

Concept of Operations

***Mitigating
Unconscious
Bias***

**Deploying the *Neurons & Narratives* video and
small-group facilitation guide**

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SECTION 1: INTRODUCTION AND OVERVIEW

Part 1: Purpose and Scope

1. This Concept of Operations (CONOPS) outlines recommendations on implementing unconscious bias training using the *Neurons & Narratives* training video with the accompanying small-group facilitation guide.
2. The goal is to generate unconscious bias discussions with the intent to mitigate its impact on workforce inclusion and mission effectiveness.

Part 2: Unconscious Bias Discussion Background

1. This training product seeks to promote a continuous discussion about biases that exist in the workplace. Regardless of rank, position, or organizational level, all Airmen are asked to be inclusive and seek other perspectives in decision-making. Strategies to mitigate bias will focus on areas such as individual, relational, communal, and societal.
2. Leadership engagement is the “center of gravity” to the effectiveness of cultural change. As such, leaders at all levels will play an essential role in promoting this discussion.

Part 3: Discussion Format

1. The Headquarters Air Force Diversity & Inclusion Office (AF/A1DV) developed this training module for use as determined by local leaders to allow flexibility and continued mission readiness. The minimum total time is 60 minutes; however, discussions are not restricted to this recommendation. *Leaders are highly encouraged to program additional time to account for group size and to ensure group discussions reach a sense of closure.*
2. Leaders are encouraged to use this module in a variety of settings with their Airmen. Additionally, leaders are highly encouraged to work with their MAJCOM/FOA/DRU Chief Diversity & Inclusion officers (CDIO) and EO professionals for additional resources or assistance in facilitating these discussions.
3. These training materials are intended for small group discussions, allowing for an open dialogue at all levels that expands on concepts presented in the *Neurons & Narratives* training video.

SECTION 2: UNCONSCIOUS BIAS DISCUSSION MODULE

1. Delivery Mode: Commander/Director-assigned facilitators lead small group (ideally 12-15 people) discussions addressing unconscious bias concepts and mitigation strategies.

To facilitate open dialogue with respect to organizational roles and relationships, it is recommended officer/enlisted/civilian senior leaders (ie, HAF Directors, MAJCOM/ Wing/Installation Commanders, etc) lead small group discussions comprised of direct reports (ie, Division Chiefs, Group Commanders, Squadron Commanders, etc). Similarly, Command CMSgts or equivalents may also convene similar discussions comprised of Directorate, Group and/or Squadron Superintendents.

2. Commanders/Directors will have the responsibility to assign facilitators. It is highly recommended leaders select members with current or prior facilitation experience. Leadership teams should oversee scheduling of sessions and consider planning factors such as work shifts.

3. Duration: 60 minutes

4. Training Materials:

a. PACE *Unconscious Bias* - https://youtu.be/k_BDud7SPKk

b. HAF *Neurons & Narratives* - <https://youtu.be/EiHEgez2qQM>

This CONOPS, respective videos, and associated facilitator guide will be provided to HAF Directorates and MAJCOM/FOA/DRU A1s and CDIOs for distribution to their respective organizations, installations and populace. CDIOs are highly encouraged to partner with other agencies as necessary to facilitate distribution to Commanders/Directors.

The *Unconscious Bias* video created by the Profession of Arms Center of Excellence (PACE) is ideally suited for mass formations such as unit Commander's Calls and Directorate *All Calls*. This stage-setting product serves as a catalyst for leaders to initiate follow-on training using the *Neurons & Narratives* video and small-group discussion guide.

5. Facilitator Preparation: Each facilitator will receive a copy of the discussion guide to ensure objectives and outcomes are understood. Facilitators are expected to review/familiarize themselves with training materials and other recommended resources as provided in the guide. Facilitators may reach out to the local installation EO office and/or MAJCOM/FOA/DRU CDIO for any additional preparation prior to conducting the training.

SECTION 3: SUPPLEMENTAL RESOURCES

Supplemental handouts and resources may be provided to participants to further enable individual education and awareness of unconscious bias. MAJCOM/FOA/DRU CDIOs, and local EO professionals may also leverage additional handouts and resources to complement this training.

SECTION 4: FEEDBACK

Best practices and/or any feedback regarding the training or future training requests is highly encouraged to be forwarded up to your MAJCOM/FOA/DRU CDIO.