



DEPARTMENT OF THE AIR FORCE
6TH AIR REFUELING WING (AMC)
MACDILL AIR FORCE BASE, FLORIDA

21 January 2022

MEMORANDUM FOR 6 OG ALL PERSONNEL

FROM: 6 OG/CC

SUBJECT: Diversity, Equity and Inclusion (DE&I) Policy Memorandum

References: (a) Executive Order 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce," June 25, 2021
(b) AFI 36-7001, February 19, 2019, *Diversity & Inclusion*
(c) AMC Diversity and Inclusion Flight Plan, 2021-2023

1. All Airmen have a responsibility to ensure that work environments maximize the talents, perspectives, and human capital resident within each of us. Especially against a peer adversary with nearly four times the United States' population, our ability to harness and grow the unbridled capabilities of each Airmen will determine our nation's success or failure. Diversity, Equity and Inclusion (DE&I) is an essential aspect of our effort to make this possible.

2. **Definitions.** Airmen at all levels should strive to understand the individual, organizational, and operational value of DE&I, and ensure mutual respect for all. To ensure common understanding, below is a set of definitions for each term.

a. **Diversity:** A composite of individual characteristics, experiences, and abilities.

i. **Demographic Diversity** – inherent or socially defined personal characteristics, including age, race/ethnicity, religion, gender, socioeconomic status, sexual orientation, family status, disability, and geographic origin.

ii. **Cognitive/Behavioral Diversity** – differences in styles of work, thinking, learning and personality.

iii. **Organizational/Structural Diversity** – organizational/institutional background characteristics and experience affecting interaction within and between teams/groups, including Service, component, and occupation/career field.

iv. **Global Diversity** – in-depth knowledge of and experience with foreign languages and cultures, inclusive of both citizens and non-citizens, exchange officers, coalition partners, and foreign nationals with whom we interact as part of a globally engaged Air Force.

b. **Equity:** The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

MISSION FOCUSED...VALUED AIRMEN

c. **Inclusion:** Inclusion is the process of creating a culture where all members of an organization are free to make their fullest contributions to the success of the group, and where there are no unnecessary barriers to success.

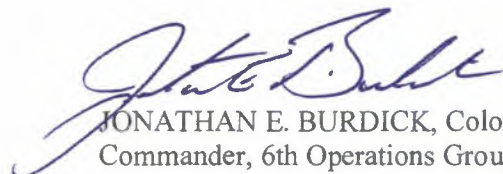
3. **Intent.** Every Airman must know and trust that their peers, supervisors, commanders, and the Air Force institution values their service. DE&I should be “baked in,” instead of being reactively audited on a periodic basis. We also intend to attract and retain our best and brightest talent. This effort is about trust. To that end, we benefit from processes that guide our actions and reinforce our commitment.

4. **Policy.** DE&I processes will be incorporated into our normal battle rhythm to help illuminate blind spots, recognize unintentional bias, and strive to bring unintentionally overlooked Airmen back into the fold.

a. **Nominations.** Going forward, every nomination for selective professional development programs, training courses, awards, leadership opportunities, and jobs must incorporate an internal review to ensure that all eligible candidates are considered. This review intends to ensure that all candidates are given fair and equal consideration, and bias and blind spots are mitigated. This review should take place at each leadership level so that dialogue continues throughout the process. After squadron-level reviews, squadron leaders will include the following statement in their nomination email or push note to the 6th Operations Group: *“All candidates were reviewed IAW the 6 OG DE&I Memorandum, dated 21 Jan 2022.”*

b. **Analysis.** At the group-level, the Operations Group Commander, Senior Enlisted Leader, and/or deputies, will periodically request further discussion about squadron processes used to consider candidates. Group leadership will compare its placement of diverse Airmen in selective professional development programs and desired jobs with Air Force and United States population demographic data. Furthermore, each month, the OG/CC will discuss the DE&I process with Sq/CCs and work towards continued process improvement. Additionally, during the Operations Group’s quarterly personnel planning meetings, leadership will discuss deliberate development plans for the group’s Airmen, and will evaluate the OG’s progress developing its Airmen. Following this assessment, leadership will develop program adjustments intended to improve the Operations Group’s DE&I program.

5. DE&I must remain integral and consistent with our core values, overall readiness, mission accomplishment, and reflective of the nation we serve. Continued discussion is encouraged to continually improve our processes. Please contact the 6 OG/CD office at DSN 968-9550, if you have any questions or concerns that I can address. Thank you for your service, your commitment to the mission, and providing capability necessary to defend our great country!



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