



SECRETARY OF THE ARMY  
WASHINGTON

18 JAN 2017

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2017-06 (Promoting Diversity and Inclusion)

1. References:

a. Executive Order 13583 -- Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce, August 18, 2011.

b. Presidential Memorandum -- Promoting Diversity and Inclusion in the National Security Workforce, October 5, 2016.

c. Department of Defense (DoD) Directive 1020.02E (Diversity Management in Equal Opportunity in the DoD), June 8, 2015, Incorporating Change 1, Effective November 29, 2016.

d. Army Regulation 690-12 (Equal Employment Opportunity and Diversity), 22 December 2016.

e. Army Regulation 600-20 (Army Command Policy), 6 November 2014.

f. U.S. Army Talent Management Strategy Force 2025 and Beyond, 20 September 2016.

2. Purpose. The Army must remain ready as the world's premier combat force. That readiness is strengthened by our people. To ensure that the Army recognizes and capitalizes on the unique talents possessed by every member of the Army Team, we must optimize the talents of all Army Professionals. The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) and the Deputy Chief of Staff (DCS), G-1, working with the Army Diversity Council, will engage in diversity and inclusion initiatives that support the Army's priorities of readiness, Future Army, and taking care of troops. A diverse and inclusive force will ensure that we are able to recruit, retain, and develop the best and brightest fighting force in our Nation's history.

3. Policy. The Army has a compelling interest in ensuring that our senior civilian and military leaders are representative of the Nation and the Army. To foster diversity and inclusion at senior levels, the Army must provide professional development opportunities that maximize the talent of all members of the Army Team. The ASA (M&RA) and DCS, G-1 will develop and implement plans to ensure that diverse pools of qualified talent are created and sustained for civilian and military positions that develop future Army senior leaders. At a minimum, the plans will address these factors:

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- a. Objective qualification criteria for developmental positions that prepare employees and Soldiers to lead at the highest levels of the Department.
- b. Analysis of whether any of the qualification criteria disproportionately exclude gender-specific, racial, or ethnic populations. If so, the plan will address why the criteria are valid requirements.
- c. Analysis of whether additional measures are necessary to improve the diversity of the underlying pool.
- d. Recognition that diversity of backgrounds, cultures, perspectives, skills, and experiences contributes to innovation, fosters inclusion, and prepares leaders to resolve complex challenges.

#### 4. Implementation Guidance

- a. Consideration of Diverse Candidates. After diverse pools of potential candidates are developed, the ASA (M&RA) and DCS, G-1 will establish a goal of drawing from these pools to provide diverse slates of qualified candidates to selecting officials for positions that prepare selectees for senior leadership positions. The number of candidates on the slate may be increased to ensure a diverse slate. After considering a diverse slate, the selecting official will choose the candidate he or she believes is most qualified for the position.
- b. Management of Key Civilian Developmental Positions. Not later than 1 March 2017, the ASA (M&RA) and DCS, G-1, in coordination with Army Commands, will identify potential Army Enterprise Positions (AEP) (enterprise-level positions that prepare civilian employees for executive leadership) and establish the plans required by paragraph 3. When a command has a pending AEP vacancy, hiring officials will request slates of qualified candidates with diverse backgrounds. Commands will encourage employees with demonstrated potential to serve at the Senior Executive Service level to apply through the Senior Enterprise Talent Management program to become Army Enterprise Employees and apply for these AEP opportunities.
- c. Management of Key Military Developmental Positions. Not later than 1 March 2017, the Commanding General, U.S. Army Human Resources Command and Chief, Colonels Management Office will identify nominative positions that prepare Soldiers for senior leadership positions (for officers, beginning at the rank of major and for enlisted, beginning at the rank of staff sergeant) and establish the plans required by paragraph 3. For nominative positions, selecting officials will request slates of qualified candidates with diverse backgrounds.

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d. Unconscious Bias Training. Not later than 1 March 2017, the ASA (M&RA), in coordination with the DCS, G-3 and the Commanding General, U.S. Army Training and Doctrine Command, will develop a plan to expand training on implicit or unconscious bias. Provision of the training may be implemented in a phased approach, commensurate with Army resources, but will be implemented not later than 1 March 2018. Such training will be mandatory for Soldiers and employees in senior leadership and management positions, as well as for those responsible for outreach, recruitment, hiring, career development, promotion, and security clearance adjudication.

5. Not later than 30 days from the date of this memorandum and on a semiannual basis thereafter, the ASA (M&RA) will report to the Army Diversity Council on the status of these initiatives to close persistent diversity gaps in Army leadership.

6. The provisions of this directive are effective immediately and apply as outlined in references 1d and 1e. The ASA (M&RA) is the proponent for this policy and will ensure that it is incorporated into the next revision to references 1d and 1e and other applicable policies and regulations as required to achieve its stated intent. This directive is rescinded upon publication of the revised documents.



Eric K. Fanning

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