(b) (6) (b) (6) **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Friday, August 25, 2023 10:02 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Cc: (b) (6)
Subject: 2023 Women's Equality Day Presentation & Panel Discussion Recording link
Signed By: (b) (6)

Greetings JALS Family!

Our office has received multiple requests for the link to the Women's Equality Day Presentation & Panel Discussion we had yesterday. Word has spread quickly about these phenomenal female leaders who volunteered their time to participate as panel members and shared some inspirational experiences and great advice applicable to all leaders across our formations. If you could not attend the presentation and panel discussion yesterday but would like to view the recording of the event, please use the following link:

2023 Women's Equality Day Presentation & Panel Discussion Recording

If you are having issues accessing the link, be sure to join our MS Team JAGC ODEI- DEI&A Training and Resources where the recording is saved or feel free to reach out to us directly.

Have a safe and wonderful weekend!

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Special Announcement
A Message from the JAG Corps Foundation

Installation of (b) (6)
Director, Office of Diversity, Equity, Inclusion, and Accessibility, Judge Advocate General's Corps

In June 2021, we established the Office of Diversity, Equity, and Inclusion (ODEI) within the Office of The Judge Advocate General to provide leadership and guidance in the formulation, execution, and management of policies and practices that foster a diverse, equitable, and inclusive environment consistent with the core values of the Judge Advocate Legal Service (JALS). From its inception, (b)(6) (b) (6) has served as the interim Director, ODEI, helping to guide our diversity and inclusion efforts, and diligently working toward the hiring of a civilian director to carry on this important work well into the future.

We are now honored to announce that (b) (6) will serve as our new Director, ODEI. [redacted] most recently served at the State Department as the Foreign Service Institute's Diversity, Equity, Inclusion, and Accessibility (DEIA) Program Specialist. In that capacity, she provided expert advice on DEIA-related issues, and recommended appropriate courses to support DEIA processes. Previously, (b) (6) was the Equal Employment Opportunity and Diversity Coordinator for the Educational and Cultural Affairs Bureau at the State Department. In that capacity, she provided advice to senior leaders on EEO and DEIA and developed and implemented training on a variety of DEIA topics. She was also a critical member of their department DEIA Data Working Group and initiated a Pilot Climate Assessment for the Office of Civil Rights. Prior to joining the State Department, (b) (6) worked for the Air Force and the Coast Guard as an Equal Employment Opportunity (EEO) Manager. While working at the Air National Guard Readiness Center, she managed the Military Equal Opportunity Program for the Air National Guard and was responsible for training and readiness of over 200 Military Equal Opportunity Advisors.

(b) (6) served 21 years with the Air Force where she had the opportunity to serve as an Adjunct Instructor at the Defense Equal Opportunity Management Institute and served in the Air Force Strategic Diversity Office at the Pentagon. She retired from the Air Force as a lieutenant colonel in 2013. (b) (6) has been certified as an EEO counselor, a Federal Mediator, a Diversity Practitioner and a coach for Clifton's Strengths Assessment tool. She holds a Bachelor of Arts degree in Political Science from the University of Massachusetts and is currently enrolled in American University's Key Executive Leadership Master's Program.

Please join us in congratulating (b) (6) (b) (6) on this tremendous selection! We know that she and her ODEI team, with (b) (6) as Program Coordinator, will continue to move us in a positive direction toward the high ground and help our Regiment realize its full potential.

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How the JAG Corps meets SECDEF & CSA's Mandates Regarding Diversity, Equity & Inclusion: Diversity, Equity, and Inclusion Officer (DEI Officer)

Rationale for the DEI Officer

A Judge Advocate's pathway to success in promotion boards and, thus, future leadership in the JAG Corps is closely related to his/her assignments and performance. While superior performance is (and must be) expected of all Judge Advocates, sustained superior performance alone will not overcome a lack of key assignments and locations. While PPTO's/the JAG Corps' expression "there are no bad assignments, just bad assignment patterns," may be true, there is a perception this is not the case among many officers. There is unfortunately a perception that there are assignments potentially detrimental for future success or promotion, depending on when (i.e., what stage in a career) an officer is assigned.

Assignments, for the most part, are orchestrated and recommended to the GOSC and TJAG by PPTO, often with limited input from SJAs and other leaders advocating for officers. Most officers have very little, to no, control over their assignments. Despite submission of a wish list, the list rarely provides any guarantees an officer will be afforded the opportunity to serve at one of the proffered locations. An officer's desires are but one part of a tripartite of factors, and the least weighted of the three. Accordingly, the Judge Advocate must rely upon PPTO to ensure he/she is successfully navigating open positions and a competitive career pattern (in terms of location and position) is being built to set the conditions for promotion and future opportunity. It is, therefore, imperative for PPTO to take a more proactive role in the Career Management of officers, particularly women and minority officers. PPTO has taken a more proactive role at times; but, in general, they have deferred to SJAs and supervisors. The DEI Council strongly believes there needs to be a more unified and active participation of a DEI Officer within the assignment process.

A criticism levied at the JAG Corps from women and minority officers is the lack of (ethnic and gender) diversity at the senior levels of the JAG Corps. Many believe a large contributor to this perception is a lack of transparency in the entire assignment process. Despite having extremely talented lawyers at every level of promotion, when an officer's assignment pattern does not support the "right mix" of key jobs and assignment locations, it is well known and perceived that the Judge Advocate will NOT be competitive for promotion and future opportunity. With minimal control over their own assignment, some officers believe they are in a no-win situation—PPTO controls their success or failure of upward mobility/promotion to leadership with the offerings (and assignments) made during the assignment season.

Another adverse perception among some minority officers is a lack of diversity in FSOs, summer intern positions, accessions, and correspondingly Officer Basic Courses. While this fact could be related to a host of issues yet to be resolved, another concern is the impact, both positive and negative, the initial assignment has on young, impressionable officers. To ensure all new accessions understand the importance of assignments, the process of educating young officers, particularly minority officers, must begin during the recruitment process. Taking the time to educate them and recruit them into the most challenging locations, such as divisions and corps, must start early and continue so they get started on the right foot, at the right location, and with the right team—elements vital to enabling more gender and ethnic diversity available and competitive for promotion to more senior ranks. Most JARO comments had to do with recruiting more diversity and ways to ensure greater success for minority

candidates during the accessions process to produce a larger pool of minority candidates available down the road.

The conversations, nonetheless, typically return to the absence of gender and ethnic diversity at the top, and the link between key assignments, key jobs, and future success. JARO, alone, is not a cure to the Corps' perceived diversity and inclusion problems. The focus must not be just about recruiting more diversity—what happens if we recruit more diversity, but still have no changes to the assignments piece? We need to focus on these new officers, integrating them into our Corps, educating them on the importance of key billets and units to ensure we end up with a more diverse, enfranchised officer cadre.

The personnel hub of the JAG Corps is PPTO! PPTO is responsible for assignments and JARO. Most requirements for fostering diversity in the Corps and diversity at the senior levels of the Corps fall under the purview of PPTO. Therefore, our focus for a Diversity, Equity, and Inclusion Officer should be PPTO. The DEI Officer should fall under PPTO and be integrally involved with almost all aspects of PPTO, specifically Assignments, JARO, and PRB (as set forth below). In short, the DEI Officer can be responsible for assisting, advising, overseeing, or consulting PPTO to ensure their functions and responsibilities consider the impacts their decisions have on diversity, equity, and inclusion, and how those actions may be perceived across the JAG Corps. The competition for talent is immense. We as a Corps need to commit ourselves to ensuring that our officers are a priority and their development is our focus.

Responsibilities

1. Mentor, assist, and advise (provide oversight and guidance) to PPTO in their understanding of DEI in the assignments process to ensure the same.
2. The same for JARO with respect to initial assignments primarily.
3. Advisor to the GOSC on possible impacts on DEI with respect to GOSC assignment decisions.
4. Assist PPTO & JARO in communicating assignment decisions to minority members as needed or requested by the impacted officers. (Communication helps to alleviate and allay any concerns of improprieties or disparity based on diversity issues).
5. Consult/advise civilian hiring team re: DEI hires, when requested.
6. Consultant/Member/Advisor to the DEI Council to communicate or shape messaging on assignment issues to Soldiers in the field. (Similar to point 4).
7. Advisor to PRB, as needed, to address any unconscious bias inhibiting equity when making recommendations and/or disposition decisions.
8. DEI Officer would also be available to consult and/or assist TJAGLCS with training regarding roadblocks and obstacles to DEI.
9. Participate in Article 6 visits as necessary to address DEI issues, questions, or concerns.
10. Serve as a mentor to any officer seeking mentorship.

Criteria

1. Former Assignments Officer, who understands the first, second, and third order effects of assignments.
2. Prior experience as an SJA or Deputy, OR extensive experience in understanding and negotiating with PPTO for assignments on behalf of others.
3. Pattern of successful leadership, mentoring, and coaching experience (SJA, Deputy, OIC).

4. Initially should be a minority officer based upon the perception of a lack of DEI in the Corps, which has resulted in a lack of DEI among the senior officers. (At least until the JAGC reaches a steady state with more understanding and appreciation for DEI across the Regiment).