



***96TH TEST WING
DIVERSITY & INCLUSION
STRATEGIC PLAN***

FY21-26



96TH TEST WING D&I STRATEGIC PLAN

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96TH TEST WING D&I STRATEGIC PLAN

INTRODUCTION

This strategic plan contains the framework and procedures for the administration and management of the 96th Test Wing Diversity and Inclusion (D&I) initiatives. It is designed to achieve the 96 TW vision of creating a highly capable, inclusive workforce that achieves superior mission performance by embracing diversity of thought, experience, and skills.

Diversity and Inclusion has emerged as a worldwide practice that is critical to an organization's success. As with other disciplines, such as quality and safety, standards are needed to establish criteria by which to measure and monitor progress.

The 96 TW D&I defines diversity as the composition of the workforce representing the full spectrum of ideas, perspectives, and characteristics consistent with Air Force core values and mission. Inclusion is defined as a commitment to a work environment that pursues and values diversity, which in turn builds trust and respect, within and between 96 TW organizations, our mission partners, and our stakeholders.

The Diversity and Inclusion program is owned by the 96 TW Commander and belongs to the Team Eglin workforce. Active participation by all military and civilian employees is highly encouraged.

Commanders, Directors, and Senior Leaders should communicate regularly to their workforce the purpose, goals, and value of the 96 TW Diversity & Inclusion Strategic plan and encourage participation and support.

SCOTT A. CAIN
Brigadier General, USAF
Commander



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COMMANDER'S INTENT

As we execute our daily missions, we will embody the values put forward by the U.S. Air Force and Air Force Materiel Command (AFMC) and adopted by the Air Force Test Center (AFTC). We will protect the trust and confidence of those we serve. We will seek to be a more inclusive organization that celebrates diversity and the strength it brings. And finally, we will keep our enterprise-wide focus...it is our Air Force!

In keeping with our enterprise-wide focus, the 96 TW maintains strategic alignment by matching our key activities to higher headquarters' guidance. Through our understanding of the *Air Force Diversity Strategic Roadmap* it is our plan to also focus on the same priorities of:

1. Institutionalizing diversity as necessary to mission success.
2. Attracting high-quality, talented, and diverse individuals to consider service in the US Air Force in uniform or as civilian employees.
3. Recruiting high-quality, talented, and diverse individuals to serve with the US Air Force in uniform or as civilian employees.
4. Developing a high-quality, talented, and diverse total force (Active Duty, Guard, Reserve and civilians).
5. Retaining a high-quality, talented, and diverse total force.

MISSION

To foster an inclusive work culture where the uniqueness of beliefs, backgrounds, talents, capabilities and ways of living are leveraged for better business decisions.

VISION

Tap into the power of diversity and inclusion to transform the hearts and minds of the organization to positively impact quality of life and performance.



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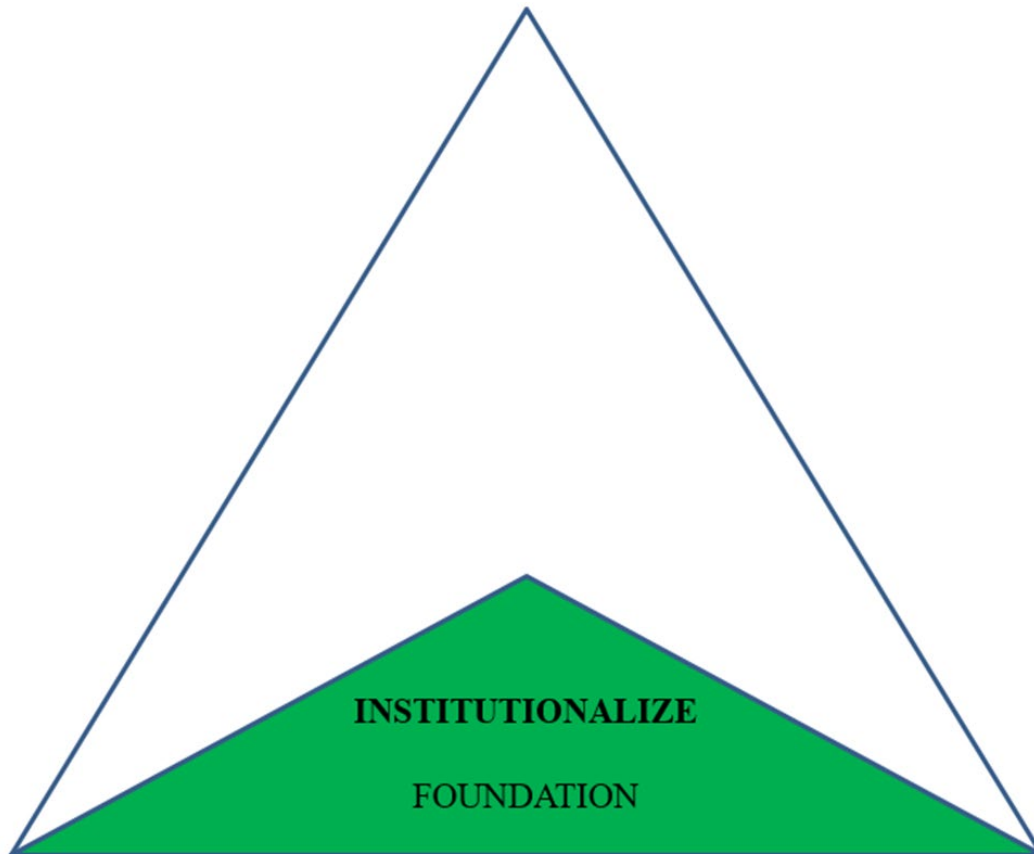
STRATEGIC GOALS/ACTIONS: INSTITUTIONALIZE

The equilateral triangle symbolizes equality and solidarity of our efforts. The institutionalization of D&I forms the foundation of the triangle.

Goal 1: Develop and sustain policies and procedures to ensure diversity and inclusion are an institutional priority.

Goal 2: Ensure leadership commitment to an accountable and sustained diversity effort.

Goal 3: Employ compelling and consistent Strategic Communications to enable consistent discourse on diversity.



Action: Ask leaders to implement the organization's D&I vision, setting goals, achieving results, and being role models.

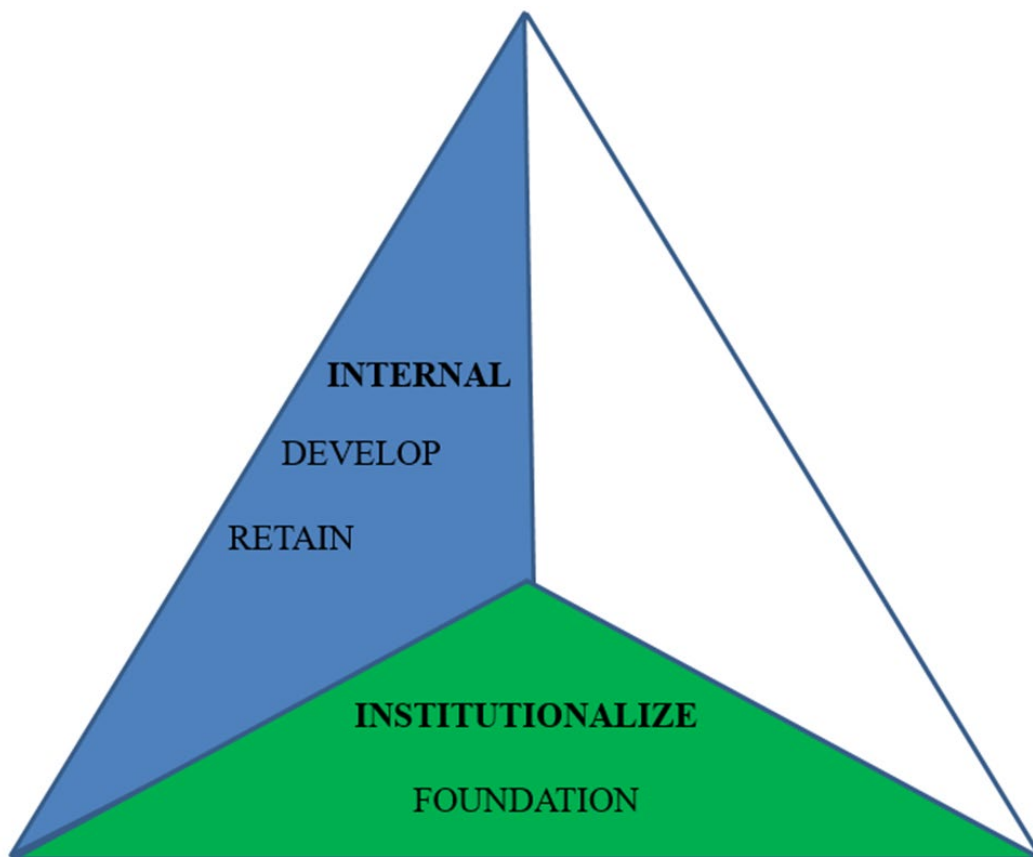
Leaders must view the accomplishment of D&I goals and objectives as an important part of their responsibilities. They have to publicly support internal and external diversity-related activities. They are seen as change agents and role models when it comes to D&I, routinely discuss the importance of D&I, and provide consistent, visible D&I leadership. Leaders are held accountable for implementing the D&I strategy. They provide D&I coaching and development to those they manage.



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STRATEGIC GOALS/ACTIONS: INTERNAL

- Goal 4:** Promote diversity and inclusion through training, leadership development, and employee engagement programs.
- Goal 5:** Develop and promote a feedback mechanism that reviews military and civilian exit reasons of top talent.
- Goal 6:** Understand and address factors that influence attrition among certain groups of Airmen (currently, as identified by the Air Force Barrier Analysis Working Group (AFBAWG), this includes Women, Hispanics and Individuals with Disabilities)



Action: Educate leaders and employees so they have a high level of D&I competence.

Action: Conduct surveys of employee feedback/data that contributes to lower retention rates.

Action: Implement Installation Barrier Analysis Working Group



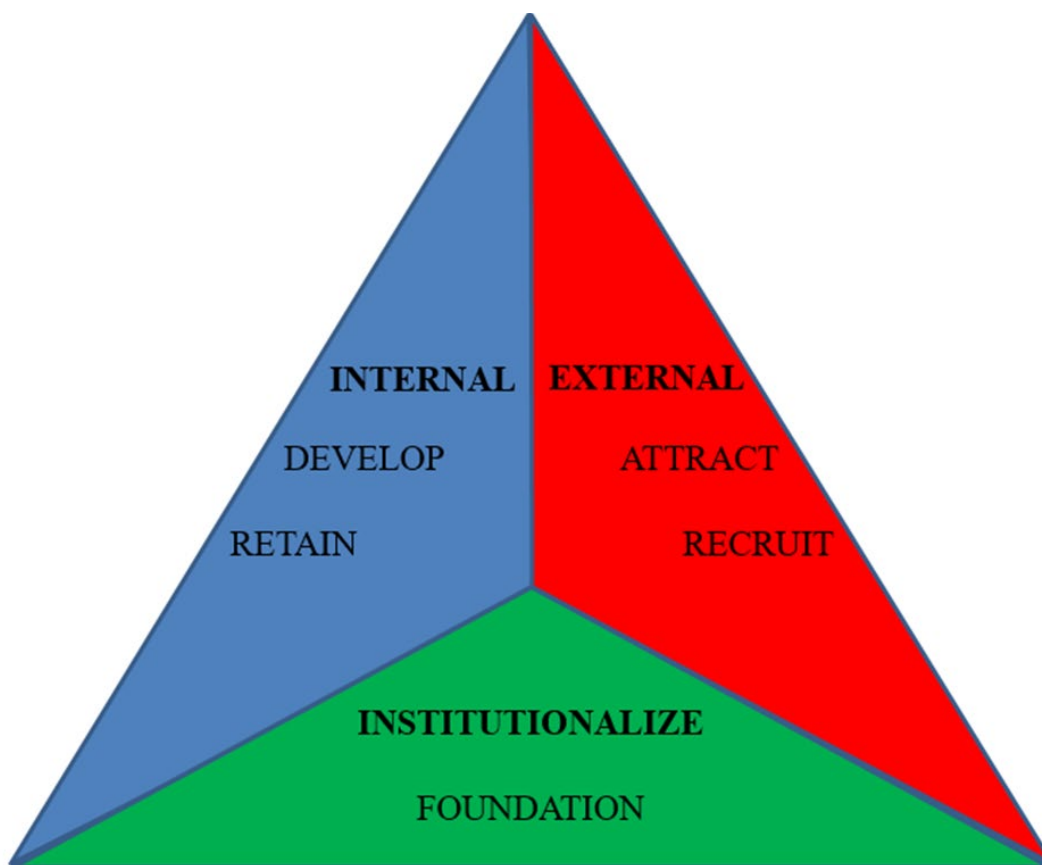
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STRATEGIC GOALS/ACTIONS: EXTERNAL

Goal 7: Align strategic recruiting efforts to attract a broad talent pool reflective of the best of the nation we serve.

Goal 8: Sustain a robust strategic outreach program that creates opportunities for recruiting a high-quality, diverse talent pool reflective of the best of the nation we serve.

Goal 9: Leverage public engagement opportunities.



Action: Ensure a conscious effort is made to attract/recruit from different diversity dimension groups while communicating strategies to achieve and maintain a workforce that shows diversity across all levels and functions.



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MONITOR, EVALUATE & REVISE

The following measures are used to determine overall progress. Each goal is divided into five levels that indicate progress toward the best practices. The measures are reviewed quarterly by the 96 TW/CC. Measurement review, adjustments, and revisions will be made as needed to achieve best practice.

LEVEL 5: BEST PRACTICE

Demonstrating current best practices in D&I; exemplary for other organizations globally.

LEVEL 4: PROGRESSIVE

Implementing D&I systemically; showing improved results and outcomes.

LEVEL 3: PROACTIVE

A clear awareness of the value of D&I; starting to implement D&I systemically.

LEVEL 2: REACTIVE

A compliance mindset; actions are taken primarily to comply with relevant laws and social pressures.

LEVEL 1: INACTIVE

No D&I work has begun; diversity and a culture of inclusion are not part of organizational goals.



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CONCLUSION

All 96 TW leadership at various levels will familiarize themselves with this strategic plan. As with all resources that help organizations improve operations, having leadership that understands the complexities of Diversity & Inclusion, and an appreciative mindset is critical. We recognize that conditions, needs, and perspectives vary greatly within our wing. Many differences need to be taken into consideration about how D&I is used including: culture, organization specific, approaches to D&I, legal and compliance requirements, organization size, and diversity dimensions to name a few.

Whenever possible, the D&I office will provide objective and factual information to be used for analytical purposes. We will also use quantitative data along with qualitative data to more accurately determine the actual performance level for each goal. The 96 TW will transform our way of thinking to meet the challenges of an ever-changing workforce. We will measure and review our present inclusion efforts, revise as necessary our approaches and priorities, then take full advantage of our opportunities to reach a level that is truly precedent setting for the Air Force.

Execution of the 96 TW D&I Strategic Plan will ensure maximum efforts are made for inclusion and the success of the 96 TW and tenant organizations.