



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

SEP 29 2023

The Honorable Eric S. Schmitt
United States Senate
Washington, DC 20510

Dear Senator Schmitt:

Thank you for your March 20, 2023 letter regarding the Department's efforts to foster a diverse and inclusive workplace. Enclosed are responses to each of the comments posed in your letter. These responses provide information about the resources the Department allocates to foster an inclusive culture and leverage the strength of its diversity.

We appreciate your interest in the Department's training for Service members concerning diversity and inclusion. Such training is not maintained in a centralized repository and is administered by the Military Departments in a manner that is tailored to their needs. The Defense Equal Opportunity Management Institute has developed a Department-wide curriculum on diversity, inclusion, and cultural awareness that the Military Departments may use at their discretion. These materials are attached to the enclosure and additional resources are available at: <https://www.defenseculture.mil/>. Finally, the enclosed responses include information concerning diversity-related positions and educational programs in the Office of the Under Secretary of Defense for Personnel and Readiness, Defense Human Resources Activity, and Military Departments.

To ensure mission readiness, operational success, and ultimately, recruit and retain the military forces needed to safeguard our Nation's security and promote peace, it is imperative that our Service members and civilian employees treat each other with dignity and respect. An inclusive culture leverages differences among personnel to foster unit cohesion and supports an individual's ability to contribute to the mission, resulting in stronger organizational/command climates that improve readiness and lethality.

The Department is dedicated to promoting equal opportunity and fair treatment for all Service members and civilian employees who sign up to serve our Nation, and to attracting and retaining a high-quality, diverse force to ensure mission success. Thank you for your continued strong support for our Service members and civilian workforce.

Sincerely,

A handwritten signature in black ink, appearing to read "Ashish S. Vazirani".

Ashish S. Vazirani
Acting

Enclosure:
As stated

Enclosure

1. *Please identify how many DEI-related positions exist in the Department of Defense, broken down by service branch.*

Response:

Office of the Under Secretary of Defense for Personnel and Readiness (OUSDP&R) – The Department of Defense (DoD) Office for Diversity, Equity, and Inclusion (ODEI) has three diversity, equity, and inclusion (DEI)-related positions.

Defense Human Resources Activity (DHRA) – The Diversity Management Operations Center (DMOC) in DHRA has 14 DEI-related positions. Of these 14 positions, 11 are at the Defense Equal Opportunity Management Institute (DEOMI).

Department of the Army (DA) – There are 19 DA DEI-related positions.

Department of the Navy (DON) – There are 18 DON positions across three organizations. Including 11 positions in the Navy Culture and Force Resilience Office (OPNAV N17), 5 positions in the Department of Navy Office of Diversity, Equity, and Inclusion (DON DEI), and 2 positions in the United States Marine Corps (USMC).

Department of the Air Force (DAF) – There are a total of 70 full time positions in the DAF, including 60 in the United States Air Force and 10 in the United States Space Force. These positions are dispersed within the DAF, not just at the Headquarters level.

2. *Please identify the job titles, number of positions that exist for each job title, and salary range for each DEI-related position in the Department of Defense, broken down by service branch.*

Response:

OUSDP&R – Below is the base salary range for General Schedule (GS) and Senior Executive Service (SES) positions within ODEI. GS employees are also entitled to locality pay, which is a geographic-based percentage rate that reflects pay levels for workers in certain geographic areas as determined by surveys conducted by the U.S. Bureau of Labor Statistics. Salary information is obtained from the Office of Personnel Management website, www.opm.gov.

Role	# of Positions	Grade/Salary Range (MIN-MAX)		
Director, ODEI	1	SES	\$141,022	\$212,100
Director, DEI Programs	1	GS-15	\$117,518	\$152,771
Director, D&I Policy	1	GS-15	\$117,518	\$152,771

DHRA – Below is the base salary range for GS positions within DMOC and DEOMI.

Role	# of Positions	Grade/Salary Range (MIN-MAX)		
<i>DMOC Positions</i>				
Defense Advisory Committee on Diversity and Inclusion (DACODAI), Program Manager	1	GS-15	\$117,518	\$152,771
Director, Diversity and Inclusion, (D&I) Directorate	1	GS-15	\$117,518	\$152,771
Defense Equal Opportunity Program Analyst, (D&I Directorate)	1	GS-14	\$99,908	\$129,878
<i>DEOMI Positions</i>				
Diversity, Equity, and Inclusion (DEI) Training Manager	1	GS-14	\$117,192	\$152,347
DEI Adviser	1	GS-14	\$117,192	\$152,347
Instructional System Specialist (ISS)	1	GS-13	\$99,172	\$128,922
ISS	1	GS-12	\$83,399	\$108,419
Program Management Officer (Human Relations)	1	GS-14	\$117,192	\$152,347
Program Management Officer (Standards Plans Analysis)	1	GS-14	\$117,192	\$152,347
Program Analyst	2	GS-13	\$99,172	\$128,922

DA – All GS and military rates are based on basic annual pay rates. However, all civilian and military employees are entitled to the higher special rates based on locality or other applicable special rates which are not reflected here.

Role	# of Positions	Grade/Salary Range (MIN-MAX)		
Senior Advisor for Diversity and Inclusion	1	SES	\$172,000	\$183,500
Director, Office of Diversity	1	GS-15	\$117,518	\$152,771
Program Analyst (DEI)	1	DE-04	\$99,908	\$146,670
Diversity Office Manager	1	GS-15	\$117,518	\$152,771
Diversity Coordinator	1	NH-03	\$83,004	\$91,491
Diversity and Special Emphasis Program Director	1	GS-15	\$117,518	\$152,771
Chief, DEI	1	NH-04	\$99,908	\$126,225
Program Manager (DEI)	1	DJ-04	\$99,908	\$146,644
Chief Diversity Officer	1	GS-14	\$99,908	\$129,878

Diversity & Inclusion Specialist	1	GS-11	\$59,319	\$77,112
Diversity & Inclusion Administrative & Training Coordinator	1	GS-9	\$49,028	\$63,734
Diversity Admissions Officer	1	O-3 (Authorized on the TDA)	\$58,198	\$94,687
Diversity Outreach Officers	4	O-3 (Authorized on the TDA)	\$58,198	\$94,687
Diversity Specialist	1	GS-12	\$71,099	\$92,429
Diversity Technician	1	GS-5	\$32,357	\$42,068
Associate Dean for Diversity & Inclusion	1	Title 10	\$140,774	\$152,771

DON – All GS and military rates are based on basic annual pay rates. However, all civilian and military employees are entitled to the higher special rates based on locality or other applicable special rates which are not reflected here.

OPNAV N17

Role	# of Positions	Grade/Salary Range (MIN/MAX)		
People & Culture Branch Head	1	HQE	\$155,000	\$183,000
Culture of Excellence Branch Head	1	U.S. Navy Captain	\$92,030	\$162,918
Women's Policy Advisor	1	O-6	\$92,030	\$162,918
Women's Policy Deputy Advisor	1	GS-14	\$99,908	\$129,878
D&I Policy Advisor	1	GS-14	\$99,908	\$129,878
People & Culture Deputy Branch Head	1	O-5	\$76,719	\$130,341
Strategic Action Officer	3	O-3	\$58,197	\$94,687
Women's Policy Analyst	1	E-8	\$59,486	\$84,837
People & Culture Administrative Assistant	1	E-7	\$41,349	\$74,322

DON DEI

Role	# of Positions	Grade/Salary Range (MIN/MAX)		
Director	1	Senior Leader	\$141,000	\$212,000
Chief of Staff	1	GS-15	\$117,518	\$152,771
Program Manager	1	GS-14	\$99,908	\$129,878
Special Assistant	1	GS-14	\$99,908	\$129,878
Military Advisor	1	O-4	\$66,196	\$110,523

USMC

Role	# of Positions	Grade/Salary Range (MIN/MAX)		
Senior Advisor	1	N/A	\$143,000	\$183,000
Diversity Program Manager	1	N/A	\$112,000	\$145,000

DAF – All GS and military rates are based on basic annual pay rates. However, all civilian and military employees are entitled to the higher special rates based on locality or other applicable special rates which are not reflected here.

Role	# of Positions	Grade/Salary Range (MIN/MAX)		
Chief Diversity and Inclusion Officer	4	GS-13	\$84,546	\$109,908
Chief Diversity and Inclusion Officer	8	GS-14	\$99,908	\$129,879
Chief Diversity and Inclusion Officer	1	NH-04	\$99,908	\$126,225
Diversity and Inclusion Manager	4	GS-12	\$71,099	\$92,429
Rated Diversity Improvement (RDI) Program Analyst	1	GS-12	\$71,099	\$92,429
Rated Diversity Improvement (RDI) Program Analyst	2	GS-13	\$84,546	\$109,908
Chief, Headquarters at Air Force Material Command Equal Opportunity and Diversity	1	NH-04	\$99,908	\$126,225
Diversity and Inclusion Officer	1	NH-02	\$32,357	\$77,112
Diversity and Inclusion Officer	2	NH-03	\$71,099	\$109,908
Diversity and Inclusion Officer	1	DR-03	\$108,506	\$153,338
Diversity and Inclusion Officer	1	GS-13	\$84,546	\$109,908
Diversity and Inclusion Officer	1	GS-14	\$99,908	\$129,879
Diversity, Equity and Inclusion Chief	3	NH-04	\$99,908	\$126,225

Diversity and Inclusion Specialist	1	NH-02	\$32,357	\$77,112
Diversity and Inclusion Specialist	1	NH-03	\$71,099	\$109,908
Advanced Physical Education Instructor (Diversity Programs)	1	AD-22	\$87,663	\$171,627
Air Force Affirmative Employment Program/Special Emphasis	1	GS-14	\$99,908	\$129,879
Chief Culture Climate and Diversity and Inclusion	1	GS-15	\$117,518	\$152,771
Chief, Strategic Engagement and Outreach	1	O-5	\$76,719	\$130,341
Diversity Program Manager (Diversity and Inclusion)	1	GS-7	\$40,082	\$52,106
Diversity Program Manager (Diversity and Inclusion)	5	GS-14	\$99,908	\$129,879
Culture and Diversity Specialist	1	GS-13	\$84,546	\$109,908
Deputy Chief, Strategy/Policy/Government	1	O-4	\$66,196.80	\$110,523.60
Deputy Division Chief, Data Analytics	1	O-5	\$76,719.60	\$130,341.60
Department of the Air Force Disability Program Manager	1	GS-14	\$99,908	\$129,879
Deputy Director	1	O-6	\$92,030.40	\$162,918.00
Director, Diversity and Inclusion	1	NH-04	\$99,908	\$126,225
Director, Office of Diversity and Inclusion	2	SES	\$141,022	\$212,100
Directors Action Group Chief	1	O-5	\$76,719.60	\$130,341.60
Diversity and Affirmative Employment Specialist	1	GS-14	\$99,908	\$129,879
Air Force Affirmative Employment Program/Special Emphasis	1	GS-14	\$99,908	\$129,879

Diversity and Inclusion Analyst	1	GS-13	\$84,546	\$109,908
Diversity and Inclusion Coordinator	6	GS-12	\$71,099	\$92,429
Diversity and Inclusion Coordinator	1	NH-02	\$32,357	\$77,112
Diversity and Inclusion Coordinator	1	NH-03	\$71,099	\$109,908
Diversity Program Research Analyst	1	GS-12	\$71,099	\$92,429
Education and Training Department Branch Chief	1	O-3	\$58,197	\$94,687
Executive Officer	1	O-4	\$66,196	\$110,523
Executive Officer, Secretary of the Air Force /Diversity & Inclusion	1	O-4	\$66,196	\$110,523
Non-Commissioned Officer In Charge (NCOIC), Strategic Outreach	1	E-6	\$35,766	\$55,396
Supervisor, Strategy, Government and Policy	1	E-7	\$41,349	\$74,322
Supervisory Diversity and Inclusion Officer	1	GS-14	\$99,908	\$129,879

3. *Please identify all DEI-related training sessions conducted in 2022, the length of each session, and the estimated number of attendees at each session, broken down by service branch.*

Response:

OUSD(P&R) – ODEI does not provide training sessions.

DHRA – DHRA conducted internal training for its senior leaders. DEOMI provided training to Department-wide personnel who provide guidance and/or training to their respective organizations.

For the training sessions described below, DEOMI employs a student-centered small group learning model where students apply knowledge learned in hands-on practical applications. The course catalog for these training sessions is published on the DEOMI website at: <https://www.defenseculture.mil/Education-and-Training/Resident-Virtual-Courses/Senior-Leader-Development/#senior-leader-development>.

DEI-related training conducted by DHRA for DHRA staff in Calendar Year (CY) 2022.

Name of Course	Session Length	Estimated # of Attendees
Managerial Training: Leading to Foster a Diverse and Inclusive Workplace	2 hours	79

DEI-related training conducted by DEOMI staff in CY 2022.

Name of Course	Session Length	Estimated # of Attendees
Leadership Training Awareness Seminar, Ethical decision making, Unconscious bias	3 hours	225

DA – Consistent with Paragraph 2.9.c. of Department of Defense Instruction (DoDI) 1020.05, “DoD Diversity and Inclusion Management Program,” September 9, 2020, which requires Secretaries of the Military Departments and the Chief of the National Guard Bureau to incorporate diversity and inclusion (D&I) training in the Officer Professional Military Education system, the United States Army War College provided the following training on DEI topics.

Name of Course	Session Length	Estimated # of Attendees
Strategic Leadership Core Course DEI Training Session	3 hours	300
Assessing Climate	2 hours	300
Driving Conversations	2 hours	300

DON – Consistent with Paragraph 2.9.c. of DoDI 1020.05, which requires Secretaries of the Military Departments and the Chief of the National Guard Bureau to incorporate D&I training in the Officer Professional Military Education system, the DON provides training to senior leaders on DEI topics. Most of these trainings are virtual, interactive training sessions rather than lectures or presentations. OPNAV N17 and USMC provided leadership training in 2022 which briefly included DEI topics, though DON DEI provided no DEI trainings in 2022.

OPNAV N17

Name of Course	Session Length	Estimated # of Attendees
Introduction to DEI 101	Ranging from 60-90 minutes	72
Unpacking Your Bias	Ranging from 60-90 minutes	62
Accessibility	Ranging from 60-90 minutes	56

Physiological Safety and DEI Observance	Ranging from 60-90 minutes	60
Emotional Intelligence	Ranging from 60-90 minutes	57
DEI Practitioners 2022 Year in Review and Looking Forward to 2023	Ranging from 60-90 minutes	25

USMC: The USMC provided some trainings that included DEI topics, though the length of training for each participant varied because much of it is elective and/or part of a larger training course/event. However, at entry level officer training, formal professional military education, and both Cornerstone and the Brigadier General Select Orientation Course (BGSOC), there are seminars on effective leadership that include DEI topics. For instance, Command and Staff College has up to 20 hours of elective curriculum that include DEI topics. As of October 2022, Cornerstone has approximately 4 hours and BGSOC has approximately 6 hours of DEI related content as part of their curriculum. Finally, beginning in 2020, the Basic School offers a total of 7 hours of instruction related to DEI topics. All trainings focus on dignity and respect, and generally include interactive components as opposed to extensive didactic training.

Name of Course	# of Participants	Grade/Rank of Attendees
Cornerstone	352	E-9; O-4 through O-6
DEI Seminar	27	O-4 through O-7, GS employees, E-7 through E-9
Senior Executive Equal Opportunity Seminar (SEEOS)* *Part of the Brigadier General Select Orientation Course (BGSOC)	22	O-7 and O-7 selects
Slated Enlisted Leaders Orientation Course (SELOC)	16	E-9
Marine Corps Great Leaders: Montford Point Forward (Marine Corps University course)	25	E-4 through E-9; O-3 through O-6 (online & in-person)
SNCO Academy Courses	750	E-8 and E-9
M&RA HQ Battalion NCO Call	125	E-4 through E-5

DAF – DAF embeds DEI topics within existing military education programs for Airmen and Guardians over the military lifecycle to promote dignity and respect.

Name of Course	Session Length	Estimated # of Attendees
Basic Military Training (BMT)	3 hours	24,666
Technical Training (Airmanship 200) - Respect	1 hour	23,182
Airman Leadership School (ALS) AFC103 Diversity Emergent Leadership Issues	2 hours	18,467
Non-Commissioned Officer (NCO) Academy – Leading Teams Unconscious Bias	2 hours	7,008
Air Force Senior Non-Commissioned Officer Academy (AFSNCO) – Organizational Leader - Diversity and Inclusion	1.5 hours	1,633
OTS – Managing diversity and inclusion Leading Diverse Organizations Cross Cultural Competency	3 hours	2,030
ROTC - Managing Diversity and Inclusion Leading Diverse Organizations Cross Cultural Competency	4 hours / year (16 hours total)	2,222
Squadron Officer School (SOS) - Faculty Education, Theories and Practices in Adult Education (Inclusive Teaching Strategies)	2 hours	3,554
Chief Leadership Course	2 hours	715
First Sergeant Academy - Leading Inclusively Virtual Experience (LIVE)	2 hours	574

Neurons & Narratives	20 minutes	24,982 members (as of February 2023, unable to filter to December 31, 2022)
Senior Leader Orientation Course (SLOC) -State of Diversity and Inclusion and State of Equal Opportunity & Discussion	1.5 hours	Every new general officer (GO) and SES (~120 members)
Georgetown Managing for Inclusion Executive Leadership Course	3 days	~85 members
Leading Inclusively Virtual Experience (L.I.V.E.) Facilitator Course	3 days	101 Facilitators as of March 2023
L.I.V.E. Session (average 20 participants) (mil/civ supervisory/non-supervisory)	1 hour	104 sessions / ~2080 members
Air Force Civilian Leadership Course (AFCLC) (average 30 participants) Civilian Senior Leaders	1.5 hours	~60 as of 2023
Wing Command Team, Group Command Team and Spouse Course	1 hour	~140 as of 2023
DAF Advanced Senior Leader Development Seminar (ASLDS)- State of Diversity and Inclusion and State of Equal Opportunity & Discussion	1.5 hours	26 members (as of November 2022)
USAFA Cadets	4 hours / year (16 hours total)	Approximately 4,000
USAFA Preparatory School	2 hours	Approximately 240

4. *Please produce all DEI-related training materials provided to members of the military in 2022.*

Response:

OUSD(P&R) – ODEI does not provide training sessions.

DHRA – Paragraph 10.2.a. of DoDI 1350.02, “DoD Military Equal Opportunity Program,” September 4, 2020, as amended, directs DEOMI faculty to develop objective-based curricula for senior leaders on the topic of D&I. The training materials DEOMI developed are provided to senior leaders on a voluntary basis. Copies of the training materials are attached to this enclosure.

DEOMI also makes training materials available for use by DoD organizations. These training resources are published on the DEOMI website at: <https://www.defenseculture.mil/>.

DA – The DA does not have a centralized repository for DEI training materials. Leaders may utilize training materials provided by DEOMI at: <https://www.defenseculture.mil/>.

In addition to materials provided by DEOMI, below is a list of readings covered in the classes offered by the Army War College:

- Strategic Leadership Core Course DEI Training Session Readings:
 - (1) Michael Hosie and Allison Abbe, “Diversity for Strategic Leaders.”
 - (2) Department of the Army, *Army People Strategy: Diversity, Equity, and Inclusion Annex* (Washington DC: Department of Defense, September 1, 2020).
 - (3) Christopher C. Miller, *Actions to Improve Racial and Ethnic Diversity and Inclusion in the U.S. Military* (Washington, DC: Department of Defense, December 17, 2020).
 - (4) Astrid Homan, “Review of Leadership in Times of Diversity,” 2020.
 - (5) Victoria Plaut, Kecia Thomas, Kyneshawau Hurd, and Celina Romano, “Do Color Blindness and Multiculturalism Remedy or Foster Discrimination and Racism?” *Current Directions in Psychological Science* 27, no. 3 (2018): 200-206.
 - (6) Katharine Phillips, “How Diversity Makes Us Smarter,” *Scientific American*, October 1, 2014.

- Assessing Climate Readings:
 - (1) Rachel Clare, Samantha Daniel and Kristin Williams, DEOCS 5.0 Diversity, Equity, & Inclusion Factors, (Alexandria, VA: Office of People Analytics, DoD, May 2021) OPA Information Paper No 2021-047. [9 pages].
 - (2) Samantha Daniel, Stewart Jollymore, Ashlea Klahr, and Adon Neria, *2020 Diversity and Inclusion Crowdsourcing Campaign Overview*, (Alexandria, VA: Office of People Analytics, DoD, January 2021) OPA Report No. 2020-109. [Read pages 30-31 (Perceived Challenges to D&I in the Military and Table 4), pages 44-47 (Regression Results and Table 8), and pages 77-89 (Chapter 5: Discussion). Total = 19 pages].
 - (3) Josh Bersin and Kathi Enderes, *Elevating Equity: The Real Story of Diversity and Inclusion* (Perceptyx, 2021). [Skim pages 7-21 (Ten Major Findings) and pages 22-24 (Five Essentials and Fifteen Practices). Total = 17 pages].
 - (4) Department of the Army, *Army People Strategy: Diversity, Equity, and Inclusion Annex* (Washington DC: Department of Defense, September 1, 2020).

- Driving Conversations Reading and Viewings:
 - (1) Big Three Handbook (B3H), For Discussion Based Army Leader Training, March 2021. Pg. 9-10; 36-48; Appendix A; Appendix E.

- (2) 3 Ways to lead tough, unavoidable conversations, Adar Cohen, video, 15:44.
https://www.ted.com/talks/adar_cohen_3_ways_to_lead_tough_unavoidable_conversations.
- (3) 5 Steps in Tackling Difficult Conversations in Center for Creative Leadership,
<https://www.ccl.org/articles/leading-effectively-articles/5-steps-for-tackling-tough-conversations/>.
- (4) Executive Order 14035, “Diversity, Equity, Inclusion, and Accessibility in the Federal Government,” June 25, 2021.
- (5) HASC Summary of the National Defense Authorization Act for 2022, pg. 5
“Diversity and Training.”
https://armedservices.house.gov/_cache/files/c/3/c307e8de-573a-4c71-b13a-c23c906ca65b/A6F1A40E11C8D6345C381097651DACC4.20211206-fy22-ndaa-final-text-summary-vfinalb.pdf.
- (6) DoD Instruction 1020.05, “DoD Diversity and Inclusion Management Program,” September 9, 2020.
- (7) Department of the Army, Army People Strategy: Diversity, Equity, and Inclusion Annex (Washington DC: Department of Defense, September 1, 2020).

DON – The DON does not have a centralized repository for approved DEI training materials but may utilize materials from the DEOMI website at: <https://www.defenseculture.mil/>.

DAF – The DAF does not have a centralized repository for approved DEI training materials, but may utilize materials from the DEOMI website at: <https://www.defenseculture.mil/>.