

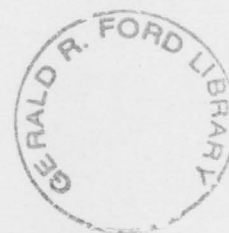
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USAF Equal Opportunity Program
Briefing for the Honorable
Stanley S. Scott
27 September 1973





SCRIPT

MANAGEMENT OF THE AIR FORCE

EQUAL OPPORTUNITY PROGRAM



SCRIPT

MANAGEMENT OF EQUAL OPPORTUNITY
IN THE AIR FORCE

GUIDELINES FOR EQUAL OPPORTUNITY IN THE AIR FORCE ARE ESTABLISHED BY THE SECRETARY AND CHIEF OF STAFF AND THEIR ASSISTANTS. MANAGEMENT OF EQUAL OPPORTUNITY IN THE AIR FORCE IS THE RESPONSIBILITY OF THE DEPUTY CHIEF OF STAFF, PERSONNEL AND THE STAFF AGENCIES REPORTING TO HIM.



AFR 30-1 AIR FORCE STANDARDS

THE AIR FORCE EQUAL OPPORTUNITY STANDARD, AS STATED IN AFR 30-1 IS QUOTED HERE. THIS IS THE BASIC POLICY UPON WHICH OUR PROGRAM IS FOUNDED. THIS STANDARD IS BACKED UP BY STRONG SUPPORT FROM THE SECRETARY OF THE AIR FORCE AND THE CHIEF OF STAFF, DOWN THROUGH THE CHAIN OF COMMAND. MORE AND MORE, WE FIND THE POSITIVE REWARDS, RATHER THAN HARSH REPRISAL, PRODUCE THE DESIRED RESULTS.



SOCIAL ACTIONS CONCEPT

IN THE AIR FORCE, EQUAL OPPORTUNITY STAFFS ARE FUNCTIONALLY PLACED WITHIN THE SOCIAL ACTIONS OFFICE. AT BASE LEVEL, WHERE THE ACTION IS, THE SOCIAL ACTIONS OFFICE IS DIRECTLY UNDER THE COMMANDER. THIS INSURES THE EASY ACCESS TO COMMAND SO NECESSARY FOR A VIABLE PROGRAM.



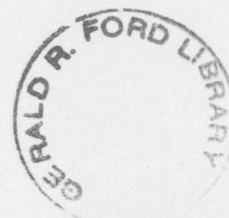
NEW DIMENSION

WHEN WE TALK ABOUT THE EQUAL OPPORTUNITY PROGRAM IN THE AIR FORCE, WE MANY TIMES USE THE WORDS EQUAL OPPORTUNITY IN A BROAD GENERIC SENSE, BECAUSE, WE ACTUALLY ARE ADDRESSING THOSE FUNCTIONS OF EQUAL SELECTION, EQUAL REPRESENTATION, AND EQUAL TREATMENT, AS WELL AS EQUAL OPPORTUNITY IN ITS STRICT LITERAL SENSE. THE AIR FORCE PROGRAM IS DIRECTED AT EACH OF THESE ISSUES AND WE REGARD THESE AS THE FOUR BASIC GOALS OF OUR PROGRAM.



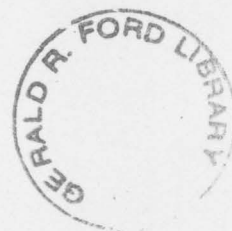
AF AFFIRMATIVE ACTIONS PLAN

THESE GOALS ARE CODIFIED IN THE AIR FORCE AFFIRMATIVE ACTIONS PLAN. THIS PLAN TRANSLATES THEM INTO SPECIFIC ACTIONS WHICH FALL INTO EITHER MANAGEMENT OF THE PROGRAM IN THE FIELD, OR POLICY MANAGEMENT. AT THE POLICY LEVEL, OUR AFFIRMATIVE ACTIONS ARE IMPLEMENTED THROUGH THE AIR FORCE PERSONNEL PLAN WHICH I WILL EXPLAIN SHORTLY. ON THE OTHER HAND, A COPY OF OUR AFFIRMATIVE ACTIONS PLAN WHICH OUTLINES GOALS FOR OUR FIELD PROGRAMS, HAS BEEN PROVIDED YOU ALONG WITH A COPY OF THE BRIEFING AND SLIDES. I'D LIKE TO BEGIN THE DISCUSSION OF OUR PROGRAMS WITH THE FIELD MANAGEMENT ACTIVITY.



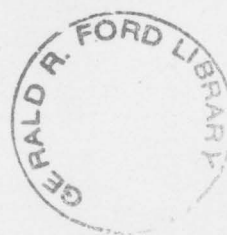
FIELD PROGRAMS MANAGEMENT

WE HAVE PROVIDED THE FIELD WITH A DRAFT OF THE SOON-TO-BE-PUBLISHED SOCIAL ACTIONS MANUAL. IN THE PAST, OUR DIRECTIVES HAVE TOLD OUR PEOPLE WHAT NEEDED TO BE DONE. THE MANUAL IS THE MEANS THROUGH WHICH WE TELL THEM HOW TO DO IT. THE MANUAL INCORPORATES THE AFFIRMATIVE ACTIONS PLAN WHICH HAS ALREADY BEEN DISTRIBUTED UNDER SEPARATE COVER FOR EARLY IMPLEMENTATION. THE MANUAL REQUIRES SUBORDINATE COMMANDS TO DEVELOP THEIR OWN PLANS IN THE SAME FORMAT AS THE BASIC PLAN.



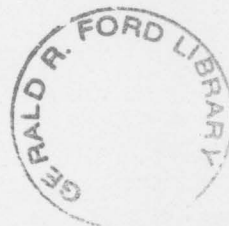
GRIEVANCE CHANNELS

ONE OF THE MOST IMPORTANT ROLES OF THE EQUAL OPPORTUNITY OFFICE IS THAT OF KEEPING GRIEVANCE CHANNELS OPEN. IF WE LOOK AT THE MAIN CHANNELS FOR AIRING GRIEVANCES, WE NOTE THAT THE INDIVIDUAL IS AFFORDED VARIOUS AVENUES FOR REDRESS. IT IS MOST DESIRABLE THAT THESE PROBLEMS BE SOLVED WITHIN THE CHAIN OF COMMAND. THE EQUAL OPPORTUNITY OFFICER WORKS WITH THE CHAIN OF COMMAND TO AID MOVEMENT OF A PROBLEM THROUGH THE CHAIN. IF THE PROBLEM CANNOT BE SUCCESSFULLY RESOLVED WITHIN A UNIT, THE EQUAL OPPORTUNITY OFFICER CAN THEN BRING THE MATTER TO THE ATTENTION OF THE SENIOR COMMANDER. OUR PROGRAM PLACES GREAT EMPHASIS ON THIS FUNCTION BECAUSE WE BELIEVE THAT TWO PRINCIPLES APPLY: FIRST, THE MOST IMPORTANT INGREDIENT IN AN EQUAL OPPORTUNITY PROGRAM IS THE INDIVIDUAL WHO HAS THE PROBLEM. SECOND, THE ULTIMATE RESPONSIBILITY FOR SOLVING THAT PROBLEM RESTS WITH THE UNIT COMMANDER. ALL OF OUR ACTIVITY IS DIRECTED TOWARD THAT END.



EQUAL OPPORTUNITY RESOURCE MANAGEMENT

IN NOVEMBER OF 1972, WE AUTHORIZED THE LAST GROUP OF MANPOWER SPACES NEEDED TO INSURE THAT WE HAD FULL TIME EQUAL OPPORTUNITY OFFICERS AND NCOs AT ALL AIR FORCE BASES WORLD-WIDE. IN JANUARY OF THIS YEAR, WE MADE EQUAL OPPORTUNITY AND RACE RELATIONS EDUCATION A FORMAL CAREER FIELD AND ASSIGNED OCCUPATIONAL SPECIALTIES FOR THESE AREAS. NOW, WE HAVE A CONTROLLABLE PERSONNEL INVENTORY. WITH THIS CAPABILITY, WE ARE ABLE TO IDENTIFY THE RIGHT MAN FOR A JOB, WE CAN TRAIN HIM FORMALLY, AND WE CAN TRACK HIM FROM ONE JOB TO THE NEXT, THEREBY PROVIDING HIM THE SAME CAREER MANAGEMENT SUPPORT AS HE WOULD RECEIVE IN ANY OTHER CAREER FIELD. WE ARE NOW ABLE TO MOVE TOWARD RELATED GOALS SUCH AS ADVANCED DEGREE TRAINING FOR OUR EQUAL OPPORTUNITY AND RACE RELATIONS SPECIALISTS, AND THE ALLOCATION OF MANPOWER SLOTS FOR CHIEFS OF SOCIAL ACTIONS OFFICES WHICH WILL PROVIDE ROOM FOR UPWARD MOBILITY AS THESE SPECIALISTS PROGRESS TO THE HIGHER GRADES.



SLIDING SCALE

SHOWN HERE, IS THE AIR FORCE SCALE FOR MANNING OF THE EQUAL OPPORTUNITY FUNCTION. AS YOU CAN SEE, THE AUTHORIZATIONS VARY IN PROPORTION TO THE POPULATION SIZE OF THE INSTALLATION.



ORGANIZATION FOR SOCIAL ACTIONS

WE CLEARLY RECOGNIZE THE IMPORTANCE OF THE EQUAL OPPORTUNITY AND RACE RELATIONS PROGRAM TO OUR RESERVE FORCES. CONSEQUENTLY, WE HAVE AUTHORIZED A CAPTAIN FOR RACE RELATIONS EDUCATION AND A MAJOR FOR EQUAL OPPORTUNITY IN EACH OF OUR RESERVE AND AIR NATIONAL GUARD UNITS. THESE PERSONNEL ARE BEING TRAINED ALONG SIDE THEIR ACTIVE FORCE COUNTERPARTS IN THE EQUAL OPPORTUNITY SCHOOL AND IN THE DEFENSE RACE RELATIONS INSTITUTE.



AIR FORCE EQUAL OPPORTUNITY SCHOOL

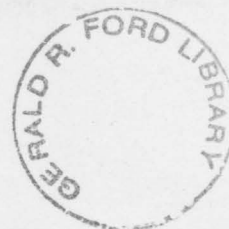
IT FOLLOWS LOGICALLY, THAT IF EQUAL OPPORTUNITY PERSONNEL ARE TO PLAY AN IMPORTANT ROLE IN GRIEVANCE RESOLUTION AND THE ENTIRE ARRAY OF AFFIRMATIVE ACTIONS, THEY MUST BE WELL EQUIPPED WITH THE NECESSARY SKILLS TO PERFORM THESE TASKS EFFECTIVELY. TO ACCOMPLISH THIS, WE HAVE ESTABLISHED AN AIR FORCE EQUAL OPPORTUNITY SCHOOL AT LACKLAND AFB WHICH CONDUCTS NINE WEEKS OF INTENSIVE TRAINING FOR EQUAL OPPORTUNITY SPECIALISTS. THIS TRAINING PROVIDES THEM THE HOW-TO-DO-IT SKILLS WHICH ARE ESSENTIAL TO AN EFFECTIVE PROGRAM. SO FAR WE HAVE GRADUATED THE FIRST TWO CLASSES OF STUDENTS, AND THE THIRD CLASS IS NOW UNDERWAY. ATTENDANCE AT THIS SCHOOL IS MANDATORY FOR THE AWARD OF THE AIR FORCE SOCIAL ACTIONS SPECIALTY CODE IN EQUAL OPPORTUNITY. AS STATED PREVIOUSLY, AIR NATIONAL GUARD AND RESERVE PERSONNEL ARE ATTENDING THE SCHOOL. WE ARE GRADUATING FORTY STUDENTS PER CLASS.

SEE COURSE



USAF EQUAL OPPORTUNITY COURSE

CURRICULUM, AT THE EQUAL OPPORTUNITY COURSE, RANGES FROM HOW TO IMPLEMENT AFFIRMATIVE ACTIONS PLANS, TO A CLOSE LOOK AT OTHER FUNCTIONAL SPECIALTIES SUCH AS OSI, SECURITY POLICE, AND LEGAL. OUR BASIC OBJECTIVE IS TO MAKE OUR EQUAL OPPORTUNITY PERSONNEL MORE AWARE OF THE CAPABILITIES OF OTHER STAFF AGENCIES SO THEY CAN UTILIZE THESE OTHER AGENCIES MORE EFFECTIVELY IN ACHIEVING EQUAL OPPORTUNITY GOALS.



NEW STANDARDS

I PREVIOUSLY REFERRED TO EQUAL REPRESENTATION AND SELECTION AS GOALS...THEY ARE MORE THAN THAT...THEY ARE APPROVED AIR FORCE STANDARDS. I PAUSE TO ALLOW TIME TO READ THEM BECAUSE THEY ARE IMPORTANT TO THE ENSUING DISCUSSION.



POLICY MANAGEMENT

IN EARLY 1972, THE CHIEF OF STAFF APPROVED THE MANAGEMENT OF THESE NEW STANDARDS THROUGH THE USAF PERSONNEL PLAN. THIS GAVE US THE FRAMEWORK THROUGH WHICH WE COULD PUT THE SYSTEM TO WORK. IT IS AT THIS POINT THAT WE TRANSITION INTO THE SECOND PHASE OF OUR ACTIVITY: POLICY MANAGEMENT. THERE ARE OVER 300 WRITTEN OBJECTIVES IN THE PERSONNEL PLAN. TAKEN TOGETHER, THEY COMPRISE AIR FORCE GOALS IN THE FULL SPECTRUM OF PERSONNEL ACTIVITY, FROM PROCUREMENT TO RETIREMENT. WE GAVE THE PLAN A GOOD SHAKEDOWN AND IDENTIFIED 122 OBJECTIVES WHICH HAD AN EQUAL OPPORTUNITY IMPACT. WE THEN WROTE AN AFFIRMATIVE ACTIONS ANNEX TO THE PLAN WHICH TASKED THE FUNCTIONAL MANAGERS OF THESE OBJECTIVES TO ACHIEVE SPECIFIC EQUAL OPPORTUNITY GOALS. LET ME EXPLAIN HOW THIS WORKS.



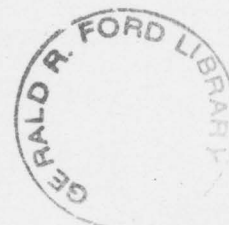
LIFE CYCLE

WE HAVE BROKEN ALL THE PERSONNEL MANAGEMENT FUNCTIONS INTO FIVE DISTINCT AREAS OF: PROCUREMENT, EDUCATION & TRAINING, UTILIZATION, SUSTAINMENT, AND SEPARATION & RETIREMENT. THE HUNDREDS OF SPECIALISTS WHO WORK IN THE HEADQUARTERS PERSONNEL SYSTEM ARE ALL CLUSTERED IN ONE OF THESE FIVE AREAS OF SPECIALIZATION. TAKEN TOGETHER, WE CALL THIS THE PERSONNEL LIFE CYCLE.



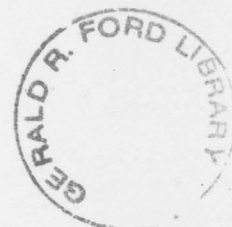
THE PERSONNEL ENVELOPE

THE OBJECTIVES COMPRISE THE HEART OF THE SYSTEM. IN DOING THEIR JOBS, THE FUNCTIONAL MANAGERS OF THE VARIOUS PERSONNEL ACTIVITIES ARE GOVERNED BY THESE OBJECTIVES...THE OBJECTIVES ARE THE MISSION GOALS...THEY MUST BE ACHIEVED. THE SYSTEM REFERS TO THESE MANAGERS AS PERSONNEL OBJECTIVE MONITORING OFFICERS. THEY WORK THEIR OBJECTIVES, AND REPORT THEIR PROGRESS TO THE SYSTEM'S MANAGERS. WE MODIFIED THOSE 122 OBJECTIVES TO INCLUDE EQUAL OPPORTUNITY MILESTONES. EACH MONITOR HAS TO WORK THOSE MILESTONES AS AN INTEGRAL PART OF BASIC OBJECTIVE. THIS GIVES US 122 EQUAL OPPORTUNITY AGENTS WORKING IN ALL THE IMPORTANT PERSONNEL FUNCTIONS.



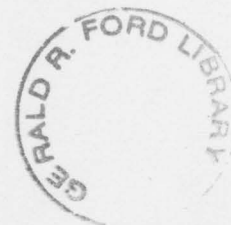
MANAGEMENT REVIEW

EACH PERSONNEL OBJECTIVE MONITORING OFFICER (POMO FOR SHORT) FORWARDS HIS STATUS REPORT INTO A CENTRAL POINT WHERE IT IS ANALYZED AND FORWARDED TO THE EXECUTIVE MANAGERS OF THE PERSONNEL SYSTEM. THESE MANAGERS ARE BRIEFED BIMONTHLY ON THE STATUS OF THESE OBJECTIVES AND THEY FOCUS ON THE PROBLEM AREAS. FEEDBACK THEN RETURNS TO THE POMO IN THE FORM OF POLICY GUIDANCE. WE CAN USE THE POMO SYSTEM TO CUT ACROSS ORGANIZATIONAL LINES AND GET TO THE FUNCTIONAL MANAGER WHERE THE PROBLEM IS. BUT BACKING US UP, IS THIS SOPHISTICATED MANAGEMENT SYSTEM WHICH I, IN TURN, MONITOR THROUGH MY OWN POMO.



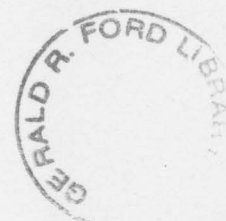
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ONE OF MY ACTION OFFICERS HAS THE JOB OF TRACKING PROGRESS OF THE POMOS THROUGH THE PERSONNEL SYSTEM. THIS IS HIS OBJECTIVE STATUS REPORT. HIS OBJECTIVE IS TO ESTABLISH, MANAGE, AND REPORT ON AIR FORCE EQUAL OPPORTUNITY PROGRAMS. HE DOES THAT BY INSURING THAT EQUAL OPPORTUNITY STANDARDS AND MILESTONES ARE ESTABLISHED FOR THE APPLICABLE OBJECTIVES IN THE PLAN. HE REVIEWS THE WORK OF THE POMOS, IDENTIFIES PROBLEM AREAS, AND WORKS WITH THE POMOS TO GET THOSE PROBLEMS SOLVED. I WILL DISCUSS THIS OBJECTIVE STATUS REPORT FORM IN MORE DETAIL IN A MOMENT.



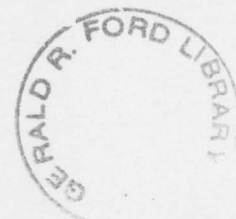
EQUAL REPRESENTATION

SINCE OUR POLICY IS MANAGED IN REAL LIFE THROUGH THE PERSONNEL LIFE CYCLE, THE BEST WAY TO DESCRIBE OUR ACTIVITIES IS THROUGH THE LIFE CYCLE FRAMEWORK. IN PROCUREMENT, OUR STANDARD IS EQUAL REPRESENTATION. OUR ACTIVITIES APPLY TO BOTH MINORITIES AND WOMEN, AND WHEN I USE THE TERM MINORITIES, UNLESS I SPECIFY OTHERWISE I AM TALKING ABOUT RACIAL AND ETHNIC MINORITIES. WE REGARD WOMEN AS A SPECIAL MINORITY AND MUCH OF OUR PROGRAM IS DESIGNED TO INSURE EQUAL OPPORTUNITY FOR WOMEN TOO.



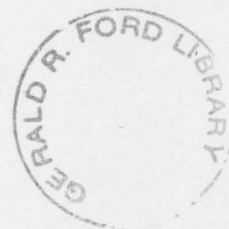
MINORITY PROCUREMENT

WHEN THE CHIEF APPROVED THE EQUAL REPRESENTATION STANDARD, WE TOOK A LOOK AT THE FORCE TO SEE IF WE WERE MEETING THAT STANDARD. IN THE CASE OF THE OFFICER FORCE, EQUAL REPRESENTATION MEANS ABOUT 6% MINORITIES BECAUSE THAT IS THE CIVILIAN MINORITY COMPOSITION PERCENTAGE IN THE 20-29 AGE GROUP WITH COLLEGE DEGREES. COMPARING OUR AIRMAN FORCE WITH THE POPULATION AS A WHOLE, WE FOUND WE HAD GOOD REPRESENTATION, SO WE FOCUSED OUR ATTENTIONS ON INCREASING THE OFFICER INVENTORY WITH EMPHASIS IN THE AIRMAN AREA ON INCREASING QUALITY OF THOSE RECRUITED. WE SET OUR GOAL, AND WE DEVELOPED YEARLY OBJECTIVES TO ACHIEVE THAT GOAL BY 1980. WE TOLD THE POMO WHAT HIS TASK WAS AND HE SET TO WORK TO GET THE PROCUREMENT AGENCIES ENERGIZED TO WORK THE PROBLEM.



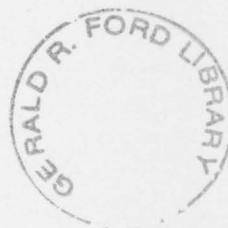
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YOU WILL RECALL I SHOWED YOU AN OBJECTIVE STATUS REPORT THROUGH WHICH WE TRACK EQUAL OPPORTUNITY IN THE PERSONNEL SYSTEM. SHOWN HERE IS ONE OF THE ORIGINAL OBJECTIVE STATUS REPORTS FOR THE PROCUREMENT EFFORT WHICH I WILL COVER IN MORE DETAIL. IN THE UPPER LEFT HAND CORNER YOU SEE THAT THIS POMO IS CAPTAIN HARVEY ROSENMEIER, THE OFFICER FORCE PROGRAMMER. HIS OBJECTIVE OF COURSE, IS TO PROCURE OFFICERS! ADDED TO HIS STANDARD, IN ITEM 2, IS THE REQUIREMENT TO ATTAIN A MINORITY REPRESENTATION OF 5.6% IN THE OFFICER FORCE. WE ADDED THAT PART TO HIS ORIGINAL STANDARD. YOU CAN SEE THAT MILESTONES 5, 6, 7, AND 8 WERE ADDED TO SUPPORT ATTAINMENT OF THE 5.6% STANDARD. AND THAT IS HOW IT WORKS FOR ALL THE OTHER AREAS I AM GOING TO DISCUSS, TOO. THE IMPORTANT THING IS THAT WE KNOW CAPTAIN ROSENMEIER, WE KNOW WHERE HE IS, AND WE CAN TALK TO HIM WHEN WE WANT TO, AND THE WHOLE SYSTEM KNOWS WHAT HIS PIECE OF THE ACTION IS. AND SO IT IS WITH ALL 122 OBJECTIVES.



ON-GOING ACTIONS

ESTABLISHING GOALS WAS ONLY THE FIRST STEP. WE THEN HAD TO GO OUT AND TAKE THE RIGHT KINDS OF ACTIONS TO ACHIEVE THOSE GOALS. WE HAVE INCREASED MINORITY RECRUITING ACROSS THE BOARD. WE BRIEFED AIR FORCE ACADEMY LIAISON OFFICERS TO LET THEM KNOW THAT THEY HAD TO WORK THE MINORITY COMMUNITY FOR CADET CANDIDATES. WE ALLOCATED MANPOWER SPACES TO ALL THE PROCUREMENT COMMANDS AND THEY ESTABLISHED SPECIAL MINORITY RECRUITING OFFICES. FOR THE RECRUITER ON THE STREET WE HAVE PROVIDED SPECIALIZED TOOLS: MORE RECRUITING POINTS FOR RECRUITING MINORITY CANDIDATES AND EXPANDED USE OF THE ARMED SERVICES VOCATIONAL APTITUDE BATTERY EXAMINATION WHICH IS USEFUL IN IDENTIFYING HIGH APTITUDE CANDIDATES BY NAME. THIS TOOL IS MOST USEFUL FOR ENLISTED RECRUITING, BUT IT HAS SOME USEFULNESS IN THE OFFICER AREA, FOR EXAMPLE, IDENTIFYING THE POTENTIAL AIR FORCE ACADEMY CANDIDATE. MINORITY ORIENTED ADVERTISING IS BEING INCREASED. THIS YEAR, WE WILL SPEND 2.6 MILLION DOLLARS, COMPARED TO \$300,000 LAST YEAR, FOR MINORITY RECRUITING.



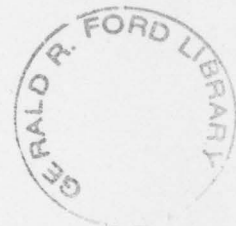
ROTC PREDOMINANTLY MINORITY DETACHMENTS

IN THE LAST TWO SCHOOL YEARS, WE HAVE DOUBLED THE NUMBER OF PREDOMINANTLY MINORITY SCHOOLS WHICH HAVE ROTC DETACHMENTS. THESE UNITS COMPRISE 7% OF THE TOTAL ROTC DETACHMENTS. THERE IS A GOOD MIXTURE OF DIFFERENT MINORITY GROUPS IN THE PLACEMENT OF THESE DETACHMENTS. THESE SCHOOLS PRODUCE ONLY HALF OF OUR MINORITY GRADUATES, THE OTHER HALF OF OUR MINORITY CADETS ARE IN NON-MINORITY SCHOOLS, SO THIS GIVES YOU A FEEL FOR THE BREADTH OF OUR ACTIVITY.



AIR FORCE ACADEMY CADET INVENTORY

IN THE ACADEMY, FOR THE YEARS 76 AND 77, THE INCREASED MINORITY REPRESENTATION IS THE PRODUCT OF OUR INCREASED ACTIVITY. THE PERCENTAGES OF MINORITY ENROLLMENT IN THOSE TWO YEARS INDICATE OUR PROGRAM IS OFF TO A GOOD START. YOU WILL NOTE HERE THAT THERE IS GENERALLY GOOD REPRESENTATION OF ALL THE MINORITY GROUPS AND THE INCREASED MINORITY ENROLLMENT IN 76 AND 77 IS ONLY A FORERUNNER OF THINGS TO COME.



SUMMARY OF COMMISSIONING PROGRAMS

WE FEEL THE BEST MEASURE OF OUR SUCCESS CAN BE SEEN ON THE RIGHT HAND COLUMN OF THIS CHART. IN 1972 2.1% OF OUR PRODUCTION WERE MINORITY OFFICERS. IN 1973, AFTER WE GOT OUR SYSTEM WORKING, WE MORE THAN DOUBLED THE PRODUCTION OF MINORITY OFFICERS. WE ARE OFF TO A GOOD START TRACKING TO OUR 1980 GOAL.



WAF STRENGTH

AT THE END OF FY73, THERE WERE 19,750 WOMEN IN THE AIR FORCE FOR 2.9% OF THE ACTIVE MILITARY FORCE. AS IS DRAMATICALLY ILLUSTRATED ON THIS SLIDE, WE'LL HAVE ABOUT 45,000 LINE WOMEN IN THE AIR FORCE IN 1978. IN ADDITION THERE WILL BE ABOUT 3500 WOMEN OFFICERS IN MEDICAL FIELDS: THIS WOULD BRING THE TOTAL NUMBER OF WOMEN TO ALMOST 49,000 OR ABOUT 8% OF THE FORCE. THAT WOULD BE ABOUT TWO AND A HALF TIMES THE CURRENT REPRESENTATION IN THE FORCE. TO MEET THIS SCHEDULE, THE PERCENTAGE OF WOMEN HIRED EACH YEAR WILL HAVE TO BE DRASTICALLY INCREASED.



FEMALE LINE OFFICERS - PERCENT PROCUREMENT

THE SLIDE REFLECTS FEMALE LINE OFFICERS AS A PERCENT OF NON-RATED OFFICER ACCESSIONS.

BY WAY OF DEFINITION ---- ALL OFFICERS IN THE AIR FORCE ARE CALLED LINE OFFICERS EXCEPT OFFICERS OF THE MEDICAL SERVICE AND CHAPLAINS. LINE OFFICERS ARE DIVIDED INTO RATED OR FLYING OFFICERS AND NON-RATED OR SUPPORT OFFICERS.

IN FY 73, 6.6 PERCENT OF ALL NON-RATED OR SUPPORT OFFICERS BROUGHT ON BOARD WERE WOMEN. IN FY 78, WOMEN WILL COMPRISE ABOUT ONE-THIRD OF OUR NON-RATED ACCESSIONS - A FIVE-FOLD INCREASE.



FEMALE ENLISTED PERSONNEL - PERCENT PROCUREMENT

WITH REGARD TO THE ENLISTED FORCE - BETWEEN NOW AND 1978, WE EXPECT TO INCREASE THE PERCENTAGE OF WOMEN IN THE ENLISTED FORCE FROM 2.6 TO ABOUT EIGHT. THIS WILL REQUIRE A FOUR-FOLD INCREASE IN THE PERCENTAGE OF ENLISTED WOMEN WE RECRUIT. AS IS INDICATED, THE PERCENT OF ENLISTED WOMEN ACCESSIONS WILL INCREASE FROM APPROXIMATELY FIVE PERCENT TO APPROXIMATELY 21%.

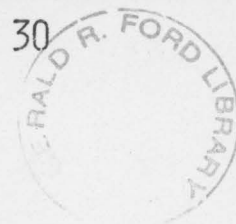
INCIDENTLY, RECRUITING EFFORTS TO DATE HAVE BEEN EFFECTIVE. THE AIR FORCE EXCEEDED ITS PLANNED FY 73 END STRENGTH FOR LINE WOMEN OF 16,062 BY OVER 200.



EDUCATION AND TRAINING

UNDER EDUCATION AND TRAINING, WE HAVE MUCH ACTIVITY. WE ARE CONCERNED WITH INSURING THAT ALL OUR PERSONNEL ARE WELL REPRESENTED IN ADVANCED DEGREE TRAINING AND THAT THEY ARE SELECTED AT REPRESENTATIVE RATES FOR PROFESSIONAL MILITARY EDUCATION. I CAN REPORT THAT WE ARE SHOWING IMPROVED SUCCESS RATES IN EACH OF THESE AREAS FOR BOTH OFFICERS AND ENLISTED MEN. I WOULD LIKE TO USE THIS TIME TO FOCUS IN ON ANOTHER BIG AREA UNDER EDUCATION AND TRAINING, THE RACE RELATIONS EDUCATION AREA:





RACE RELATIONS COVERAGE
CURRENT ACTIVITY

IN DECEMBER OF 1971, WE MADE IT MANDATORY FOR ALL AIR FORCE PERSONNEL TO RECEIVE 18 HOURS OF RACE RELATIONS EDUCATION ANNUALLY. WE HAVE ALLOCATED 500 FULL TIME MANPOWER AUTHORIZATIONS FOR INSTRUCTORS IN THIS PROGRAM. WITH THE GRADUATION OF DRRI CLASS 73-6 THIS PAST JULY, WE NOW HAVE A FULLY TRAINED CADRE OF INSTRUCTORS IN THE FIELD.

OUR MOST SIGNIFICANT ENDEAVOR UNDERWAY AT THIS TIME IS THE ESTABLISHMENT OF A RACE RELATIONS INSTRUCTOR COURSE AT LACKLAND AIR FORCE BASE, TEXAS. THIS FOUR WEEK COURSE, MANAGED BY AIR TRAINING COMMAND, IS DESIGNED TO PROVIDE OUR INSTRUCTORS WITH PRACTICAL TEACHING EXPERIENCE-----THIS IS AN AREA WHICH MANY OF OUR INSTRUCTORS HAVE INDICATED NEEDS TO BE STRENGTHENED. THE SCHOOL FACULTY ARE HIGH QUALITY PERSONNEL WHO ARE GRADUATES OF BOTH THE ACADEMIC INSTRUCTOR COURSE, AND THE DEFENSE RACE RELATIONS INSTITUTE, AND WHO ALSO HAVE FIELD EXPERIENCE IN TEACHING RACE RELATIONS EDUCATION. THESE-----MASTER INSTRUCTORS-----WORK WITH THE RACE RELATIONS INSTRUCTOR TRAINEE ON A ONE-FOR-ONE BASIS TO DEVELOP THE SKILLS AND TECHNIQUES REQUIRED FOR LEADING SMALL GROUP DISCUSSIONS IN RACE RELATIONS EDUCATION CLASSES.

THIS COURSE WILL HELP STANDARDIZE OUR RACE RELATIONS EDUCATION CLASSES AIR FORCE WIDE. DETAILED LESSON PLANS-----TAILORED TO THE CORE DEFENSE INSTITUTE'S CURRICULUM-----WILL BE PROVIDED STUDENTS FOR USE IN THEIR HOME BASE CLASSROOMS. QUALITY CONTROL WILL ALSO BE IMPROVED BECAUSE INSTRUCTOR TRAINEES FOUND TO BE UNQUALIFIED AS

INSTRUCTORS WILL BE ELIMINATED FROM THE PROGRAM.

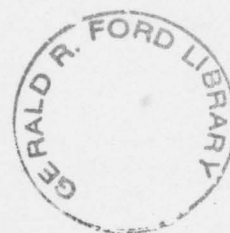
THE PILOT CLASS FOR THIS COURSE CONVENED AT LACKLAND AIR FORCE BASE ON THE 27TH OF AUGUST. IT IS MADE UP OF RACE RELATIONS INSTRUCTORS FROM BASES WITHIN THE AIR TRAINING COMMAND AND CONSTITUTES OUR FIRST "SHAKE-DOWN" OF THE COURSE. THE FIRST REGULAR CLASS IS SCHEDULED TO CONVENE ON THE 29TH OF OCTOBER.

ALL AIR FORCE RACE RELATIONS INSTRUCTORS WILL ATTEND THIS COURSE, INCLUDING THOSE WHO GRADUATED FROM THE DEFENSE RACE RELATIONS INSTITUTE EARLIER. WE WILL GRADUATE EIGHT STUDENTS PER WEEK AND WE SHOULD HAVE THEM ALL TRAINED IN SIXTEEN MONTHS.



RACE RELATIONS COVERAGEINSCHOOLS/COURSES

WE ALSO HAVE RACE RELATIONS EDUCATION COVERAGE IN MANY OF OUR PROFESSIONAL SCHOOLS AND COURSES IN THE HOURS INDICATED ON THIS SLIDE. I WOULD LIKE TO POINT OUT THAT THIS COVERAGE IS IN ADDITION TO OUR BASIC ANNUAL 18-HOUR PROGRAM. NATURALLY ONLY THOSE INDIVIDUALS WHO ARE FORTUNATE ENOUGH TO BE SELECTED FOR ATTENDANCE AT THE LISTED SCHOOLS AND COURSES RECEIVE THE ADDITIONAL COVERAGE.



PERSONNEL ATTENDANCE

BY THE END OF THE LAST FISCAL YEAR, OVER 250,000 AIR FORCE PERSONNEL HAD BEEN TRAINED BY GRADUATES OF THE DEFENSE RACE RELATIONS INSTITUTE.

ALSO, MANY OF OUR MAJOR COMMANDS DEVELOPED THEIR OWN LOCAL RACE RELATIONS EDUCATION PROGRAMS WHILE WAITING FOR THE DEFENSE RACE RELATIONS INSTITUTE TO REACH ITS FULL PRODUCTION CAPABILITY. SOME OF THESE PROGRAMS EVEN PREDATE THE ESTABLISHMENT OF THE INSTITUTE. OVER 120,000 AIR FORCE PERSONNEL HAVE BEEN TRAINED VIA THESE PROGRAMS.

OUR TOTAL TRAINED FIGURE AT THE END OF FISCAL YEAR 1973 EXCEEDED 380,000 PEOPLE-----AND WE WERE TRAINING OUR PERSONNEL AT THE RATE OF 37,000 PER MONTH.

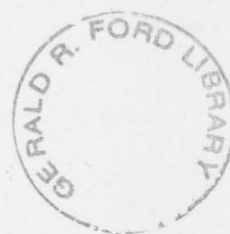


WHY A CURRICULUM WORKSHOP?

THE AIR FORCE CONVENED A CURRICULUM WORKSHOP AT MAXWELL AIR FORCE BASE, ALABAMA, DURING THE LAST WEEK OF FEBRUARY.

THE TASK OF THE WORKSHOP WAS TO DESIGN A FOLLOW-ON CURRICULUM FOR USE AFTER ALL OF OUR PERSONNEL HAD BEEN EXPOSED TO THE INITIAL CURRICULUM. WE WANTED TO BE SURE THAT THE FOLLOW-ON COURSE WAS SUFFICIENTLY DIFFERENT TO PREVENT IT FROM BEING DULL, AND UNINTERESTING. WE ALSO NOTED A NEED TO MOVE FROM THE INITIAL PROGRAM THRUST OF PROVIDING INFORMATION AND INCREASING AWARENESS TO A NEW THRUST----THAT OF SOLICITING PERSONAL COMMITMENT.

MANY OF OUR PERSONNEL ATTENDING RACE RELATIONS EDUCATION CLASSES HAVE BEEN HEARD TO SAY "I DIDN'T KNOW THAT WE HAD A PROBLEM; SOMEBODY OUGHT TO BE DOING SOMETHING ABOUT IT." WE WANT TO MOVE THEM TO THE POINT WHERE THEY WILL SAY "NOW THAT I AM AWARE OF THE PROBLEM, WHAT CAN I DO TO HELP RESOLVE IT?"

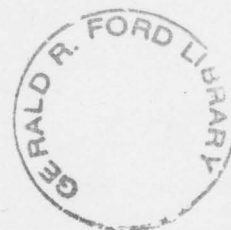


RACE RELATIONS TRAINING
RESERVES/CIVILIANS

THE AIR NATIONAL GUARD AND THE USAF RESERVE FORCES HAVE ALLOCATED 91 AND 35 MANPOWER AUTHORIZATIONS RESPECTIVELY FOR RACE RELATIONS EDUCATION. THESE ARE FULL-TIME CLASSROOM INSTRUCTOR POSITIONS. A SEARCH FOR PERSONNEL TO FILL THESE GUARD AND RESERVE AUTHORIZATIONS IS PRESENTLY IN PROGRESS. AS AN INTERIM MEASURE, NINE ANG AND 13 USAFR PERSONNEL ARE INSTRUCTING ON AN ADDITIONAL DUTY BASIS. THERE ARE FIVE ANG AND TWO USAF RESERVE PERSONNEL CURRENTLY ENROLLED AT THE DEFENSE RACE RELATIONS INSTITUTE. THIRTY-THREE ATTENDED THE PREVIOUS CLASS.

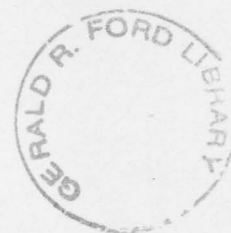
WE HAVE REQUESTED INSTRUCTOR MANPOWER TO PROVIDE RACE RELATIONS EDUCATION TO OUR CIVILIAN WORK FORCE. AS AN INTERIM MEASURE, CIVILIANS, PARTICULARLY SUPERVISORS AND MANAGERS, ARE ATTENDING THE 18 HOUR BASE-LEVEL RACE RELATIONS COURSES ON A SPACE AVAILABLE BASIS. COMMANDERS, OF COURSE, ARE AUTHORIZED TO DIRECT ATTENDANCE AS APPROPRIATE. AS OF 30 JUNE 1973, SOME 12,000 CIVILIANS HAD BEEN PROVIDED RACE RELATIONS EDUCATION.

THE TARGET FOR FULL IMPLEMENTATION OF OUR RACE RELATIONS EDUCATION PROGRAM FOR CIVILIANS IS JULY 1974.



UTILIZATION

MOVING AROUND THE PERSONNEL LIFE CYCLE TO UTILIZATION, OUR GOALS ARE SHOWN HERE. THE MOST PRESSING OF THESE AREAS IS THAT OF DISTRIBUTION BY CAREER FIELDS.



MINORITY DISTRIBUTION

AS IN THE CASE OF PROCUREMENT, WE HAD TO TAKE A LOOK TO SEE HOW WE COMPARED TO THE EQUAL REPRESENTATION STANDARD. WE FOUND THAT WHILE OUR MINORITY ENLISTED POPULATION WAS 14% OF THE ENLISTED FORCE, WE HAD 91 CAREER FIELDS WHICH HAD LESS THAN 5% MINORITY POPULATION, WHILE THERE WERE 34 FIELDS WITH OVER 20% MINORITY POPULATION. GENERALLY, THE 91 FIELDS WERE TECHNICAL FIELDS WHERE WE WOULD LIKE TO HAVE HIGHER MINORITY REPRESENTATION, WHILE THE 34 SUPPORT FIELDS NEEDS A REDUCTION IN MINORITY REPRESENTATION. SO WE ESTABLISHED A GOAL TO DO JUST THAT. THE CRITERIA WERE SIMPLY THAT WHATEVER WE DID SHOULD NOT ADVERSELY IMPACT ON THE REST OF THE FORCE, AND WE HAD TO CONTINUE TO PLACE PERSONNEL IN THE AREAS THEY DESIRED TO THE MAXIMUM DEGREE POSSIBLE. THIS LATTER POINT IS VERY IMPORTANT IN A VOLUNTEER FORCE.



ON GOING ACTIONS

WE DEVELOPED A SYSTEM THAT MET THE CRITERIA, AND WE PUT IT TO WORK. WE HAVE IDENTIFIED, TO THE RECRUITERS, THE AREAS WHERE WE WANT MORE AND LESS MINORITY REPRESENTATION. RECRUITERS ARE NOW COUNSELING MINORITY ENLISTEES TOWARD THE APPROPRIATE AREAS. WHERE THE INDIVIDUAL QUALIFIES, HE CAN BE PROMISED A GUARANTEED JOB SPECIALTY RIGHT THERE IN THE RECRUITER'S OFFICE. DURING THE FINAL CLASSIFICATION PHASE AT THE BASIC TRAINING BASE, THE PLACEMENT COUNSELLORS GO THROUGH THE COUNSELLING PROCESS AGAIN WITH THOSE WHO DO NOT HAVE A GUARANTEED JOB. FINALLY, WE ARE USING A RATHER COMPLEX COMPUTERIZED MATCHUP TO INSURE THAT MINORITY PERSONNEL ARE MATCHED AGAINST THE MOST TECHNICAL FIELDS FOR WHICH THEY QUALIFY. THESE EFFORTS, COMBINED WITH VOLUNTARY RETRAINING, ARE ACHIEVING GOOD RESULTS.



PROCUREMENT/INITIAL CLASSIFICATION MIX

HERE IS AN EXAMPLE OF THE SYSTEM AT WORK; FOR THE MONTHS OF JUNE AND JULY IN THE YELLOW, ARE THE PERCENTAGES OF MINORITY PERSONNEL INPUT TO SELECTED LOW AND HIGH APTITUDE FIELDS UNDER THE NEW SYSTEM. IN ALL CASES EXCEPT TWO, WE ACHIEVED THE DESIRED RESULTS OF CHANNELING A HIGHER PERCENTAGE, THAN ALREADY THERE, OF MINORITIES INTO THE TECHNICAL AREAS AND A LOWER PERCENTAGE INTO THE NON-TECHNICAL AREAS.



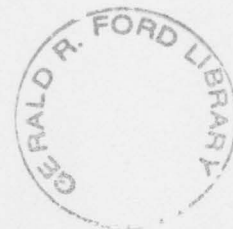
MINORITY DISTRIBUTION SUMMARY

HERE IS A SUMMARY OF OUR ACTIVITY IN THIS AREA. BETWEEN FEBRUARY AND JUNE, WE ENLISTED 4996 MINORITY PERSONNEL INTO THE AIR FORCE. THE RECRUITERS MATCHED MOST OF THE QUALIFIED MINORITY PERSONNEL AGAINST TECHNICAL AREAS, IN FACT ONLY 527, WHO QUALIFIED, WERE NOT SIGNED UP IN A GUARANTEED JOB OR APTITUDE AREA. OF THAT 527, THE PLACEMENT COUNSELORS WERE ABLE TO PERSUADE ANOTHER 235 TO GO INTO TECHNICAL AREAS. THE REMAINING 292 PREFERRED NON-TECHNICAL JOBS, SO THEY GOT THEM.



MINORITY DISTRIBUTION SUMMARY (A)

OVERALL, OUR SUCCESS RATE IS 5.5% MINORITY INPUT INTO THE TECHNICAL AREAS, AND WE ARE DOWN FROM 28% TO 23% MINORITY INPUT INTO THE NON-TECHNICAL AREAS. HERE IS ANOTHER WAY TO MEASURE OUR PROGRESS: BACK IN JUNE OF LAST YEAR, WE HAD 91 TECHNICAL AREAS WHICH NEEDED A TOTAL OF 1000 MINORITY PERSONNEL TO BRING THEM UP TO 5%. BY JULY OF THIS YEAR WE HAD REDUCED THAT NUMBER TO 48 TECHNICAL AREAS AND WE NEEDED ONLY 360 MINORITY PERSONNEL TO HAVE NO FIELDS LEFT WITH LESS THAN 5% MINORITY POPULATION. WE THINK THIS EFFORT IS ON TRACK.



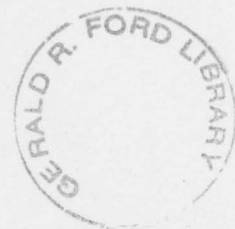
FEMALE ENLISTED UTILIZATION

THIS SLIDE, WHICH REFLECTS END FY 72 FIGURES, ILLUSTRATES THE INFLUENCE OF CULTURAL PRESSURE ON THE UTILIZATION OF WOMEN. THE BAR REFLECTS THE PERCENTAGE OF WOMEN BY CAREER FIELD. AS YOU CAN OBSERVE, WOMEN ARE REPRESENTED IN CERTAIN FIELDS (DENTAL, ADMIN, MEDICAL, PERSONNEL) IN LARGER PROPORTION THAN THEIR REPRESENTATION IN THE FORCE.



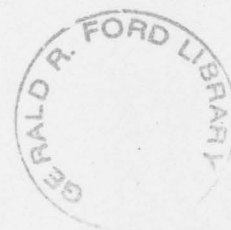
FEMALE LINE OFFICER UTILIZATION

A SIMILAR PHENOMENON IS APPARENT WHEN WE LOOK AT WOMEN OFFICERS. THIS CLUSTERING OF WOMEN IN CERTAIN CAREER FIELDS IS A REFLECTION OF CULTURAL INFLUENCES AND THE LACK OF ANY REAL PLAN TO NEGATE CULTURAL TRENDS. BUT WE ARE CHANGING THIS TREND. IN JANUARY 1973, THE AIR FORCE OPENED ALL AIRMAN CAREER LADDERS TO WOMEN EXCEPT FIVE - WHICH ARE COMBAT RELATED. THIS CHANGE OPENED OVER 100 LADDERS PREVIOUSLY CLOSED TO WOMEN. THIS MEANS THAT OUT OF A POSSIBLE 243 DIFFERENT ENLISTED JOBS, 238 ARE OPEN TO WOMEN (OR 98%). ON THE OFFICER SIDE, ALL UTILIZATION FIELDS ARE OPEN TO WOMEN EXCEPT THREE COMBAT RELATED FIELDS. THE NEXT TWO SLIDES REFLECT THE JOBS WHICH ARE CLOSED TO WOMEN.



CAREER FIELD CLOSED - OFFICER

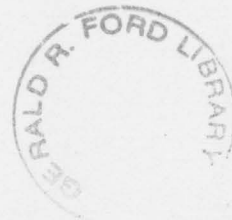
OFFICER JOBS CLOSED.



CAREER FIELD CLOSED - ENLISTED

ENLISTED JOBS CLOSED.

OPENING CAREER FIELDS WOULD BE MEANINGLESS IF WOMEN CONTINUED TO FLOW INTO THE OLD TRADITIONAL FIELDS. TO INSURE THAT ALL WOMEN DO NOT FLOW INTO THOSE JOBS WHERE WOMEN HAVE TRADITIONALLY SERVED, NUMERIC GOALS HAVE BEEN ESTABLISHED IN THE MORE TECHNICAL AND UNUSUAL SKILLS.



UTILIZATION OF NEW OFFICERS

THIS SLIDE IS USED TO ILLUSTRATE HOW NUMERIC GOALS ARE ESTABLISHED.

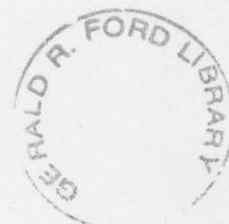
THE GOAL ASSIGNED TO EACH FIELD IS A FUNCTION OF OUR ANNUAL PROCUREMENT PROGRAM, NUMERIC REQUIREMENT, AND THE AVAILABILITY OF QUALIFIED CANDIDATES.

(next slide)

45

FOR EXAMPLE, THE SEVEN PERCENT, FIGURE ESTABLISHED FOR THE SCIENTIFIC FIELD IN FY 74, MEANS THAT SEVEN PERCENT OF THE SCIENTIFIC OFFICER ACCESSIONS WILL BE WOMEN. OR IN OTHER WORDS, WE'LL TRY TO HIRE AT LEAST FIVE WOMEN IN THE SCIENTIFIC FIELD IN FY 74. THE SEVEN PERCENT FIGURE IS BASED ON THE ESTIMATED AVAILABILITY OF FEMALE CANDIDATES WHO HAVE SCIENTIFIC DEGREES. MOREOVER, THE GOALS ESTABLISHED FOR THE TECHNICAL, SCIENTIFIC AND UNUSUAL FIELDS MAY BE EXCEEDED.

AS IN THE OFFICER PROGRAM, SPECIFIC GOALS HAVE BEEN SET FOR THE PROCUREMENT OF ENLISTED WOMEN INTO THE MORE TECHNICAL AND UNUSUAL SKILLS.



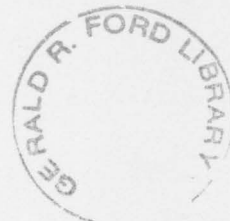
DISPERSAL OF ENLISTED WOMEN

NOT ONLY ARE WE INCREASING UTILIZATION AREAS, WE'RE ALSO INCREASING GEOGRAPHIC LOCATIONS TO WHICH WE SEND OUR ENLISTED WOMEN. TODAY A SINGLE WOMAN, E-3 AND BELOW, CAN BE ASSIGNED TO 156 LOCATIONS (105 IN THE U.S. AND 51 OVERSEAS). IN 1975, THE LOCATIONS WILL BE APPROXIMATELY 200 - 64 OF WHICH WILL BE OVERSEAS; MOREOVER, 16 OF THE OVERSEAS LOCATIONS WILL BE REMOTE LOCATIONS. INCIDENTLY ENLISTED WOMEN IN GRADE E-4 AND ABOVE, MARRIED ENLISTED WOMEN AND ALL WOMEN OFFICERS CAN BE ASSIGNED ANYWHERE WORLD-WIDE WHERE THERE ARE QUARTERS ON OR OFF BASE.



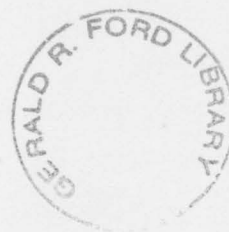
POLICIES AND PROCEDURES

IN ESSENCE, THE AIR FORCE HAS BEEN CHANGING POLICIES WITH OR AHEAD OF THE TIMES. WE HAVE REVIEWED ALL POLICIES WHICH MAKE A DISTINCTION BETWEEN MEN AND WOMEN, AND INITIATED CHANGES WHERE THERE WAS NO LEGAL OR RATIONAL BASIS FOR THE DIFFERENCE. I FEEL THAT OUR ENLIGHTED APPROACH HAS POSITIVELY INFLUENCED THE RETENTION OF OUR ENLISTED WOMEN.



SUSTAINMENT

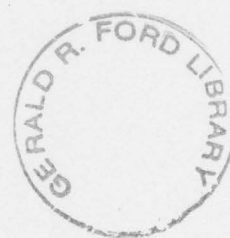
SUSTAINMENT IS THE AREA WHICH CONCERNS THE INDIVIDUAL MOST,
OUR GOALS IN THIS AREA ARE SHOWN HERE.



MINORITY SELECTION RATES

WE ARE CONCERNED THAT THE SELECTION OF MINORITY PERSONNEL TO THOSE COMPETITIVE SELECTIVE PROCESSES, SUCH AS PROMOTIONS, IS COMMENSURATE WITH THEIR POPULATION IN THE ELIGIBILITY POOL. OUR ACTIVITY IS MANAGED THROUGH OBJECTIVES 231 AND 386.

THE MOST PRESSING ISSUE IS THAT OF PROMOTION SUCCESS. TO ADVANCE IN THE AIR FORCE, IT HELPS TO BE A FLYING OFFICER. AND IT IS IMPORTANT TO BE A MEMBER OF THE REGULAR FORCE AS OPPOSED TO RESERVE. SINCE ADVANCEMENT IS RELATED TO THESE CONDITIONS WE LOOK TO OUR PROCUREMENT EFFORTS TO INCREASE OUR INVENTORY OF MINORITY PILOTS AND NAVIGATORS AND TO GIVE US OFFICERS WHO QUALIFY OUR REGULAR COMMISSIONS AT HIGH RATES. BUT WE ARE NOT RELYING SOLELY UPON PROCUREMENT, WE ARE ALSO TRYING TO DO MORE WITH WHAT WE HAVE NOW.



CAREER MONITORING

WITHIN THE PERSONNEL SYSTEM, WE DO WHAT IS KNOWN AS CAREER MONITORING. THIS IS PART OF THE CAREER DEVELOPMENT EFFORT. WE HAVE PUT THIS SYSTEM TO WORK TO GET THE BEST POSSIBLE RESULTS IN THE ADVANCEMENT OF OUR MINORITY AND WOMEN OFFICERS. THE SYSTEM IS WORKED BY A CADRE OF PROFESSIONAL PERSONNEL OFFICERS AT THE MILITARY PERSONNEL CENTER.

CAREER MONITORING ACTIONS WILL VARY FROM ONE PERSON TO ANOTHER, BUT THEY GENERALLY CONSIST OF INSURING THAT THE INDIVIDUAL GETS THE RIGHT KINDS OF ASSIGNMENTS TO LEAD TO UPWARD MOBILITY, AND THESE INCLUDE CAREER BROADENING ACTIVITIES, AS WELL AS INSURING THAT THE RIGHT TICKETS ARE PUNCHED IN PROFESSIONAL EDUCATION AND TECHNICAL TRAINING. THE EMPHASIS IS ON DEVELOPING THE INDIVIDUAL TO HIS FULLEST POTENTIAL SO THAT WHEN HE REACHES HIS PROMOTION OR REGULAR AUGMENTATION PHASE POINTS, HE IS AS COMPETITIVE AS HIS INDIVIDUAL TALENTS WILL HAVE ALLOWED HIM TO BECOME. WE BELIEVE THIS EFFORT WILL PAY OFF IN THE YEARS TO COME.



AIRMAN PROMOTIONS

THE AIR FORCE ADOPTED THE WEIGHTED AIRMAN PROMOTION SYSTEM (WAPS) IN 1970 -- A GIANT STRIDE IN ELIMINATING THE INFLUENCE OF DISCRIMINATION IN THE PROMOTION OF AIRMEN. THE SYSTEM IS VISIBLE, CREDIBLE, AND WELL ACCEPTED WITHIN THE AIR FORCE BY THOSE WHOM IT AFFECTS. A PREPONDERANCE OF WEIGHT IS GIVEN TO THOSE FACTORS WHICH THE INDIVIDUAL HIMSELF CAN POSITIVELY INFLUENCE -- WHAT HE KNOWS ABOUT HIS SPECIALTY, HIS NCO LEADERSHIP QUALITIES, AND HOW WELL HE HAS DONE ON THE JOB.



AIRMAN PROMOTIONS

THE PERCENTAGE SELECTION RATES FOR GRADES E-6 THROUGH E-9 ARE NOW NEARLY IDENTICAL FOR MINORITIES AS FOR ALL ELIGIBLES. MUCH OF THIS IMPROVEMENT IS DUE TO THE WAPS SYSTEM, WHICH IS ACHIEVING THE DESIRED RESULTS. AS YOU CAN SEE BY COMPARING THESE SELECTION RATES.

WE ARE STILL EXPERIENCING PROBLEMS TO GRADE E-5 AND ARE WORKING TO ISOLATE THE CAUSES. INDICATIONS ARE THAT DEFICIENCIES IN THE COMMUNICATIVE SKILLS, ESPECIALLY READING AND WRITING, MAY ACCOUNT FOR MUCH OF THE PROBLEM - SO WE ARE UTILIZING OUR INTERNAL EDUCATION SYSTEMS TO CORRECT THIS SITUATION.



SEPARATION AND RETIREMENT

WE CLOSE THE LOOP IN THE PERSONNEL LIFE CYCLE WITH SEPARATION AND RETIREMENT. HERE, WE ARE TRACKING LESS THAN HONORABLE DISCHARGES ON THE ONE HAND TO GET TO THE ROOT CAUSES. ON THE OTHER HAND WE ARE PROVIDING SELECTIVE RETENTION TO CERTAIN HIGHLY QUALIFIED MINORITY PERSONNEL TO STAY IN PAST THEIR COMMITMENT, WHICH HELPS US ACHIEVE OUR MINORITY FORCE GOALS. AS WELL AS PERMITTING US TO TAKE ADVANTAGE OF THIS VALUABLE RESOURCE.



AIR FORCE COMMENTS ON THE TASK FORCE REPORT

BEFORE I CONCLUDE I WOULD LIKE TO ADDRESS THE AIR FORCE'S RESPONSE TO DIRECTIONS FROM SECRETARY OF DEFENSE RE: TASK FORCE ON ADMINISTRATION OF MILITARY JUSTICE REPORT.

THE AIR FORCE HAS DEVELOPED A PLAN FOR THE INDEPENDENT OPERATION OF THE DEFENSE COUNSEL FUNCTION.



AIR FORCE COMMENTS ON THE TASK FORCE REPORT

IN ESSENCE, THE LOCAL DEFENSE COUNSEL WILL BE RATED ON HIS PROFESSIONAL PERFORMANCE BY THE SENIOR DEFENSE COUNSEL IN HIS REGION'S TRIAL JUDICIARY OFFICE; IN TURN, HIS EFFICIENCY REPORT WILL BE ENDORSED BY APPELLATE DEFENSE COUNSEL IN WASHINGTON. THE PHYSICAL OFFICE OF THE LOCAL DEFENSE COUNSEL WILL BE SEPARATE FROM THE OFFICE OF THE STAFF JUDGE ADVOCATE, AND THE DEFENSE OFFICE WILL BE SUPPORTED BY ADMINISTRATIVE ASSISTANTS ASSIGNED TO THE DEFENSE OFFICE. THIS PLAN WAS APPROVED BY THE AIR STAFF AND SUBMITTED TO DOD FOR CONSIDERATION. SEPARATELY, DOD APPROVED 110 ADDITIONAL MANPOWER SLOTS, 30 OFFICER, 55 ENLISTED, AND 25 CIVILIAN, TO SUPPLEMENT SLOTS TAKEN FROM EXISTING AUTHORIZATIONS. TO OBTAIN WORKING EXPERIENCE WITH THE CONCEPT BEFORE WORLD-WIDE IMPLEMENTATION, AIR FORCE PLANS TO INITIATE A PILOT PROJECT FOR THE SEPARATE DEFENSE COUNSEL OFFICE IN THE FIRST JUDICIAL CIRCUIT (NORTHEAST) ON 1 JANUARY 1974. ANTICIPATING DOD APPROVAL OF A PLAN SUBSTANTIALLY SIMILAR TO AIR FORCE'S, WE PLAN TO ESTABLISH SEPARATE DEFENSE COUNSEL OFFICES ON A WORLD-WIDE BASIS BY 1 JULY 1974.



AIR FORCE COMMENTS ON THE TASK FORCE REPORT

AIR FORCE HAS FULLY IMPLEMENTED THOSE REVISIONS TO THE ARTICLE 15 PROCEDURES WHICH SECRETARY LAIRD DIRECTED.

IT IS NOW REQUIRED THAT: COMMANDERS MUST INSURE THE AVAILABILITY OF ADEQUATE LEGAL ADVICE FOR AN ACCUSED PERSON BEFORE INITIATING ARTICLE 15 ACTION; ACCUSED HAVE A RIGHT TO A PERSONAL HEARING WITH THEIR COMMANDER, WHICH INCLUDES THE RIGHT TO CALL WITNESSES, PRESENT EVIDENCE AND BE ACCOMPANIED BY A PERSON TO SPEAK ON THE ACCUSED'S BEHALF; THE ACCUSED MUST BE ADVISED OF HIS OR HER RIGHT TO APPEAL THE PUNISHMENT; IMPOSITION OF PUNISHMENT SHALL BE STAYED PENDING COMPLETION OF ANY FILED APPEAL; THE PERSONAL HEARING MAY BE PUBLIC IF SO REQUESTED BY THE ACCUSED EXCEPT WHERE MILITARY EXIGENCIES OR SECURITY INTERESTS PRECLUDE PUBLIC DISCLOSURE.



AIR FORCE COMMENTS ON THE TASK FORCE REPORT

SEPARATION PROCEDURES HAVE BEEN AMENDED TO PROVIDE THAT PERSONNEL BEING CONSIDERED FOR ELIMINATION WITH A GENERAL DISCHARGE OR WORSE MUST BE GIVEN AN OPPORTUNITY TO CONSULT A JUDGE ADVOCATE AT THE OUTSET OF THE PROCEDURE FOR DISCHARGE.



SUMMARY

IN SUMMARY, WE THINK WE HAVE AN EFFECTIVE MANAGEMENT SYSTEM FOR OUR EQUAL OPPORTUNITY FIELD AND POLICY PROGRAMS. THIS SYSTEM WORKS THROUGH CENTRALIZED EXECUTIVE MANAGEMENT CONTROL OF INDIVIDUAL MANAGERS WHO, IN TURN, HAVE SPECIFIC OBJECTIVES TO ACHIEVE IN THE VARIOUS ASPECTS OF OUR AFFIRMATIVE ACTIONS PLAN. AS THE PREVIOUS ILLUSTRATIONS INDICATE, WE BELIEVE OUR EFFORTS, AND MORE IMPORTANTLY, THE RESULTS, ARE FIRMLY ON TARGET.

