



CULTIVATING A SENSE OF BELONGING

Numbers are important. They help us to understand our sweet spots and our blind spots. What they don't do is tell us the whole story of each team member's experience. When we talk about diversity and inclusion, we often fail to recognize that just because someone is *included* in our organization, doesn't mean they feel they *belong*.

Belonging is a fundamental human need; a word that translates across any language or culture; a feeling that every human is wired to want. The full potential of diversity can be realized when all members of the organization feel included, feel like they belong, and that they are respected for who they are and what they offer. It's not enough to simply include people at the table; we must amplify everyone's voices, clear barriers, and appreciate each other for our unique backgrounds, experiences, and talents. Diverse perspectives, new ideas, creativity, and risk-taking are the superpowers that every organization wants. And yet, few have realized that their kryptonite is having employees who don't feel they belong.

In order to make progress, everyone has to understand that they have a role to play. Though the barriers to belonging are tied to underrepresented populations and their experiences, **the solution is tied to everybody**. What are you doing to cultivate a sense of belonging where you are?

When you belong, you feel safe and are empowered to be yourself. Belonging produces trust. Ultimately, communities that cultivate a sense of belonging will have better cultures, make better decisions, and show better performance. When viewed from the outside, cohesive communities are places where people want to work, live, and invest. The quest for belonging may be messy and uncomfortable, but the end result will be worth it.

Questions? We are ready to help.
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ACC A1Z WELCOMES MR. JACK SWEET and MRS. GENEVIEVE BROCK!

Hello ACC Team!

My name is Jack Sweet and I would like to take this opportunity to introduce myself as your **ACC Community Programs and Unite Program Manager**, effective 5 July 20. It is with great excitement that I assume this new position and rejoin the innovative ACC Team! I look forward to working with you to expand the creative Community and Unite Program opportunities and partnerships that support our Airmen, Families, Squadrons, and Communities! I hope that my background as an FSS Flight Chief in Business Operations and Community Programs, Marketing, Sponsorship, Special Events, Youth Services, and as the Installation Community Support Coordinator with two different Wings will be an added value and resource to the team. It has been a pleasure serving our military communities over the past 40 years and I consider it an honor to be partnering with you to continue this service; albeit I cannot guarantee another full 40!



Hi, Everyone!

My name is **Genevieve Brock** and I will be joining the ACC Team as the **Deputy SAPR Program Manager** on 5 July. I am very excited to be returning to Virginia – I am an "almost-native" (having spent most of my childhood in the area) and William & Mary grad, and it's so good to be coming home! I'm looking forward to integrating into ACC and coming alongside each of you in partnership, as I've heard great things about the creativity, collaboration, and support that ACC works diligently to foster and provide to its Airmen, civilians and families. I have worked in multiple MAJCOMS/DRUs (most recently the United States Air Force Academy) and various capacities in the civilian sector and hope that my background in helping agencies, program management and development will contribute positively to ACC efforts in those areas. See you soon!



INTEGRATED RESILIENCE CHAMPIONS RECOGNIZED BY COMACC ON 29 JUNE



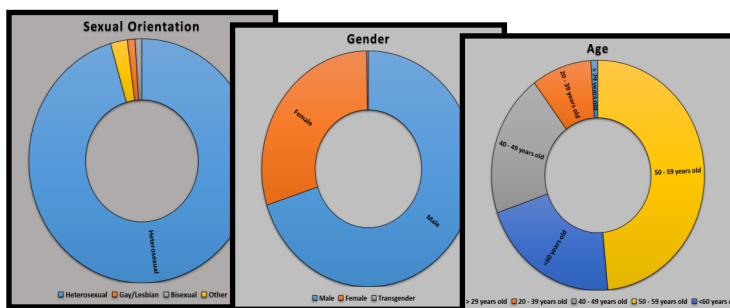
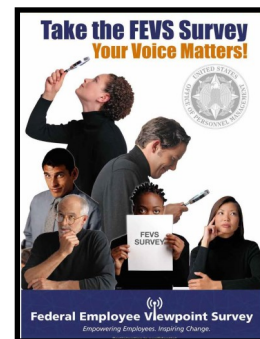
At ACC's bi-annual Community Action Board, Gen Holmes recognized a handful of installation-level practitioners whose tireless efforts to improve human understanding, functional collaboration, trust and equity across communities could not go unnoticed. Please thank them for their engagement, tenacity and creativity—everyone benefits when we leverage the experience and talents of our teams. **Ms. Laura Clagg**, 366FW Community Support Coordinator, (CSC) unites leaders to solve problems and develop programs that strengthen helping agency response to Airmen. **Ms. Phaydra Crews**, 23WG CSC is a positive force for change who launched a "resiliency is contagious" toolkit for leaders to reduce the strain of quarantine. **Mr. Jeff Craver**, 4FW Violence Prevention Integrator (VPI) designed an escape room to reinforce prevention skills & built 9 lessons to shape the first VP workplace training plan in the AF. **Ms. Terri Nathan**, 99ABW VPI, rallied cross-functional experts to plan/execute a suicide-based exercise to improve commanders' crisis response skills. **Ms. Almeda Lopez**, 55WG CSC organized implicit bias training for 500 members and a special segment for Master Resilience Trainers (MRT). **SMSgt D'Nitrist Knowlton**, 325FW Equal Opportunity (EO) created a 4-phase action plan to address racial/cultural injustices that contradict AF Core Values. **SSgt Jonathon Taylor** 4FW EO has been a driving force for proactive outreach; he conducted squadron teambuilding sessions and unit-level focus groups to address concerns elevated through climate surveys and facilitate positive solutions to real & perceived obstacles to fair treatment. *Integrated Resilience champions - FORCE MULTIPLIERS!*

TOOLS TO USE FOR FORWARD THINKING INITIATIVES

Federal Employee Viewpoint Survey (FEVS)

The Air Force's Diversity and Inclusion Mission, as stated in AFI 36-7001, is to "attract, recruit, develop, and retain a high quality, diverse Total Force, ensuring a culture of inclusion in order to leverage the diversity of the nation for strategic advantage in Air Force, joint, and coalition operations." As a united force, we play a major role in guiding Air Force leaders and members along the way through helping to develop D&I Councils, providing D&I education and training, engaging in comfortable and uncomfortable conversations, and by leading by example. As Air Combat Command continues to focus its efforts on forward thinking, there is a survey that can help our leaders and our D&I Councils to better understand the workforce and the changes that need to be made for the future. The survey is called The Federal Employee Viewpoint Survey.

Every year, the U.S. Office of Personnel Management (OPM) sends out the FEVS to eligible **Federal civilian employees to assess the climate of their organization**. Participants will find questions that help commanders analyze the diversity of their workforce. Statistics show that diverse and inclusive teams make better choices in business at least 87% of the time. So, let's ask ourselves this question: How diverse is our team? Do our civilian team members feel included?



Diversity and inclusion are strengths that all organizations need to survive and thrive, as it allows individuals to bring different perspectives into their work environment, to their teams, and to their culture. As we prepare to create Diversity and Inclusion Councils throughout ACC, this is information that can be useful to develop future courses of action. You can find more information at www.opm.gov/fevs/ and also eligible civilians can look out for this survey in their

Equal Opportunity

Equal Opportunity combats unlawful discrimination which is "Perception that members of the organization are denied equal opportunity or are a victim of an unlawful employment practice by virtue of their race, color, national origin, religion, sex, sexual orientation, age, disability, etc. In the field right now, commanders and leaders are having vulnerable but necessary conversations with their personnel about disparities in our country and in our Department of the Air Force. It is important to know that **your local Equal Opportunity Office can support you** by providing tools to assist in having these conversations. Equal Opportunity Practitioners have the skills, abilities, and expertise to successfully help you develop strategies to address discrimination and harassment while simultaneously continuing to execute the mission. Some strategies that can be used include perspective taking and educating members on how stereotyping and social categorization influence attitudes and behavior. Equal Opportunity can also assist you by **training members on how to recognize discrimination and how to intervene** if discrimination is observed. Additionally, if you are looking to heighten your knowledge and awareness on factors relating to command climate you can access **E-learning** through the Defense Equal Opportunity Management Institute at <https://www.deocs.net/public/edu-training/e-learning.cfm>. Topics included are Ethics, Age Discrimination, Trust in Leadership, Organizational Cohesion, Hazing, Connectedness, Job Satisfaction, Organizational Commitment, Disability Awareness, and Sexual Assault Prevention Awareness. The courses are designed to give the user key knowledge that will help them improve their organization's command climate, trust between team members, and team cohesion.