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RESPONSE TO CONGRESSIONAL INQUIRY
26 February 2021
RFI 21-040

SUBJECT: Congressional Request for Information – Diversity and Inclusion Strategy

PURPOSE: To provide a response to Rep Gallego and HASC PSMs regarding USSOCOM's Diversity and Inclusion Strategic Plan.

Q1. Provide a copy of SOCOM's Diversity and Inclusion Strategy to HASC- Intelligence and Special Operations Subcommittee.

A1. Please see attached 2021 Diversity and Inclusion Strategic Plan.

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Headquarters United States Special Operations Command

Diversity and Inclusion Strategic Plan

2021





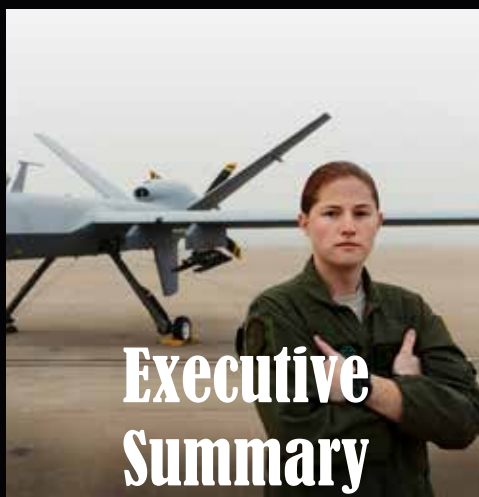
All of us understand diversity and inclusion are operational imperatives. This Diversity and Inclusion Strategic Plan provides a roadmap for sustained and direct action toward increasing the diversity of our formation and ensuring all our environments, from the team room to the executive conference room, are inclusive. As stated in our “Diversity and Inclusion in SOF—Why it Matters and What We Must Do” memorandum to the force, “We know that our force does not represent the diversity of our larger society – a fact that should give us pause. We have forms of bias that exist in our formation, making the journey of some of our teammates and family members a painful one. Our system creates barriers to accessing a broad range of talent, skills, and perspectives which we genuinely need on our team. These long-standing issues require change in our organizational norms, attitudes, and behaviors.” This plan is designed to help guide that change.

From a strategic standpoint, SOF always adapts to and overcomes dynamic and complex environments. As the role of Special Operations Forces rebalances for Great Power Competition and the SOCOM enterprise enters a new era, we must do all we can to ensure we enter the fight with the most capable and ready force. To do this, we must attract the most qualified people our Nation has to offer, military and civilian, and then we must make sure every single teammate feels a sense of belonging; that their talents, experiences, insights, and contributions are valued. We must do this because we know that leveraging a diverse force that feels empowered and supported strengthens our ability to solve complex problems and maximizes our capability to compete and win.

I am extremely proud of the focused effort our team made over the last six months to institutionalize the need for diversity and inclusion and build on the successes we have had in the last few years increasing opportunities for women in SOF and diversifying our senior leader ranks. I challenge all serving in this command to invest in this effort and lead. In doing so, we will ensure a more adaptive, responsive, precise, and lethal force ready to compete and win for years to come.

Gregory A. Smith
Chief Master Sergeant, U.S. Air Force
Commander Senior Enlisted Leader

Richard D. Clarke
General, U.S. Army
Commander



The first Special Operations Forces (SOF) Truth, “Humans are more important than hardware” speaks to our most valuable asset, our people. This document guides sustained efforts to strengthen the operational capability of the United States Special Operations Command (USSOCOM) by leveraging diversity and inclusion, as well as committing to increase the diversity of our force while creating more inclusive environments. This plan provides a strategic-level perspective on diversity and inclusion for the SOF enterprise that follows the Secretary of Defense’s stated actions to improve racial and ethnic diversity and inclusion and helps us evolve and strengthen our competitive edge. This plan creates pathways for success through the lines of effort with focused strategic objectives and goals acted on with a supporting organizational structure. The strategic intent of this plan is applicable throughout the command to include Headquarters USSOCOM, Service Components, Joint Special Operations Command, and Theater Special Operations Commands.

The SOF enterprise recognizes the importance of force diversity and the implementation of more inclusive environments—that diversity and inclusion are operational imperatives. With this said, building a diverse force and fashioning more inclusive cultures require an evolution of our methods and processes. Diversity and inclusion efforts must be sustained, flexible, innovative, targeted, and precise. This plan suggests processes and data needed to measure progress and provides a framework for oversight and assessment to ensure the command’s diversity and inclusion efforts are continuous and sustained.

This plan is divided into four main sections: 1. USSOCOM Diversity and Inclusion Outlook, 2. USSOCOM Diversity and Inclusion Lines of Effort, 3. USSOCOM Diversity and Inclusion Strategic Objectives and Goals, and 4. USSOCOM Best Practices and Promising Initiatives. The first section describes the command’s Diversity and Inclusion vision and mission, defines terms and focus, and provides an understanding of the operational necessity of diversity and inclusion within the SOF enterprise. The second section outlines the four lines of effort where continued progress is needed to strengthen, integrate, and develop the command’s diversity and inclusion through the organization, people, education and training, and sustained efforts. The third section provides a guide path for the command’s sustained efforts and suggests strategies for engaging the lines of effort in productive and meaningful ways that translate to increased diversity and improved inclusiveness throughout the command. The fourth section acknowledges and celebrates the work already done throughout the SOF enterprise to maximize capability through intentional and focused diversity and inclusion efforts.

Successful implementation of this plan requires that USSOCOM leaders, at all levels, leverage their diversity and inclusion practitioners, force managers, recruiting specialists, and innovation centers to develop actionable improvements that measure performance and tools to track progress. Leaders must integrate diversity and inclusion efforts into unit goals, mission objectives, talent management initiatives, and operational priorities for a successful implementation.

SOF is designed to be agile and innovative through ruthless self-assessment. To execute this plan and ensure force diversity, we must utilize our strengths to evolve our force to compete and win within Great Power Competition.



Section 1. USSOCOM Diversity and Inclusion Outlook

Diversity and inclusion are two distinct ideas that are often inextricably linked in concept and application. In order to achieve both goals we must understand each concept separately to optimize the synergy between the two.

The Department of Defense broadly defines diversity as, “all the characteristics and attributes of individuals from varying demographics that are consistent with the DoD’s core values, integral to overall readiness and mission accomplishment, and reflective of the nation we serve.” More specifically, SOF diversity includes, but is not limited to: race, ethnicity, gender, age, sexuality, philosophical and spiritual perspectives, language abilities, physical abilities, geographic and socioeconomic backgrounds, cultural knowledge, life experiences, educational background, and cognitive diversity.

Additionally, the Department of Defense defines inclusion as, “a set of behaviors (culture) that encourages Service members and civilian employees to feel valued for unique qualities and to experience a sense of belonging. Inclusive diversity is the process of valuing and integrating each individual’s perspectives, ideas, and contributions into the way an organization functions and makes decisions; enabling diverse workforce members to contribute to their full potential in collaborative pursuit of organizational objectives.” Within the SOF enterprise, inclusion is defined as the process of addressing and removing bias, creating environments where all members of the formation are integrated to the organization and can wholly contribute to the success of the team while expressing the best, truest version of themselves.

Increasing diversity and inclusion is challenging within any organization, but it is particularly difficult in organizations with long-standing cultural norms, strong group identity, and specific, unique mission requirements. Successful implementation of diversity and inclusion efforts will require a strong foundation that must include:

- Top down leadership approach
- Inextricable linkage to mission
- Connection to global and international conditions
- Strategic communication
- Sustained commitment

With this foundation in place, this plan integrates the USSOCOM operational imperatives of diversity and inclusion into the overall USSOCOM priorities in an effort to focus the command on the transformational change required to build a diverse force and establish inclusive environments.



Diversity and Inclusion as an Operational Imperative

USSOCOM's mission is to develop and employ highly skilled SOF to conduct global special operations and activities as part of the Joint Force to support persistent, networked, and distributed Combatant Command operations and campaigns against state and non-state actors, as well as to protect and advance U.S. policies and objectives. SOF operators are specifically assessed, selected, and trained with a networked global perspective, and are empowered by supporting teams of highly trained professionals driven by a common purpose to compete and win for the Nation.

Diversity and inclusion are operational imperatives and SOF leaders must consistently and unapologetically message this truth throughout the formation at all echelons. Leaders at all echelons must work to challenge narratives that equate diversity with lowered standards and replace those with a narrative that diversity equates to maximized capability. Increased diversity leads to more efficient and more effective problem solving—one of SOF's most critical core competencies. Increased inclusiveness leads to a greater sense of belonging, which translates to higher levels of engagement and stronger, more sustained performance. That diversity and inclusion are operational imperatives should be clear to all members of USSOCOM. The pragmatic truth is that our SOF forces deployed globally to fight in complex, non linear environments are not able meet their full operational capability if everyone looks similar, thinks alike, and has comparable experiences. We must actively and aggressively seek out the diverse talent we need to meet the challenges of our global mission requirements and must foster inclusive teams and units that allow diversity to flourish vice conform.

Diversity and Inclusion are centered in our SOF Truths.

Humans are more important than hardware: Ensuring we have the right candidates is critical to successful mission accomplishment. In order to meet our global challenges our people must reflect and operate seamlessly within diverse operational environments.

Quality is better than quantity: Increased diversity heightens perspectives, creativity, productivity, and performance, allowing our force to be more precise, agile, and capable force.

Special Operations Forces cannot be mass produced: Our efforts to increase diversity and improve inclusion must be focused and intentional in order to maximize our pool of diverse talent to meet the intense training requirements and secure the necessary skill proficiency.

Competent SOF cannot be created after emergencies occur: It is imperative that the foundation of our development as SOF professionals is built upon inclusion and valuing the strength diversity brings to our formation. Creating inclusive environments to cultivate diverse talent is critical to maintaining a diverse operational force.

Most special operations require non-SOF support: Over the past three decades the SOF enterprise has expanded to include a critical force of non-SOF support. Our efforts to increase diversity and improve inclusion must capitalize on the diversity these essential teammates bring to the larger SOF enterprise and we must leverage this diversity to help build inclusiveness across the enterprise.



Increasing the diversity of our force and generating more inclusive behaviors is necessary to advance USSOCOM priorities.

We are best positioned to **Compete and Win for the Nation**, to protect our interests and address today's challenges, with a more diverse and inclusive force. SOF provides unique capabilities to help the Nation prevail, and we increase those unique capabilities by building a more diverse and inclusive force with varied perspectives and experiences elevating the force's ability to solve complex problems and innovate in the face of adversity.

We are best positioned to **Preserve and Grow Readiness**, which requires attracting the right people, skills, and training to maximize our competitive edge with a more diverse and inclusive force. We must invest in attracting, training, educating, and preparing a diverse formation ready to compete and win in every global environment. We must preserve and retain that talent by ensuring all teammates feel a strong sense of belonging.

We are best positioned to **Innovate for Future Threats** by relentlessly building our competitive edge with a more diverse and inclusive force. This requires ruthless self-assessment to ensure our SOF capability is maximized in the broadest possible range of experience, thought, and cultural competence. Diversity is the cornerstone of innovation and inclusiveness cements the force's creativity and boldness essential to our ability to fight and win against adversaries yet unknown.

We are best positioned to **Advance Partnerships** by creating opportunities through our unique global understanding and placement with a more diverse and inclusive force. In order to fully exploit SOF's organic cultural and regional expertise, worldwide placement, and access, we must increase force diversity with a deep understanding of cross-cultural competencies.

We are best positioned to **Strengthen our Force and Family** by committing to the short- and long-term well-being of our SOF family with a more diverse and inclusive force. Our people are our most precious resource. Ensuring that all of our teammates share a strong sense of belonging is critical to the preservation of the force and their families.

USSOCOM must leverage the full potential of the Nation and Services' warfighting capability to build a more diverse force and create more inclusive environments or risk losing a significant competitive edge as we compete within the Great Power Competition arena.



USSOCOM Diversity and Inclusion Vision, Mission, Way Ahead, End State



Vision

A community of trusted SOF professionals committed to increasing diversity and creating a more inclusive organizational culture that embraces and leverages differences in a relentless pursuit of excellence to compete and win for our Nation.



Mission

Attract, Assess, Select, and Retain an elite and diverse force by ensuring a culture of inclusion, while leveraging the diversity of the Nation to strengthen our competitive edge creating a strategic and operational advantage to compete and win for the Nation.



Way Ahead

Build infrastructure dedicated to the sustainment of diversity and inclusion efforts throughout the enterprise. Empower trained diversity and inclusion professionals to support and advise commanders. Train leaders who reject limiting narratives, who refuse to accept the status quo, and who aggressively innovate to increase the diversity of the force and create more inclusive environments.



End State

USSOCOM has created, integrated, engaged, and built a diverse force and inclusive organizational climate and culture for the SOF enterprise.

Section 2: USSOCOM Diversity and Inclusion Lines of Effort



The USSOCOM Diversity and Inclusion Lines of Effort align with vision and priorities of the command and work to establish an enterprise-wide vector for planning, integration, and oversight. These lines of effort provide the framework for advancing diversity and inclusion and for building measures of accountability to ensure the enterprise attracts and leverages elite talent from diverse communities to compete and win for the Nation. The lines of effort provide a strategic outlook to assist diversity and inclusion practitioners within the command in developing operational plans, measures of performance, metrics, and initiatives to forward and track progress. The lines of effort are:

Line of Effort 1: Organizational Climate and Culture **Vision – Leadership – Communication**

Create enduring organizational change by developing comprehensive inclusive environments, policies, processes, and procedures while divesting of harmful cultural norms, narratives, processes, and procedures that diminish diversity and inclusion.

- Deliberately align diversity and inclusion vision, mission, values, guiding principles, and ethos through strategy to achieve USSOCOM priorities.
- Identify barriers to diversity and inclusion in cultural norms, narratives, programs, processes, and procedures and work to create a more inclusive organizational climate.
- Facilitate open dialogue and ensure all USSOCOM teammates have a strong sense of belonging to the command.
- Develop internal and external communication strategies that clearly define diversity and inclusion as operational imperatives.

Line of Effort 2: SOF Integration **Attraction – Assessment – Selection**

Integrate Service and Component diversity and inclusion efforts throughout the SOF community, including desirability, attraction, development, assessment, and selection of diverse SOF.

- Identify talent and diversity gaps in SOF career fields and use SOF key leadership positions to leverage resources to fill in gaps by refining, maintaining and sustaining reliable databases and dashboards to continually monitor data and demographics.
- Commit to promoting SOF career fields to underrepresented demographics to increase awareness of career opportunities within SOF.
- Eliminate cross-cultural barriers to entry by assessing recruitment strategies, accessions processes, assessment qualifications, and selection criteria in SOF career fields.



Line of Effort 3: Education and Training **Operational Effectiveness – Cultural Competence – Organizational Engagement**

Engage enterprise leaders and educate the force on why diversity and inclusion in SOF are operational imperatives and ensure training environments reflect and defend diversity and inclusion outcomes.

- Emphasize interconnectedness of matters relating to culture, ethnicity, religion, class, race, and gender, which make diversity in SOF an operational imperative.
- Educate USSOCOM professionals and leaders to help facilitate and sustain a diverse force and inclusive culture.
- Integrate diversity and inclusion principles within community engagement and organizational collaboration with a focus on better operational effectiveness.

Line of Effort 4: Sustainment **Infrastructure – Talent Management – Retention**

Build a diversity and inclusion infrastructure charged with sustaining efforts across the enterprise, increasing the diversity of the force, and improving inclusiveness in order to retain an elite force ready to compete and win for the Nation.

- Establish corporate diversity and inclusion infrastructure throughout the enterprise. Determine and allocate necessary resources required to build a permanent framework for sustained, meaningful efforts.
- Determine metrics and measures of effectiveness and performance.
- Maximize USSOCOM's ability to translate increased diversity and improved inclusion directly to an operational advantage through in-depth analysis of talent management and organizational culture.

These four lines of effort provide a framework to synchronize USSOCOM's efforts to build a more diverse force and create more inclusive environments across the enterprise.



Section 3: USSOCOM Diversity and Inclusion Strategic Objectives and Goals

This section outlines USSOCOM strategic objectives and goals for each of the lines of effort that will be used to develop operational planning orders, determine measures of progress, and ensure a sustained, purposeful way ahead. While the lines of effort outlined in Section 2 provide strategic level, long-term guidance for the command, Headquarters USSOCOM, Components, Joint Special Operations Command, and Theater Special Operations Command leaders, as well as their diversity and inclusion practitioners to develop, integrate, engage, and build diversity and inclusion infrastructure along with sustained efforts to strengthen the enterprise's competitive edge to compete and win for the Nation. The first step in executing the lines of effort is conducting a mission analysis to determine the current state of each line of effort and identify any shortfalls, gaps, areas requiring improvement, and/or barriers to implementation. The strategic objectives and attached goals are intended to help stakeholders conduct this initial assessment while working toward sustained progress. Continued improvement will build from the work already well underway and will be a continuous effort as additional data is gathered and metrics are established during the implementation of this plan.

Long-term success requires a substantial investment in resources, training, and cultural recalibration to achieve enduring institutional, structural, and behavioral change. USSOCOM leaders must think holistically and jointly to leverage diversity and inclusion to achieve enduring institutional, structural, and behavioral change to further strengthen our competitive edge. As national and global demographics shift and become more diverse, so must our enterprise. While this change will meet friction points and hurdles, these lines of effort are intended to maintain the enterprise's focus, while the strategic objectives drive the USSOCOM forward in a continuous, sustained effort to increase diversity and create more inclusive environments.

Ultimately, USSOCOM must follow the lead of organizations like the National Aeronautics and Space Administration and the Central Intelligence Agency that have successfully recruited elite, diverse talent to meet highly specialized mission requirements. Through deliberate organizational culture and climate change, targeted SOF integration, thoughtful education and consistent training, accountability, and continuous, sustained efforts USSOCOM will meet this challenge.

Line of Effort 1: Organizational Climate and Culture



Strategic Objective 1: Deliberately align USSOCOM diversity and inclusion vision, mission, values, guiding principles and ethos through strategy to achieve USSOCOM priorities.

Goal 1: Synchronize command assessment efforts (Comprehensive Review implementation, force structure assessments, alignment to National Defense Strategy and USSOCOM priorities) and infuse diversity and inclusion throughout.



Goal 2: Align diversity and inclusion staff under organizational Chiefs of Staff to ensure appropriate level of advocacy and prioritization of effort.

Strategic Objective 2: Identify barriers to diversity and inclusion in cultural norms, narratives, programs, processes, and procedures and work to create a more inclusive organizational climate.

Goal 1: Ruthlessly self-assess our cultural norms, narratives, language and practices. Conduct enterprise-wide survey focused on inclusiveness and sense of belonging.

Goal 2: Eliminate all exclusive language, behaviors, narratives, norms, and practices from the command.

Strategic Objective 3: Facilitate open dialogue and ensure all USSOCOM teammates have a strong sense of belonging to the command.

Goal 1: Increase USSOCOM team member engagement with diversity and inclusion concepts and principles.

Goal 2: Provide safe spaces for USSOCOM team members to identify exclusive practices without fear of retribution.

Goal 3: Address and remediate bias in the workplace.

Goal 4: Utilize Department of Defense Organizational Climate survey as measure of performance to improve service member and civilian employee experience.

Strategic Objective 4: Develop internal and external communication strategies that clearly message diversity and inclusion is an operational imperative.

Goal 1: Articulate and model an authentic commitment to diversity and inclusion.

Goal 2: Develop a strategic and targeted diversity and inclusion communication and engagement strategy.

Goal 3: Highlight and honor our heritage and pay tribute to those who overcame barriers to inclusion and paved the way for future SOF professionals to succeed.

Line of Effort 2: SOF Integration

Strategic Objective 1: Identify diversity gaps in SOF career fields and use SOF key leadership positions to leverage resources to fill gaps by refining, maintaining and sustaining reliable databases and dashboards to continually monitor data and demographics.



Goal 1: Conduct Component-level initial analysis of diversity demographics to determine current state and realistic metrics for success.

Goal 2: Collect demographic data, pipeline training data, and retention data.

Goal 3: Diversify SOF career fields.

Goal 4: Diversify the pool of SOF officers prepared and selected for critical developmental opportunities.

Goal 5: Leverage external programs with proven success in recruiting and graduating diverse SOF operators.



Strategic Objective 2: Commit to promoting SOF career fields to underrepresented demographics to increase awareness of career opportunities within SOF.

Goal 1: Leverage Services to increase representations of diverse SOF personnel and capabilities in recruitment/marketing materials.

Goal 2: Tell diverse SOF stories through SOFcast and other media and social media platforms throughout the enterprise.



Strategic Objective 3: Eliminate cross-cultural barriers to entry by assessing recruitment strategies, accessions processes, assessment qualifications and selection criteria in SOF career fields.

Goal 1: Develop recruiting strategies to intentionally target underrepresented populations.

Goal 2: Assess peer reviews and assessments of “fit” in pipeline training courses for bias.

Goal 3: Ensure all qualification criteria is relevant to requirements of SOF specialty.

Goal 4: Invest in developmental programs to increase population of diverse candidates for entry into SOF.

Goal 5: Develop accountability mechanisms to hold leadership accountable for facilitating recruitment, assessment, and selection of diverse SOF.

Line of Effort 3: Education and Training



Strategic Objective 1: Emphasize interconnectedness of matters relating to culture, ethnicity, religion, class, race, and gender, which make diversity in SOF an operational imperative.

Goal 1: Leverage J3/T&E and diversity and inclusion professional resource agencies to ensure that cross cultural competencies and diversity and inclusion concepts are integrated into the enterprise's education and training curriculums.




Goal 2: Implement Joint Special Operations University (JSOU) Diversity and Inclusion Curriculum Integration Plan.

 **Strategic Objective 2:** Educate USSOCOM professionals and leaders to help facilitate and sustain a diverse and inclusive culture.

Goal 1: Increase the cultural competency of USSOCOM leaders and team members through command-sponsored conversations, speaker's series, and courses.

Goal 2: Develop senior leader training models, which work to identify common barriers to diversity and inclusion and provide strategies to break through those barriers.


Goal 3: Create opportunities for the enterprise to engage in thoughtful conversations with internal and external diversity and inclusion subject matter experts in corporate, academic, and operational fields.

 **Strategic Objective 3:** Integrate diversity and inclusion principles within community engagement and organizational collaboration with a focus on better operational effectiveness.

Goal 1: Leverage internal stakeholders, external organizations and Department of Defense/Service-affiliated affinity groups to advise, assist, and support diversity and inclusion efforts.

Goal 2: Integrate mentorship/broadening programs designed to enhance professionalism, broaden experience, and increase individual performance.

Line of Effort 4: Sustainment

 **Strategic Objective 1:** Establish corporate diversity and inclusion infrastructure throughout the enterprise. Determine and allocate necessary resources required to build a permanent framework for sustained, meaningful efforts.

Goal 1: Build a Headquarters USSOCOM Diversity and Inclusion office led by a Chief, Diversity and Inclusion officer with funding, data analysis and strategic communication support.

Goal 2: Ensure each Service Component, Theater Special Operations Command, and Joint Special Operations Command has permanent Diversity and Inclusion infrastructure to support sustained efforts.

Goal 3: Integrate diversity and inclusion efforts throughout the enterprise's strategic planning and battle rhythm events to further ensure the command's competitive edge.

Goal 4: Integrate diversity and inclusion principles within operational planning and mission execution to create more culturally competent teams and engage adversaries more effectively.



Goal 5: Incorporate diversity demographic reporting in annual Health of SOF report.



Strategic Objective 2: Determine metrics and measures of effectiveness and performance.

Goal 1: Expand data collection to include the entire formation; collect diversity demographic data on all active duty, reserve, and civilian employees.

Goal 2: Develop a command dashboard for diversity demographic data enterprise-wide.

Goal 3: Establish enterprise and component goals for increasing racial, ethnic, and gender diversity across the formation.

Goal 4: Increase demographics of USSOCOM leadership to reflect the command's overall population.



Strategic Objective 3: Maximize USSOCOM's ability to translate increased diversity and improved inclusion directly to an operational advantage through in-depth analysis of talent management and organizational culture.

Goal 1: Implement diversity and inclusion throughout the talent management life cycle in order to retain an elite, ready force.

Goal 2: Decrease attrition resulting from exclusive behaviors.

Goal 3: Increase hiring rates of diverse applicants.

Goal 4: Monitor attrition rates of target demographics.

Goal 5: Develop a culture of leader accountability focused on the intentional development of personnel through innovative talent management practices.

Section 4: USSOCOM Best Practices and Promising Initiatives



SOF is an elite force of professionals capable of responding to the toughest challenges with unparalleled innovation and an unmatched competitive desire to fight and win. This remains true in our targeted efforts to increase diversity and create more inclusive environments. The purpose of this section is to detail and share best practices and promising initiatives taking place across the SOF enterprise. Many of these best practices and promising initiatives have started at lower echelon and we are proud of the work leaders are doing at all levels. We recognize that each of our Service Components, our Theater Special Operations Commands, Joint Special Operations Command and our Headquarters staff are critical to achieving success in our diversity and inclusion efforts. The best practices and promising initiatives outlined below demonstrate that we are well on our way to achieving success.

Line of Effort 1: Organizational Climate and Culture

- ↑ Naval Special Warfare Command ceased participation in the Navy bootcamp 800 divisions in order to further instill Navy core values and interaction with the Navy's more diverse population to build sense of belonging.
- ↑ Joint Special Operations Command has added unconscious bias, 360-degree feedback surveys, and diversity and inclusion modules to its Executive Training with the goal of advancing and messaging diversity and inclusion.
- ↑ Joint Special Operations Command has designed a five-pillar approach and framework toward addressing key areas of military and civilian organizational policy, processes, and management, which effect the inclusivity of the command climate.
- ↑ USSOCOM SOFcast podcast and Air Force Special Operations Command Unfiltered podcast series that address the difficult conversations pertaining to diversity and inclusion. Air Force Special Operations Command Unfiltered 1.0 addressed race and the ongoing challenges faced by African Americans.
- ↑ U.S. Army Special Operations Command created a "Day in the Life" series showcasing SOF specialties as part of an external communication strategy to message diversity and inclusion as an operational imperative.



Line of Effort 2: SOF Integration

- ↑ Naval Special Warfare has fully integrated Women in SOF instructors with the goal of normalizing women in SOF and better identifying issues specific to female candidates.
- ↑ United States Army Special Operations Command has fully integrated considerations of diversity and inclusion into its recruiting matrix to include increasing representations of diversity in U.S. Army Special Operations Recruiting recruiting materials and community outreach.
- ↑ Air Force Special Operations Command placed an active duty Special Warfare operator with Air Force Recruiting Service to assist with recruiting strategy, marketing, and community outreach.

Line of Effort 3: Education and Training

- ↑ Air Force Special Operations Command hosted a successful inaugural Women's Leadership Symposium on 28-29 October 2020. This event was a 2-day virtual symposium that featured inspirational keynote speakers and interactive breakout sessions aimed at cultivating a more resilient Air Force special operations force by addressing gender challenges in special operations.
- ↑ Joint Special Operations Command leveraged the DoD-endorsed experience of "Lean-In" circles and created small groups of military and civilian colleagues who meet to learn new skills, provide mentorship, and support each other's goals.
- ↑ USSOCOM Senior Leaders partnered with Tampa ROCKs Inc. to discuss diversity and inclusion with a diverse audience of Army and Joint officers.
- ↑ Naval Special Warfare instituted the Women's Professional Network with the goal of empowering women to overcome challenges and thrive in the Naval Special Warfare culture, advocate for themselves and each other, and add value to the community.



Line of Effort 4: Sustainment

- ↑ USSOCOM is working aggressively to build diversity and inclusion infrastructure by hiring a command Chief, Diversity and Inclusion Officer and a command Equal Opportunity Strategic Advisor.
- ↑ Joint Special Operations Command implemented civilian hiring initiatives to intentionally recruit for a more diverse population anchored in an inclusive recruiting program by expanding private sector networks and collaborating with North Carolina Public University System to enable increased historically black colleges and universities access and engagement.
- ↑ Air Force Special Operations Command executed an in-depth look at perceptions from women and minority officers in Developmental Team Air Force Specialty Codes with respect to retention, progression and excelling in the command.

Conclusion

The SOF enterprise is an elite force of military and civilian professionals dedicated to competing and winning for our Nation. We recognize that diversity and inclusion are operational imperatives. An intentional focus on increasing the diversity of our force and improving the inclusiveness of our environments will only make us more capable, more agile, more responsive, more precise, and more ready compete and win.



