

Official Army DA Photo



**New regulations
and References
as of AUGUST
2020**

MILPER 20-209 AND HOW IT APPLIES TO THE DA PHOTO.



MILPER Message Number 20-209

Elimination of Department of Army (DA) Photos, and Race, Ethnicity and Gender Identification Data for Officer, Warrant Officer, and Enlisted Department of the Army Centralized

“Effective 1 August 2020, the requirement for officer, warrant officer, and enlisted selection boards to include the DA Photo as part of the board file is suspended. Data that identifies a Soldier’s race, ethnicity, and gender on the Officer Record Brief or Enlisted Record Brief will be redacted as a part of the board file. These changes will help ensure that selection boards are as fair and impartial as possible. This does not affect previous boards.”

- USE of the DA photo is being suspended.
- The assignment process is not to use the DA Photo - which is AIM. Soldier is only one that can see the photo. No other personnel, including units looking at the resume, can see the photo.
- In order to use a photo, whatever competition/selection process is happening would have to have an exception to policy from the Secretary of the Army. Currently no ETPs have been granted.
- Board members CANNOT see the date of your last photo.
- The requirement to take a DA Photo, per AR 640-30, has not changed.

Per AR640-30

b. Soldiers will update their photograph at a minimum per the following schedule:

- (1) GOs - every three years.
- (2) Officers and NCOs - every five years.
- (3) RC officers will be photographed during their respective training (that is, BOLC phase III, CCC, and WOBC).

c. A new photograph is required when an award of the Army Commendation Medal or above, a new badge, or a unit award authorized for permanent wear has been awarded.



DEPARTMENT OF THE ARMY
ASSISTANT SECRETARY OF THE ARMY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON DC 20310-0111

SAMR

MEMORANDUM FOR DEPUTY CHIEF OF STAFF, G-1, UNITED STATES ARMY

SUBJECT: Supporting guidance for removal of photographs from selection board considerations.

1. In accordance with the Secretary of the Army’s 26 June 2020 policy memorandum, competitive selection processes will not incorporate a photograph and will redact race, ethnicity, and gender data on officer and enlisted records. These selection processes, both centralized and decentralized, include, but are not limited to, selections for: initial accession into service, assignments, military and civilian education and training, promotion to higher grades, and command or key billet positions.
2. Proponents may request to use photographs or records briefs with race, ethnicity, and/or gender data by exception for a specific selection process if a valid justification can be made for their use. The Deputy Assistant Secretary of the Army (Military Personnel) may grant exceptions in appropriate cases. This authority may not be further delegated.

WARDYNSKI EUG. Digitally signed by ENE CASEY JRL-10
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E. Casey Wardynski



DEPARTMENT OF THE ARMY
ASSISTANT SECRETARY OF THE ARMY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON DC 20310-0111

SAMR

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Updated Guidance Regarding the DA Photo and Use of Race, Ethnicity, and Gender Identifying Data in Assignment and Slating Processes

1. References: See enclosure 1.

2. Background.

a. On 26 June 2020, the Secretary of the Army directed the removal of the photo and redaction of race, ethnicity, and gender data from selection board officer and enlisted record briefs (reference 1.a).

b. On 16 July 2020, I published supplemental guidance expanding the prohibition on the use of race, ethnicity, and gender data (reference 1.b.). This memorandum rescinds reference 1.b. and promulgates the following guidance.

3. Guidance.

a. DA Photos. DA Photos will not be used as part of the board file for all officer, warrant officer, and enlisted promotion and selection boards listed in enclosure 2. Furthermore, pursuant to reference 1.c., the DA Photo will not be used for selection processes pertaining to assignments, training, education, and command.

b. Race, Ethnicity, and Gender Data.

(1) Race, ethnicity, and gender data on the Officer Record Brief and the Enlisted Record Brief will be redacted as a part of the board file for all officer, warrant officer, and enlisted promotion and selection boards listed in enclosure 2. Furthermore, because it includes gender information, the Department of the Army Form 705, Army Physical Fitness Test, and now, Army Combat Fitness Test, may not be included in promotion and selection board files.

(2) For assignment and slating processes that occur outside of a promotion or selection board, Army Components may use race, ethnicity, and gender data so that leaders can consider the information as they build their teams from the diverse talent seeking to serve in the Army, and from the diverse talent found in the Army. These processes will:

SAMR

SUBJECT: Updated Guidance Regarding the DA Photo and the Use of Race, Ethnicity, and Gender Identifying Data in Assignment and Slating Processes

- (a) Use the minimum amount of race, ethnicity and gender data needed.
 - (b) Use objectives that make race, ethnicity, and gender one of many factors to consider.
 - (c) Where practicable, incorporate the use of structured interviews and objective evaluation criteria for selection processes.
 - (d) Encourage transparency, invite open discussion, and provide sufficient time for decision making.
- c. Commander, Human Resource Command (HRC) will revise the processes for nominative assignment and slating to ensure candidate pools submitted to deciding officials are diverse in race, ethnicity, and gender.
- d. Deputy Chief of Staff (DCS), G-1:
- (1) In conjunction with HRC, will integrate modules into personnel systems that allow leaders and authorized users to query and conduct analysis on the diversity of Army units and command teams. Program for this permanent requirement in future years budget.
 - (2) Continue to research and evaluate the effect of various data elements and information on promotion, selection, and assignment process outcomes.
 - (3) Determine if other forms currently included in board files contain direct race, ethnicity and gender data, and within 30-days provide me your recommendation for redacting or eliminating the forms from a board file.
4. My point of contact for this action is COL Angel Gonzalez, (571) 490-4505, angel.e.gonzalez.mil@mail.mil.

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E. CASEY WARDYNSKI

- 2 Encls
- 1. References
 - 2. List of Boards

DISTRIBUTION:
Principal Officials of Headquarters, Department of the Army
Commander
U.S. Army Forces Command
(CONT)

SAMR

SUBJECT: Updated Guidance Regarding the DA Photo and the Use of Race, Ethnicity, and Gender Identifying Data in Assignment and Slating Processes

(a) Use the minimum amount of race, ethnicity and gender data needed.

(b) Use objectives that make race, ethnicity, and gender one of many factors to consider.

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(d) Encourage transparency, invite open discussion, and provide sufficient time for decision making.

c. Commander, Human Resource Command (HRC) will revise the processes for nominative assignment and slating to ensure candidate pools submitted to deciding officials are diverse in race, ethnicity, and gender.

d. Deputy Chief of Staff (DCS), G-1:

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(2) Continue to research and evaluate the effect of various data elements and information on promotion, selection, and assignment process outcomes.

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(CONT)

SAMR

SUBJECT: Updated Guidance Regarding the DA Photo and the Use of Race, Ethnicity, and Gender Identifying Data in Assignment and Slating Processes

DISTRIBUTION: (CONT)

U.S. Army Training and Doctrine Command
U.S. Army Materiel Command
U.S. Army Futures Command
U.S. Army Pacific
U.S. Army Europe
U.S. Army Central
U.S. Army North
U.S. Army South
U.S. Army Africa/Southern European Task Force
U.S. Army Special Operations Command
Military Surface Deployment and Distribution Command
U.S. Army Space and Missile Defense Command/Army Strategic Command
U.S. Army Cyber Command
U.S. Army Medical Command
U.S. Army Intelligence and Security Command
U.S. Army Criminal Investigation Command
U.S. Army Corps of Engineers
U.S. Army Military District of Washington
U.S. Army Test and Evaluation Command
U.S. Army Human Resources Command
Superintendent, United States Military Academy
Director, U.S. Army Acquisition Support Center
Superintendent, Arlington National Cemetery
Commandant, U.S. Army War College
Director, U.S. Army Civilian Human Resources Agency

CF:

Director, Business Transformation
Commander, Eighth Army

Enclosure 1: References

References

- a. Memorandum, Secretary of Army, subject: Elimination of Department of Army (DA) Photos, and Race, Ethnicity and Gender Identification Data for Officer, Warrant Officer, and Enlisted Selection Boards (Updated), 26 June 2020.
- b. Memorandum, Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)), subject: Supporting Guidance for Removal of Photographs from Selection Board Consideration, 16 July 2020. (Rescinded)
- c. Memorandum, Secretary of Defense, subject: Immediate Actions to Address Diversity, Inclusion and Equal Opportunity in the Military Services, 14 July 2020.
- d. Memorandum, ASA(M&RA), subject: APS 20–02, Diversity Guidance in Active Duty Officer Branching, 7 February 2020.
- e. Memorandum, Under Secretary of Defense (Personnel and Readiness), subject: Immediate Actions to Address Diversity, Inclusion, and Equal Opportunity in the Military Services – Promotion and Selection Board Guidance, 31 August 2020.
- f. Army Regulation (AR) 135-155 (Promotion of Commissioned Officers and Warrant Officers Other Than General Officers), 13 July 2004.
- g. AR 135-156 (Reserve Component General Officer Personnel Management), 17 May 2007.
- h. AR 600-8-19 (Enlisted Promotions and Reductions), 16 May 2019.
- i. AR 600-8-29 (Officer Promotions), 25 February 2005.
- j. AR 640-30 (Official Army Photographs), 6 December 2019.

List of Promotion and Selection Boards

1. The following promotion and selection boards may not use the DA Photo. Additionally, the officer and enlisted record briefs used in these boards will have race, ethnicity, and gender data redacted. The term centralized in the titles refers to boards conducted at Army Human Resources Command, the National Guard Bureau, and by the National Guard Headquarters in U.S. States, Territories, and the District of Columbia:

a. Active Component:

- Officer and warrant officer promotion boards
- Officer and warrant officer selective continuation boards (SELCON)
- General Officer (GO) promotion and assignment advisory boards
- Officer Separation Boards and Selective Early Retirement Boards
- Officer selection boards for professional military education (PME), and command and key billet to include ROTC, Acquisition Corps and Special Missions Units
- Officer and warrant officer promotion and command review boards
- Special Selection Boards
- Non-Commissioned Officer (NCO) Evaluation Boards

b. U.S. Army Reserve (USAR)

- Officer and warrant officer promotion boards
- Officer and warrant officer SELCON boards
- GO Promotion and Assignment Advisory Boards
- Officer Separation Boards and Selective Early Retirement Boards
- Officer selection boards for PME
- COL and LTC Command Assignment Boards
- Officer and warrant officer promotion and command review boards
- Special Selection Boards
- USAR TPU Position Vacancy Boards
- USAR AGR Release from Active Duty (REFRAD) Board
- Enlisted centralized and semi-centralized promotion boards
- NCO Evaluation Boards

Enclosure 2: List of Promotion and Selection Boards

c. Army National Guard (ARNG)

- Officer Department of the Army (DA) promotion boards
- Officer DA and State SELCON boards
- Officer and warrant officer State unit vacancy promotion boards
- GO Federal Recognition Boards
- Officer Separation Boards and Selective Early Retirement Boards
- National Guard Bureau Promotion Recommendation Review Boards
- Federal Recognition Boards
- Officer selection boards for PME
- Officer, warrant officer, and enlisted promotion review boards
- Special Selection Boards
- T-10 New Hire Board (AGR)
- T-10 Tour Continuation Board (AGR)
- ARNG AGR REFRAD Board
- CSM Centralized Selection Board
- State enlisted centralized and semi-centralized promotion boards
- NCO evaluation boards



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310-0200

24 JUN 2020

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Elimination of Department of Army (DA) Photos for Officer Selection Boards

1. References:

- a. Army Regulation (AR) 135-155 (Promotion of Commissioned Officers and Warrant Officers Other Than General Officers), 13 July 2004.
- b. AR 600-8-29 (Officer Promotions), 25 February 2005.
- c. AR 640-30 (Official Army Photographs), 6 December 2019.
- d. Army People Strategy 2020, October 2019.

2. Background. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security.

a. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission.

b. Diversity is critical to every aspect of Talent Management in our Army, but it is especially important in the selection process. Our Soldiers must be confident that equal opportunity exists in the selection process.

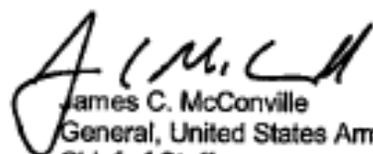
3. Purpose. Effective August 1, 2020, the requirement for Officer selection boards to include DA Photos as part of their consideration for promotion is suspended. Elimination of the photos will help ensure that selection boards are as fair and impartial as possible.

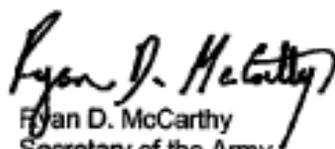
4. The Army is committed to ensuring our promotion processes remain consistent with our Army values, the Army People Strategy, and our Talent Management initiatives.

a. We will continue to support focused, disciplined inquiries of our promotion and evaluation processes and systems, to include research and data capture/storage.

b. Evaluation of the use of DA Photos on warrant officer and enlisted promotion considerations shall take place beginning in August 2020.

5. Implementation instructions will be provided through MILPER messaging. An Army Directive will be published no later than 30 September 2021 that will integrate this provisional policy change, along with the results of the inquiries, into the listed references.


James C. McConville
General, United States Army
Chief of Staff


Ryan D. McCarthy
Secretary of the Army



DEPARTMENT OF THE ARMY
ASSISTANT SECRETARY OF THE ARMY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON DC 20310-0111

SAMR

MEMORANDUM FOR DEPUTY CHIEF OF STAFF, G-1, UNITED STATES ARMY

SUBJECT: Supporting guidance for removal of photographs from selection board considerations.

1. In accordance with the Secretary of the Army's 26 June 2020 policy memorandum, competitive selection processes will not incorporate a photograph and will redact race, ethnicity, and gender data on officer and enlisted records. These selection processes, both centralized and decentralized, include, but are not limited to, selections for: initial accession into service, assignments, military and civilian education and training, promotion to higher grades, and command or key billet positions.
2. Proponents may request to use photographs or records briefs with race, ethnicity, and/or gender data by exception for a specific selection process if a valid justification can be made for their use. The Deputy Assistant Secretary of the Army (Military Personnel) may grant exceptions in appropriate cases. This authority may not be further delegated.

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E. Casey Wardynski



26 JUN 2020

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Elimination of Department of Army (DA) Photos, and Race, Ethnicity and Gender Identification Data for Officer, Warrant Officer, and Enlisted Selection Boards (Updated)

1. References:

- a. Army Regulation (AR) 135-155 (Promotion of Commissioned Officers and Warrant Officers Other Than General Officers), 13 July 2004.
- b. AR 135-156 (Reserve Component General Officer Personnel Management), 17 May 2007.
- c. AR 600-8-19 (Enlisted Promotions and Reductions), 16 May 2019.
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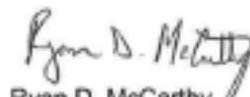
b. Diversity is critical to every aspect of Talent Management in our Army, but it is especially important in the selection board process. Our Soldiers must be confident that equal opportunity exists at every stage of their career.

3. Purpose. Effective 1 August 2020, the requirement for officer, warrant officer and enlisted selection boards to include the DA Photo as part of the board file is suspended. Data that identifies a Soldier's race, ethnicity, and gender on the Officer Record Brief and the Enlisted Record Brief will be redacted as a part of the board file. These changes will help ensure that selection boards are as fair and impartial as possible.

4. The Army is committed to ensuring that our promotion processes remain consistent with our Army Values, the Army People Strategy, and our Talent Management initiatives. We will continue to support focused, disciplined inquiries of our promotion and evaluation processes and systems, to include research, and data capture and storage.

5. Implementation instructions will be provided through MILPER messaging. An Army Directive will be published no later than 30 September 2021 that will integrate this provisional policy change, along with the results of the inquiries, into the listed references.


James C. McConville
General, United States Army
Chief of Staff


Ryan D. McCarthy
Secretary of the Army

FRAGO 28 TO HQDA EXORD 144-20 ARMY WIDE PREPAREDNESS AND RESPONSE TO CORONAVIRUS (COVID-19) OUTBREAK

3.C.34. (U) [CHANGE TO READ] ALL OFFICIAL DEPARTMENT OF THE ARMY PHOTOS ARE SUSPENDED FOR UNTIL FURTHER NOTICE.

AR 640–30 • 6 December 2019

7. Frequency

a. The following Soldiers will have a photograph taken within 60 days from the date of events listed below.

- (1) Selection for promotion to brigadier general or higher.
- (2) Promotion to first lieutenant or higher.
- (3) Promotion to CW2 or higher.
- (4) Initial appointment to CSM.
- (5) Promotion to SSG or higher.
- (6) Soldiers officially frocked to SGM/CSM by orders issued from HRC.
- (7) All other photographs will be taken as needed when announced by selection board zones of consideration.

b. Soldiers will update their photograph at a minimum per the following schedule:

- (1) GOs - every three years.
- (2) Officers and NCOs - every five years.
- (3) RC officers will be photographed during their respective training (that is, BOLC phase III, CCC, and WOBC).

c. A new photograph is required when an award of the Army Commendation Medal or above, a new badge, or a unit award authorized for permanent wear has been awarded.

MILPER MESSAGE 20-209

The elimination of Department of Army (DA) Photos, and race, ethnicity and gender identification data for officer, warrant officer, and enlisted DA Centralized Selection Boards.

Effective 1 August 2020, the requirement for officer, warrant officer, and enlisted selection boards to include the DA Photo as part of the board file is suspended.

Data that identifies a Soldier's race, ethnicity, and gender on the Officer Record Brief or Enlisted Record Brief will be redacted as a part of the board file. These changes will help ensure that selection boards are as fair and impartial as possible. This does not affect previous boards



U.S. Secretary of Defense

July 15 ·



After reviewing recommendations across the Department, I immediately acted on issues we can address now.

Remove photographs from consideration by promotion boards and selection processes. Develop additional guidance that emphasizes retaining qualified and diverse talent.

Update the Defense Department's military equal opportunity and diversity inclusion policies.

Obtain and analyze additional data. We must root out prejudice and bias that may exist but isn't always transparent.

Add bias awareness and bystander intervention to the violence prevention framework. Addressing racial prejudice and bias within the force requires ongoing skill development, leadership, and accountability.

Develop educational requirements for implementation across the military lifecycle to educate the force on unconscious bias.

Develop a program of instruction containing techniques and procedures which enable commanders to have relevant, candid, and effective discussions.

Review hairstyle and grooming policies for racial bias. Directed the Services to review all appearance standards and policies and make appropriate policy modifications NLT September 15, 2020.

Review the effectiveness of Military Service equal opportunity offices.

Support Military Department initiatives. I direct the Secretaries to provide me a status report on the implementation of the immediate actions they identified within their components NLT Aug 15, & to provide me updates monthly thereafter through Dec 2020.



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

JUL 14 2020

MEMORANDUM FOR CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF DEFENSE
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
CHIEF OF THE NATIONAL GUARD BUREAU
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF COST ASSESSMENT AND PROGRAM EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF OPERATIONAL TEST AND EVALUATION
CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF DEFENSE

- 1. Review photographs that candidates for promotion boards and selection processes are required to submit. Do not require candidates to submit photographs that are not required for the position. Do not require candidates to submit photographs that are not required for the position. Do not require candidates to submit photographs that are not required for the position.
- 2. Update the Department's military equal opportunity and diversity inclusion policies. Do not require candidates to submit photographs that are not required for the position. Do not require candidates to submit photographs that are not required for the position.
- 3. Obtain and analyze additional data. Do not require candidates to submit photographs that are not required for the position. Do not require candidates to submit photographs that are not required for the position.
- 4. Add bias awareness and bystander intervention to the violence prevention framework. Do not require candidates to submit photographs that are not required for the position. Do not require candidates to submit photographs that are not required for the position.
- 5. Develop educational requirements for implementation across the military lifecycle to educate the force on unconscious bias. Do not require candidates to submit photographs that are not required for the position. Do not require candidates to submit photographs that are not required for the position.
- 6. Develop a program of instruction containing techniques and procedures which enable commanders to have relevant, candid, and effective discussions. Do not require candidates to submit photographs that are not required for the position. Do not require candidates to submit photographs that are not required for the position.
- 7. Review hairstyle and grooming policies for racial bias. Do not require candidates to submit photographs that are not required for the position. Do not require candidates to submit photographs that are not required for the position.
- 8. Review the effectiveness of Military Service equal opportunity offices. Do not require candidates to submit photographs that are not required for the position. Do not require candidates to submit photographs that are not required for the position.
- 9. Support Military Department initiatives. Do not require candidates to submit photographs that are not required for the position. Do not require candidates to submit photographs that are not required for the position.



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

JUL 14 2020

MEMORANDUM FOR CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF
DEFENSE
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
CHIEF OF THE NATIONAL GUARD BUREAU
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF COST ASSESSMENT AND PROGRAM
EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF OPERATIONAL TEST AND EVALUATION
CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF
DEFENSE
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE
AFFAIRS
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
DIRECTOR OF NET ASSESSMENT
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Immediate Actions to Address Diversity, Inclusion, and Equal Opportunity in the
Military Services

On June 19, 2020 I issued a memorandum directing a three-pronged approach to take the initiative against discrimination, prejudice, and bias in all ranks of our Armed Forces. The purpose of this approach is to promote the morale, cohesion, and readiness of the force. Each effort aims to identify actions the Department can take within policies, programs, and processes to improve diversity, inclusion, and equal opportunity for our Service members:

1. A short-term "sprint" to identify immediate actions;
2. A mid-term DoD Board on Diversity and Inclusion (the "Board") to dive deeply into our policies and processes and identify additional actions; and
3. A long-term *Defense Advisory Committee on Diversity and Inclusion in the Armed Services* to provide an independent and enduring review and assessment that will strengthen our efforts in this area for generations to come.



OSD006634-20/CMD008163-20

After reviewing recommendations from across the Department, I am resolved to act immediately on those issues that we can address now. To that end, I direct the following:

- **Remove photographs from consideration by promotion boards and selection processes and develop additional guidance, as applicable, that emphasizes retaining qualified and diverse talent.** To ensure equal opportunity for all, I direct the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) to prescribe policy prohibiting the use of photographs for promotion boards and selection processes pertaining to assignment, training, education, and command, effective September 1, 2020. Further, I direct the USD(P&R) to review policies and processes and develop additional guidance – including provisions for establishing diverse selection panels and the removal of all references to race, ethnicity, and gender in personnel packets reviewed by panel members – to ensure promotion boards and selection processes enable equal opportunity for all Service members, promote diversity in our ranks, and are free from bias based on race, ethnicity, gender, or national origin. The USD(P&R) will prepare guidance with timelines for implementation for my signature NLT September 30, 2020.
- **Update the Department’s military equal opportunity and diversity inclusion policies.** The Department will update its military harassment policy to strengthen protections for Service members against inappropriate and intolerable harassing behaviors, especially racial bias and prejudice. The Department will update its military equal opportunity policy to prohibit pregnancy-based discrimination. The Department will update its policy *on Diversity Management and Equal Opportunity in the DoD* to delineate roles and responsibilities of leaders and provide reference points for engaged and critical thinking on this topic. I direct the USD(P&R) to issue updates to these policies NLT September 1, 2020.
- **Obtain and analyze additional data.** The prejudice and bias that exist within our force are not always transparent. The Department must collect data and analyze it to identify patterns and trends, and to inform and improve the Department’s policies and programs. I direct the USD(P&R) to increase the frequency of the *Workplace and Equal Opportunity* survey to measure the effectiveness of our actions and identify areas requiring improvement. This survey will include metrics concerning harassment and discrimination, extremist groups and activities, and the effectiveness of military equal opportunity offices. I also direct the USD(P&R) to develop and implement an officer retention and promotion cohort analysis study, in order to understand the potential factors affecting racial and ethnic minority officer retention and promotion. The USD(P&R) will provide me a proposal for these actions NLT October 1, 2020.
- **Add bias awareness and bystander intervention to the violence prevention framework.** Addressing racial prejudice and bias within the force requires a combination of ongoing skill development, leadership, and accountability. I direct the USD(P&R) to ensure the integrated violence prevention framework currently

under development, includes measures for addressing bias through personal skill development, to include bias awareness and bystander intervention in response to improper remarks or other communications made by peers or superiors. Issue this policy NLT September 15, 2020.

- **Develop educational requirements for implementation across the military lifecycle to educate the force on unconscious bias.** To effectively educate Service members and leaders concerning the impact of their own biases and prejudices on their decisions, I direct the USD(P&R) to develop requirements for Common Military Training including terminal learning objectives, enabling learning objectives, purpose of learning, and desired outcomes that are targeted to Service members, tailored to their place within the military lifecycle (e.g., new recruits, newly appointed leaders, senior officers), and deployable enterprise-wide through existing training and professional military education programs. These requirements must include clear and concise definitions of key and relevant terms. Provide me a plan of action and milestones, including timelines, for the development and implementation of these requirements NLT October 1, 2020.
- **Develop a program of instruction containing techniques and procedures which enable commanders to have relevant, candid, and effective discussions.** Develop specific training requirements, relevant talking points, and scenario-based learning to assist commanders in guiding discussions on discrimination, prejudice, and bias within units and organizations. The USD(P&R) will provide a training plan, including timelines for requirements development, NLT October 1, 2020.
- **Review hairstyle and grooming policies for racial bias.** I direct the Services to review all appearance standards and policies and make appropriate policy modifications NLT September 15, 2020.
- **Review effectiveness of Military Service equal opportunity offices.** To supplement data obtained through the *Workplace and Equal Opportunity* survey, I direct the Military Service Inspectors General to initiate a review, NLT September 1, 2020, to assess the effectiveness of Military Service equal opportunity offices and other applicable offices, in responding to equal opportunity issues and to make recommendations based on their findings.
- **Support Military Department initiatives.** To synchronize efforts and appropriately allocate resources, I direct the Secretaries of the Military Department to provide me a status report on the implementation of the immediate actions they identified within their components NLT August 15, 2020, and to provide me updates monthly thereafter through December 2020.

The success of our military mission depends on a disciplined and lethal force prepared to defend our country and our Constitution. There is no greater mission and no greater calling. When our Nation's young men and women volunteer to join the U.S. Armed Forces, they do so

to be a part of this critical mission, but also to be a part of a military “family” that spans over 10 generations. It is a bond that is revered, enduring, and essential to our integrity and all we do. As a military, we succeed by working together, hand in hand, side by side. Diversity and inclusivity in the ranks are not merely aspirations, they are fundamental necessities to our readiness and our mission success.

The actions I am directing are a necessary first step, but hard work remains, and we will continue to learn as we move forward. Shifting culture requires steadfast attention; these actions will maximize our efforts to ensure a diverse workforce at all levels, an inclusive environment, and equal opportunity for all who serve.

A handwritten signature in black ink, reading "Mark T. Esper". The signature is written in a cursive, slightly slanted style.

MILPER Message Number

20-426

Proponent

AHRC-PDV-PO

Title

Fiscal Year 2021 (FY21) Active Component (AC), Chief Warrant Officer Three (CW3), Chief Warrant Officer Four (CW4), and Chief Warrant Officer Five (CW5), Promotion Selection Board (PSB) Zones of Consideration

...Issued:[12/16/2020 9:09:20 AM]...

-
- A. Title 10, United States Code (U.S.C.).
 - B. AR 600-8-29 (Officer Promotions), 9 Sep 20.
 - C. AR 623-3 (Evaluation Reporting System), 14 Jun 19.
 - D. AR 600-8-104 (Army Military Human Resource Records Management), 7 Apr 14.
 - E. DA Pam 600-8-104 (Army Military Human Resource Record Management) 12 Feb 15.
 - F. DA Memo 600-2 (Policies and Procedures for Active-Duty List Officer Selection Boards), 25 Sep 06.

**CHECK BOARD MILPERS
FOR THIS MESSAGE AND
INFORMATION.**



G. MILPER Message 20-209, 8 Jul 20, subject: Elimination of Department of Army (DA) Photos, and Race, Ethnicity and Gender Identification Data for Officer, Warrant Officer and Enlisted Department of the Army Centralized Selection Boards.

1. This MILPER message will expire no later than (NLT) 16 Dec 21.

2. Policy:

a. Selection boards will convene on 12 Apr 21 to consider eligible Chief Warrant Officers on the active duty list (ADL) for promotion to CW3, CW4, and CW5. The boards will recess on or about 30 Apr 21. Selective Continuation (SELCON) boards may convene at the conclusion of the FY21 CW3, CW4, and CW5 PSB to consider CW2s, CW3s, and CW4s two or more times non-selected for promotion as a result of the boards. Warrant Officers eligible for consideration have the following active duty dates of rank (ADOR):

7. Points of Contact:

a. For administrative and procedural promotion consideration matters, contact HRC Promotions Branch, (AHRC-PDV-PO), at DSN 983-9009, commercial (502) 613-9009 or email at: usarmy.knox.hrc.mbx.tagd-ac-officer-promotions@mail.mil.

b. Officers should direct questions concerning ORB corrections to their S1/UA/MPD/DHR/MHR or the appropriate Career/Branch Manager.

c. OER/AER procedural matters, the POC is Evaluations Branch (Policy), (AHRC-PDV-EP), at DSN 983-9019, commercial (502) 613-9019 or email at: usarmy.knox.hrc.mbx.tagd-eval-policy@mail.mil.

MILPER Message Number

21-026

Proponent

AHRC-PDV-PO

Title

Fiscal Year 2021 (FY21), Reserve Component (RC) Chief Warrant Officer Three (CW3), and Chief Warrant Officer Four (CW4), Army Reserve Active Guard Reserve (AR AGR) and Army Reserve Non-Active Guard Reserve (AR Non-AGR), Competitive Categories (CC), Promotion Selection Boards (PSB) Zones of Consideration

...Issued:[1/26/2021 1:39:54 PM]...

-
- A. Title 10, United States Code (U.S.C.).
 - B. AR 135-155 (Promotion of Commissioned Officers and Warrant Officers other than General Officers), 13 Jul 04.
 - C. AR 350-1 (Army Training and Leader Development), 10 Dec 17.
 - D. AR 600-8-104 (Army Military Human Resource Records Management), 7 Apr 14.
 - E. AR 623-3 (Evaluation Reporting System), 14 Jun 19.
 - F. DA Memo, 10 Dec 20, subject: Reserve Component Officer Promotion Military Education Policy
 - G. DA Pam 600-8-104 (Army Military Human Resource Record Management), 12 Feb 15.
 - H. HQDA Policy Notice 600-4 (Policies and Procedures for Reserve Components Officer Selection Boards), 9 Apr 19.

**CHECK BOARD MILPERS
FOR THIS MESSAGE AND
INFORMATION.**



I. MILPER Message 20-209, 8 Jul 20, subject: Elimination of Department of Army (DA) Photos, and Race, Ethnicity and Gender Identification Data for Officer, Warrant Officer and Enlisted Department of the Army Centralized Selection Boards.

1. This MILPER message will expire no later than (NLT) 26 Jan 22.

2. Policy:

8. Official Photographs.

Effective 1 Aug 20, the requirement for officer, warrant officer, and enlisted selection boards to include the DA photo as part of the board file is suspended (reference I).

My Board File - Facebook page

https://m.facebook.com/story.php?story_fbid=3399485543408359&id=205237092833236

Replies

 **Kevin Hollaway**
So the question is can the Board see when your last date you took a DA Photo and use that to judge if you prepared for the evaluation board

16w Like Reply

 Author
My Board File (Official)
[Kevin Hollaway](#) They cannot see that information. Only way to see that is by looking at your photo, which there is no photo.

16w Like Reply

 Author
My Board File (Official)
[Mary Fergs](#) It will not be shown to board members.

16w Like Reply

1 



 **Kevin Hollaway**
So the question is can the Board see when your last date you took a DA Photo and use
5 mos Like Reply More

 Author
My Board File (Official)
[Kevin Hollaway](#) They cannot see that information. Only way to see that is by loc
5 mos Like Reply More

 **Mary Fergs**
My Board File (Official) Can you please check and clarify this answer. The date
4 mos Like Reply More

 **Kevin Hollaway**
Right now some location are not taking DA photos at all like here in Korea the ph
4 mos Like Reply More

 **Jose Ibarra**
Mary Fergs great point, I took a photo just incase they do look at that. As you sta
4 mos Like Reply More

 Author
My Board File (Official)
[Mary Fergs](#) It will not be shown to board members.  1
4 mos Like Reply More