sprint consisted of multiple supporting initiatives and are reported on in the tables below. The three areas were:

- **Sprint 1 Career Progression and Retention** focused on mitigating promotion and retention barriers for Military personnel.

- **Sprint 2 Accessions and Hiring** focused on expanding the talent acquisition pipeline (youth market), expanding officer entry pools, and institutionalizing best practices in branch classification into operational career fields.

- **Sprint 3 Path to Senior Leadership** focused on increasing equitable development and representation for General Officers and Flag Officers (GO/FO).

Goal 1. Diversity: Enhanced Warfighter Capability

The DoD's first strategic goal is to expand the diversity of the DoD workforce in ways that support the warfighting mission.

Objective 1.2: Enhanced Talent Management Processes

DEIA Goal 1 - Diversity: Enhance Warfighter Capability. Advance the global capability of DoD to deter war and secure the nation through effective talent management.			
CY 2022 Priority Objective 1.2. Employee Lifecycle Initiatives. Continue to enhance the talent management/internal employee lifecycle process by using achievable milestones to affect change.			
Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Timeline for Action**	**Indicators of Progress**
Career Progression and Retention: Ensure equitable career progression opportunities for military personnel by eliminating promotion and retention barriers.	The DoD focused on analysis of promotion data to inform the GO/FO demographic group with findings driving targeted initiatives undertaken in 2022 – (Sprint #1 Promotion & Retention.) **(Manpower & Reserve Affairs [M&RA]/D2T)**	Dec 2021 – Apr 2022	Recommendations and specific initiatives identified for action.
• Foster an inclusive work environment culture.	The DoD implemented comprehensive assessment of separation intentions and reason for departure to improve understanding of underrepresented groups' retention patterns and determined that using surveying to inform policy change is critical – Sprint #1 Initiative #5 Separation Intentions Analysis. **(OSD P&R)** – Service-level surveys combined with DoD-wide surveys can help inform DoD leadership on targeting policy changes to improve retention of underrepresented groups. – Recommendation is to leverage current Service-level exit/retention survey capabilities and require annual reporting of trends in reasons to stay/leave including breakouts of underrepresented groups. – Performance metrics include the use of longitudinal studies comparing stated intentions with actual stay/leave outcomes. The intended outcome is to gain better understanding of factors impacting military Service member retention across diverse groups.	Initiative completed Apr 2022	Ongoing use of longitudinal studies to compare stated intention to stay with actual retention.
	Deep Dive into Command Screening (Sprint #1 Initiative #1): The DoD expanded command selection screening processes across the Services	Initiative completed Apr 2022	The **Army** adopted all nine elements.

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Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Timeline for Action**	**Indicators of Progress**
• Increase demographic diversity among those selected for command and key career assignments.	to incorporate elements from the newly implemented Army command screening process to select leaders who are less likely to exhibit counterproductive or ineffective leader traits. – The other four Services (i.e., the Air Force, Space Force, Navy, Marine Corps) initiated adoption of some of the **nine elements from the Army's command screening process** to aid in the selection of best candidates for command and create more positive command climates. The initiative recommended Services conduct a pilot program for senior command (O-5 or O-6) and report findings and results within one year. Four performance metrics were identified to measure the future intended outcome of more productive and inclusive leaders. **(Military Services under M&RA/D2T direction)**	Military Services to implement and report findings after a year	The **Air Force** piloted three, considering three. The **Space Force** piloted two, considering five. The **Navy** adopted five; piloting one. The **Marine Corps** adopted one; piloting three. Services implemented separate policies to provide greater flexibility in diversifying board composition in terms of race, ethnicity, and gender in non-statutory boards.
	Deep Dive into Cut Line Analysis (Sprint #1 Initiative #2): the DoD reviewed prior research and conducted barrier analysis of military records nearest the cut line (50 above and below) for 2019 O-4 through O-6 promotion boards to identify any inherent bias in the promotion board system.	Ongoing	Institutionalize changes to branching and classification processes across the Department.
	– Findings from barrier analysis indicated that board processes are not biased nor disproportionately disadvantaging to women or minorities and selections are base/d on merit. However, a deep dive into occupational data infers that early classification decisions may impact promotion to senior positions. Additionally, significant	Completed April 2022	The DoD standardized reporting requirements and analysis.

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Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Timeline for Action**	**Indicators of Progress**
	challenges remain in the collection and aggregation of Service demographic data. – Selection rates of underrepresented groups will be used as performance metrics to measure the intended outcome of mitigating shortfalls or obstacles within the promotion process. **(Military Services under M&RA/D2T direction)** – Targeted military career progression and retention efforts (D2T Sprint #1 initiatives) moved from planning to implementation during 2022. The D2T Sprint #1 working group will report back in 12 months on results of Sprint #1 efforts. Any lessons learned will inform future D2T Sprint efforts. **(M&RA/D2T and Military Services)**	Sprint 1 Initiatives completed Apr 2022	Ongoing consideration of lessons learned to inform future efforts.
• Increase demographic diversity among those selected for career-enhancing education.	Assessed in-resident PME to determine if it is a factor that contributes to advancement; established policies to report PME selection data and use diverse board membership composition for PME selection. (D2T Sprint #1 Initiative #3 – PME Analysis.) **(M&RA/D2T and Military Services)** – Findings indicated that selections are based on merit and that in-resident PME alone is not a decisive factor contributing to advancement. However, while not a specific requirement for promotion, it is expected and considered within the promotion selection process. – Recommendations included creating DoD policies requiring a) Services to report annually on in-resident PME selection data by Race/Ethnicity/Gender (R/E/G), and by communities, and b) Services to use diverse board membership composition for PME selection.	Initiative completed Apr 2022	Performance metrics include continued monitoring and identification of trends in selection and impacts on underrepresented groups.
• Ensure demographic diversity among those selected to serve on statutory boards.	The DoD considered a legislative amendment to allow the Services to maximize diversity composition of a selection board panel by appointing diverse individuals to a consecutive board. (D2T Sprint #1 Added Initiative +1– Legislative Proposal to Amend 10 U.S.C. Section 612.) *(OPR: OSD P&R)* – Findings indicated an FY22 National Defense Authorization Act (NDAA) change impacts the Service's ability to maximize diversity	Sprint 1 Initiatives completed Apr 2022	Legislative proposal to amend relevant sections of U.S.C. Title 10 submitted to and approved by OMB in the FY23 OLC cycle. The

DEIA Goal 1 - Diversity: Enhance Warfighter Capability. Advance the global capability of DoD to deter war and secure the nation through effective talent management.			
CY 2022 Priority Objective 1.2. Employee Lifecycle Initiatives. Continue to enhance the talent management/internal employee lifecycle process by using achievable milestones to affect change.			
Roadmap Priority Initiative or Action	CY 2022 Accomplishments (OPR)	Timeline for Action	Indicators of Progress
	composition in their board panel membership. An amendment to 10 U.S.C. §612 allows diverse individuals to sit on successive (max of two) selection boards. Requirements included incorporating warrant officer (10 U.S.C. §573) and reserve officer (10 U.S.C. §14102) selection boards into the legislative proposal. Intended outcome is to provide Services the ability to appoint diverse individuals to a consecutive board to maximize diversity composition of a board.		proposal was not included in the FY23 National Defense Authorization Act.
• Ensure transparency and equity in military promotion processes.	The DON realigned the Executive Diversity Advisory Council (EDAC) to the Department of the Navy, Diversity, Equity, and Inclusion Program Office (DON DEI). Previously the office aligned to the Deputy Assistant Secretary of Defense for Civilian Personnel Policy. This ensures a "total force" approach is taken to increasing diversity in the pool of candidates from which senior executives are drawn from within the Department of the Navy. **(DON)** – The proposed EDAC charter and objectives align to DON DEI lines of effort (Policy, Talent Management, Operations, Culture) with projected changes to EDAC membership and measurable outcomes tied to specific EDAC activities.	Ongoing Apr 2022 through 2023	Senior executives from across the Department of the Navy meet monthly to discuss emerging DEI initiatives and policy changes.
	Conducted studies on promotions, barriers to women, and people of color. **(USMC)** The findings from these studies will be consolidated and reviewed to provide a holistic view of disparities and potential bias or barriers to career progression to inform the Service challenge areas and potential barriers to achieving DEI goals in the Marine Corps.	Sep 2022	Board findings will be consolidated and reviewed to define mitigation strategies for barriers within the Marine Corps.
	Showed Secretary of the Navy (SECNAV) video at boards providing updated guidance for transparency in selection board process **(DON)** DON DEI provided final input to video script in September 2021. In January 2022, the Department began showing SECNAV's video before the start of every selection board.	Dec 2021	Commenced showing SECNAV video at the start of every selection board.
	Conducted a DPMAP study, surveying employees about their perceptions of fairness and transparency regarding the performance	Survey conducted Jun – Aug 2022	TBD

CY 2022 Priority Objective 1.2. Employee Lifecycle Initiatives. Continue to enhance the talent management/internal employee lifecycle process by using achievable milestones to affect change.

Roadmap Priority Initiative or Action	CY 2022 Accomplishments (OPR)	Timeline for Action	Indicators of Progress
	appraisal program. Survey questions were categorized in the following groups: Communication, Performance Elements/Standards, Fairness/Accuracy, Recognition, Hiring Flexibilities, and the MyPerformance system. **(DCPAS)**		
• Conduct a review of performance evaluation processes to ensure transparency and equity in the evaluation of military and civilian employees.	Mentorship Programs (D2T Sprint #1 Initiative #4) – the DoD implemented informal mentoring or coaching programs for underrepresented groups by leveraging existing programs. However, the informal nature of these programs presents challenges in accurately capturing participation data and evaluating potential career impacts. Increased use of technology and survey feedback can help refine ongoing initiatives to increase opportunities for all personnel. – Recommendation is for Services to expand existing programs with informal/voluntary mentorship and coaching using online platform and institute metrics to understand program progress and impact on retention. – Intended outcome is increased opportunity and access to mentorship by underrepresented groups. **(Military Services under M&RA/D2T direction)**	Initiative completed Apr 2022	Performance metrics include analysis of Service-level survey data and measurement of mentorship participation.
• Increase mentorship opportunities for underrepresented groups.	The Naval STEM Coordination Office sponsored a four-week internship in Naval medicine, the Orthopedic Surgery Internship. Managed by the Navy Bureau of Medicine and Surgery. This program targeted first- and second-year civilian medical students from underrepresented backgrounds to consider careers in orthopedic medicine. The Walter Reed National Military Medical Center in Bethesda, Maryland hosted the internship event. The goal of this pilot program is to expose civilian medical students to military health care and inspire them to consider careers in naval medicine, particularly in orthopedics. **(DON)** – Ongoing program success will be measured by the number of applicants to the Bureau of Medicine and Surgery Orthopedic Surgery Internship (specifically in underrepresented groups).	The Orthopedic Surgery Internship is a pilot program that started in Jun 2022	2022 Measures of Success: • Minority racial/ethnic groups make up 83% of the cohort. • 50% from HBCUs and Hispanic-Serving Institutions (HSIs). • 100% completion rate (six interns total).

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CY 2022 Priority Objective 1.2. Employee Lifecycle Initiatives. Continue to enhance the talent management/internal employee lifecycle process by using achievable milestones to affect change.			
Roadmap Priority Initiative or Action	CY 2022 Accomplishments (OPR)	Timeline for Action	Indicators of Progress
	The DoD defined a deliberate approach to develop military GO/FOs who are representative of the forces they lead. The working group outlined three potential areas of effort to move this forward: – Determine the proper and achievable GO/FO representation targets by reviewing the current representation and proposing achievable GO/FO representation targets. Initiatives in this area *may* include analysis of qualified officer population representation data and determination of proper and achievable GO/FO representation targets. The DoD efforts in 2022 supported this initial review with expanded data collection to support discussions around GO/FO representation targets. These efforts will continue into 2023. – Expand the eligible and competitive GO/FO pool by reviewing and analyzing the path to GO/FO leadership to ensure that all premiere talent is deliberately developed and positioned to be competitive for senior leadership positions. Initiatives in this area *may* include identification and analysis of O-6 positions across the Department that commonly result in promotions to the most senior DoD military leadership level (GO/FO grades). Additional analysis may be performed on current GO/FO position incumbent's demographic data. – Institutionalize best practices regarding selecting and assigning top GO/FO talent by addressing the gaps and disparities in representation at the O-7 and O-8 promotion boards and O-9 and O-10 slating process. Initiative in this area *may* include analysis of diversity trends for the O-7/O-8 promotion selection boards and the O-9/O-10 slating process, analysis of Reserve Component GO/FO diversity data and identification of best practices, and expansion of best practices to Active Component and Reserve Component to ensure widest application in O-7 through O-10 selection and assignment processes. **(M&RA/D2T Sprint #3)**	Initial planning efforts to consider potential GO/FO representation targets started at the end of 2022. Subsequent actions dependent on initial findings, recommendations, and leadership approval.	Actual year-over-year GO/FO representation trending toward identified targets.

DEIA Goal 1 - Diversity: Enhance Warfighter Capability. Advance the global capability of DoD to deter war and secure the nation through effective talent management.			
CY 2022 Priority Objective 1.2. Employee Lifecycle Initiatives. Continue to enhance the talent management/internal employee lifecycle process by using achievable milestones to affect change.			
Roadmap Priority Initiative or Action	CY 2022 Accomplishments (OPR)	Timeline for Action	Indicators of Progress
The Path to Senior Leadership: Increase DEIA across careers from entry-level through senior leadership for both the military and civilian workforces. • Focus on critical areas in the career lifecycle.	The Department has begun integrating DEIA competencies and the associated learning objectives into its Leader Development Programs (LDP). **(DCPAS Talent Development, DMOC)[1]**	DEIA competencies and learning objectives integration into LDP initiated CY 2022	DEIA integration into DoD civilian leadership programs.
	D2T is examining doctrine, communications, policies, and procedures to imbed the link to global security challenges to global talent within the DoD to talent management and retention of all employees.	Ongoing	Ongoing focus during 2023 to continue document enhancement, tool kits, research, and the development of Department-wide coordination structures.
• Linking global security challenges to global talent.	Developed the Command Assessment Program. **(Army)** The Army Assignment Interactive Module (AIM) Marketplace implemented to enable resume update to showcase key skills and match candidates with positions to build high quality staff for Services. **(Army)**	2022 and ongoing through 2023	Adopted tool; extended implementation to star rangers and others.
• Identify critical career fields associated with diverse perspectives and skillsets.	The Defense Advisory Committee on Diversity and Inclusion (DACODAI) is a discretionary federal advisory committee (FAC), chartered to provide the SecDef with advice and recommendations on matters and policies to improve the racial/ethnic diversity, inclusion, and equal opportunity within the DoD, with a primary focus on military personnel. DACODAI reports to the SecDef through the USD P&R, who may act upon the DACODAI's advice and recommendations in accordance with DoD policy and procedures. **(DMOC)**	DACODAI Executive Staff hosted: • An orientation and DACODAI members were sworn-in on 19 Sep 2022 • An orientation and training session for the OUSD and	The Committee is expected to meet biannually in 2023 and will finalize its recommendations to the SecDef at the end of the year in Dec 2023.

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[1] As of the publication of this report, DMOC was dissolved and reintegrated into ODEI. Actions associated with DMOC throughout this report will be reassigned to ODEI in forthcoming reports.

| | | Military Component Liaisons on 3 Oct 2022 | |
| | | • Held virtual business meeting on 27 Oct 2022 and convened in person on 9 December 2022 | |

DEIA Goal 1 - Diversity: Enhance Warfighter Capability. Advance the global capability of DoD to deter war and secure the nation through effective talent management.

CY 2022 Priority Objective 1.2. Employee Lifecycle Initiatives. Continue to enhance the talent management/internal employee lifecycle process by using achievable milestones to affect change.

Roadmap Priority Initiative or Action	CY 2022 Accomplishments (OPR)	Timeline for Action	Indicators of Progress
		Military Component Liaisons on 3 Oct 2022 • Held virtual business meeting on 27 Oct 2022 and convened in person on 9 December 2022	
	Held four virtual hiring events with focuses on STEM, students, HBCUs and Minority Serving Institutions (MSIs), and IT/engineering/public health. **(DCPAS)**	Q1 CY 2022-Q4 CY 2022 • Hiring events held Feb, June, and Sep of 2022	Outreach to approximately 3,600 prospective candidates across the nation to enhance the DoD's reach to diverse candidates for critical career fields.
	Updated AR 600-20 Command Policy. **(Army)**	Initiated in 2022	Improved the outlined formal Army Commander standards, expectations, and behaviors to foster an inclusive environment for soldiers.
• Identify policy barriers that inhibit equitable	Plan to re-issue DoDI 1400.25, Vol 451[2], "DoD Civilian Personnel Management System: Awards" to include DEIA principles:	Policy revisions in process	DoD Policy updates in process.

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[2] Department of Defense (2013). *DoD Instruction 1400.25, Volume 451.*
https://www.esd.why.mil/Portals/54/Documents/DD/issuances/140025/140025_vol451 .pdf

CY 2022 Priority Objective 1.2. Employee Lifecycle Initiatives. Continue to enhance the talent management/internal employee lifecycle process by using achievable milestones to affect change.

Roadmap Priority Initiative or Action	CY 2022 Accomplishments (OPR)	Timeline for Action	Indicators of Progress
workforce career development and provide recommendations to mitigate those barriers.	Under Vol. 451, it is policy that the DoD Components evaluate their respective Awards programs for effectiveness, fairness, and transparency. See 5 C.F.R. 451.106(d); 5 U.S.C. Section 9902(a); and 5 U.S.C. Section 4502. Separately, annual DoD Awards Spending Guidance for non-SES employees of the DoD has included the following: "DoD Components are encouraged to allocate awards in a manner that provides for meaningful distinctions in performance; examine, and adjust as appropriate, the ratio of monetary awards spending between ratings based and non-ratings-based awards by FY; and identify barriers in equity in performance evaluations and awards." See DoD Human Capital Operating Plan (HCOP) 2022-2026, Metric 2.3 (a-b)[3]; and E.O. 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce."[4] **(DCPAS)**	Anticipated publication by Mar 2024	

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[3] Department of Defense Civilian Personnel Policy. (2022). *Fiscal Year 2022 – Fiscal Year 2026 Department of Defense Civilian Human Capital Operating Plan.* https://www.dcpas.osd.mil/sites/default/files/DoD%20HCOP%20FY22-26_3%20June%202022%20%28003%29.pdf

[4] Exec. Order No. 14035, 86 C.F.R. 34593 (2021). https://www.govinfo.gov/content/pkg/FR-2021-06-30/pdf/2021-14127.pdf

Goal 2. Diversity: Culture of Organizational Resiliency

The DoD's second strategic goal is to evolve organizational support for DEIA to address current and future mission challenges.

Objective 2.2: Standardized DoD-Wide Data Collection and Analysis

DEIA Goal 2- Diversity: Culture of Organizational Resiliency. Enhance DoD's DEIA efforts and accountability and foster enduring resiliency through cross-cutting, collaborative, and standardized approaches and policies.			
CY 2022 Priority Objective 2.2. Standardized DoD-Wide Data Collection and Analysis. Develop a standardized, DoD-wide data collection and analysis process leveraging Advana, the Department's largest data platform for advanced analytics, to transform relevant personnel data into actionable insights that effectively inform decision making.			
Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
Utilize Advana dashboard capability, where appropriate, to initiate standardization of data collection and analytic approaches across the enterprise. • Engage the DoD Analytics Working Group (DAWG) to provide enterprise-wide support for qualitative and quantitative analysis of workforce disparate treatment root causes.	Executed a successful pilot launch year for the MD-715 Workforce Data Application. EEOC described the tool as the main source of MD-715 data for the DoD. The disseminated process of the capability involved 70+ key personnel across the Components and Services. **(ODEI)**	Apr 2022	ODEI launched the application process, along with a series of training sessions and office hours support. Users provided feedback that the data allowed for a successful MD-715 submission.
	Expanded ODEI's suite of applications to Air Force Major Command (MAJCOM) users, a novel user base below the headquarters level from a service branch. Instituted training, onboarding, and user support materials to enable ODEI's tools to serve as the primary source for conducting barrier analysis using real-time disability and applicant flow data. **(ODEI)**	Aug 2022	Provided Advana onboarding support, training, and access to MAJCOM users who are using the dashboards for internal evaluations.
	Completed the acquisition of Census Data through the creation of an Application Programming Interface (API). This data source will enable the benchmarking of DoD's diversity measures against the diversity of the general US population over time. **(ODEI)**	Aug 2022	The Advana support team established an API connection to load census data into Advana. Data cleansing was conducted to result in a dashboard that can

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Roadmap Priority Initiative or Action	CY 2022 Accomplishments (OPR)	Date Completed	Indicators of Progress
			provide benchmarking.
	DON DEI Maturity Model (MM): At the DoD Component level, the DON developed a best practice MM for assessing organizational culture and the enabling organizational structures, policies, procedures, and processes. **(DON)** – The DON DEI MM is based on 29 different criteria that underscore areas of strategic action, utilizing a mixed-method approach, which includes quantitative and qualitative data analysis. Qualitative data includes historical documents and exit interviews; quantitative data includes survey data (e.g., Defense Organizational Climate Survey [DEOCS], Federal Employee Viewpoint Survey [FEVS], Workplace Equal Opportunity Survey), MD-715 data, and other internal organizational culture instruments to fill gaps. The model uses five distinct levels of maturity, as determined by a set of measurable maturity indicators. – The current model is set up for organizational units within the DON and is scalable/flexible with conditional logic for application to other organizational areas and levels throughout the DoD and applies to both military and civilian organizational structures. DON's efforts continue into 2023 with planned implementation across DON Component organizations. – The MM assessment instrument migrated into Advana to advance the DoD's data tools, processes, and decision-making support. – The MM and DON's related DEIA efforts are critically linked as aspects of the Navy's core culture and values. – The DON is socializing the MM with the OPM and the EEOC as a federal-wide framework and tool. – The DON provided an overview briefing of the MM to DoD ODEI for consideration in informing or setting a baseline for a Department-wide framework.	The DON continued implementation of MM throughout 2022. DON briefing to ODEI in Nov 2022.	Three DON organizations successfully completed MM assessments in 2022. DON DEI aims to complete assessments for 5-10 additional Navy and Marine Corps organizations in 2023. Continued process review to identify opportunities to automate and streamline analysis of criterion.

Objective 2.4: DEIA Resource Capabilities and Accountability

DEIA Goal 2- Diversity: Culture of Organizational Resiliency. Enhance DoD's DEIA efforts and accountability and foster enduring resiliency through cross-cutting, collaborative, and standardized approaches and policies.			
CY 2022 Strategic Plan Objective 2.4. DEIA Resource Capability and Accountability. Enhance, align, and direct DEIA resource capabilities and mandate cross-enterprise accountability for the execution and achievement of DEIA initiatives.			
Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
Build DEIA competency framework and curricula for practitioners, workforce, and leadership.	Developed a Joint D&I Leadership and Development Framework which includes competencies and learning objectives across all training and leadership programs to achieve one of the SecDef's D&I Board Recommendations, "Incorporate the Value of Cultivating D&I into Leadership and Professional Curricula for Military PME (pre-commissioning through senior service school) and DoD level civilian leadership and development programs. **(DMOC/DEOMI)**	Framework and learning objectives staffed for approval for codification in DoD policy in Dec 2022	Jun 2023: Staffing policy memo for USD P&R signature. Planning for a pilot to validate learning objectives in a classroom/education setting in Assignment Year (AY) 23-24. Final Draft documents currently in staffing with the Military Departments (MILDEP) for coordination as of Dec 2022.
Host quarterly meetings to facilitate enterprise-wide collaboration of D&I practitioners.	Conducted quarterly pulse checks and Strategic Engagement forum with the DoD D&I practitioners and key stakeholders. The forum promotes a partnership to share best practices and apprise the DEIA community on updates on policy or programmatic changes at the DoD level. **(DMOC)**		Quarterly meetings held throughout 2022.

Goal 3. Equity: Expansion of Equity and Equality

The DoD's third strategic goal is to focus on providing a fair and equitable organizational environment foundational to providing opportunities to underserved populations within the DoD workforce and in external underserved communities. Accomplishments related to external equity reflect DoD's prioritization of its Equity Action Plan (EAP) in response to E.O. 13985, "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government."

Objective 3.1: Representation of Underserved Populations

DEIA Goal 3 – Equity: Expansion of Equity and Equality. Champion, promote, and maintain an equitable environment within DoD that fosters fair, just, and equal opportunities for all, to include underserved populations within DoD and in the surrounding communities			
CY 2022 Priority Objective 3.1. Equitable Representation of Underserved Populations. Increase equitable representation of underserved populations in underrepresented career fields and at all levels of the military and civilian towards workforce.			
Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
Recruitment, Accessions, and Hiring of Personnel: Review policies and procedures (e.g., assessment tests, vacancy announcements, eligibility criteria, suitability requirements) to identify and address potential barriers to full participation in the work environment, to include barriers faced by individuals with disabilities. Recruit and assess populations that reflect the comparative U.S. population.	**Holistic Approach to Department-wide Military Recruiting: D2T Sprint #2.** In FY 2022, the DoD faced its most challenging recruiting environment since establishment of the all-volunteer force in 1973. The challenges are projected to result in service shortfalls for the foreseeable future. These shortfalls will impact readiness and result in a diminished force in the out-years. The DoD must retain focus on overall mission attainment. As a result, diversity recruitment objectives were enveloped into the general recruiting mission objectives. – The Services applied a multi-faceted approach to reach underserved communities: Resources focused on meeting FY2023 recruiting missions as Components continue to shape marketing campaigns to reach applicants, influential community, and family members with additional tailoring to reach under-served and under-represented communities. **(M&RA/D2T, Military Services)**	Apr – Aug 2022	Components are piloting and refining recruiting practices to expand reach to all eligible populations. This includes exploring innovative approaches to reach underserved and under-represented communities, expanding use of targeted leads tools/applications, and leveraging technology.
	The Recruiting and Accessions working group focused on three areas: (1) expanding the talent acquisition pipeline (youth market), (2) expanding officer entry pools, and (3) institutionalizing best practices in branch classification into operational career fields. The following corresponding objectives were developed and supporting initiatives were executed:	Apr – Aug 2022	

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Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
	– Invest in community outreach programs and niche marketing/advertising strategies to better penetrate under-represented communities. – Modernize the process for entry into commissioning sources and better prepare deserving candidates for officer pipeline opportunities. – Modernize the criteria and process by which the Department achieves fit between officer talent and branch assignments, with a focus on combat arms communities. **(M&RA/D2T – Sprint #2)**		
	Enhance Marketing Efforts by Leveraging Artificial Intelligence and Big Data Analytics: The Department and Services explored ways to better reconnect with the youth market by using targeted outreach tools. By investing in niche marketing leveraging artificial intelligence and big data analytics, the Services have broadened their reach to youth, particularly in historically underrepresented and underserved communities. – Findings indicated that tailored messaging is necessary to reach the intended audience. The youth and influencer markets are receiving less information from traditional sources due to the fragmented nature of communications requiring messaging across many digital, streaming, and social media platforms. – The DoD launched four elements of niche marketing to drive toward intended outcomes of expanding market penetration in historically underrepresented and underserved communities and using artificial intelligence and big data analytics to improve and tailor messaging to targeted audiences. – Graphic developed depicting recruiting diversity outcomes undertaken in 2022. **(M&RA/D2T – Sprint #2, Initiative #1)**	Initiative complete Aug 2022 The Services will continue to revise their marketing strategies to improve their messaging reach across all communities in FY 2023	The **DoD** fully adopted two elements of niche marketing, The **Navy** piloted one element and adopted an additional three elements; 6-month pilot in second half of 2022 yielded 10K quality leads, The **USMC** adopted two elements. The **Army** and **Air Force/Space Force** adopted three elements.
	Emerging Media Recruiting Practices: the DoD determined that to better engage with the youth market, recruiting must leverage social	Initiative completed Aug 2022	All four recruiting best practices are fully adopted by the **Navy,**

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	media and gaming platforms, as they have become more reliant on these technologies. – Findings indicated that youth are consuming media across more sources and platforms than ever before and are influenced by social media personalities and personal connections. The Services implemented four recruiting best practices to achieve expanded use of AR and VR experiences to engage youth to increase Service awareness and use of diverse influencers and modern technology to better attract individuals from historically underrepresented and underserved communities. **(M&RA/D2T – Sprint #2, Initiative #3)**		The **USMC, Army**, and **Air Force/Space Force.** Services monitored and saw upticks in measures such as viewing, sharing, interaction time, and post participation job searches. The Services continue to explore new approaches, strategies, and opportunities to connect with youth across the nation.
	ROTC Preparatory Program: The Navy identified a group of talented individuals who displayed high potential with great grades, character, and extra-curricular activities, but lacked access to the resources such as AP-level science courses available at more advanced high schools. The Navy has well established partnerships with Navy ROTC (NROTC) host schools. This initiative aimed to expand the Navy's NROTC Preparatory Program (NPP) to other Service's ROTC programs by partnering with educational institutions who will offer a free prep year to provide scholarship applicants with solid academic (e.g., math, verbal), moral, mental, and physical foundations before beginning a four-year ROTC scholarship. – Findings indicated that 68% of students that start NPP, complete the preparatory year. Race and ethnic diversity enrollment is higher than civilian counterparts (population with four-year degree), especially among people who identify as Hispanic and Black/African American enrollees.	Initiative completed Aug 2022	The **Navy** adopted all five elements of the NROTC Prep Program; expanded to 23 NROTC host schools. Diversity in NPP enrollment is higher than in civilian labor force (individuals identifying as African American are 21% vs. 10.2%; those identifying as Hispanic are 22% vs. 11.6%). The **Air Force** considered all five.

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Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
	The DON shared its Naval ROTC Prep Program as a best practice across the Services to produce a more diverse, inclusive officer corps and enhance scholarship applicants' moral, mental, physical, and character/conduct foundations. **(M&RA/D2T – Sprint #2, Initiative #5)**		
	Introductory Flight Education Scholarship: the DoD found that cadets were self-eliminating from rated career fields due to lack of early exposure and not seeing themselves as pilots. Additionally, the excessive costs of flight schools were a barrier to many students. The DoD determined that exposure to flight operations increases interest in underrepresented groups. Thus, early exposure and intentional intervention is necessary to increase the aperture of candidates who have the interest and skill to join this unique career field. – This initiative expanded the Air Force's introductory YCF flight education scholarship program to other Services to increase diversity among aviation forces through early exposure, education, and flight experience by offering scholarships to ROTC cadets and midshipmen for any FAA certified program. The Air Force scholarship pilot program offered $3,500 to ROTC students between their Freshman and Sophomore years to attend a FAA-certified flight school, covering approximately 15 hours of flight time. The Air Force shared the program as a best practice across the Services to promote outcomes to produce a more diverse and inclusive aviation force, improve competitiveness for aviation career selection, and enhance underserved or disadvantaged scholarship applicants' exposure to fight experience and education. **(M&RA/D2T – Sprint #2, Initiative #8)**	Initiative completed Aug 2022	The **Air Force** served as the DoD pilot lead for effort – **900 cadets** completed program in 2022. Exposure garnered more interest from underrepresented groups and increased numbers of diverse applicants. The **Army** considering all five elements of Introductory Flight Education Scholarship.
	In 2021, following an award of $15 million to two HBCUs, COEs were established to provide training to underrepresented students pursuing STEM disciplines, particularly those of critical importance to the	Cooperative agreements	MSU: 31 undergraduate and graduate scholars

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Roadmap Priority Initiative or Action	CY 2022 Accomplishments (OPR)	Date Completed	Indicators of Progress
	Department to further enable a diverse and capable STEM workforce. The COEs were awarded to North Carolina A&T State University (NC A&T) for Biotechnology and Morgan State University (MSU) for Materials Science. **(R&E)** The Materials Science Center is dedicated to advancing scientific research on thin films and nanostructures of layered chalcogenides and developing cutting edge electro photonic technologies for the DoD using an emergent class of two-dimensional materials. MSU is partnering with Johns Hopkins University and the Johns Hopkins Applied Physics Laboratory to collaborate on research. As such, the scientific disciplines engaged through the COE include physics, chemistry, and engineering (e.g., chemical and biomolecular engineering). The Materials Science Center continues to train students to become champions of advanced research to further STEM talent to the DoD in the area of materials science. The Center currently supports 31 undergraduate and graduate scholars to promote a new generation of STEM leaders. The Biotechnology Center of Excellence at NC A&T and collaborative partner, Wake Forest Institute of Regenerative Medicine, is conducting research to develop technology for detection and monitoring of chemical and biological threat agents using an integrated micro-engineered organ equivalent system (MOEs). The proposed system will be used to characterize the effect of various pharmacological and toxicological agents—including threat agents relevant to national defense. Scientific disciplines engaged through the COE include chemistry, biology, and bioengineering. The Biotechnology Center remains dedicated to exposing future scientists and engineers to the field of biotechnology to benefit applications within the DoD, industry, and the research community. Students are learning how to grow lung and liver MOEs and to image them using immunofluorescence and live cell imaging strategies. The Center currently supports 23 undergraduate and graduate scholars to promote a new generation of STEM leaders.	awarded Sep 2021	NC A&T: 23 undergraduate and graduate scholars Conducted annual COE reviews in Nov 2022. The outcome of the COE reviews is two-fold: 1) The Department continues to strengthen its partnerships with the institutions to help develop the research and education capacities and 2) provide the academic teams an opportunity to demonstrate their research progress and educational activities conducted through the Center. Currently, the COE metrics reflect increased student involvement in the Centers' research and training activities in addition to increased partnerships between the HBCUs, their collaborating partners and the DoD. The Department will continue

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			to monitor the success of the Centers as they approach their second year of performance.
	Established the DAWG Civilian Recruitment & Hiring subgroup to increase collaboration regarding D&I analytics capabilities and ensure ODEI is using modern approaches to progress DEIA across the Department. This included addressing the Advana system's ability to track and visualize underrepresented groups through use of historical analysis and predictive analytics to identify whether trends are improving or worsening. Through multiple Advana analytic applications and products, such as the Total Force and Applicant Flow Dashboards, ODEI strengthened its analytical capability. **(ODEI)**	Mar - Jul 2022	Held a four-month series of DAWG subgroups resulting in direct feedback that informed analytics capability development for the Civilian Recruitment and Hiring module in Advana that is now used to track demographic trends and identify potential barriers for certain groups.
	Completed demographic projections pertaining to R/E/G within the Total Force Dashboard to advance ODEI's predictive analytics capability, enabling the estimation of future workforce demographics based on historical workforce changes in the population eligible to serve. **(ODEI)**	Jun - Sep 2022	Demographic projections brought the first predictive capability to ODEI, enabling users to understand how the total force will look in the next ten years based on current market demographic trends. The forecasts from demographic projections have been used in multiple reports and briefed to senior levels.

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	Published the Applicant Flow Dashboard, which offers visualizations of demographic trends in the application and selection process for civilian DoD positions through USA Jobs. Applicant Flow focuses on the recruitment of civilian applicants to government jobs and the pass-through rates for different stages of the hiring process. **(ODEI)**	Jan 2022	The Applicant Flow Dashboard has been published to the Advana People Production stream and provides visualizations for demographic trends in the hiring process for DoD Civilian jobs, as well as critical insights for MD-715 reporting requirements.
	Workforce Composition Tool (WCT): At the DoD Component level, the DON developed a best practice analytic model to aggregate available data and illuminate how the Navy, as a department, treats its workforce in areas such as retention, compensation, performance, and awards. The WCT also enables the DON to see how its workforce compares against national benchmarks for race, gender, disability, ethnicity, and more. **(DON)** The WCT is different from other related models that are often perceived as quota or affirmative action based. The DON model determines equitable benchmarks based on the comparable civilian labor force within occupational specialty areas from the DOL and other parameters rather than referencing broad national level demographics for R/E/G. The framework is flexible and scalable and can be applied to both military and civilian workforces at multiple levels or areas of occupational specialties within an organization. The WCT establishes a structured process that collaboratively engages cross organization stakeholders (e.g., EEO, IG, HR, DON SAPRO) to conduct barrier and equity analyses and solutioning that is informed by	The DON continued implementation of the WCT and completed Initial Operating Capability in 2022 DON briefing to ODEI in Nov 2022 DON briefing to SECNAV Jan 2023	The WCT is successfully integrated as a tool within the DON Human Resources community. The WCT continues to develop and leverage artificial intelligence and automatic capabilities to streamline the associated processes. The DON develops processes for completing and incorporating military composition data.

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Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
	indicators from job analyses and review of complaints (e.g., discrimination, harassment). These yield targeted data informed strategies to mitigate trends in underrepresentation and create a 3D understanding of the workplace environment that assists hiring managers as they develop strategies to competitively recruit and retain talent. The DON provided an overview briefing of the DON WCT to DoD ODEI for consideration in informing or setting a baseline for a Department-wide system and approach for determining realistic benchmarks by Civilian Labor Force occupational specialty areas.		
Increase U.S. civilian familiarity with the benefits of DoD civilian employment and Military service.	Hosted two virtual DoD signature events called "TTPTTP," that provides a venue for the Department to connect with students who attend HBCUs and MSIs to share employment opportunities within the DoD. Similarly, engage as speakers or mentors for non-federal entities events with underrepresented communities. **(DMOC)**	On 7 Jan 2022, hosted University of Texas, San Antonio (an HSI), and on 19 Apr 2022, hosted Central State University (HBCU)	1,340 students, faculty, staff, alumni, recruiters, speakers, and government personnel registered for the events, and 761 participated on the day of the events.
	On January 21, 2022, the Director, OPM issued Compensation Policy Memo (CPM) 2022-02, subject: Achieving a $15 Per Hour Minimum Pay Rate for Federal Employees.

The Department submitted special pay requests to execute schedules impacting the entire Federal Wage System population. This includes Appropriate Fund and Non-Appropriated Fund employees to include DoD agencies and any non-DoD agency that employees Federal Wage System employees.

Follow-on initiatives to this effort addressed inversion issues related to the effort which allowed many employees to be placed on un-restricted special pay schedules resulting in an additional increase in pay. | These changes were effective beginning on the first day of the first applicable pay period commencing on or after Jan 30, 2022 | The DoD collaborated with OPM to increase minimum pay for affected civilian personnel to ensure compliance. Benefited 39K federal employees; indirect impact to non-DoD employees. |

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	These special $15 rate schedules also increase each year with the federal minimums and prevailing rates to ensure that employees impacted continue to get increases each year. **(DCPAS)**		
	Expand the visibility and accessibility of DoD Enterprise Leader Development Programs to create awareness for the Department's Appropriated and Non-Appropriated Fund employees and its Military members, as appropriate. DCPAS/Talent Development plan to establish a Communication Strategy and a resulting Communication Plan to tailor its corporate messaging to the right audience at the right time. Continue maintaining partnerships and developing/sustaining networks and alliances to enhance and increase communication, both internal and external to the Department. **(DCPAS)**	DoD program website updates implemented in 2022	Increase in communications and online program access for DoD employees and the public through the traffic to the Civilian Careers website by 44% in Q1 CY23. Survey and website tracking data will be used to assess progress.
In civilian employment, increase representation of individuals with disabilities and targeted disabilities above 12% and 2% federal goals.	The Disability Compliance dashboard in Advana, providing a summary of the DoD's employment of individuals with disabilities and individuals with targeted disabilities moved to fully operational capability (FOC) in November 2022. Being FOC does not mean development has ended but it fulfills its original requirements. Continued development allows the Department to track IWD through their careers, identify bottlenecks for promotions and retention so that the Department and its Components can make the new goals by 2030. Current development in the pipeline includes adding climate indicators from the FEVS and the Defense Equal Opportunity Climate Survey-Civilian. Also included in future development are projections of where the Department is going with the IWD and IWTD goals. **(ODEI)**	Nov 2022	Added numerous new functions and updated data to the Disability Compliance Dashboard allowing users to better understand disability trends in the workforce.
	Used the data in Advana to track trends and build predictive models that showed a continued growth of this population as part of the civilian workforce. The DoD currently meets the federal goals of 12% IWD and 2% IWTD. During FY 20222 – 2023, ODEI and Advana working with	In progress	The Services and Civilian Components and EEOC are continuing consideration

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	EEOC, the Services, and the Components discussed new increased goals of 14% IWD and 4% IWTD for potential future implementation. Advana provides a platform capable of tracking revised targets. **(ODEI)**		of the new 14/4% targets.
Increase demographic diversity among Military Service Academy applicants and the selectees who are nominated by DoD and non-DoD authorities (e.g., members of Congress) to attend.	**Uniform Military Service Academy Nomination Portal**: Develop and implement a single online Nomination Portal for Congress to submit all military academy nominations with the capability to produce demographic reports and maintain at least five years of historical data. This provides an opportunity to understand applicant pool and nomination history at Military Service Academies. – Findings indicated that all three DoD sponsored academies use different nomination portals and applicant demographics are not easily tracked (if tracked at all) by members of Congress. – Intended outcomes are to have an integrated Nomination Portal for Congress that can run demographic reports as required by FY 2021 NDAA, Section 575. – Three elements of portal are conformance with OMB SPD No. 15 race/ethnicity standards, Applicant Database with historical data and demographic data, and Nomination Portal. **(M&RA/D2T – Sprint #2, Initiative #6)**	Estimated timeline is 3.5 years; 1 year for Minimally Viable Product. Estimated program cost of approximately $15M with cost sharing among Services briefed to leadership in Dec 2022.	The **Army**, **Navy**, and **Air Force** completed the first of three elements for the Uniform Nomination Portal: conformed to OMB SPD No. 15 Classification Standards on Race & Ethnicity data.
Advance equity by providing information and awareness to underserved and historically marginalized communities.	Conducted high school STEM CHAT for students planning to pursue college to expose them to the DoD. DMOC is working to establish a 100-school campaign initiative for the next 5 years. The organization continues to get great student attendance and concludes each program with a 5-question student and teacher survey to help inform future planning and key topic areas of interest. They have held three programs in the STEM CHATs series. **(DMOC)**	Two virtual events were held with Morgan State University (MSU) during the 2022 pilot year: • 11 Mar held at Western High School with a participation rate of approx. 25 students.	The partnership with MSU allowed for a successful launch of the STEM CHATs platform, with students in STEM majors and MSU Coding Camp leaders to provide presentations to students pursuing computer science degrees, launching the Coding Camp initiative

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Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
		• 14 Mar held at Baltimore Polytechnic Institute with one student due to the school's internal communication issues. Initial plan due Q2 CY 2023	for middle/high school students, and serving as near peers.
Promote the presence of underrepresented groups in the DoD pipeline.	Partnered with affinity groups for targeted outreach to underserved and historically marginalized communities.	Ongoing	Conducted ten diversity outreach events to date intended to advance the presence of people who identify as Hispanic, Black/African American, Asian American and Pacific Islander, and Alaskan Native and Native American in the DoD talent pipeline.

Objective 3.2: Inclusivity of Underserved Communities

DEIA Goal 3 – Equity: Expansion of Equity and Equality. Champion, promote, and maintain an equitable environment within DoD that fosters fair, just, and equal opportunities for all, to include underserved populations within DoD and in the surrounding communities.			
CY 2022 Priority Objective 3.2. Inclusivity of Underserved Communities. Utilize procurement structures, DoD programs, and other mechanisms to enhance the DEIA inclusivity of the underserved communities surrounding DoD installations.			
Roadmap Priority Initiative or Action	CY 2022 Accomplishments (OPR)	Date Completed	Indicators of Progress
Develop and initiate implementation of DoD Equity Action Plan (EAP).	Developed the EAP – the DoD's first-ever Department-wide plan to increase equity among external stakeholders – outlining five action areas and twelve supporting goals. **(OUSD P&R)**	EAP submitted 20 Jan 2022	Submitted EAP to the Domestic Policy Council.
		Implementation plan signed 6 Jul 2022	EAP Implementation Plan finalized/signed followed by implementation and monthly progress updates.
Execute EAP procurement and contracting actions.	**DoD Small Business Strategy:** Finalized the Small Business Strategy and Implementation Plan. Transitioned the Procurement Technical Assistance Program and Procurement Technical Assistance Centers officially from the Defense Logistics Agency to the DoD Office of Small Business Programs on 1 Oct 2022. After the transition, the DoD rebranded the centers to APEX Accelerators to help small businesses, including small, disadvantaged businesses, pursue contracts with federal, state, and local governments. Support measures include providing information about registration and eligibility requirements, contract opportunities, and specific acquisitions or mission needs to meet cyber readiness. Mentor Protégé Program—which helps small businesses obtain increased opportunities in the defense industrial base—became permanent in the FY 2023 NDAA. **(OUSD(A&S)/OSBP)**	FY 2022	Achieved a 10.14% Small Disadvantaged Business goal in FY 2022 – exceeding fiscal year-end goal by 0.64%.
		Oct 2022	Procurement Technical Assistance Centers transition to the Office of Small Business Programs.
		2022	Mentor Protégé Program codified in Section 856 of NDAA FY 2023.
	AbilityOne Representative Program (ABOR): the DoD pledged a goal to the Office of Federal Procurement Policy and in the DoD EAP to increase business with the AbilityOne Program from .55% to 1.00% of DoD contract spending over the next five years. The DoD	2022	DoD procured more than $2.5 billion of products and services from the AbilityOne

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CY 2022 Priority Objective 3.2. Inclusivity of Underserved Communities. Utilize procurement structures, DoD programs, and other mechanisms to enhance the DEIA inclusivity of the underserved communities surrounding DoD installations.			
Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
	AbilityOne contracts create jobs for approximately 35,000 veterans and individuals who are blind or have significant disabilities. **(OUSD(A&S)/DPC)**		Program in FY 2022, an increase of $125 million from $2.375 billion in FY 2021.

Goal 4. Inclusion: Workforce Inclusivity

The DoD's fourth strategic goal is leveraging mechanisms that impact its workplace environment and climate to promote a culture where all employees and personnel feel included and have opportunities to contribute to their fullest abilities.

Objective 4.3: Culture of Inclusivity

DEIA Goal 4 – Inclusion: Workforce Inclusivity. Promote organizational initiatives and expand mechanisms to better understand and meet the needs of the internal DoD workforce.			
CY 2022 Priority Objective 4.3. Culture of Inclusivity. Develop a culture of inclusivity within DoD to ensure the work environment actively meets the needs of its people.			
Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
Initiate a culture of inclusivity by enhancing relationships with ERGs/Councils to support specific areas of the strategic initiatives outlined in this plan.	Secured expertise to strengthen the Department's strategy to leverage ERGs to support mission priorities. DMOC hosted a senior leadership forum that included DoD Component CDOs and senior executives and CDOs from industry and academia to exchange best practices and identify solutions on ways to leverage and recognize the value of ERGs. **(DMOC)**	Obtained industry best practices to inform development of policy and operational guidance to be incorporated in DoDI 1020.05.	Developing proposed policy in collaboration with DoD Component stakeholders.
	Launched DEI working group focused on STEM. DON DEI worked with the Naval STEM Coordination Office to leverage a data driven approach to better understand diversity in the US workforce, US STEM workforce, and the DON STEM military and civilian workforce to inform and guide future STEM education and outreach efforts. **(DON)** 2022 Measures of Success: Analyzed data on science and engineering indicators from the National Science Foundation (NSF), including longitudinal studies highlighting important trends on diversity in STEM, to understand the current STEM pipeline. The Naval STEM Coordination Office used this data to guide STEM investments in education and outreach to bolster the future workforce.	Ongoing effort that began in Mar 2022.	DON DEI hosts monthly meetings with the Naval STEM Coordination Office to identify opportunities to partner or collaborate on STEM-focused engagements and programs.
	Reinstituted their Diversity Council and formalized their Women's Initiative Team. **(Army)**	Re-established in Dec 2022 – in progress.	Launched Army-wide initiative for applications for those who want to

DEIA Goal 4 – Inclusion: Workforce Inclusivity. Promote organizational initiatives and expand mechanisms to better understand and meet the needs of the internal DoD workforce.			
CY 2022 Priority Objective 4.3. Culture of Inclusivity. Develop a culture of inclusivity within DoD to ensure the work environment actively meets the needs of its people.			
Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
			participate – in progress.
Review communication approaches and language utilized in print and media advertisements to ensure that a broad range of the population can relate to the advertisement.	Leveraged social networks with diverse written and visual content (e.g., age, gender, race, education) to inform potential candidates about DoD civilian employment opportunities across multiple platforms including Facebook, LinkedIn, Instagram, Twitter, and YouTube. **(DCPAS)**	Started in Q2 CY 2022 and currently ongoing.	Increase in social network followers by 36% in Q1 CY23; increase in traffic on the Civilian Careers website by 44% in Q1 CY23.
	DMOC continues to advance strategic communications through a D&I newsletter distributed to HR, EEO, senior DEIA leadership, and D&I practitioners, aligned with the D&I Directorates, LOE #5, "Strategic Communication,"—outcome "Speak in One Voice," updates. **(DMOC)**	Produced quarterly.	DMOC produced quarterly D&I newsletters throughout 2022 and continued into 2023.

Goal 5. Accessibility: Commitment to Accessibility

The DoD's fifth strategic goal is to address and mitigate barriers to access to the workplace and full employment opportunities for all individuals, including those with disabilities.

Objective 5.1: Accessibility Framework

DEIA Goal 5 – Accessibility: Commitment to Accessibility. Foster a DoD-wide culture and spirit of accessibility and intersectionality for individuals with disabilities, including Disabled Veterans.			
CY 2022 Priority Objective 5.1. Develop an accessibility framework to provide comprehensive access to accessibility services and tools to the workforce and community.			
Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
Change the name of Office for Diversity, Equity, and Inclusion (ODEI) and update relevant policies to the Office for Diversity, Equity, Inclusion, and Accessibility (ODEIA) to establish it as the centralized policy/program and compliance office for DoD-wide DEIA.	Exploring feasibility of an office name change to reflect ODEI's role in establishing DoD accessibility policies. This step is part of the DoD's ongoing effort to evolve its organizational support structure for DEIA by identifying a centralized body for personnel-related accessibility issues. **(ODEI)** In CY 2022, the DoD prepared a draft redesignation package for review by Department leadership. A feasibility and cost/benefit analysis, including a review of DoD policy impacts, is scheduled for completion in FY 2024.	Ongoing.	Discussion is ongoing in 2023.
Leverage the DDPMWG (DoD Disability Program Managers Working Group) to discuss and address issues related to disability programs and accessibility. The DDPMWG is a collaborative working group of	The DDPMWG met monthly throughout the year; the group discussed challenges and solutions, accessibility resources and best practices, and compliance needs. For example, the DDPMWG was the primary vehicle used to achieve DoD-wide compliance with EEOC reasonable accommodation regulations by December 2021. **(CIO, ODEI, DHRA DMOC, and DHRA CAP)** Topics addressed in 2022 included EEOC compliance and document accessibility for Veteran affirmative action programs. Additionally, the DDPMWG communicated requirements for all DoD Components to designate a POC for Federal Relay services.	Met monthly throughout 2022.	Established and held recurring meetings throughout 2022 to discuss solutions to existing challenges and proactively identify solutions for emerging disability and accessibility needs.
		May 2022.	By May 2022, ODEI had names and contact information of the designated

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CY 2022 Priority Objective 5.1. Develop an accessibility framework to provide comprehensive access to accessibility services and tools to the workforce and community.			
Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
representatives from across the DoD civilian Components and Military Services that convenes monthly.	Other 2022 compliance presentations focused on creating and posting on Component public-facing websites Personal Assistance Services (PAS) policies and ensuring that electronic content is accessible for individuals with disabilities and complies with Section 508. Topics covered in early 2023 included presentations by the EEOC (March), CAP (April), and a presentation about sensitive compartmented information facility (SCIF) accessibility (May). The DDPMWG continues to convene with support from disability portfolio members pending assignment of a DoD Director of Disability Policy.		Federal Relay POCs for all DoD Components.
The DoD implemented a model program to advance facilities accessibility and advance the Architectural Barriers Act (ABA) via its Facility Accessibility Task Force (FATF), chartered in 2020. This task force fosters DoD Component collaboration and is co-chaired by the OUSD P&R ODEI Director and the Washington Headquarters Services (WHS) Facility Services Directorate (FSD) Director for the Pentagon.	2022 key accomplishments included: – Conducted proactive DoD building inspections to identify access issues and installed accessible door openers. – Addressed building kiosk access. – Provided support for COVID related access protocols. – Updated parking signage to use international accessibility symbol. **(FATF; ODEI; WHS FSD)**	Ongoing priority DoD facilities initiatives conducted in 2022.	In CY 2022 FATF completed six building inspections and addressed seven door opener accessibility issues.

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CY 2022 Priority Objective 5.1. Develop an accessibility framework to provide comprehensive access to accessibility services and tools to the workforce and community.

Roadmap Priority Initiative or Action	CY 2022 Accomplishments (OPR)	Date Completed	Indicators of Progress
Improve DoD Website Accessibility: updates were made to both external public and internal workforce facing websites.	These updates included: – Updated website capabilities to include language translation and the ability to increase font size. – Updated website's search and explore function to make it more accessible and can be used to target specific populations or internship opportunities. – Changed imagery to be representative of workforce. – Updated website and protocols to increase efficiency and tracking ability. – Brought communication up to current standards to ensure employees are conscious of service offerings and electronic accommodations. **(DCPAS, CAP)**	Q3 CY 2022.	Continuously review and update DCPAS website imagery to ensure relevant representation of the workforce. 508 Compliance reviews conducted prior to any website updates/changes.
		Projected completion Q1 CY 2023.	Updated website search and exploration functions to improve website performance and provide users with search results that are most aligned with their inquiry and result in positive employer brand connection.
		Q4 CY 2022.	DCPAS website added internship opportunities search/matching tool.
		Projected completion Q4 CY 2023.	DCPAS website ability to increase font size/language translation.
Further Section 508 conformance.	2022 key accomplishments: – Added 1000 DoD .mil sites to a cloud-based platform with Section 508 conformance scanning capability. – Improved Section 508 conformance of the AFPIMS web content management system from 69% to 95%. – Increased Trusted Testers within Components to over sixty Department-wide.	FY 2022.	AFPIMS % conformance with standards 95%. Number of scanned sites: 1000+ Number of Trusted Testers: 60+

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CY 2022 Priority Objective 5.1. Develop an accessibility framework to provide comprehensive access to accessibility services and tools to the workforce and community.			
Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
	– Held a forum with the Defense Media Activity on the DoD public web for the 508 community. – Completed intel SharePoint site for Section 508 guidance. – Created five accessibility training videos available to all DoD personnel. **(OSD CIO)**		
Update policies to mitigate adverse impact of grooming standards on service enlistment (access).	Updated the Bureau of Naval Personnel Instruction (BUPERSINST) 1000.22C and the Marine Corps Order (MCO) 6310.1C so that Sailors and Marines cannot be denied reenlistment due to PFB-related conditions. **(DON)** No substantial data regarding positive or negative impact from this change has been observed at this time. The Marine Administrative Message (MARADMIN) announced a policy change to (1) prohibit the involuntary separation of Marines who are diagnosed with PFB as the sole basis for separation and (2) updated specific administrative requirements for Marines diagnosed with PFB.	Mar 2022 Jan 2022	Navy updates to the PFB instruction were released via NAVADMIN Feb 2022. Marine Corps updates to MCO 6310.1C were released via MARADMIN Jan 2022.
Enhance policies and practices to mitigate adverse impact based on the need for religious accommodation.	DoD actions to enhance religious accommodations included the following in 2022: – Audited religious accommodation policies to promote uniform processes across the Department. – Confirmed functional education and training for Commanders, Recruiters, and Chaplains on religious accommodation responsibilities, authorities, process, and protections. – Monitored Service religious accommodation adjudications to emphasize critical RFRA compliance elements of "compelling government interest" and "least restrictive means." – Pioneered interdisciplinary COVID-19 Working Group to coordinate/deliver revised adjudication guidance to ensure religious accommodation procedural compliance and timeliness.	Ongoing	Reviewed and enhanced religious accommodations policies and processes.

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CY 2022 Priority Objective 5.1. Develop an accessibility framework to provide comprehensive access to accessibility services and tools to the workforce and community.			
Roadmap Priority Initiative or Action	CY 2022 Accomplishments (OPR)	Date Completed	Indicators of Progress
	– Monitored USMC pre-accession decisions on religious accommodation requests related to grooming and uniform standards. **(MPP)**		
Target working group efforts to identify and examine additional initiatives that may improve the promotion and retention of women.	**Childcare Management –** conducted a review of current military childcare management programs. – Findings indicated that access to superior childcare services that accommodate the unique needs of Service members may lead to higher retention. – Recommendation is to continue to foster communication with Military Community & Family Policy (MC&FP) to reinforce the efforts they are orchestrating and ensure military departments remain in alignment. Intended outcome is to increase access to childcare to mitigate a perceived barrier to retention for women/parents. **(M&RA/D2T Sprint #1 Added Initiative +2;** *OSD P&R*)	Initiative completed Apr 2022	Continue to foster DoD-wide communications with MC&FP regarding childcare programs.
	Supported the reestablishment of the Defense Advisory Committee on Women in the Services (DACOWITS), following the ZBR of all DoD advisory committees. The DACOWITS is composed of civilian women and men appointed by the SecDef to provide advice and recommendations on matters and policies relating to the recruitment, retention, employment, integration, well-being, and treatment of women in the Armed Forces. Members perform a variety of duties including annual visits to military installations, review and evaluation of current research on military women, and annual reporting of recommendations on issues for the SecDef. **(DMOC)**	Mar 2022: Leadership Cadre Sworn in. Jun 2022: Committee members appointed.	

Objective 5.2: Opportunities for Individuals with Disabilities

DEIA Goal 5 – Accessibility: Commitment to Accessibility. Foster a DoD-wide culture and spirit of accessibility and intersectionality for individuals with disabilities, including Disabled Veterans.			
CY 2022 Priority Objective 5.2. Improve DoD's ability to attract, accommodate, advance, and retain qualified individuals with disabilities, including Veterans and individuals with targeted disabilities.			
Roadmap Priority Initiative or Action	**CY 2022 Accomplishments (OPR)**	**Date Completed**	**Indicators of Progress**
Update DoDD 1020.02E, DoDD 1020.1, and other relevant policies related to Accessibility and Disability Program Management.	DoD provided its draft Final Rule for 32 CFR Part 56, ""Nondiscrimination on the Basis of Disability in Programs or Activities Assisted or Conducted by the DoD and in Equal Access to Information and Communication Technology Used by DoD, and Procedures for Resolving Complaints," to the Department of Justice Civil Rights Division for review, as required by E.O. 12250. Following DOJ clearance, it will proceed to the OMB coordination process. Concurrently, DoD is developing its corresponding issuance, DoDI 1020.dd. **(ODEI)**	Coordination of DoDI 1020.dd will move in tandem with the Final Rule.	This action represents the DoD's thought leadership as a model in publishing regulations related to disability and is the first update to the current regulation since 1982.
Continue joint DoD and DOL intra-department working group efforts to address inclusivity and Accessibility for individuals with disabilities under the WRP. This includes the finalization of a preliminary report with recommendations and action items for submission to the Office of the Assistant to the President for Domestic Policy.	Monthly meetings held throughout 2022 of the DoD Component WRP Working Group. Meeting actions coordinated across Components with products saved on collaborative team SharePoint site. **(MILDEP, DHRA DMOC Disability Program Directorate [DPD], CIO, ODEI, and DHRA CAP)** Topics addressed included: – WRP CIVPay – Central Funding for the WRP – Disability Awards Ceremonies – ongoing events – DoD Shared List Updates – Outreach Events and Activities MilSuite Updates – for information exchange to the WRP and Disability Community in the DoD	WRP Senior Leadership held a forum in Jul 2022.	FY 22 and 23 outreach events included: virtual Lunch & Learns on Basic Verbal Descriptions on 15 Nov 2022 with 38 participants, and on Inclusive Environments on 10 Jan 2023 with 55 participants; the AD Mid-Atlantic Conference on 10-11 Nov 2022 had 11 participants.
	Prepare and submit final report, "Expanding and Improving the Workforce Recruitment Program Report in Response to Executive Order 14035" to the White House Office of the Assistant to the President for Domestic Policy (APDP) pending SecDef approval. **(DMOC DPD)**	SecDef approved DoD draft of WRP on 23 Feb 2023; Acting Secretary of Labor made	Final Report on WRP was targeted as Aug 2023 submission to APDP. DoD Components placed 24 WRP candidates in permanent and term (>1 year) positions in FY 2022.

DEIA Goal 5 – Accessibility: Commitment to Accessibility. Foster a DoD-wide culture and spirit of accessibility and intersectionality for individuals with disabilities, including Disabled Veterans.
CY 2022 Priority Objective 5.2. Improve DoD's ability to attract, accommodate, advance, and retain qualified individuals with disabilities, including Veterans and individuals with targeted disabilities.

| Roadmap Priority Initiative or Action	CY 2022 Accomplishments (OPR)	Date Completed	Indicators of Progress
	The report included six recommendations: – Synchronize and integrate the WRP with other complementary DoD programs for individuals with disabilities, such as Autism Works, Operation Warfighter, and/or Wounded Warrior to promote inclusion. – Develop additional partnerships with schools and colleges with an emphasis on HBCUs and HSIs to directly and exponentially address inequities that individuals with disabilities from underserved communities experience through additional hires and equitable opportunities. – Establish the WRP as a mission-essential/critical program to serve as a pipeline for professional or SES positions. – Provide additional funding for more dedicated personnel to support program expansion and ensure technological, analytical, and fiscal accountability within the DoD. – Provide additional funding to expand outreach (e.g., conference attendance and participation, materials, marketing). Increase and use funding for CAP and Architectural Barriers assessments to ensure that individuals hired through the WRP, and other programs are poised for success when they report to their workplace.	administrative revisions; The revised report was in DoD coordination during 2022. DoD and DOL planned to meet with the WH APDP and EEOC for implementation.	Completed expansion of WRP anticipated by 30 Sep 2025 pending funding.
Host DoD Annual Disability Awards Ceremony to recognize achievements of individuals with disabilities.	Hosted DoD Annual Disability Awards. SECDEF Disability Award recognizes individuals and DoD Components for advancing opportunities for individuals with disabilities. **(DMOC)**	WRP Award Ceremony held 28 Jul 2022, SECDEF Disability Award Ceremony held 20 Oct 2022	

Appendix B: Workplace Safety and Prevention of Harassment

In 2022, DoD's Office of Force Resiliency (OFR) Violence Prevention Cell (VPC) led several actions to address workplace safety in military communities, including measures approved by the Secretary of Defense to implement recommendations made by the 90-day Independent Review Commission (IRC) on Sexual Assault in the Military, issuing the Integrated Prevention Plan of Action (PPoA) 2.0 (2022-2024), and publishing DoDI 6400.11, "DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders." Each of these efforts include multi-year assessments, development, and coordination efforts with their own respective timelines for implementation and reporting requirements. Workplace climate, including cohesion and inclusion, is an important part of integrated primary prevention because creating environments free of harm and abuse is the first step to preventing multiple harmful behaviors such as suicide and sexual assault.

Summary of Accomplishments and Ongoing Challenges for Workplace Safety

To synchronize and ensure a safe and inclusive work environment across the Department, the DoD developed a guiding principle: the DoD institutes a model workplace and environment that furthers safety and prevention polices, programs, and practices, preventing and addressing all forms of workforce harassment, sexual assault, discrimination, or retaliation. The Department established a primary goal to develop and implement a comprehensive and enduring framework to address all forms of workforce harassment, assault, discrimination, or retaliation in support of this principle. The DoD outlined four strategic objectives to support this goal (Figure 1).

Figure 1. DoD DEIA Safe Workplace Strategy Map[5]
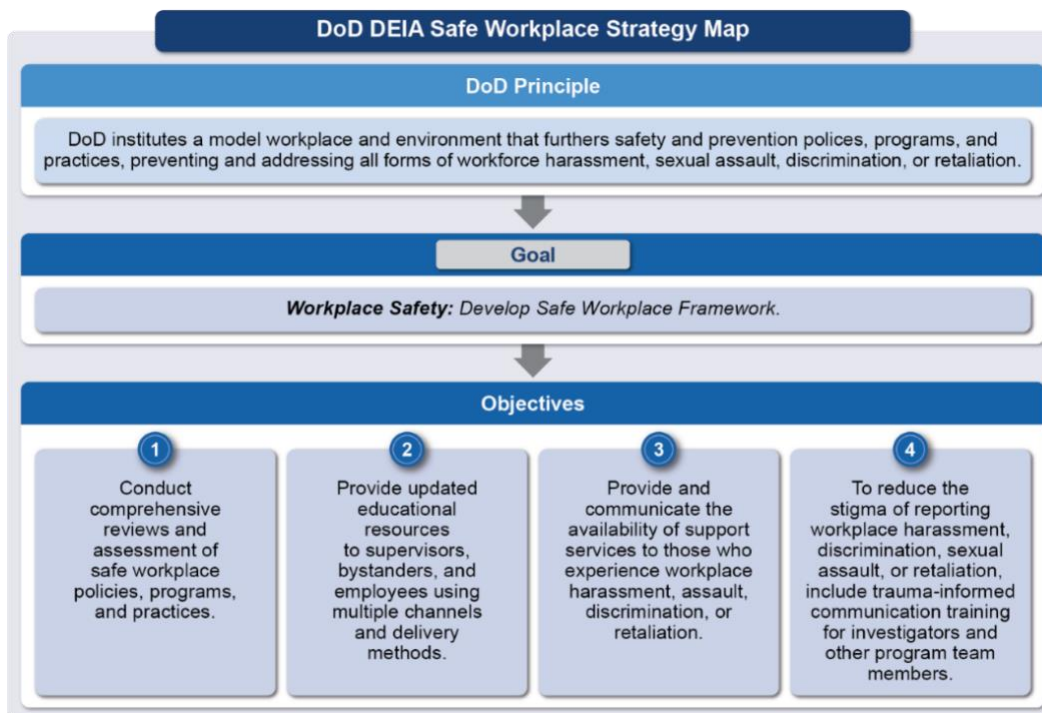
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[5] *Department of Defense Diversity, Equity, Inclusion, and Accessibility Strategic Plan FY 2022–2023*, https://media.defense.gov/2022/Sep/30/2003088685/-1/-1/0/DEPARTMENT-OF-DEFENSE-DIVERSITY-EQUITY-INCLUSION-AND-ACCESSIBILITY-STRATEGIC-PLAN.PDF

The following specific actions relevant to fostering a safe and inclusive workplace were executed in 2022:

Workplace Safety Goal – Develop Safe Workplace Framework. *Create an enduring, comprehensive framework to prevent and address all forms of workforce harassment, sexual assault, discrimination, or retaliation.*		
Workplace Safety Objective 1: Conduct comprehensive reviews and assessment of safe workplace policies, programs, and practices.		
CY2022 Priority Action	**CY2022 Accomplishments**	**Date Completed/ Progress Indicators**
Develop a data-driven risk index to compare risk of harassment, sexual assault, discrimination, and retaliation across all DoD installations.	To help identify 2023 On-Site Installation Evaluation (OSIE) sites, the VPC, in collaboration with the DoD Chief Digital and Artificial Intelligence Office, created a five-factor OSIE risk index to assess a range of risk and protective factors across the social ecology that may impact a site or ship's risk for harmful behaviors including harassment, sexual assault, and retaliation. This risk index leverages several data sources across five organizational levels: individual, workplace, leadership, installation, and community.	An OSIE risk index was created for the 2023 site visits by 30 Sep 2022. This action represents the DoD's commitment to track and address harmful behaviors in the military.
SecDef Memorandum, "By October 3, 2022, the USD(P&R) will issue guidance for future OSIEs to be conducted on a biennial basis."	DoDI 6400.11, published December 30, 2022, provides that P&R will conduct OSIEs every other year. These visits will allow the Department to assess climate and prevention capabilities using standardized metrics and better understand gaps and best practices to provide the necessary tools to enhance prevention of harmful behaviors. At the completion of the 2023 OSIEs, 48 sites and ships had been visited, including the 3 military service academies.	Completed December 20, 2022 with publication of DoDI 6400.11.
Publish the Prevention Plan of Action 2.0 (PPoA 2.0).	In May 2022, P&R published PPoA 2.0 to highlight the Department's new emphasis on integrated primary prevention and finding shared solutions to sexual assault, harassment, retaliation, domestic abuse, suicide, and child abuse. PPoA 2.0 established a framework to guide the development, implementation, and evaluation of integrated primary prevention.	Completed in May 2022 with publication of PPoA 2.0. PPoA 2.0 represents the Department's ability to adapt frameworks as new best practices are discovered.
Review and update Civilian Harassment Prevention and Response related policies.	The DoD continued drafting revisions to DoDI 1020.04, Harassment Prevention and Response for DoD Civilian Employees, to better align with EEOC guidance. DoDI 1020.04 addresses response efforts for DoD civilian employees reporting any type of harassment, including sexual harassment. For example, all harassment allegations are to be investigated, as appropriate, and in accordance with applicable policy and statutory requirements.	DoDI 1020.04 is in formal coordination. Implementation and publication projected in 2023.

Workplace Safety Goal – Develop Safe Workplace Framework. *Create an enduring, comprehensive framework to prevent and address all forms of workforce harassment, sexual assault, discrimination, or retaliation.*		
Workplace Safety Objective 1: Conduct comprehensive reviews and assessment of safe workplace policies, programs, and practices.		
CY2022 Priority Action	**CY2022 Accomplishments**	**Date Completed/ Progress Indicators**
	DoDI 1020.04 requires the DoD to provide civilian employees alleging harassment with information regarding available support resources. DoD leaders are to take appropriate administrative or disciplinary corrective action when an allegation of harassment is substantiated. This includes documenting an offender's substantiated harassment in the appropriate personnel records system.	
Coordinate Anti-Harassment Policies across DoD Components.	OSD collaborated with DoD Components to develop, revise, and/or implement EEOC compliant Anti-Harassment policies. Expected outcomes include DoD consistency to ensure policies and procedures are effective in preventing and responding to DoD civilian employee harassment.	Department-wide collaboration throughout 2022.
Coordinate Anti-Harassment Program Implementation across DoD Components.	OSD collaborated with DoD Components to implement their Anti-Harassment programs and ensure Anti-Harassment programs function separately from EEO programs. Expected outcomes include DoD consistency of Anti-Harassment programs and mitigate conflict of interest with the EEO function.	By the end of FY22, all DoD Components have both fully implemented and compliant Anti-Harassment Programs and policies that are separate from the EEO function. ODEI continues to monitor program compliance and track anti-harassment complaints via the Department's Biennial Civilian Harassment Report.
Analysis of DoD-wide EEO Complaint Data.	The DoD issued a data call to collect and analyze Department-wide complaint data (Form 462) for FY21 and FY22 to develop reports including the *No FEAR Act Report*, *Civilian Harassment Report*, and *Civilian Employee Workplace and Gender Relations Report (WGRR)*. In addition, it collected data concerning non-EEO harassment complaints pursued through other available avenues of redress. Expected outcomes include the examination of complaint types, trends, and outcomes to provide data driven decision making for future efforts on strategies to combat civilian harassment.	Conducted throughout 2022 Internal DoD publication of the Civilian Employee Harassment Report is anticipated for 2023. Final public release of Reserve Component trends and findings from the FY21 *WGR* will be published in 2024.

Workplace Safety Goal – Develop Safe Workplace Framework. *Create an enduring, comprehensive framework to prevent and address all forms of workforce harassment, sexual assault, discrimination, or retaliation.*		
Workplace Safety Objective 1: Conduct comprehensive reviews and assessment of safe workplace policies, programs, and practices.		
CY2022 Priority Action	**CY2022 Accomplishments**	**Date Completed/ Progress Indicators**
Consideration of shared DoD Complaint Management System.	In FY 2020, the DoD initiated efforts to assess the efficacy of developing a comprehensive Department-wide complaint management system to enhance efficiency and accuracy for collecting and managing civilian complaint information. ODEI contracted to analyze alternatives and develop an acquisition strategy recommendation for an enterprise-wide data collection and reporting solution for military and civilian equal opportunity and anti-harassment complaints. ODEI is finalizing plans to complete a phased acquisition. The highest priority is getting an automated system to organizations in DoD that do not have automated systems for capturing complaints. ODEI conducted market research with the vendor providing case management systems to the Military Deputies and other Components including a product demonstration. This effort will incorporate GAO's recommendations of centralizing a repository of data and tracking informal complaints.	Initiated in 2022. ODEI has completed requirements analysis, alternatives analysis, and is finalizing the Acquisition Plan, which includes a phased approach to funding and implementation. Expected outcomes include the use of findings to inform the feasibility of developing a Department-wide complaint management system. Estimated completion date no later than FY24.

Workplace Safety Goal – Develop Safe Workplace Framework. *Create an enduring, comprehensive framework to prevent and address all forms of workforce harassment, sexual assault, discrimination, or retaliation.*		
Workplace Safety Objective 2: Provide updated educational resources to supervisors, bystanders, and employees using multiple channels and delivery methods.		
CY 2022 Priority Action	**CY2022 Accomplishments**	**Date Completed / Progress Indicators**
Publication of DoDI 6400.11, "DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders" to stand	Hiring for the IPPW began in FY22 and will remain a continuous effort until FY29, as IPPW billets are filled across installations they will: Advise and support ongoing prevention efforts while modernizing the content, delivery, and dosage of prevention education.	20 Dec 2022 Highlighting the need to reform content and collaborate with program specialists indicates that the Department is extremely conscientious

Workplace Safety Goal – Develop Safe Workplace Framework. *Create an enduring, comprehensive framework to prevent and address all forms of workforce harassment, sexual assault, discrimination, or retaliation.*		
Workplace Safety Objective 2: Provide updated educational resources to supervisors, bystanders, and employees using multiple channels and delivery methods.		
CY 2022 Priority Action	**CY2022 Accomplishments**	**Date Completed / Progress Indicators**
up an Integrated Primary Prevention Workforce (IPPW) that will support and review prevention education materials.	Collaborate with program specialists on the content and delivery of ongoing training and education (e.g., refining the delivery or dosage of an existing education program to improve its outcomes). Strategize on how to develop and deliver new education (e.g., retaliation prevention) or program materials (e.g., maximizing the research-based content of education materials).	about ensuring prevention content is truly effective.
Publish the Prevention Workforce Model (PWM).	The IRC on Sexual Assault in the Military recommended, and the Secretary of Defense approved, establishing a model for a dedicated and capable primary prevention workforce. To implement, P&R published the PWM. The PWM provides a set of guidelines for the Services to develop, hire, and operationalize the dedicated prevention workforce. The PWM outlines roles and responsibilities of the prevention workforce at each tier: strategic, operational, and tactical. Additionally, the PWM highlights credentialing required for each level and role.	13 June 2022 The PWM signifies support and dedication for prioritizing hiring of the IPPW.

Workplace Safety Goal – Develop Safe Workplace Framework. *Create an enduring, comprehensive framework to prevent and address all forms of workforce harassment, sexual assault, discrimination, or retaliation.*		
Workplace Safety Objective 3: Provide and communicate the availability of support services to those who experience workplace harassment, assault, discrimination, or retaliation.		
CY2022 Priority Action	**CY2022 Accomplishments**	**Date Completed / Progress Indicators**
Publication of DoDI 6400.11, "DoD Integrated Primary Prevention Policy for	DoDI 6400.11 includes prevention learning objectives in all PME and outlines specific objectives for military leaders. All military leaders will learn key prevention concepts, including: – Maintaining a healthy and professional organizational climate of respect. – Fostering inclusion and equity for diverse social groups. – Encouraging a culture of help-seeking and access to available resources.	20 Dec 2022 Establishing a IPPW is an advanced measure to combat harmful behaviors. This, in addition to mandated PME

Workplace Safety Goal – Develop Safe Workplace Framework. *Create an enduring, comprehensive framework to prevent and address all forms of workforce harassment, sexual assault, discrimination, or retaliation.*		
Workplace Safety Objective 3: Provide and communicate the availability of support services to those who experience workplace harassment, assault, discrimination, or retaliation.		
CY2022 Priority Action	CY2022 Accomplishments	Date Completed / Progress Indicators
Prevention Workforce and Leaders."	DoDI 6400.11 lays the groundwork to stand up an IPPW. The new IPPW will build rapport and sustain peer relationships with prevention stakeholders to ensure there is proactive communication and collaboration among all parties. Program specialists and prevention stakeholders include but are not limited to SAPR personnel, Family Advocacy Program (FAP) personnel, suicide prevention personnel, MEO personnel, EEO personnel, chaplains, law enforcement, health care providers, and training facilitators. Improving collaboration and communication between prevention and response personnel is critical to reducing incidents of harmful behaviors.

IPPW will heighten visibility and leadership support for program specialists' ongoing efforts and program needs. IPP personnel will engage in larger collaborative forums and strengthen support for prevention on behalf of their peers and colleagues | training for leadership, shows that the Department is working to target upstream factors to improve command climate. |
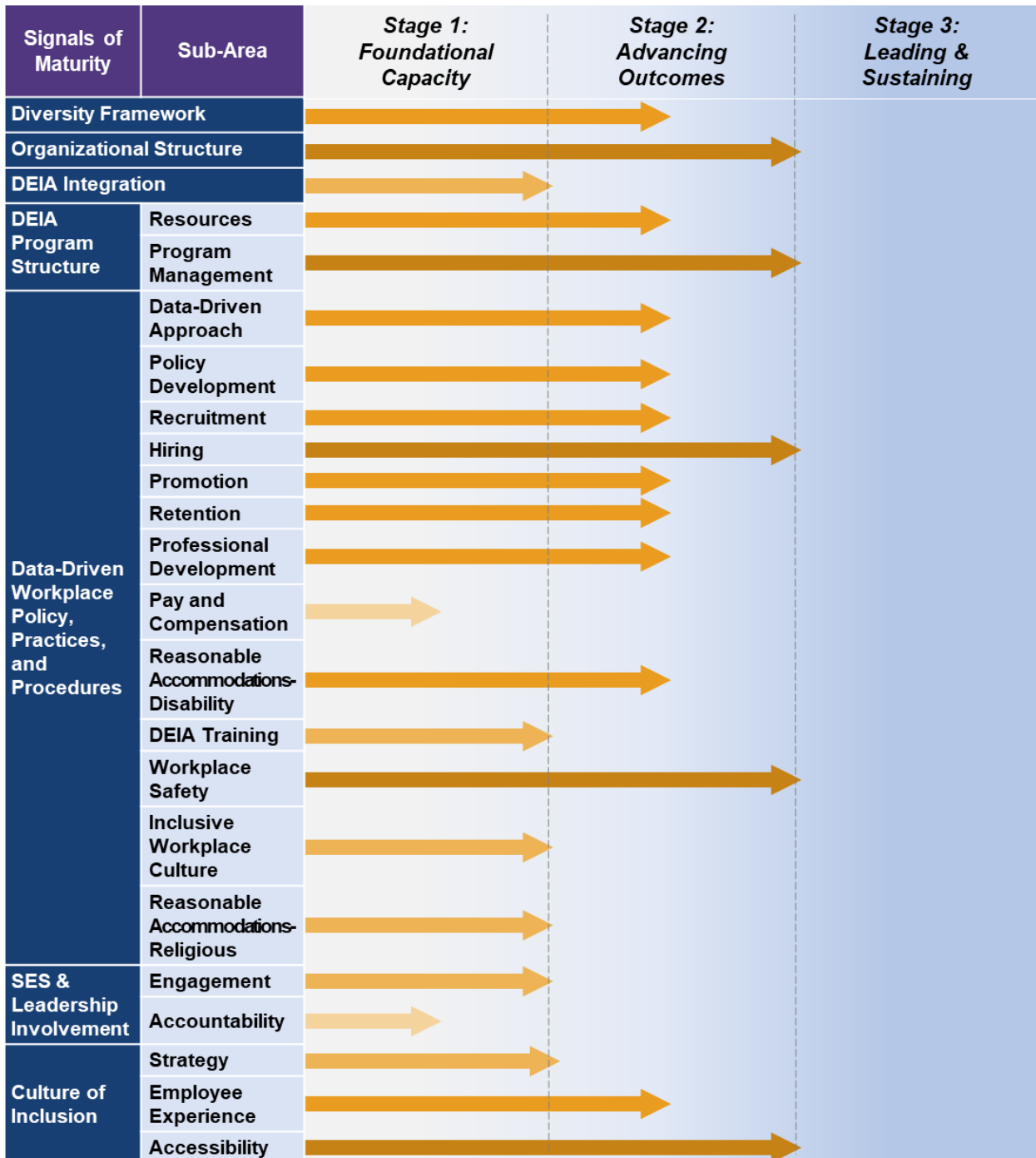
Workplace Safety Goal – Develop Safe Workplace Framework. *Create an enduring, comprehensive framework to prevent and address all forms of workforce harassment, sexual assault, discrimination, or retaliation.*		
Workplace Safety Objective 4: To reduce the stigma of reporting workplace harassment, discrimination, sexual assault, or retaliation, include trauma-informed communication training for investigators and other program team members.		
CY2022 Priority Action	CY2022 Accomplishments	Date Completed / Progress Indicators
Provide communications plans and supporting materials.	The Department intends to increase understanding of integrated prevention and the prevention workforce, support recruitment of potentially thousands of positions in the IPPW, and support installation leaders as this first-of-its-kind workforce is hired. After publishing the DoDI 6400.11 in Dec 2022, the OFR VPC developed guidance to strengthen leadership's understanding of shared risk and protective factors, the role of the IPPW, and the impact of command climate on workplace safety, morale, and performance. Strategic communication is a continuous effort to achieve specific goals in increasing understanding of integrated prevention and supporting recruitment for the IPPW.	Initiated in 2022 and ongoing.

Communicating the intended effects of the IPPW to Senior Leaders underscores the importance and significance of this effort. |

Workplace Safety Goal – Develop Safe Workplace Framework. *Create an enduring, comprehensive framework to prevent and address all forms of workforce harassment, sexual assault, discrimination, or retaliation.*		
Workplace Safety Objective 4: To reduce the stigma of reporting workplace harassment, discrimination, sexual assault, or retaliation, include trauma-informed communication training for investigators and other program team members.		
CY2022 Priority Action	**CY2022 Accomplishments**	**Date Completed / Progress Indicators**
Develop an annual research agenda to direct and identify research priorities focused on primary prevention of interpersonal and self-directed violence per NDAA FY22.	The FY23 Research Agenda focused on: 1) Understanding risk and protective factors for harmful behaviors in the cyber or virtual environment (Short-term), 2) Identifying and developing comprehensive (multi-pronged/multi-level) integrated prevention approaches for the military community (Short-term), and 3) Developing and evaluating the role of new technologies in implementing effective prevention strategies (Long term). The FY24 Research Agenda is in development and focuses on: 1) Define risk and protective factors at interpersonal and organizational levels (DoD generated). 2) Assess whether and to what extent sub-populations of the military community are targeted by harmful behaviors more than others (research priority is specifically directed by NDAA FY23 Section 547). 3) Seek to improve the collection and dissemination of data on hazing and bullying associated with interpersonal and self-directed harm (research priority is specifically directed by NDAA FY23 Section 547).	Congress received the FY23 Research Agenda in Oct 2022. Outlining clear focus areas for the Services demonstrates the priorities of the Department.
Develop and maintain a DoD clearinghouse on DoD-sponsored prevention research to catalog and disseminate, as appropriate, harmful behavior prevention research and evaluation findings to OSD and DoD Components.	As stated in DoDI 6400.11, the Research Clearinghouse will be a designated Department-level capability to coordinate, collect, maintain, catalog, and disseminate, as appropriate, DoD-sponsored prevention research and evaluation findings to OSD and DoD Components. The research clearinghouse intends to streamline prevention efforts and reduce duplication of efforts, providing the Department a comprehensive view of all research being conducted related to prevention of multiple harmful behaviors. VPC has begun planning for platform development of the Research Clearinghouse and efforts are currently underway for the Services to provide information on all current research being conducted related to integrated primary prevention.	Ongoing development of the Research Clearinghouse began in Feb 2023, planning is still underway. Investing in a Research Clearinghouse exemplifies the determination to work collaboratively across the total force to combat harmful behaviors in the military.

Appendix C: DoD DEIA Maturity Model (FY 2022)

The DoD's preliminary self-assessment of its DEIA maturity, as contained in the inaugural DoD DEIA Strategic Plan FY 2022 – 2023, is provided below. Note that this aligned to the original government-wide maturity model signals of maturity from 2022.

Signals of Maturity	Sub-Area	Stage 1: Foundational Capacity	Stage 2: Advancing Outcomes	Stage 3: Leading & Sustaining
Diversity Framework		➡		
Organizational Structure		➡		
DEIA Integration		➡		
DEIA Program Structure	Resources	➡		
	Program Management	➡		
Data-Driven Workplace Policy, Practices, and Procedures	Data-Driven Approach	➡		
	Policy Development	➡		
	Recruitment	➡		
	Hiring	➡		
	Promotion	➡		
	Retention	➡		
	Professional Development	➡		
	Pay and Compensation	➡		
	Reasonable Accommodations-Disability	➡		
	DEIA Training	➡		
	Workplace Safety	➡		
	Inclusive Workplace Culture	➡		
	Reasonable Accommodations-Religious	➡		
SES & Leadership Involvement	Engagement	➡		
	Accountability	➡		
Culture of Inclusion	Strategy	➡		
	Employee Experience	➡		
	Accessibility	➡		

The graduated color of the arrows in the graphic, from lightest to darkest, denotes increasing levels of maturity.

Appendix D: Acronyms

A&S	Acquisition and Sustainment
ABA	Architectural Barriers Act
APDP	Assistant to the President for Domestic Policy
API	Application Programming Interface
AR	Augmented Reality
AS	Assignment Year
BUPERSINST	Bureau of Naval Personnel Instruction
CAP	Computer/Electronic Accommodations Program
CDIO	Chief Diversity and Inclusion Officer
CDO	Chief Diversity Officer
CIO	Chief Information Officers
COE	Center of Excellence
CoP	Community of Practice
CPP	Civilian Personnel Policy
D&I	Diversity and inclusion
D2T	DoD 2040 Taskforce
DACODAI	Defense Advisory Committee on Diversity and Inclusion
DAWG	DEIA Analytics Working Group
DCMA	Defense Contract Management Agency
DCPAS	Defense Civilian Personnel Advisory Service
DDPMWG	DoD Disability Program Manager Working Group
DEI	Diversity, equity, inclusion
DEIA	Diversity, equity, inclusion, accessibility
DEOCS	Defense Organizational Climate Survey
DHRA	Defense Human Resources Activity
DLA	Defense Logistics Agency
DMOC	Diversity Management Operations Center
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDEA	Department of Defense Education Activity
DoDI	Department of Defense Instruction
DOL	Department of Labor
DON	Department of the Navy
DON DEI	Department of the Navy Diversity, Equity, and Inclusion Program Office
DPM	Disability Program Management
DPMAP	DoD Performance Management and Appraisal Program
DWC	Deputy's Workforce Council
E.O.	Executive Order
EAP	Equity Action Plan
EDAC	Executive Diversity Advisory Council
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
ERG	Employee Resource Group
FAA	Federal Aviation Administration
FAC	Federal Advisory Committee
FATF	Facility Accessibility Task Force
FEVS	Federal Employee Viewpoint Survey
FOC	Fully operational capability

FSD	Facility Services Directorate
FY	Fiscal Year
GAO	Government Accountability Office
GO/FO	General Officer and Flag Officer
HBCU	Historically Black Colleges and Universities
HCOP	Human Capital Operating Plan
HR	Human Resources
HSI	Hispanic-Serving Institution
IAW	In accordance with
IPP	Integrated Prevention Plan
IRC	Independent Review Commission
IWD	Individuals with disabilities
IWTD	Individuals with targeted disabilities
LOE	Line of Effort
M&RA	Manpower & Reserve Affairs
MAJCOM	Air Force Major Command
MARADMIN	Marine Administrative Message
MCO	Marine Corps Order
MD-715	Management Directive 715
MEO	Military Equal Opportunity
MILDEP	Military Department
MLDC	Military Leadership Diversity Commission
MOE	Micro-engineered organ equivalent system
MSI	Minority Serving Institution
NDS	National Defense Strategy
NPP	Navy NROTC Preparatory Program
NROTC	Navy Reserve Officer Training Corps
NSF	National Science Foundation
ODEI	Office for Diversity, Equity, and Inclusion
OGC	Office of the General Counsel
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense
OSIE	On-Site Installation Evaluation
P&R	Personnel and Readiness
PAS	Personal Assistance Services
PFB	Pseudo folliculitis barbae
PME	Professional Military Education
PPoA	Primary Prevention Plan of Action
PPPs	Policies, practices, and procedures
R&E	Research and Engineering
R/E/G	Race, ethnicity, gender
ROTC	Reserve Officer Training Corps
SAPRO	Sexual Assault Prevention and Response Office
SCIF	Sensitive compartmented information facility
SecDef	Secretary of Defense
SECNAV	Secretary of the Navy
SES	Senior Executive Service
SMP	Strategic Management Plan
STEM	Science, technology, engineering, and mathematics
TTPTTP	Taking the Pentagon to The People
VR	Virtual Reality
WCT	Workforce Composition Tool
WHS	Washington Headquarters Services

WIT	Women Initiative Team
WMG	Workforce Management Group
WRP	Workforce Recruitment Program
YCF	You Can Fly
ZBR	Zero-Base Review