



**ACC Diversity & Inclusion
Strategic Plan
January 2021**

Line of Effort 1: Organizational Climate and Culture

Strategic Objective 1.1:
Deliberately align D&I vision and strategy w/ACC priorities.

- Goal 1.1.1: Synchronize command assessment efforts (comprehensive review implementation, force structure assessments, alignment to NDS priorities) and infuse diversity and inclusion throughout.

Strategic Objective 1.2:
Identify barriers to diversity and inclusion in cultural norms, narratives, programs, processes, and procedures and work to create a more inclusive organizational climate.

- Goal 1.2.1: Self-assess our cultural norms, narratives, language and practices.
- Goal 1.2.2: Eliminate all exclusive language, behaviors, narratives, norms, and practices from the command.

Strategic Objective 1.3:
Facilitate open dialogue and ensure all ACC teammates have a strong sense of belonging to the command.

- Goal 1.3.1: Increase ACC team member engagement with diversity and inclusion.
- Goal 1.3.2: Provide safe spaces for ACC team members to identify exclusive practices without fear of retribution.
- Goal 1.3.3: Address and remediate bias in the workplace.
- Goal 1.3.4: Utilize DEOCS, FEVS, and other relevant surveys as a measure of performance to improve service member and civilian employee experience.

Strategic Objective 1.4:
Develop internal and external communication strategies that clearly message diversity and inclusion is an operational imperative.

- Goal 1.4.1: Articulate and model an authentic commitment to diversity and inclusion.
- Goal 1.4.2: Develop a strategic and targeted diversity and inclusion communication strategy.

Line of Effort 2: ACC Integration

Strategic Objective 2.1:
Identify diversity gaps in ACC career fields and ACC key leadership positions and institute programs to fill in gaps.

- Goal 2.1.1: Collect and analyze demographic data, pipeline training data, and retention data.
- Goal 2.1.2: Diversify ACC career fields.
- Goal 2.1.3: Diversify the pool of ACC members prepared and selected for critical developmental opportunities.

Strategic Objective 2.2:
Fully commit to promoting diversity of ACC career fields to increase awareness.

- Goal 2.2.1: Leverage services to increase representations of diverse ACC personnel and capabilities in recruitment/marketing materials.
- Goal 2.2.2: Tell diverse ACC stories through media and social media platforms throughout the enterprise.

Strategic Objective 2.3:
Eliminate barriers to entry by assessing recruitment strategies, accessions processes, assessment qualifications, and selection criteria in ACC career fields.

- Goal 2.3.1: Develop recruiting strategies to intentionally target underrepresented populations.
- Goal 2.3.2: Assess peer reviews and assessments of "fit" in pipeline training courses for bias.
- Goal 2.3.3: Develop accountability mechanisms to hold leadership accountable for facilitating recruitment, assessment, and selection of diverse ACC team members.

Line of Effort 3: Education and Training (E&T)



Line of Effort 4: Sustainment

Strategic Objective 4.1:
Establish corporate diversity and inclusion infrastructure throughout the enterprise.

- Goal 4.1.1: Build an ACC HQ Diversity & Inclusion office led by a Command, Diversity and Inclusion Officer with data analysis and strategic communication support.
- Goal 4.1.2: Ensure each NAF has a permanent diversity and inclusion infrastructure to support sustained efforts.
- Goal 4.1.3: Integrate diversity and inclusion efforts throughout the enterprise's strategic planning and battle rhythm events to further ensure the command's competitive edge.
- Goal 4.1.4: Integrate diversity and inclusion principles within operational planning and mission execution to create more culturally competent teams and engage adversaries more effectively.
- Goal 4.1.5: Incorporate diversity demographic reporting in annual Health of ACC report.

Strategic Objective 4.2:
Determine metrics and measures of effectiveness and performance.

- Goal 4.2.1: Expand data collection to include the entire formation; collect diversity demographic data on all active duty, reserve, and civilian employees.
- Goal 4.2.2: Develop a command dashboard for diversity demographic data enterprise-wide.
- Goal 4.2.3: Establish enterprise and component goals for increasing racial, ethnic, and gender diversity across the formation.
- Goal 4.2.4: Increase demographics of ACC leadership to reflect the command's overall population.

Strategic Objective 4.3:
Maximize ACC's ability to translate increased diversity and improved inclusion to operational advantage through in-depth analysis of talent management and organizational culture.

- Goal 4.3.1: Implement diversity and inclusion throughout the talent management life cycle to retain an elite, ready force.
- Goal 4.3.2: Decrease attrition resulting from exclusive behaviors.
- Goal 4.3.3: Increase hiring rates of diverse applicants.
- Goal 4.3.4: Monitor attrition rates of target demographics.
- Goal 4.3.5: Develop a culture of leader accountability focused on the intentional development of personnel through innovative talent management practices.

Summary

Air Combat Command is an organization where leaders focus on purpose, growth, and innovation. As we seek to increase our readiness and lethality, we believe the success of our teammates drives the success of our mission. This is reflected in our ongoing commitment to creating an environment focused on equity, inclusion, empowerment, and respect. When our teams feel supported and inspired, they turn that creativity into innovation to serve our force, families, and joint partners globally. ACC is at its best when every member of our team feels respected, included, and heard—when everyone can show up as themselves and do their best work every day.

We must ensure we create inclusive environments that leverage the diverse talents of all our people.

General Mark Kelly, ACC Commander

