



**DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, DC**

8 Sep 20

MEMORANDUM FOR ALL COMMANDERS/DIRECTORS

SUBJECT: Mitigating Bias is Not a Bystander Sport

Across the force, our diversity of demographics, backgrounds, experiences, and perspectives are essential to mission success in an increasingly competitive and dynamic global environment. Unfortunately, we are not immune to the forces of bias - conscious or unconscious. These blindspots burden many of our service members, and have an impact on the experiences of our Total Force professionals - military and civilian alike.

The Air Force must address this challenge through a holistic unconscious bias training architecture. To meet an immediate demand signal, we have also created several training tools for use with your populace. I highly encourage each of you to leverage these valuable resources to further enable productive workcenter dialogue around this critical topic.

A single training event is not the solution to the deeply embedded impacts that result from biased behaviors. It will take an enduring commitment to learning about self and others. This architecture aims to help us acknowledge bias, calibrate our thinking, and transform how we engage with others across differences. We all have a tremendous role in creating the culture we need to remain the most diverse and lethal Air Force.

BRIAN T. KELLY  
Lieutenant General, USAF  
DCS, Manpower, Personnel and Services

4 Attachments:

1. AF Unconscious Bias Mitigation Architecture Plan
2. *Neurons & Narratives* Unconscious Bias Training  
Concept of Operations (CONOPS)
3. *Neurons & Narratives* Unconscious Bias Facilitation Guide
4. *Neurons & Narratives* video