

Military Leadership Diversity Commission
***Assessment of the Armed Services Implementation of the
Recommendations Issued by the Commission***

**General Lester Lyles (U.S. Air Force, Retired), Former Chairman of the
Commission**

Legend

A full circle indicates that the recommendation has been fully implemented or is being implemented.



A half circle indicates that the recommendation is in the process of being implemented but requires specific monitoring or further action.



An empty circle indicates that a recommendation is under review or no action has been taken.



No Assessment Issued.



Recommendation

Assessment

Defining Diversity

1) The Department of Defense Should Adopt a New Definition of Diversity.



Comment: DoD has not yet formally adopted, and directed the Services to adopt, the MLDC recommended definition of diversity. As a result, while some of the Services have done an excellent job of defining diversity, the Services presently have an assortment of definitions with varying degrees of consistency with the MLDC definition.

Diversity as a 'Core Competency'

2) Diversity Leadership Must Become a Core Competency.



Comment: The DoD assessors appear to be content with the status quo with regard to education and training in the area of Diversity Leadership. As it was developing this recommendation, the Commission found no DoD or Service syllabus that addresses DIVERSITY LEADERSHIP. There is little in the DoD assessment of the status of Recommendation 2 to indicate that DoD is developing the overall framework (e.g., curriculum, content, methods) for how to inculcate such education and training, including how to measure and evaluate its effectiveness, as put forth in the MLDC recommendation.


Recommendation**Assessment**

Leadership Commitment

- 3) Leadership Must be Personally Committed to Diversity. 

Comment: The top leadership of each Service have made strong statements supporting their personal and institutional commitments to diversity. However, the commitment from the SEDEF is still being developed and under review.

Organizational Culture

- 4) Diversity Needs to Become an Integral Part of DoD Culture. 


Comment: All parts of the Service and DoD organizations are utilizing various mediums to convey their change in culture supporting diversity and inclusion.

Metrics and Title 10

- 5) Congress Needs to Take Action to Ensure Sustained Progress in Diversity. 


Comment: The Services are making strides in adopting common Metrics. Congress needs to decide whether their efforts are acceptable, or whether a change to Title-10 is required.

Expand the Pool of Qualified Candidates

- 6) Stakeholders Should Develop and Engage in Activities to Expand the Pool of Qualified Candidates. 

Comment: This issue and the MLDC Recommendation tries to point out that the problem has “national implications.” The Services are doing their part, but, this issue requires broader recognition of the issue, and, broader cooperation amongst various organizations to solve it.

Improving Recruiting

- 7) Improve Recruiting from the Currently Available Pool of Qualified Candidates. 

Comment: Sustainment is a critical element of this recommendation. To insure sustainment, the outcomes could be an integral part of the annual reporting process that has also been recommended. DoD assessors of the MLDC recommendations stated that the creation of a strategic outreach plan that ties efforts to outcomes (hard data) is underway. That strategic plan is key to success and sustainment in this arena.

Recommendation

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Career Development Programs

- 8) The Services Should Optimize the Ability of Servicemembers to Make Informed Career Choices from Accession to Retirement – with Special Emphasis on Mentoring.



Comment: Mentoring and related programs are being expanded. The half-circle recognizes that this area requires monitoring to see if the efforts are being effective.

Eliminate Women in Combat Exclusion Policies

- 9) DoD and the Services Should Eliminate Combat Exclusion Policies for Women.



Comment: The recent announcements by DoD that they plan to eliminate this policy says it all. However, the final implementation needs to be seen.

Transparency Throughout the Promotion System

- 10) Improve Transparency So That Servicemembers Understand performance Expectations, Promotion Criteria, and Processes.



Comment: The Services have made strides in expanding awareness of the systems for promotion. However, this is still a work in progress.

Promotion Boards Precepts

- 11) Ensure That Promotion Board Precepts Provide Guidance on How to Value Service-Directed Special Assignments Outside Normal Career Paths or Fields



Comment: The Board precepts are currently under review.

Gender Gap in Retention

- 12) Defense Advisory Committee on Women in the Services Should Expand Its Focus to Include an Explanation of the Gender Gap in Retention.



Comment: The MLDC Recommendations to DACOWITS were advisory in nature only. We are not privy to their activities.

Recommendation

Assessment

Regional and Cultural Expertise

13) DoD and the Services Must Better Manage Personnel with Mission-Critical Skill Sets.



Comment: The Services have all expanded and improved their programs in this area , recognizing its strategic importance in today's military.

Transition between Active and Reserve Components

14) DoD Must Promote Structural Diversity, Total Force Integration, and Overall Retention.



Comment: While much attention is being directed to this arena, systems work remains with regard to solving the transitional challenges. In addition, achieving reasonable operational, training and educational opportunities for members of the Reserve Component and National Guard requires continued attention.

Office of the Secretary of Defense: Organizational Changes

15) Establish the Position of Chief Diversity Officer.



Comment: While OSD has seen it appropriate to appoint a “Chief Diversity Officer” reporting directly to the SECDEF, the changes in process and organization within the Under Secretary for Personnel and Readiness office seem to address the MLDC concerns.

Diversity Management Policies

16) Implement Clear, Consistent, Robust Diversity Management Policies.



Comment: All Services have ‘diversity’ plans in place, and, included within their strategic plans.

Accountability Reviews

17) Institute a System of Accountability Reviews.



Comment: The concept and ‘best-practice’ of “accountability reviews” was pioneered by the Navy. All of the Services and OSD have embraced the Navy model, and, they are in the process of implementing their adaptation of the model.

Recommendation

Assessment

Accountability Reviews, Cont.

18) The Services Should Conduct Annual Barrier Analyses



Comment: See, recommendation 17 comment.

Accountability Reviews, Cont.

19) Institute Mechanisms for Accountability and Internal and External Monitoring for Both the Active and Reserve Components.



Comment: The concern with Recommendation 19 is not with DoD, but with the Senate, who has not responded to the recommendation. It should be noted that our recommendation is “that the Senate Armed Services Committee should include the criteria for demonstrated diversity leadership in its confirmation questionnaire.” The Senate Armed Services Committee should include the criteria for demonstrated diversity leadership in its confirmation questionnaire for flag/general officers, including 3 and 4-star positions and Service Chief.

Title 10: Secretary of Defense Reporting

20) Include an Assessment of Qualified Minority and Female Candidates for Top Leadership Positions in the Diversity Annual Report to Congress.



Comment: Like Recommendation 5, DoD is developing a strategic framework to report the appropriate metrics to Congress, including reporting on barriers to diversity, and, assessments of the qualified pools minorities/women for senior GO/Flag positions. This is still a work in progress.